

Nazar Khoirudin. NPM 220331100075. Analisis Kinerja *Green Supply Chain Management* (GSCM) Roti Tawar pada O'Ndut Bakery menggunakan Pendekatan Green SCOR. Di bawah Bimbingan **Dr. Millatul Ulya, S.TP., M.T.** dan **Dr. Moh. Fuad Fauzul Mu'tamar, S.TP., M.Si.**

ABSTRAK

Penelitian ini bertujuan untuk menentukan nilai kinerja *Green Supply Chain Management* (GSCM) serta menganalisis indikator kinerja yang paling berpengaruh dan memerlukan perbaikan pada O'Ndut Bakery Kabupaten Tegal. Penelitian dilaksanakan pada September–Desember 2025 dengan objek penelitian berupa produk roti tawar. Metode yang digunakan adalah *Green Supply Chain Operations Reference* (Green SCOR) yang dikombinasikan dengan metode *Analytical Hierarchy Process* (AHP), normalisasi *Snorm de Boer*, dan *Traffic Light System* (TLS). Pengumpulan data dilakukan melalui observasi, wawancara, dokumentasi, dan penyebaran kuesioner kepada pihak yang memahami aktivitas rantai pasok perusahaan. Hasil penelitian menunjukkan bahwa terdapat 10 *Key Performance Indicator* (KPI) yang digunakan dalam pengukuran kinerja GSCM. Berdasarkan hasil perhitungan menggunakan Green SCOR, AHP, dan *Snorm de Boer* diperoleh nilai kinerja akhir GSCM sebesar 79,47 yang termasuk dalam kategori Good (Baik). Hasil tersebut menunjukkan bahwa penerapan GSCM pada O'Ndut Bakery telah berjalan dengan baik, terutama pada aspek perencanaan bahan baku, pengendalian kualitas bahan baku, penyimpanan produk, distribusi produk, dan penanganan retur. Berdasarkan analisis *Traffic Light System*, usulan perbaikan yang diberikan meliputi pemanfaatan limbah sisa potongan roti tawar menjadi tepung panir serta pemberian pelatihan *Green Industry* kepada karyawan secara berkala. Usulan tersebut diharapkan dapat meningkatkan kinerja GSCM dan mendukung penerapan rantai pasok yang lebih berkelanjutan pada O'Ndut Bakery.

Kata kunci: *Green SCOR, GSCM, Keberlanjutan, Kinerja GSCM, Pengelolaan Limbah*

Nazar Khoirudin. NPM 220331100075. *Analysis of Green Supply Chain Management (GSCM) Performance for White Bread at O'Ndut Bakery using the Green SCOR Approach. Supervised by Dr. Millatul Ulya, S.TP., M.T. and Dr. Moh. Fuad Fauzul Mu'tamar, S.TP., M.Si.*

ABSTRACT

This study aims to determine the performance level of Green Supply Chain Management (GSCM) and to analyze the performance indicators that have the greatest influence and require improvement at O'Ndut Bakery, Tegal Regency. The research was conducted from September to December 2025, focusing on white bread products. The study employed the Green Supply Chain Operations Reference (Green SCOR) model combined with the Analytical Hierarchy Process (AHP), Snorm de Boer normalization, and the Traffic Light System (TLS). Data were collected through observations, interviews, documentation, and questionnaires distributed to individuals involved in and knowledgeable about the company's supply chain activities. The results showed that there were 10 Key Performance Indicators (KPIs) used to measure GSCM performance. Based on the calculations using Green SCOR, AHP, and Snorm de Boer, the final GSCM performance score was 79.47, which falls into the Good category. These findings indicate that the implementation of GSCM at O'Ndut Bakery has been carried out effectively, particularly in raw material planning, raw material quality control, product storage, product distribution, and return handling. Based on the Traffic Light System analysis, improvement recommendations include utilizing leftover white bread trimmings as bread crumbs and providing regular Green Industry training for employees. These recommendations are expected to enhance GSCM performance and support the implementation of a more sustainable supply chain at O'Ndut Bakery.

Keywords: Green SCOR, GSCM, GSCM Performance, Sustainability, Waste Management