ABSTRACT

The Design of the Balanced Scorecard-Based Performance Measurement
At PT. Perkebunan Nusantara (PTPN) XIII

Zulfadhli

The purposes of this research are: (1) to develop PTPN XIII’s strategic components in 4 groups of BSC perspective, (2) to define key performance indicators, target, and strategic initiative on PTPN XIII BSC, (3) to determine the weight of each perspective and key performance indicator (KPI), (4) to design strategy map of PTPN XIII, and (5) to integrate BSC and performance measurement system so that give recommendations for PTPN XIII. Descriptive analysis is used in this research. Qualitative analysis is used to fulfill the first to fourth purpose, while quantitative analysis is used to fulfill the fifth purpose. PTPN XIII has a vision and missions. Both, top management and staffs should work together to fulfill vision and missions by applying some strategies. In this research, majority staffs do not know what the strategies are. This research gives some strategies using SWOT. The focus group discussion (FGD) made some key performance indicator, so that they can use it for performance standard. Besides, it also gives help top management to build a strategy map by giving weight and comparing the indicators to the standard. In order to have a better development, top management can evaluate their staffs transparently, and educate strategy map by explain each BSC’s perspective. Last but not least, it also gives an analysis to compare IKSP and BSC simulation. Since BSC simulation gives a better measurement because of its character that gives comprehensive information, PTPN XIII can use BSC to evaluate and measure performance of its staffs.