

ABSTRAK

PT SANBE Farma merupakan *group* perusahaan swasta yang bergerak di bidang kefarmasian. Dalam menunjang perusahaan untuk menjalankan kegiatan operasionalnya, PT SANBE Farma membutuhkan bahan pengemas sebagai media pembungkus sekaligus identitas perusahaan pada produk. Pelaksanaan pembelian bahan pengemas belum memiliki strategi *purchasing* yang tepat, sehingga masih sering ditemukan permasalahan yang berkaitan dengan pembelian bahan pengemas. Hal ini mendorong aktivitas pembelian memerlukan evaluasi terhadap sistem pembelian bahan pengemas. Strategi pembelian yang ideal dan sesuai kriteria dibutuhkan perusahaan dalam menciptakan aktivitas pembelian yang lebih profesional. Penelitian dilakukan untuk mendapatkan perancangan strategi pembelian bahan pengemas sekunder khususnya dalam memenuhi kebutuhan produksi obat manusia Unit I yang teralokasikan terpusat di *Packaging Material Warehouse Central* Unit Cibodas. Penilaian dimensi, kriteria, dan item pembelian akan dihitung menggunakan *Fuzzy Multi-Attribute Decision Making*. Model *Kraljic's Matrix Purchasing Portfolio Model* dibentuk dengan dua dimensi utama yaitu Risiko Pasokan (*Supply Risks*) dan Dampak Profit (*Profit Impact*) menggunakan *Multidimensional Scaling (MDS)* pada *software SPSS* Tahun 2016. Tujuan dari penelitian ini adalah mengidentifikasi dan mengklasifikasikan pembelian bahan pengemas sekunder berdasarkan *Kraljic's Matrix Purchasing Portfolio Model* serta memberikan rekomendasi strategi pembelian berdasarkan hasil pemetaan pada *Kraljic's Matrix*, mulai dari karakteristik *pur*, tipe hubungan dan tipe kontrak yang akan dilakukan dengan *supplier*, strategi operasional umum dan khusus, serta karakteristik pegawai aktivitas pengadaan yang ideal. Berdasarkan perhitungan, klasifikasi dari pemetaan 14 *Sub-Packaging Material Category* tersebar pada empat kuadran *Kraljic's Matrix*. Terdapat 4 klasifikasi *Sub-Packaging Material Category* pada kuadran *Non-Critical Items*, 3 pada kuadran *Leverage Items*, 3 pada kuadran *Bottleneck Items*, dan 4 pada kuadran *Strategic Items*. Kuadran *Non-Critical Items* berupa *Hanger For Infuse Bottle*, *Individual Folding Box*, *Individual Master Box*, dan *Spoon*; *Measuring Cap* direkomendasikan menerapkan tipe kontrak *spot purchase* atau *regular trading*. Bahan pengemas pada *Sub-Packaging Material Category* yang masuk dalam kuadran *Leverage Items*, yaitu *Plaster*; *Strapping Band*, Lempeng *Styrofoam*, dan *Security Seal Tape* diberi rekomendasi kategori bahan kategori *Low Price Variability* dengan tipe kontrak *spot purchase*, sementara bahan pengemas yang masuk kedalam kategori *Low Price Variability and Negligible Switching Costs* tipe kontrak yang disarankan adalah *fixed contract*. Kuadran *Bottleneck Items* berisikan bahan pengemas pada kategori *Brochure*, *Lable/ Sticker*, dan Segel; *Security Hologram* direkomendasikan menerapkan tipe kontrak *call off contract*. Kuadran *Strategic Items* berisikan bahan pengemas yang termasuk ke dalam kategori *Catch Cover*, *Folding Box*, *Master Box*, dan *Plastic*; *Overwrap* direkomendasikan untuk menerapkan tipe kontrak *partnership*.

Kata Kunci: Bahan Pengemas, *Fuzzy Multiple Attribute Decision Making*, *Kraljic's Matrix Purchasing Portfolio Model*, *Multidimensional Scaling*, Pembelian, Strategi *Purchasing*.

ABSTRACT

PT SANBE Farma is group of a private companies engaged in the pharmaceutical sector. In supporting the company to carry out its operational activities, PT SANBE Farma requires packaging materials as a packaging medium as well as a corporate identity for the product. The implementation of purchasing packaging materials does not have strategy purchasing the right, so that problems are often found related to purchasing packaging materials. This encourages purchasing activity to require an evaluation of the packaging material purchasing system. The ideal purchasing strategy and according to the criteria is needed by the company in creating a more professional purchasing activity. The research was conducted to design a strategy for purchasing secondary packaging materials, especially in meeting the needs for human medicine production Unit I which is allocated centrally at the Packaging Material Warehouse Central Unit Cibodas. Assessment dimensions, criteria, and purchase items will be calculated using Fuzzy Multi-Attribute Decision Making. Model Kraljic's Matrix Purchasing Portfolio The model was formed with two main dimensions, namely market Supply Risks and Profit Impact using Multidimensional Scaling (MDS) in SPSS software 2016. The purpose of this study was to identify and classify purchases of secondary packaging materials based on Kraljic's Matrix Purchasing Portfolio Model. as well as providing recommendations for purchasing strategies based on the results of the mapping on Kraljic's Matrix, starting from characteristics supplier, types of relationships and types of contracts to be carried out with suppliers, general and specific operational strategies, as well as characteristics of ideal procurement activity employees. Based on the calculation, the classification of the 14 Sub-Packaging Material spread over four quadrants of Categories is Kraljic's Matrix. There are 4 categories sub-packaging material in the Non-Critical Items quadrant, 3 in the quadrant Leverage Items, 3 in the quadrant Bottleneck Items, and 4 in the quadrant Strategic Items. The Quadrant Non-Critical Items is Hanger For Infuse Bottle, Individual Folding Box, Individual Master Box, and Spoon; Measuring Cap is recommended to apply the type of contract spot purchase or regular trading. Packaging materials in the Sub-Packaging Material Category which are included in the quadrant Leverage Items, namely Plaster; Strapping Band, Plate Styrofoam, and Security Seal Tape were recommended for the material category of the category Low Price Variability with the contract type spot purchase, while the packaging material that was included in the category Low Price Variability and Negligible Switching Costs, the recommended type of contract was a fixed contract. The quadrant Bottleneck Items contains packaging materials in the categories Brochure, Label/ Sticker, and Seal; The security hologram is recommended to apply the call off contract type. The quadrant Strategic Items contains packaging materials that fall into the categories Catch Cover, Folding Box, Master Box, and Plastic; Overwrap is recommended to apply the contract type partnership.

Keywords: Packaging Materials, Fuzzy Multiple Attribute Decision Making, Kraljic's Matrix Purchasing Portfolio Model, Multidimensional Scaling, Purchasing, Strategy Purchasing.