

# Strategi Pelaksanaan Sistem Manajemen Inovasi Berbasis ISO 56002 ; 2019 Terintegrasi Lean Six Sigma pada Perusahaan Beton Pracetak di Indonesia dalam Rangka Membangun Budaya Inovasi =

## Implementation Strategic Innovation Management System Based on ISO 56002 ; 2019 Which Integrated with Lean Six Sigma at Precast Concrete Company in Indonesia in Order to Build Innovation Culture

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### Abstrak

Sejumlah sistem manajemen inovasi sudah dilakukan di banyak negara. Namun tidak demikian untuk negara Indonesia. Diliput dari data yang dikeluarkan oleh WIPO tahun 2022, Indonesia berada di urutan 75 secara global dari 132 negara yang masuk GII. Perusahaan beton pracetak merupakan perusahaan manufaktur yang paling banyak melakukan inovasi. Namun seiring meningkatnya persaingan perusahaan beton pracetak di Indonesia, perusahaan – perusahaan beton pracetak asing mulai bersaing dengan perusahaan lokal. Salah satu cara untuk meningkatkan daya saing adalah dengan meningkatkan budaya inovasi terlebih dahulu yaitu dengan mengimplementasikan Inovasi Manajemen sistem berbasis ISO 56002 tahun 2019 ke dalam perusahaan. Banyak penelitian menyebutkan bahwa ISO 56002 memiliki banyak kekurangan sehingga disarankan untuk menambahkan alat bantu pelaksanaan sistem manajemen inovasi dalam ISO 56002;2019. Salah satu alat pembantu pelaksanaan manajemen sistem inovasi tersebut adalah Lean Six Sigma. Lean Six Sigma merupakan alat yang digunakan untuk mengurangi waste dalam waktu maupun biaya. Beberapa penelitian menghubungkan Lean Six Sigma bahwa dalam inovasi, namun belum ada yang menyambungkan lean six sigma ke dalam manajemen sistem inovasi. Tujuan utama dari penelitian ini yaitu mengkaji pelaksanaan manajemen sistem inovasi di perusahaan beton pracetak yang berlandaskan pada aturan ISO 56002 tahun 2019 dan di integrasikan dengan Lean Six Sigma. Metode pengambilan data dalam pembuatan penelitian ini yaitu melalui metode kuesioner dan wawancara. Untuk metode analisa datanya menggunakan SPSS dan SEMPLS. Hasil akhir dari penelitian ini terdapat total 24 indikator pelaksanaan manajemen sistem inovasi terintegrasi lean six sigma. Lean six sigma berpengaruh signifikan terhadap konteks pelaksanaan manajemen sistem inovasi (sumber daya, manajemen organisasi dan proses berinovasi) berbasis ISO 56002 ; 2019, sedangkan pengaruh lean six sigma terhadap budaya inovasi berpengaruh signifikan medium. Indikator yang paling berpengaruh terhadap pelaksanaan sistem manajemen inovasi yaitu penerapan nilai target, penggunaan alat dan metode lean, teknologi tepat guna, proses seleksi supplier terintegrasi, manajemen komitmen hairan dan pengimplementasian BIM. Selain itu, terdapat 4 indikator paling mempengaruhi budaya inovasi yaitu, sumber daya manusia, komunikasi dan kesadaran, konfigurasi proses inovasi dan pengimplementasian target value delivery.

.....A number of innovation management systems have been implemented in many countries, but not in Indonesia. According to data released by WIPO in 2022, Indonesia ranks 75th globally out of 132 countries in the GII. Precast concrete companies are the manufacturing companies that innovate the most. However, as competition among precast concrete companies in Indonesia increases, foreign precast concrete companies are starting to compete with local companies. One way to increase competitiveness is to first improve the innovation culture by implementing the ISO 56002:2019-based Innovation Management

System in the company. Many studies have shown that implementing an innovation management system is effective in improving the innovation culture. However, each study states that ISO 56002 has many shortcomings, so it is recommended to add tools to implement the innovation management system in ISO 56002:2019. One of the tools to implement the innovation management system is Lean Six Sigma. Lean Six Sigma is a tool used to reduce waste in time and cost. Some studies have linked Lean Six Sigma to innovation, but none have connected it to innovation management systems. The main objective of this study is to examine the implementation of the innovation management system in precast concrete companies based on the ISO 56002:2019 rules and integrated with Lean Six Sigma. The data collection method for this study is through questionnaires and interviews. The data analysis method used is SPSS and SEM-PLS. The final result of this study is the magnitude of the influence of Lean Six Sigma in implementing the ISO 56002:2019-based innovation management system in precast concrete companies. The final result of this research is that there are a total of 24 indicators of the implementation of an innovation management system integrated with Lean Six Sigma. Lean Six Sigma has a significant influence on resources, organizational management and the innovation process, in line with the implementation of an ISO 56002:2019 based innovation management system, while the influence of Lean Six Sigma on innovation culture has a medium significant impact. The indicators that have the most influence on the implementation of the innovation management system are the application of target values, the use of tools and Lean methods, appropriate technology, integrated supplier selection processes, human commitment management, and the implementation of BIM. In addition, there are four indicators that have the most influence on innovation culture, namely human resources, communication and awareness, innovation process configuration, and target value delivery implementation.