

ABSTRACT

PT Graha Putra Madani which focuses on producing bakery located in Kec. Cikoneng, Kab. Ciamis, West Java. The sales system is through small distributors and has just been handed down to traders and stalls in the Greater Jakarta, West Java, and Central Java areas. PT GPM still uses the traditional system of performance appraisal, namely performance appraisal or measurement that only focuses on one aspect, namely the financial aspect. This resulted in the financial aspect to decline considerably from previous years. So it is necessary to do a final project at PT GPM regarding better performance appraisal so that the company's performance increases and can compete with other bread producing companies. The performance appraisal method used for this final project is the Balanced Scorecard. The Balanced Scorecard method was chosen because according to Sánchez, Vélez & Araújo in Vladimir et al. (2020) which states that the BSC is a strategic management tool that allows companies to control and relate all measures that represent key variables to run a business. In designing the performance appraisal of PT GPM, it begins with determining strategic goals and objectives derived from the vision and mission as well as a SWOT analysis. From the results of the analysis, a strategy map can be made. Then, the indicators obtained are calculated by calculating the weights for each perspective of the Balanced Scorecard using the Analytical Hierarchy Process (AHP) tool. The results of the weighting of Key Performance Indicators (KPI) are used to assess the company's performance to meet the desired target. From the results of the analysis carried out, there are 13 KPI indicators on the four perspectives of the Balanced Scorecard. From the weighting results obtained a weight of 31% for the internal business process perspective, 27% for the financial perspective, 26% for the customer perspective, 16% for the learning and growth perspective.

Keywords: Design of Performance Assessment System, Balanced Scorecard, Analytical Hierarchy Process (AHP), Key Performance Indicator (KPI)