

ABSTRAK

Lean warehouse merupakan konsep manajemen gudang yang berfokus pada identifikasi dan penghapusan pemborosan (*waste*) di seluruh aktivitas pergudangan untuk menciptakan proses yang lebih efisien. Penelitian ini bertujuan mengidentifikasi akar penyebab *waste* dan memberikan usulan perbaikan untuk mengurangi *waste waiting* dan *waste transportation* pada proses bongkar muat di PT XYZ. Berdasarkan observasi dan wawancara, ditemukan keterlambatan dan ketidakefisienan yang berdampak pada tidak tercapainya target perusahaan. Pendekatan *Value Stream Mapping (VSM)*, *Value Stream Analysis Tools (VALSAT)*, dan *Root Cause Analysis (RCA)*. *Waste waiting* disebabkan oleh aktivitas menunggu barang, dokumen, dan kurangnya tenaga kerja, sedangkan *waste transportation* disebabkan oleh jarak antar proses yang jauh serta layout kerja yang belum optimal. Usulan perbaikan meliputi pembuatan matriks skill, *cross training*, perbaikan SOP, form inspeksi forklift, dan penataan ulang lokasi *checker*. *future state value stream mapping* menunjukkan peningkatan efisiensi dan penurunan aktivitas *non-value added*.

Kata kunci: *lean warehouse*, *value stream mapping*, *waste*, usulan perbaikan

ABSTRACT

Lean warehouse is a warehouse management concept that focuses on identifying and eliminating waste across all warehousing activities to create a more efficient process. This study aims to identify the root causes of waste and propose improvements to reduce waste waiting and waste transportation in the loading and unloading process at PT XYZ. Based on observations and interviews, delays and inefficiencies were found, impacting the company's failure to meet its targets. The research applies Value Stream Mapping (VSM), Value Stream Analysis Tools (VALSAT), and Root Cause Analysis (RCA) approaches. Waste waiting is caused by waiting for goods, documents, and a shortage of manpower, while waste transportation arises from long distances between processes and a suboptimal layout. The proposed improvements include the development of a skill matrix, cross-training, SOP refinement, forklift inspection forms, and the reorganization of the checker's location. The future state value stream mapping indicates improved efficiency and a reduction in non-value-added activities.

Keywords: lean warehouse, value stream mapping, waste, improvement proposal