ABSTRACT

Designing Balanced Scorecard for Credit Card Unit Business
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Nowadays, the number of credit card holders in Indonesia shows a relatively small amount. Of the whole population, there are about 3.5 million people only. Referring to the existing customers, credit card holder would increase by 30% annually and the transaction amount would increase by 20%. Eleven million people is the estimated figure for the potential market.

Realizing the opportunity, in 2004 Bank Rakyat Indonesia launched a credit card product. However, many banks and other companies had entered the market. In an intensifying competitive environment Bank Rakyat Indonesia will have tight challenge from the others.

The situation requires that all staff members of Credit Card Unit Business to have clear understanding of the relationship among strategic components. Those staff members must understand sequential relationship of vision, mission, strategy, key performance indicators, strategy map and scoring criteria. Balanced Scorecard methodology can explore such relationship.

This study observed business process, gathered questionnaires and conducted discussion with selected key managers in Bank Rakyat Indonesia. Added by secondary data, all data collected then to be analyzed using Balanced Scorecard and Paired Comparison Method.

Result of this study shown that the relationship among strategic components was clear. However, socialization is needed to make all staff members of Credit Card Unit Business have a unitary perspective.