

ABSTRACT

Since the performance of a company embraces many broad aspects, the performance measurement based on financial aspects is insufficient to assess the performance of a company. Hence, a balanced scorecard has been a very good device to rise to the challenge. In the balanced scorecard, the company's performance is measured based on four perspectives, which are a financial perspective, a customer perspective, a perspective of internal business process and a perspective of learning and growth. By using the balanced scorecard, the company will be able to clarify its performance measurements which are broadly in line with its vision and mission. Moreover, the company will be able to focus on its business strategy to achieve the vision and mission.

This research is simply a strategic evaluation using a formative approach which emphasizes a process. The source of data in this research comes from interviews, observation, documentation and theoretical literature.

This research finds that some performance measurements used by BNI have not reflected as a whole strategy. Furthermore, the information for developing and applying the balanced scorecard has not been completely provided to all levels of units and organizations in BNI. In addition, some factors that are needed to support the successful implementation of the balanced scorecard have not been found yet.

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