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Implementation of Balanced Scorecard as a Performance Evaluation

(Case Study at CV. Pelita Aluminium Surabaya)

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Abstract. In today's increasingly competitive business environment, companies need accurate and comprehensive performance measurement systems. Organizations must consider not only financial aspects but also non-financial factors such as customer satisfaction and employee development. However, many companies still rely on traditional systems that focus mainly on financial indicators, overlooking other critical elements of success. To overcome this limitation, the Balanced Scorecard can be applied as a more comprehensive approach. It integrates financial and non-financial perspectives by translating a company's vision, mission, and strategy into clear objectives and performance indicators. These are measured through four main perspectives: financial, customer, internal business processes, and learning and growth.These four perspectives are interrelated and serve as a framework to support the achievement of organizational goals. Determining and implementing appropriate strategies aligned with organizational objectives enables companies to better cope with increasingly intense competition. In its implementation, the Balanced Scorecard incorporates three key principles that link business unit strategies with performance measurement: cause-and-effect relationships, performance drivers, and the linkage between operational activities and financial outcomes. These principles help organizations achieve optimal performance results. Furthermore, the successful implementation of the Balanced Scorecard requires strong cooperation and commitment between management and employees. Without such collaboration, the Balanced Scorecard cannot be effectively implemented to support the achievement of the organization's strategic objectives.

Keywords: Balanced Scorecard; Growth Learning; Information; Performance; Strategy.

1. INTRODUCTION

Background of the problem

Entering a competitive business environment requires effective corporate management, which has become a crucial factor that companies must consider. The increasingly intense level of competition in the business world has led to significant changes in various aspects of organizational activities, including competition strategies, production processes, marketing practices, human resource management, and the management of transactions between companies and their customers as well as among companies themselves. These changes require organizations to continuously adapt their management practices in order to maintain competitiveness and achieve sustainable performance.

The key to competition in the global market lies in achieving total quality, which encompasses several dimensions, including product quality, cost or price quality, service quality, timeliness of delivery, aesthetic quality, and other evolving forms of quality that aim to provide continuous customer satisfaction and foster customer loyalty (Don R. Hansen and Maryanne M. Mowen, 2005). Increasingly intense business competition encourages management to pay closer attention to at least two essential aspects, namely excellence and value. Excellence refers to the ability of a company to deliver superior products or services

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compared to its competitors, while value reflects the benefits perceived by customers relative to the costs they incur. By emphasizing these two aspects, companies are better positioned to enhance their competitiveness and sustain long-term success in the marketplace.

Performance measurement is a crucial aspect for organizations as it serves as a tool to motivate personnel to achieve organizational objectives and comply with predetermined behavioral standards. Through performance measurement, organizations can ensure that employees' actions and outcomes align with the goals expected by the organization. Traditionally, performance measurement has focused primarily on financial indicators. Managers who are able to generate high profitability are often considered successful and are rewarded generously by the company (Mulyadi and Jhony Setyawan, 1999). However, evaluating company performance solely from a financial perspective has certain limitations. Strong financial performance in the short term may sometimes be achieved at the expense of the organization's long-term sustainability. Conversely, weak short-term financial performance may occur when a company undertakes strategic investments intended to generate long-term benefits. Therefore, relying exclusively on financial indicators can lead to an incomplete assessment of organizational performance.

To overcome these limitations, a more comprehensive performance measurement approach was developed, which evaluates company performance from four key perspectives: financial, customer, internal business processes, and learning and growth (Ali Mutasowifin, 2002). This multidimensional approach enables organizations to assess performance more holistically by incorporating both financial and non-financial aspects that contribute to long-term organizational success.

The Balanced Scorecard is considered an effective approach for balancing performance measurement across financial and non-financial aspects, as well as short-term and long-term goals and internal and external perspectives (Mulyadi, 2005). Through this method, managers can assess how business units create current value while ensuring future sustainability. The Balanced Scorecard derives its objectives and measures from the company's vision and strategy, and evaluates performance through four key perspectives: financial, customer, internal business processes, and learning and growth. These perspectives provide a comprehensive framework that links financial results with the drivers of future performance (Norton & Kaplan, 2000).

CV. Pelita Aluminium is an aluminum distribution company based in Surabaya, specializing in aluminum extrusion materials used in construction, manufacturing, and other industrial sectors. The company's performance measurement system has been guided by Law

No. 8 of 1997 concerning Company Documents, which defines a company as any business entity that operates continuously with the aim of generating profit, whether established by individuals or legal and non-legal entities within Indonesia.Based on this perspective, the performance measurement system applied by CV. Pelita Aluminium has primarily focused on achieving profit targets determined by the company. Consequently, the current evaluation of organizational performance tends to emphasize financial outcomes, particularly profit generation, while paying less attention to other non-financial aspects that may also contribute to the long-term sustainability and competitiveness of the company.

Therefore, in order to establish a complete and comprehensive performance measurement system, it is necessary to implement a measurement approach that better aligns with the internal needs of CV. Pelita Aluminium. Such a system should not only evaluate organizational outcomes but also support managerial functions, including planning, control, monitoring, evaluation, resource allocation, employee motivation, change management, continuous improvement, and the formulation of strategic maps. The planning process of the Performance Measurement System (PMS) using the Balanced Scorecard model is based on several systematic steps within the Balanced Scorecard framework. These steps include establishing the measurement architecture, determining strategic objectives for each perspective, identifying Key Performance Indicators (KPIs), and defining performance targets along with strategic initiatives or action plans. Through this approach, the Balanced Scorecard method is expected to provide a more comprehensive evaluation of organizational performance by integrating both financial and non-financial indicators. Consequently, the implementation of the Balanced Scorecard is anticipated to improve the effectiveness of performance measurement at CV Pelita Aluminium and enable the company to respond more effectively to the increasing demands of business competition.

From the background and description above , this study takes the title "APPLICATION OF BALANCED SCORECARD AS PERFORMANCE EVALUATION (Case Study at CV. Pelita Aluminium)".

2. LITERATURE REVIEW

Performance

Definition of Performance

Performance is the quantitative and qualitative expression of personnel work within an organization. Performance can be defined as the performance of individuals or groups of personnel. In companies, managers often ignore performance that aligns with established corporate strategies. Consequently, managers fail to recognize that their current performance appears poor and is impacting the company's performance.

According to Mulyadi (2007, p. 363), performance is defined as the success of personnel in achieving strategic objectives, measured through four perspectives: financial, customer, internal business processes, and learning and growth. These perspectives offer a comprehensive framework to evaluate how effectively an organization implements its strategies and attains long-term goals.

Meanwhile, Hakim (2006) defines performance as the work results achieved by individuals in accordance with their roles or responsibilities within a company during a specific period. These results are evaluated based on certain value measures or standards established by the organization where the individual works. This definition emphasizes that performance is not only related to the outcomes produced by individuals but also to the extent to which these outcomes meet the standards and expectations set by the organization.

Furthermore, according to Cecilia Srimindarti (2006), performance is defined as the periodic determination of the operational effectiveness of an organization, its organizational units, and its employees based on previously established targets, standards, and criteria. This definition emphasizes that performance evaluation is conducted systematically and periodically in order to assess how effectively organizational activities are carried out in accordance with predetermined objectives and performance benchmarks. According to Veithzal Rivai (2004:309), performance refers to the actual behavior displayed by individuals as work achievements produced by employees in accordance with their roles within the organization. This definition highlights that performance reflects the real actions and contributions of employees in carrying out their responsibilities in the company. Furthermore, Bambang Guritno and Waridin (2005) define performance as a comparison between the work results achieved by employees and the predetermined standards set by the organization. This perspective emphasizes the importance of benchmarks or standards in evaluating whether employee performance meets organizational expectations. According to Anwar Prabu Mangkunegara (2004:67), performance refers to the results achieved by employees, both in terms of quality and quantity, in carrying out their duties in accordance with the responsibilities assigned to them.

This definition underlines that performance evaluation should consider not only the quantity of output but also the quality of the results produced by employees. From the definition above we can It can be concluded that performance is the success of the work of an organization and its employees or groups of personnel in realizing strategic targets in accordance with previously established targets, standards and criteria.

Appraisal , Goals and Benefits of Performance Appraisal

Performance assessment

This is in accordance with the opinion of Torington and Hall (1995:316) who stated that "Work performance is seen as the result of the interaction between individual ability and motivation".

According to T. Hani Handoko (2000, p. 135), performance appraisal is the process by which organizations evaluate employee performance, playing an important role in improving personnel decisions and providing feedback on work results. Meanwhile, Rudianto (2006, p. 31) defines it as a periodic assessment of the operational effectiveness of organizations, their divisions, and employees based on established targets, standards, and criteria. This highlights that performance appraisal is conducted systematically and regularly to ensure that activities align with organizational goals and performance standards.

According to Siswanto Sastrohadiwiryo (2003:231), performance appraisal is a management activity used to evaluate employee performance by comparing work results with job descriptions within a specific period, usually conducted annually. Malayu S. P. Hasibuan (2005:87) defines it as an assessment of the comparison between actual work results and predetermined quality and quantity standards. Meanwhile, Bambang Wahyudi (2002:101) explains that performance appraisal is a systematic and periodic evaluation of employee performance, including their potential for future development.

In addition, Henry Simamora (2004:308) views performance appraisal as a process used by organizations to evaluate individual employee performance, while Leon C. Megginson, cited in Anwar Prabu Mangkunegara (2005:10), states that it is a process to determine whether employees perform their duties in accordance with their responsibilities. Based on these definitions, performance appraisal can be understood as a systematic process of evaluating an individual's work performance based on specific standards and criteria, typically conducted by supervisors to provide feedback and support employee improvement and development.

Purpose of Performance Appraisal

According to Syafarudin Alwi (2001:18), performance appraisal objectives are categorized into evaluation and development purposes. For evaluation, the results are used as a basis for determining compensation, making staffing decisions such as promotions or placements, and assessing the effectiveness of the selection system. Meanwhile, for development purposes, performance appraisal aims to identify the actual achievements of individuals, recognize weaknesses that may hinder their performance, and determine areas that need to be developed for future improvement.

Benefits of Performance Appraisal

According to Mulyadi (2001:416), performance appraisal provides several benefits for company management, including: Improving organizational effectiveness and efficiency by maximizing employee motivation. Supporting decision-making related to employees, such as promotions, transfers, and dismissals. Identifying training and development needs, as well as serving as a basis for evaluating training programs. Providing feedback to employees regarding their performance. Serving as a basis for distributing rewards. Rewards are divided into two types: a. Intrinsic rewards; b. Extrinsic rewards.

Performance Measures

There are three types of measures that can be used to assess quantitatively (Mulyadi, 2001: 434), namely: Single Criteria Size; Size Criteria Varies; Combined Criteria Size.

Balanced Scorecard

According to Mulyadi (2005), the Balanced Scorecard consists of two concepts: *scorecard*, which refers to a tool for planning and measuring future performance, and *balanced*, which emphasizes evaluating performance from multiple perspectives—financial and non-financial, short-term and long-term, as well as internal and external. The Balanced Scorecard also serves as a means to communicate company strategy to all levels of management.

As stated by Amien Widjaya Tunggal (2001), the Balanced Scorecard is an integrated set of performance measures derived from a company's strategy to support overall organizational goals. These objectives and measures are based on the company's vision and strategy and are viewed from four perspectives: financial, customer, internal business processes, and learning and growth (Kaplan and Norton, 2000).

Financial measures in the Balanced Scorecard are not merely a combination of existing indicators but are developed through a top-down process aligned with the company's mission and strategy. The concept of "balance" highlights: The balance between external (customer) and internal (process, innovation, and learning) measures. The balance between past performance results and drivers of future performance. The balance between objective (quantitative) and subjective (judgment-based) measures.

Overall, the Balanced Scorecard is a comprehensive and efficient performance measurement and management control system that provides insights into business performance through four interconnected perspectives: financial, customer, internal processes, and learning and growth.

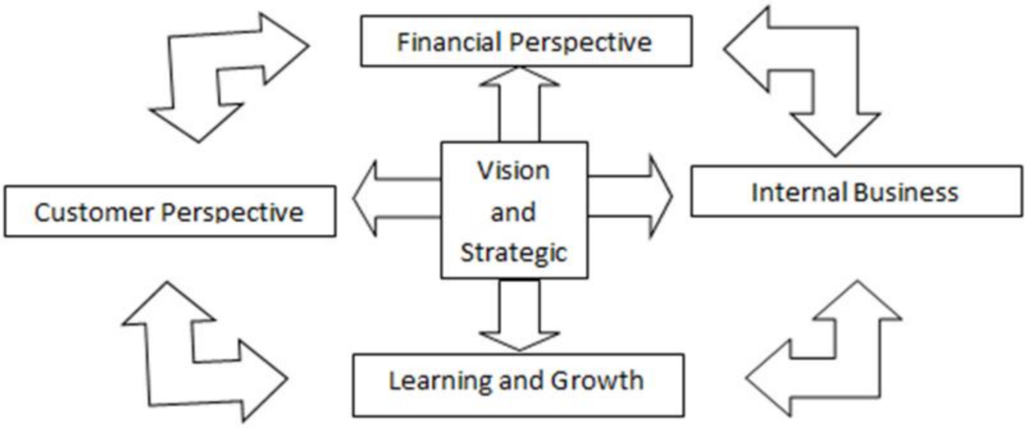

Figure 1. Four Perspectives in Balanced Image Scorecard.
Source: Kaplan and Norton. (2000:8). Balanced Scorecard : Putting Strategy into Action.

Financial Perspective (*finance*)

The Balanced Scorecard uses financial indicators such as net income and ROI to measure profitability. However, financial metrics alone cannot fully explain the factors driving changes in a company's value (Mulyadi & Johny Setyawan, 2000). The Balanced Scorecard complements this by combining financial and non-financial measures to guide organizational performance toward success and support the achievement of the company's vision. This is reflected in: Increased customer satisfaction, leading to higher revenue and profits. Improved employee productivity and commitment, resulting in greater cost efficiency and profitability. Enhanced ability to generate financial returns by optimizing capital use in high-return investments.

In the Balanced Scorecard, financial measures play two key roles: first, they serve as the primary indicator of how well the planned strategy is being implemented across all perspectives; second, they provide direction and targets for the other three perspectives to support the achievement of organizational goals.

Financial goals differ at each stage of the *business life cycle. life cycle*).There are three stages of the business life cycle: Growth (stage of growth and development). Sustain (sustain stage). Harvest (harvest stage).

Growth, survival, and harvest strategies , there are three financial themes that can drive the determination of business strategies, namely: Revenue mix and growth; savings / productivity increases; Utilization of assets/investment strategies.

Revenue mix and growth refer to efforts to expand product and service offerings, reach new customers and markets, shift toward higher value-added products or services, and adjust pricing strategies to increase revenue.

The driving factors of financial goals for the three business strategies and three financial themes can be seen in the table below .

Table 1. Strategic Financial Theme Measuring.

	Strategic Theme		
	Revenue mix and growth	Cost savings/ Productivity increases	Utilization of Assets
Growth	Segment sales growth rate percentage of product revenue, services, new customers	Income/Workers	Investment (percentage of sales) Research and development (percentage of sales)
Endure	Customer share and targets. Cross -selling . Percentage of revenue from new applications Profitability of customer and product lines	Own company costs vs competitors. Cost savings rate. Indirect costs (percentage of sales).	Working capital ratio (cash to cash cycle). ROCE by key asset category. Asset utilization rate.
Reap	Profitability of customer and product lines. Percentage of unprofitable customers	Unit cost (per unit of output, per transaction)	Development (payback) Throughput

Source: Kaplan and Norton. (2000:45). Balanced Scorecard : Putting Strategy into Action.

Financial performance and financial condition are crucial aspects of CV Pelita Aluminum's overall performance. The approaches used to measure financial performance are as follows:

a. Profitability Ratio

It is a ratio that shows the company's ability to generate profits.

The indicators of this ratio are:

1) *Net Profit Margin*

It is net profit divided by net sales, and is expressed as a percentage.

$$\text{Net Profit Margin} = \frac{\text{net income}}{\text{Penjualan}} \text{x } 100\%$$

2) *Gross Profit Margin*

It is gross profit divided by net sales, and is expressed as a percentage.

$$\text{Gross Profit Margin} = \frac{\text{Laba Kotor}}{\text{Penjualan}} \text{x } 100$$

3) *Return on Investment*

It is net profit divided by total assets, and is expressed as a percentage.

$$\text{ROI} = \frac{\text{net income}}{\text{Total Aktiva}} \text{x } 100\%$$

4) *Return* on Equity

It is net profit divided by capital, and is expressed as a percentage.

$$\text{ROE} = \frac{\text{net income}}{\text{Modal}} \text{x } 100\%$$

b. Liquidity Ratio

This is a ratio that shows the company's ability to meet its short-term obligations.

$$\text{Current Ratio} = \frac{\text{Aktiva Lancar}}{\text{Kewajiban Lancar}}$$

c. Solvency Ratio

This is a ratio that shows the company's ability to meet long-term obligations. The indicators of this ratio are:

$$\text{DER} = \frac{\text{Total Kewajiban}}{\text{Modal Sendiri}}$$

$$Long\ Term\ Leverage = \frac{\text{Hutang Jangka Panjang}}{\text{Modal Sendiri}}$$

$Short\ Term\ Leverage$ = DER – *Long Term Leverage*

d. Sales Growth Rate

Sales Growth Rate is one of the financial performance which measures market growth . Market share is measured by looking at the percentage increase in sales from the previous period. This way, the company can assess its ability to increase sales year over year.

$$Sales\ Growth\ Rate = \frac{\text{Penjualan Tahun Ini} - \text{Penjualan Tahun Lalu}}{\text{Penjualan Tahun Ini}}$$

e. Ratio Working capital

It is the company's ability to fulfill its obligations to pay long-term and short-term obligations with existing working capital.

$$\text{EBIT Coverage Ratio} = \frac{\text{Laba Kotor}}{\text{Modal}} \text{x 1kali}$$

Customer Perspective

From a customer perspective, companies must first identify their target market segments and customers. Managers then need to select appropriate performance measures for each business unit to achieve financial objectives. To ensure long-term financial success, organizations must also develop and deliver products or services that offer greater value to customers (Kaplan and Norton, 1996).

There are two groups of measurements in the customer perspective, namely: Core consumer income measurement group (*core) customer outcome measure*). Customer value measurement group (*customer value proposition*). The customer value measurement group includes: Product/service attributes, such as functionality, price, and quality. Customer relationships, including product distribution, company responsiveness, delivery time, and customer experience after purchase. Image and reputation, which represent intangible factors that attract customers to engage with the company or purchase its products.

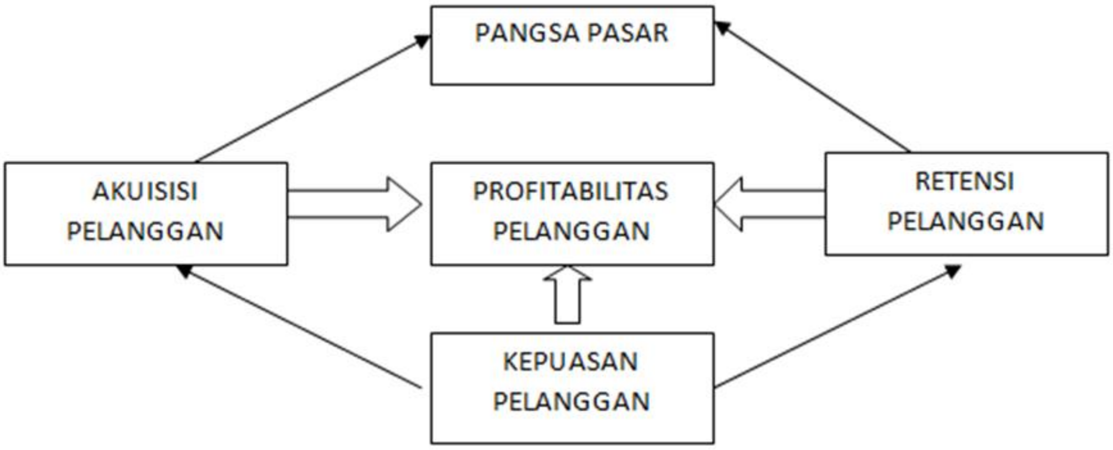

Figure 2. Customer Perspective Main Size Image.
Source: Kaplan and Norton. (2000:60). Balanced Scorecard : Putting Strategy into Action.

Market Share : Describes the proportion of business sold by a business unit in a particular market (in terms of number of customers, money spent, or unit volume sold).

Customer acquisition measures a company's success, either relatively or absolutely, in attracting new customers or expanding its business. Customer satisfaction evaluates how well the company meets customer expectations based on specific performance criteria within its value proposition.

Customer Profitability: Measures the net profit earned from a particular customer or segment after accounting for the share of expenses used to meet the needs of that customer.

Internal Business Process Perspective

From an internal business process perspective, companies are expected to identify customer needs and provide the best possible service to ensure customer satisfaction.

Internal business process performance benchmarks can be determined after first identifying the internal processes within a company. The internal business process consists of three main stages: a. Innovation process; b. Operations process; c. After-sales service process.

Learning and Growth Perspective

The learning and growth process of an organization is based on 3 principles, namely people , systems and organizational. procedure (Norton and Kaplan, 2001), namely:

Employees (People)

In relation to human resources, three key aspects in implementing the Balanced Scorecard are: Employee satisfaction. Employee turnover (retention rate). Employee productivity.

System

Employee motivation and skills alone are not enough to achieve learning and growth objectives without fast, timely, and accurate feedback. Therefore, access to high-quality information is essential to support operational needs.

Organizational Procedures (Organizational Procedure)

Reliable performance requires streamlined procedures and continuous improvement. Even highly skilled employees with sufficient information will not contribute effectively if they lack motivation to align with company goals or are not given the autonomy to make decisions.

Balanced Advantages Scorecard

Balanced Scorecard has advantages including: Strategic; Comprehensive; Coherent; Balanced; Measurable.

Balanced Benefits Scorecard

Balanced usage scorecards by modern companies have experienced very rapid development. Balanced Scorecards have been widely used as the core *of* strategic management systems . *management system*). Currently balanced The scorecard is not only used by managers to manage the company, but has been widely used by all company personnel (management and employees) to manage the company in order to realize the company's vision and mission. In addition, *the balanced scorecard scorecard* , can also provide a clear and reasonable framework for all employees and personnel to produce financial performance through the realization of various non-financial performance.

Balanced Scorecard as a Strategic Management System

Robert S. Kaplan and David P. Norton (1996:9) state that the Balanced Scorecard (BSC) is not only a tactical or operational measurement system but is also used by innovative companies as a strategic management tool to manage long-term strategies. Through its measurement focus, the BSC supports key management processes, including: Clarifying and translating vision and strategy. Communicating and linking strategic objectives and measures. Planning, setting targets, and aligning strategic initiatives. Enhancing strategic feedback and learning.

Through a strategic learning process, where the Balanced Scorecard (BSC) serves as the core of the management system, companies can monitor short-term outcomes from three perspectives—customer, internal business processes, and learning and growth—and use them as feedback to evaluate performance strategies.

Framework

The researcher started this research based on the idea that due to the era of globalization and increasingly tight business competition and the principle of survival (*going forward)* . *concern*). Through this research, the researcher tries to offer work assessment using the *Balanced Method. scorecard* (BSC), where non-financial perspectives can be more measurable.

The research model or framework aims to clarify previous research findings and the underlying theory, including relationships between variables (Dewi et al., 2024:142–160; Istanti et al., 2024:150). The research design serves as a plan to determine the resources and data needed to answer the research questions (Asep Iwa Soemantri, 2020:5). Company standards for outputs are established to support organizational development (Istanti, 2021:560), while time management skills help ensure effective implementation of tasks and plans (Rina Dewi et al., 2020:14). Data collection involves gathering raw data, with surveys used as a primary data collection method through written questions (Kumala Dewi et al., 2022:29). This study is conducted in three stages: measurement model (external), structural model (internal), and hypothesis testing (Pramono Budi et al., 2023:970).

3. RESEARCH METHODS

Case Study Research Approach

This research approach uses a qualitative case study approach. Case studies are a research method used in the social sciences, including economics. In general, case studies are a more appropriate strategy when the main research question concerns how or *why* . By using case studies, we can answer questions that frequently arise in research, namely: How to define the case to be investigated. How to determine that the data to be collected is relevant. What should be done in relation to the data that has been collected.

As a research endeavor, case studies can provide unique added value to knowledge about individual and organizational phenomena. It's no surprise, then, that case studies have become a research strategy in various fields, particularly economics. In short, case studies allow researchers to maintain meaningful, holistic characteristics of real- life events . There are three conditions that must be considered when using case studies as a research strategy (Robert K. Yin , 2000:7): The type of research question posed. The level of control the researcher has over the observed behavior. Emphasis on contemporary rather than historical events.

Single Case Study Design

Research design is the logical relationship between the data to be collected (and the conclusions to be drawn) and the initial research question, the problem formulation connected to the empirical data, and the final conclusions. For case studies, there are five crucial design components: Research Questions (*research question*). Research Proposition. Unit of Analysis. The logical relationship of data and its propositions. Criteria for translating research themes.

Research Limitations and Assumptions

Research Limitations

This study focuses on the implementation of the Balanced Scorecard to evaluate company performance from four perspectives: financial, customer, internal processes, and learning and growth.

This research was conducted at CV. Pelita Aluminum Surabaya. Other matters outside the scope of the above research were not included in this study.

Research Assumptions

In order for research to run well and in accordance with its objectives and uses in collecting, proving and developing data or information so that it can solve and anticipate existing problems, several research assumptions can be put forward, including: Research is based on scientific characteristics that are rational, empirical and systematic. Data collection techniques use primary sources and secondary sources.

4. RESULTS AND DISCUSSION

Description of Research Results

Performance Measurement With Balanced Scorecard

a. Customer Perspective

From a customer perspective, CV Pelita Aluminium must identify consumer desires and needs. Identification of consumer needs and desires is necessary for measuring consumer satisfaction, consumer loyalty, the ability to retain and acquire new customers, and the level of profitability.

b. Customer satisfaction

To measure customer satisfaction, a customer satisfaction survey can be conducted. Based on the existing survey format (questionnaire), the maximum satisfaction score is 5. At a minimum, the company has a customer satisfaction score and employee satisfaction of at least 3-4. If the survey result is less than 3, the company needs to pay attention that customers have been dissatisfied with the service provided. The level of customer satisfaction also depends greatly on the company's attention to customer complaints, so that complaints (complaints) are handled as quickly as possible. This means that when there is a complaint, the company must immediately respond (*in real time) . service*), so that customers don't wait too long. If customer satisfaction is high, it is not impossible that customer loyalty will also be high, so that the company does not worry about customer loyalty.

c. Consumer Acquisition Rate

With its strategic location and long-standing presence, it's impossible for CV Pelita Aluminum to lack a significant customer base across multiple cities. With these advantages, it's fitting that CV Pelita Aluminum strives to retain existing customers and acquire new ones. Given the increasingly competitive nature of aluminum distribution, if CV Pelita Aluminum is able to attract new customers during this competitive period, growth in the other four perspectives will occur, as it's undeniable that consumers are a key factor in any business.

Discussion

Financial Perspective

Financial reports are a key indicator for shareholders in assessing a company's performance. Companies use profitability, growth, and liquidity as benchmarks in their activities. The company's financial reports are published monthly for the needs of company management, and annually as accountability to shareholders. Measuring financial performance will reveal how effectively a company manages its finances. Good financial management can improve customer service.

Income

Data on revenue growth The revenue growth rate of CV Pelita Aluminium is obtained from revenue in the 2010 and 2011 fiscal years. As presented in table 4.1 below . In terms of finance, CV Pelita Aluminium has no problems. This is evidenced by the increase in revenue each year, but the increase in income is not an absolute indicator that CV Pelita Aluminium is in good condition. Because an increase in revenue is not always followed by an increase in other perspectives. From 2010 and 2011, CV Pelita Aluminium's revenue increased by 1,147,425,056.

Financial Perspective Measured Through Ratio Approach

Besides revenue, financial reports can also be measured using a ratio approach . The approaches used to measure performance from a financial perspective are as follows: Profitability Ratio; Ratio Liquidity; Solvency Ratio; Sales Growth Rate; Working Capital Ratio.

Customer Perspective

From a customer perspective, the company's four strategies are translated to achieve financial goals. Revenue growth targets include customer satisfaction , new customers, retained customers, and customer loyalty. Increasing customer numbers and loyalty undoubtedly leads to increased revenue.

Internal Business Process Perspective

From an internal business perspective, to translate the four company strategies, they are formulated into five targets, namely, increasing information, reducing the level of complaints, adding facilities and infrastructure, and operational efficiency and effectiveness . The targets of increasing information, reducing the level of complaints, adding facilities and infrastructure , and operational efficiency and effectiveness are aimed at increasing customer satisfaction and customer loyalty so that new and existing customers remain. Information is not only needed by the company but also consumers because accurate information such as product quality and product prices are very necessary for consumers.

Basically, the internal business process perspective is designed with the aim of developing company performance , so that it can survive in running its business in increasingly tight business competition.

Learning and Growth Perspective

From a learning and growth perspective, this translates into four corporate strategies with the following objectives: employee satisfaction , employee capability, data accuracy, and motivation. The employee satisfaction and data accuracy objectives aim to improve data information. The employee competency and motivation objectives aim to improve service quality, reduce complaint rates, and increase employee efficiency and effectiveness.

Employees are provided with relevant training and development to improve their job performance and carry out responsibilities effectively (Abdul Aziz Sholeh et al., 2024:82). Selection is part of problem-solving and decision-making, requiring appropriate purchasing decisions (Kristiawati Indriana et al., 2019:28). Strong collaboration among government, industry, research institutions, and society is essential for successful implementation (Gazali Salim et al., 2024:63). The SERVQUAL model measures the gap between customer expectations and perceptions (Diana Zuhro et al., 2024:98). In a competitive business environment, credit marketing strategies are crucial for attracting and retaining customers (Mahjudin et al., 2025:2659–2672). The research approach represents a comprehensive process of determining what to study effectively (Sutopo et al., 2021:83–92). Promotion helps educate consumers about product quality and attracts them to use the services (Firdaus et al., 2021:76–82).

5. CONCLUSION

Based on the research results on the application *of Balanced The scorecard,* as a performance measurement system, can help management assess and improve company performance, given that companies have so far focused solely on financial measures as performance indicators. Performance measurement through the implementation of balanced scorecards can be achieved through the implementation of balanced scorecards. The scorecard is very important for CV Pelita Aluminium because it not only measures financial performance but also non-financial performance, this will make it easier for management to know the company's current position. Financially, CV Pelita Aluminium can be said to be in good condition, this is proven by the company's income which increases every year. From the results of the customer satisfaction questionnaire, it can be said that the general condition of the company is quite good for customers because the company's facilities are sufficient, besides that the performance of employees in serving customers is fast enough so that customers feel satisfied. The results of the employee satisfaction questionnaire indicate that employees are quite satisfied with the company's facilities. Cooperation among employees is also quite good, and employees hope that the current management system will be changed. They also want to provide input that might be useful to the company.

Suggestion

CV Pelita Aluminium should implement *Balanced Scorecard* as one of the sources of information for management decision making because of *Balanced The scorecard* not only measures financial performance but also non-financial performance. It would be better if transportation facilities or fleet (delivery of goods) were increased so that the delivery performance process would be faster. In order to increase employee satisfaction, CV Pelita Aluminium should provide employees with the opportunity to express their opinions or input for the company. The service to consumers that has been considered quite good by consumers does not make the company feel satisfied, but the quality of consumer service must be improved so that consumers feel more satisfied.

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