

INTISARI

Keadaan lingkungan bisnis yang semakin ketat saat ini menuntut PT. Indocast Prima Sejahtera untuk menciptakan keunggulan bersaing melalui perencanaan strategik yang baik. Salah satu metode dalam penyusunan rencana strategik adalah menggunakan sistem berbasis Balanced Scorecard (BSC). Balanced Scorecard membantu dalam menentukan strategik yang komprehensif, terukur dan berimbang. Tujuan dari penelitian ini adalah menentukan sasaran strategik, indikator kinerja kunci dan inisiatif strategik dengan menggunakan konsep Balanced Scorecard; menentukan bobot dari masing-masing perspektif dan ukuran hasil dalam rancangan Balanced Scorecard PT Indocast Prima Sejahtera.

Penelitian ini dilakukan dengan pendekatan studi kasus di PT Indocast Prima Sejahtera pada bulan Januari sampai dengan maret 2017. Data didapatkan dari proses wawancara, observasi dan telaah pustaka. Analisa deskriptif dilakukan untuk menjabarkan visi, misi dan tujuan strategic kedalam empat perspektif balanced scorecard. Menggunakan analisa SWOT dengan memperhatikan kondisi internal dan eksternal perusahaan strategi perusahaan ditentukan kemudian di terjemahkan dalam sasaran strategic. Setiap Sasaran strategic memiliki indikator kinerja dan inisiatif strategi. Pombobotan dari setiap perspektif dan ukuran hasil di analisis menggunakan model Analitical Hierarchy Process (AHP).

Hasil penelitian menunjukkan PT Indocast Prima Sejahtera sudah memiliki Visi, Misi dan tujuan yang baik karena dapat diterjemahkan kedalam empat perspektif balanced scorecard, hal ini menunjukkan bahwa pihak manajemen tidak hanya memperhatikan aspek keuangan namun juga non keuangan seperti perspektif pelanggan, proses bisnis internal serta pertumbuhan dan pembelajaran. Ukuran hasil yang digunakan dalam rancangan BSC PT Indocast Prima Sejahtera adalah loyalitas pelanggan, indeks kepuasan pelanggan, manajemen keluhan pelanggan, target penjualan, profit, nilai persentase piutang, respon atas permintaan pelanggan, produktivitas pegawai, layanan atau produk baru, rekam data pelatihan, dan indeks kepuasan pegawai. Pengukuran bobot perspektif menunjukkan perspektif pelanggan memiliki bobot paling besar yaitu 31,4% kemudian diikuti oleh perspektif finansial (27%), pertumbuhan dan pembelajaran (21.1%) serta proses bisnis internal (20.5%)

Kata kunci : Balanced Scorecard, SWOT, Analitical Hierarchy Process, PT Indocast Prima Sejahtera

ABSTRACT

More competitive business environment requires PT. Indocast Prima Sejahtera to hold competitive advantage through an excellent strategic planning. One of the methods in constructing strategic planning is the Balanced Scorecard (BSC) - based system. Balanced Scorecard helps determine a comprehensive, measured, and balanced strategy. The present study aimed to determine the strategic target, key performance indicator, and strategic initiative using the concept of Balanced Scorecard; to determine the weight of each perspective and outcome standard in PT Indocast Prima Sejahtera's Balanced Scorecard.

This study employed a case study approach in PT Indocast Prima Sejahtera between January and March 2017. The data were obtained by interview, observation, and literature review. Descriptive analysis was done to describe the strategic vision, mission, and purpose into four perspectives of balanced Scorecard. The SWOT analysis was made by concerning with its internal and external condition. The company strategy was then determined and translated into a strategic target. Each strategic target holds a performance indicator and strategic initiative. The weight of each perspective and standard were analyzed using Analytical Hierarchy Process (AHP).

The result of the study showed that PT Indocast Prima Sejahtera hold good vision, mission, and goal because they can be translated into balanced Scorecard's four perspective, this showed that the management did not only concern on financial aspect but also non-financial aspect such as customer's perspective, internal business process, as well as growth and learning. The outcome standard employ in PT Indocast Prima Sejahtera BSC planning were customer loyalty, customer satisfaction index, customer complain management, sale target, profit, percentage of receivable, response to customer's request, employee's productivity, new products or services, training data record, and employee satisfaction index. The perspective weight measurement showed that the perspective of customer held the most considerable portion (31,4%), followed by financial by 27%, growth and learning by 21,1%, and internal business process by 20.5%.

Keywords: Balanced Scorecard, SWOT, Analytical Hierarchy Process, PT Indocast Prima Sejahtera