ABSTRACT

Design of Balanced Scorecard as Method of Performance Measurement at PT. Fajar Taurus.

The objectives of this research were: (1) to design performance measurement system using Balanced Scorecard for PT. Fajar Taurus, (2) to analyze performance measurement of PT. Fajar Taurus pursuant to Balanced Scorecard, (3) to identify resisting and encouraging factors to the success of the company and also to study efforts that should be made to improve the company performance.

Method used was descriptive analysis with case study research design. Data used in this study were primary and secondary data. Primary data were obtained through direct observation, Focus Group Discussion and by questioners survey to management and employees, as well as customers of the company. While secondary data were obtained through literature study and the company’s reports. Sampling of customers conducted with purposive sampling random technique.

Processing of questioners data was made with Technique of Paired Comparison. Weighting includes four perspectives of Balanced Scorecard, namely finance, customer, internal business process, and learning and growth perspectives. Based on interview results and Focus Group Discussion a strategic objective is formulated and Key Performance Indicators (KPI), which consists of Lag indicators (measurement of result) and Lead Indicators (measurement of trigger), established. Range of value for PT. Fajar Taurus has been specified as follows: (1) Norma Index < 43 was bad, (2) Norma Index 43 to 86 was unfavourable, (3) Norma Index 86,01 to 130 was good, (4) Norma Index > 130 was very good.

Weighted score for the four perspectives of Balanced Scorecard: finance 20.37 %, customer 23.15 %, internal business process 27.78 % and education and growth 28.70 %. KPI that still indicate unfavourable performance was unmatched order, total general costs, customer’s satisfaction, number of companies, product quality, consignment returns, prospect targets, production process losses, vendor alternative, and machinery maintenance schedule. While KPI that has indicated good performance is operational profit, sales growth, cost of goods sold (COGS), collection days, raw material losses, final product losses, product innovation, employees satisfaction, number of delay, assessment of employees performance, training cost and information system.

The company management has been suggested to apply Balanced Scorecard as company performance gauge to anticipate the unfavourable performance measurement result, and striving the solution. By applying the Balanced Scorecard the contribution of a performance towards the successful attainment of the vision of the company can be known.