

ABSTRAK

Supply Chain Management (SCM) merupakan elemen strategis dalam mendukung efektivitas operasional dan keandalan pasokan pada industri ketenagalistrikan. PT PLN (Persero) Pusharlis, sebagai unit manufaktur dan pemeliharaan peralatan kelistrikan, memiliki peran penting dalam penyediaan komponen strategis untuk proses pembangkitan, transmisi, dan distribusi listrik. Namun, perusahaan masih menghadapi tantangan berupa fluktuasi permintaan hingga 15%, keterbatasan sumber daya, serta keandalan pengiriman yang hanya mencapai 92% dari target 97%. Berdasarkan hasil wawancara dengan pihak terkait, terdapat potensi penghematan biaya operasional hingga 29% apabila pengelolaan SCM dilakukan secara lebih efisien. Penelitian ini bertujuan untuk mengukur dan menganalisis kinerja SCM di PT PLN Pusharlis menggunakan metode *Supply Chain Operations Reference* (SCOR), mengidentifikasi faktor-faktor yang memengaruhi kinerja SCM, serta memberikan rekomendasi perbaikan berdasarkan hasil pengukuran. Metode SCOR yang digunakan mencakup lima proses utama, yaitu: *Plan*, *Source*, *Make*, *Deliver*, dan *Return*. Penelitian ini menggunakan pendekatan kuantitatif deskriptif, dengan teknik pengumpulan data melalui dokumentasi, wawancara, dan observasi, serta analisis data menggunakan metode normalisasi Snorm De Boer. Hasil penelitian menunjukkan bahwa kinerja SCM PT PLN Pusharlis berada dalam kategori “baik” dengan skor total normalisasi sebesar 71,77. Perspektif *Source* memperoleh nilai tertinggi, yang mencerminkan kuatnya hubungan perusahaan dengan pemasok. Sebaliknya, perspektif *Deliver* dan *Return* memperoleh nilai terendah karena masih terdapat keterlambatan pengiriman serta lemahnya sistem pengelolaan pengembalian barang. Rekomendasi perbaikan yang disarankan mencakup penguatan sistem logistik, penyempurnaan proses pengembalian barang, serta evaluasi berkala terhadap seluruh proses SCM berbasis metode SCOR guna meningkatkan efisiensi dan daya saing perusahaan.

Kata Kunci: *Supply Chain Management*, SCOR, PT PLN Pusharlis, Kinerja SCM, *Snorm De Boer*

ABSTRACT

Supply Chain Management (SCM) is a strategic element in supporting operational effectiveness and supply reliability in the electricity industry. PT PLN (Persero) Pusharlis, as a manufacturing and maintenance unit for electrical equipment, plays a crucial role in supplying strategic components for power generation, transmission, and distribution. However, the company faces several challenges, including demand fluctuations of up to 15%, limited resources, and delivery reliability that remains at 92%, below the target of 97%. Based on interviews with relevant stakeholders, it was found that there is a potential to reduce operational costs by up to 29% if SCM is managed more efficiently. This study aims to measure and analyze the SCM performance at PT PLN Pusharlis using the Supply Chain Operations Reference (SCOR) model, identify the factors affecting SCM performance, and provide improvement recommendations based on the measurement results. The SCOR model used includes five main processes: Plan, Source, Make, Deliver, and Return. This research adopts a descriptive quantitative approach, with data collected through documentation, interviews, and observation, and analyzed using the Snorm De Boer normalization method. The results show that SCM performance at PT PLN Pusharlis falls into the "good" category, with a total normalization score of 71.77. The Source perspective scored the highest, indicating strong supplier relationships. In contrast, the Deliver and Return perspectives received the lowest scores due to delivery delays and weak return management systems. The proposed recommendations include strengthening the logistics system, improving the return process, and conducting regular evaluations of all SCM processes based on the SCOR method to enhance efficiency and competitiveness.

Keywords: *Supply Chain Management, SCOR, PT PLN Pusharlis, SCM Performance, Snorm De Boer*