

## ABSTRAK

Persaingan yang cukup ketat antar perusahaan rokok Jawa Timur baik perusahaan bercukai resmi maupun illegal menuntut perusahaan untuk dapat menyusun strategi agar dapat mempertahankan daya saing. PR AYUNDA SURYA TAMA memiliki beberapa permasalahan mengenai rantai pasok perusahaan. Permasalahan rantai pasok meliputi proses *plan, source, make, deliver, return dan enable* tersebut dianjurkan untuk melakukan pengukuran kinerja *supply chain*. Model yang digunakan dalam pengukuran kinerja *supply chain* adalah model *Supply chain Operation Reference* (SCOR dan proses pembobotan menggunakan *Analytical Hierarchy Process* (AHP). Hasil dari pengukuran kinerja PR. AYUNDA SURYA TAMA ini adalah 20 KPI indikator yang tervalidasi yang dibagi kedalam enam proses utama bisnis, yaitu *Plan, Source, Deliver, Make, Return dan Enable*. *Scoring system* menggunakan proses normalisasi *snorm de boer* dan dilanjutkan dengan analisis *Traffic Light System* untuk mengevaluasi pencapaian kinerja melalui tiga indikator warna (merah, kuning, dan hijau). Hasil penelitian menunjukkan bahwa nilai kinerja pada PR. AYUNDA SURYA TAMA sebesar 64,290 yang termasuk dalam kategori *average*. Beberapa indikator kinerja yang berada di zona merah berdasarkan *traffic light system* yaitu: 1) *package cycle time*, 2) *Cost to deliver*, 3) *Cost to return* dan 4) *return rate*.

*Kata kunci: Analytical Hierachy Process, Pengukuran Kinerja, Supply Chain Operation Reference, Traffic Light System*

## **ABSTRACT**

*Sufficiently tight competition between East Java cigarette companies, both official and illegal excise companies, requires companies to be able to develop strategies in order to maintain competitiveness. PR AYUNDA SURYA TAMA has several problems regarding the company's supply chain. Supply chain problems including the process of plan, source, make, deliver, return and enable are recommended to measure supply chain performance. The model used in measuring supply chain performance is the Supply chain Operation Reference (SCOR) model and the weighting process uses the Analytical Hierarchy Process (AHP). The results of the PR AYUNDA SURYA TAMA performance measurement are 20 validated KPI indicators divided into six main processes business, namely Plan, Source, Deliver, Make, Return and Enable. The scoring system uses the normalization process of snorm de boer and continues with Traffic Light System analysis to evaluate performance achievement through three color indicators (red, yellow, and green). The results show that performance value on PR. AYUNDA SURYA TAMA of 64,290 which is included in the average category. Several performance indicators that are in the red zone based on traffic light system, namely: 1) package cycle time, 2) Cost to deliver, 3) Cost to return and 4) return rate.*

*Keywords: Analytical Hierachy Process, Performance Measurement, Supply Chain Operation Reference, Traffic Light System*

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