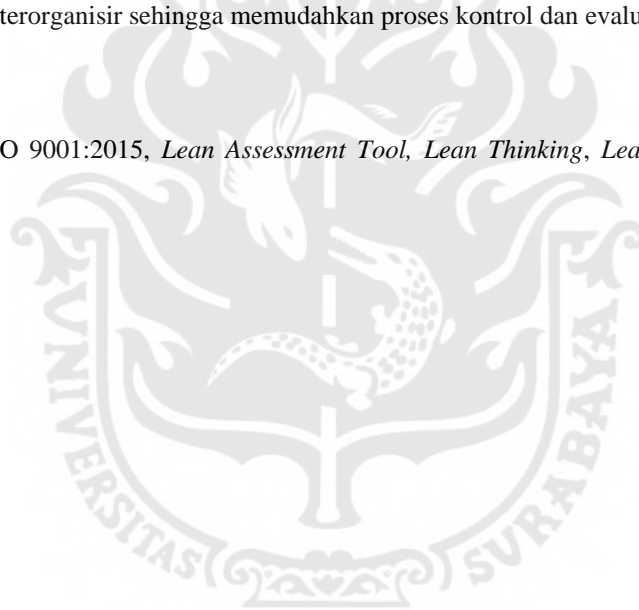


ABSTRAK

Perkembangan zaman dewasa ini memberikan dampak kompetitif pada industri manufaktur maupun jasa sehingga mendorong perusahaan untuk mengoptimalkan strateginya. Penelitian ini merupakan integrasi *Lean Thinking* dengan standar internasional berbasis ISO 9001:2015 di perusahaan sepatu dan sandal berbahan dasar kulit. Pengamatan diawali dengan pengambilan data menggunakan *Lean Assessment Tool* secara kuantitatif dan kualitatif. Pengamatan selanjutnya terkait ISO 9001:2015. Tingkat *leanness* perusahaan secara kuantitatif yaitu 81,67% dan secara kualitatif yaitu 60,48%. Identifikasi kesenjangan SMM perusahaan dengan ISO 9001:2015 yaitu 81,82% tidak memenuhi persyaratan dan 18,182% memenuhi persyaratan. Perbaikan mencakup pembuatan usulan proses bisnis, analisis SWOT, struktur organisasi, *job description*, *layout* rantai produksi, manajemen risiko, manual mutu, prosedur mutu, instruksi kerja dan dokumen mutu. Prinsip *Lean Thinking* yang dijadikan acuan adalah penggunaan budaya 5S di dalam membuat manual mutu, prosedur mutu, instruksi kerja, formulir mutu dan dokumen mutu. Prinsip Gemba Walk dan SMED di dalam proses audit internal. Prinsip analisis akar penyebab masalah dan pemetaan aliran nilai di dalam menjalankan SMM. Implementasi prosedur dan formulir dilakukan pada proses penerimaan pesanan, proses produksi, pemenuhan pesanan, *quality control*, pendataan stok produk jadi, dan pengiriman. Hasil implementasi menunjukkan pemetaan aliran proses lebih terstruktur dan terorganisir sehingga memudahkan proses kontrol dan evaluasi mutu produk.

Kata kunci: ISO 9001:2015, *Lean Assessment Tool*, *Lean Thinking*, *Lean Quality Management System*



ABSTRAK

The development of today's era has a competitive impact on the manufacturing and service industries, thus encouraging companies to optimize their strategies. This research integrates Lean Thinking with international standards based on ISO 9001:2015 in a leather-based shoe and sandal company. Begins with data collected using the Lean Assessment Tool quantitatively and qualitatively. And more related to ISO 9001:2015. The level of company leanness quantitatively is 81.67%, and qualitatively is 60.48%. Identification of the company's QMS with ISO 9001:2015, namely 81.82% do not meet the requirements and 18.182% meet the requirements. Improvements include making business process, SWOT analysis, organizational structure, job descriptions, line production layout, risk management, quality manuals, quality procedures, work instructions and quality documents. The Lean Thinking principle used as a reference is to use the 5S culture to produce quality manuals, quality procedures, work instructions, forms and quality documents. Gemba Walk and SMED principles in the internal audit process. Principles of root cause analysis and value flow mapping in running QMS. The implementation of procedures and forms is carried out in receiving orders, production processes, order fulfilment, quality control, data collection of finished product stocks, and delivery. The implementation results show that the process flow mapping is more organized and organized to facilitate the process of controlling and evaluating product quality.

Keywords: *ISO 9001:2015, Lean Assessment Tool, Lean Thinking, and Lean Quality Management System*

