

CHAPTER 7 CONCLUSION AND SUGGESTION

7.1. Conclusions

The conclusions that can be drawn from this research are:

7.1.1. Criteria as Key Performance Indicator Measurement

- a. Based on literature review and contract agreements there are 4 Key Performance Indicator Criteria to measure the distributor performance based on principal perspective which are Distributor Capital and Infrastructure, Marketing Capabilities of Distributor, Distributor Abilities also Image and Reputation of Distributor.
- b. For every Key Performance Indicator Criteria, there 4 sub-criteria that need to measure which in every sub-criteria there are some performance indicators that need to be defined in order to show the distributor performance.
- c. Weight of each criteria and sub-criteria can be calculated by using Pairwise Comparison method, the results are Distributor Capital and Infrastructure is 0.1872, for Marketing Capabilities is 0.3789, for Distributor Abilities is 0.3101 while for Image and Reputation the weight is 0.1238.
- d. Rubric is a performance measurement tool that can used in measuring overall performance of the distributor.
- e. The rubric can be designed by generating data from the contract agreement, literature review and current condition of the distributor.

7.1.2. Current Performance of Distributor

- a. Currently, using the three months data from April until June 2019 the overall performance of distributor CV.X is categorized in excellent with the overall score is 87.99 over 100.
- b. The total score for Distributor Capital and Infrastructure criteria is 89.66, for Marketing Capabilities Criteria is 0.3789, for Distributor Abilities is 82.18 and for Image and Reputation is 85.91.
- c. An evaluation of performance measurement can be done using Traffic Light System.
- d. Based on the measurement system using Traffic Light System, there are 3 performance indicator that still categorized in red colors and 9 performance

indicator categorize in yellow colors while other 40 performance indicators already categorize in green colors.

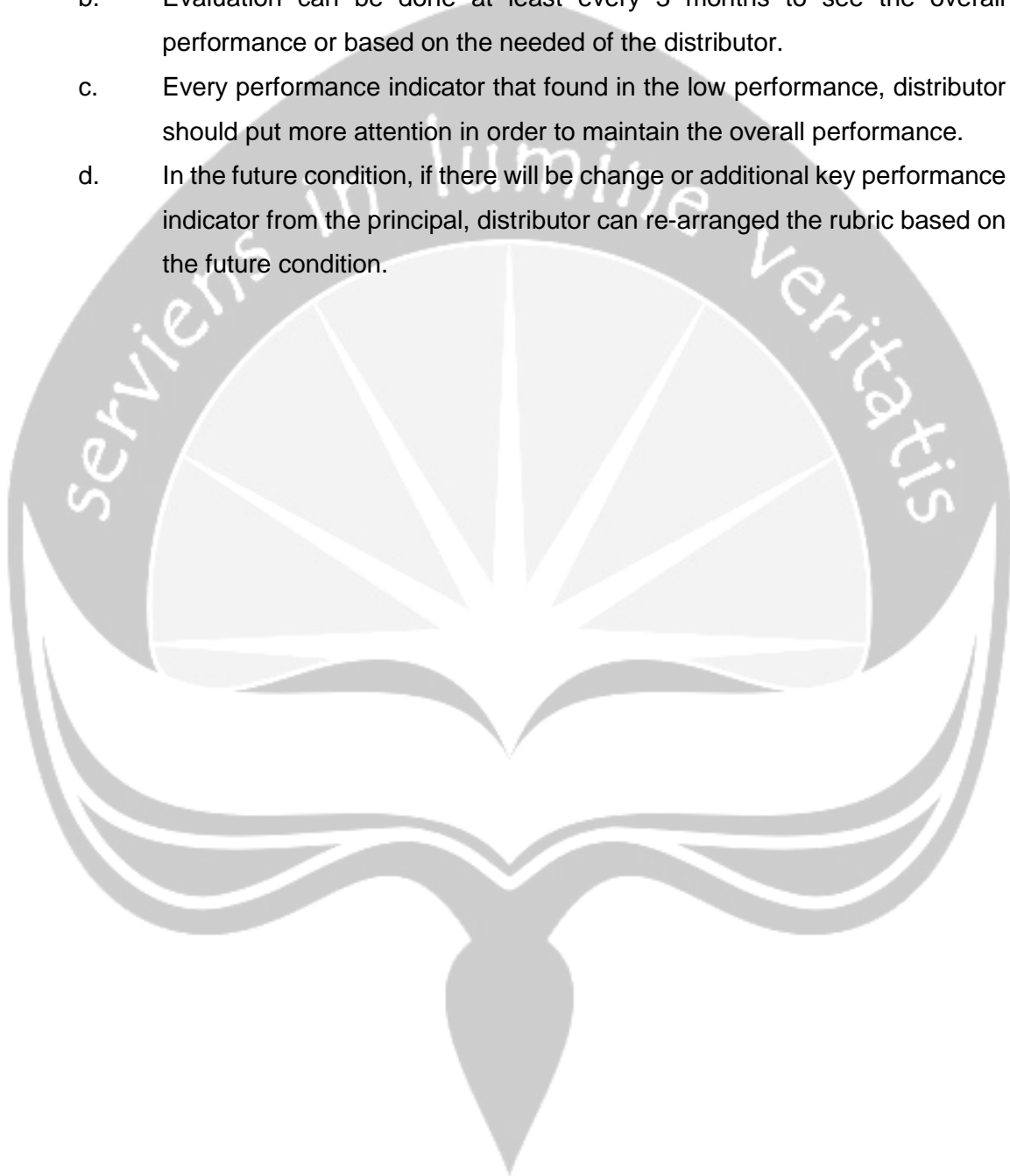
- e. The performance indicators that still categorize in red color are Warehouse Facilities, Warehouse Maintenance System, and Communication Facilities.
- f. The performance indicators that still categorize in yellow color are Standard Operation Procedure at Warehouse, Product Placement, Meeting Room, Principal Workspace, Salesman Call Schedule, Effective Call Report, Return Policy and Procedure, Return Product Report and Unsuccessful Delivery Report.
- g. Based on sub-criteria assesment, from 16 of sub-criteria can be found that there are 3 sub-criterias that still included in the yellow colors which are Warehouse Condition of The Distributor, Sales Force and Quality of Data Reporting.

7.1.3. Improvement and Recommendation Based on Current Performance

- a. Based on the current performance measurement, the performance indicator that categorize in red color can be improve by several steps, i.e. adding and completing the warehouse facilities that needed in the warehouse, adding more facilities communication and also implementing the 5S (Sort, Set in Order, Shine, Standardize and Sustain) and First Expired First Out (FEFO) for warehouse maintenance system.
- b. Based on the current performance measurement, the performance indicator that categorize in yellow color can be improve by several steps, i.e. designing a Standard Operation Procedure in Warehouse, re-design the meeting room and principal workspace, making a proper and more complete report for salesman call schedule, effective call, return product and unsuccessful delivery also making a clear return policy and procedure for customer.
- c. Improvement and recommendation is made based on the result of Traffic Light System Measurement in order to improve distributor performance in order to fulfill the principal needs and satisfaction in long term business corporation.

7.2. Suggestions

- a. For further improvement, in order to maintain and increase the overall performance, CV.X should conduct continuous evaluation for every performance indicators that defined in the rubrics.
- b. Evaluation can be done at least every 3 months to see the overall performance or based on the needed of the distributor.
- c. Every performance indicator that found in the low performance, distributor should put more attention in order to maintain the overall performance.
- d. In the future condition, if there will be change or additional key performance indicator from the principal, distributor can re-arranged the rubric based on the future condition.



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APPENDIX

Appendix 1 : Contract Agreement

1. Key Performance Indicator of Distributor based on Principal X

Principal X is the Principal that already broke the business corporation with distributor.

Table of Key Performance Indicator of Distributor of Principal X

No	Criteria Measured	Key Performance Indicator of Principal X
1	Bank Guarantee	Distributor should completed the number of bank guarantee which is 250 million rupiahs and guaranteed internationally as an agreement. In case distributor unable to pay the bills required until the due date of the payment so principal can directly disbursed the money
2	Warehouse Condition of Distributor	The minimum distributor warehouse area is able to accommodate minimum of 40 boxes / m ² with a maximum pile is <175 cm or 8-10 boxes, clean and dry storage conditions for storing food ,the floor of the warehouse should be covered by white ceramic and the walls of the warehouse is cleanly painted and covered with waterproof paint and free from pests
3	Facilities Provided by Distributor	Administrative offices, desks and chairs for daily meetings with principal, computers, printers and communication facilities such as telephone / fax
4	Delivery Vehicle	Distributor has delivery vehicles with types : truck box cars and vehicles for canvas merchants
5	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District and Special Region of Yogyakarta
6	Worker of Distributor	Distributors provides exclusive sales force, administrative staff, delivery worker and warehousing worker
7	Outlet Sales Performance	The types of outlets that are served in accordance with the agreement in this contract are hypermarkets, supermarkets, department stores, big retailers, small retailers, stalls and street vendors, where each outlet income and requirements are listed in the attachment to this contract agreement

8	Customer Service	Delivery time to the customers should be carried out for 1x24 hours after the order is attempted or no more than 2x24 hours, unless there is unpredictable things are happened during that time
9	Term of Payment	The payment period is 45 days after the last purchased order in one month is carried out
10	Order Quantity	Distributors make Purchased Orders once a week
11	Sales Target	Distributors is able to complete the number of sales targets that are requested by principals during the period of business corporation
12	Number of Stock Cover	Distributors must have 3-5 weeks of stock cover and an additional 0.5 percent in case the demands are suddenly increased
13	Quality of Data Report	Distributor is responsible about any sales report that given to the principals
14	Commitment	Distributors is willing to assist principal for carried out any promotional and advertising activities during the period of business cooperation
		Distributor will sell the products to the customers with margin profitability that has been set by the principal
15	Enthusiasm	Distributors is willing to support seasonal products and new products sales as much as possible

2. Key Performance Indicator of Distributor based on Principal 1

Table of Key Performance Indicator of Distributor of Principal 1

No	Criteria Measured	Key Performance Indicator of Principal 1
1	Bank Guarantee	As a starter to begin a cooperation, distributor must have bank guarantee worth 500 million rupiahs which is guaranteed internationally in the banks that already determined by principals where the bank guarantee will be disbursed when the distributor unable to pay credit in the period established in the agreement
2	Warehouse Condition of Distributor	Warehouse area is able to accommodate inventory for 3-5 weeks, strong building foundations, sterile and clean warehouse conditions, product arrangement system using FIFO (First In First Out) system, distributor provides proper warehouse support equipment
3	Facilities Provided by Distributor	Administrative offices, principal work spaces, meeting rooms, administrative facilities (desks, chairs, computers) and communication facilities

4	Delivery Vehicle	Distributor has delivery vehicles with types : truck box cars and vehicles for canvas merchants
5	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District and Special Region of Yogyakarta
6	Worker of Distributor	Distributors provides exclusive sales force, administrative staff, delivery worker and warehousing worker
		Effective call from each salesman achieves at least 85-95%
7	Outlet Sales Performance	The types of outlets that should be served are: retail, baby shop, individual minimarkets, minimarket groups, individual supermarkets, supermarket groups, individual cosmetic stores, cosmetic store groups, individual wholesalers and drug stores
		The number of outlets served is adjusted to the needed of principal
		Active outlets an outlet that in the past 3 months conduct once times purchased
8	Customer Service	Customer service must be carried out within 1x24 hours after the order is attempted or no more than 2x24 hours, unless there are significant obstacles in the delivery system
9	Term of Payment	Distributor has to pay each credit with the payment period is 45 days and should be completed in term of cash payment. If the distributor is late in making a payment then a fine will be given in accordance with the agreement that has been made and in case until the deadline for lateness date of payment the distributor is unable to pay, so distributor is not permitted to send the Purchase Order in the following month
10	Order Quantity	Distributors send Purchased Orders once a week to the principal with a minimum order of 11 dm ³
11	Sales Target	Distributors is willing to complete the requested sales targets that demanded by the principal, where the target will be set is rational
12	Number of Stock Cover	The number of stock cover that must be owned by distributor is supply for 1 month of sales
13	Quality of Data Report	The distributor records every activity that is carried out that consisted of stock data, sales data, call from salesmen and outlet performance according to the form contained in the application provided by the principal routinely

14	Commitment	Distributors is willing to carry out any promotional activities and programs that determined by the principal which will be notified one month before implementation
		Distributor will sell the products to the customers with margin profitability that has been set by the principal
15	Information Sharing	Distributor is willing to provide information about market conditions and competition about competitor product to the principal

3. Key Performance Indicator of Distributor based on Principal 2

Table of Key Performance Indicator of Distributor of Principal 2

No	Criteria Measured	Key Performance Indicator of Principal 2
1	Bank Guarantee	Distributor has a valid international bank guarantee which is 250 million rupiahs to complete preliminary agreement. The bank guarantee will be disbursed by principal when the distributor cannot complete the payment of a specified time period has been decided
2	Warehouse Condition of Distributor	Warehouse location is approved by principal, safety warehouse condition, clean, dry and sterile place for storing foods, all products are placed on a shelf / pallet to keep the product safer, warehouse is free from pests, warehousing system using the FIFO (First In First Out) system
3	Facilities Provided by Distributor	Administrative offices, administrative facilities (computers and printers) and communication facilities
4	Delivery Vehicle	Distributor has delivery vehicles and vehicles for salesmen that is able to cover all sales area
5	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen and Temanggung District
6	Worker of Distributor	Distributors provides exclusive sales force, administrative staff, delivery worker and warehousing worker
7	Outlet Sales Performance	The types of outlets that must be served are: retail (fixed street, retail market, residential), and wholesalers
		The number of outlets served is adjusted to the needed of principal

8	Customer Service	Customer service must be carried out within 1x24 hours after the order is attempted or no more than 2x24 hours, unless there are significant obstacles in the delivery system
9	Term of Payment	Payment is made within a period of 1 month or 30 days, if the distributor passes the payment due date then the distributor should pay the interest that is equal to 0.08% per lateness day
10	Order Quantity	Purchase Orders are sent once a week and the number of minimum order has been agreed by distributor and principal
11	Sales Target	Distributors can achieve sales targets that made by the principal during the cooperation, if within 3 months of consecutive, distributor cannot meet the sales target, an evaluation will be carried out by the principal directly to the sales force
12	Number of Stock Cover	The number of stock cover that must be owned by distributor is supply for 2 until 4 weeks of sales
13	Commitment	Distributor commits to support every promotional activities and any modification in marketing strategies made by the principals which will be notified one month before implementation
		Distributor will sell the products to the customers with margin profitability that has been set by the principal
14	Attitude	During the period of business cooperation, distributor is able to establish cooperation with good ethics in terms of communication with the principal

4. Key Performance Indicator of Distributor based on Principal 3

Table of Key Performance Indicator of Distributor of Principal 3

No	Criteria Measured	Key Performance Indicator of Principal 3
1	Bank Guarantee	The value of the bank guarantee should be owned by distributor is worth 250 million rupiahs, where the bank guarantee can be disbursed any time by the principal in case the distributor is unable to pay credit up to the period specified in this contract
2	Warehouse Condition of Distributor	Warehouse area can keep the inventory for 4 weeks and good warehouse conditions
3	Facilities Provided by Distributor	Distributor provides administrative and communication facilities

4	Delivery Vehicle	The types of delivery vehicle owned by the distributor is a pick up box and the vehicles that supposed to be used are under 10 years
5	Coverage Area	Coverage areas from distributor are Residency of Kedu
6	Worker of Distributor	Distributors provides exclusive sales force, administrative staff, delivery worker and warehousing worker
7	Outlet Sales Performance	The number of outlets served is adjusted to the policy and principal's needs during the corporation
8	Term of Payment	Payment term is about 60 days after the purchased order are made and should be paid in cash payment. If the distributor is late in completed the payment, distributor will be subjected to sanctions which is interest that agreed based on the contract
9	Order Quantity	Purchased Order will be conducted every 30 days
10	Sales Target	Distributor is willing to achieve the sales targets that are requested by the principal during the period of business cooperation
11	Quality of Data Report	Distributor is able to provide accurate sales data and stock position report to principal
12	Commitment	Distributor will sell the products to the customers with margin profitability that has been set by the principal

5. Key Performance Indicator of Distributor based on Principal 4

Table of Key Performance Indicator of Distributor of Principal 4

No	Criteria Measured	Key Performance Indicator of Principal 4
1	Bank Guarantee	The value of the bank guarantee should be owned by distributor is worth 250 million rupiahs, where the bank guarantee can be disbursed by the principal in case the distributor cannot pay credit up to the period specified in this contract
2	Warehouse Condition of Distributor	Minimum warehouse area is 600m ² , building conditions are suitable for storing inventories, completed with air ventilation to maintain suitable temperature
3	Facilities Provided by Distributor	Distributor should provide administrative offices, administrative support facilities (computers and printers) and communication facilities

4	Delivery Vehicle	The number of delivery vehicles owned by the distributor is in accordance with the agreement of both parties
5	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District
6	Worker of Distributor	The distributor has an exclusive sales force requested by the principal, administrative staff, delivery workers and warehousing workers
7	Customer Service	Delivery system of the customer should be use one day delivery service means that delivery must be conducted one day after the order is received
8	Term of Payment	The payment period provided by principal is 2 months or 60 days after the purchased order is attempted, if the distributor pays faster than the expected time so principal will give a discount price according to the principal policy and in case distributor is late to pay, distributor will be subjected to sanctions in the form of an additional 0.05% of total credit per one day of lateness
9	Order Quantity	Purchase Order is carried out once a week
10	Sales Target	Distributor is willing to achieve sales targets made by the principal and is able to accept consequences if the target is not achieved during the specified period
11	Stock Cover	The amount of stock cover should be owned distributor must have is 2-4 weeks of sales
12	Commitment	Distributor should sell the product to the customers based on margin profitability has been set by the principal

6. Key Performance Indicator of Distributor based on Principal 5

Table of Key Performance Indicator of Distributor of Principal 5

No	Criteria Measured	Key Performance Indicator of Principal 5
1	Bank Guarantee	As the second party, the distributor has a bank guarantee worth 150 million rupiah where the bank guarantee can be disbursed by the principal directly if the distributor is unable to pay credit within the stipulated time
2	Warehouse Condition of Distributor	The area of the warehouse is able to keep inventory level for 2-4 weeks, warehouse conditions is good and clean, the warehouse building is suitable to use

3	Facilities Provided by Distributor	Distributor should provide administrative offices, administrative support facilities (computers and printers) and communication facilities
4	Delivery Vehicle	Delivery vehicles are able to cover the entire sales area
5	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District
6	Worker of Distributor	The distributor has an exclusive sales force requested by the principal, administrative staff, delivery workers and warehousing workers
7	Outlet Sales Performance	Evaluation of the number of active outlets will be conducted every 3 months by principal with the number of active outlets compared to the overall register of outlets should be minimum achieve 85%
8	Term of Payment	Payment is made within the given payment period is 45 days after the order is received. Distributors will be charged 0.1% of interest if the lateness of payment is 1 week since the requested date
9	Order Quantity	Purchase Order is carried out once a week
10	Sales Target	Distributor is willing to meet requested sales targets that demanded by the principal
11	Stock Cover	The amount of stock cover should be owned distributor must have is 4 weeks of sales
12	Quality of Data Report	Distributor is able to make an accurate sales report and inventory reports to the principal
13	Commitment	Distributor should sell the product to the customers based on margin profitability has been set by the principal

7. Key Performance Indicator of Distributor based on Principal 6

Table of Key Performance Indicator of Distributor of Principal 6

No	Criteria Measured	Key Performance Indicator of Principal 6
1	Bank Guarantee	The value of the bank guarantee that must be owned by the second party is 250 million rupiah and this bank guarantee will be disbursed by the first party if the second party is unable to pay credit until the specified deadline
2	Warehouse Condition of Distributor	The warehouse area can hold inventory for 1 month, warehouse facilities and warehouse conditions in proper condition and apply FIFO (First In First Out) system

3	Facilities Provided by Distributor	Distributor should provide administrative offices, principals workspace, administrative support facilities (computers and printers) and communication facilities
4	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District
5	Worker of Distributor	Distributor has adequate sales force, administration staff, delivery workers and warehousing workers
6	Outlet Sales Performance	Outlets that are served include general trade and modern trade which are equally spread in the existing sales area
7	Term of Payment	Payment should be completed within 45 days. Every 3 days of lateness, distributor will be charged an additional interest of 0.05% and if distributor late to pay for 3 consecutive months there will be an direct evaluation from principal
8	Order Quantity	Purchase Order is carried out once a week
9	Sales Target	Distributor is able to achieve the annual sales target and sales turnover has been set by the principal
10	Commitment	Distributor should sell the product to the customers based on margin profitability has been set by the principal

8. Key Performance Indicator of Distributor based on Principal 7

Table of Key Performance Indicator of Distributor of Principal 7

No	Criteria Measured	Key Performance Indicator of Principal 7
1	Bank Guarantee	The value of Bank Guarantee that must be owned by the distributor is worth 150 million rupiah, building certificate and vehicle certificate as collateral to start a business cooperation where the bank guarantee can be disbursed any time by the principal if the distributor is unable to pay the credit until the specified deadline
2	Warehouse Condition of Distributor	The warehouse area can hold inventory for 2-3 weeks, the warehouse condition is decent, there are supporting warehouse facilities and the product arrangements are well ordered
3	Facilities Provided by Distributor	Distributors can provide adequate and appropriate administrative and communication facilities
4	Coverage Area	Coverage areas from distributor are City of Magelang, Magelang, Purworejo, Wonosobo, Kebumen, Temanggung District

5	Worker Distributor of	Distributors have adequate sales force, administration staff, delivery workers and warehousing workers
6	Term of Payment	Payment should be completed within 45 days. Every 3 days of lateness, distributor will be charged an additional interest of 0.05% and if distributor late to pay for 3 consecutive months there will be an direct evaluation from principal
7	Order Quantity	Purchase Order is carried out once a week
8	Sales Target	Distributor is able to meet the sales target has been set by the principal during period of business corporation
9	Commitment	Distributor should sell the product to the customers based on margin profitability has been set by the principal

Appendix 2: Questionnaire about Image and Reputation of Distributor

Table of Template and Interview Result

Criteria	Assessment Criteria	Excellent	Good	Satisfactory
	Distributors commit to sell products according to the specified profit margins			
	Distributor is able to follow every given sales strategy			
	Distributor is able to support principal promotional and advertising activities			
Information Sharing	SPV Distributors actively provide information with SPV / Sales Area Manager from Principals			
	Distributor is able to provide feedback about customer principal products			
	Distributors carry out customer information transparency			
Attitude	Distributor can well- maintained communication and ethics			
	Responsible for any problems that occurred			
	Attitude in accepting evaluation from the principal			
	Participate maintain the reputation of the principal			
Enthusiasm	Enthusiasm to introduce and sell new products			
	Enthusiasm to introduce and sell seasonal products			
	Efforts to increase brand awareness from the public regarding principal products			

Table of Interview Result in Excellent Category

Assessment Criteria	Principal 1	Principal 2	Principal 3	Principal 4	Principal 5	Principal 6	Principal 7
	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Commitment	Certainly able to meet the target, even more than the demands	100 % achieve	100 % achieve	100 % achieve	100 % achieve even more	100 % achieve	100 % achieve for every 3 months evaluation
	Must be in accordance with the margin profitability as included in the agreement	Not allowed to change the margin profitability without permission from the principal	Selling product according to agreement during the work period	Margin profitability used is in accordance with the employment contract that has been made	Do not change the profit margin based on distributor willingness	In accordance with the applicable agreement	Not adding even for the slightest margin profitability
	Can follow the strategy requested and can immediately adjust	Very responsive and can follow the strategy immediately	Have an adaptive attitude and easy to adjust	Able to adjust and to do maximum efforts to achieve target	Direct preparation is done without delay	Able to follow exactly the strategy requested by the principal	Adjust sales strategies with a short time
	Has funds to cover promotional activities in advance	Has sufficient funds if the principal asks to conduct advertising and discount activities	Always accept and support promotional activities	Participate in regularly promotional activities and be willing to fund in advance	Take part in every monthly promotional activity	Has prepared a special budget that can be used anytime by the principal	Has sufficient funds to conduct each promotion
Information Sharing	Once every 2 weeks is better	Every months	Every months	Every month a routine meeting is held	Sharing is done whenever there is an opportunity (can be informal)	Every months	Every 1-2 months
	Provide detail and complete information for each complaint in each product	Exchange information about customer feedback and clearly record every complaint	The feedback given is clear in each product	Provide feedback and proposed improvements	Detailed feedback is given on which products and why	Information about products that are lacking in sales and overall product review	Able to evaluate current market conditions and give detail information
	Always fill out the applications has been given by principal	Make a transparently information sharing with the principal	Make a transparently information sharing with the principal	Provide detail and useful information	Open and transparent	Principals can directly access the data	Allow principals to access customer data 100%

Continuation

Attitude	Two-way communication goes well and politely, connected with each other	Two-way communication is going well	Courteous and valid	Communicate as a good business partner relationships	Good communication ethics and has high responsibility	High ethics and high respect	Good communication and there is no miscommunication
	Solve any problem correctly and not run away from the responsibility	Solve any conflicts carefully	Wise and open with every evaluation from the principal	Solve any conflicts	Wisely in solving any problems based on existing policies	Act decisively and mature	Respect and not blame each other
	Reactive to evaluation and immediately work on the evaluation	Receive and make evaluation results to improve performance	Receive and discuss every result in proper way	Make any evaluations as lesson learned for improvement in subsequent performance	Consider every evaluation result and not be indifferent	Receive any evaluation, make improvements and always learn	Can receive any evaluations and make improvements
	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Do not vilify the name of the principal if there is an error but do an evaluation	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal and always sales the product better than competitor	Must maintain the reputation of the principal
Enthusiasm	The time to market is very fast, less than 1 month	The time to market is very fast	The time to market and preparation is very fast	Very enthusiastic, so the products spread quickly throughout the sales area	Time to market is fast and can tell any excellence of principal products	Time to market for new products is very fast, less than 3 months	Time to market for new products is very fast, less than a month
	Can exceed the target even not a 100% obligation	Able to reach 100% desired target	Especially for new products target must be achieved		There is no seasonal product		
	Can reach remote areas	Brand awareness from the society is very high	Can reach all levels of society	The society is well known the principal products and do a repeat purchase	Promotion and convey information in about product detail is always done by the salesman	The society is well known the principal products and become very familiar with the products	People in the sales area well known the principal product

Table of Interview Result in Good Category

Assessment Criteria	Principal 1	Principal 2	Principal 3	Principal 4	Principal 5	Principal 6	Principal 7
	Good	Good	Good	Good	Good	Good	Good
Commitment	95-100% of target achievement	Always above 80%	Always above 85%	80-100% of target achievement	85-100% of target achievement	Always above 85%	Always above 80%
	Must sell according to margins without any small number of allowance	Sell with appropriate margin	Sell with appropriate margin	Do not cheat by adding profit without permission	Must sell according to the profit margin provisions	Margin profitability based on agreement	Margin profitability based on agreement
	Responsive and can well prepare	Able to follow the strategies has been given	Able to follow the strategies has been given	Able to follow the strategies has been given	Well and quick preparation to follow the marketing strategy	Able to follow the strategies has been given	Well and quick preparation to follow the marketing strategy
	Has adequate funds	Able to fund promotional activities	Can accept existing promotional policies	Able to support every promotional activity	Able to fund promotions and send sales supporters	Able to fund promotional activities	Able to fund promotions and send sales supporters
Information Sharing	Once a month	Once for every 2 months	Every 45 days	Once a month	Once a month	Once for every 2 months	Once for every 2 months
	Able to give information about which product categories that has problem	Able to provide a general description of the feedback	Able to provide important feedback / highlights of product complaints	Able to give information about society complaints	Able to provide a general description of the feedback	Can provide short feedback about sales performance	Can handle and record any complaints and communicate the problem to the principals
	Always fill the sales application	Give a transparency of customer data	Able to exchange information about customers	Give a transparency of customer data	Give a transparency of customer data	Give a transparency of customer data	Give principal access to see sales performance

Continuation

Attitude	Polite	Good and polite	Good and polite	Maintain good speech and actions	Good communication ethics	Polite and obedient	Good, smooth and polite
	Solve the problem calmly	Not running away from responsibility and trying to find solution	Able to solve the problem step by step	Communicate every problems that occurred	Able to communicate and solve problem in a good way	Intend to finish every problems	Communicate every problems that occurred
	Can receive any evaluations and give respond	Can receive any evaluations	Can receive any evaluations and respect	Can receive any evaluations and responsive	Can receive any evaluations	Can receive any evaluations and respect	Can receive any evaluations
	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal
Enthusiasm	Time to market for new product is around 1-2 months	The time to market is fast	Time to market for new product is fast	Time to market can meet the principal expectation	Time to market can meet the principal expectation	Time to market is no more than 3 months	Time to market is less than 2 months
	Can meet the target of at least 85% of what is expected by the principal	Can meet the target of at least 85% of what is expected by the principal	More focusing in new products				
	Can create maximum brand awareness	Can create maximum brand awareness	Can create brand awareness from the society	Can create brand awareness from the society	Can create the society know about the product and its advantages	Can create brand awareness from the society	Can create the society know about the product and its advantages

Table of Interview Result in Satisfactory Categorize

Assessment Criteria	Principal 1	Principal 2	Principal 3	Principal 4	Principal 5	Principal 6	Principal 7
	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
Commitment	Always achieve at least 80% of sales target	Always achieve at least 70-75% of sales target	Always above 75%	Not less than 75% of target achievement	75-80% of target achievement	Not less than 75% of target achievement	Always above 70%
	Must sell according to margins without any small number of allowance	Sell with appropriate margin	Sell with appropriate margin	Do not cheat by adding profit without permission	Must sell according to the profit margin provisions	Margin profitability based on agreement	Margin profitability based on agreement
	Able to follow the marking strategy	Able to follow the strategies has been given	Able to follow the strategies has been given	Able to follow the strategies has been given	Well and quick preparation to follow the marketing strategy	Able to follow the strategies has been given	Well and quick preparation to follow the marketing strategy
	Has adequate funds and tell the principal if there is any difficulties to fulfill the budget	Able to fund promotional activities	Can accept existing promotional policies	Able to support obligatory promotional activity	Able to fund promotions and send sales supporters	Able to fund promotional activities	Able to fund promotions and send sales supporters
Information Sharing	Once a month	Once for every 3 months	Once for every 3 months	Once an 2 month	Once a month	Once for every 2 months	Once for every 3 months
	Able to give a brief review of prdocut that has a problem	Able to provide a general description of the feedback	Able to give a brief review of prdocut that has a problem	Able to give information about society complaints	Able to provide a general description of the feedback	Can provide short feedback about sales performance	Can handle and record any complaints and communicate the problem to the principals
	Always fill the sales application	Give a transparency of customer data	Able to exchange information about customers	Give a transparency of customer data	Give a transparency of customer data	Give a transparency of customer data	Give principal access to see sales performance

Continuation

Attitude	Polite	Good and polite	Good and polite	Maintain good speech and actions	Good communication ethics	Polite and obedient	Good, smooth and polite
	Responsible	Not running away from responsibility and trying to find solution	Able to solve the problem step by step	Communicate every problems that occurred	Able to communicate and solve problem in a good way	Intend to finish every problems	Communicate every problems that occurred
	Can receive any evaluations and give respond	Can receive any evaluations	Can receive any evaluations and repect	Can receive any evaluations and responsive	Can receive any evaluations	Can receive any evaluations and repect	Can receive any evaluations
	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal	Must maintain the reputation of the principal
Enthusiasm	Time to market for new product is around 2-3 months	The time to market is fast	Time to market for new product is no more than 1 semester	Time to market is no longer than principal expectation	Time to market can meet the principal expectation	Time to market is no more than 3 months	Time to market is less than 3 months
	Can meet the target of at least 75% of what is expected by the principal	Can meet the target of at least 75% of what is expected by the principal	More focusing in new products				
	Can create maximum brand awareness	Can create maximum brand awareness	Can create brand awareness from the society	Can create brand awareness from the society	Can create the soceity know about the product and its advantages	Can create brand awareness from the society	Can create the soceity know about the product and its advantages

Appendix 3 : Score of Pairwise Comparison and Geometric Means

Table of Score for Key Performance Indicator Criteria

Principal	Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
	1	Distributor Capital and Infrastructure	1	1	0.20
Distributor Abilities		1	1	1	2
Marketing Capabilities		5	1	1	5
Image and Reputation		1	0.5	0.2	1
2	Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
	Distributor Capital and Infrastructure	1	1	0.33	3
	Distributor Abilities	1	1	1	3
	Marketing Capabilities	3	1	1	3
	Image and Reputation	0.33333333	0.33333333	0.33333333	1
3	Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
	Distributor Capital and Infrastructure	1	1	0.33	1
	Distributor Abilities	1	1	1	1
	Marketing Capabilities	3	1	1	3
	Image and Reputation	1	1	0.33333333	1
4	Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
	Distributor Capital and Infrastructure	1	1	0.33	3
	Distributor Abilities	1	1	1	3
	Marketing Capabilities	3	1	1	3
	Image and Reputation	0.33333333	0.33333333	0.33333333	1

Continuation

Principal

Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
5	Distributor Capital and Infrastructure	1	0.33	1
	Distributor Abilities	1	1	3
	Marketing Capabilities	3	1	3
	Image and Reputation	1	0.333333333	1

Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
6	Distributor Capital and Infrastructure	1	0.333333333	1
	Distributor Abilities	3	1	3
	Marketing Capabilities	1	0.333333333	3
	Image and Reputation	1	0.333333333	1

Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
7	Distributor Capital and Infrastructure	1	0.3333333	1
	Distributor Abilities	1	1	3
	Marketing Capabilities	3	1	3
	Image and Reputation	1	0.333333333	1

Geometric Means for Criteria Distributor Capital and Infrastructure

Attribute	Distributor Capital and Infrastructure	Distributor Abilities	Marketing Capabilities	Image and Reputation
Number of Initial Capital	1	0.8547514	0.362531916	1.36873811
Distributor Warehouse Condition	1.169930813	1	1.169930813	2.41994325
Distributor Facilities	2.758377833	0.8547514	1	3.22711122
Delivery Vehicle	0.730599956	0.413232831	0.309874662	1

Table of Score for Distributor Capital and Infrastructure Sub-Criteria

Principal	Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
1	Number of Initial Capital	1	5	5	3
	Distributor Warehouse Condition	0.2	1	2	1
	Distributor Facilities	0.2	0.5	1	1
	Delivery Vehicle	0.33333333	1	1	1
2	Number of Initial Capital	1	3	5	3
	Distributor Warehouse Condition	0.33333333	1	1	0.33333333
	Distributor Facilities	0.2	1	1	1
	Delivery Vehicle	0.33333333	3	1	1
3	Number of Initial Capital	1	5	3	3
	Distributor Warehouse Condition	0.2	1	1	3
	Distributor Facilities	0.33333333	1	1	3
	Delivery Vehicle	0.33333333	0.33333333	0.33333333	1
4	Number of Initial Capital	1	3	3	3
	Distributor Warehouse Condition	0.33333333	1	0.33333333	1
	Distributor Facilities	0.33333333	3	1	3
	Delivery Vehicle	0.33333333	1	0.33333333	1

Continuation

Principal

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	3	5	3
Distributor Warehouse Condition	0.333333333	1	1	3
Distributor Facilities	0.2	1	1	3
Delivery Vehicle	0.333333333	0.333333333	0.333333333	1

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	0.2	0.3333333	0.33333333
Distributor Warehouse Condition	5	1	1	3
Distributor Facilities	3	1	1	0.33333333
Delivery Vehicle	3	0.333333333	3	1

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	3	3	3
Distributor Warehouse Condition	0.333333333	1	1	3
Distributor Facilities	0.333333333	1	1	3
Delivery Vehicle	0.333333333	0.333333333	0.333333333	1

Geometric Means for Criteria Distributor Capital and Infrastructure

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	2.357727314	2.728217132	2.19179987
Distributor Warehouse Condition	0.424137259	1	0.943722057	1.60132889
Distributor Facilities	0.366539741	1.059634023	1	1.60132889
Delivery Vehicle	0.456246036	0.624481335	0.624481335	1

Table of Score for Marketing Capabilities Sub-Criteria

Principal	Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
	Number of Initial Capital	1	5	3	5
	Distributor Warehouse Condition	0.2	1	0.333333333	0.333333333
	Distributor Facilities	0.333333333	3	1	1
	Delivery Vehicle	0.2	3	1	1

1

2	Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
	Number of Initial Capital	1	5	3	5
	Distributor Warehouse Condition	0.2	1	0.333333333	0.333333333
	Distributor Facilities	0.333333333	3	1	1
	Delivery Vehicle	0.2	3	1	1

2

3	Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
	Number of Initial Capital	1	5	5	1
	Distributor Warehouse Condition	0.2	1	0.333333333	0.2
	Distributor Facilities	0.2	3	1	0.333333333
	Delivery Vehicle	1	5	3	1

3

4	Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
	Number of Initial Capital	1	5	3	1
	Distributor Warehouse Condition	0.2	1	0.2	0.2
	Distributor Facilities	0.333333333	5	1	0.333333333
	Delivery Vehicle	1	5	3	1

4

Continuation

Principal

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	5	3	5
Distributor Warehouse Condition	0.2	1	0.2	0.33333333
Distributor Facilities	0.33333333	5	1	1
Delivery Vehicle	0.2	3	1	1

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	5	3	5
Distributor Warehouse Condition	0.2	1	0.33333333	0.33333333
Distributor Facilities	0.33333333	3	1	1
Delivery Vehicle	0.2	3	1	1

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	5	5	1
Distributor Warehouse Condition	0.2	1	0.33333333	0.33333333
Distributor Facilities	0.2	3	1	0.33333333
Delivery Vehicle	1	3	3	1

Geometric Means for Criteria Distributor Capital and Infrastructure

Attribute	Number of Initial Capital	Distributor Warehouse Condition	Distributor Facilities	Delivery Vehicle
Number of Initial Capital	1	5	3.471415608	2.50848455
Distributor Warehouse Condition	0.2	1	0.288066919	0.28806692
Distributor Facilities	0.288066919	3.471415608	1	0.62448133
Delivery Vehicle	0.398647063	3.471415608	1.601328886	1

Table of Score for Distributor Abilities Sub-Criteria

Principal	1				
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
	Number of Stock Cover	1	0.333333333	0.333333333	3
	Payment and Order Capability	3	1	1	3
	Achievment of Sales Target	3	1	1	3
	Quality Data Reported	0.333333333	0.333333333	0.333333333	1
Principal	2				
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
	Number of Stock Cover	1	0.2	0.2	0.2
	Payment and Order Capability	5	1	1	0.33333333
	Achievment of Sales Target	5	1	1	0.33333333
	Quality Data Reported	5	3	3	1
Principal	3				
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
	Number of Stock Cover	1	0.2	0.2	0.2
	Payment and Order Capability	5	1	1	0.33333333
	Achievment of Sales Target	5	1	1	0.33333333
	Quality Data Reported	5	3	3	1
Principal	4				
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
	Number of Stock Cover	1	0.333333333	0.2	0.2
	Payment and Order Capability	3	1	1	1
	Achievment of Sales Target	5	1	1	1
	Quality Data Reported	5	1	1	1

Continuation

Principal

Attribute	Number of Stock Cover	Payment and Order Capability	Achievement of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.333333333	0.2	0.2
5 Payment and Order Capability	3	1	1	1
Achievement of Sales Target	5	1	1	1
Quality Data Reported	5	1	1	1

Attribute	Number of Stock Cover	Payment and Order Capability	Achievement of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.333333333	0.2	0.2
6 Payment and Order Capability	3	1	0.2	0.33333333
Achievement of Sales Target	5	5	1	1
Quality Data Reported	5	3	1	1

Attribute	Number of Stock Cover	Payment and Order Capability	Achievement of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.333333333	0.2	0.3
7 Payment and Order Capability	3	1	1	0.33333333
Achievement of Sales Target	5	1	1	0.33333333
Quality Data Reported	3	3	3	1

Geometric Means for Criteria Distributor Capital and Infrastructure

Attribute	Number of Stock Cover	Payment and Order Capability	Achievement of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.288066919	0.215140748	0.31676392
Payment and Order Capability	3.471415608	1	0.794597405	0.62448133
Achievement of Sales Target	4.648119937	1.258498951	1	0.73059996
Quality Data Reported	3.156925178	1.601328886	1.368738107	1

Table of Score for Image and Reputation Sub-Criteria

Principal	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
	1	Number of Stock Cover	1	0.2	0.33333
Payment and Order Capability		5	1	2	1
Achievment of Sales Target		3	0.5	1	0.33333333
Quality Data Reported		5	1	3	1
Attribute		Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
2	Number of Stock Cover	1	0.2	0.333333	0.2
	Payment and Order Capability	5	1	3	1
	Achievment of Sales Target	3	0.33333333	1	0.2
	Quality Data Reported	5	1	5	1
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
3	Number of Stock Cover	1	0.2	0.333333	0.2
	Payment and Order Capability	5	1	3	1
	Achievment of Sales Target	3	0.33333333	1	0.2
	Quality Data Reported	5	1	5	1
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
4	Number of Stock Cover	1	0.33333333	0.333333	0.33333333
	Payment and Order Capability	3	1	3	1
	Achievment of Sales Target	3	0.33333333	1	0.33333333
	Quality Data Reported	3	1	3	1
	Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported

Continuation

Principal

Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.2	0.333333	0.2
Payment and Order Capability	5	1	3	1
Achievment of Sales Target	3	0.333333333	1	1
Quality Data Reported	5	1	1	1

Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.2	0.333333	0.2
Payment and Order Capability	5	1	1	0.33333333
Achievment of Sales Target	3	1	1	0.33333333
Quality Data Reported	5	3	3	1

Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.333333333	1	0.33333333
Payment and Order Capability	3	1	5	1
Achievment of Sales Target	1	0.2	1	0.33333333
Quality Data Reported	3	1	3	1

Geometric Means for Criteria Distributor Capital and Infrastructure

Attribute	Number of Stock Cover	Payment and Order Capability	Achievment of Sales Target	Quality Data Reported
Number of Stock Cover	1	0.231427707	0.389976938	0.23142771
Payment and Order Capability	4.321003791	1	2.603142003	0.8547514
Achievment of Sales Target	2.5642542	0.384151152	1	0.33701837
Quality Data Reported	4.321003791	1.169930813	2.96719735	1

Appendix 4 : Report Recommendation

1. Checklist Warehouse Cleanliness

Checklist Kebersihan Gudang

No	Jenis Kegiatan	Hari/ Nama Pelaksana											
		Senin	Nama	Selasa	Nama	Rabu	Nama	Kamis	Nama	Jumat	Nama	Sabtu	Nama
1	Membersihkan dan memastikan lantai bersih dan kering												
2	Membersihkan sampah yang terdapat di area warehouse												
3	Membersihkan debu yang ada pada rak atau pallet												
4	Meletakkan alat-alat kelengkapan gudang pada tempatnya												
5	Memastikan fungsi skalar lampu berjalan dengan baik												

*Berikan tanda centang pada kolom hari dan tanda tangan pada kolom pelaksana

2. Delivery Report

LAPORAN HARIAN PENGIRIMAN BARANG

Hari :
 Tanggal Pengiriman :
 Rute Pengiriman :
 Kendaraan Pengiriman :

No	Nama Outlet	Alamat	Status Pengiriman		Keterangan
			Terkirim	Tidak Terkirim	

Mengetahui,

Petugas Pengiriman

(TTD)

3. Salesman Call Schedule

Rencana Kunjungan Outlet

Nama Distributor :
 Nama Prinsipal :
 Nama Salesman :

Hari Kunjungan :

Urutan Kunjungan	Kode Outlet	Nama Outlet	Frekuensi Kunjungan	Jenis Outlet	Alamat	Kontak	Checklist Kunjungan				
							Minggu				
							1	2	3	4	5

4. Warehouse Standard Opeartion Procedure

Standard Operation Procedure pada Gudang

Prosedur Penerimaan Barang

- 1 Petugas gudang menyiapkan dokumen penerimaan barang dan salinan Purchased Order yang telah dikirimkan oleh distributor terhadap pihak prinsipal
- 2 Petugas gudang menerima barang yang datang dari prinsipal
- 3 Petugas yang menerima barang harus melakukan pemeriksaan kondisi fisik barang yang datang baik dalam segi jenis, jumlah dan kondisi barang, pengecekan jumlah dan jenis barang yang dipesan dapat dilihat pada salinan Purchased Order
- 4 Seluruh barang yang datang dimasukkan ke dalam data persediaan sebagai input laporan stock barang
- 5 Apabila pengecekan barang telah selesai dan kondisi barang baik dan sesuai maka barang yang diterima dapat disimpan di dalam gudang
- 6 Memasukan data barang yang akan disimpan di laporan data persediaan
- 7 Pengecekan kembali kondisi barang yang rusak akan dilakukan kembali oleh pihak prinsipal untuk memastikan bahwa kondisi barang yang diterima memang tidak dalam kondisi yang baik
- 8 Bila kondisi barang tidak sesuai maka petugas gudang dapat melapor ke bagian administrasi untuk pembuatan Surat Pengembalian Barang kepada pihak prinsipal
- 9 Setelah melakukan penerimaan barang maka validasi dokumen penerimaan harus dilakukan kepada siapapun petugas yang menerima barang tersebut dengan menandatangani surat penerimaan barang sebagai bukti pertanggungjawaban apabila terdapat ketidaksesuaian kuantitas barang
- 10 Setelah melakukan penerimaan barang selanjutnya adalah menata stock barang yang datang pada ruangan penyimpanan
- 11 Barang yang datang ditata dengan menggunakan sistem First In First Out, dimana pada saat barang baru datang maka posisi penataanya adalah di belakang tumpukan barang yang sudah ada di dalam gudang sebelumnya
- 12 Penataan barang harus rapi dan tidak melebihi batas maksimum jumlah tumpukan barang
- 13 Setelah melakukan penerimaan dan penataan barang maka setiap alat bantu yang digunakan harus diletakan di posisi semula
- 14 Pastikan keadaan gudang tetap bersih dengan membuang setiap sampah yang dihasilkan dari penerimaan barang (seperti : sampah plastik, isolasi, kardus maupun barang -barang lain yang mengganggu kebersihan gudang)
- 15 Perhatikan keadaan gudang aman dan diletakan sesuai dengan area penyimpanan barang dengan benar
- 16 Perhatikan kehati-hatian dalam melakukan penyimpanan barang karena barang yang rusak di tangan distributor akan menjadi kerugian dan tanggung jawab dari distributor

Prosedur Pengeluaran Barang dari Gudang

- 1 Petugas gudang menyiapkan dokumen pengeluaran barang dari gudang yaitu berupa nota pemesanan dari masing -masing outlet
- 2 Barang yang disiapkan dan didistribusikan terlebih dahulu adalah barang yang berada di gudang lebih lama dibandingkan dengan barang yang lain
- 3 Barang yang dipesan akan disiapkan oleh petugas gudang dan petugas gudang wajib mengecek setiap kondisi fisik barang, jumlah, jenis dan kondisi fisik barang dalam keadaan baik
- 4 Pengambilan barang harus dilakukan dengan rapi dan hati-hati tanpa mengacaukan penataan barang yang lainnya
- 5 Barang yang disiapkan dipisahkan menurut pesanan dari masing-masing pelanggan
- 6 Setelah menyiapkan barang pesanan, petugas administrasi gudang akan melakukan pengecekan ulang untuk memastikan bahwa pesanan pelanggan sudah tepat dan siap untuk dikirim
- 7 Setelah barang dipastikan lengkap, selanjutnya petugas administrasi gudang harus mengirimkan laporan pengecekan kepada bagian administrasi untuk pembuatan nota pelanggan
- 8 Setiap sore hari menjelang berakhirnya hari kerja, maka petugas gudang harus menyipakan barang pesanan pelanggan dan menatanya di dalam kendaraan pengiriman
- 9 Pastikan penataan produk sesuai dengan jumlah dan hati-hati dalam peletakan produk, apabila dirasa sudah melebihi kapasitas kendaraan jangan dipaksakan untuk memasukkan semua produk yang dipesan, melainkan melapor ke bagian administrasi
- 10 Setelah barang dimasukkan ke dalam kendaraan validasi dokumen pengeluaran barang harus dilakukan oleh petugas gudang yang mengeluarkan barang tersebut
- 11 Di akhir proses pengeluaran barang, pastikan keadaan gudang tetap bersih dengan membuang setiap sampah yang dihasilkan dari pengeluaran barang (seperti : sampah plastik, isolasi, kardus maupun barang -barang lain yang mengganggu kebersihan gudang)

Prosedur Penyimpanan Barang Retur atau Kadaluwarsa

- 1 Pisahkan setiap barang dengan kondisi yang tidak baik sesuai dengan jenis, merk dan ukuran dari barang tersebut
- 2 Pisahkan barang yang sudah kadaluwarsa sesuai dengan jenis, merk dan ukuran dari barang tersebut
- 3 Letakan setiap barang hasil penyortiran di tempat yang terpisah dengan area penyimpanan produk yang lain
- 4 Buat laporan mengenai produk yang rusak atau kadaluwarsa dan berikan validasi untuk setiap petugas gudang yang melakukan penyortiran
- 5 Laporan retur produk selanjutnya diberikan kepada pihak administrasi sebagai input untuk memeperbaharui laporan posisi persediaan

5. Return Policy and Procedure

Prosedur dan Tata Cara Pengembalian Barang

Barang yang telah diterima konsumen dapat dikembalikan apabila:

- 1 Barang dalam kondisi rusak pada saat diterima langsung dari tangan distributor
- 2 Pengecekan barang rusak akan dilakukan oleh distributor terlebih dahulu sebelum diterima sebagai barang retur
- 3 Apabila distributor telah menyetujui proses retur barang, maka akan distributor akan menerbitkan berita acara penerimaan retur
- 4 Barang yang retur akan diganti dengan barang yang baru pada pengiriman selanjutnya taua secepatnya apabila terdapat rute pengiriman yang sama

6. Effective Call report

Laporan Hasil Kunjungan

Nama Distributor :

Nama Prinsipal :

Nama Salesman :

Hari Kunjungan :

Urutan Kunjungan	Kode Outlet	Nama Outlet	Frekuensi Kunjungan	Jenis Outlet	Alamat	Kontak	Status Kunjungan		Keterangan	Jumlah Transaksi
							Berhasil	Gagal		

7. Return Product Report

BERITA ACARA PENGEMBALIAN BARANG

Tanggal Pengiriman :

Nama Outlet :

Kode Outlet :

No	Nama Produk	Merk	SKU	Jumlah Produk	Kondisi Produk	Alasan Pengembalian	Nilai Rupiah Pengembalian

Mengetahui,

Customer

Petugas Pengiriman

(TTD)

(TTD)

Appendix 5: Example of Rubric Form

RUBRIK PENILAIAN KINERJA DISTRIBUTOR

Pemberian score maksimum adalah 100 dan minimum adalah 0

Kriteria Penilaian	Sub-Kriteria Penilaian	Deskripsi Penilaian	Score	Sangat Baik	Baik	Cukup Baik
				(Score Penilaian > 80)	(Score Penilaian 60 < Nilai ≤ 80)	(Score Penilaian ≤ 60)
Modal Distributor dan Infrastruktur	Modal Awal Distributor	Modal awal yang harus dimiliki oleh distributor (Bank Guarantee)		Memiliki nilai bank garansi secara 100% dan memiliki nilai modal lebih besar dari ketentuan atau dapat memberikan penjaminan sertifikat tanah maupun BPKB dari kendaraan yang dimiliki (jika diperlukan)	Memiliki nilai bank garansi secara 100% dan memiliki nilai modal lebih besar dari ketentuan	Memiliki nilai bank garansi secara 100%
	Kondisi Gudang Distributor	Kondisi fisik gudang distributor dapat menyediakan ruang yang cukup, mudah diakses, memiliki kondisi bangunan yang sesuai, area yang cukup untuk menyimpan inventaris dan segala perlengkapan gudang pendukung yang diperlukan		Ada Standard Operation Procedure (SOP) yang tertulis secara jelas	SOP Gudang sudah ada secara tertulis namun belum jelas dan terperinci	SOP Gudang sudah ada namun belum dibuat tertulis
				Luas area lebih dari 600 m ² serta tinggi bangunan lebih dari 5 m	Luas area lebih atau minimum 600 m ² serta tinggi gudang minimal 4-5 m	Luas area minimum 600m ² serta tinggi gudang minimal 4 m
				Dapat menyimpan inventory 4-6 minggu dan stock cover	Dapat menyimpan inventory 2-4 minggu	Dapat menyimpan inventory minimum 2 minggu
				Terdapat area bongkar muat serta alur masuk keluar barang dibedakan	Terdapat area bongkar muat serta alur masuk keluar barang mudah dilalui	Terdapat area bongkar muat yang layak
				Area penyimpanan sudah dipisahkan secara rinci (makanan, non-makanan, produk cair berbau dan tidak berbau, produk padat berbau dan tidak berbau alat kesehatan dan alat-alat kelistrikan)	Area penyimpanan sudah dipisahkan sesuai jenis produk (makanan, non-makanan, produk berbau dan tidak berbau, alat kesehatan dan alat-alat kelistrikan)	Area penyimpanan sudah dipisahkan sesuai jenis produk (makanan, non-makanan)
				Pondasi gudang terbuat dari beton padat (khusus gudang makanan lantai harus dilapisi ubin keramik berwarna putih), dinding bangunan kuat, tidak berlubang dan di cat terang	Pondasi gudang terbuat dari beton padat, gudang makanan sudah berkeramik, dinding bangunan kuat, tidak berlubang dan di cat bersih	Pondasi gudang kuat, terdapat area khusus untuk gudang makanan, dinding bangunan kuat, tidak berlubang dan di cat bersih
	Semua produk diletakan di rak-rak khusus sehingga tidak bersentuhan langsung dengan lantai	Semua produk ditata diatas pallet sehingga tidak langsung bersentuhan dengan lantai	Produk-produk tertentu yang memiliki kebutuhan khusus diletakan diatas rak atau pallet dan tidak bersentuhan langsung dengan lantai			

Appendix 6: Customer and Sales Data

Customer and Sales Data can be seen in the soft file that attached.

