

Analysis of Balanced Scorecard Implementation in Measuring Company Performance at PT. SBC Berkah Bersama

Ayu Wulan Dari¹, Yuniép Mujati Suaidah²

ITEBIS PGRI Dewantara Jombang, Jl. Prof. Muh. Yamin No. 77, Jombang, 61471 Jawa Timur, Indonesia

e-mail: 2262099@itebisdewantara.ac.id, Yuniépedu@gmail.com

Corresponding Author: Yuniépedu@gmail.com

Abstract: *This study aims to analyze the implementation of the Balanced Scorecard (BSC) in measuring company performance at PT. SBC Berkah Bersama, a multi-unit retail company operating in East Java. This research employs a descriptive qualitative approach to provide a comprehensive overview of company performance based on the four Balanced Scorecard perspectives: financial, customer, internal business process, and learning and growth. Data collection techniques include in-depth interviews with management, direct observation of operational activities, documentation review, and supporting questionnaires distributed to customers and employees. The results indicate that the implementation of the Balanced Scorecard at PT. SBC Berkah Bersama assists management in evaluating company performance more comprehensively, not only from a financial perspective but also in terms of service consistency, operational effectiveness, customer satisfaction, and human resource development across business units. Although financial ratio analysis is not conducted quantitatively, the descriptive use of financial indicators still provides strategic information for managerial decision-making. This study concludes that the Balanced Scorecard is a relevant and applicable performance measurement framework for medium-scale multi-unit retail companies and can support strategic alignment and sustainable performance improvement.*

Key Words: *Balanced Scorecard; company performance; retail industry; qualitative analysis; performance measurement*

Introduction

The retail sector in Indonesia is currently facing increasingly high levels of competition in line with the rapid development of digital technology and increasingly dynamic changes in consumer behavior. Digitalization has encouraged the emergence of various new sales channels, such as e-commerce and digital platforms, which directly influence people's consumption patterns. This condition requires retail companies to not only compete in terms of price and products, but also in terms of service quality, speed of response, and ability to understand customer needs on an ongoing basis. Therefore, retail companies are required to be able to adapt quickly through business model innovation, improving service quality, as well as more strategic and long-term oriented performance management. In this context, traditional performance measurement systems that only focus on financial indicators are considered no longer adequate because they are unable to describe company performance as a whole, especially in strategic non-financial aspects.

PT. SBC Berkah Bersama is a regional retail company that manages various business units and branches spread across the Jombang and Kediri areas. Since its founding in 2005, this company has experienced significant development by diversifying its products, including in the fields of mobile phones, electronics, furniture, technical equipment, and various other

consumer products. This development shows the company's efforts to expand market share and increase competitiveness amidst increasingly tight retail competition. However, the company's multi-unit and multi-branch structure also creates managerial challenges, particularly in maintaining consistent service quality between units, aligning operational and business strategies, and conducting integrated and continuous performance evaluations. Without a comprehensive performance measurement system, companies have the potential to experience difficulties in identifying strengths, weaknesses and opportunities for improvement in each business unit.

Various previous studies have shown that the Balanced Scorecard is an effective tool in measuring organizational performance because it is able to integrate financial and non-financial indicators into one systematic measurement framework. Research in the retail and manufacturing sectors proves that customer perspectives, internal business processes, and learning and growth have an important role in supporting the achievement of company financial performance. The Balanced Scorecard not only functions as a performance evaluation tool, but also as a strategic management system that helps companies translate vision and strategy into measurable operational goals. However, most research related to the Balanced Scorecard still focuses on large companies or public companies using secondary financial data and quantitative approaches. Research examining the application of the Balanced Scorecard in medium-scale regional retail companies using a qualitative approach is still relatively limited, so a more contextual study is needed according to the characteristics of the company.

Based on these conditions, this research focuses on analyzing the application of the Balanced Scorecard in measuring PT performance. SBC Blessing Together. This research aims to evaluate how the four perspectives of the Balanced Scorecard, namely the financial, customer, internal business process, and learning and growth perspectives, are applied in the context of multiunit retail companies. Apart from that, this research also aims to analyze the extent to which the implementation of the Balanced Scorecard is able to support comprehensive company performance measurement and help create harmony between strategy and operational implementation in the company environment.

Method

This study uses a descriptive qualitative approach to analyze the implementation of the Balanced Scorecard at PT. SBC Berkah Bersama. The research object is the company's performance measurement system, while the research subjects include management personnel responsible for each Balanced Scorecard perspective, namely finance managers, customer service managers, operational unit managers, human resource managers, as well as selected customers and employees.

Data were collected through direct observation of company operational activities, semi-structured interviews with key informants, and documentation review of internal company records. In addition, Likert-scale questionnaires were used as supporting data to capture customer and employee perceptions. All collected data were analyzed qualitatively through data reduction, data display, and conclusion drawing.

Performance analysis in the financial perspective was not conducted using quantitative ratio calculations, but rather through descriptive interpretation based on interview results and available financial documents. This approach was chosen to align with data availability and the exploratory and descriptive focus of the study.

Results and Discussion

This section presents research findings obtained from interviews, observations, documentation, and supporting questionnaires that were analyzed qualitatively. The discussion is structured based on the four Balanced Scorecard perspectives: financial, customer, internal business process, and learning and growth. Each perspective is discussed in an integrated manner to demonstrate how Balanced Scorecard implementation supports comprehensive performance measurement at PT. SBC Berkah Bersama.

Financial Perspective

In the Balanced Scorecard concept, the financial perspective remains an important indicator of strategic success. At PT. SBC Berkah Bersama, the financial perspective is used to assess business sustainability and resource management effectiveness. Based on interviews with management, financial performance evaluation is conducted periodically at both business unit and branch levels.

Although the company has not formally implemented financial ratio calculations, financial information such as revenue growth, operational cost control, and sales target achievement is still used as a basis for strategic decision-making. This approach indicates that the company emphasizes practical and contextual performance monitoring in accordance with the characteristics of regional retail businesses. This finding is consistent with Kaplan and Norton's view that financial indicators in the Balanced Scorecard do not always need to be complex, but must be relevant to company strategy

Thus, the financial perspective at PT. SBC Berkah Bersama functions as a strategic evaluation tool to ensure that operational activities and managerial policies remain aligned with the company's long-term objectives.

Customer Perspective

The customer perspective emphasizes the company's ability to create value for customers through service quality and sustained satisfaction. The results show that PT. SBC Berkah Bersama places customers as a primary focus in its business strategy. This is reflected in the company's attention to service speed, employee friendliness, and product availability across business units.

Based on questionnaire and interview results, most customers expressed satisfaction with the services provided and showed a tendency toward repeat purchases. These findings indicate that the service strategies implemented by the company are able to enhance customer loyalty. In the Balanced Scorecard framework, customer loyalty is considered a strategic asset that can positively impact financial performance.

This discussion reinforces previous research findings that customer satisfaction is closely related to retail company success in maintaining competitiveness. Therefore, the customer perspective at PT. SBC Berkah Bersama serves not only as a performance evaluation tool but also as a foundation for formulating service improvement strategies.

Internal Business Process Perspective

The internal business process perspective focuses on the effectiveness and efficiency of operational processes that support value creation for customers. Observation and interview results indicate that PT. SBC Berkah Bersama has implemented standard operating procedures (SOPs) in each business unit as guidelines for operational activities.

The implementation of SOPs aims to maintain service consistency across units and minimize operational errors. In addition, coordination among business units is a key factor in supporting smooth business processes, particularly in inventory management and product distribution. Management regularly evaluates work processes to identify constraints and opportunities for improvement.

Within the Balanced Scorecard framework, effective internal business processes are prerequisites for achieving customer satisfaction and optimal financial performance. The findings of this study indicate that continuous process improvement at PT. SBC Berkah Bersama contributes to enhanced service quality and operational efficiency.

Learning and Growth Perspective

The learning and growth perspective serves as the foundation for long-term performance sustainability. This perspective focuses on human resource development, information systems, and organizational culture. Based on the research results, PT. SBC Berkah Bersama pays attention to employee competency development through training programs and work guidance.

Questionnaire results show that employees perceive the training provided as beneficial, particularly in improving work skills and understanding of tasks and responsibilities. In addition, positive working relationships between management and employees support the creation of a conducive work environment.

Overall, the results and discussion indicate that the implementation of the Balanced Scorecard at PT. SBC Berkah Bersama enables holistic performance evaluation. The qualitative descriptive approach provides an in-depth understanding of the company's actual conditions and the interrelationships among Balanced Scorecard perspectives in supporting strategic objectives.

Conclusion

This research concludes that the application of the Balanced Scorecard at PT. SBC Berkah Bersama is able to support comprehensive company performance measurement through the integration of financial and non-financial perspectives. A qualitative descriptive approach allows companies to evaluate strategic alignment, service quality, internal process effectiveness, and human resource development in a multiunit retail company environment.

Even though financial ratio analysis is not carried out quantitatively, the Balanced Scorecard is still effective as a strategic management tool. It is hoped that the results of this research can become a reference for similar retail companies in developing a more holistic and sustainable performance measurement system.

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