

CHAPTER V

CONCLUSION

A. Conclusion

This study aims to analyze how the balanced scorecard approach is carried out by PT Robicom Cipta Solusindo. PT Robicom Cipta Solusindo has used the balanced scorecard approach to measure its performance. The performance measurement that has been carried out by PT Robicom Cipta Solusindo does not only focus on the financial aspect, but also focuses on the non-financial aspect of the balanced scorecard. This shows that PT Robicom Cipta Solusindo has comprehensively implemented the measurement of its business performance using the balanced scorecard method.

The use of the 4 perspective Balanced Scorecard in PT Robicom Cipta Solusindo is to translate the company's vision and strategy into measurable goals and metrics

The results of PT Robicom Cipta Solusindo's performance measurement using the balanced scorecard approach can be seen from four perspectives, as follows:

1. Financial Perspective

- a. From the financial perspective of the Balanced Scorecard, the Net Profit Margin (NPM) performance analysis indicates that the company is facing challenges in its sustainability phase. This is reflected in the fluctuating NPM during 2020-2023, with the highest

peak of 8% in 2022 but dropping dramatically to 3% in 2023. In the Balanced Scorecard context, this decline indicates that the company has not succeeded in achieving its main financial objectives of maximizing productivity and operational efficiency for revenue growth. The instability of operational costs also shows that the cost reduction/productivity improvement strategy has not been running effectively. To improve financial performance, the company needs to strengthen its cost management strategy, optimize asset utilization, and develop sustainable revenue enhancement initiatives in accordance with the Balanced Scorecard framework.

- b. The research on the use of the Balanced Scorecard (BSC) in the context of the efficiency ratio shows that while there are efforts to manage operational costs, costs continue to rise annually. The fluctuating efficiency ratio signals suboptimal cost control and highlights the need for a reassessment of efficiency policies. The BSC framework has helped PT Robicom Cipta Solusindo recognize that, despite cost management initiatives, a more effective strategy is needed to achieve a balance between business growth and operational efficiency. To improve overall performance, better integration of BSC perspectives is essential for optimizing cost control and enhancing efficiency.
- c. The research on the use of the Balanced Scorecard (BSC) in relation to Return on Assets (ROA) demonstrates that management has

successfully optimized asset utilization for productive activities. The strategy to enhance asset use has been effective, as reflected in the low fluctuations in ROA, which signals stability in financial performance. The use of the BSC at PT Robicom Cipta Solusindo helps measure the effectiveness of asset deployment through ROA, evaluate the balance between asset growth and profit, and identify the cause-and-effect relationships between various perspectives that influence ROA.

2. Customer Perspective

- a. Research shows that the Balanced Scorecard is an effective tool for improving and maintaining customer satisfaction. By measuring performance across four perspectives, the BSC helps companies better understand and meet customer needs. High customer satisfaction reflects the success of the BSC in establishing consistent service standards. Additionally, the BSC proves effective in managing customer expectations and fostering a customer-focused organizational culture.
- b. Research confirms that the Balanced Scorecard (BSC) is an effective strategic management tool for customer retention. PT Robicom Cipta Solusindo's ability to retain existing customers demonstrates the positive impact of the BSC on improving customer retention performance. Companies can maintain consistent quality and

customer experience, then customers will be more likely to remain loyal.

- c. Research shows that the Balanced Scorecard (BSC) effectively supports customer acquisition by providing a comprehensive, four-perspective approach that optimizes all factors influencing new customer growth. The success in acquiring new customers demonstrates strong synergy between marketing efforts, internal capabilities, and market penetration strategies. The positive impact of the BSC is evident in PT Robicom Cipta Solusindo's ability to identify and capitalize on market opportunities. Additionally, the company's consistent customer satisfaction reflects its commitment to delivering high-quality service.

3. Internal Business Process Perspective

- a. Research confirms that the Balanced Scorecard (BSC) is an effective tool for driving product development and innovation. The company's success in launching at least one new product per year highlights the BSC's role in identifying innovation opportunities and optimizing resource allocation. Achieving product innovation targets demonstrates how the BSC aligns product development with market needs. The positive impact of the BSC is reflected in the consistent achievement of new product development goals, proving its effectiveness in monitoring and evaluating the innovation process.

b. Research shows that the Balanced Scorecard (BSC) is an effective tool for minimizing lost goods, as evidenced by the achievement of a very low or zero loss rate. This success reflects the BSC's role in building a structured inventory control and monitoring system that integrates various aspects of goods management from receipt to delivery. The low level of lost goods demonstrates the effectiveness of the company's security and supervision system, as well as strong interdepartmental coordination. The positive impact of the BSC is further seen in improved inventory management efficiency, reduced costs related to lost goods, and the cultivation of a responsible work culture in asset management.

4. Learning and Growth Perspective

a. The use of the Balanced Scorecard (BSC) has a significant impact on enhancing information technology (IT) capabilities in the studied companies. By systematically measuring and evaluating performance across various perspectives, including technological aspects, the BSC has enabled successful implementation of advanced applications like ERP, EMS, and LKPP e-catalog. These technologies improve operational efficiency and strengthen the company's market position. The BSC helps align technology initiatives with business goals, promoting more effective use of IT. Overall, the BSC proves to be a powerful tool for maximizing IT's

potential in driving business efficiency, innovation, and competitiveness.

- b. The use of the Balanced Scorecard (BSC) as a strategic management tool highlights the importance of continuous employee development in achieving organizational goals. The study reveals that companies often limit training to the onboarding phase and updates, which can hinder ongoing capability development. By implementing the BSC, companies can integrate employee capability indicators into a broader performance framework, assessing how well employees develop the skills necessary to meet strategic objectives. The study recommends that companies adopt more sustainable and structured training programs based on BSC measurements, which will enhance individual capabilities and overall organizational performance. Thus, the BSC serves as a valuable guide for designing training programs aligned with long-term company goals.

B. Implications

PT Robicom Cipta Solusindo needs to conduct an evaluation and measurement using a balanced scorecard so that the success of PT Robicom Cipta Solusindo can be measured in detail and accurately determine the development of performance values in the future. In addition, measuring performance using a balanced scorecard can motivate employees to improve their performance to achieve common goals and carry out good teamwork.

C. Recommendation and Reseach Limitations

This study requires further refinement to produce more comprehensive and precise results. One limitation is that the author only uses qualitative methods. Considering the limitations in this study, the author can suggest that subsequent researchers are expected to be able to complete using quantitative methods. This will allow for a more comprehensive and thorough performance assessment. The author also suggests expanding the scope of the study by comparing the implementation of the Balanced Scorecard in several similar companies and conducting longitudinal research to see the effectiveness of the Balanced Scorecard in the long term.

