ABSTRACT

THE DESIGN OF PERFORMANCE MEASUREMENT BASED ON BALANCED SCORECARD IN THE LOGISTIC AND BUILDING DIVISION PT BANK CENTRAL ASIA TBK

Balanced Scorecard is a method for evaluating/measuring company performance by combining assessment of financial perspective, customer perspective, internal business process perspective and learning and growth perspective. Balanced Scorecard has comprehensive, coherent, balanced and measurable characteristics, all four perspectives are related causally. These characteristics make the Balanced Scorecard a precise and an accurate method for the company performance measurement.

The Logistic and Building Division (DLOG) as a non-profit supporting unit in implementing BCA *sustainability* program has a responsibility to improve the efficiency of operational costs. This requires precise, accurate performance measurement taking into account financial and non-financial aspects. Through our research in order to design a proper performance measurement we have carried out some analysis on the company vision and mission, DLOG vision and mission, external and internal factors, SWOT, building the matrices of EFE, IFE, IE, TOWS and QSP, those generate DLOG cost improvement as priority strategy and strategy map that describes the strategy relationship based on four perspectives of Balanced Scorecard. It has also been formulated DLOG Key Performance Indicator (KPI) along with its weighting as a basis for its performance measurement.

Keywords: Balanced Scorecard, Strategy Map, Cost Improvement, KPI.

ABSTRAK

RANCANGAN PENGUKURAN KINERJA BERBASIS BALANCED SCORECARD DI DIVISI LOGISTIK DAN GEDUNG PADA PT BANK CENTRAL ASIA TBK

Balanced Scorecard adalah metode penilaian/pengukuran kinerja perusahaan dengan menggabungkan penilaian terhadap perspektif keuangan, perspektif pelanggan, perspektif proses bisnis internal serta perspektif pembelajaran dan pertumbuhan. *Balanced Scorecard* memiliki karakteristik komprehensif, koheren, seimbang dan terukur, keempat perspektif berhubungan secara sebab akibat. Karakteristik ini membuat *Balanced Scorecard* menjadi metode pengukuran kinerja perusahaan yang tepat dan akurat.

Divisi Logistik dan Gedung (DLOG) sebagai unit pendukung yang juga *non-profit* dalam rangka pelaksanaan program *sustainability* BCA memiliki tanggung jawab untuk meningkatkan efisiensi biaya operasional. Hal ini memerlukan pengukuran kinerja yang tepat, akurat dengan mempertimbangkan aspek keuangan dan non-keuangan. Melalui penelitian dalam rangka merancang pengukuran kinerja dimaksud, kami melakukan analisis-analisis terhadap visi dan misi perusahaan, visi dan misi DLOG, faktor-faktor eksternal dan internal, *SWOT*, menyusun matriks *EFE, IFE, IE, TOWS* dan *QSP* sehingga didapatkan strategi prioritas *cost improvement* dan peta strategi DLOG yang menggambarkan hubungan antar strategi berbasis empat perspektif *Balanced Scorecard*. Dirumuskan pula *Key Performance Indicator (KPI)* DLOG beserta pembobotannya sebagai dasar pengukuran kinerja.

Kata kunci : *Balanced Scorecard,* Peta Strategi, *Cost Improvement*, *KPI*.