

ABSTRACT

National cement production capacity in 2023 reached 118.3 million tons, indicating a significant increase in competition within the cement industry, particularly in the instant cement (drymix) sector. PT CLM is a company operating in the instant cement manufacturing industry with two leading brands, PBR Ubond and Mortar Merapi, which primarily serve the market in Central Java and DIY. In an effort to enhance competitiveness with competitors, PT CLM is currently facing actual challenges related to delays in raw material deliveries from suppliers and inconsistent raw material quality due to damage. This study aims to evaluate the performance of suppliers in the supply chain of PT CLM based on the reliability attributes of SCOR Racetrack. The evaluation was conducted using the SCOR racetrack stages, which include engage, define, analyze, plan, and launch. This study focuses on the reliability attribute, particularly the performance attribute RL. 1. 2. Perfect Supplier Order Fulfilment and its derived performance metrics, including level-3 metrics. The measurement results show gaps between actual values and benchmarking target values, especially in the RL.3.15 Supplier Achievement to Original Organizational Commit Date metric, which is 0.90%, RL.3.22 Percentage of Supplier Orders or Lines Received Damage Free, which is 1.11%, RL.3.23 Supplier Orders Delivered Damage Free Conformance, which is 1.59%, and RL.3.24 Supplier Orders Delivered Defect Free Conformance at 1.11%. The identified gaps will be analyzed using a fishbone diagram to identify the root causes as the basis for designing proposed improvement projects. From the selected best practices, there are two proposed improvement project designs: preventive supplier delivery control to mitigate delivery delays and standardized material handling & receiving procedures to control and reduce damage to raw materials from suppliers.

Keywords: *Supplier Performance Evaluation, Supply Chain, Reliability, SCOR Racetrack.*