SUMMARY

FEBI ADNESIA ANGRAINI. The Design of The Balanced Scorecard Performance Measurement at Sekupang Ferry Terminal. Supervised by IDQAN FAHMI, RUDDY SUWANDI and KEMAL HERYANDRI.

Marine transportation is one of the sub-national transportation systems. It consists of marine transportation activities, harbor, vessel feasibility, as well as maintenance and rescue navigation interact in an integrated manner in order to achieve an effective ocean freight availability and efficiency. Balanced Scorecard (BSC) is a strategy focused tools which can be used to evaluate the performance of a company, in regard to its implementation which allows all company business units to contribute measurably in the business activity to achieve the organization's vision, mission and objectives. This research used a BSC as an analytical tool in analyzing the performance of Sekupang Ferry Terminal (SFT). The object of this research are all customers, company employees and the other party’s doing their business around/inside the port. The data collecting method used in this research were interviews and surveys. The total number of respondents were 133 people, those all parties involved in port operations. Descriptive qualitative analysis method was used in data processing.

The objectives of this study were to outlining the vision, mission objectives into strategies on the four BSC perspectives; formulate measures of performance required by the SFT; establishing indicators of performance measurement in accordance with the financial perspective, customer perspective, internal business perspective and the perspective of learning and growth, simulate design performance measurement results using the BSC performance measurement methods used during this SFT.

The measures used in this research starts from designing of BSC model, including: (1) illustration of the vision and mission; (2) preparation of a strategy map; (3) identification of performance indicators, determination of the strategic scope and goals as well as the formulation of strategic initiatives; (4) determination of the weight of performance indicators; and implementation simulation designing of BSC, including: (1) determination of the key performance indicator (KPI) scores; (2) simulation designing of BSC; (3) evaluation and comparison of the results of of performance measurement; (4) managerial implications.

Performance indicators was based on theoretical studies, field surveys and expert surveys which resulting in 11 key performance indicators spread in four balanced scorecard perspectives. Weighing the perspective of the balanced scorecard and performance indicators by using analytical hierarchy process (AHP). Objective matrix (OMAX) method was used to normalize and convert the value of performance measures into the performance index will thus obtain a single index or a single performance value.

The results of this simulation showed that the overall performance of Sekupang Ferry Terminal in 2013 is excellent. Proven by the number of total score from all the perspective of BSC 3,636. The percentage is divided as follow: 9,4%, of financial perspective, 51,5% of customer perspective, 16,2% of internal business processes perspective and the learning and 22,9% growth perspective.
More attention to the strategic objectives on the learn and growth perspective. The ability to improve employees' motivation to achieve the company goals is the aspect that needs an improvement. Enhancement employees' motivation will be to increase job performance of employees.

Keywords: balanced scorecard, ferry port, performance measurement.