

Business Performance Evaluation of a Recreation Company in Indonesia Using Balanced Scorecard

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Abstract

Purpose: The purpose of this research is to conduct a business performance evaluation of Taman Impian Jaya Ancol (TIJA), a company with a unique type of business, which is recreation. TIJA, which used to be very crowded and became the pride of Jakarta, currently looks not crowded anymore. This research also aims to see TIJA's current business condition, whether it is still good, and find out if there are things that can be improved.

Methodology: This research is a case study research with qualitative and quantitative data. There are two (2) stages in this research, which are the objectives determination stage which is sought by conducting a SWOT Balanced Scorecard (BSC) analysis, and the analysis stage which is carried out with Balanced Scorecard.

Results: The results show that TIJA's business is in the above average category, which means it is still good. Seeing this, there is still room for TIJA to improve in order to achieve a higher score. This research shows that innovation is the most important objective that must be further improved and developed.

Keywords: *business performance evaluation, balanced scorecard, swot analysis, recreation company*

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1. Introduction

Have you ever imagined that a major recreation company in a country with no comparable competitors could be dimmed and almost never heard of again? This happened to Taman Impian Jaya Ancol (TIJA), a big recreational area managed by PT Pembangunan Jaya Ancol, Tbk (PJAA) located in the capital city of Indonesia. PJAA is a long time player of integrated recreation and property company. It was first created in 1966 by Jakarta's ex governor, Ali Sadikin along with a well-known Indonesian businessman, Ir. Ciputra. PJAA has a big set of recreation and resort facilities that were built in Jakarta called TIJA. It is managed by PT Taman Impian (TI) which is a subsidiary of PJAA. Since its establishment until the 90s, TIJA is always crowded with visitors and its name is well known by many people, especially in Indonesia. As time goes by, TIJA's name is hardly heard anymore, as well as the number of visitors who are getting less and less. This becomes a question, what's wrong with TIJA? Nevertheless, PJAA still does not give up and has a vision to become a property development company with the largest and best integrated tourism area in Southeast Asia with the widest network of recreation centres. Perhaps, this can be a turning point for TIJA to be able to return its business to the way it used to be. In this regard, it is very necessary to determine the right business strategy. In last April meeting, Sandiaga Uno, the Indonesian minister of tourism and creative economy said that TIJA is very suitable to be used as a tourism model. In this regard, PJAA saw tremendous potential in marine tourism and digital entertainment. The company also believes that various advances such as the transformation of the public transportation system in Jakarta will completely change the access, traffic, and atmosphere around the Ancol area.

Looking at the economic condition in these recent years, after the pandemic, Indonesia is going back to the growing phase.

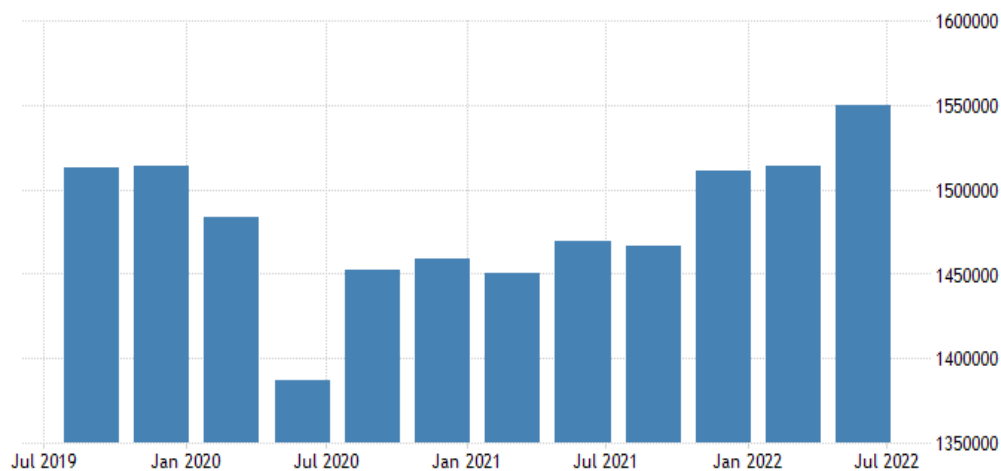


Figure 1. Indonesia Consumer Spending

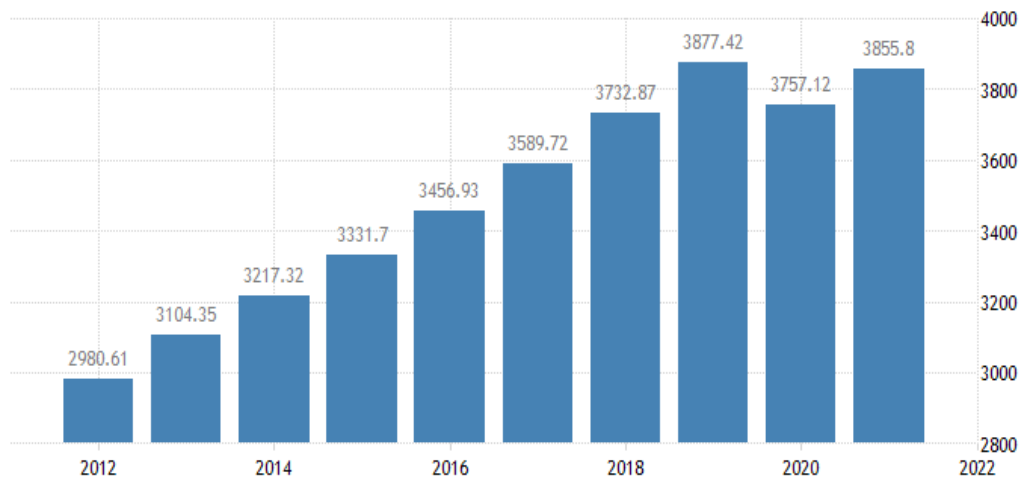


Figure 2. Indonesia GDP Per Capita

The consumption level of Indonesian people keeps increasing up to 1,550.03 trillion rupiahs (year on year) in June 2022. As well as the consumption level, the Indonesian Gross Domestic Product (GDP) Per Capita also continued to increase year after year. In December 2021, Indonesia's GDP Per Capita reached 55.02 million rupiahs (annually). According to [Samuelson \(1997\)](#), workers who get more income tend to do more recreation as well as want to spend more money to buy commodities. Thus, this condition gives a good chance for the recreation companies in Indonesia to grow more. Seeing this, it can be said that TIJA still has the opportunity to grow, or even return to its former glory, as long as the business strategy implemented is right on target.

TIJA is a large-scale recreation area that has a unique business. It can even be said that in Indonesia, it is very difficult for competitors to compete with TIJA. With Indonesia's economic conditions continuing to improve, outside of the pandemic period, and the large barrier to entry, TIJA's business is actually inversely proportional to what should have happened. Therefore, it is necessary to conduct a business performance evaluation to determine the current condition of TIJA's business in order to determine the right strategy.

1.2 Problem Identification

As a recreation company, TIJA doesn't have something special that can differentiate it with the other recreation companies. The value of being different has been studied by many researchers of different theoretical backgrounds. Despite the heterogeneity of the context of their studies, researchers in strategic management agree that a firm may face less competition by differentiating itself from others hence good performance ([Chege, 2018](#)). TIJA has done many innovations, renovations, and technology development to enhance its products. Even so, based on some testimonials from TIJA's visitors, TIJA still have some lacks, which are: slow service and lack of customer relationship. The service company should pay attention to service recovery because this factor affects customer satisfaction ([Fadhila, Wadud and Roswaty, 2021](#)). According to [Siswi and Wahyono \(2020\)](#), creating a strong relationship and closely with customers is the most important thing for the company and the key to long term success. Companies can survive if they have the ability to provide customer satisfaction. Nowadays, many new small size theme parks were built. Regarding with that, TIJA has a rare and imperfectly imitable capability which are large capital and corporate culture. Thus, it will be hard for the new comers to challenge TIJA especially those with a small amount of capital. Nevertheless, TIJA still have to be cautious because those theme parks still have a potential to absorb TIJA's customers little by little. The threat posed by emerging rivals is one such issue that cannot go ignored if top managers want their organizations to continue to thrive as well as survive ([McMullen, Shepherd and Patzelt, 2009](#)).

As a recreation company, TIJA faces a short product life cycle. Therefore, TIJA needs continuous innovations with low cost and high benefit. According to [Lianto, Dachyar and Soemardi \(2018\)](#), as an innovation process and activity performed continuously, regularly, repeatedly in an extended period, it will give beneficial impact for a company. Also, it will create a learning culture, of which an organization has the purpose to continuously improve and self-renew to adapt to the ever-changing consumers' need in the time being and the future. To be able to achieve its vision, which is to become a property development company with the largest and best integrated tourism area in Southeast Asia, PPJA must also be able to face its competitors. The recreational areas that can become competitors for TIJA are: Sentosa Island, Genting Highland, Trans Studio Bandung, Jatim Park, and Sunway Lagoon.

Compared with Sentosa, looking from all aspects, TIJA is still far behind. From its cleanliness, security, transportation, products, and scenery, TIJA still unable to even touch Sentosa Island. The only thing that TIJA can win is only in term of price. Genting Highland is the best tourism place in Malaysia. Overall, Genting and TIJA are almost the same except talking about the casino. Genting has its own uniqueness which is its location that enable the visitors to enjoy fresh mountain air. One thing that is extraordinary about Genting Highland is that it is very innovative. Recently, Genting Highland has completed major renovations and is targeting a 20% increase in revenue. Although not as clean as Sentosa Island, Sunway Lagoon can be categorized as a clean recreation and resort company. Talking about facilities, Sunway Lagoon facilities are still not as many as TIJA. Nevertheless, if talking about cleanliness and attractive innovations, Sunway Lagoon still could be a great challenge. Similar with Sunway Lagoon, Trans Studio Bandung also has fewer facilities compare to TIJA. However, the new ride machines and unique games presented by Trans Studio Bandung make it a strong competitor for TIJA. Of all TIJA's competitors, Jatim Park is one of the competitors to consider. This is because Jatim Park continues to innovate and also continues to add its facilities. With more or less the same number of facilities as TIJA, the number of visitors to Jatim Park reaches more than two (2) times compared to TIJA. Unlike Sentosa Island, Genting Highland, and Sunway Lagoon which are located in a sparsely populated country, TIJA is located in a densely populated country of Indonesia, so there is no need to make a lot of collaboration with tour and/or tourism companies. Therefore, it is necessary to further study the business performance of TIJA.

2. Literature Theory

2.1 Business Performance Evaluation

According to [Narkuniene and Ulbinaite \(2018\)](#), Company performance evaluation is an important part of every company. This can affect the decisions to be taken by management. Management needs to

look at performance results to determine the direction of decisions that need to be made in order to get optimal results. Traditionally, the company's business performance is evaluated based on the analysis of financial performance indicators, but in an increasingly dynamic business environment, non-financial performance indicators are also a factor that cannot be ignored. [Silvi et al \(2015\)](#) convey that, financial measures are not the only criterion of performance measurement, which should capture the elements that a company must possess in order to create a profit. Based on this point of view, Balanced Scorecard (BSC) receives the greatest level of attention and many researchers and large-scale companies use this approach.

2. 2 *Balanced Scorecard (BSC)*

The BSC approach helps companies to better measure performance comprehensive and accurate. The measurement results are used as feedback that will provide information about the performance of a plan's implementation and the point at which the company needs its adjustments to planning and control activities ([Suhada and Hendrayanti, 2019](#)). In 1990, [Kaplan and Norton](#) conducted a lot of research on many companies with the aim of finding the best method for measuring performance. They believe that financial performance measures are no longer effective for increasingly dynamic businesses. They then set out the idea of a Balanced Scorecard, a performance measurement feature that captures activities from all parts of the company covering four (4) aspects: financial, customer, process, and workforce. The goal from the financial perspective is to achieve long-term shareholder value, the customer perspective has the goal of being able to satisfy customers, the process perspective has the goal of being effective and efficient, and the workforce perspective has the goal of being committed and professional ([Kaplan and Norton, 2002](#)).

In their next research [Kaplan, and Norton \(2002\)](#) make innovations on BSC analysis by introducing a strategy map. The purpose of this strategy map is to capture and describe the organization's strategy in a visual form so that management can determine the right strategy better. Strategy maps can clarify all cause-and-effect relationships or also known as leverage, so that an effective strategy can be determined and then optimized over time. Basically, a strategy map connects the company's high-level goals that include vision and mission with appropriate steps to achieve it which can be followed up with actions from employees. Strategy map helps ensure the process is carried out properly and in line with customer value proposition. There are four (4) processes that must be run by a company in order to generate value. These processes are: operation management process, customer management process, innovation process, and regulatory and social process. [Kaplan and Norton \(2002\)](#) shows a simple strategy map where the perspective of the workforce that is interrelated with each other can affect the process perspective, customer perspective, and financial perspective; the process perspective can affect the customer perspective, financial perspective, vision and mission; the customer perspective can affect the financial perspective, vision and mission; and the financial perspective can affect vision and mission. Nevertheless, things that also need to be considered to improve the customer value include: competitive prices, convenient, low error, and efficiency. ([Mahajan, 2020](#)).

2. 3 *Leverage*

In making a strategy map, it is necessary to know the leverage of each objective and its effect to other perspectives in order to create the right formulation. A scorecard should be able to linking strategic objectives with supporting processes ([Tawse and Tabesh, 2022](#)). Thus, it is necessary to know precisely the relationship between objectives. In a company, employees have an important role in achieving company goals. Therefore, an employee needs to have commitment and capability [Pahi, Hamid and Moin \(2017\)](#). Employee commitment has a very important role to provide high quality of service to customers. Commitment is said to be the nature of the employee's relationship with the system as a whole. The higher the employee commitment, the higher the organizational performance. Employees' capability is reflected in their work style, expertise and enthusiasm. Customers feel more satisfied when served by highly qualified staff. Employee competence has a positive influence impact on the timely response of customer expectations ([Nguyen, Tran and Huynh, 2019](#)).

In addition to having competent employees, the work process must also be an important concern. A good working system can increase customer satisfaction ([Sabur and Simatupang, 2015](#)). [Mulyadi et al \(2021\)](#) convey that to improve sales performance, a company must increase its product innovation by observing conditions and working methods. According to [Octavia, Witono and Kurniawan \(2021\)](#), product innovation positively influences brand image, and brand image has a significant positive effect on consumer buying behaviour. In addition, the Corporate Social Responsibility (CSR) process should not be ignored either. According to [Asiamah and Sughra \(2019\)](#), CSR can improve sales performance. Besides that, environmental friendly responsibilities also have positive relationships with the sales growth.

Sales and brand image have a statistically significant relationship. A good brand image has a positive impact on customer loyalty, which in the long run can also affect customer satisfaction ([Farizan et al, 2018](#)), and at the end will increase the sales performance ([Jeswani, 2020](#)). Convey that that minimizing waiting time can increase customer satisfaction level ([Darko et al, 2018](#)). According to [Josiah and Nkamare \(2019\)](#), companies that implement customer relationship management have significantly better sales. Additionally, providing customer care through listening can also enhance the sales performance ([Itani et al, 2019](#)). According to [Shafique et al \(2021\)](#), there is a significant and positive influence found between asset utilization and sales growth towards company's financial performance, which is an indicator of the achievement of the company's vision and mission which will ultimately increase shareholder value. Nevertheless, in their research, [Liu et al \(2022\)](#) convey that innovation have a positive effect on asset utilization.

3. Research Methods

This research is a case study research with qualitative and quantitative data. [Rashid et al \(2019\)](#) explained that qualitative case study is a research methodology that explores a phenomenon in certain contexts through various data sources, and various lenses to reveal several aspects of the phenomenon. Phenomena are explored in naturally occurring contexts with the consideration that these contexts will make a difference. [Takahashi and Araujo \(2020\)](#) explained that in conducting a case study, the object of research must be selected according to its uniqueness so that one can gain relevant insights that other sites cannot provide. Furthermore, the view of what is being studied becomes the focus of the researcher's attention to understand the truth, which is inserted in a certain context. A case researcher is someone who can reduce the possibility of misinterpretation by analyzing various perceptions. This research includes two (2) stages which are the objectives determination stage and the analysis stage.

At the objectives determination stage, a SWOT Balanced Scorecard (BSC) analysis is used, which combines two powerful tools, SWOT and BSC analysis when identifying factors that run or hinder strategy. The four perspectives of BSC, workforce, process, customer and finance combined with four dimensions SWOT; strength, weakness, opportunity and threat in a matrix that can be find a solution ([Brown and Norberg, 2001](#)). The main purpose to use SWOT analysis is to approach new opportunities by empowering strengths and also to reduce or stop the progress of threats by recognizing and eliminating weaknesses in an integrated framework. The integral purpose that SWOT follows to achieve is identifying the strategies that provide a business model for the firm that best fits its operations ([Madanchian et al, 2021](#)). The process of collecting data for BSC SWOT analysis is carried out by field observations, market analysis, giving questionnaires and interviews. Interviews and questionnaires were conducted on 120 random respondents, of which 100 were TIJA's visitors/customers and 20 were TIJA's employees.

After completing the objectives determination stage, the results are then used as the objectives of the BSC Analysis. There are four (4) perspectives that are used in the BSC; finance, customers, processes and workforce, all of which are interrelated to achieve the company's vision and mission. In each perspective, objectives are needed as a reference for assessment ([Kaplan and Norton, 2002](#)).

4. Results and Discussions

At the objectives determination stage, data is collected to fill in the BSC SWOT Matrix indicator. The results can be seen in the table below:

Table 1. Balanced Scorecard (BSC) SWOT Matrix

	Strenghts:	Weaknesses:	Opportunities:	Threat:	Mixed Objectives
	<ul style="list-style-type: none"> -Good company's financial condition -Strong brand awareness -Various and innovative recreation products -High economy of scale. -Extensive network -Vast land area with reserve for potential development -Competent and experienced management team 	<ul style="list-style-type: none"> -A limited source of fund for developing new product and business -Individual visitors starts showing decrease tren indicating the lowered competitive superiority -Some products has been aging, compared to those of competitors relatively newer -Change management far from optimal. -Lower employee satisfaction index 	<ul style="list-style-type: none"> -Improving community's GDP (income). -Large potential visitors from local agents -Growing recreation market with potential visitors from Jabodetabek -Development of non-ticket businesses -Development of new tourism types - Development of recreation network outside Ancol -Good relationship with stakeholders 	<ul style="list-style-type: none"> -New comer has stronger financial capacity -Customers become more price sensitive -Local Government regulation limit school's access to recreation in Ancol -Ancol consumers are sensitive to new products -Change in Local Government Regulation that inhibits reclamations -Dynamic change in lifestyle of Jabodetabek 	
Financial (Satisfied Shareholder)	Enhance the financial efficiency	Gain more source of fund from internal cash flow	Increase earnings	Improve the financial condition	<ul style="list-style-type: none"> -Asset Utilization -Revenue Growth -Cost Efficiency
Customer (Satisfied Customer)	Enhance the brand awareness	Enhance the quality relationship	Provide better services	Gain more customer trust	<ul style="list-style-type: none"> -Good Image -Time Efficiency -Quality Relationship
Process (Efficient and Effective Process)	Improve the innovation	Renew the old products	Implement a high scale innovation (through expansion s) and a better integrated system	Provide a better innovation and services	<ul style="list-style-type: none"> -Service Excellence -Good Innovation -Environmental Care -Good Working System

Workforce (Committed and Professional Workforce)	Improve the employees' competency more	Strengthen the employees' commitment	N/A (There is no workforce opportunity)	N/A (There is no workforce threat)	-Employees' Capability -Employees' Commitment
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After completing the objectives determination stage, the results are obtained in the "Mixed Objectives" column which will be used as the basis for objectives in the BSC analysis. Based on the interview result, it is known that the Company has a vision to become a property development company with the largest and best integrated tourism area in Southeast Asia, with the mission as follows: to be special in the minds of customers, market orientation with service excellence, and to create unique and economical innovations. Table below is a BSC strategy map created based on the results of the BSC SWOT Matrix:

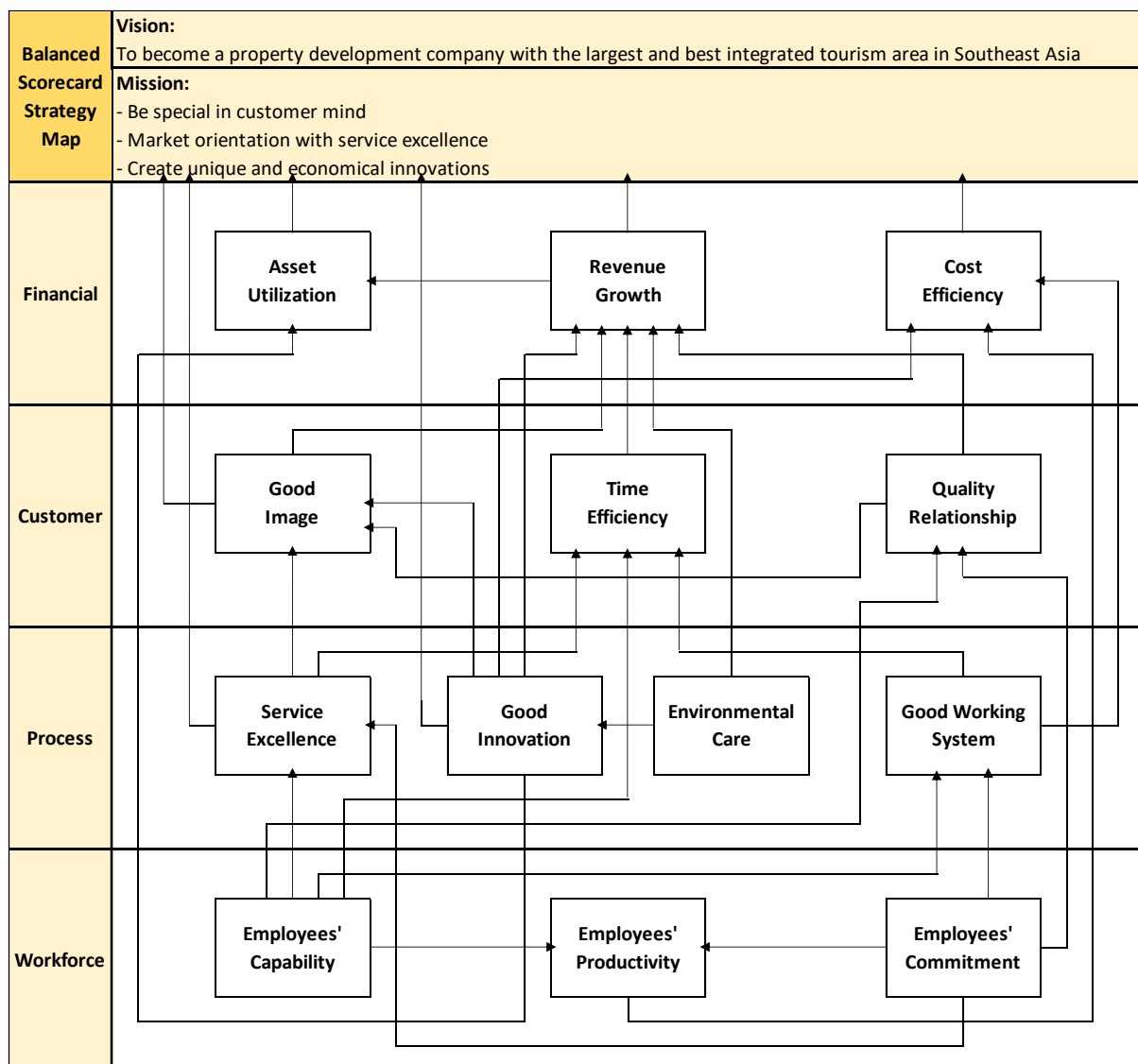


Figure 3. Balanced Scorecard (BSC) Strategy Map

The leverage of TIJA's BSC strategy map is in accordance with BSC's guidance where workforce and process are stated to have important roles (Mutasowifin, 2002). The effect of these two critical perspective can change the TIJA's customer perception and financial condition. The relationship of

TIJA's four perspectives is shown in Figure 2. After inputting the objectives into each perspective, an evaluation of each objective is then carried out. The category for evaluating each objective uses the following scoring method:

- **Financial Perspective** (*Shareholder value*)

- **Asset Utilization**

Measurement Tool : 3 years average Asset Turnover.
Leverage : Vision and mission (1 leverage).
Weight : 3.57% (Low level of leverage)

- **Revenue Growth**

Measurement Tool : 3 years average Revenue Growth.
Leverage : Vision and mission (1 leverage).
Weight : 3.57% (Low level of leverage).

- **Cost Efficiency**

Measurement Tool : 3 years average Net Profit Margin (NPM).
Leverage : Vision and mission (1 leverage).
Weight : 3.57% (Low level of leverage).

- **Customer Perspective** (*Satisfied Customer*)

- **Good Image**

Measurement Tool : Satisfaction questionnaire (Likert Scale: 1. Not Satisfied, 2. Slightly Satisfied, 3. Moderately Satisfied, 4. Very Satisfied, 5. Extremely Satisfied).
Key Points : Products and service quality, Price.
Leverage : Vision and mission, Revenue growth (2 leverages).
Weight : 7.14% (Medium level of leverage).

- **Time Efficiency**

Measurement Tool : Service time questionnaire (Likert Scale: 1. Very Slow, 2. Slow, 3. Normal, 4. Fast, 5. Very Fast).
Key Points : Employees' capability, Working process system, Service activities.
Leverage : Revenue growth (1 leverage).
Weight : 3.57% (Low level of leverage).

- **Quality Relationship**

Measurement Tool : Relationship interview (Mark: 0 – 10)
Key Points : Customer care and customer relationship program
Leverage : Good image, Revenue growth (2 leverages).
Weight : 7.14% (Medium level of leverage).

- **Process Perspective** (*Efficient and Effective Process*)

- **Service Excellence**

Measurement Tool : 1 year total complaints / total visitors (customers).
Key Points : Customer complaints, including equipments and system reliability.
Leverage : Vision and mission, Good image, Time efficiency (3 leverages).
Weight : 10.71% (Medium level of leverage).

- **Good Innovation**

Measurement Tool : New product(s)/service(s) satisfaction questionnaire (Likert Scale: 1. Not Satisfied, 2. Slightly Satisfied, 3. Moderately Satisfied, 4. Very Satisfied, 5. Extremely Satisfied).
Leverage : Vision and mission, Good image, Cost efficiency, Revenue growth (4 leverages)

Weight : 14.29% (High level of leverage).

- ***Environmental Care***

Measurement Tool : 1 year total complaints from secondary stakeholders.

Leverage : Good innovation, Revenue growth (2 leverages)

Weight : 7.14% (Medium level of leverage).

- ***Good Working System***

Measurement Tool : Response time questionnaire (for employee) (Likert Scale: 1. Very Slow, 2. Slow, 3. Normal, 4. Fast, 5. Very Fast).

Key Points : Colleagues (including upliner and/or downliner) and Information Technology (IT) response time, including delayed response time due to system error.

Leverage : Time efficiency, Cost efficiency (2 leverages).

Weight : 7.14% (Medium level of leverage).

• ***Workforce Perspective (Committed and Professional Workforce)***

- ***Employees' Capability***

Measurement Tool : 1 Year number of employees participate in development programs / Total employees.

Leverage : Quality relationship, Service excellence, Good system, Employees' productivity (4 leverages).

Weight : 14.29% (High level of leverage).

- ***Employees' Productivity***

Measurement Tool : Percentage of employees with age more than 50 years old.

Leverage : Cost efficiency (1 leverage).

Weight : 3.57% (High level of leverage).

- ***Employees' Commitment***

Measurement Tool : 3 years average total employees who left / Total employees at the beginning of the year.

Leverage : Service excellence, Good system, Quality relationship, Employees' productivity (4 leverages).

Weight : 14.29% (High level of leverage).

[\(Abofaied, 2017; Estiasih, 2021\)](#)

The data for this research were obtained through analysis of the company's annual report, market analysis, distribution of questionnaires, and interview. Due to the significant impact of Covid-19 pandemic, the use of updated data can lead to a bias. Therefore, this research uses quantitative data for the period 2017 to 2019. The results of the BSC analysis can be seen in Table 2, where there are objectives and measurement tools to get a score for each of these objectives. The score is then weighted using the weight determined based on the strategy map. The determination of the score for each measurement tool can be seen in the scoring directory in Table 3.

No	Perspective	Objective	Weight	Measurement Tool	Result	Score	Description	Weighted	Average Score
1	Financial	Asset Utilization	3.57%	3 Years Average Asset Turnover (x)	0.83	8	Good	0.29	7.67
2		Revenue Growth	3.57%	3 Years Average Revenue Growth (%)	5.72	5	Below Average	0.18	
3		Cost Efficiency	3.57%	3 Years Average NPM (%)	32.64	10	Outstanding	0.36	
4	Customer	Good Image	7.14%	Satisfaction Questionnaire (Likert Scale)	2.98	5	Below Average	0.36	5.67
5		Time Efficiency	3.57%	Service Time Questionnaire (Likert Scale)	3.38	6	Average	0.21	
6		Quality Relationship	7.14%	Relationship Interview (Mark)	6.12	6	Average	0.43	
7	Process	Service Excellence	10.71%	1 Year Total Complaints/Total Visitors (Customers) (x)	0.00	10	Outstanding	1.07	8.00
8		Good Innovation	14.29%	New Product(s)/Service(s) Satisfaction Questionnaire. (Likert Scale)	2.84	5	Below Average	0.71	
9		Environmental Care	7.14%	1 Year Total Complaints From Secondary Stakeholders (Number)	0.00	10	Outstanding	0.71	
10		Good Working System	7.14%	Response Time Questionnaire (Likert Scale)	3.73	7	Above Average	0.50	
11	Workforce	Employees' Capability	14.29%	1 Year Number of Employees Participate in Development Program/Total Employees (x)	8.69	8	Good	1.14	8.00
12		Employees' Productivity	3.57%	Percentage of Employees with Age more than 50 years old (%)	9.15	9	Excellent	0.32	
13		Employees' Commitment	14.29%	3 Years Average Total Emploeyss who left / Total Employees at the beginning of the year (%)	9.44	7	Above Average	1.00	
Total Score							Above Average	7.29	

Figure 4. Balanced Scorecard (BSC) Analysis Result

No	Perspective	Objective	Measurement Tool	Scoring System										
				0	1	2	3	4	5	6	7	8	9	10
1	Financial	Asset Utilization	3 Years Average Asset Turnover (x)	0-0.1	>0.1-0.2	>0.2-0.3	>0.3-0.4	>0.4-0.5	>0.5-0.6	>0.6-0.7	>0.7-0.8	>0.8-0.9	>0.9-1	>1
2		Revenue Growth	3 Years Average Revenue Growth (%)	0-1	>1-2	>2-3	>3-4	>4-5	>5-6	>6-7	>7-8	>8-9	>9-10	>10
3		Cost Efficiency	3 Years Average NPM (%)	0-2	>2-4	>4-6	>6-8	>8-10	>10-12	>12-14	>14-16	>16-18	>18-20	>20
4	Customer	Good Image	Satisfaction Questionnaire (Likert Scale)	1	>1-1.4	>1.4-1.8	>1.8-2.2	>2.2-2.6	>2.6-3	>3-3.4	>3.4-3.8	>3.8-4.2	>4.2-4.6	>4.5-5
5		Time Efficiency	Service Time Questionnaire (Likert Scale)	1	>1-1.4	>1.4-1.8	>1.8-2.2	>2.2-2.6	>2.6-3	>3-3.4	>3.4-3.8	>3.8-4.2	>4.2-4.6	>4.5-5
6		Quality Relationship	Relationship Interview (Mark)	0-1	>1-2	>2-3	>3-4	>4-5	>5-6	>6-7	>7-8	>8-9	>9-9.5	>9.5-10
7	Process	Service Excellence	1 Year Total Complaints/Total Visitors (Customers) (x)	>10	>9-10	>8-9	>7-8	>6-7	>5-6	>4-5	>3-4	>2-3	1-2	<1
8		Good Innovation	New Product(s)/Service(s) Satisfaction Questionnaire. (Likert Scale)	1	>1-1.4	>1.4-1.8	>1.8-2.2	>2.2-2.6	>2.6-3	>3-3.4	>3.4-3.8	>3.8-4.2	>4.2-4.6	>4.5-5
9		Environmental Care	1 Year Total Complaints From Secondary Stakeholders (Number)	>50	>45-50	>40-45	>35-40	>30-35	>25-30	>20-25	>15-20	>10-15	>5-10	0-5
10		Good Working System	Response Time Questionnaire (Likert Scale)	1	>1-1.4	>1.4-1.8	>1.8-2.2	>2.2-2.6	>2.6-3	>3-3.4	>3.4-3.8	>3.8-4.2	>4.2-4.6	>4.5-5
11	Workforce	Employees' Capability	1 Year Number of Employees Participate in Development Program/Total Employees (x)	0-1	>1-2	>2-3	>3-4	>4-5	>5-6	>6-7	>7-8	>8-9	>9-10	>10
12		Employees' Productivity	Percentage of Employees with Age more than 50 years old (%)	>50	>50	>40-50	>35-40	>30-35	>25-30	>20-25	>15-20	>10-15	>5-10	0-5
13		Employees' Commitment	Employee Turnover Ratio (x)	>30	>27-30	>24-27	>21-24	>18-21	>15-18	>12-15	>9-12	>6-9	>3-6	0-3

Figure 5. Balanced Scorecard (BSC) Scoring Directory

Category	Score
Outstanding	9.5-10
Excellent	9-<9.5
Very Good	8.5-<9
Good	8-<8.5
Above Average	7-<8
Average	6-<7
Below Average	4-<6
Weak	2-<4
Very Weak	0-<2

Figure 6. Balanced Scorecard (BSC) Scoring Category

From the results that can be seen in Table 1, it can be seen that overall, TIJA obtained a score of 7.29 which means that the business carried out by TIJA is in the above average category. It can also be seen that TIJA is good in the process and workforce perspective with an average score of 8.00 each, is on above average in the financial perspective with an average score of 7.67, and is on below average for the customer perspective with an average score of 5.67. From the financial perspective, we can see that TIJA has good asset utilization and outstanding cost efficiency. The company has an average asset utilization turnover of 0.83x and an average NPM of 32.64%. One of the things that TIJA management does to achieve outstanding cost efficiency is to reduce the number of employees so that it can be balanced with business growth. Apart from that, revenue growth which is one of the objectives from a financial perspective is still in the below average category. TIJA is a long-standing company whose products have passed the declining phase. Currently, TIJA has made several innovations which are expected to achieve revenue growth of more than 10%. Based on the results of this research, the biggest factor that causes the low value of revenue growth is innovation, because this objective gives leverage to revenue growth and has a relatively high weight.

In the customer's perspective, the quality of the relationship objective is in the average category. In terms of time efficiency, it is also the same, included in the average category. According to Samudro et al (2019), to be able to improve relationships with customers, must be able to provide performance improvement in terms of quality and consistency. With regard to service, must be able to treat customers with fair. In the case of a product, it should be usable and perform well in general. To improve time efficiency, it can be done by installing an integrated system for information and data sharing. Another possible solution is by generating the Viable System Model (VSM) whose function is to eliminate the wastes in the existing system ([Sabur and Simatupang, 2015](#)). The only objective in the customer perspective that has a value in the below average category is the brand image. According to Suryani, Fauzi and Nurhadi (2021), in this modern era, websites and social media potentially play an important role in building a brand image. Other factors that can affect brand image are design, comfort, and quality control which need to be evaluated continuously quantitatively ([Kato and Tsuda, 2018](#)).

Process perspective with a total weight of 39.29% is the perspective with the highest weight. Service excellence and environmental care, which are objectives from a process perspective, have outstanding scores. This is due to very few complaints received by TIJA within one year. Based on the results of the analysis, this is also due to the good capability and above average commitment of TIJA employees. An objective that is no less important from a process perspective is the working system. According to [Kozlowski and Irgen \(2006\)](#), leadership is the most important factor in shaping organizational effectiveness. A person's leadership can be seen from the leadership skills possessed and also the person's experience which includes the type of experience and tasks that have been carried out throughout his/her career. [Sabur and Simatupang \(2015\)](#) added that the way to build a better work system is to have a capable integrated system for exchanging information and data. In the process perspective, innovation has the highest weight, which is 14.29% and is in the below average category. According to [Lee and Trimi \(2018\)](#), several ways that can be done to create good innovation are by: developing a Research and Development (R&D) center, making research collaborations, and providing support for education related to the company's business. In addition, the company must also be able to build a work culture where creativity is valued, and all company employees must be able to collaborate with each other and have a desire to achieve company goals.

Workforce perspective has the largest total weight compared to other perspectives, which is 32.14%. From the three objectives in the workforce perspective, 2 of them get a good and very good score, which are employees' capability and productivity respectively. Employees' commitment which is one of the objectives in the workforce perspective has the highest weight among other objectives in the workforce perspective, which is 14.29%. This objective obtained a score in the above average

category, which means it can still be improved. The things that become the reference for employee commitment are: work life balance, work recognition, career advancement opportunities, challenging work, and competitive pay ([Shahid and Azhar, 2013](#)).

5. Conclusion and Suggestions

TIJA is a superior recreation company. The continuous innovations that TIJA did makes TIJA always be in Indonesian people's mind. Not only that, a well maintained business process also makes TIJA always have a good financial condition before the Covid-19 pandemic. Nevertheless, TIJA still needs to do some improvements to be able to achieve its dream. Good improvements will be achieved if TIJA can well controlled its finance, customers, process, and workforce as well as perform good strategies to achieve its vision.

Aligning to Balanced Scorecard (BSC) analysis result, the strategy mapping for TIJA can be divided into several objectives which include: three financial objectives, three customer objectives, four business process objectives, and two human capital objectives. The financial objectives consist of asset utilization, revenue growth, and cost efficiency. Customer objectives consist of good image, time efficiency, and quality relationship. Business process objectives consist of service excellence, good innovation, good CSR, and good system. Workforce objectives consist of employees' capability and commitment. From all of the objectives, good innovation is in the high priority, and employees' capability along with employees' productivity and commitment have essential priority. That means, those three objectives are critically important to achieve TIJA's vision. Overall, the score obtained from the BSC analysis is 7.29, which is in the above average category. If divided in perspective, TIJA gets good score in the process and workforce perspective, with an average score of 8.00 each. This means, TIJA already has an effective and efficient work process, as well as competent workforce. Just like the process and workforce perspective, there are no significant problems in TIJA's financial perspective, which from the analysis results, obtained an average score of 7.67 or categorized as above average. However, for the customer perspective, TIJA got an average score of 5.67, which is categorized as below average. Based on the results of the analysis, the main reason is because the innovations carried out by TIJA are still not good or categorized as below average. This also provides leverage to revenue growth which is also in the below average category.

It would be nice if TIJA could improve its innovation by: developing a Research and Development (R&D) center, making research collaborations, and providing support for education related to the company's business. In addition, the company must also be able to build a work culture where creativity is valued, and all company employees must be able to collaborate with each other and have a desire to achieve company goals. With good innovation, customer satisfaction will increase, which will automatically improve the company's brand image and sales performance. By increasing these objectives, the company's vision and mission will be achieved in a relatively faster time.

Limitations and future research

The limitation of this research is that there is no product analysis. TIJA is a big recreation company that has many products and facilities. TIJA's products are also very diverse in terms of age. Some are old and have entered the declining phase, and there are also new ones that are the result of innovation and development that has been carried out. It would be even better if in the future, the evaluation of business performance can be done with product analysis.

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