

ABSTRACT

Competitive business environment requires RSU Sari Mutiara Medan to create competitive advantage and generate a strategic planning that fully integrated and not separated from each other. One technique to create a coherent, comprehensive, scalable, and balanced strategic plan is using the balanced scorecard as a strategic management system. The purpose of this study were (1) determine the strategic objectives, Key Performance Indicators (KPI), and strategic initiatives in the Balanced Scorecard design of RSU Sari Mutiara Medan, (2) determine the weight of each perspective and outcome measures in the Balanced Scorecard design of RSU Sari Mutiara Medan. The experiment was conducted with a case study approach on RSU Sari Mutiara Medan headquarters from May 2014 to January 2015. Primary data was obtained through focused group discussions (FGD) and questionnaire, which distributed to 11 expert respondents; while secondary data was collected through literature reviews. Vision, mission, and strategic goals were elaborated to four perspectives of balanced scorecard using descriptive analysis.

The company's main strategy was specified through a SWOT analysis, which deliberates on company's internal and external conditions. Furthermore, the main strategy was translated into strategic objectives. The causal relationship between each objective could be seen in company's strategy map. Moreover, the key performance indicators and strategic initiatives were generated from each strategic objective. This research was concluded by calculating the weight of all perspectives and each lag indicators using Analytical Hierarchy Process (AHP). RSU Sari Mutiara's lag indicators are growth income rate, cost reduction, net income, complaints management, customer satisfaction index, customer loyalty, cycle effectiveness, time and response quality, employee productivity, employee education index, employee satisfaction index, and integrated information system. The study shows that financial perspective has the highest weight (40.8%), followed by customer perspective (28.8%), internal business perspectives (22.1%), and growth and learning perspective (8.2%). Those balanced numbers are congruous with company's vision and mission, while indicate management's awareness of the importance of the three non-financial perspectives to achieve company's financial stability.

Keywords : Balanced Scorecard, SWOT Analysis, Strategy Map, Analytical Hierarchy Process, RSU Sari Mutiara Medan.