



Application Of Balanced Scorecard As A Benchmark For Performance Assessment In Service Companies (Case Study At PT. Mitra Intertrans Forwarding Surabaya Branch)

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Abstract. This research aims to analyze the internal and external environment of PT MIF Surabaya, namely to find out what factors are the strengths and weaknesses of the company as well as knowing the opportunities and threats faced by the company and formulating the best and most suitable marketing strategy for PT MIF Surabaya by taking into account internal factors (strengths and weaknesses) and external factors (threats and opportunities) to face business competition in the field of Domestic Forwarding and Logistics. One of PT Meratus Line's strategies in developing market penetration in Indonesia is through the formation of PT MIF which was determined by the Decree of the Minister of Justice of the Republic of Indonesia No.C2.734.HT.01.01 – 1991 dated March 6 1991, and published in Supplement to the State Gazette of the Republic of Indonesia No. 26 dated March 3 1992. During this period, it caused quite a lot of concern for other Forwarding Companies which had become Meratus Line customers. With commitment and proof from the Meratus Group that MIF is not permitted to compete for customers from Forwarding Companies that use Meratus Line services, PT MIF has succeeded in becoming "sales" or an extension of Meratus Line in bringing closer the relationship between Meratus Line and end customers. With the support of PT Meratus Line as a holding company engaged in inter-island shipping and has experience since 1957, PT MIF concentrates its business on shipping cargo expeditions. PT MIF Surabaya's strengths are intensive Research and Development, marketing growth, Brand Image, consumer satisfaction and market share as well as large and well-trained human resources.

Keywords: Implementation, Balanced Scorecard, Performance Assessment

1. INTRODUCTION

Background

To enter a competitive business environment, good company management is an important factor that companies must pay attention to. Therefore, companies need a management system that is designed to suit the demands of their business environment, because by using a management system that suits the demands of the business environment, the company will be able to compete and develop well.

To overcome this deficiency, an approach method was created that measures company performance by considering 4 aspects with the Balanced Scorecard, namely financial aspects, customers, internal business processes and learning and development processes (Ali Mutasowifin, 2002: 245). This method attempts to balance the measurement of financial aspects with non-financial aspects in general using the Power G System. By applying this method to the Power G System, company managers will be able to measure how their business units are creating value today while still considering future interests.

PT Mitra Intertrans Forwarding is a form of service management organization in the field of Forwarding and Logistics as well as International as a whole. Within the organization there are many activities, which are organized by each employee and female employee in each division, such as the Operations division, Admin and documents division, Finance division. To be able to carry out its functions, a comprehensive management system is needed which starts from the strategic planning process (renstra), both for the long and short term. A strategic plan can be called good if the planning can be followed up practically into operational programs that are oriented towards economic - equity - quality.

This means that PT Mitra Intertrans Forwarding (which will be abbreviated to PT MIF hereafter in this writing) must be able to develop in this era of globalization, so that the management and operations currently being carried out can provide a good contribution in every step taken to achieve customer satisfaction in addition to obtaining material benefits, which is abundant. Power G System being used at PT. This MIF has many advantages and several disadvantages which are weaknesses of the Power G System itself. From this system, you will be able to see the operational flow carried out every day in the goods delivery process as well as the nominal value resulting from a transaction, a Profit or Loss activity.

Mining costs are one of the largest operational costs at PT MIF as payment for ship rental costs for sending goods via sea transportation using containers to reach customers in addition to other operational activity costs. The incurrence of mining costs can reduce the margin value estimated by sales for the sale of PT MIF services to the parent company that owns the ship, namely PT Meratus Line.

This system also makes it easier for employees to carry out their duties according to their duties without bothering other employees or employees if they need data for work continuity. From this Power G System, you can also see that Sales are reliable and professional in carrying out their duties to get customers with large margins so that it benefits the company.

2. LITERATURE REVIEW

Theoretical basis

a. Performance assessment

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 a number of standards such as past or projected costs, a basis for efficiency, management responsibility or accountability and the like (Fauzi , 1995 : 207).

Performance appraisal is basically a human activity in achieving organizational goals. Mulyadi (1997: 419) defines performance assessment as a periodic determination of the operational effectiveness of an organization, organizational divisions and employees based on predetermined targets, standards and criteria. Because organizations are basically operated by human resources, performance appraisal is actually an assessment of human behavior in carrying out the roles they play in the organization.

Every organization expects performance that contributes to making the organization a superior institution in its class. If the success of an organization in establishing a superior institution is determined by various factors, then the various factors that determine the company's success (success factors) in making the organization a superior institution are used as a measure of personal success. Thus, a performance assessment is needed that can be used as a basis for designing a reward system so that personnel produce performance that is in line with the performance expected by the organization.

b. Performance Assessment with Traditional Systems

In traditional societies, the performance measures commonly used are financial performance measures. This performance measurement is easy to do so that the only personnel performance that is measured is related to finance. However, financial measures cannot describe the causes that cause changes in the wealth created by an organization and focus more on directing organizational resources for short-term goals. Financial measures commonly used are financial ratios which include:

1. Liquidity ratio
2. Leverage ratio
3. Activity ratio
4. Growth ratio
5. Valuation ratio

According to Weston and Copeland (1989), performance measurement using ratios as above has limitations, namely:

1. This ratio is prepared based on accounting data and this data is influenced by different ways of interpretation and can even be the result of manipulation.
2. If the company uses different fiscal years or if seasonal factors are an important influence, this will have an influence on the comparative ratios.
3. The analysis must be very careful in determining whether a ratio is good or bad in forming a comprehensive assessment of the company based on a series of financial ratios.

4. Ratios that are in accordance with industry averages do not provide certainty that the company is running normally and has good management.

Meanwhile, according to Robert S. Kaplan and David P. Norton, the weaknesses of performance measurement which focuses on financial performance are:

1. Inability to measure the performance of the company's intangible assets and intellectual assets (human resources).
2. Financial performance can only tell a little about the company's past and is not able to fully guide the company in a better direction.
3. Measurement is more oriented towards operational management and less towards strategic management

c. Balanced Scorecard Method

The Balanced Scorecard was created to overcome the problem of weaknesses in performance measurement systems which usually only focus on the financial sector and leave out non-financial areas, which can affect the development of a company.

Balanced Scorecard consists of two words, namely balanced and scorecard. Scorecard means score card, which means a score card that will be used to plan scores that will be realized in the future, while balanced means balanced, the meaning is to measure someone's performance, measured in a balanced way from two perspectives, namely financial and non-financial, short term and long term. long, internal and external (Mulyadi, 2005:1).

The Balanced Scorecard is an approach that translates the company's vision and strategy into goals and measurements seen from four perspectives and translates the business unit's vision and strategy into tangible goals and measurements, where these measurements reflect a balance between the following things. :

- a) Measuring results (in the past) and triggering future performance.
- b) External measurement with internal measurement.
- c) Financial and non-financial performance measurement.
- d) A top-down process which is an elaboration of the vision, mission and strategy with a bottom-up process where measurement results at the operational level are encouraged to provide feedback to evaluate the strategy.
- e) Measurements of results seen objectively, quantitative data and subjective elements in the form of managerial considerations.
- f) Short term and long term goals.

A scorecard is a collection of integrated performance measures derived from company strategy that supports the company's overall strategy. This method provides a way to communicate a company's strategy to managers throughout the organization. This method also shows how the company improves its financial achievements (Amin Widjaja Tunggal, 2002: 1).

According to Robert S. Kaplan and David P. Norton (1997: 7), this method is an assessment method that includes four perspectives for measuring company performance, namely the financial perspective, customer perspective, internal business process perspective and learning and growth perspective.

This method emphasizes that financial and non-financial measurements must be part of the information for all employees at all levels of the organization. The objectives and measurements in this method are not just a combination of existing financial and non-financial measures, but are the result of a top-down process based on the mission and strategy of a business unit. The mission and strategy must be translated into objectives. and more real measurements (Teuku Mirza, 1997: 14).

Several benefits of the Balanced Scorecard according to Kaplan and Norton, namely:

- a. Clarifying and generating consensus on strategy
- b. Communicate strategy throughout the company
- c. Aligns various departmental and personal goals with company strategy
- d. Link strategic objectives to long-term targets and annual budgets
- e. Get the feedback you need to learn and
- f. improve strategy

d. Financial Perspective Performance

In the Balanced Scorecard, financial performance remains a concern, because financial measures are an overview and economic consequences that occur due to decisions and economics taken (Teuku Mirza, 1997: 15).

This perspective functions to increase sources and look for new sources in terms of finance and increase income in an organization. Financial performance measures show whether strategies, strategic targets, strategic initiatives and their implementation are able to contribute to generating profits for the company (Kaplan & Norton), identifying three stages of the business life cycle, namely:

- a. Growth
- b. Survive (Sustain)
- c. Reap (Harvest)

e. Customer Perspective Performance

A product or service is said to have value for its consumers if the benefits they receive are relatively higher than the sacrifices made by the consumer to obtain the product and service. The product or service will have more value if the benefits are close to or exceed what consumers expect.

According to Kaplan and Norton, the company is expected to be able to create a market segmentation and determine the target market that is most likely to be targeted according to the company's resource capabilities and long-term plans.

The performance from a consumer perspective can be assessed based on the products or services produced, for example; The products or services produced are always at the forefront in terms of innovation, the products or services provided are economical, the products or services produced are special, not mass-produced and have high value.

From a consumer perspective, there are 2 groups of companies, namely:

1. Key Customer Measuring Groups

- a. Market share
- b. Customer Retention
- c. Customer Acquisition
- d. Customer Satisfaction
- e. Customer Profitability

2. Customer Value Measuring Group

It is a supporting group that is a key concept for understanding the triggers of satisfaction, acquisition, retention, market share and customers. From the core consumer measurement groups, the consumer value measurement group consists of:

- a. Product and service attributes
- b. Relationship with Customers
- c. Image and reputation

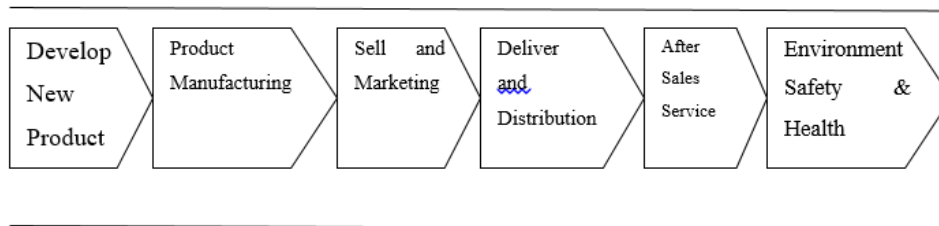
f. Internal Business Process Perspective Performance

From an internal business perspective, the company must identify important internal processes that the company must carry out as well as possible. Because these internal processes have the values that customers want and will be able to provide the returns expected by shareholders. Managers must focus their attention on internal business processes that determine customer satisfaction and company performance from the customer's perspective. Performance from this perspective is obtained from the company's internal business performance processes.

Companies must choose processes and competencies that are superior and determine measures to assess the performance of these processes and competencies.

In this perspective, company managers identify ways to achieve customer and shareholder goals which are expected to provide added value to the products and services received by customers. Apart from that, in this Internal Business Process Perspective we can also see striking differences between the Balanced Scorecard and traditional performance measurement systems.

The company's internal business analysis or processes are carried out through value chain analysis which is described as follows:



Picture 1 Generic Value Chain

Source : Suwardi Luis, B.P, 2007

The internal business process value chain activities above can provide added value to the use of products and services by target customers after the sale or delivery of products and services.

After the product has been developed, the organization will enter the next stage, namely the operational process of producing the product. In this stage, the prospective product undergoes a production process until it becomes a finished or ready-to-use product. In this perspective, strategies are developed that enable the production process to run smoothly, efficiently, effectively and optimally.

A series of processes in creating value for customers in the financial sector can be carried out using three main business processes, namely:

- a. Innovation
- b. Operation
- c. After Sales Service

g. Performance Learning and Growth Perspective

In this perspective, companies try to develop goals and measures that encourage learning and growth of a company. The goal of the learning and growth perspective is to provide the infrastructure that allows goals related to the other three perspectives to be realized, so that ultimately the company's goals can be achieved.

This learning and growth perspective also serves to focus on Human Resources in addition to producing excellent performance for the organization as well as employee competence, technological and cultural support, motivation and rewards.

The purpose of including this performance is to encourage the company to become a learning organization while encouraging its growth. According to Suwardi Luis, the Learning and Growth Perspective has several benchmarks, including:

1. Measuring Employee Satisfaction
2. Measuring Employee Retention
3. Measuring Worker Productivity
4. Indicators related to Information Technology

h. Advantages of the Balanced Scorecard

The advantage of the Balanced Scorecard concept in a strategic planning system is that it is able to produce strategic plans that have the following characteristics:

1. Comprehensive
2. Coherent
3. Balanced
4. Measurable

i. Definition of Service Company / EMKL

EMKL is a business managing documents and cargo that will be transported via ship or processing documents and cargo originating from ships. For this arrangement, EMKL obtains written authority from the owner to take care of the goods.

A freight forwarder is a business entity whose aim is to provide service/management services for all activities required for the delivery, transportation and receipt of goods using multimodal transport, either by land, sea and/or air.

Based on these activities, the freight forwarder can act on behalf of the sender (consignor / exporter) or act on behalf of the recipient (consignee / importer) or act on behalf of the sender and recipient, depending on the scope of work (scope of work) stated in the work contract which has been agreed between both parties, namely between the work order provider and the freight forwarder concerned. Freight forwarders are very flexible in accepting the scope of work.

Mining costs are costs incurred by forwarder companies for paying ship rental fees to companies that own ships for shipping goods using containers, excluding other operational costs.

The costs that have been incurred by the freight forwarder will then be paid back by the order giver plus service fees and settlement of costs that arise as a result of transportation activities, cargo handling at the port/warehouse, processing documentation and also the owner of the goods. Companies that have competence in the fields of marketing, manufacturing and innovation can make it as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14). Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis (Kumala Dewi, Indri et al, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)

3. RESEARCH METHODS

Research Approach

Research is an attempt to test the truth of a problem that is the object of research, this is in accordance with what was stated by Sutrisno Hadi (1983: 4). States that research is an effort to discover, develop and test the truth of knowledge, which is carried out using methods.

Considering that the type of data used is qualitative, the research approach uses non-statistical techniques.

The reason for using non-statistical percentage techniques is because using non-statistical percentage techniques makes it easier to process data and can be verified for its correctness.

Data Types and Sources

Data Type

a. Quantitative Data Types

This type of quantitative data is data that is examined indirectly and must be measured correctly and accurately. Qualitative is research that starts from theory to data and ends in acceptance or rejection of the theory used.

b. Types of Qualitative Data

The type of qualitative data is data that is investigated directly, meaning data obtained from individuals or respondents who will be the object of research, and this type of data can be measured correctly and precisely and can be trusted. Qualitative is research that starts from data, utilizes existing theory as explanatory material and ends with a theory. The aim is to interpret social phenomena, and in it there are three important things, namely: the position of theory. Research methodology and qualitative research design.

Data source

1. Primary Data

Primary data is data obtained directly from the source. This primary data is in the form of respondents' answers regarding employee satisfaction regarding work morale, motivation, physical conditions of the workplace and regarding the management of the service company itself.

2. Secondary Data

Secondary data is data obtained indirectly, in the form of information related to research that supports primary data. In this research, the secondary data is in the form of data regarding customers or consumers, company performance ratios and a general description of PT MIF for two years.

Analysis Techniques

The analysis technique used to implement the Balanced Scorecard method is to use performance measurements from each perspective. The formula:

a. Measuring performance from a financial perspective, the calculation uses :

1. ROI (Return On Investment)

$$\text{ROI} = \frac{\text{Net Profit}}{\text{Total Assets}} \times 100 \%$$

The higher the ROI means the better the company's performance in utilizing assets, and vice versa.

2. Total Income

$$\text{Margin} = \frac{\text{Net profit} \times 100\%}{\text{Sale}}$$

The higher the margin value, the better it is, because it is considered that the company's ability to earn profits is quite high.

3. Operating Ratio

$$\text{Operating Ratio} = \frac{\text{Net sales} \times 100 \%}{\text{Current asset}}$$

The higher the operating ratio means that the company can utilize its current assets to generate net sales.

b. Measuring customer perspective performance, the calculation uses:

1. Market share

This measurement can be done based on the product or target market which can be compared with other companies. The higher the market share obtained, the better the control of the market segment.

$$\text{Market Share} = \frac{\text{Customers owned} \times 100\%}{\text{Largest total customers}}$$

2. Customer Retention

The calculation can be based on the existence of existing customers.

$$\text{Customer Retention} = \frac{\text{Lost customers} \times 100 \%}{\text{Customers you have}}$$

3. Customer Acquisition

Sales results obtained from new customers.

$$\text{Customer Acquisition} = \frac{\text{New customers} \times 100 \%}{\text{Prospective Application}}$$

4. Level of customer satisfaction

Customer satisfaction is known from measuring the extent of the services provided by the company by providing scores on the questionnaire and the scores given :

Level of Satisfaction	Score
Strongly Agree	5
Agree	4
Doubtful	3
Disagree	2
Strongly Disagree	1

To find out the average consumer satisfaction, the total score of the questionnaire answers is divided by the number of consumers who were respondents, as follows:

$$\text{Customer Satisfaction} = \frac{\text{Number of Statements Agree} \times \text{score} \times 100\%}{\text{Total weight}}$$

The higher the level of consumer satisfaction, the better the service provided by the company.

5. Customer Profitability

$$\text{Customer profitability} = \frac{\text{Service Revenue} \times 100\%}{\text{Total Service Profit}}$$

The higher the customer profitability value, the higher the profits the company can achieve.

c. Measuring the performance of an internal business process perspective

Based on secondary data taken by the company, this perspective uses calculations:

- Product innovation, namely by measuring the number of sales of new products compared to the number of sales of previous products. The greater the product innovation value, the better the sales of the new product. To find out the average customer satisfaction with product innovation, the total score of the questionnaire answers is divided by the number of customers who were respondents, as in the formula:

$$\text{Product innovation} = \frac{\text{Number of agreeing statements} \times \text{score} \times 100\%}{\text{Total weight}}$$

- Operation process, namely by measuring the speed of transactions carried out on customer service. The company is trying to improve its operational processes by increasing transaction speed, so that customers do not have to wait too long. The higher the operational process means the better, because there is an increase in transaction speed in Customer Service services.

To find out the average customer satisfaction with the operational process, the total score of the questionnaire answers is divided by the number of customers who were respondents, as follows:

$$\text{Operation process} = \frac{\text{Number of agreeing statements} \times \text{score} \times 100\%}{\text{Total weight}}$$

- After-sales service is demonstrated by handling customer complaints, namely by measuring the number of complaints handled compared to the total number of complaints. The higher the after-sales service score, the better it is, meaning the company has been able to handle complaints from its customers.

To find out the average customer satisfaction with after-sales service, the total score of the questionnaire answers is divided by the number of customers who were respondents, as in the formula:

$$\text{After Sales Service} = \frac{\text{Number of approval statements} \times \text{score} \times 100\%}{\text{Total Weight}}$$

- Measuring performance from a learning and growth perspective

Measuring the performance of this learning perspective and growth perspective uses calculations:

- Employee productivity = $\frac{\text{Operating profit} \times 100\%}{\text{number of employees}}$

The higher the level of employee productivity, the higher the output produced by each employee.

- Employee retention = $\frac{\text{Number of employees leaving} \times 100\%}{\text{Total number of employees}}$

The higher the employee retention rate, the higher the employee turnover percentage.

- Employee satisfaction

Considered the determinant of the two previous measurements. The measurement is carried out by surveying employee satisfaction via questionnaires. Employee satisfaction measures the average employee satisfaction by giving a value to the questionnaire answers according to the level of satisfaction felt. The values given are:

Level of Satisfaction	Score
Strongly Agree	5
Agree	4
Doubtful	3
Disagree	2
Strongly Disagree	1

By using the following formula:

$$\text{Employee satisfaction} = \frac{\text{Number of satisfied statements} \times \text{score} \times 100\%}{\text{Total weight}}$$

The higher the level of employee satisfaction, the better it is, which means employees feel satisfied working at the company where they work.

Calculation Tabulation of the four Balanced Scorecard Perspectives

Types of Measurement	Indicator	Variables
Financial Perspective	<ul style="list-style-type: none"> - Increased profits - Reducing operational costs 	<ul style="list-style-type: none"> - Percentage of net profit to total assets - Percentage of net sales to current assets
Customer Perspective	<ul style="list-style-type: none"> - Increased customer satisfaction 	<ul style="list-style-type: none"> - Questionnaire on customer satisfaction

Internal Business Process Perspective	<ul style="list-style-type: none"> - Service development - Customer management - Compliance with environmental regulations 	<ul style="list-style-type: none"> - Training for employees - Visits to customers - Minimal violations occurred and claims issued
Learning and Growth Perspective	<ul style="list-style-type: none"> - Employee Productivity - Employee turnover - Increased customer satisfaction 	<ul style="list-style-type: none"> - Comparison between operating profit and total employees - Comparison between the number of employees leaving and the total employees for the current year - Questionnaire on employee satisfaction

4. RESULTS AND DISCUSSION

General description

This research intends to examine performance using the Balance Scorecard applied to Service Companies (Case study at PT MIF Surabaya Branch). PT MIF was established on June 17 1989 as stipulated in the Republic of Indonesia Minister of Justice Decree No. C2.734.HT.01.01 – 1991 dated 06 March 1991. And announced in Supplement to the State Gazette of the Republic of Indonesia No.26 dated 03 March 1992 with the support of PT Meratus Line as the holding company which operates in inter-island shipping and has experience since 1957, PT MIF concentrates its business on shipping cargo expeditions. In 1997, PT MIF expanded its business by adding a new division to handle Export and Import as well as Logistics. PT MIF collaborates with ten sub-contractors or vendors who are ready to provide land transportation services that are adjusted to organizational standards, both transportation conditions and cost rates. applies to loading and unloading activities.

Vision and mission

- PT MIF's vision is as follows:

The Leading logistics solution provider in Indonesia, collaborating with our customers to achieve supply chain excellence.

- Meanwhile, PT MIF's mission is:

We are committed to being leaders in creating efficient and optimized value chains for our external partnerships. Our well trained and competent teams provide innovative solutions that accelerate the flow of products, information and funds.

Objective

The aim of establishing PT MIF is to provide services to the community in meeting their needs by continuously improving quality to achieve customer satisfaction. PT MIF concentrates its business in the field of shipping cargo expeditions.

Business fields

PT MIF is a non-profit business entity which operates in the field of sea cargo expedition services, the services offered include:

1. Forwarding expedition services
2. Logistics expedition services
3. International expedition services
4. Insurance
5. Providing PPP (Personal Protective Equipment) for field employees
6. Work safety, fire and disaster awareness
7. Canteen

This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

5. CONCLUSION

1. From a financial perspective, the achievement of ROI, revenue and operating ratio has been able to exceed the targets set by the company, namely 7% respectively for ROI, 10% for revenue and 4% for operating ratio. Increasing the achievement of ROI, revenue and operating ratios is a positive signal in financial reports that can accelerate company growth.
2. From a customer perspective, the company's market share achievement from 2009 to 2010 was still unable to experience a drastic increase from the target that had been set but was consistent from year to year and remained a winner among other competitors. To achieve customer satisfaction, it was able to reach above the target of 30%, while for consumer profitability it was able to exceed the target of 80%. This means that the products and services provided by the company to its customers are good enough.
3. From an internal business process perspective, there are two outcome measures that have not been able to achieve targets. As with the target product innovation measure of 55%, PT MIF's product innovation has not been able to reach the target because it is at 49.19%. Another measure that has not been able to reach the target is the after sales service measure which only reached 49.99% of the target that should have been achieved at 55%, which is quite a large percentage for service sector companies in implementing after sales services. Operational processes seen from the perspective of internal business processes still remain stable in their activities because they still take up 47.75% of their time per day.
4. In the learning and growth perspective, the three perspective measures in the learning and growth perspective get different results. For employee productivity, they are able to exceed targets above Rp. 1,000,000.00, which means employee productivity in the company shows good development. Meanwhile, employee retention achieved on average was 7.41%, which means it exceeded the target of 6% and the company has not been able to retain its employees, resulting in quite high employee retention. And the average employee satisfaction per year reaches 27.24% where the planned target is 45%, meaning the company has not been able to achieve the target in providing service and comfort to employees

6. SUGGESTION

1. In financial performance, management must be able to reduce operational costs so that they can increase net profit. One cost reduction strategy is to use appropriate planning and limit costs that are considered less useful. This is expected to further increase revenue which during 2009 and 2010 has been able to achieve the targets that have been set.
2. For market share, management must further improve the quality of service to its customers. Strategies to increase market share include providing more satisfactory services to facilitate business and transactions with customers, which is expected to increase interest for potential customers in collaborating with the company. This increase in market share is ultimately also expected to increase customer profitability, which means that the profits achieved by the company from the revenue from services offered to customers will also increase.
3. Improving the quality of after-sales service must also be paid attention to by the management, namely by handling complaints and problems that can be resolved properly, so that the management must have a concept of strategy for resolving complaints and complaints from customers appropriately, which in the end will also result in customers feel satisfied with the results of the solution.
4. Management must also pay attention to employee and customer satisfaction surveys, because these two factors are important factors that must be maintained for the continuity and development of the company. Customer satisfaction influences sales of fund products and credit products, as well as other supporting services. Employee satisfaction influences employee performance in carrying out their duties and responsibilities. If employee satisfaction is guaranteed, then the series of activities used by the company to produce products and services for customers will also become better. Therefore, these two components must be maintained as well as possible.

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