

ABSTRACT

PT PMB is a company that provides consulting, training, and certification services. PT PMB was established in 2018. Although PT PMB is a consulting and training service provider, there has been no method used to measure kinerjance in this company. Until now, the company has only measured kinerjance in a traditional way by assessing financial aspects only. This has led to poor company kinerjance, characterized by a decrease in company revenue due to a decline in customer retention rates and poor company operations. PT PMB also frequently receives complaints from participants who attend training related to the company's operational processes. The most common complaint is that participants receive their certificates late. Additionally, the employees at PT PMB have a very low level of technology proficiency because the company has never provided technology proficiency training to its employees. Therefore, a method is needed to comprehensively measure company kinerjance, providing an overview of how poor the company's kinerjance is so that PT PMB management can make policies to improve company kinerjance.

The Balanced Scorecard is a method that can comprehensively measure company kinerjance through financial perspective, customer perspective, internal business perspective, and growth and learning perspective. The measurement of company kinerjance is also assisted by SWOT analysis to determine the current condition of the company. With this SWOT analysis, the company's strategy is determined using the TOWS matrix. This strategy is clarified in its scope by defining strategic objectives. Subsequently, these strategic objectives are determined with their Key Kinerjance Indicators (KPIs) using the SMART criteria (Specific, Measurable, Attainable, Relevant, Timely). The targets set for KPIs are obtained directly from the company, but there are some KPIs for which targets have not been set by the company. Therefore, the company's advisor, along with the author, determines these targets through a literature study. Next, KPI kinerjance is measured by dividing the actual achievement of KPIs by the set KPI targets, resulting in KPI kinerjance.

After formulating KPIs, the next step is to calculate the kinerjance of each KPI based on data obtained from PT PMB. The company's kinerjance on KPIs is as

follows: sales growth KPI is 65%, customer satisfaction with materials KPI is 97%, customer satisfaction with trainers KPI is 99%, customer retention KPI is 45%, customer acquisition KPI is 54%, new training syllabus KPI is 124%, on-time certificate KPI is 74%, website visitors KPI is 67%, employee training KPI is 50%, internationally certified trainers KPI is 83%, and employee satisfaction index KPI is 100%. The author also assigns weights to each KPI and perspective using the Analytic Hierarchy Process (AHP). The weighting with the AHP method is based on the advisor's perspective as a senior consultant of the company and one of the company's shareholders. The weight of the sales growth KPI indicator is 24.1, the weight of the customer satisfaction with materials KPI indicator is 4.63, the weight of the customer satisfaction with trainers KPI indicator is 4.63, the weight of the customer retention KPI indicator is 11.73, the weight of the customer acquisition KPI indicator is 16.44, the weight of the new training syllabus KPI indicator is 4.80, the weight of the on-time certificate KPI indicator is 4.64, the weight of the website visitors KPI indicator is 11.33, the weight of the employee training KPI indicator is 4.06, the weight of the internationally certified trainers KPI indicator is 2.16, and the weight of the employee satisfaction index KPI indicator is 11.44.

Based on the design results, the total score is calculated by multiplying the KPI kinerjance by the KPI weight obtained. The total kinerjance score in the financial perspective is 15.68, in the customer perspective is 23.19, in the internal business process perspective is 16.95, and in the growth and learning perspective is 15.28. In other words, the company's kinerjance score in 2022 is 71.10, which falls into the category of being “reasonably healthy”.

.Key Word : Kinerjance Measurement, Balanced Scorecard, Analytical Hierarchy Process