

ABSTRACT

PT Panarub is labor-intensive industries in the footwear industry, producing OEM to brand adidas. Global competition in labor-intensive industries will promote efficiency and effectiveness in the production line. Lean Manufacturing is a method already in use in the PT Panarub. All the tools in the Lean Manufacturing has been implemented, in line production, and in the periodic audits

Operational Excellence (Non-stop production) is one of the criteria to be Lean Audit. With the criterion of the value of the CEOE (Cell Effectiveness and Overall Efficiency) will be able to determine the extent of the production line and achieve Operational Excellencya can compare the standards of World Class Manufacturing.

This thesis discusses the Operational Excellence in Production line PT Panarub especially in Pilot Line. Measurements will CEOE (Cell Effectiveness and Overall Efficiency) is done by measuring the Availability, Performance and Quality of the Pilot Line. Starting from the analysis of the results of the audit would Gap, will identify Losses that occur in each process and sub-process. Kelengkapan secondary data will be essential for the analysis can be done. Therefore Fishbone diagrams and 5 whys, is the method used in the Focus Group Discussion and analysis to identify Losses improvement proposals. After the measurement is done CEOE (Cell Effectiveness and Overall Efficiency), and compared to standard values World Class Manufacturing.

Keywords: *Lean Manufacturing, CEOE (Cell Effectiveness and Overall Efficiency), dan Operational Excellence.*



ABSTRAK

PT Panarub adalah industri padat karya di industri alas kaki, memproduksi OEM untuk merk adidas. Persaingan global dalam industri padat karya mengedepankan akan effisiensi dan efektifitas di lini produksi. *Lean Manufacturing* adalah metode yang sudah di gunakan di PT Panarub. Semua *tool* dalam *Lean Manufacturing* telah terimplementasikan, di *line* produksi, dan di audit secara berkala.

Operational Excellence (Non-stop production) adalah salah satu kriteria akan *Lean Audit*. Dengan kriteria akan nilai dari CEOE (*Cell Effectiveness* dan *Overall Efficiency*) akan dapat mengetahui sejauh mana *line* produksi mencapai *Operational Excellency* dan bisa di bandingkan dengan standar *World Class Manufacturing*.

Tesis ini membahas tentang *Operational Excellence* di *line* Produksi PT Panarub terutama di *Pilot Line*. Pengukuran akan CEOE (*Cell Effectiveness* dan *Overall Efficiency*) dilakukan dengan cara mengukur *Availability*, *Perfomance* dan *Quality* dari *Pilot Line* tersebut. Dimulai dari analisa akan *Gap* hasil audit, mengidentifikasi akan *Losses* yang terjadi di setiap *process* dan *sub-process*. Kelengkapakan akan data sekunder merupakan hal yang mutlak untuk dapat di lakukan analisa. Oleh karena itu *Fishbone diagram* dan *5 whys*, adalah metode yang digunakan dalam *Focus Group Discussion* untuk mengidentifikasi *Losses* dan analisa proposal *improvement*. Setelah itu di lakukan pengukurang CEOE (*Cell Effectiveness* dan *Overall Efficiency*), dan dibandingkan terhadap nilai standart *World Class Manufacturing*.

Kata kunci : *Lean Manufacturing*, *CEOE (Cell Effectiveness and Overall Efficiency)*, dan *Operational Excellence*.

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