

RINGKASAN

Judul penelitian ini adalah Analisis Kinerja Perusahaan Ekspedisi Dengan Menggunakan *Balanced Scorecard* (Studi Kasus Pada PT. Pexindo Cargo). *Balanced Scorecard* memberikan berbagai manfaat bagi perusahaan, termasuk menyelaraskan strategi dengan operasional, meningkatkan komunikasi, mengidentifikasi area yang perlu ditingkatkan, dan mengukur kinerja secara holistik. Tujuan penelitian ini adalah untuk mendesain rancangan sistem pengukuran kinerja yang sesuai dengan model *Balanced Scorecard* dan menganalisis hasil kinerja PT. Pexindo Cargo dengan model *Balanced Scorecard*.

Penelitian ini merupakan penelitian kualitatif dengan melibatkan interviu, pengamatan, dan studi dokumentasi. Interviu dilakukan dengan manajemen, karyawan, dan pelanggan PT. Pexindo Cargo. Proses pengamatan dilakukan pada tahap penurunan visi, misi dan strategi perusahaan ke dalam model *Balanced Scorecard* dan data informasi keuangan perusahaan. Dokumentasi dilakukan dengan merujuk pada pertanyaan penelitian tentang implementasi sistem pengukuran kinerja di PT. Pexindo Cargo untuk melengkapi hasil observasi dan interviu yang dilakukan. Penelitian ini menggunakan *Analysis Interactive Model* yang meliputi langkah-langkah pengumpulan data, reduksi data, penyajian data, dan penarikan kesimpulan. Agar data yang dihasilkan dapat diandalkan dan didukung oleh bukti ilmiah, teknik triangulasi digunakan untuk memverifikasi keabsahan data.

Berdasarkan penelitian, kinerja PT. Pexindo Cargo menunjukkan perkembangan positif dari berbagai perspektif. Dalam perspektif keuangan, terjadi peningkatan pendapatan, biaya operasional, dan laba selama 2021-2023, menunjukkan keberhasilan dalam pengelolaan keuangan. Perspektif pelanggan mencerminkan pendekatan berorientasi pelanggan melalui pemahaman kebutuhan, inovasi, dan pengelolaan hubungan yang kuat, yang mendukung pertumbuhan jangka panjang. Di perspektif proses bisnis internal, perusahaan melakukan penyesuaian terhadap efisiensi operasional, inovasi, dan pendekatan berorientasi pelanggan, sehingga menciptakan fondasi yang kokoh dan daya saing di industri logistik. Sedangkan dalam perspektif pembelajaran dan pertumbuhan, PT. Pexindo Cargo berinvestasi dalam pengembangan karyawan, penerapan sistem informasi canggih, serta pengelolaan motivasi dan pemberdayaan yang efektif. Hal ini menghasilkan lingkungan kerja yang produktif, inovatif, dan adaptif terhadap perubahan pasar. Secara keseluruhan, penerapan metode *Balanced Scorecard* membantu perusahaan mencapai pertumbuhan berkelanjutan, meningkatkan daya saing, dan mengoptimalkan kinerja di berbagai aspek strategis.

Berdasarkan pengukuran kinerja PT. Pexindo Cargo dengan *Balanced Scorecard*, perusahaan perlu meningkatkan efisiensi keuangan, inovasi proses, dan pengembangan sumber daya manusia untuk bersaing. Penelitian ini memiliki keterbatasan seperti fokus jangka pendek dan belum mempertimbangkan faktor eksternal, sehingga diperlukan studi lanjutan untuk menilai dampak jangka panjang dari strategi yang diusulkan.

Kata Kunci: Kinerja, *Balanced Scorecard*, Logistik

SUMMARY

The title of this research is "Analysis of Shipping Company Performance Using the Balanced Scorecard (Case Study at PT. Pexindo Cargo). The Balanced Scorecard provides various benefits to the company, including aligning strategy with operations, improving communication, identifying areas for improvement, and measuring performance holistically. The purpose of this research is to design a performance measurement system that aligns with the Balanced Scorecard model and analyze the performance results of PT. Pexindo Cargo using the Balanced Scorecard model.

This research is a qualitative study involving interviews, observations, and documentation studies. Interviews were conducted with PT. Pexindo Cargo's management, employees, and customers. The observation process involved translating the company's vision, mission, and strategy into the Balanced Scorecard model and the company's financial information. Documentation was conducted by referring to the research questions regarding the implementation of the performance measurement system at PT. Pexindo Cargo to complement the results of the observations and interviews. This study uses the Analysis Interactive Model, which includes the steps of data collection, data reduction, data presentation, and drawing conclusions. To ensure the data generated is reliable and supported by scientific evidence, triangulation techniques were used to verify the validity of the data.

Based on research, PT. Pexindo Cargo's performance shows positive developments from various perspectives. From a financial perspective, there was an increase in revenue, operating costs, and profit from 2021 to 2023, demonstrating successful financial management. From a customer perspective, the company reflects a customer-centric approach through understanding needs, innovation, and strong relationship management, which supports long-term growth. From an internal business process perspective, the company has made adjustments to operational efficiency, innovation, and a customer-centric approach, thus creating a solid foundation and competitiveness in the logistics industry. Meanwhile, from a learning and growth perspective, PT. Pexindo Cargo invests in employee development, the implementation of advanced information systems, and effective motivation and empowerment management. This results in a productive, innovative, and adaptive work environment to market changes. Overall, the implementation of the Balanced Scorecard method helps the company achieve sustainable growth, increase competitiveness, and optimize performance across various strategic aspects.

Based on PT. Pexindo Cargo's performance measurement using the Balanced Scorecard, the company needs to improve financial efficiency, process innovation, and human resource development to compete. This study has limitations such as a short-term focus and has not considered external factors, so further studies are needed to assess the long-term impact of the proposed strategy.

Keywords: *Performance, Balanced Scorecard, Logistics*