

ABSTRACT

Lean is a method of improvement that optimizes the system that has been running with continuous improvement and improvement to eliminate (waste) that occurs in manufacturing and increase the value added products to improve customer satisfaction. PT Perkebunan Nusantara VIII Ciater is a State Owned Enterprise focusing on producing black tea powder, especially orthodox. There are several problems that occur in the production area of this product where one of them is the queue of semi-finished raw materials in the process of tea leaf milling. After that mapping process flow using value stream mapping and activity mapping process based on existing condition and identifying waste with EDOWNTIME and got result that there are 4 biggest waste that is waiting, extra processing, motion, and transportation, but at this research focused on waste waiting . Next look for the root cause of the occurrence by using 5whys to find the right proposal with the root cause of the problem. Proposed improvements are designed to significantly reduce waste waiting by designing work instructions, timer procurement, and creating tray identity forms. By designing proposals to reduce waste waiting, there is a reduction in the percentage of non value added activities in the milling area and impacted by decreasing lead time for overall orthodox black tea powder production process.

Keyword: Lean Manufacturing, VSM, PAM, Waste Waiting, Fishbone, 5whys