

ABSTRAK

PT. Inka Multi Solusi adalah perusahaan manufaktur kontruksi dimana menawarkan produk jasa manufaktur dibidang kontruksi dan perdagangan komponen atau suku cadang transportasi darat khususnya perkeretaapian. PT IMS mendapatkan proyek pembuatan kereta UGL berjumlah 262 unit dengan posisi sebagai pihak ketiga. Proyek tersebut mengalami keterlambatan yang disebabkan beberapa hal salah satunya material yang mengalami keterlambatan dan mengakibatkan *delay* proses produksi dan kemunduran pengiriman selanjutnya. Berdasarkan permasalahan tersebut dan dampak yang timbul berpengaruh pada proyek selanjutnya, maka dilakukan perbaikan manajemen rantai pasok yang memperhatikan risiko setiap aktivitas rantai pasok. Penelitian dilakukan menggunakan metode *House of Risk* (HOR). Berdasarkan hasil penelitian didapatkan 28 *risk event* dan 20 *risk agent*. Hasil pengolahan data HOR 1 didapat delapan *risk agent* prioritas, peringkat pertama adalah perubahan spesifikasi atau kuantitas material (A2), dengan nilai ARP sebesar 1470. Penentuan *risk agent* prioritas menggunakan diagram pareto 80/20. Hasil HOR 2 didapat 15 aksi mitigasi diantaranya terdapat enam prioritas. Terdapat tiga aksi mitigasi dengan nilai *Effectiveness Difficulty Ratio* (ETD) tertinggi yaitu 2142 salah satunya adalah aksi mitigasi Meningkatkan koordinasi antar bagian logistik, pergudangan dan pengendalian material untuk selalu memberikan informasi terbaru sisa material (U3).

Kata kunci: Manajemen risiko, HOR, Kereta.

ABSTRACT

PT. Inka Multi Solusi is a construction manufacturing company which offers manufacturing service products in the field of construction and trading of components or spare parts for land transportation, especially railways. PT IMS won a project to manufacture 262 units of UGL trains as a third party. The project experienced delays due to several things, one of which was material delays which resulted in delays in the production process and subsequent delays in shipments. Based on these problems and the impacts that affect subsequent projects, supply chain management is being improved by taking into account the risks of each supply chain activity. The research was conducted using the House of Risk (HOR) method. Based on the research results, there were 28 risk events and 20 risk agents. The results of HOR 1 data processing obtained eight priority risk agents, the first rank is changes in specification or material quantity (A2), with an ARP value of 1470. The selection of risk agents uses the 80/20 chart. HOR 2 results obtained 15 mitigation actions including six priorities. There are three mitigation actions with the highest Effectiveness Difficulty Ratio (ETD) value of 2142, one of which is the action to help improve coordination between logistics, warehousing and material control departments to always provide the latest information on remaining materials (U3).

Keywords: Risk management, HOR, Train.