

## CHAPTER 5

### CLOSING

#### 5.1 Conclusion

Based on the results of research that has been done on the analysis of the implementation of the Just in Time system and Supply Chain Management in increasing the productivity of the Company at the Gudang Kosmetik Purwokerto retail store (GKP Store), it can be concluded that:

1. Just In Time (JIT):

From the results of interviews with GKP Store, the Just in Time (JIT) approach has proven to be an effective strategy in managing their inventory and operations. GKP Store routinely conducts product listing, avoids overstock, and maintains proper inventory levels according to market demand. They minimize wastage by ordering goods only when needed, as well as ensuring that lead times for goods from suppliers are minimized. The purchase order process, facilitated by BA and SPG, ensures timely and accurate ordering based on sales data and physical stock. In addition, GKP Store is active in preventing losses due to damaged goods with careful management from receiving to in-store display. Their JIT approach not only improves operational efficiency but also supports better service quality to customers.

2. Supply Chain Management (SCM):

GKP Store demonstrates a strong commitment in supply chain management by building close cooperation with business partners, both suppliers and distributors. They have a structured distribution system to ensure timely delivery of goods to each of its branches. When faced with late deliveries or damaged goods, GKP Store implements a responsive strategy to address the issue quickly and effectively. In addition, they also focus on employee empowerment by creating a work environment that supports initiative and

professionalism. By integrating all these aspects, GKP Store has managed to maintain operational stability and strengthen their position in the retail industry.

## 5.2 Implication

### 1. Practical Implications

This research provides various practical implications that can be directly applied by retail companies in an effort to improve operational efficiency and inventory management. First, inventory optimization with the implementation of the Just in Time (JIT) system at GKP Store has proven to be able to reduce storage costs and minimize the risk of overstock, a practice that is highly relevant to be adopted by other retail companies. The centralized distribution system used by GKP Store, with one main warehouse distributing to all branches, shows that better control over inventory can be achieved, while reducing distribution costs. The purchase order process, facilitated by BA and SPG, ensures timely and accurate ordering based on sales data and physical stock.

In addition, regular quality checking procedures help GKP Store maintain high product standards, which not only increases customer satisfaction but also reduces complaints related to product quality. Management strategies in dealing with delivery delays through active communication with suppliers and flexibility in order retention policies also provide tangible examples of how the company can maintain smooth operations despite disruptions in the supply chain. Furthermore, GKP Store's focus on employee empowerment through active involvement in various operational tasks and effective division of labor increases motivation and productivity, an approach that can be applied by other companies to create a more productive and harmonious work environment.

## 2. Theoretical Implications

This research strengthens and extends existing theoretical concepts in inventory and supply chain management. In the context of Just In Time (JIT) systems, this study provides validation that JIT is not only effective in the manufacturing sector but also highly relevant and beneficial to the retail sector. The findings confirm that implementing JIT can reduce inventory costs and improve operational efficiency, supporting existing literature on the benefits of JIT in various industries. The findings regarding routine quality checks also support the theory that quality control is a crucial component of efficient inventory management and responsiveness to market needs.

On the other hand, in the context of supply chain management (SCM), this study shows that effective cooperation with suppliers and distributors can reduce supply chain bottlenecks such as delivery delays and quality issues. This provides empirical evidence supporting the SCM theory that good partnerships with suppliers can improve operational smoothness and efficiency. This research also adds new insights to SCM theory by showing that effective inventory management, including the management of damaged goods and slow-moving products, can improve responsiveness to changes in market demand and maintain customer satisfaction. In addition, the finding that empowering and involving employees in inventory management and day-to-day operations can improve efficiency and service quality supports the SCM theory that employees are critical assets in achieving operational success. This emphasizes the importance of effective human resource management in supporting SCM success, making an important contribution to the literature and practice in supply chain management.

### 5.3 Research Limitations

The research was conducted using qualitative methods and using primary data obtained through in-depth interviews. Based on the research that has been

conducted, the researcher realizes that there are still imperfections in this study. The limitations of this research include the subjectivity of the researcher. This research is highly dependent on the researcher's interpretation of the meaning implied in the interview so that the tendency for bias still remains. To reduce bias, a triangulation process was carried out, namely source and method triangulation. Source triangulation is done by cross checking data with facts from different informants and from other research results. Meanwhile, method triangulation was carried out by using several methods in data collection, namely in-depth interviews and observation methods.

#### **5.4 Research Recommendation**

Next based on the realized research limitations, researchers suggest recommendations intended to complement the research that has been done in the future so that it can be used as a guide in examining the application of the Just in Time and Supply Chain Management methods in retail businesses. Recommended research is research on other types of retail businesses such as minimarkets, clothing stores, household appliance stores or others. In addition, for other researchers who want to develop this research should add aspects related to the impact of the implementation of adaptive Just in Time and Supply Chain Management systems on the performance of retail companies in various geographical contexts and different industries.