Abstract

With the increasing competition in the industry, PT Nestle Indonesia Kejayan Factory seeks to improve services provided through improved performance. Warehouse department as a part of PT Nestle Indonesia Kejayan participated in the effort to improve its performance. Warehouse owned by PT Nestle Kejayan consist of three warehouses, they are Dairy, Tembero, and Nutrition warehouse. Warehouse department have team to control its performance, which is divided into two teams from the Dairy warehouse, a team of Tembero, and a team of Nutrition. All four teams have different performance indicators. But the differences were only on the amount they have, while the goal is same. In 2010, two teams that are owned by Dairy warehouse will be merged into one to be divided again into four teams because there are many warehouses that are not actively follow or do not know about the performance of the warehouse because the review had only just held on the second shift (14:00 pm). As a result of existing employees in the shift of one or three does not know the information about warehouse performance that achieved at the time.

This study will redesign the KPIs for the year 2010 at the Dairy warehouse for operator level using the Balanced Scorecard method. As in this design process must comply with the factory business strategies 2010. Basically, use the Balanced Scorecard method must ranging from corporate business strategy, the
establishment of strategic objectives, until the determination of performance indicators. However, in this study, the approach taken in the Balanced Scorecard method is an approach from two sides, where the indicators of performance at Nestle have been arranged by previous employers and business strategies already available. So that the strategic objectives on Balanced Scorecard obtained by looking at both these aspects.

From the performance measurement system using the Balanced Scorecard, performance indicators generated at the level of operators, among others, the dispatch of at least 12 trucks per shift, according to the achievement of direct dispatch plan, zero complaint from Cikarang related to product damage, Zero complaint from the Quality Assurance (QA) related to pallet samples, monitoring, checking forklift, pallet cleaning after use, cleaning programs (zoning area), cycle count activity per shift (zoning area), shiftly dispatch 60% combined load of WimBody Used, shrink film usage per shift, and implementation of ideas per team.

Key Word: Balanced Scorecard, Warehouse, Performance.