ELFRINA ANGGRAENI. The Design of Collaborative Procurement Strategy in The Subsidiaries of a Gas Administrator Company. Supervised by HARI WIJAYANTO and AGUS MAULANA.

The formation of the collaborative process is believed to be one of the challenges for business managers in an organization. This is related to the cooperation and joint initiatives that emerged among several organizations associated with the collaborative process. According to Transport Intelligence study (2011) showed that over 90% of manufacturing companies will implement collaborative initiative in business. Collaboration strategy can increase the efficiency among supply chain organization and provide solutions for organizational problems associated with the creation of efficiencies in business process (Blome et al. 2013). According to Christopher (2005) for some companies, the logistics cost is significant of the total cost of production, so many companies are always making improvements in the process, so that it can be implemented at the Pertamina Directorate of Gas as a holding company that oversees seven subsidiaries (AP) where logistics is inseparable part of the procurement process. The downward trend of the price of oil and gas as a commodity has been getting worse since 2014 until 2016, Gas Directorate of Pertamina found that the net profit had been decline as much as 60 million USD. Hence, an idea to perform efficiency by applying collaborative concept on the purchase and the delivery of goods on ongoing projects that are managed by Pertamina subsidiaries emerges. Pomponi et al. (2014) states that cooperation in terms of logistic collaboration in a business can decrease the cost that has to be spent by the company. Linn (2011) in the research regarding benefit cost analysis states that this can be beneficial in terms of determining how much money that can be saved in determining economic price. This focus of study is to determine procurement process specific in materials/parts area in three subsidiaries.

The data that is used in this research is secondary data and primary data. The secondary data that is used includes the list of materials/parts purchase from the three subsidiaries PT Badak LNG, PT Donggi and PT Gas since 2013 until 2015 which have been through the determined classification. Primary data that is used came from Focus Group Discussion (FGD). Research method that is used for research are value chain analysis and cost benefit analysis with Benefit/Cost (B/C) Ratio. In terms of the procurement of goods, each subsidiary has similar process flows. A new collaborative procurement process can cover the weaknesses and increase the strengths of the existing chances from the ongoing procurement process. This process is supported by the horizontal collaborative theory which is a form of cooperation from two or more companies that run the same supply chain and logistic processes (Cruijssen 2006).

The analysis of the benefits of collaborative procurement in Gas Company’s Subsidiaries that is applied on materials/parts of three subsidiaries as much as 13 types of materials/parts groups with the quantity total of 24.358 with values $2.037,517,56 and variable values added as much as $500,793,08, so the grand total will be as much as $2,538,310,64. Later, the final variable cost is imposed to
the three subsidiaries and lowers the value of the variable cost of each subsidiary.

The value of the purchase of materials/parts per year is known to have increased as much as 40% every year since 2013 to 2015. If the procurement value is calculated for the next three years and does not use the collaborative scheme with an umbrella agreement that is binding for three years, will have cost increase that is different to one another with Future Value (FV) as much as $2,621,443.31, compared to values after collaboration as much as $2,426,825.28. By cutting the FV value and after collaboration, benefit cost as much as $194,618.03 or worth for efficiency as much as 10%. Then, the benefit will be subtracted by the disbenefit value in the research occurs in the reduction of admin staff’s overtime hours in each subsidiary as much as $1,089.26. The cost that is analyzed in this collaboration is the cost that emerges in the organization when there is a change in the process flow of the collaboration such as in the labor cost and the cost for the formation of new work units as much as $23,630.38. From the calculation that has been done with Benefit and Cost found that ratio 8.19 which means that the collaborative concept of the procurement of goods in the materials/parts type is feasible and brings real benefits to the company. This research can be applied in other companies with similar sectors to measure how beneficial a company strategy in terms of procurement process is. In this case, the scope of the research is the type of goods in the materials/parts classification. Future researches can be expanded in terms of the research’s scope such as the whole classification of the needs of goods or services.

Keywords: collaboration strategy, cost-benefit analysis, efficiency, procurement