

ABSTRAK

UD. Sumber Makmur merupakan usaha yang bergerak di bidang pengolahan pangan berupa produk tahu yang berlokasi di Kamal, Kabupaten Bangkalan. UD. Sumber Makmur membutuhkan bahan baku kedelai kedelai kurang lebih sebesar 1,5 ton. Berdasarkan hasil wawancara dengan manajer produksi diketahui perusahaan sering kali mendapat komplain dari konsumen mengenai kerusakan tahu sehingga konsumen melakukan retur dan diketahui rata-rata kerusakan tahu dalam pabrik tahu setiap bulannya mencapai 6,04%, sedangkan menurut manajer produksi kebijakan perusahaan mengenai kerusakan tahu sebesar 3%. Hal tersebut berarti target perusahaan dalam meminimasi kerusakan tahu belum tercapai. Berdasarkan hasil wawancara dengan manajer produksi diketahui bahwa perusahaan tidak mengetahui letak penyebab terjadinya kerusakan tahu sedangkan menurut salah satu pekerja pada bagian pemasakan tahu penyebab kerusakan tahu dapat terjadi mulai pada supply bahan baku, proses produksi hingga pengiriman tahu ke pelanggan. Berdasarkan hal tersebut maka dibutuhkan suatu analisis risiko pada proses bisnis dalam rantai pasok pabrik tahu sehingga kemudian dapat dibuat tindakan mitigasi untuk meminimalisir risiko menggunakan metode *House Of Risk (HOR)*. Hasil identifikasi risiko didapat 31 kejadian risiko (*risk event*) dan 27 penyebab risiko (*risk agent*). Berdasarkan hasil pengolahan data pada *HOR* fase pertama didapat nilai *Aggregate Risk Potential (ARP)* yang kemudian di-input ke dalam diagram pareto sehingga didapat tujuh *risk agent* prioritas, yaitu pekerja tidak bekerja dengan hati-hati (A8), pekerja tidak bekerja sesuai ketentuan (A11), permintaan mendadak dari customer (A1), tidak terdapat alat bantu untuk membalik cetakan tahu (A21), supplier kurang teliti (A6), medan yang ditempuh kurang memadai (A26) dan tahu dikirim dalam keadaan panas (A27) dengan nilai presentase *ARP* berturut-turut sebesar 27%, 24%, 6%, 6%, 6%, 5% dan 4%. *HOR* fase kedua dilakukan identifikasi tindakan mitigasi terhadap masing-masing *risk agent* prioritas dan didapat 15 tindakan mitigasi. Hasil perhitungan *Effectiveness to Difficulty (ETD)* pada masing-masing tindakan mitigasi kemudian di-input ke dalam diagram pareto sehingga diketahui empat tindakan mitigasi yang menjadi prioritas, yaitu melakukan monitoring yang lebih ketat pada setiap proses (PA3), menerapkan sistem ganti rugi dan teguran (PA2), memberi pelatihan proses produksi tahu (PA1) dan mengadakan evaluasi kerja seminggu sekali (PA5) dengan nilai presentase *ETD* berturut-turut sebesar 29%, 21%, 15% dan 13%. Proses bisnis yang membutuhkan penerapan terhadap tindakan mitigasi terdiri dari 13 proses bisnis.

Kata kunci: proses bisnis, kejadian risiko (*risk event*), penyebab risiko (*risk agent*), *Aggregate Risk Potential (ARP)*, tindakan mitigasi, *Effectiveness to Difficulty (ETD)*

ABSTRACT

UD. Sumber Makmur is a firm that engaged in food processing in the form of tofu products located in Kamal, Bangkalan. UD. Sumber Makmur requires raw materials for soybeans of approximately 1.5 tons. Based on the interviews with production managers, it is known that the company often gets complaints from consumers about damaged tofu so that consumers make returns and it is known that the average damaged tofu in the factory every month reaches 6.04%, while according to the production manager, the company policy regarding damaged tofu is 3 %. This means that the company's target in minimizing the damaged tofu has not been achieved. Based on the results of interviews with the production manager, it is known that the company does not know the location of the cause of the damaged tofu, while according to one of the workers in the cooking section, the cause of damaged tofu can occur starting from the supply of raw materials, the production process to the delivery of tofu to customers. Based on this, a risk analysis is needed in the business process in the tofu factory supply chain so that mitigation actions can then be made to minimize risk using the House Of Risk (HOR) method. The results of risk identification obtained 31 risk events and 27 risk agents. Based on the results of data processing in the first phase of HOR, the ARP value is obtained which is then inputted into the Pareto diagram so that seven priority risk agents are obtained, namely workers do not work carefully (A8), workers do not work according to the provisions (A11), sudden requests from the customer (A1), there is no tool for turning the tofu mold (A21), the supplier is not careful (A6), the field traveled is inadequate (A26) and the tofu is sent hot (A27) with a consecutive Aggregate Risk Potential (ARP) percentage value of 27%, 24%, 6%, 6%, 6%, 5% and 4%. In the second phase of HOR, mitigation actions were identified for each priority risk agent and 15 mitigation actions were obtained. The results of the Effectiveness to Difficulty (ETD) calculation for each mitigation action are then inputted into a Pareto diagram so that four priority mitigation actions are known, namely conducting stricter monitoring of each process (PA3), implementing a compensation and reprimand system (PA2), giving tofu production process training (PA1) and conduct a work evaluation once a week (PA5) with an ETD percentage value of 29%, 21%, 15% and 13%, respectively. Business processes that require implementation of mitigation actions consist of 13 business processes.

Keywords: *business process, risk event, risk agent, Aggregate Risk Potential (ARP), mitigation action, Effectiveness to Difficulty (ETD)*