

ABSTRACT

PT. Excelcomindo Pratama Bandung is one of GSM (Global System for Mobile Communication) cellular operator that present since November 1995. Appropriate with company vision that is become an excellent telecommunication service provider in Indonesia, Excelcomindo try to build best quality infrastructure, high quality management, and chosen human resource to maintain Excelcomindo performance. Bandung Excelcomindo is one of five (Cirebon, Tasik, Purwakarta, Kerawang and Bandung) sales depot in West Java. In order to face the competition and entering competitive market, Excelcomindo have to preserve even raise up working effort performance. As a first step, measurement need to be taking of in order to be cognizant of how far is Excelcomindo performance. Bandung Excelcomindo measurement intensely needs to be take because it has an important role to the success of West Java region Excelcomindo.

One of performance measurement methods is Balanced Scorecard. This method is capable to translating performance measurements frame based on vision, mission, and organizational strategy into four comprehensive perspectives, which is financial, perspective, customer, internal business process, and learning and growth. Several steps including: Introducing, interview, measuring rod identification, discussion, and weightiness of measuring rod need to be taking to do the measurement. During the process, there are many changes to repair the company system.

System repairing is including repair in choosing measuring rod that affect Excelcomindo Bandung performance. Measuring rod effects depend on weight of each measuring rod. The biggest weight is the Key Performance Indicator; this is the main indicator in that perspective. This is Key Performance Indicator for each perspective (with weight, target, and realization).

Perspective	Measuring Indicator	Weight	Target	Realization
Financial	Income Growth Level	0.4233	2.46%	2.66%
Customer	Customer Satisfaction Level	0.3528	85%	69.92%
Internal Business Process	Supporting Tools and Equipments Availability	0.3904	70%	75.39%
Learning and Growth	Work Satisfaction Level	0.2455	70%	70.03%

Next is result of performance calculation each perspective after the measurement of indicators that included, which are:

1. Financial perspective has a score 1.7463 (Good)
2. Customer Perspective has a score 0.6388 (Poor)
3. Internal Business Process has a score 1.8223 (Good)
4. Learning and Growth has a score 1.4198 (adequate)

Bandung Excelcomindo performance entirely is 1.3656. This score is in adequate categories. That means repairs still needed in each measurement perspectives to reach good categories.