



Dalam menghadapi persaingan pada industri perbankan di Indonesia, PT. Bank Mandiri (Persero) Tbk mempunyai strategi utama untuk menjadi “*A Dominant Multi-specialist Bank*”. Untuk mengimplementasikan strategi utama perusahaan di tingkat unit bisnis, diformulasikan strategi bagi masing-masing unit bisnis yang ada agar tiap unit bisnis fokus untuk mencapai tujuan sesuai dengan target yang telah ditetapkan. Analisis ini dilakukan untuk mengetahui langkah-langkah yang dilakukan dalam mengimplementasikan strategi unit bisnis di *Loan Processing Department*, PT. Bank Mandiri (Persero) Tbk.

Implementasi strategi unit bisnis di *Loan Processing Department* dilakukan dengan pembentukan *administrative context* di tingkat unit bisnis melalui pembentukan struktur organisasi dan alur proses, memperkuat pemahaman karyawan terhadap budaya kerja, pelaksanaan manajemen sumberdaya, pelaksanaan pengendalian manajemen melalui penentuan *goal setting* tahunan, dan pengukuran kinerja melalui *Key Performance Indicator*.

Hasil dari analisis ini adalah diketahui bahwa implementasi strategi selama 3 tahun terakhir belum berhasil mencapai target unit bisnis secara maksimal, namun sejak adanya perubahan ke struktur organisasi berbasis strategi unit bisnis, terjadi peningkatan penilaian kinerja yang cukup baik.

Kata Kunci

Implementasi strategi, Strategi bisnis unit, *Key Performance Indicator*.



Facing with banking industry competition in Indonesia, PT. Bank Mandiri (Persero) Tbk has main strategy to be “*A Dominant Multi-specialist Bank*”. To implement its main strategy in business unit level, Bank Mandiri formulated strategy for each business unit for reaching the goal which has been set. This analysis is being carried out to know what steps need to do to implement business unit strategy in *Loan Processing Department*, PT. Bank Mandiri (Persero) Tbk.

Implementation of business unit strategy in Loan Processing Department is being carried out by establish administrative context in business unit level by mean of building organization structure and process tree, consolidate employee understanding of work culture, implementation of resource management, implementation of management control by determine annual goal setting, and measuring performance by mean of Key Performance Indicator.

The result of this analysis is that the last 3 years implementation hasn't been successful reaching business unit target on a maximum scale, but since the changing of organization structure based on business unit strategy, appraisal performance increase very well.

Key Word

Strategy implementation, Business Unit Strategy, Key Performance Indicator.