

**MANAJEMEN RISIKO RANTAI PASOK  
CRUDE PALM OIL (CPO) DI KEBUN PLASMA PTPN VI UNIT USAHA  
OPHIR PASAMAN BARAT**

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**ABSTRAK**

*Isu lingkungan yang dilontarkan LSM lingkungan Internasional terhadap produsen sawit nasional berdampak pada rantai pasok CPO mulai dari perkebunan, pabrik hingga pemasaran pada konsumen. Hal ini dapat dilihat pada penundaan pembelian CPO oleh beberapa konsumen kepada produsen sawit Indonesia. Penundaan pembelian ini menyebabkan produksi CPO menurun. Menurunnya produksi CPO mengakibatkan harga TBS pada petani turun karena perusahaan mengurangi pembelian. Kompleksitas rantai pasok ini menyebabkan perlunya pengelolaan risiko yang terjadi sepanjang alur rantai pasok.*

*Pengelolaan risiko ini diawali dengan mencari atau menemukan pemicu terjadinya risiko sepanjang rantai pasokan. Faktor risiko ini memiliki faktor pemicu risiko. Faktor pemasok memiliki pemicu keandalan pengiriman, ketidakpastian kapasitas, ketidakpastian leadtime, ketidakpastian harga dan komitmen pemasok. Pemicu faktor permintaan adalah ketidakpastian volume, ketidakpastian harga, perubahan pasar, dan bullwhip effect. Fluktuasi pasar dipicu oleh beberapa hal yaitu fluktuasi harga produk, fluktuasi harga bahan baku, dan fluktuasi harga energi serta pekerja. Faktor keuangan dapat dipicu oleh perubahan suku bunga dan kebijakan pajak. Operasi internal memiliki pemicu kerusakan mesin, keterlambatan proses, kegagalan sistem informasi dan pergantian pegawai/pemogokan pekerja. Sedangkan faktor lingkungan dipicu oleh bencana alam, perubahan sosial dan politik, serangan yang disengaja, perubahan dalam pengaturan industri dan zona perdagangan regional. Penilaian dampak dan tingkatan pemicu risiko dilakukan dengan menggunakan operator OWA (Ordered Weighted Averaging) sedangkan untuk menilai besar dampak dari faktor risiko dilakukan dengan metode non-numeric rating technique ME-MCDM (Multi Expert- Multi Criteria Decision Making).*

*Berdasarkan penelitian yang dilakukan didapatkan tingkat faktor risiko yang memiliki nilai tinggi adalah keandalan pengiriman, komitmen pemasok, ketidakpastian harga (produk), fluktuasi harga produk, perubahan suku bunga, dan kebijakan pajak. Sedangkan dampak faktor risiko yang bernilai tinggi adalah ketidakpastian kapasitas (bahan baku), komitmen pemasok, bullwhip effect, kebijakan pajak, bencana alam, perubahan sosial dan politik serta zona perdagangan regional.*

**Kata kunci :** Rantai Pasok CPO, Risiko, OWA, ME-MCDM

# **CRUDE PALM OIL (CPO) SUPPLY CHAIN RISK MANAGEMENT in PTPN VI OPHIR'S PASAMAN BARAT PLASMA PLANTATION**

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## **ABSTRACT**

Environmental issues posted by International environmental foundation against the national oil producers, have an impact on the Crude Palm Oil's supply chain from plantations, manufactures up to marketing to consumers. This can be seen in the delay purchases of palm oil by some consumers to oil producers in Indonesia. This causes a delay purchases of Crude Palm Oil production decreased. Production decreased of Crude Palm Oil lead Fresh Fruit Bunch (FBB) prices on the farms also decreased, caused of company reduced the purchase. The complexity of the supply chain is causing the need for the risk management that occur throughout the supply chain flow.

The Risk Management begins with finding or discovering drivers of risk throughout the supply chain. These risk factors have a drisk drivers. Suppliers factor have a drivers of delivery reliability, capacity uncertainty, uncertainty leadtime, price uncertainty and supplier commitments. Demand factor drivers are uncertainty of demand volume, price volatility, market changes, and the bullwhip effect. Market fluctuations driven by several things: the product price fluctuations, fluctuations in raw material prices, and fluctuations in energy prices as well as workers. Financial factors can be driven by changes in tax rates and policies. Internal operation has triggered a mechanical failure, delay in the process, the failure of information systems and employee turnover / employee strikes. Meanwhile the environmental factor triggered by natural disasters, social and political changes, deliberate attacks, changes in the regulation of industry and regional trade zone. Impact and risk drivers estimation levels done by using operator OWA (Ordered Weighted Averaging) while to assess the impact of risk factors performed by non-numeric rating technique ME-MCDM (Multi Expert-Multi Criteria Decision Making).

Based on research, founded levels of risk factors that have high value is the reliability of delivery, committed suppliers, the uncertainty of the price (product), fluctuations in product prices, changes in interest rates, and tax policy. While the impact of the risk factors of high value is uncertain capacity (raw materials), committed suppliers, the bullwhip effect, tax policies, natural disasters, political and social change as well as regional trade zone.

**Key word** : CPO Supply Chain, Risk, OWA, ME-MCDM