



**ANALYZING SUPPLY CHAIN TEAM RESILIENCE
FACTORS POST-COVID-19: CASE STUDY OF PT. A&D**

THESIS

Submitted as one of the requirements to obtain

Magister Manajemen

By:

ANDRE SUSILO HANDOJO PUTRO

023202205018

FACULTY OF BUSINESS

MASTER OF TECHNOLOGY MANAGEMENT

OCTOBER 2023



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PANEL OF EXAMINERS APPROVAL SHEET

The panel of examiners declares that the thesis **Analyzing Supply Chain Team Resilience Factors Post-COVID-19: Case Study of PT. A&D** that was submitted by Andre Susilo Handojo Putro majoring in Master of Technology Management from Faculty of Business was assessed and approved to have passed the Oral Examination on 16th October 2023.

Panel of Examiners

A handwritten signature in black ink, appearing to be 'Purwanto', written over a horizontal line with two short parallel lines underneath.

Dr. Purwanto, S.T., M.M.

Chair of Panel Examiners

A handwritten signature in black ink, appearing to be 'Adi Saptari', written in a cursive style.

Ir. Adi Saptari, M.Sc., Ph.D.

Examiner I

A handwritten signature in black ink, appearing to be 'Jony Oktavian Haryanto', written in a cursive style.

Prof. Dr. Jony Oktavian Haryanto, S.E., M.M.

Thesis Advisor

ACKNOWLEDGMENTS

Alhamdulillah Rabbil alamin...

First of all, I would like to say thank you to Allah SWT for the blessing that given to me, since the beginning of this study journey last year. Thank you for always listening to my prayers and guiding me to complete my study and this thesis.

I would like to say thank you to my lovely family too. For my wife Ika Lisna, who put her trust in me and always gave me support to prove that I could do it, I also recognized this won't be an easy challenge for me after several years off from study and college life, it has been 22 years off and I am back again to pursue my master's degree now. For my daughters Aurellia and Areta, for the patience in waiting for my 1 year of study and losing the chance to spend time together, and hope this achievement also could trigger you to achieve better in your studies later on, please be a better person than your parents both in this world and the hereafter. My parents and parents in law, who always gave me support and motivation in working on this thesis. I should have done it many years ago, but many reasons made me fail. However, thank you to Allah SWT who gave me strength and I could beat it this time, and prove to everyone that age is just a number.

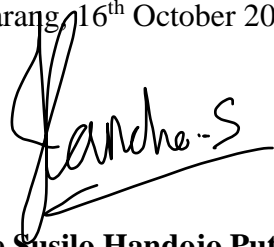
Then, I would like to say thanks to Prof. Dr. Jony Oktavian Haryanto, S.E., M.M. as my thesis advisor for his kindness, because without that, this thesis might not have been completed in time. Thank you for all of the lessons, especially at the last minute before the approval of this thesis. Thank you very much, Prof.

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Cikarang 16th October 2023

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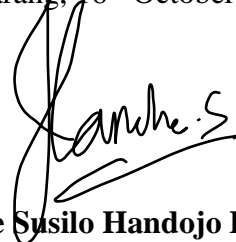
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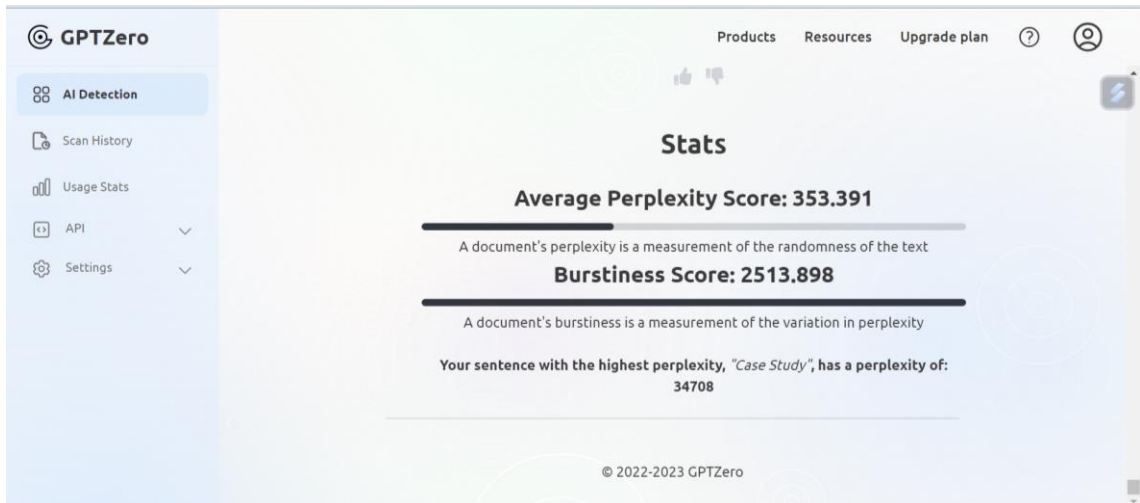
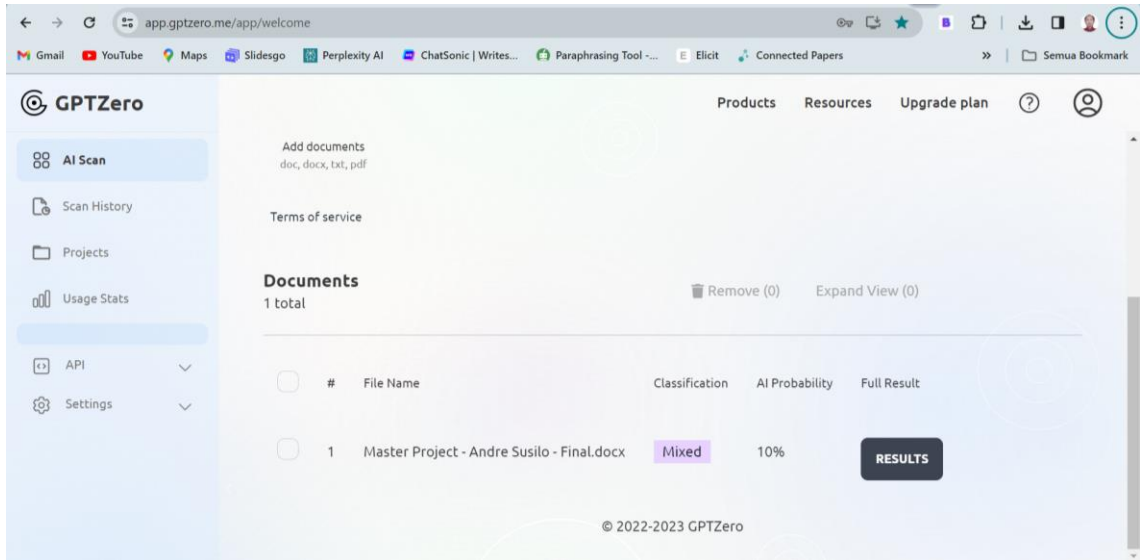
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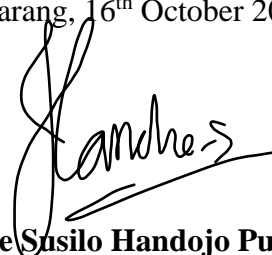
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ABSTRACT

During COVID-19, the whole world has faced unprecedented challenges and changes including the economic situation that happened to most of the companies. The division that quietly had a big impact on a company is the Supply Chain which really needs resiliency to keep the operation in stable condition. Many obstacles occurred such as a shortage of vessels and containers, difficulty to deliver the products to distributors and customers due to limitation of movement, etc. Those cases surely affected the company's sales volume and revenue down compared with the target. PT. A&D one of the big companies in Indonesia that also faced the same situation in its operations. This research conducts a case study to analyze the resilience within its supply chain division. The method of qualitative was applied in the research and being used to answer the objectives by exploring the understanding, experiences, and all related factors through the 1:1 interview with semi-structured questions. The feedback from each interviewee was analyzed using a thematic way to meet the saturation and answer the questions. The scope of the interviewee was the manager and chief level in the Supply Chain Division. The findings indicated that Communication and Trust have a strong relationship with resilience and became important points as the basis of collaboration among the team. This research also recognized the importance of strengthening supply chain team resilience in order to withstand future disruptions as suggests some improvement points that could be applied by the Supply Chain Division at PT. A&D.

Key Words: Supply Chain resilience, Communication, Trust, Collaboration, Future Disruption.

ABSTRAK

Selama COVID-19, seluruh dunia menghadapi tantangan dan perubahan yang belum pernah terjadi sebelumnya termasuk situasi ekonomi yang terjadi pada sebagian besar perusahaan. Divisi yang memberikan dampak besar bagi sebuah perusahaan adalah Supply Chain yang sangat membutuhkan ketahanan agar operasional tetap dalam kondisi stabil. Banyak kendala yang terjadi seperti kekurangan kapal dan container, kesulitan mengirimkan produk ke distributor dan pelanggan karena keterbatasan pergerakan, dan lain-lain. Hal-hal tersebut tentunya berdampak pada penurunan volume penjualan dan pendapatan perusahaan dibandingkan target. PT. A&D sebagai salah satu Perusahaan di Indonesia juga menghadapi situasi serupa dalam operasionalnya. Penelitian ini melakukan studi kasus untuk menganalisis ketahanan dalam divisi rantai pasokannya. Metode kualitatif digunakan dalam penelitian dan digunakan untuk menjawab tujuan dengan menggali pemahaman, pengalaman, dan semua faktor terkait melalui wawancara 1:1 dengan pertanyaan semi terstruktur. Umpan balik dari masing-masing narasumber dianalisis dengan cara tematik hingga tercapai saturasi dan menjawab pertanyaan. Ruang lingkup yang diwawancarai adalah level manajer dan kepala di Divisi Supply Chain. Temuannya menunjukkan bahwa Komunikasi dan Kepercayaan mempunyai hubungan yang kuat dengan ketahanan dan menjadi poin penting sebagai landasan kolaborasi antar tim. Penelitian ini juga menyadari pentingnya memperkuat ketahanan tim rantai pasokan untuk menghadapi gangguan di masa depan sebagaimana disarankan beberapa poin perbaikan yang dapat diterapkan oleh Divisi Rantai Pasokan di PT. A&D.

Kata Kunci: *Ketahanan Rantai Pasokan, Komunikasi, Kepercayaan, Kolaborasi, Gangguan di Masa Depan.*

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