ABSTRACT

PT. "X" is a manufacture company produces cosmetics, such as shampoo, hand and body lotion, pomade, talc, and hair cream. In order to fulfill rapid competitive business requirements, PT. "X" must be able to give the best performance. This action will require continuous improvements in every aspect of the company’s business processes. The first step for the improvement is to measure and analyze the existing system’s performance to make a decision whether it needs further improvement or not. The measurement system must be suitable to the company’s goals and capabilities. The Balanced Scorecard method is applied as a performance measurement that is built in PT. "X"’s vision, mission, and strategies. The design process is started by determining the strategic objectives and key performance indicator for each objectives which are derived from PT. "X" vision, mission, and strategies from which each Balanced Scorecard’s perspectives; Financial (4 objectives, 4 KPI), Customer (4 objectives, 5 KPI), Internal Business Process (9 objectives, 25 KPI), and Learning and Growth (5 objectives, 7 KPI). The dependencies among objectives are identified into the strategy map of PT. "X". To determine priority from these dependencies, ANP is proposes to utilized for weighting each objectives. AHP was used if there are more than one KPI in an objective. By this weighting, Customer perspective (0.592797) is the most important perspective, followed by Financial perspective (0.24950), Internal Business Process (0.08522), and then Learning and Growth (0.07233). The performance measurement in PT. "X" is evaluated using company’s historical data by Objective Matrix (OMAX) method and scoring system Traffic Light. There are 11 indicators identified with red color, and they need to be fixed up. Total performance score of PT. "X" is 17.9 from total 40.

Key words: Performance measurement, Balanced Scorecard, Analytic Network Process, Analytic Hierarchy Process, Objective Matrix, Traffic Light System