

# Perancangan manajemen risiko dalam penerapan balanced scorecard pada PT Garuda Maintenance Facility Aero Asia = Risk management design in implementing balanced scorecard in PT Garuda Maintenance Facility Aero Asia

Mesara Gusdi, author

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## Abstrak

PT Garuda Maintenance Facility Aero Asia adalah perusahaan Indonesia yang bergerak di bidang Maintenance Repair Overhaul. PT Garuda Maintenance Facility Aero Asia memiliki visi yang ingin dicapai oleh perusahaan yang diterjemahkan ke berbagai strategi. Strategi tersebut dirumuskan ke dalam Balanced Scorecard dan dianalisa pencapaiannya dengan menggunakan Key Performance Indicator. Sayangnya, kerap ditemukan berbagai risiko yang harus dihadapi dalam aktivitasnya. Risiko yang tidak dapat dikelola dengan baik dapat mengancam pencapaian perusahaan. Proses manajemen risiko tingkat korporat pada PT Garuda Maintenance Facility Aero Asia pada penelitian ini secara garis besar mengacu pada framework COSO. Dengan melewati beberapa penyesuaian, proses perancangan manajemen risiko melewati tahapan identifikasi risiko, penyusunan profil risiko, analisis risiko dan evaluasi risiko. Identifikasi risiko dilakukan dengan dua pendekatan yaitu Top Down berdasarkan KPI perusahaan dan Bottom Up berdasarkan proses bisnisnya. Analisis risiko dilakukan secara kualitatif dengan memperhitungkan dampak dan probabilitas risiko. Penentuan prioritas risiko disusun dengan mempertimbangkan perkalian dampak dan probabilitas risiko tersebut dengan bobot KPI-nya. Bobot KPI ini ditentukan dengan metode Analytical Hierarchy Process. Berdasarkan hasil penelitian, didapatkan 3 kelas risiko, yaitu kelas risiko tinggi, sedang, dan rendah. Untuk kelas risiko tinggi didapatkan 11 risiko yang menjadi prioritas pengelolaan risiko. Usulan terhadap pengelolaan risiko juga disertakan dalam penelitian ini.

.....PT Garuda Maintenance Facility Aero Asia is the biggest Maintenance Repair Overhaul company in Indonesia. PT Garuda Maintenance Facility Aero Asia has its own vision and mission that the company wants to achieve. Moreover, company's vision is translated to strategic objectives. Those strategies are formulated with the approach of Balanced Scorecard and uses KPI to analyze the achievements. Obstacles often found several times and these obstacles could hamper the achievements of company's strategies. Risks that are not taken care of could threaten the company's objectives. The corporate risk management in PT Garuda Maintenance Facility Aero Asia which conducted in this research mainly refers to COSO framework generally. With several adaptations, the risk management processes overstep the risk identification, forming of risk profile, risk analysis and risk evaluation. Risk identification was conducted through two approaches, the top-down (based on corporate KPIs) and the bottom-up (based on the business processes of organizational activities). Risk analysis was conducted qualitatively by calculating the consequences and probabilities of risk. The determination of risk priority is arranged by considering the calculation of the consequences and probabilities of risk with KPI-weights. These KPI-weights were determined by Analytical Hierarchy Process method. It is found that there are three priority levels of risk management which are, high level risk, medium level risk and low level risk. For high level risk, it was identified that there are 11 risk that will be priority. The recommendation of risk management and mitigation were made for this level of risk.