

# Perancangan model manajemen program untuk proyek-proyek Smart Factory: Studi kasus PT. Panasonic Industrial Components Indonesia (PICID) = The design of program management model for Smart Factory Projects: A Case Study of PT. Panasonic Industrial Components Indonesia (PICID)

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## Abstrak

Pada tahun fiskal 2019, Panasonic Automotive and Industrial System mengalami penurunan pada operating profit sebesar 1,4% yakni mengalami kerugian sebesar 37 milyar yen atau sekitar 4,8 triliun rupiah yang dikarenakan pengembangan bisnis otomotif terkait. Sehingga permintaan kapasitor meningkat dan target Business Plan meningkat. Namun, variasi yang terjadi pada proses produksi di PICID menyebabkan sulitnya tercapai Business Plan selama 4 tahun terakhir. Selaras dengan perumusan strategi Lifestyle Updates oleh Panasonic pusat untuk menyelesaikan permasalahan ini yakni melalui rancangan program Smart Factory. Analisis kesenjangan tertera pada dokumen project meeting di PICID yang terdiri dari tiga kategori permasalahan, yaitu masalah Integrated Supply Planning (ISP), masalah yield drop atau variasi, dan masalah proyek-proyek yang tidak tercapai benefit nya. Dari data tersebut memperlihatkan masalah dominan terletak pada proyek-proyek yang tidak tercapai benefit nya. Banyak proyek-proyek pada program Smart Factory secara dadakan dan tidak masuk didalam portofolio yang dirancang selama satu tahun, hal ini terjadi karena tidak adanya manajemen program. Permasalahan tersebut diselesaikan dengan perancangan model manajemen program yang berdasarkan best practice internasional utama dari Axelos dan PMI. Dalam menganalisis manajemen program, desain penelitian menggunakan pendekatan kualitatif, data dikumpulkan melalui pelaksanaan wawancara, studi dokumen, dan observasi. Wawancara dilakukan terhadap tujuh pakar. Data yang diperoleh kemudian dianalisis menggunakan analisis konten untuk mendapatkan rekomendasi. Hasil analisis kemudian didiskusikan dengan perusahaan untuk mencapai bagaimana manajemen program yang sesuai best practice dan acuan standar Managing Successful Programme (MSP) dari Axelos (2020) dan Standard for Program Management (SPgM) dari PMI (2017c). Sehingga program yang berjalan dapat selaras dengan strategi perusahaan dan mencapai target BP. Hasil dari penelitian ini berupa rancangan model manajemen program untuk proyek-proyek Smart Factory untuk keselarasan strategi Lifestyle Updates. Keluaran model juga berupa rekomendasi serta hubungan-hubungannya yang meliputi keselarasan strategi, manajemen benefit, tata kelola, keterlibatan stakeholder, program lifecycle, struktur organisasi dan peran PMO, serta hubungan kapabilitas dengan pola dasar sistem. Adapun domain lensa dikaji pula melalui model 3 lensa, yaitu: prinsip-prinsip, tema-tema, dan proses dari program lifecycle. Dengan diimplementasikannya model manajemen program yang sesuai dengan rekomendasi penelitian ini, maka harapannya PT PICID dapat mencapai target business plan sesuai yang telah ditentukan.

.....In fiscal year 2019, operating profit at Panasonic Automotive and Industrial System was decreased by 1.4%, which was a loss of 37 billion yen or around 4.8 trillion rupiah due to the development of automotive business. So that the demand for capacitors increases and the Business Plan target increases. However, variations in the production process at PICID have made it difficult to achieve the Business Plan for the last

4 years. In line with the Lifestyle Updates strategy formulation by the central Panasonic to solve this problem, namely through the design of the Smart Factory program. The gap analysis is listed in the project meeting document at PICID which consists of three problem categories, there are Integrated Supply Planning (ISP) problems, problems with yield drop or variation, and problems with projects for which benefits are not achieved. From these data, it shows that the dominant problem lies in the projects that have not achieved the benefits. Many projects in the Smart Factory program are impromptu and are not included in the portfolio designed for one year, this happens because there is no program management. These problems are resolved by designing a program management model based on the main international best practices from Axelos and PMI. In analyzing program management, the research design used a qualitative approach, data was collected through conducting interviews, document study, and observation. Interviews were conducted with seven experts. The data obtained were then analyzed using content analysis to obtain recommendations. The results of the analysis are then discussed with the company to achieve how program management is in accordance with best practices and the standard reference for the Managing Successful Program (MSP) from Axelos (2020) and the Standard for Program Management (SPgM) from PMI (2017c). So that the running program can be in line with the company's strategy and achieve BP's targets. The results of this research are program management model design for Smart Factory projects to align the Lifestyle Updates strategy. The model output also takes the form of recommendations and relationships which include strategic alignment, benefit management, governance, stakeholder involvement, lifecycle programs, organizational structure and the role of PMO, as well as the relationship between capabilities and the system's archetype. The lens domain is also studied through a 3-lens model, namely: the principles, themes, and processes of the program lifecycle. With the implementation of a program management model in accordance with the recommendations of this study, it is hoped that PT PICID can achieve the business plan targets as determined.