CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The conclusion of this thesis is to design a performance measurement for PT. Budi Acid Jaya Tbk, and to create the strategy map as well as the balanced scorecard to give an advice and image for the Company, so that the Company could have an image about the flow (cause and effect) of their strategy as well as their weakness. The aim of this thesis is to give information and hopefully could be useful for the Company as well as other parties who want to learn about the Company or the Balanced Scorecard concept.

To answer the problem formulation of this thesis, PT. Budi Acid Jaya Tbk. became the largest tapioca starch producer in Indonesia, with the analysis of the financial performance of the Company, it could be said that the Company has success in their business in previous, current year and for future prospect. But in the analysis inside the Company, the Company has missing parts in several points.

The problem found after the analysis in the Company includes:

1. The lack of performance measurement.
2. There are no BSC and Strategy Map implementation.

3. The Company doesn't exactly state on what the Company wants to achieve on the outcomes of BSC, since it would create confusion for the employees.

4. There are no employee's satisfaction index and employee's performance measurement data in the Human Resource department though the Company stated that their employee's are their backbone for success.

5. The reconstruction for the vision of the Company, from "To be an Integrated Cassava-Based Producer Implementing Green Environment concept" became "To be the "Market Leader in Cassava-Based Producer Implementing Green Environment concept". This will improve the vision of the Company with the facts desire of the Company.

6. In the mission objectives, the Company doesn't state any strategies for the financial and customers based on the BSC perspectives, as the mission objectives are actually should be categorized as strategic objectives of the Company.

5.2 Recommendation

In order for PT. Budi Acid Jaya to stay as the leader in tapioca starch producer in Indonesia, the Company should apply the balanced scorecard concept in their Company. It could help the managements to understand the real vision, mission, and strategy of the Company, so as to manage all the workers and employees in the organization; it also works for all the employees to understand the real meanings and strategic objectives of

the Company. The recommendations that could be considered by the Company are listed as follows:

For internal

1. Need the implementation of Balanced Scorecard Concept and Strategy Map.
2. Need of employees satisfaction index and employees performance measurement index.
3. Revising the vision and mission of the Company.
4. The marketing for domestic and exporting division could be better to combine both divisions into one division.

For external

1. Improve sales by increasing the percentage of sales to the export market.
2. Planning on the strategies for the customer's perspective.

5.3 Limitation

1. The manager of the Company is too busy to provide all the information needed.
2. The limitation on the area coverage for examining and analyze inside the Company.
3. Not all the management fully understands about the BSC concept.
4. BSC concept only shows the outer layer of the strategy and the overall strategy of the company instead of the details and inner layer of the company.