

ABSTRAK

Penelitian ini berfokus untuk menyusun model *Balanced Scorecard* dan *Strategy map* sebagai sistem manajemen strategis pengukuran kinerja yang sesuai dengan visi, misi dan strategi PT Berlian Jasa Terminal Indonesia (BJTI). Metode analisis data yang digunakan adalah desain dari Rohm dan Halbach yaitu langkah satu hingga ke enam dari *Nine Step to Success Framework for Building and Implementing Balanced Scorecard* karena langkah ke tujuh hingga sembilan merupakan langkah untuk mengimplementasikan *Balanced Scorecard*.

Berdasarkan penyusunan *Balanced Scorecard* dan *Strategy map* PT BJTI, *Strategy objectives* perspektif keuangan adalah *Increase Shareholders value*, peningkatan ROCE, menekan operating ratio, peningkatan ROI, peningkatan pendapatan. *Strategy objectives* perspektif pelanggan adalah peningkatan kepuasan pelanggan, kualitas pelayanan dan peningkatan hubungan pelanggan. *Strategy objectives* perspektif proses bisnis internal adalah ketersediaan alat operasional *harbor mobile crane* (HMC), peningkatan kapasitas operasional, fokus pelanggan, memperoleh pelanggan baru, mempertahankan pelanggan, penguatan IT base sistem, perluasan lini produk dengan proyek *Java Integrated Industrial Port Estate*, lingkungan, masyarakat, keselamatan kerja, GCG. *Strategy objectives* perspektif pembelajaran dan pertumbuhan adalah pengembangan SDM berkinerja tinggi dan kompeten dengan fokus bisnis perusahaan, kepuasan dan kesejahteraan pegawai, perluasan dan peningkatan sistem komunikasi dan port schedule, perbaikan dan peningkatan sistem database pelanggan, fokus pembentukan anak perusahaan dalam mendukung JIPE serta penyelenggaraan tata kelola perusahaan.

Kata kunci: Visi, Misi, Strategi, *Balanced Scorecard*, *Strategy map*, *Strategy objectives*, Petikemas, PT BJTI.

ABSTRACT

This Study is focused on designing Balanced Scorecard and Strategy map model as strategic management system in performance measurement that align with the vision, mission and strategy of PT Berlian Jasa Terminal Indonesia (BJTI). Data analysis method that used in this study is Rohm and Hal Bach's Nine Step to Success Framework for Building and Implementing Balanced Scorecard step one up to six because the rest of the steps is for Balanced Scorecard implementation.

Based on designing PT BJTI's Balanced Scorecard and Strategy map, The Strategy objectives of financial perspective are increase shareholders value, increase ROCE, reduce operating ratio, increase ROI and increase in revenue. The Strategy objectives of customer perspective are increase customer satisfaction, quality of the services and improve customer relationship. The Strategy objectives of internal business process perspective are the availability of Harbor Mobile Crane (HMC), increase operational capacity, focus on key customer, acquire new customers and retain them, strengthening company IT base system, expand product line-up through Java Integrated Industrial Port Estate, Environment, public, health and safety, Good Corporate Governance. Strategy objectives of learning and growth perspective are developing human resources that competent, high performance and align with the company's business focus, employee's satisfaction and prosperity, expansion and improvement of the communication system and port schedule, improvement of customer database system, focus on the establishment of subsidiaries for JIPE project, organizing company governance.

Keywords: *Vision, Mission, Strategy, Balanced Scorecard, Strategy map, Strategy objectives, Container, PT BJTI.*