

## **ABSTRAK**

*CV ABC is a Third Party Logistics (3PL) company that has a transit warehouse to support the delivery of goods from Bandung to Medan with the aim of making customers satisfied such as timeliness in delivering goods. According to the results of interviews conducted with the owner of CV ABC, there are several things that cause a decrease in distribution performance, such as not being able to always send regularly due to a fleet that is still lacking, so that goods must be held in the warehouse for a long time to wait for the fleet to send and there are still many activities that are still manual.*

*Supply chain Operation Reference (SCOR) is used to measure the performance of a company. These measurements will obtain performance results that will direct the company and provide benefits for both companies and consumers. Process used in this research is in the Deliver section. The application required to identify the appropriate supply chain matrix at CV ABC uses the Supply Chain Operation Reference (SCOR) method. Selected matrix is then verified by the company to ensure its suitability and a comparison questionnaire is made, then weighting is carried out using the analytic hierarchy process (AHP) and Snorm De Boer normalization to produce priority weights and performance value weights.*

*Proposed improvements are made to the matrix that has a low performance value using VSM, PAM and fishbone diagrams to determine activities that have VA, NVA, and NNVA categories, then proposed improvements to each activity to reduce activities that are included in waste. Proposed improvements that have been made resulted in a decrease in total process time from 207 minutes to 119 minutes, in addition to an increase in percentage time for value added from 31.40% to 35.18% and a decrease for NNVA 48.31% to 48.74%, and for NVA 20.29% to 16.08%.*

***Keywords: SCOR, AHP, Waste, Lean Logistics, Lean Tools***