CHAPTER I

INTRODUCTION

A. Background

Performance measurement is one of the most critical factors for business organizations. In the management control system in a business organization, performance measurement is an effort made by management to evaluate the results of activities that have been carried out by each responsibility center compared to the benchmarking that has been applied.

Many business units currently use a performance measurement system based on financial aspects since it is easy to do. In fact, in facing an increasingly complex business environment, measurement based on financial aspects is no longer adequate due to weakness in the measurement system based on this financial benchmarking.

In order to be successful, every company must invest in and manage its intellectual assets. This is because intellectual assets can enable companies to build good relationships with consumers that will maintain customer loyalty, and then new market areas can be served effectively and efficiently. It can also produce high-quality products and services to introduce innovative products and services desired by the target consumer segment. It can also be the direction of an employee's ability and motivation to make continuous improvements in process, quality, and response time.

This method seeks to balance the measurement of financial aspects with non-financial aspects that are generally called the Balanced Scorecard. By applying the Balanced Scorecard method, company managers will be able to measure how their business units create current value while still considering future interests. The Balanced Scorecard is management, measurement, and control system that quickly, accurately, and comprehensively can provide managers with an understanding of business performance.

The Balanced Scorecard classifies performance measurement into four perspectives, namely financial, customer, internal business process, as well as learning and growth perspectives. These four perspectives offer a balance between short-term and long-term goals, namely desired outcomes, performance triggers, and performance benchmarking. PT. Unilever Indonesia is one of the companies under the auspices of the Government. In the past few years, PT. Unilever Indonesia shows a fairly good development that can be seen from the level of community satisfaction index that shows a good number, the increasing number of employees, and the income growth. The performance measurement is still based on the national service standard that has been determined by the Government. Suppose the performance percentage level is obtained by PT. Unilever Indonesia is still within the national standard. Then the company performance can be considered good. At the same time, other factors can still be used as a measure to state whether the company's performance can be said to be good or bad.

The fact that many companies have adopted the Balanced Scorecard concept shows many significant changes, including management is increasingly customer-oriented, response time to customers is faster, product quality is improved, emphasis is on teamwork, time for new product launches is reduced, and management is more future-oriented (Mahmudi, 2007).

With this basis, the author wants to apply the Balanced Scorecard elements to measure various aspects, namely financial aspects, customer aspects, internal business aspects, and learning and growth aspects based on the vision, mission, and objectives outlined in the company's strategy. Later on, after the non-financial aspects are measured, it is expected to make the performance measurement at PT. Unilever Indonesia to become better than it is now. With the above background, the author is interested in knowing how company performance is measured using the Balanced Scorecard approach. Therefore, the author will put it in a scientific paper in the form of a thesis titled **"Performance Measurement With the Balanced Scorecard Concept at PT. Unilever Indonesia, Tbk - Medan branch"**

B. Formulation of the Problem

Based on the background that has been stated previously, the formulation of the problem in this study is **"How is the performance measurement with the Balanced Scorecard concept applied at PT. UNILEVER – Medan Branch?"**

C. The objective of the Study

This study aims to find out how to do performance measurement with the Balanced Scorecard concept at PT. UNILEVER.

D. Significance of the Study

This research is expected to provide benefits for various parties, namely:

1. **For the author**, it is expected to enrich valuable insights and knowledge in writing this Study and understand how much influence tax planning has on earnings management.

2. **For academics**, it is expected to be a basis for further understanding of the theory that has been obtained so that they can better understand how to do measurement with the Balanced Scorecard method and apply it in the field.

3. **For companies**, it is expected that it can be used as information material that will later be used as one of the considerations in determining tax planning decisions that will affect earnings management.

CHAPTER II

THEORETICAL FRAMEWORK

A. Theories

1. Performance Measurement

a. Definition of Performance Measurement

Performance is a general term used for some or all of the actions or activities of an organization in a period, along with reference to several standards, such as past or projected costs, efficiency baseline, management accountability, and the like (Fauzi, 2008; 230). Performance measurement is basically a human activity in achieving organizational goals. Mulyadi (2007: 351) defines performance measurement as a periodic determinant of the operational effectiveness of an organization, part of the organization, and employees, based on predetermined goals, standards, and criteria. Since organizations are basically operated by human resources, performance assessment is actually an assessment of human behavior in carrying out the roles they play in the organization.

From the above definitions, it can be concluded that a performance measurement is an act of measurement carried out on various activities in a value chain that exist in a company. The measurement results are then used as feedback that will provide information about the performance of the implementation of a plan and a point at which the company requires adjustments to its planning and control activities.

b. Objectives and Benefits of Performance Measurement

Performance measurement has the main objective: to motivate employees to achieve organizational goals and comply with predetermined standards of behavior to produce the desired actions and results.

The general objectives of performance measurement are:

a. To determine the contribution of a part of the company to the organization as a whole.

b. To provide a basis for evaluating each manager's performance.

c. To motivate managers to operate their divisions consistently to align with the company's main objectives.

Hence, the performance measurement system must meet the following demands:

a. The system must reflect the organization's understanding; namely, performance measurement must monitor organizational performance and lead performance in the organization's main goals.

b. The performance measurement system should measure the critically essential aspects or differences of the organization's performance to achieve the main objectives.

According to Lynch and Crosh (2003), the benefits of a good performance measurement system are as follows:

a. It is fulfilling performance against customer expectations so that it will bring the company closer to its customers and make everyone in the organization involved in efforts to provide satisfaction to customers.

b. It motivates employees to perform services as part of the customer and

internal supplier chain.

c. We are identifying various wastes and encouraging efforts to reduce these wastes.

d. It is making a strategic goal that is usually vague into a more concrete one, thus accelerating the organizational learning process.

e. Building consensus to make a change by giving a "reward" for the expected behavior itself.

With the emergence of new paradigms where business must be customer-focused, an effective performance measurement system must at least have the following requirements:

a. Based on each activity and the characteristics of the organization itself according to the customer's perspective.

b. Evaluation of various activities using customer-validated performance measures.

c. In accordance with all aspects of the activity performance that affect customers to produce a comprehensive assessment.

d. Provide feedback to help all the organization's members to identify problems that have the potential for improvement.

c. **Characteristics of the Performance Measurement System**

With the emergence of new paradigms where business must be customer-focused, an effective performance measurement system must at least have the following requirements:

a. Based on each activity and the characteristics of the organization itself according to the customer's perspective.

b. Evaluation of various activities using customer-validated performance measures.

c. In accordance with all aspects of the activity performance that affect customers to produce a comprehensive assessment.

d. Provide feedback to help all the organization's members to identify problems that have the potential for improvement.

2. **Balanced Scorecard**

   a. **Balanced Scorecard Concept**

The industrial world, which is growing faster, forces every business entity to innovate in order to achieve each entity's targets constantly. Various innovations in achieving the entity's vision and mission require measurement of the various performances that have been implemented. Various traditional performance measures that exist are based on the financial performance of a business entity. A financial performance-focused assessment, which is identified with physical assets, ignores intangible/invisible indicators owned by a business entity.

The condition of performance measurement (with this traditional approach) has resulted in many companies not paying too much attention to non-financial performance, such as customer satisfaction, process efficiency, and employee conditions. Yuwono et al. (2010:40) state that the use of financial

benchmarking as the sole measure of company performance has many weaknesses, namely:

a. Using financial performance as the only determinant of company performance can encourage managers to take short-term actions at the expense of long-term interests.

b. Ignoring aspects of non-financial and intangible asset measurement in general, both from internal and external sources will give managers a wrong view of the company nowadays, especially in the future.

c. Financial performance only relies on past performance and cannot guide the company towards company goals.

Robert S. Kaplen and David P. Norton, in 1992, reported the results of a multi-company research project and introduced a performance assessment methodology oriented to a strategic view of the future, called the Balanced Scorecard.

The Balanced Scorecard consists of two words: 1) Balanced, and 2) Scorecard (*score card*). This scorecard is used to record scores or performance gains from a person. This card can also be used to compare someone's achievements with the targets that have been set for them. Meanwhile, the word "balanced" means that in measuring, it must be done in a balanced manner between financial and non-financial aspects, internal and external, as well as short-term and long-term interests. From these two words, it can be concluded that, in making an assessment or wanting to score performance, it must be done in a balanced manner as described.

The Balanced Scorecard used as a measurement is conceptually trying

to balance the financial and non-financial aspects to improve customer satisfaction. Customers are satisfied if the internal business performance is good. In contrast, the internal business will not run well if it is not supported by a thorough learning and development process from everyone in the company.

In the current stage of development, the elaboration of the balanced scorecard, both as a performance measurement tool and as a strategic management system in various business entities, has been widely encountered. In recent years, the Balanced Scorecard has begun to be applied not only to profit entities but also to non-profit entities, including the Government. Mulyadi (2008:15) states that:

Long-term financial performance is not produced through artificial efforts. If the executive intends to improve financial performance in the long term, make it happen through real efforts by generating value for customers, increasing the productivity and cost-effectiveness of internal business processes, and increasing personal capabilities and commitment. Therefore, the balanced scorecard may expand executive performance measures to the customer perspective, business/internal process, and learning & growth since in these three perspectives, real efforts (not artificial efforts) promise to produce long-term (sustainable) financial performance.

The above statement is supported by Kaplan et al. (2009:68), which states that: "The ability of a company to mobilize and exploit its intangible assets is far more decisive than investing and managing tangible assets."

b. Definition of Balanced Scorecard

The scorecard is an integrated collection of performance measures derived from a company's strategy that supports the company's overall strategy. The Balanced Scorecard provides a way to communicate companies' strategies to managers throughout the organization. The Balanced Scorecard also shows

how companies improve financial performance (Amin Widjaja Tunggal, 2002; 5). According to Robert S. Kaplan and David P. Norton (2007: 7), a Balanced Scorecard is an assessment method that includes four perspectives to measure company performance, namely financial perspective, customer perspective, internal business process perspective, and learning and growth perspective.

Subsequently, the Balanced Scorecard is management, measurement, and control system that quickly, accurately, and comprehensively can provide managers with an understanding of business performance. Performance measurement with the Balanced Scorecard views the business unit from four perspectives: financial, customer, internal business process, and learning and growth process perspectives. Through the cause and effect mechanism, the financial perspective becomes the main benchmarking explained by the operational benchmarking in the other three perspectives as lead indicators.

In addition, the Balanced Scorecard also provides a framework to describe companies' strategies in terms of operations. Before the Balanced Scorecard is implemented, the company's top-management vision, mission, and strategy need to be clearly explained during the preparation of the Balanced Scorecard since it can determine the next process, namely in the form of strategic transactions for operational activities.

c. Balanced Scorecard as a Performance Measurement Tool

Company performance is produced in a certain period with reference to the determined standards. Company performance should be a measurable result and describe the empirical condition of a company from various agreed measures. By knowing the performance achieved, a performance assessment

can be carried out.

Performance assessment of a business organization unit applies the Balanced Scorecard perspective that is only profit-oriented (private sector). This can be seen in the following table:

Table 2.1
Private Sector

Perspective	Private Sector
Financial/ Operational Efficiency	How do we view/perceive and provide value to shareholders?
Customer	How do customers view or perceive and evaluate our performance?
Learning and Growth	Can we continue improving and creating value for customers, shareholders, employees, management, and the organization?
Process and Products	What is the highlight of our production process?

d. Four Perspectives in the Balanced Scorecard

There are four perspectives of the Balanced Scorecard associated with the company's strategy, namely (a) financial perspective (shareholders), (b) customer perspective, (c) internal business process perspective, and (d) learning and growth perspective of employees, management and organization.

The financial perspective is intended to see the shareholders' views about the company's financial performance. The customer perspective is intended to see how customers view the company's services. The internal business process perspective is intended to reveal what the company should excel at. The learning and growth perspective is intended to reveal the company's ability to make improvements and create sustainable breakthroughs.

Hence, the Balanced Scorecard provides management with knowledge, skills, and systems that enable employees and management to learn and grow continuously (learning and growth perspective) in innovating to build appropriate and efficient strategic capabilities (internal business process perspective) to be able to provide specific value to the market (customer perspective) and subsequently will lead to a continuously increasing share value (financial perspective).

a. Financial Perspective

In the Balanced Scorecard, the company's financial perspective continues to receive necessary attention because financial measures summarize the economic consequences caused by management actions that show how much results are obtained optimally. Financial goals can be very different at each stage and business cycle. Kaplan and Norton identified three stages, namely:

- Growth

- Sustain

- Harvest

The financial perspective also shows how well the company performance to shareholders, creditors, and other interested parties. Thus, Kaplan and Norton also suggest that the financial perspective should be oriented towards profitability, growth, and values satisfying shareholders.

b. Customer Perspective

The Balanced Scorecard also measures how customers view the company's activities. If companies want to achieve satisfactory and superior

financial performance in the long term, they must create and guarantee a high-quality product or service for consumers. However, companies may not be able to fulfill all consumer desires. Therefore, it is necessary to create market segmentation. Hence, companies must identify the customers and market segments in which they will compete.

c. Internal Business Process Perspective

The Balanced Scorecard requires managers to give substantial attention to various activities and business processes that significantly impact customer satisfaction. The Internal Business Process Perspective is related to the Generic Value Chain Model perspective introduced by Michael E Porter and ends in the company's goal, namely customer satisfaction. Measurements against this perspective consist of:

- Innovation Process

- Operation Process

- After-sales Service Process

d. Learning and Growth Perspective

An ideal organization not only maintains an existing relative performance but consciously strives for continuous improvement. This process can only be achieved if the company involves those directly involved in internal business processes. In relation to workers' abilities, three things need to be considered:

- Worker Satisfaction

- Worker Retention

- Worker Productivity

e. Advantages of Balanced Scorecard

There are several advantages of a balanced scorecard. The Balanced Scorecard makes the current strategic management system significantly different from the traditional strategic management system. In his book entitled balanced scorecard, Mulyadi stated that the advantage of balanced lies in its focus, which is not only the financial approach that is considered but also the non-financial one.

The advantage of the balanced scorecard approach in the strategic planning system is that it can produce plans that have the following characteristics:

a. **Comprehensive.** The Balanced Scorecard expands the perspectives covered in strategic planning, from what was previously only limited to a financial perspective, extends to the other three perspectives: Customer, internal business process, and learning and growth. The expansion of the strategic plan perspective to a non-financial perspective produces the following benefits:

   - Making financial performance multiplied and long term.

   - Enabling companies to enter complex business environments.

b. **Coherent.** The Balanced Scorecard requires individuals to build cause-and-effect relationships between various strategies. Coherence is also required when describing strategic initiatives into programs and short-term profit planning.

c. **Balanced.** Strategic objective balance generated by the strategic planning

system is essential for long-term financial performance.

d.   **Measured.** The strategic objectives used are targets that can be measured so that they can be easily realized.

B. Previous Studies

Several studies on the Balanced Scorecard have been conducted in several companies to measure company performance. These studies <mark>showed</mark> that performance measurement with the Balanced Scorecard concept provides more accurate information because it measures financial performance and non-financial performance. Several previous studies on the Balanced Scorecard are as follows:
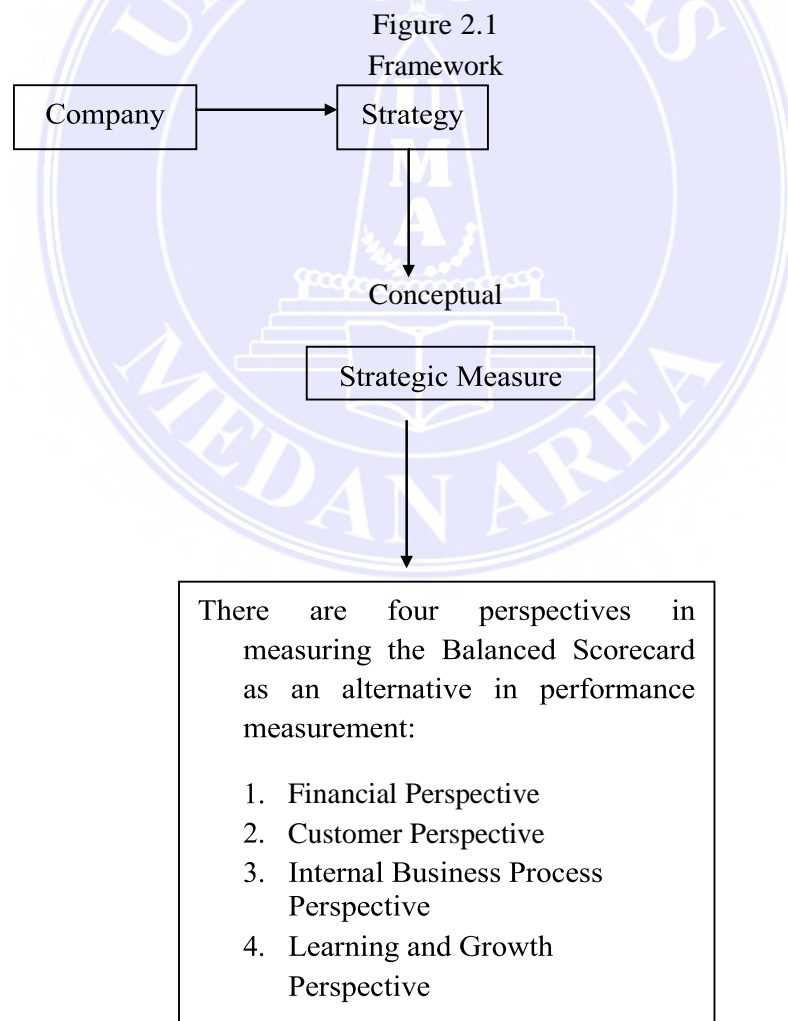
Name	Study Title	Conclusion
Atik Sulastri, 2003	Performance Measurement with Balanced Scorecard Concept at PT. Honda Astra – Makassar	This Study shows that the company's performance is good because the company can maintain its employees so that the level of employee potential is low. The company is also very concerned about employees' capabilities, so that the company always tries to improve the capabilities of its employees.
Aldila Yugha Andranik (2008)	Implementation of the Balanced Scorecard as a Performance Measurement <mark>Benchmarking</mark> at RSUD Jenderal Ahmad Yani, Metro City, Lampung	This Study shows that several perspectives show good performance; it can be seen from the results achieved by these perspectives. This Study does the performance measurement by comparing financial data and existing performance data based on targets set by the Government.
Asriyani (2012)	Performance Measurement with Balanced Scorecard at	This Study shows that good company performance will get

|	PT. Hadji Kalla – Cokrominato Branch, Makassar	employees who have high potential to achieve company targets. Performance measurement in this Study is carried out by comparing financial data with existing company performance data based on targets set by the Government.

C. Conceptual Framework

The Conceptual Framework is as follows:

Figure 2.1
Framework

```
┌──────────┐      ┌──────────┐
│ Company  │ ───▶ │ Strategy │
└──────────┘      └──────────┘
                        │
                        ▼
                   Conceptual
              ┌───────────────────┐
              │ Strategic Measure │
              └───────────────────┘
                        │
                        ▼
```

There are four perspectives in measuring the Balanced Scorecard as an alternative in performance measurement:

1. Financial Perspective
2. Customer Perspective
3. Internal Business Process Perspective
4. Learning and Growth Perspective

Every company must have a clear goal. To achieve this goal, companies must have a mission, vision, and strategy and then measure the company

performance. The Balanced Scorecard is an alternative to measuring company performance because traditional performance measurement (national standards) has many limitations. The Balanced Scorecard has four perspectives: financial, customer, internal business process, and learning and growth. Furthermore, the company's vision and strategy are described in the form of strategic objectives. After that, strategic measurement and strategic initiatives also need to be determined.
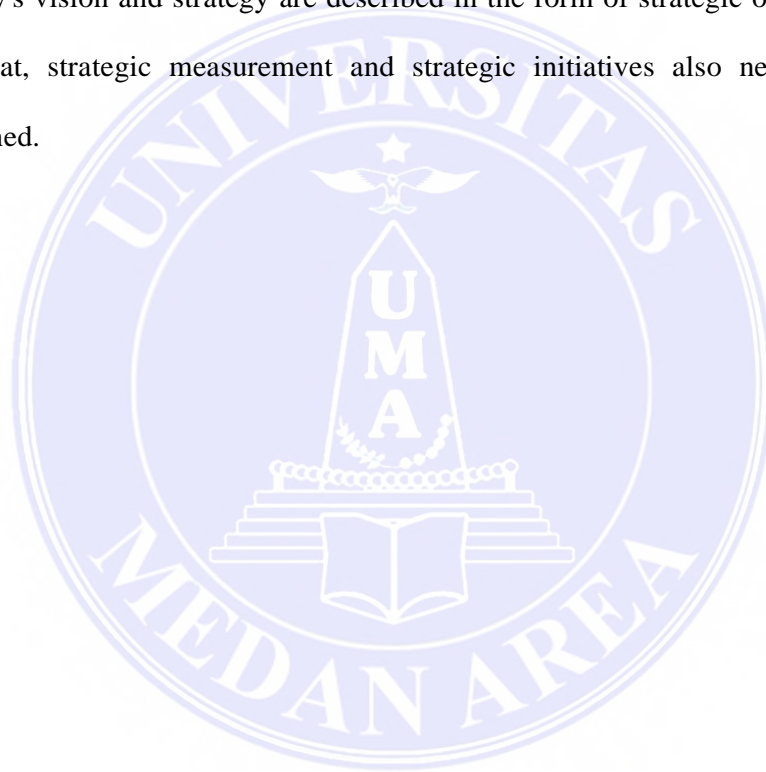
CHAPTER III

METHOD OF RESEARCH

A. Type, Location, and Time of Research

1. Research Type

This research was a case study, namely data collection by taking several elements, and each element was examined. The conclusions only apply to the elements investigated. This research was conducted at PT. UNILEVER INDONESIA with data elements that become the benchmarking in the performance measurement with the Balanced Scorecard concept.

2. Research Location

This research was conducted at PT. UNILEVER INDONESIA, located at Jalan Haji Agus Salim no 5 Medan.

3. Research Time

This research was planned from June 2016 to October 2016. The details of these research activities can be seen in Table 3.1 below:

Table 3.1

Research Schedule Plan

No	Description	2015					
		June	July	Aug	Sep	Oct	Nov
1	Thesis Title Submission	■					
2	Proposal Making	■	■				
3	Proposal Guidance		■				
4	Proposal Seminar		■				
5	Data Collection and Data Analysis			■	■		
6	Thesis Preparation and Guidance				■	■	
7	Seminar Results					■	
8	Thesis Defense						■

B. Population and Sample

1. Population

According to Sekaran Uma (2005:24), a population is a complete collection of all similar elements but can be distinguished from one another. In this Study, the population and sample used were those to support the technique of measuring customer satisfaction variables from a learning and growth perspective. In the other three perspectives, the variables were measured using data analysis techniques according to the secondary data that had been collected

(non-sampling). Subsequently, the learning and growth perspective (i.e., employee satisfaction) was measured through the distribution of questionnaires.

2. Research Sample

According to Sugiono (2008: 73), a sample is part of the number and characteristics possessed by the population. The sampling method in this Study was simple random sampling, where questionnaires were distributed to 36 employees.

C. Operational Definition of Research Variables

1. Financial Perspective

The financial perspective is a critical measure in summarizing the performance of economic actions that have been taken. Financial performance measures provide an assessment of the financial targets achieved by the organization in realizing its vision and mission. The financial perspective in this Study includes revenue growth and cost reduction.

2. Customer Perspective

Customer perspective is a measure seen from the number of customers owned and the level of customer satisfaction. Performance measurement assessed from the number of customers and the level of customer satisfaction consist of:

- **Market Share**

  Market Share describes the business proportion sold by a business unit in a particular market. It is expressed in the form of customers, money

spent, or the volume of units sold.

- **Customer Retention**

  It measures the level to which a company can maintain customer relationships. Measurement can be done by knowing the percentage of business growth with current customers by comparing the number of customers for the current year with the previous year.

- **Customer Acquisition**

  It measures the level to which a business unit can attract new customers. This acquisition can be measured by comparing new customers or sales to new customers in existing segments.

- **Customer Satisfaction**

  Customer satisfaction measures the level of customer satisfaction with certain products or criteria. This customer satisfaction measure will provide feedback on how well the company is doing its business.

3. **Internal Business Process Perspective**

   The internal business process perspective provides an assessment of the process description that has been built in serving the community. The internal process perspective uses service program development, operational system improvement, and service process quality improvement. The internal business process perspective is a performance measurement that aims to encourage companies to become learning organizations and encourage organizational growth.

4. **Growth and Learning Perspective**

The growth and learning perspective provides an assessment that is a trigger to build service quality and personnel quality needed to realize financial, customer, and internal process targets. The benchmarking used is capability improvement, which can be seen from the increase in training/seminars held, both from within the company's activities and outside the company. Meanwhile, the increase in employee commitment can be seen from the percentage of the decrease in the number of employees who leave for several reasons.

D. **Types and Sources of Data**

The types of data used in this study were:

1. **Quantitative Data**

Quantitative data is data that uses models, such as statistical and econometric mathematical models. The data results are presented in the form of numbers, then explained and interpreted in a description (Soeratno and Arsyad, 2008). Quantitative data in this study was data in the form of numbers that include financial statements, such as income statements and company balance sheets.

2. **Qualitative Data**

Qualitative data is used to interpret the relationship between four perspectives in the Balanced Scorecard: financial perspective, customer perspective, internal business perspective, and learning and growth

perspective. This is then explained with a year-to-year comparison based on quantitative analysis data in achieving performance improvements. Therefore, steps or follow-up actions that can be taken by the company can be proposed.

Sources of data used in this Study were:

1. **Primary Data**

   Primary data comes from the results of observations and interviews with the superior and several employees of the company.

2. **Secondary Data**

   Secondary data is data obtained in the form of reports and other information sourced from literature and additional information related to this Study.

E. Data Collection Techniques

In order to obtain data that can be verified, relevant, and also complete, this study used the following data collection methods:

1. Documentation

This means research is carried out by studying theories and concepts related to the problems studied by the author in accounting books or articles in order to obtain an adequate theoretical basis for discussion.

2. Questionnaire

A questionnaire is a list that contains a series of questions regarding a

problem or field to be studied to obtain information relevant to the research objectives.

3. Likert Scale

The Likert Scale is a measurement method used to measure attitudes and opinions from the perception of a person or group of people about social phenomena, which can be in the form of a scale.

F. Data Analysis Techniques

Data analysis conducted with a descriptive approach is used to provide information about the characteristics of the research variables with the demographics of the respondents. Descriptive describes the scale of respondents' answers to each variable measured from the minimum, maximum, average, and standard deviation. This is also to find out the demographics of the respondents that consist of categories, gender, education, age, occupation, and length of service (Sekaran, 2006).

1. Quantitative Descriptive

This is a scientific method to achieve high reliability and has a high chance of scientific truth, quantitative properties giving a rating, ranking, or scores (Muyana, 2005). This method is used for performance measurement by using ratios, such as liquidity ratio, leverage ratio, profit margin ratio, profitability ratio, and activity ratio, to examine the financial perspective. For performance measurement of customer satisfaction (CS), supplier satisfaction

(SS), and employee satisfaction (ES), the following formula can be used:

CS,SS,ES Satisfaction = <u>Number of Statements x Score</u> x 100%
Total Quality

2. Qualitative Descriptive

This is a method used to analyze data by describing data that has been collected without intending to make conclusions that apply in general or generalizations (Sugiyono, 2009). This qualitative method is used for the performance measurement of the internal business process.
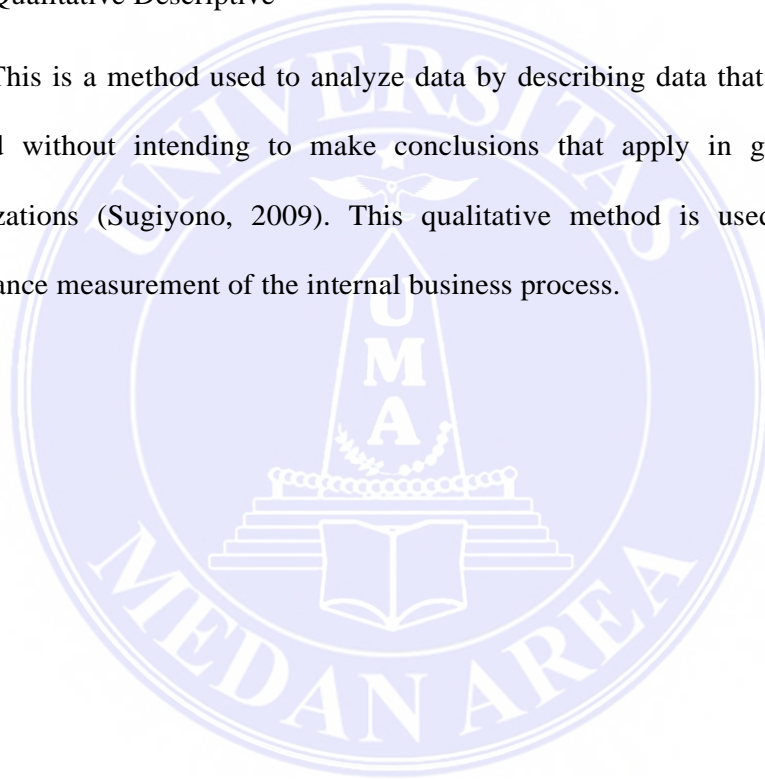
company's performance was good. This can be seen in the company's increase in innovations that attracted customers, namely with an index of 443 points or in the interval between 428,8 to 529,2 points. This can also be seen in the implementation of the Accounting Information System directly related to the services provided to the customers. PT. UNILEVER INDONESIA already has its own system, namely the Automatic Management System (AMS).

3. From the growth and learning perspective, employees generally felt quite satisfied working in the Company. The index achieved in the questionnaire was 2.564 points or was in the interval between 2.856 – 3.528 points, or can be categorized as moderately satisfied. Meanwhile, the learning index can be seen from the increase in training programs from 2014 to 2015, which was 7,53%

CHAPTER V
CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the research conducted, the author can draw several conclusions from each perspective of the Balanced Scorecard used to measure the performance of PT. UNILEVER INDONESIA Medan Branch, namely as follows:

1. **Customer Perspective**

   After processing the data (qualitative and quantitative) from the questionnaire, it can be seen that customers are generally satisfied with the services provided by the company. It also shows that the image of PT. UNILEVER INDONESIA Medan Branch is good.

2. **Internal Business Process Perspective**

   Innovations made by PT. UNILEVER INDONESIA Medan Branch is quite

good. This is indicated by the level of innovation carried out by the company, which can make customers quite satisfied. The Accounting Information System used by the company has also been implemented through a system called AMS (Automatic Management System), which contains all financial and non-financial data at PT. UNILEVER INDONESIA Medan Branch.

3. **Learning and Growth Perspective**

Generally, employees feel quite satisfied working in the company—however, PT. UNILEVER INDONESIA Medan Branch must continue to make changes to achieve a good employee satisfaction level. Meanwhile, by increasing the company's training programs for its employees, the learning index has reached and even exceeded the expected target.

Overall, the company's performance from the 4 (four) balanced perspectives can be said to be excellent since the company can exceed the determined standards. There are 10 (ten) of the 12 (twelve) benchmarking used with the Balanced Scorecard perspective that successfully meets the target.

After reviewing the four perspectives of the Balanced Scorecard, each perspective has a correlation, which can be concluded that customers are very influential on the company's performance continuity. It can be said that customer satisfaction causes the company to make changes or increase innovation and provide the best service for customers. For this reason, an increase in training programs as a learning process for employees must also be carried out so that employees can assist the company in making changes or innovations: the more customers who become consumers, the more services and innovations the company provides. The company shall not hesitate to equip its employees with knowledge that is expected to be helpful for the company. This is because it will directly increase the company's profitability,

which will affect the company itself.

B. Suggestion

Some suggestions that the author can give based on the results of this study are:

1. The company must continue to maintain, even improve, its performance in the upcoming years. This is because of the 12 (twelve) benchmarking used. Only (eight) can be achieved and even exceed the standard/target. Of the 8 (eight) benchmarking that successfully meet the performance achievement criteria, there are 6 (six) benchmarking that successfully exceed the standard, and 2 (two) are within the determined standard. This shows that the company has not achieved maximum results even though the performance achieved by the company can be categorized as good.

2. The company must be able to reduce the costs used in producing services. The resulting profit will be greater by streamlining costs without reducing the quality of the products offered.

3. The company must continue to maintain good relations with customers and even further enhance these good relationships. This can be done by paying more attention to the points in the questionnaire that are considered not satisfying by the customers. By improving the aspects that are deemed un-satisfying, it is expected that customers will be more satisfied, and the customer satisfaction index will increase. Henceforth, this will undoubtedly increase the company's revenue.

4. As one of the stakeholders in the company, employees must be empowered and enhanced for the company's progress. In this case, the company must be able to make improvements to the factors that can make employees more innovative and

creative to learn since employees are a valuable asset for the company to achieve long-term growth.

5. For the next researchers who want to examine the Balanced Scorecard on the same research object, it is recommended to also look at some benchmarking that have not been studied by the author, including for a financial perspective, in looking at financial performance, it is hoped that you can see in terms of budget targets and their realization.

PROOFREADING

1.	a management	:	management
2.	obtained	:	is obtained
3.	company	:	company's
4.	If	:	Suppose
5.	including:	:	including
6.	Objective	:	The objective
7.	performance	:	a performance
8.	Fulfilling	:	It is fulfilling
9.	Motivating	:	It motivates
10.	Identifying	:	We are identifying
11.	activities,	:	activities
12.	states	:	state
13.	sources,	:	sources
14.	entities,	:	entities
15.	Scorecard	:	The scorecard
16.	Balanced	:	a Balanced
17.	performance,	:	performance
18.	Financial	:	The financial
19.	Internal	:	The internal
20.	Growth	:	The growth
21.	Loyalty	:	The loyalty
22.	used	:	is used
23.	known;	:	known,
24.	distributed	:	were distributed
25.	was	:	were
26.	as	:	is
27.	Correlatons	:	Correlation
28.	windows	:	the windows
29.	Realibility	:	Reliability
30.	process	:	processes
31.	need	:	needed
32.	customers,	:	customers
33.	a increasingly	:	an increasingly
34.	In order to	:	to
35.	Because	:	This is because
36.	that are	:	-
37.	… objective:	:	… objective, namely
38.	company	:	the company
39.	apply	:	applies
40.	is able to	:	can
41.	windows	:	the windows
42.	Cronsbach	:	Cronbach
43.	in so far	:	so far
44.	process	:	processes
45.	undergone changes	:	changed
46.	need	:	needed