

## THE BALANCED SCORECARD AND STRATEGY MAP

**Eni Nurhaedin<sup>\*1</sup>, Bima Chandra Widiya Utama<sup>2</sup>, Rachmad Widodo<sup>3</sup>**

Universitas Padjadjaran, Indoneisa<sup>123</sup>

[eninurhaedin@gmail.com](mailto:eninurhaedin@gmail.com)<sup>\*1</sup>, [bimachandrawidiya@gmail.com](mailto:bimachandrawidiya@gmail.com)<sup>2</sup>, [r.widodo@yahoo.com](mailto:r.widodo@yahoo.com)<sup>3</sup>

**Abstract:** Measuring future executive performance requires a comprehensive measure that includes 4 (four) perspectives, namely: the financial perspective provides an overview of financial goals, the customer perspective provides an overview of market segments, the internal business process perspective provides an overview of achieving company goals, learning, and growth perspective. The application of the balanced scorecard method to measure the performance of PT Segara Tours & Travel can be applied to measure the performance of all elements or parts of PT Segara Tours & Travel. Travel and Company scorecards can be used as a reference for performance appraisals which contain performance measures that have been mapped into responsible departments at PT Segara Tours & Travel. The conclusions that can be drawn after applying the balanced scorecard method to measure the performance of PT Segara Tours & Travel are as follows: Balanced scorecard can be applied to measure the performance of all elements or parts in PT Segara Tours & Travel. The framework used in this study can make it easier to implement the balanced scorecard as a performance measurement tool for PT Segara Tours & Travel. Company scorecard can be used as a reference for performance appraisal which contains performance measures that have been mapped into responsible departments at PT Segara Tours & Travel

**Keywords:** Balance Score Card, Company Score Card, Travel Agency Company.

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## INTRODUCTION

Tight business competition is a necessity in facing the development of the business world and if you want to grow either in market share or in business performance. This causes company management to require a good management planning and control system, besides that, it must also have the expertise and skills so that the company can achieve its goals following its vision and mission. In general, the measurement used in the company is a performance measurement system that is based and focuses on the financial sector only. Such a performance measurement system is no longer supported for current performance measurement, where the competitive environment is moving rapidly, so it does not inform what efforts should be taken now and the future to improve company performance. Companies tend to be oriented only to short-term profits and ignore the long-term survival of the company. To increase the company's competitiveness in the long term, financial performance measurement must also pay attention to customer satisfaction.

Measuring future executive performance requires a comprehensive measure that includes 4 (four) perspectives, namely:

1. Financial perspective provides an overview of financial goals,
2. The customer perspective provides an overview of the market segment,
3. Internal business process perspective provides an overview of achieving company goals,
4. Learning and growth perspective (Mulyadi, 2009).

The goals and measures of the Balanced Scorecard (BSC) can be realized with the support and cooperation of the company by always evaluating the company itself both in terms of services and facilities provided, ensuring and maintaining harmonious relations between employees and carrying out work because they are one of the factors which is important for the survival of the company.

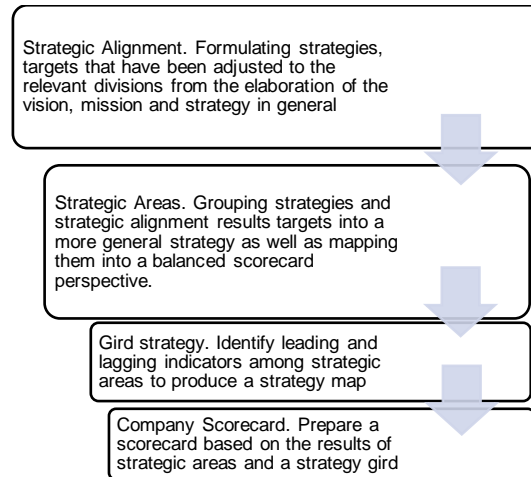
PT Segara Tours & Travel is one of the travel agency companies in Indonesia, having its head office in the city of Bandung, started its journey in 2011 and is still surviving to this day. This company that is still developing is trying to improve service quality and add branches in several major cities in Indonesia.

Based on the background of the problem, the problem statement in this study is: How to analyze the application of the Balanced Scorecard as a performance measurement tool at PT Segara Tours & Travel.

## **METHODS**

The location in this study, the researcher took the location at the head office which coincided in the city of Bandung. This type of research is carried out by qualitative research with a descriptive approach. Based on this description, it can be argued that this descriptive study seeks to describe the object of research based on facts and data as well as events and tries to connect events or research objects as well as to analyze them based on previously developed concepts so that it makes it easier for researchers to solve problems. application of the Balanced Scorecard as a performance measurement tool at PT Segara Tours & Travel

Performance Measurement Framework with Balanced Scorecard. In implementing the balanced scorecard to measure performance, there is a framework consisting of 4 stages that must be taken to produce a scorecard as a performance measurement tool. The 4 stages are depicted in a block diagram in the following figure:



**Figure.1 Measure Performance in Balanced Scorecard**

The data source used is primary data where data is obtained directly from the source, as well as secondary data taken by approach or documentation of archives, documents, notes, or anything needed for this research in the form of library data related to the application of the Balanced Scorecard as a performance measurement tool. at the company. The data collection technique uses the method of observation, interview (interview), and documentation

## RESULTS AND DISCUSSION

In general, the implementation of the balanced scorecard at PT Segara Tours & Travel as a service company refers to the strategy implemented. Before implementing the existing framework, this section will first discuss the vision, mission, goals, strategies, and parts as a basis for determining performance measures and targets that must be achieved following the part responsible for achieving the vision and mission. PT Segara Tours & Travel has collaborated with almost all domestic and international airlines, and also provides domestic and international hotel voucher services, tour packages to Umrah and Hajj trips. March 2012 Segara Tours was officially established under the name of the business entity PT Segara, after previously being under the name Segara Mukti Rahardja under the business entity CV. With experience and always having a forward view, PT Segara is here supported by reliable human resources, qualified facilities, and a competitive pricing strategy.

Products and Services of PT Segara: Domestic and International Airline Tickets, Domestic and International Tour, Hajj & Umrah, Domestic & International Vouchers, Train Vouchers, Outbound / Training, MICE, Bus and Car Rentals dan Passport and Visa Management.

### Vision, Mission, and Strategy of the Company

Vision: To become the leading travel agency and reference for Asian destinations in 2030

Mission:

- Largest share for top destinations
- Having representative offices in top destinations
- Having a professional network or cooperation with partners (suppliers/customers)
- Improve technology capabilities
- Providing product innovations that always provide added value to customers
- Modern integrated network of branch offices in several major cities in Indonesia

### Policies and Strategies

PT. Segara Tours & Travel as a service company engaged in quality and service-oriented travel agencies, has policies and strategies:

1. Always prioritize the quality of service to customers
2. Always improve the quality of Human Resources from various aspects
3. Make variations and new destinations as superior products
4. Provide competitive prices with added value
5. Create a marketing concept
6. Control of business processes to remain effective and efficient with high productivity

### Divisions at PT Segara Tours & Travel

The following is a list of divisions owned by PT Segara Tours & Travel, namely:

- a. Tour Division, which is divided into two parts, namely:
  - FIT & Ticketing Division with Airplane Tickets, Tours and Vouchers for Domestic & International, Train Vouchers, Passport and Visa Management.
  - Group Tour Division with Domestic and International Tour products. Serving customers at least 20 people in one departure.
- b. Finance Division
- c. Business Development Division
- d. HR Division
- e. Marketing Division

### Work Implementation

This section will explain the work steps taken in implementing the balanced scorecard as a means of measuring the performance of PT Segara Tours & Travel following the framework.

#### a. Alignment Strategy

Based on the company's vision, mission and strategy, a strategic goal must be formulated, namely the strategy that must be implemented and the targets that must be achieved by each division in PT. Segara Tours & Travel. The targets that are set must have clear measurement parameters.

Strategy "Always prioritize the quality of service to customers"

- Providing excellent service to customers
- Speed in serving product purchases by customers
- Responsive to questions from fragments
- Quick response in dealing with complaints from customers
- Customer Return
- Adding new customers

Strategy "Always improve the quality of Human Resources" from various aspects

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Training to introduce new products

- Domestic ticketing system training (airline agent portal system)
- International ticketing system training (abacus system)
- Evaluate cases or complaints from customers
- Evaluate customer reviews of the products being sold
- Punctuality of employee attendance

Strategy "Making variations and new destinations as superior products"

- Create new promo products every month
- Create a new destination product every month

Strategy "Providing competitive prices with added value"

- Provide a more competitive price than other similar companies
- Provide discounts for certain products
- Give gifts for certain products

Strategy "Creating a marketing concept"

- Create and print promotional brochures
- Create a letter of offer to be sent to companies or agencies
- Creating an open table or exhibition in companies or agencies
- Put up banners, banners, billboards with promotional materials
- Posting material on social media accounts
- Advertise material on social media
- Website optimization
- Install advertising material on your google account
- Send email blasts of promotional material on existing subscriber lists

Strategy "Control of business processes in order to remain effective and efficient with high productivity":

- Creating internal financial applications
- The process of improving work infrastructure
- Achievement of profit according to target
- Achievements in human resource training and development programs
- Achievements in the program for opening new branch offices
- Adding new employees

After obtaining the strategies which are the elaboration of the strategy of PT Segara Tours & Travel in general, then the next strategic alignment process is to determine the target and the part that is responsible for each strategy that has been described earlier.

The strategic alignment of PT Segara Tours & Travel which contains strategies, targets, and responsible divisions is shown in Table 1 below.

**Tabel 1. Strategi Alignment**

Strategy	Target	Section / Division
Providing excellent service to customers	> = 80% of all satisfied customers	Tour Division
Speed in serving product purchases by customers	The maximum duration is 30 minutes	Tour Division
Responsive to inquiries from customers	1 x 24 hours	Tour Division
Handling the face Komplek of customers with a fast and responsive	1 x 24 hours	Tour Division
Return customer	> = 20% of total old customers	Tour Division
Adding new customers	> = 80% of total follow up	Business and Technology Development Division
New product introduction training	> = 80% of officers understand the new product	HR Division
Domestic ticketing system training ( airline agent portal system )	> = 80% of officers control the system	HR Division
International ticketing system training ( abacus system )	> = 80% of officers control the system	HR Division
Evaluate cases or complaints from customers	> = 80% of officers can solve the problem	Manager
Evaluate customer reviews of the products being sold	> = 80% of officers can solve the problem	Manager
Punctuality of employee attendance	> = 90% of employees arrive on time	HR Division
Create new promo products every month	2 products per month	Business and Technology Development Division
Create new destination products every month	2 products per month	Business and Technology Development Division, Marketing Division
Give a price which is more inexpensive than companies of other similar	Max. 10% margin	Business and Technology Development Division, Marketing Division
Providing cuts the price for the product - the product of certain	Max. 10% margin	Business and Technology Development Division, Marketing Division
Give a gift to a product - product specific	Max. 10% margin	Business and Technology Development Division, Marketing Division
Create and print promotional brochures	1x per 6 months	Marketing Division
Create an offer letter to be sent to companies or agencies	50 letters per month	Marketing Division
Creating an open table or exhibition at a company or agency	1x per month	Marketing Division
Put up banners, banners, billboards with promotional materials	2 points per branch	Marketing Division
Posting material on social media accounts	Minimum 2 posts per day	Marketing Division
Advertise material on social media	1 ad per 1 social media account	Marketing Division
Website optimization	100 visits per day	Business and Technology Development Division
Installing advertising material on a google account	100 clicks per day	Business and Technology Development Division
Send an email blast material sale to the list of customers old	> = 90% of the database	Marketing Division



Create internal financial applications	Can be used in December 2017	Business and Technology Development Division
The process of repair facilities - infrastructure work	> = 80%	Business and Technology Development Division
Achievement of profit according to target	> = 30% from last year	Finance Division
Achievements in HR training and development programs	> = 80%	HR Division
Achievements in the program for opening new branch offices	2 branches per year	Business and Technology Development Division
The addition of new employees	2 employees per branch	HR Division

### Strategic Areas

At this stage, the strategies and targets that have been formulated at the strategic alignment stage are grouped into more general categories. The results of this categorization will then be mapped into a balanced scorecard perspective so that the areas covered by this strategy can be found. At PT. Segara Tours & Travel obtained 8 strategic areas which are generalizations of several strategies obtained at the strategy alignment stage. Then several strategic areas will be mapped to the appropriately balanced scorecard perspective. Table 2 shows the strategic areas obtained from generalizing the existing strategic alignment:

**Table 2. Strategic Areas**

Perspective	Strategic Areas	Strategy
Financial	Increase in Profit	Achievement of profit according to target
	Number of subscribers	Return customer Adding new customers Providing excellent service to customers
Customer	Customer Satisfaction	Speed in serving product purchases by customers Responsive to inquiries from customers Handling the face Komplen of customers with fast response
		Achievements in HR training and development programs
Internal Business Process	Repair of work facilities and infrastructure	Create internal financial applications The process of repair facilities - infrastructure work
	Adding branches	Achievements in the program for opening new branch offices The addition of new employees New product introduction training Domestic ticketing system training ( airline agent portal system ) International ticketing system training ( abacus system )
Learning and Growth	Improving the quality of human resources	Evaluate cases or complaints from customers Evaluate customer reviews of the products being sold Punctuality of employee attendance
		New Products
	Competitive Prices	Give a price which is more inexpensive than companies of other similar

Creating a Marketing Concept	Providing cuts the price for the product - the product of certain Give a gift to a product - product specific Create and print promotional brochures Create an offer letter to be sent to companies or agencies Creating an open table or exhibition at a company or agency Put up banners , banners, billboards with promotional materials Posting material on social media accounts Advertise material on social media Website optimization Installing advertising material on a google account Send an email blast material sale to the list of customers old
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### Strategy Grid

Strategy grid, which identifies leading and lagging indicators between existing strategic areas to obtain a cause-and-effect relationship that refers to the realization of the company's / institutional vision and mission. The result of this strategy grid is in the form of a strategy map, which is a diagram showing the relationship between the balanced scorecard perspective and the strategy to achieve the company's / institutional vision and mission

The description of the strategy map the steps or strategies taken by PT Segara Tours to achieve goals in four perspectives, namely finance, customers, internal processes, and learning and growth. It can be seen that there is an interaction or linkage between the strategies at each perspective. This interaction is a form of mutual support between one strategy and another. When viewed from the lowest level, namely the growth and learning perspective, the main strategy is to improve the quality of human resources, new products, and competitive prices.

The strategy from the perspective of internal processes is the addition of branches and the improvement of facilities and infrastructure. If the strategy from the perspective of growth and learning has been implemented well, then the strategy from the perspective of internal processes is also easier to implement. And so on, the strategy at the lower level will support the strategy at the upper level until finally the main goal from a financial perspective, namely increasing profits can be achieved.

#### d. Company scorecard

In the final stage of performance measurement, a company scorecard must be built which is obtained by mapping the relationship between the balanced scorecard perspective, strategic areas, strategy grid, with the company's / institutional vision, mission, and strategy.

The company scorecard that he can apply by PT Segara Tours & Travel is as follows:



**Tabel 3. Company scorecard**

Perspective	Strategic Areas	Strategy
Financial	Increase in Profit	Achievement of profit according to target
	Number of subscribers	Return customer Adding new customers Providing excellent service to customers Speed in serving product purchases by customers
Customer	Customer Satisfaction	Responsive to inquiries from customers Handling the face Komplen of customers with fast response Achievements in HR training and development programs Create internal financial applications
Internal Business Process	Repair of work facilities and infrastructure	The process of repair facilities - infrastructure work Achievements in the program for opening new branch offices
	Adding branches	The addition of new employees New product introduction training
	Improving the quality of human resources	Domestic ticketing system training ( airline agent portal system ) International ticketing system training ( abacus system ) Evaluate cases or complaints from customers Evaluate customer reviews of the products being sold Punctuality of employee attendance
Learning and Growth	New Products	Create new promo products every month Create new destination products every month Give a price which is more inexpensive than companies of other similar
	Competitive Prices	Providing cuts the price for the product - the product of certain Give a gift to a product - product specific Create and print promotional brochures Create an offer letter to be sent to companies or agencies
	Creating a Marketing Concept	Creating an open table or exhibition at a company or agency Put up banners, banners, billboards with promotional materials

Posting material on social media accounts  
 Advertise material on social media  
 Website optimization  
 Installing advertising material on a google account  
 Send an email blast material sale to the list of customers old

### Implementation Results

The final result of implementing the balanced scorecard at PT Segara Tours & Travel after carrying out 4 stages according to the framework is a company scorecard. The company scorecard in Table 4 is a form of scorecard consisting of performance measures and targets for all strategies (strategic areas) complete with the parts that are responsible for this performance. The results of this implementation can be used as a reference for measuring the work of the institution.

**Table 4. Implementation Results**

Perspective	Strategy	Working Size
Financial	Increase in Profit	Achievement of profit according to target
	Number of Customers	Customer Return Adding new customers Providing excellent service to customers Speed in serving product purchases by customers
Customer	Customer Satisfaction	Responsive to inquiries from customers
		Handling the face Komplen of customers with a fast and responsive Achievements in HR training and development programs
Internal Business Process	Repair Facility and Infrastructure work	Create internal financial applications The process of repair facilities - infrastructure work
	Addition of Branches	Achievements in the program for opening new branch offices The addition of new employees New product introduction training
Learning and Growth	Improving the quality of human resources	Domestic ticketing system training ( airline agent portal system ) International ticketing system training ( abacus system )
		Evaluate cases or complaints from customers

	Evaluate customer reviews of the products being sold
	Punctuality of employee attendance
New product	Create new promo products every month
	Create new destination products every month
	Give a price which is more inexpensive than companies of other similar
Competitive Prices	Providing cuts the price for the product - the product of certain
	Give a gift to a product - product specific
	Create and print promotional brochures
	Create an offer letter to be sent to companies or agencies
	Creating an open table or exhibition at a company or agency
Creating a Marketing Concept	Put up banners, banners, billboards with promotional materials
	Posting material on social media accounts
	Advertise material on social media
	Website optimization
	Installing advertising material on a google account
	Send an email blast material sale to the list of customers old

## CONCLUSION

The conclusions that can be drawn after applying the balanced scorecard method to measure the performance of PT Segara Tours & Travel are as follows: Balanced scorecard can be applied to measure the performance of all elements or parts in PT Segara Tours & Travel. The framework used in this study can make it easier to implement the balanced scorecard as a performance measurement tool for PT Segara Tours & Travel. Company scorecard can be used as a reference for performance appraisal which contains performance measures that have been mapped into responsible departments at PT Segara Tours & Travel.

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