

***Business Process Management Implementation to Increase Revenue PT. XYZ Using  
Balanced Scorecard Measurement Tool***

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**Abstract**

*PT. XYZ has three subsidiaries, which run Digital Business, and the other one of another company that handles the field of human resource development. In running its business PT. XYZ gets the biggest revenue from PT. A. In 2011 there was a change in regulations from the Government of Indonesia at the Ministry of Communications. This change made it difficult for PT XYZ to achieve Annual Income, the decline in Revenue experienced made PT. XYZ must find a solution with several approaches. The researcher provides input with the BPM (Business Process Management) method approach, for PT. XYZ and all subsidiaries under it. The purpose of this research is to help PT XYZ formulate the best performance based on KPI (Key Performance Indicator) for all HR (Human Resources) in pursuing Revenue Targets, as well as reducing the cost of Human Resources. The Balanced Scorecard measurement method was chosen to determine the constraints in each unit of three subsidiaries of PT XYZ because there are so many employees working in the same field. The results of this paper, with the Balanced Score Card Method, create performance development in the three subsidiaries of PT XYZ and can find out the similarities in the KPIs in the work process in the IT division of the three subsidiaries under it. Functional changes in everyone who works at PT. XYZ is expected to be able to provide support to three subsidiaries of PT. XYZ. So that the Revenue Target in the following year can be achieved.*

**Keywords:** BPM (Business Process Management), BSC (Balanced Score Card), KPI (Key Performance Indicator).

*Naskah diterima 14 Feb. 2022; direvisi 30 Mar. 2022; dipublikasikan 4 Apr. 2022.*

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**I. INTRODUCTION**

PT. XYZ, which opened its business in the South Jakarta area, has four subsidiaries under it, of which 3 subsidiaries focus on achieving Revenue in the Digital Industry World, the first subsidiary, namely PT. A is engaged in Content Provider, the second subsidiary of PT. B Is a music label and Artist Management and is also engaged in YouTube Content Creator or better known as YouTube Multi Channel Network (MCN), the third subsidiary of PT. C is engaged in Ad network, while PT. D is engaged in human resource development.

PT. XYZ itself as a Holding Company has a team only for IT Support, where this IT Support team supports the needs of the four subsidiaries in terms of technology. Several divisions within PT. XYZ are one of them is IT Support, Networking, and IT-Developer. In running its business PT. XYZ get the biggest revenue from PT. A, where this subsidiary is the backbone of Revenue as a Holding Company. However, in 2011 there was a change in the situation, there was a change in regulations from the Government of Indonesia at the Ministry of Communications. This change in regulation caused problems in achieving the Annual Revenue Target of PT. A and resulted in PT. A has decreased Revenue every month.

The situation which is increasing in terms of income has made the owner of the company who is also the President Director, take steps to analyze the four companies under PT. XYZ. BPM (Business Process Management) approach where BPM (Business Process Management) is a discipline that combines knowledge of information technology and knowledge of management science and its application to operational business processes. Business Process Management (BPM) promotes incremental improvements in business processes, through multiple methodologies, techniques, and tools, and by ensuring a competitive position in the market. To improve business processes, we are based on the BPM life cycle, which can involve changes to existing systems, teams or processes. After execution, we have as a result executable the process which should be monitored by a set of KPIs (Key Performance Indicators) in the monitor phase. As a result, we get a monitored process that must be optimized by implementing the mining process as the last step of this BPM life cycle.[1]

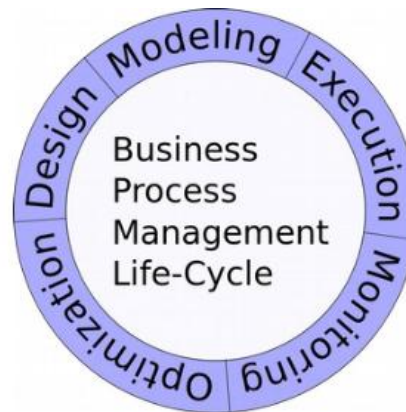


Figure 1. BPM life cycle [1]

Operational activities related to BPM are often described as life cycle models as shown in Figure 1. It starts with the identification of the process for which the process map is designed, then the process of discovery, analysis, and redesign, so that specific process aware information systems can be implemented to support the execution of business processes. Organizations need systems to fulfill several requirements. Among these requirements are a process-focused measurement system and a measurement system that will provide measurement of both quantitative and qualitative aspects of performance. BPM was established with the aim of modeling processes and supporting their functions with monitoring, auditing, and analysis. This practice drives the process of building solutions within the existing business environment.[2]

Next PT. XYZ also uses the BSC (Balanced Scorecard) method as a tool to measure company performance. The balanced scorecard is a strategic planning method and management system that is widely used in business and industry, government, and non-profit organizations around the world to align business activities with the organization's vision and strategy, improve internal and external communication, and monitor organizational performance against strategic goals. Performance evaluation system has become a necessity. To adapt to market developments, mastery of competitiveness is the key. To meet the requirements for evaluating company performance in the new era, the Balanced Scorecard (BSC) is the driving force for measuring the future performance of the company's vision and strategy. This applies to long-term and short-term, tangible and intangible, non-financial and financial performance. A multi-faceted performance appraisal tool appears.[3] Lack of consensus on what a balanced scorecard is. To complicate matters many organizations initially start by developing a balanced scorecard without first developing a companion and arguably more importantly a strategy map from which the key performance indicators (KPIs) of the balanced scorecard should be derived.[4]

So, the approach of Business Process Management (BPM) and BSC (Balanced Scorecard) is expected to help PT. XYZ to manage processes for higher productivity, reduce costs, or add value to workers, the formulation of KPIs (Key Performance Indicators) is also expected to stimulate workers to be much more effective in their work in general. KPI (Key Performance Indicator) itself is an integral part of information about performance before and after intervention. Thus, performance measurement is an important requirement for the purpose of BPM (Business Process Management). In this paper, researchers will provide an explanation of how PT. XYZ in implementing the Balanced Score Card so that the KPI of each Human Resource can be optimized.

The author uses this method after reviewing the Journal with the purpose determine the suitability of IT strategy with business strategy in PT XYZ by measuring the IT Balanced Scorecard. meanwhile, the strategy is implemented within a period. The results showed that the maturity level of IT implementation was low because IT investment had not been implemented in accordance with the IT strategy. The anticipated funding gradually became the cause of the IT investment not being able to be carried out in its entirety. This study presents recommendations for improvement of each ITBSC perspective to achieve the expected maturity, like what the Journals explain it.[5]

Second Journal, author review the purpose of this study was to determine the performance appraisal using the Balanced Scorecard method in multinational companies (MNE). This study uses a literature study research method. The results of this study indicate that multinational companies use the balanced scorecard method and analyze four perspectives. Then the company can observe developments in competitive advantage

and the company can also achieve the vision-mission and strategies that are made and can be more measurable in the company's performance assessment.[6]

## II. RESEARCH METHODS

In this chapter, the researcher formulates the research stages and also describes previous research that has used the BSC (Balanced Scorecard) Method Approach in measuring several companies in Indonesia. The research process was carried out in 2012, after PT. A experienced a decrease in Revenue, which resulted in PT. XYZ invites researchers to formulate KPIs with the BSC (Balanced Scorecard) method approach.

### Research Stages

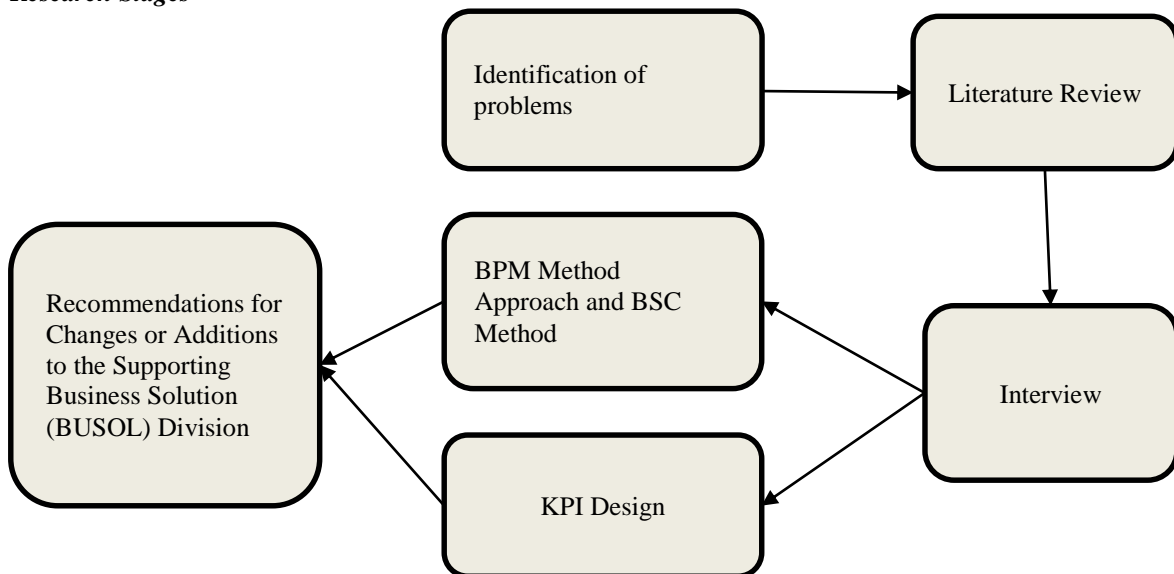


Figure 2. Research Stages (Source: Researcher Design)

Stages of research has shown above, Figure 2. above explains as follows:

1. Identification of problems at this stage, interviews and literature studies are conducted about a company that is intended to determine research questions that will become the basis of research.
2. Literature Study Furthermore, the researcher conducted a search for literature materials related to the research question. This source is in the form of a book containing the theories of BPM (Business Process Management), BSC (Balanced Score Card), KPI (Key Performance Indicator), and the results of previous research.
3. Interview Speakers To complete the information needed, the researcher collects qualitative data. Resource persons PT. XYZ is.
  - a. Owner (Top Management)
  - b. Director of 4 Subsidiaries of PT XYZ
  - c. Middle level of 4 subsidiaries of PT XYZ.
4. Analyzing Using the BPM (Business Process Management) Method Approach, BSC (Balanced Score Card).
5. KPI (Key Performance Indicator) Design At this stage the researcher tries to design a KPI (Key Performance Indicator) that will be developed.
6. Implications of KPI (Key Performance Indicator) Design Results The researcher then provides recommendations for changes to the organizational structure by forming the BUSOL (Business Solution) Division

**Conceptual Framework**

**BPM (Business Process Management)**

Business process management (BPM) is a popular approach in business practice that is also promoted by the international quality standard ISO 9001. As such, many companies seeking this certification describe their processes and apply aspects of BPM to their management systems. However, BPM is more than just a set of process maps. Business process management (BPM) is the art and science of how to do work and do it better. More specifically, BPM means achieving organizational goals through improving, managing, and controlling business processes—not just technology but business process management. In addition, continuous improvement of business operations can be made through literacy and some major changes in business processes. It corresponds to the life cycle, which includes the design, engineering, deployment, monitoring, and reengineering phases.[7]

**BSC (Balanced Score Card)**

Propose the balanced scorecard as a tool to measure company performance not only from a financial perspective, but also from other non-financial perspectives. The BSC (Balanced scorecard) has been used by some organizations to execute their strategy from the top down, allowing them to make strategy a part of everyone's work, away from cost reduction and towards more tailored value-added growth. product and. Suggests that strategic management systems should emphasize the importance of future-oriented, process-centered metrics to value-attendance improvement.

Consider a customer satisfaction perspective, an internal business perspective, and an internal growth or learning perspective in addition to a financial perspective.[8] The financial perspective has more to do with meeting shareholder expectations and asks questions about the nature of "how do our shareholders see us?" This perspective addresses the financial bottom line of every business. The customer perspective helps answer questions of nature such as "How do customers see us as a supplier of solutions to their problems?" The internal business perspective helps answer questions such as. "How can we excel at doing something to achieve our financial and customer goals?" Finally, the innovation or growth perspective focuses on exploring and exploiting opportunities from continuous learning within an organization. It tries to answer questions like "What new products/services can we offer?" Or "how can we innovate in our processes to add value to other perspectives?" This perspective is basically reasonable in the sense of supporting an organization. sustainable basis for innovating and thus surviving.[9]

Combining a complex set of cause-and-effect relationships among the important variables on the scorecard. This cause-and-effect chain must include all four perspectives to make the relationship between goals explicit. Performance drivers must be uniquely identified by each organization to reflect its strategy.[10]

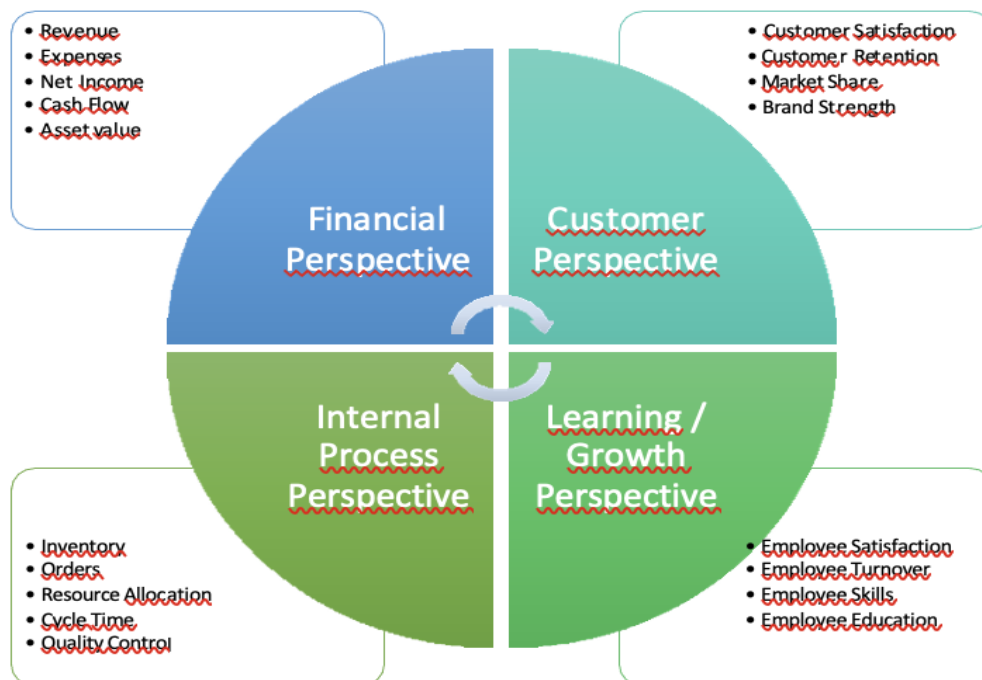


Figure 3. Balanced Scorecard Conceptual Framework

**KPI (Key Performance Indicator)**

**Key Performance Indicator Design**

Key performance indicators are a set of indicators created to focus on the most critical aspects of organizational performance for the organization's success in current and future conditions. Another definition of a key performance indicator is a measurement that assesses how an organization is executing its strategic vision. From the results of data collection obtained performance indicators that are used to measure company performance.[11] Measuring performance means observing and measuring the progress that has been achieved on the strategic goals that have been realized. Performance measurement aims to improve the progress of the business entity/organization towards a more advanced direction. In producing useful performance measurements, the business entity/organization can identify the results (outcomes) achieved and the processes carried out to achieve these outcomes.[10]

To track KPIs, many companies use the Balanced Scorecard. The whole concept of key performance indicators and balanced scorecard is to align employee performance with the company's long-term strategic goals. After the company has identified its vision and translated it into a strategy, the company must identify targets that represent the strategy. This target is measured by KPI.[12]

TABLE 1  
 PREVIOUS RESEARCH MATRIX

Researcher Name	Research title	Research purposes	Research result
S. L. Riwu, A. Wibowo, and K. C. Budiyan, 2021	Hospital Performance Assessment Using the Balanced Scorecard Approach:	The purpose of this study is to see how the BSC is used in hospitals around the world and see if it can be applied to hospitals in Indonesia. The method in this study uses a systematic review method.	The results of this study found that the benefits of implementing the BSC in hospitals, among others, are useful for evaluating strategic performance appraisal plans in hospital management, balancing financial and non-financial performance, helping to align the vision, mission, and goals of the organization, and encouraging changes in the work environment according to the needs of the home. sick. This study also finds that the challenge in implementing the BSC is the adoption and implementation process required by hospitals in Indonesia, the BSC must be adopted and implemented gradually on a wider scale. This indicates that it is hoped that health agencies, including hospitals, can apply the BSC concept.[13]
S. Balafif and T. Haryanti, 2020	IT balanced scorecard (IT BSC) based strategic framework for assessing the impacts of Business Strategic-IT alignment	determine the suitability of IT strategy with business strategy in company X by measuring the IT Balanced Scorecard. The strategy is implemented within a period of 5 (five) years. The study was conducted in the third year (3)	The results showed that the maturity level of IT implementation was low because IT investment had not been implemented in accordance with the IT strategy. The anticipated funding gradually became the cause of the IT investment not being able to be carried out in its entirety. This study presents recommendations for improvement of each ITBSC perspective to achieve the expected maturity level in the fifth year.[5]
I. S. Lesmana, 2020	Balanced Scorecard Analysis as a Performance Assessment	To carry out these expectations, it is necessary to have performance measurements that can be used to assess success, evaluate work results, and detect weaknesses or	From the internal business perspective, the result is 18.1%. And from the perspective of growth and learning, the results obtained are 18.63%. Based on the results that have been analyzed, it can be

<p>Approach at Kartika Sultan Ageng Tirtayasa Cooperative Serang</p>	<p>deficiencies that still exist in the organization. In accordance with the research objectives, the method used is descriptive qualitative. In implementing the use of the balanced scorecard in cooperatives, there are adjustments to the four perspectives in the balanced scorecard, namely: financial perspective, customer perspective, internal business perspective, and learning and growth perspective.</p>	<p>concluded that the condition of the Kartika Sultan Ageng Tirtayasa Cooperative is in the "Very Good" category.[14]</p>
<p>Model for BPM implementation assessment: evidence from companies in Indonesia</p>	<p>Enterprise resource planning (ERP) implementations generally fail to recognize the need to treat it as an automation of business processes that must be managed and monitored continuously. In addition, many studies on business process management (BPM) assessment focus on a snapshot of the different areas of BPM and not on the different stages of the life cycle. The aim of this paper is to propose a model that combines the BPM life cycle, program/project implementation framework, good practice principles, maturity, and critical practices to assess how companies implementing ERP implement different BPM practices, as well as which areas are lacking and why.</p>	<p>Most of the BPM literature focuses on certain aspects. This study proposes a different perspective by providing a model for assessing BPM implementation at each stage of its life cycle and at the same time considering the practical aspects of implementation, good practice principles, maturity factors, and critical practices.[15]</p>
<p>M. E.R, B. T. Hanggara, and H. M. Astuti, 2019</p>	<p>find out how big the contribution of the implementation of the Balanced Scorecard (BSC) using four perspectives: finance, customers, internal business processes and learning and growth. The Balanced Scorecard concept is considered in accordance with the consideration that this concept can balance short-term plans with long-term plans, as well as balance financial performance with non-financial performance. In addition, the benefit of this research is that the company has the right business strategy and work program that can deal with these changes, enabling it to maintain and expand its business in the future in accordance with its vision and mission.</p>	<p>the application of BSC through four perspectives can make a significant contribution to the company's performance. This shows that MSMEs are continuously oriented towards efforts to maintain customer satisfaction to gain trust from product quality followed by the support of their productive and committed employees who will be able to provide products/services efficiently, consistently and on time by using information technology which has an impact on the ability to organization to generate adequate financial returns.[16]</p>
<p>A. Alimudin, A. Z. Falani, S. W. Mudjanarko, and A. D. Limantara, 2019</p>	<p>Analysis of the Effect of Implementing the Balanced Scorecard Perspective on Improving MSME Performance</p>	<p>the application of BSC through four perspectives can make a significant contribution to the company's performance. This shows that MSMEs are continuously oriented towards efforts to maintain customer satisfaction to gain trust from product quality followed by the support of their productive and committed employees who will be able to provide products/services efficiently, consistently and on time by using information technology which has an impact on the ability to organization to generate adequate financial returns.[16]</p>

<p>A. K. Saraswati, E. Kurniawati, and S. Tp, 2018</p>	<p>Performance Assessment Using the Balanced Scorecard Method in Multinational Companies (MNCs) in Indonesia.</p>	<p>The purpose of this study was to determine the performance appraisal using the Balanced Scorecard method in multinational companies (MNE). This study uses a literature study research method.</p>	<p>The results of this study indicate that multinational companies use the balanced scorecard method and analyze four perspectives. Then the company can observe developments in competitive advantage and the company can also achieve the vision-mission and strategies that are made and can be more measurable in the company's performance assessment.[6]</p>
<p>N. Rachma Herawati Alvia Viko Isnandi Yulia Eka Sari, 2018</p>	<p>Measurement Of Cooperative Performance Based On Balanced Scorecard</p>	<p>The purpose of this study is to determine the performance of cooperatives in financial and non-financial in a balanced way so that it can be seen the development of strategic achievements using measurements based on the Balanced Scorecard, by displaying four perspectives namely Financial Perspective, Customer Perspective, Internal Perspective, Business Process Perspective and Learning and Growth Perspective Return on Assets in the Madurasa Village Unit Cooperative, in 2015 was 0.167% and in 2016 it was 0.204%. This is changing where there is an increase of 0.37% which shows from the results of the analysis</p>	<p>The results of the analysis show that the ability of cooperatives to generate profits is increasing. While the Return on Equity of the Madurasa Village Cooperative Unit, in 2015 was 0.2% and in 2016 it was 0.1%, this result decreased by 0.1%. This means that the smaller the ROE value, the smaller the cooperative's ability to generate net profit for the owners of capital. The level of customer complaints in 2015 was 0.02% while in 2016 it was 0.03%, with customer complaints increasing by 0.01%. the level of development of the type of product/service in 2015 was 0.59% and in 2016 it was 0.46% resulting in a decrease in 2016 of 0.13%. The results of the employee productivity level of the Madurasa Village Unit Cooperative in 2015 ranged from Rp. 86,754,105, decreased in 2016 of around Rp. 77,761,135 or 8.9% decrease in employee productivity, this was due to a decrease in the amount of income in the form of interest from receivables.[17]</p>
<p>N. Hamid, 2018</p>	<p>Use balanced scorecard for measuring competitive advantage of infrastructure assets of state-owned ports in Indonesia: Case in Pelindo IV, Indonesia</p>	<p>This study aims to analyze the Balanced Scorecard (BSC) as a measuring tool for competitive advantage of BUMN Port infrastructure assets in Indonesia: Pelindo IV, Makassar, Indonesia Design/Methodology/Approach: This research was conducted at PT Pelabuhan Indonesia so called Pelindo IV (Persero) Makassar Branch, with a duration of approximately 6 months in 2016.</p>	<p>First, the measurement of competitive advantage. Previous research used the measurement of cost leadership strategy, differential strategy, and focus strategy as a measurement of competitive advantage (Porter, 1985; Warf-Stutz, 2007; and Clulow, 2003). This study uses a Balanced Scorecard with four indicators (Financial Perspective Results, Customer Perspective Results, Internal Process Perspective Results, and Learning Perspectives). Second, several studies have investigated the balanced scorecard as a performance measure.[18]</p>

### III. RESULT AND DISCUSSION

Researchers after getting the results of interviews with the owner and also as the President Director of PT. XYZ moves to make changes by implementing Business Process Management by measuring the Balanced scorecard. BSC (Balanced scorecard) provides an assessment of each line and the number of employees who have the same or similar competencies, in the three subsidiaries. Perspective in the Balanced Scorecard, there are several perspectives on the BSC (Balanced scorecard), the whole discussion of which is shown in Figure 4.

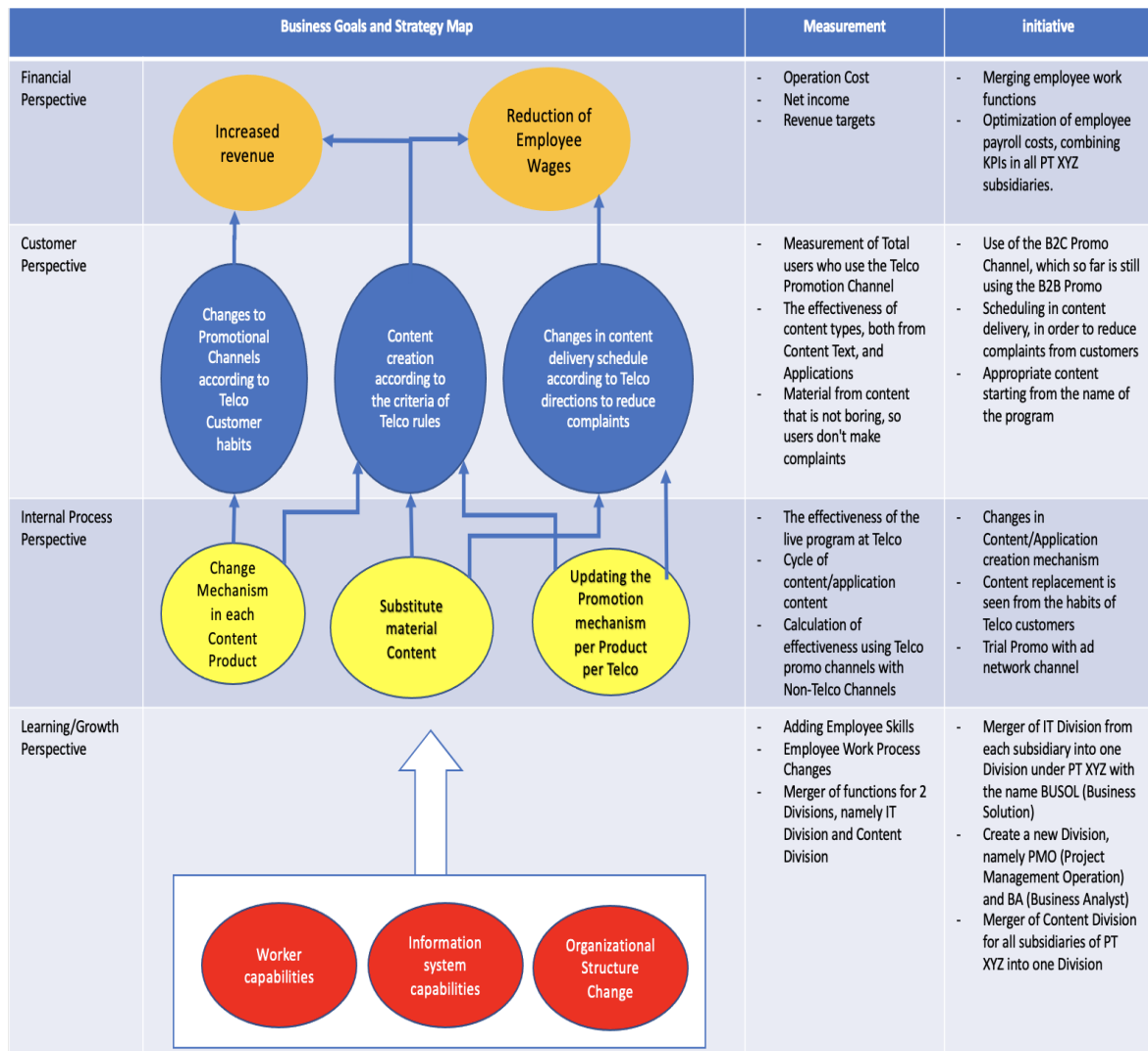


Figure 4. Results of PT XYZ's Balanced Scorecard

### **Financial Perspective**

By using the Balanced Score Card measurement, it can be seen that the decline in income is faster when problems occur at PT. A which resulted in the year's revenue at PT XYZ. Go downhill. By merging the work functions of employees at PT. A with PT. B and also at PT C. Make Cost Optimization in terms of employee payroll, as well as incorporating KPIs in all PT XYZ subsidiaries, in this case in the IT division.

Things that affect PT. XYZ can be seen from the performance of the 3 subsidiaries below it and the employee costs for the 3 subsidiaries below which tend to have the same KPI, in this financial perspective the expenditure is spent on employee costs, or hiring employees who have different functions. The same in 3 subsidiaries known as the IT Division (Information Technology and Content department of Creator (Project Management)).

### **Customer Perspective**

From the customer's perspective, PT. XYZ has various types of customers, if we look at one of its subsidiaries, namely PT. A. Customers can be identified with the cooperation of PT. A with telecommunications companies in Indonesia, both GSM (Global System for Mobile Communication) companies in this case are Telkomsel, Indosat, XL, Hutchinson (3) companies, and also other types, namely CDMA (Code Division Multiple Access) in this case represented by the company PT. Smartfren, so it can be seen that the customers of PT. A is a mobile phone user with GSM and CDMA systems. PT. A creates a product. In the manufacture of these products, the Content Department and IT Divisions are involved, as well



as PT B and PT C which in creating their products have a Content Department Division and an IT Division with different people for each company, although the process can be said to be the same.

#### ***Internal Business Process Perspective***

This perspective shows the critical process of PT. A, previously PT. A has so many products that have been running at Telco's (as Telecommunications companies in Indonesia are called) and generate very good revenue with old mechanisms or regulations. However, when the regulations change and all the mechanisms are changed regarding how Content Provider Companies get revenue, the regulations also regulate the handling of customer complaints, the benchmark for these complaints is one of the requirements to be able to continue Cooperation with Telco's throughout Indonesia. Due to customer complaints PT. A very high on all products at Telco. To overcome customer complaints and so that all products that are still running telco are not lowered by the system at Telco, speed and accuracy are needed to revise the existing system in the IT department and change the product mechanism in the Content Department. Do not forget to also change the mechanism of offers and promotions by the Business Department.

Innovation in changing product mechanisms and product offerings at Telco is urgently needed, so the acceleration of the operation process for replacing mechanisms and systems, as well as controlling complaint handling services from all Telco users or customers, must be changed immediately. So, the Business Process at PT. A do not interfere from the terms of Revenue.

#### ***Learning and Growth Perspective***

Researchers provide the results of the analysis to PT. XYZ, where for the development of science and its application in the world of work, the elaboration of the data requires PT. A made repairs in each division under it, and PT. XYZ as Holding is directed to be able to provide the infrastructure to achieve the three previous perspectives as well as towards long-term growth and improvement.

Researchers provide three principles of capability related to the internal conditions of PT. XYZ, namely:

1. Ability of workers: worker satisfaction, worker retention, worker productivity which will be stimulated by training.
2. The ability of information systems regarding the accuracy and speed of information so that changes can be made quickly.
3. Changes in the organizational structure of PT XYZ. By having a subsidiary, it is necessary to develop an organizational structure.

#### ***Business Element***

PT. XYZ in mid-2012 was finally able to run again according to the pattern that had been determined in the previous year, after the initiative of a CEO in collaboration with researchers to provide direction to all employees of the company under PT. XYZ. Through measurements with the Balanced Score Card, there are four measurement parameters, and initiatives taken to improve the state of PT. XYZ, so that the business objectives and strategic map of PT XYZ can be shown in the diagram above.

All initiatives from the measurement results were implemented in 2012, so quickly, PT. A returns to be the backbone of PT. XYZ. PT. XYZ itself through the Balanced Score Card performs Change Management by changing the organizational structure and functions of existing employees. The solution for using BSC is considered very appropriate, and getting the optimal solution for PT. XYZ, the reduction in employee wages is only a post-payment transfer.[19]

#### ***Discussion***

The four perspectives of the Balanced Score Card measurement are carried out by the entire team from all levels in the company PT. XYZ and its four subsidiaries. This contributes to formulating the best solution to the problem of declining revenue that is being experienced by PT. A is the backbone of PT. XYZ as Holding Company. By measuring the BSC (Balanced Scorecard) as a BPM (Business Process Management) implementation tool, PT XYZ transformed its business unit into Solution Business for the four companies under it in terms of Information Technology. And create and determine KPI (Individual Key Performance) for all workers under PT. XYZ.

The use of the BSC (Balanced scorecard) method can help managers better cope with changes associated with the implementation of the new BPM (Business Process Management) system. In this process the researcher also highlights the various benefits that can be achieved and how enterprise integration problems can be overcome with a BPM (Business Process Management) system. The researcher is currently extending the BSC (Balanced scorecard) framework for BPM (Business Process Management). The BSC (Balanced

scorecard) has three main benefits: it provides a link between the strategy formulation phases and resource allocation and monitoring, rationalizes the number of performance measures and provides a systematic framework for managers to track multiple business measures.

Among the key issues identified was the need for effective communication at PT XYZ which leads to an understanding of the key roles and responsibilities of all stakeholders including middle managers. overcome the problems faced by PT. XYZ. In addition, the establishment of an effective strategic control system and the way this system interacts with other management and operational control systems is important to ensure that PT. XYZ can achieve its strategic goals. This in turn requires the identification of clear performance targets and measures that provide long-term value while mediating short-term demands. It is argued that the BSC (Balanced scorecard) can provide a mechanism to address these issues by making explicit the link between strategic goals and operational goals, by identifying clear performance targets at all levels within the organization, and by involving employees at all levels of the organization in the discussion of strategic priorities.[20]

#### IV. CONCLUSION

PT. XYZ has succeeded in formulating the use of Business Process Management in its four subsidiaries, particularly at PT. A. By using the BSC (balanced scorecard) measurement tool, PT XYZ can formulate KPIs for the benefit of the company, where the results include the formation of a BUSOL team (BUSINESS SOLUTIONS) in which there are 2 new departments, namely a. Business Analyst: B. Project Management Officer. These two departments function to support 4 subsidiaries under PT XYZ, so that by merging employees from 4 subsidiaries of PT XYZ into 1 department. Not only in terms of combining 4 divisions in each of its subsidiaries, PT. ALSO XYZ reduces the number of employees in 4 subsidiaries under PT XYZ, so that employee payroll costs can be cut. Then the BUSOL team (BUSINESS SOLUTION) functions to find out more about all the work of the Business Analyst and Project Management Officer.

PT A. itself has participated in improving the content creation process by changing the format of the content offered to all consumers. The format of the content that was previously not in accordance with the Telco Regulations, has now been adapted to the new regulations and changed the content according to the habits of customers of each telecommunications company. then PT. A previously used the channel from the operator to become a promotional channel, now to increase Revenue in a subsidiary of PT. Another XYZ using a campaign sold by PT. B, namely AdNetwork, in this way indirectly helps revenue at PT B. Thus, PT XYZ's revenue will increase with the cooperation of PT. A and PT. B. With this collaboration, it is hoped that the Revenue Target in the following year can be achieved.

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