

## ABSTRACT

PT ABC is one of the companies engaged in textile industry with a workforce of 1,232 people, most of whom are residents of the surrounding villages. The main products produced by the company are patterned fabrics and prayer rugs. Currently, PT. ABC is focused on the performance appraisal based on financial indicators, meanwhile the company also faces production and marketing problems. The production volume in 2017 was 90% of the target, and there was an increase of the customer complaints. This situation encourages the company to develop performance measurement tool which does not only focus on the financial aspect, but also consider the non-financial aspects, which can be done by using balanced scorecard. Balanced Scorecard is designed according to four perspectives, namely financial perspective, customer, internal business processes, and growth and learning. The design process is started from designing the strategies, critical success factors and key performance indexes. Based on the results of the analysis that has been carried out using the Balance Scorecard method, there are 12 CSF and 12 KPIs. With the AHP method, the weight of the financial aspect is 43.01%, customers aspect is 22.63%, internal business processes 15.18% and growth and learning 19.18%. From gap analysis, three top things that is needed to be improved is revenue growth, customer retention, and operational cost proportion to the revenue

**Keywords:** Performance measurement, Balanced Scorecard, Critical Success Factor, Analytical Hierarchy Process (AHP)