



## PERFORMANCE EVALUATION OF BEGINNERS CREATIVE INDUSTRY USING BALANCED SCORECARD METHOD

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### ABSTRACT

Succeed and grow in the competitive Ners Collection needs to have a good management system and measured. Collection Ners have gradually improved the management system among other marketing strategies. Which had been traditional marketing is now online. The impacts of their online marketing are increasing the number of sales. The need for evaluation of the performance of the company to determine whether the increase has been as expected. To know that we need a measurement of overall performance, using the Balanced Scorecard has four perspectives: financial, customer, internal business process and learning and growth. From the results of performance measurements have to be got creative industries beginner's performance on the customer's perspective is 3.00, which means quite. Performance beginner's creative industry on internal business process perspective is 2.9147 which means very pretty. Performance beginner's creative industries on the learning and growth perspective are 3.7698, which mean enough. The overall performance of the company is 3.1958. This indicates the company has enough performance.

**Keywords:** balanced scorecard, performance, measurement.

### INTRODUCTION

The development of creative industries has been undertaken by the Government through various development programs. The development program in the form of coaching either the formation of product design, packaging design, bookkeeping, marketing, and others - others. Among the coaching that has made the government was still a lot of creative industries beginners who are not touched the coaching program [1-3]. Various studies conducted to assist governments in fostering creative industries beginners. One of the creative industries starters were fostered through the research is the Ners Collection [4-5].

To be able to succeed and grow in the competitive Ners Collection needs to have a good management system and measured. Collection Ners have gradually improved the management system among other online marketing strategies. Which had been traditional marketing is now online. The impacts of their online marketing are increasing the number of sales [6-8].

To know the development of creative industries this beginner it is necessary to evaluate the performance of the company to determine whether the increase has been as expected. To know that we need a measurement of overall performance, using the Balanced Scorecard has four perspectives: financial, customer, internal business process and learning and growth [9-10].

Currently Ners Collection emphasizes its performance to achieve the satisfaction of customer needs. To have to expand the focus of its performance in order to compete with other starters creative industries. With the use of the Balanced Scorecard has four perspectives: financial, customer, internal business process and learning and growth is expected to give some useful feedback for the management of assets Ners collection, collection so that Ners can continue to grow and continue to exist in their field. Based on the background there is then obtained the purpose of this study is evaluate the results of the

implementation of online marketing strategies based on aspects of product, market aspects, financial aspects.

### Performance measurement

Performance measurement provides a tool for the "denominator" for comparison over time. Performance measurement a way to measure the direction and speed of change, which can be likened to a meter measuring the speed of a car. Performance measurement is a tool that can show comparable figures between now and the performance targets to be achieved [11-13].

### Balanced scorecard method

Balanced scorecard developed a set of business unit objectives beyond the summary measure financial. Balanced Scorecard includes various activities of value creation generated by the participant companies that have the ability and motivation. While taking into account the short-term performance, namely through a financial perspective, the Balanced Scorecard clearly reveals what factors are driving the achievement of financial performance and long-term competitive [14-15].

Balanced Scorecard complements a set of financial measures of past performance with the size of the driver of future performance. Scorecard objectives and measures derived from vision and strategy. Objectives and measures looked at the performance of the company from four perspectives: financial, customer, internal business processes, and learning and growth. These four perspectives provide the framework for the Balanced Scorecard [16-17].

### RESEARCH METHOD

In this research conducted a few steps:

#### a. Data collection

The existing data obtained from interviews with the Ners collection. The data collected is certainly related



to the process of preparing a performance measurement system with Balanced Scorecard method.

#### b. The design of the balanced scorecard

Design of Balanced Scorecard starts from the translation of the vision and mission, then set specific strategic goals which are a translation of the vision. On the basis of the strategic objectives that have been made are then set strategic initiatives, for then created a map strategy. From a strategy map that is then analyzed causal relationships, performance drivers, and linkages with the financial perspective which is then designed as a performance measurement system.

#### c. Data processing

The data has been collected and processed by the strategic objectives that had been set in the four perspectives of the Balanced Scorecard and are given ratings based on the interval set by the nurse's collection.

#### d. The questionnaire and the calculation of the weight by AHP

Once the data is processed to provide an assessment of each of the strategic objectives have been determined, then the next level of importance assigned weights using questionnaires and Analytical Hierarchy Process (AHP).

#### e. Performance measurement

Having obtained the comparative value of the interest rate of the questionnaire, it is then calculated weights for every interest. Then, before continuing to the measurement of performance, then we have to check if the value obtained from a questionnaire consistent or not. It can be seen from the calculation Consistency Ratio (CR). If the value of CR is less than 0.1, then show that the results of the questionnaire are consistent, if greater than 0.1, and then the results of the questionnaire are not consistent, it is necessary to capture the data back. After all the data is processed based on the value and weight of importance, is then measured to determine the total value of the measurement of each perspective of the Balanced Scorecard.

#### f. Analysis

After a series of processes and measurement Balanced Scorecard for Ners collection is completed, the next step is to do an analysis of the results of the data processing. In this case analyzed is the analysis of the nurse's performance measurement collection by using the Balanced Scorecard method.

Step in completing this research can be seen in Figure-1.

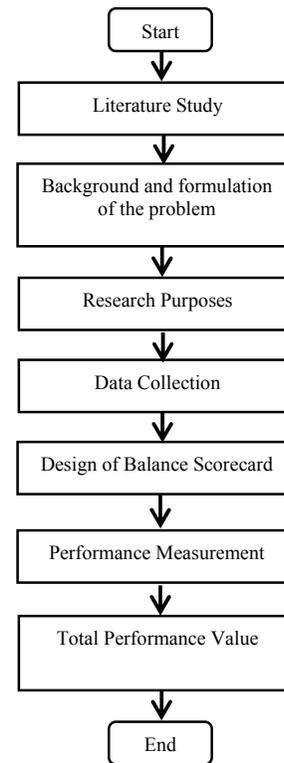


Figure-1. Flowchart of research method.

## RESULT AND DISCUSSIONS

### Design of balanced scorecard

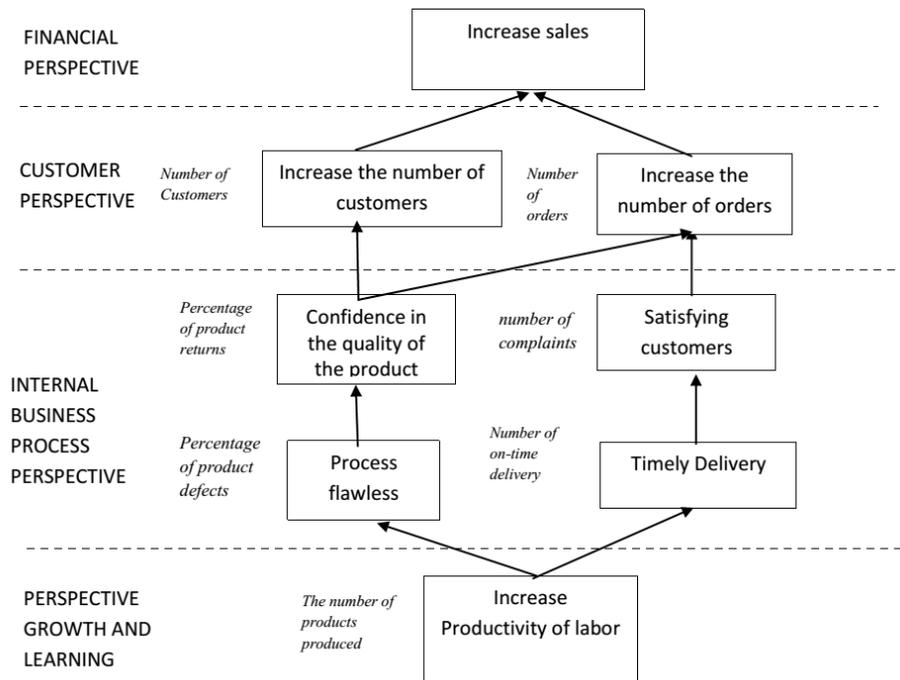
#### a. Translating vision and mission

The initial stage in the design of the Balanced Scorecard is a translation of the vision and mission programstudi into four perspectives that exist on the Balanced Scorecard.

#### b. Determination of the strategic objectives, establishing indicators, targets, and initiatives

#### c. Aligning balanced size scorecard ners collection with strategy

There are some important things in building a Balanced Scorecard ie, Strategy Map, a causal link, the performance drivers, and linkages with the perspective of the strategic objectives of each relationship keuangan. As for the Ners collection use strategy can be described in the following Figure-2.



**Figure-2.** Ners strategy map collection (proposed).

### Performance measurement Ners collection

Performance measurement for all items to strategic goal, among others:

#### a. Financial perspective

That could be used in measuring the performance of Ners collection is based on the financial perspective is: Sale

The net sales 2015 = Rp. 7.200.000, -  
The net sales in 2016 = Rp. 10.6 million, -  
Increased sales:

$$\left( \frac{10.600.000 - 7.200.000}{7.200.000} \right) \times 100 \% = 47.22 \%$$

This shows that the Ners collection targets of 20% has been reached, and based on the Likert scale strategic goal to increase sales got a value of 5 means excellent.

#### b. Customer perspective

The measures to calculate performance measurement Ners Collection by the customer's perspective are:

a) Increasing the number of orders

$$\left( \frac{106 - 72}{72} \right) \times 100 \% = 47.2 \%$$

This shows that the company's target of 20% has been reached, and based on the Likert scale strategic

objectives increase the number of orders received a score of 5 means excellent.

b) Increasing the number of customers

$$\left( \frac{98 - 72}{72} \right) \times 100 \% = 36.1 \%$$

This shows that the company's target of 20% has been reached, and based on the Likert scale strategic objectives increase the number of customers received value of 5 means excellent.

c) The number of complaints per frequency booking

$$\left( \frac{2}{72} \right) \times 100 \% = 2.77 \%$$

This shows that the company's target for the percentage of complaints per booking of 2% has not been achieved and is based on the Likert scale strategic objectives improve customer service satisfaction scored 4 which means good.

d) The percentage of product returns

$$\left( \frac{0}{72} \right) \times 100 \% = 0.00 \%$$

This shows that the company's target for a percentage of product returns of 0.05% has been reached and is based on the Likert scale strategic objectives boost customers' confidence in the quality of the products got a value of 5 means excellent.

**Internal business process perspective**

Which become measurement to calculate performance measurements based on the Ners Collection internal business process perspective is:

## 1) Decrease in the percentage of late delivery

The percentage change to late deliveries in the year 2015-2016:

$$\left(\frac{5-0}{72}\right) \times 100\% = 6.9\%$$

This shows that the company's target of 5% is reached, and based on the Likert scale strategic objectives timely delivery gets the value 4 which is good.

## 2) The percentage of the number of defective products

$$\left(\frac{0}{72}\right) \times 100\% = 0.000\%$$

This shows that the company's target for the percentage of defective products of 0.05% has been reached and is based on the Likert scale strategic goal to improve the quality of products gets a value of 5 means excellent.

**Growth and learning perspective**

Which become measurement to calculate performance measurements based on the Ners Collection learning and growth perspective are:

The number of products for 2016:

$$\frac{106 / \text{Year}}{4} = 26.5 \text{ per labour per year}$$

This indicates that the target Ners collection of 4 products per worker per year has not been achieved and is based on the Likert scale strategic goal attainment of high labor productivity gets the value 3 which means fairly.

**Performance measurement with analytical hierarchy process (AHP)**

In this research, the weight of each of the strategic objectives defined by specifying Analytical Hierarchy Process, whereas to determine the magnitude of the priority of each strategic goal used pairwise comparisons. Questionnaires were distributed only to the owner and the employment of nurse's collection.

a) Pairwise Comparisons calculations derived from the questionnaires Value treated with average a geometric.

## b) Weighting for the financial perspective

Weight calculation for strategic purposes in the financial perspective is not done with AHP method because there is only one strategic goal in this perspective that the weight value is equal to 1.

c) Weighting for the customer perspective can be seen in Table-1 below:

**Table-1.** Customer perspective.

Strategic Goals	Value
Increase the number of orders	0.2816
Increase the number of customers	0.7184
Improve customer service satisfaction	0.1602
Improving customers' confidence in the quality of products	0.8398

d. Weighting for internal business process perspective can be seen in Table-2 below:

**Table-2.** Internal business process perspective.

Strategic Goals	Value
Timely Delivery	0.1602
Flawless operation	0.8398

## e. weighting for learning and growth perspective

Weight calculation for the purposes of strategic learning and growth perspective is not done with AHP method because there is only one strategic goal in this perspective that the weight value is equal to 1.

**Performance value calculation****Financial perspective**

Performance measurement value financial perspective Ners Collection can be seen in Table-3 below:

**Table-3.** Performance measures for the financial perspective.

Strategic Goals	Measurement	Result	Value	Result x Value
PK 1: Increase sales	Sales	5	1	5
Total			1	5

Performance measurement value financial perspective:  $5/1 = 5$  means excellent.

**Customer perspective**

Performance measurement values customer perspective Ners Collection can be seen in Table-4 below:

**Table-4.** Performance measures for the customer perspective.

Strategic Goals	Measurement	Result	Value	Result x Value
PL 1: Increase sales	The increase in the number of orders	5	0.2816	1.408
PL 1: Increase the number of customers	Increasing the number of customers	5	0.7184	3.592
PL 1: Improve customer service satisfaction	Complaints per order	4	0.1602	0.6408
PL 1: Improving customers' confidence in the quality of products	The percentage of product returns	5	0.8398	4.1990
Total			2	9.8398

Performance measurement value customer perspective:  $9.8398 / 2 = 4919$  which means good.

#### Internal business process perspective

The value of performance measurement, internal business process perspective Ners Collection can be seen in Table 5 below:

**Table-5.** Performance measures for internal business process perspective.

Strategic Goals	Measurement	Result	Value	Result x Value
BI1: Timely Delivery	Decrease the percentage of delays in delivery	4	0.1602	0.6408
BI 1: Flawless operation	Percentage of defective products	5	0.8398	4.1990
Total		1	4.8398	

The value of performance measurement, internal business process perspective:  $4.8398 / 1 = 4.8398$  which means good.

#### Growth and learning perspective

Performance measurement value learning and growth perspective Ners Collection can be seen in Table-6 below:

**Table-6.** Performance measures for learning and growth perspective.

Strategic Goals	Measurement	Result	Value	Result x Value
PL 1: Increase employee productivity	Revenue / Employee	3	1	3
Total		1	3	

Performance measurement value growth and learning perspective:  $3/1 = 3$  which means fairly.

#### Total performance value

Ners Collection performance measurement for all four perspectives can be seen in Table-7 below:

**Table-7.** The total performance.

Perspective	Result	Value	Result x Value
Finance	5	0.25	1.25
Customer	4.9199	0.25	1.2299
Internal Business Processes	4.8398	0.25	1.2099
Learning and Growth	3	0.25	0.75
Total			4.4398

Thus, the total value performance of nurse collection is: 4.4398, which means good.

#### CONCLUSIONS

Measuring performance is done; it can take several conclusions as follows:

- Performance Ners Collection on the financial perspective is 5.00, which means excellent
- Performance Ners Collection at the customer's perspective is 4.91, which means good.
- Performance Ners Collection on internal business process perspective are 4.83, which mean good.
- Performance Ners Collection on learning and growth perspective is 3 which means fairly.
- The overall performance of the company is 4.4398. This indicates that business Ners collection have good performance.

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