

ABSTRAK

Tujuan: Penelitian ini bertujuan untuk merancang dan mengevaluasi model proses bisnis usulan (to-be) menggunakan metodologi business process improvement (BPI) guna mengatasi inefisiensi operasional pengadaan dan distribusi komoditas gula di Perum BULOG Kantor Wilayah D.I. Yogyakarta.

Perancangan/metode/pendekatan: Penelitian ini menggunakan pendekatan metode campuran (mixed-method) dengan desain studi kasus eksploratoris. Evaluasi komprehensif dilakukan melalui pemodelan business process model and notation (BPMN) 2.0, value-added analysis (VAA), serta root cause analysis (RCA) menggunakan diagram fishbone.

Hasil: Hasil pemetaan as-is menunjukkan waktu siklus pengadaan mencapai 43 jam, di mana 64% (27,5 jam) di antaranya merupakan aktivitas non-value added (NVA) akibat alur persetujuan birokratis. Pada proses distribusi, kebijakan pembiayaan fixed rate memicu penerapan minimum order quantity (MOQ) yang kaku dan memperlama penyelesaian retur hingga 72 jam. Rancangan model to-be merekayasa ulang pengadaan melalui persetujuan paralel dan integrasi e-procurement, yang diproyeksikan memangkas waktu siklus menjadi 29,5 jam (penghematan 31,4%). Distribusi dioptimalkan melalui perutean dinamis (dynamic routing) dan pengadaan stok penyangga armada (mobile buffer stock), yang secara drastis menurunkan waktu resolusi retur menjadi di bawah 30 menit dan menghemat total waktu siklus pada skenario retur hingga 78%.

Keaslian/ state of the art: Penelitian ini mengisi kesenjangan literatur dengan secara spesifik menganalisis dan merekayasa ulang kebijakan pembiayaan internal (fixed reimbursement) BUMN yang bertindak sebagai konstrain utama logistik. Studi ini membuktikan bahwa metodologi BPI dapat diaplikasikan untuk menyeimbangkan mandat ganda, sebagai agen pelayanan publik dan entitas komersial pada BUMN Pangan secara efektif.

ABSTRACT

Objective: This study aims to design and evaluate a proposed business process model (to-be) using the Business Process Improvement (BPI) methodology to address operational inefficiencies in sugar procurement and distribution at Perum BULOG.

Design/methodology/approach: This study employs a mixed-method approach with an exploratory case study design. A comprehensive evaluation was conducted using Business Process Model and Notation (BPMN) 2.0, Value-Added Analysis (VAA), and Root Cause Analysis (RCA) through a fishbone diagram.

Findings: The as-is process mapping revealed that the procurement cycle time reached 43 hours, of which 64% (27.5 hours) consisted of non-value-added (NVA) activities caused by bureaucratic approval flows. In the distribution process, the fixed-rate financing policy triggered the implementation of rigid Minimum Order Quantity (MOQ) requirements and prolonged return resolution times to 72 hours. The proposed to-be model redesigned procurement through parallel approvals and e-procurement integration, which is projected to reduce cycle time to 29.5 hours (31.4% time savings). Distribution was optimized through dynamic routing and the provision of mobile buffer stock, significantly reducing return resolution time to less than 30 minutes and cutting total cycle time in return scenarios by 78%.

Originality/value (state of the art): This study addresses a gap in the literature by specifically analyzing and redesigning internal financing policies (fixed reimbursement) in state-owned enterprises as a key logistical constraint. The findings demonstrate that the BPI methodology can be effectively applied to balance the dual mandate of serving as both a public service agent and a commercial entity within state-owned food enterprises.