

ABSTRACT

To Design Model of Performance Measurement using Balanced Scorecard Method at PT. Caprifarmino Laboratories

The title of this thesis is “To Design Model of Performance Measurement using Balanced Scorecard Method at PT. Caprifarmino Laboratories” and research location is focused at PT. Caprifarmino Laboratories which competes in pharmaceutical Industry. The purposes of this research are to design performance measurement from each Balanced Scorecard perspective which is consisted of finance perspective, customer perspective, internal business process perspective and learning & growth perspective. Furthermore, the indentified strategic objectives and strategic indicators are described on strategy Map of PT. Caprifarmino Laboratories.

The data for designing strategic objectives are achieved from respondents through shared questioners to medical doctors, medical patients and employee of PT. Caprifarmino Laboratories, direct interview with internal corporation team such as finance manager, deputy manager, export manager and human resource development manager that are carried out on February –march 2012 and studied literatures. In order to digest the quantitative data, researcher uses scoring and Pareto method as Analytical techniques.

Base on findings research, there are gained some strategic objectives and strategic indicators as follows: 1) Strategic objectives on financial perspective: effective investment, cost efficiency and sustainable profit growth which are consecutively indicated by return on equity, return on investment, total reduced operational cost and profit growth. 2) Strategic objectives on customer perspective: product quality, corporate image, affordable price and product availability which are consecutively indicated by number of product complaint, frequent of good media exposure, price competitiveness, growth of export volume and number of acquired global distributor. 3) Strategic objectives on internal business process perspective: high supply performance, compliance with regulatory & standard and operational excellent which are consecutively indicated by supply service level, number of critical findings during inspection and cost saving. 4) Strategic objectives on learning & growth perspective: trained employee, employee satisfaction, employee productivity, information technology performance which are consecutively indicated by training hour, number of employee turnover, productivity and system information failure. All strategic objectives and strategic indicators are then drawn on strategic map of PT. Caprifarmino Laboratories.

Keywords: balanced Scorecard, strategic objective, strategic indicator, strategic map.

ABSTRAK

Merancang Model Pengukuran Kinerja Dengan Menggunakan Metode Balanced Scorecard Pada PT. Caprifarmindo Laboratories.

Thesis ini mengambil judul “Merancang Model Pengukuran Kinerja Dengan Menggunakan Metode Balanced Scorecard Pada PT. Caprifarmindo Laboratories dengan mengambil tempat penelitian difokuskan kepada PT. Caprifarmindo Laboratories yang masuk dalam persaingan industri farmasi. Tujuan penelitian ini adalah merancang model pengukuran kinerja dari setiap perspektif yang ada dalam *Balanced Scorecard* yang terdiri dari perspektif keuangan, perspektif pelanggan, perspektif proses bisnis internal dan perspektif pembelajaran & pertumbuhan. Lebih lanjut, sasaran strategi dan indikator strategi dideskripsikan ke dalam peta strategi PT. Caprifarmindo Laboratories.

Data yang digunakan untuk perancangan sasaran strategi diperoleh dari responden melalui kuisioner kepada dokter medik, pasien medik dan karyawan PT. Caprifarmindo Laboratories, wawancara langsung dengan tim internal perusahaan yaitu manajer keuangan, manajer deputy, manajer ekspor, manajer HRD, yang dilakukan pada periode bulan februari-maret 2012 dan studi literature. Dalam rangka pengolahan data kuantitatif, peneliti menggunakan metoda pembobotan dan hukum pareto sebagai teknik analisis.

Berdasarkan hasil penelitian, diperoleh beberapa sasaran strategis dan indikator strategis sebagai berikut: 1) Sasaran strategis perspektif keuangan: *effective investment, cost efficiency* dan *sustainable profit growth* yang kemudian secara berurutan diukur menggunakan indikator strategi *return on equity, return on investment, total reduced operational cost* dan *profit growth*. 2) Sasaran strategis perspektif pelanggan: *product quality, corporate image, affordable price and product availability* yang kemudian secara berurutan diukur menggunakan indikator strategi *number of product complaint, frequent of good media exposure, price competitiveness, growth of export volume* dan *number of acquired global distributor*. 3) Sasaran strategis perspektif bisnis proses internal: *high supply performance, compliance with regulatory & standard and operational excellent* yang kemudian secara berurutan diukur menggunakan indikator strategi *supply service level, number of critical findings during inspection and cost saving*. 4) Sasaran strategis perspektif pembelajaran dan pertumbuhan: *trained employee, employee satisfaction, employee productivity, information technology performance* yang kemudian secara berurutan diukur menggunakan indikator strategi *training hour, number of employee turnover, productivity and system information failure*. Semua sasaran strategis dan indikator strategis tersebut kemudian digambarkan ke dalam peta strategi PT. Caprifarmindo Laboratories.

Kata kunci: *Balanced Scorecard*, sasaran strategi, indikator strategi, peta strategi.