

**Latar Belakang:** Mal ABC yang berlokasi di Kelapa Gading menghadapi persaingan yang ketat karena tingginya pasokan pusat belanja modern sewa tidak diiringi peningkatan tingkat hunian, kehadiran *market leader* kawasan dan pendatang baru (*new entry*). Mal ABC dituntut memiliki kinerja yang baik agar dapat bersaing. Saat ini Mal ABC belum memiliki alat manajemen kinerja yang terpadu dan hanya menggunakan ukuran finansial untuk menilai kinerjanya. Oleh karena itu peneliti menyusun rerangka *Balanced Scorecard* bagi Mal ABC yang dapat membantu menerjemahkan visi dan strategi ke dalam aksi dengan memanfaatkan sekumpulan indikator finansial dan non-finansial

**Metode:** Penelitian ini menggunakan metode kualitatif dengan melakukan wawancara kepada karyawan terkait. Hasil wawancara digabungkan dengan data tim riset Mal ABC, survei pengunjung, panduan tata tertib dan tinjauan pustaka. Peneliti juga melakukan analisis langkah-langkah penyusunan *Balanced Scorecard*. Berbekal itu semua, peneliti menyusun rerangka *Balanced Scorecard* Mal ABC dan melakukan *cascading* ke Departemen *Leasing* yang merupakan *revenue center* utama Mal ABC.

**Hasil Penelitian:** Mal ABC menggunakan empat perspektif generik *Balanced Scorecard*, yakni perspektif finansial, perspektif pelanggan, perspektif proses bisnis internal dan perspektif pembelajaran dan pertumbuhan. Sebagai industri yang bersentuhan langsung dengan pelanggan, perspektif pelanggan Mal ABC memiliki bobot terbesar, kemudian disusul perspektif keuangan. Perspektif proses bisnis internal dan perspektif pembelajaran dan pertumbuhan memiliki bobot yang sama. Perspektif keuangan mal berada di fase *growth* dan *sustain*. Perspektif pelanggan Mal ABC dibagi menjadi tiga perspektif yakni: *tenant*, pelanggan pameran dan pengunjung. Segmen *tenant* Mal ABC adalah *tenant* pemegang merk. Pelanggan pameran dan pengunjung Mal ABC memiliki kelas menengah ke atas. Departemen *Leasing* sebagai divisi bisnis utama Mal ABC memiliki struktur peta strategi yang serupa dengan Mal ABC. Departemen *Leasing* memiliki dua "pelanggan" yakni *tenant/calon tenant* dan manajemen.

**Kesimpulan:** Mal ABC memiliki 18 sasaran strategis dan 28 *Key Performance Indicators* (KPI). Setelah melakukan *cascading* ke Departemen *Leasing*, diperoleh 11 sasaran strategis pada Departemen *Leasing*. Sembilan dari sebelas sasaran strategis Departemen *Leasing* diturunkan langsung dari Peta Strategi Mal ABC. KPI Departemen *Leasing* berjumlah 13.

**Kata Kunci:** *balanced scorecard*, mal, manajemen strategis, *cascading*



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## PENYUSUNAN BALANCED SCORECARD MAL ABC JAKARTA

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### ABSTRACT

**Background:** ABC Mall, located in Kelapa Gading Jakarta, faced a high competition because of the high supply of shopping malls were not accompanied by high occupancy rate, the strong presence of regional market leader and contentious new entry. ABC Mall had to build remarkable performance to survive even win the competition. But ABC Mall did not have performance management tool and only used financial measures to measure her performance. For that reason, the researcher wanted to build Balanced Scorecard framework for ABC Mall to help the mall translated her vision and strategy into action by using a collection of both financial and non financial indicators.

**Method:** This research used qualitative method by interviewing some employees according to the perspective discussed. The results of the interview were combined with the R&D data such as visitor's survey, mall's manual guide and references. Using all the tools provided, the researcher started building the Balanced Scorecard for ABC Mall and then cascaded them to Leasing Department as the main revenue center of ABC mall.

**Result:** ABC Mall used four generic perspectives of Balanced Scorecard, which were financial, customer, internal business process and learning and growth perspective. As a service industry, customer perspective of ABC Mall was granted the greatest weight of four perspectives, then financial perspective afterward. Internal business process and learning and growth perspective of ABC Mall were considered to have the same weights. Financial perspective of ABC Mall used financial perspective of companies in growth and sustain phase. Customer perspective of ABC Mall was divided into three perspectives: tenant, expo/event customer and visitor's point of view. The segmentation for ABC Mall's tenants was branded tenants. The customer of events and visitors of ABC Mall was supposed to be middle high class level customers and visitors. Leasing Department as a main business division of ABC Mall has a strategy map structure similar to the structure of ABC Mall's strategy map. Leasing Department had two customer types: tenant or future tenant and management.

**Conclusion:** ABC Mall had 18 strategic objectives and 28 key performance indicators (KPIs). After cascading the Balanced Scorecard of ABC Mall to Leasing Department, the researcher found that Leasing Department had 11 strategic objectives. Nine of them were directly cascaded from ABC Mall strategy map. Leasing Department had 13 KPIs.

**Kata Kunci:** balanced scorecard, mall, strategic management, cascading