

ABSTRACT

PT. Cipta Visi Sinar Kencana is a principal company of management fertilizer complete tablet Gramalet® with its brand Gramafix® and Gramafert®, also material to make an organic compost fertilizer with its brand Green Phoskko®, located in Bandung, West Java. To face the competition which is progressively tighten PT. Cipta Visi Sinar Kencana always formulate and evaluate strategy continuously to hold out and winning competition. On reflection the problem this research target are to identify measurement indicator that capable to describe the company performance, to measure the company performance by using Balanced Scorecard method and evaluate or analyze results of the company's Scorecard.

Many new measurements of a company performance method emerge caused by traditional measurement weakness. One of the methods is Balanced Scorecard. Balanced Scorecard method can translate vision, mission and organizational strategy into targets and well-balanced indicator measurements through four perspectives, which are financial, customer, internal business process and growth and learn. Through cause and effect mechanism, financial perspective becomes main indicator that explained by operational indicator to other perspectives as a driver component. The performance measurement of PT. Cipta Visi Sinar Kencana conducted after the measurement system designed. Designing process is through some stage. There are interview, discussion, identification of measurement indicators, and weighting of measurement indicators, then analysis of measurement results.

PT. Cipta Visi Sinar Kencana performance evaluation produces 19 success indicators that are influence the company performance. The indicators influencing degree depend on weight of each indicator. The indicators are:

- **Financial Perspective (33.95%):** ROE (27.28%), ROI (8.21%), income growth percentage (22.41%), margin contribute growth percentage (18.09%), and cost reduction percentage (24.01%)
- **Customer Perspective (24.04%):** increase new business (38.01%), increase new customer percentage (16.37%), retained old customer percentage (22.48%), the number of complaint (16.60%), and customer satisfaction index (6.43%)
- **Internal Business Process Perspective (20.49%):** on time delivery percentage (10.8%), the number of defect product (15.29%), processing time (12.66%), the number of innovate (26.28%), and mount of mistake (34.97%)
- **Learn and Growth Perspective (21.52%) :** Number of Employee with Bachelor and Master Degree (20.57%), Employee Satisfaction Index (25.94%), amount of employee productivity (18.43%), number of new unit (13.87%), and number of technology and SIM growth (21.19%)

Performance measurement totally be conducted after performance of each perspective measured. Result of performance measurement of each is as follow :

No	Perspektif	Performance Grade
1	Financial	1.1758
2	Customer	0.8932
3	Internal Business Process	0.9209
4	Learn and Growth	0.9252
Performance Company's Grade		3.9150
Criteria		Adequate

The performance of PT. Cipta Visi Sinar Kencana for 2005 totally is **3.9150** and included in adequate category.