

**MODEL INTEGRASI PROSES OPERASI DALAM IMPLEMENTASI
SUPPLY CHAIN MANAGEMENT DI INDUSTRI *FAST-MOVING*
CONSUMER GOODS (FMCG) INDONESIA**

DISERTASI

Diajukan untuk memenuhi sebagian syarat untuk memperoleh
gelar Doktor Manajemen Konsentrasi Manajemen Strategik



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2024**

Model Integrasi Proses Operasi Dalam Implementasi *Supply Chain Management* di Industri *Fast- Moving Consumer Goods* (FMCG) Indonesia

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S.T. Universitas Jenderal Achmad Yani, 2008
M.S.M. Universitas Padjadjaran, 2015

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November 2024

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SUPPLY CHAIN MANAGEMENT DI INDUSTRI FMCG INDONESIA**

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KATA PENGANTAR

Puji Syukur Alhamdulillah penulis panjatkan Hanya Kepada Allah Subhanahu wa Ta'la tentunya hanya karena Rahmat, Rezeki serta Inayah-Nya penulis dapat menyelesaikan penelitian melalui penulisan disertasi berjudul “Model Integrasi Proses Operasi dalam Implementasi *Supply Chain Management* di Industri *Fast-Moving Consumer Goods* (FMCG) Indonesia”. Disertasi yang dibuat ini diajukan sebagai salah satu syarat untuk memperoleh gelar Doktor Manajemen pada Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia.

Judul penelitian yang dituangkan ke dalam penulisan disertasi ini adalah dikarenakan melihat fenomena rantai pasokan yang menjadi pilar utama dalam perjalanan sebuah bisnis di sektor FMCG memiliki dampak yang signifikan dalam Pembangunan pendapatan internal, daerah hingga negara. *Supply Chain Management* dapat berjalan dengan optimal apabila didukung sistem internal yang terintegrasi dengan sistem eksternal, hal ini dikarenakan kedua sistem tersebut menjadi roda berjalannya program strategi *supply chain management*. FMCG mengacu pada produk yang sangat diminati, dijual dengan cepat, dan terjangkau. Produk FMCG dianggap “cepat bergerak” karena konsumen menggunakannya secara teratur dan terus menerus. Produk-produk FMCG diantaranya makanan dan minuman kemasan, kosmetik, perlengkapan toilet/mandi, obat-obatan, produk pembersih, tembakau, kebutuhan rumah tangga dan lainnya yang dibutuhkan setiap konsumen dalam menjalankan kehidupan sehari-hari.

Bisnis di industri FMCG harus dapat menjual produk sebanyak, secepat, dan seefisien mungkin. Karena tantangan ini, bisnis FMCG sangat memerlukan tenaga pemasaran seperti *Sales Executive* yang cerdas untuk mendapatkan banyak pelanggan. Mengingat sebagian besar produk FMCG berupa kemasan, perusahaan FMCG juga perlu mencari solusi untuk mengurangi dampak lingkungan. Diperlukan juga solusi untuk memperpanjang umur simpan barang yang mudah rusak dan memproduksi barang dengan biaya yang lebih rendah. Salah satu sektor utama yang berkontribusi besar terhadap pembangunan ekonomi Indonesia adalah sektor barang dan jasa. Bahkan, industri ini menjadi salah satu sektor di negara ini yang tidak terpengaruh secara signifikan oleh pandemi COVID-19. Secara

keseluruhan, Indonesia mencatat perubahan nilai pasar FMCG sebesar 8,8% per tahun pada kuartal ketiga tahun 2020 lalu dan diproyeksikan untuk terus tumbuh secara menjanjikan hingga tahun 2022, terutama karena peluang bisnis FMCG semakin besar di era digital saat ini. Jika dilihat dari prospek dan tren saat ini, bisnis FMCG masih memiliki peluang terbaik untuk terus tumbuh. Ini didukung oleh kemudahan akses pemenuhan permintaan pasar, misalnya dengan banyaknya toko online yang mendukung pembayaran instan dan sistem pengiriman yang cepat.

Proses penyelesaian Pendidikan Tingkat tertinggi ini merupakan perjalanan yang cukup Panjang bagi dimulai dari menyelesaikan Pendidikan Tingkat strata satu (sarjana), Pendidikan Tingkat strata dua (magister) hingga mengikuti serta lulus menjadi bagian pada program Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia. Penulis memiliki harapan yang cukup luas bagi pembaca karya tulis disertasi ini untuk dapat menjadi referensi pengembangan keilmuan yang relevan sehingga menjadikan salah satu catatan amal jariyah dikemudian hari serta menjadi rujukan keilmuan yang bermanfaat melalui rangkaian penelitian secara sistematis dan komperhensif.

Penulis menyadari bahwasannya berbagai pihak turut andil dalam proses penyelesaian penelitian disertasi ini dimulai dari kolegal responden unit analisis penelitian sektor FMCG. Khususnya Ayahanda Ir. H. Abi Jazid Anwar dan Ibunda dra. Hj. Zakiah yang telah mendo'akan tiada henti serta dukungan moril melalui kasih sayangnya yang tiada mungkin penulis mampu membalasnya walaupun dunia seiisinya penulis berikan, Hanyalah Allah Subhanahu wa Ta'ala yang mampu membalas kasih saya kedua orang tua penulis. Seluruh kakak-kakak: Ir. Muhammad Abi Anwar, M.SE., Mariza Nurhudaya Abi, S.T., Faiza Rahmi Abi, S.Si., M.Stat., Mahmud Zaki Abi, S.IP., yang tiada henti mendukung serta memotivasi penulis untuk segera menyelesaikan penelitian disertasi ini. Dalam kesempatan yang berbahagia ini penulis ingin mengucapkan terima kasih kepada pihak lainnya sebagai salah satu bentuk rasa hormat pada berbagai pihak yang dimaksud diantaranya adalah:

1. Prof. Dr. M. Solehuddin, M.Pd., M.A., sebagai Rektor Universitas Pendidikan Indonesia periode 2020-2025 beserta seluruh jajaran rektorat yang telah mendukung proses pembelajaran berjalan dengan baik dan lancar.

2. Prof. Dr. H. Eeng Ahman, M.S., sebagai Dekan Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia.
3. Dr. Maya Sari Lutan, S.E., M.M., sebagai Ketua Program Studi Manajemen, Magister Manajemen, Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia.
4. Dr. Askolani, S.E., M.M., sebagai Sekretaris Program Studi Manajemen, Magister Manajemen, Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia.
5. Prof. Dr. Agus Rahayu, M.P., sebagai Ketua Promotor yang tiada henti memberikan dukungan, arahan, kritik yang membangun, serta motivasi dalam penyelesaian Doktor yang bermanfaat bagi pengguna.
6. Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M., sebagai Ko-Promotor yang tiada henti memberikan pemahaman terkait dengan detilasi metodologi penelitian agar hasil penelitian menjadi maksimal.
7. Dr. Mokh. Adib Sultan, S.T., M.T., sebagai Anggota Promotor yang tiada henti memberikan dukungan serta arahan konteks luas yang berkesinambungan dengan penyelesaian Program Doktor Manajemen.
8. Prof. Dr. Tasya Aspiranti, S.E., M.Si., sebagai Penguji Eksternal yang telah memberikan kritikan membangun, masukan serta rekomendasi untuk optimalisasi hasil penelitian disertasi ini.
9. Dr. Chairul Furqon, S.Sos., M.M. sebagai Penguji Internal yang telah memberikan saran serta masukan untuk optimalisasi hasil penelitian disertasi ini.
10. Seluruh keluarga besar tim dosen Program Studi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia yang telah memberikan ilmu serta pembelajaran selama proses penyelesaian studi.
11. Seluruh keluarga besar mahasiswa Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis, khususnya Kelas Benett yang selama proses perkuliahan berlangsung satu sama lainnya saling mendukung dalam melauai suka maupun duka
12. Sahabat terbaik dalam proses penyelesaian penelitian disertasi Dr. (cand). Asni Mustika Rani, S.E., M.M., Dr. (cand). Megha Sakova, S.MB., M.M., Puspa

Yudhyastuti Indah Sari, S.Ds., M.M., Andiyannita Khrishandiri, S.M.B., S.Pd., M.T., Azkiyatul Bariroh, S.T., Ar Rum Andini, S.T., M.B.A., Dr. Rabiatul Adwiyah, S.E., M.Si., Noviana Asmoro, S.T.

13. Ketua Yayasan Universitas Islam Bandung, Jajaran Rektorat, Jajaran Dekanat Fakultas Ekonomi dan Bisnis serta Program Studi Manajemen Universitas Islam Bandung, sebagai kolega diskusi, berbagi pengalaman dan memberikan motivasi dalam penyelesaian studi Program Doktor.
14. Perusahaan responden pada sektor industri FMCG yang meliputi jajaran direksi, manajerial, supervisor, hingga staff yang telah berkenan memberikan informasi, data, serta pengisian kuesioner.
15. Seluruh pihak terkait lainnya yang tidak dapat disebutkan satu persatu tentunya penulis hanya memberikan Do'a agar kita semua selalu dalam Lindungan Allah Subhanahu wa Ta'ala. Aamiin Ya Allah Allahumma Aamiin.

Akhir kata, In shaa Allah seluruh pihak yang telah mendo'akan serta mendukung baik langsung maupun tidak langsung dalam penyelesaian penelitian disertasi ini menjadikan kita semua sebagai Ukhuwah Islamiyah yang DiBerkahi Allah Subhanahu wa Ta'ala. Aamiin Ya Allah Allahumma Aamiin.

Bandung, November 2024

Umari Abdurrahim Abi Anwar

LEMBAR PERNYATAAN

Dengan ini penulis menyatakan bahwa Disertasi dengan judul: **Model Integrasi Proses Operasi dalam Implementasi *Supply Chain Management* di Industri *Fast-Moving Consumer Goods* (FMCG) Indonesia** beserta seluruh isinya adalah benar-benar karya penulis sendiri. Penulis tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu dalam masyarakat keilmuan.

Atas pernyataan ini, penulis siap menanggung risiko/sanksi apabila dikemudian hari ditemukan adanya pelanggaran etika keilmuan atau ada klaim dari pihak lain terhadap keaslian penulis ini. Demikian lembar pernyataan ini dibuat dengan sebenar-benarnya.

Bandung, November 2024

Yang membuat pernyataan,

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ABSTRAK

Umari Abdurrahim Abi Anwar. 2105033. Model Integrasi Proses Operasi dalam Implementasi *Supply Chain Management* di Industri *Fast-Moving Consumer Goods* (FMCG) Indonesia. Disertasi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia di bawah bimbingan Prof. Dr. H. Agus Rahayu, M.P., Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M., dan Dr. Mokh. Adib Sultan, S.T., M.T.

Penelitian ini dilatarbelakangi oleh kebutuhan perusahaan di industri *Fast-Moving Consumer Goods* (FMCG) di Indonesia untuk meningkatkan kinerja bisnis dalam menghadapi persaingan pasar yang dinamis dan tantangan rantai pasok yang kompleks. Penerapan *proactive strategy* dan *supply chain integration program* dianggap sebagai pendekatan yang efektif dalam mencapai tujuan tersebut. Tujuan dari penelitian ini adalah merumuskan dan menerapkan *proactive strategy* serta *supply chain integration program* yang tepat untuk meningkatkan kinerja bisnis perusahaan. Penelitian ini menggunakan metode model kausalitas dengan teknik analisis *Partial Least Square* (PLS) melalui program SEM-PLS. Sampel penelitian sebanyak 63 dari 75 perusahaan FMCG yang terdaftar di Bursa Efek Indonesia pada tahun 2023, dipilih menggunakan teknik *probability sampling*. Instrumen penelitian berupa kuesioner yang mengukur karakteristik responden dan pengalaman terkait model yang diteliti. Hasil analisis deskriptif menunjukkan bahwa integrasi teknologi, keberlanjutan lingkungan, dan operasi digital secara seimbang membentuk ketahanan rantai pasokan, dengan desain jaringan dan integrasi internal sebagai faktor kunci peningkatan kinerja operasional. *Supply chain resilience* tidak memiliki pengaruh langsung terhadap *business performance*, tetapi memberikan dampak melalui *proactive strategy* dan *supply chain integration program*. Sementara itu, *operation process integration* berpengaruh signifikan terhadap *business performance* baik secara langsung maupun tidak langsung. Kesimpulan penelitian ini menegaskan bahwa adopsi *proactive strategy* dan implementasi *supply chain integration program* yang efektif dapat meningkatkan *business performance* perusahaan FMCG, dengan menggabungkan *supply chain resilience* dan *operation process integration* sebagai faktor penting dalam memperkuat ketahanan rantai pasokan serta responsivitas terhadap perubahan pasar.

Kata Kunci: *business performance*, *FMCG*, *operation process integration*, *proactive strategy*, *supply chain integration program*, *supply chain resilience*

ABSTRACT

Umari Abdurrahim Abi Anwar. 2105033. *Operation Process Integration Model in Supply Chain Management Implementation in Indonesian Fast-Moving Consumer Goods (FMCG) Industry. Doctoral Dissertation in Management, Faculty of Economics and Business Education, Universitas Pendidikan Indonesia under the supervision of Prof. Dr. H. Agus Rahayu, M.P., Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M., and Dr. Moh. Adib Sultan, S.T., M.T.*

This study is motivated by the need for companies in Indonesia's Fast-Moving Consumer Goods (FMCG) industry to improve business performance in the face of dynamic market competition and complex supply chain challenges. The implementation of proactive strategies and supply chain integration programs is considered an effective approach to achieve these goals. The purpose of this study is to formulate and implement the right proactive strategy and supply chain integration program to enhance business performance. This research uses a causal model method with Partial Least Square (PLS) analysis through the SEM-PLS program. The sample consists of 63 out of 75 FMCG companies listed on the Indonesia Stock Exchange in 2023, selected using probability sampling techniques. The research instrument is a questionnaire measuring respondent characteristics and their experiences related to the studied model. Descriptive analysis results show that technology integration, environmental sustainability, and digital operations collectively shape supply chain resilience, with network design and internal integration being key factors in improving operational performance. Supply chain resilience does not have a direct impact on business performance but exerts influence through proactive strategy and supply chain integration programs. Meanwhile, operation process integration has a significant impact on business performance both directly and indirectly. The study concludes that adopting a proactive strategy and effectively implementing supply chain integration programs can improve the business performance of FMCG companies. Combining supply chain resilience and operation process integration is critical in strengthening supply chain resilience and enhancing responsiveness to market changes.

Keyword: business performance, FMCG, operation process integration, proactive strategy, supply chain integration program, supply chain resilience

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