

ABSTRACT

Role startup company that usually classified as small and medium enterprises (SMEs) in Indonesia is very important, they are often described as a real economic engine, and also as a contributor to the creation of new jobs. In fact, the number of startup companies that went bankrupt before it reached the age of 4 years is still high. This is due to external factors (business environment changing and chaotic) and internal factors, namely the low performance of the startup company due to poor strategic planning process and entrepreneurial orientation. This study tried to design a company performance measurement with Scorcard Balanced approach followed by measuring the performance of companies in a startup company. Characteristics of startup companies that do not have statement of vision, mission, values, culture and strategy of the company, became an obstacle. This statement is very important to be formulated into a strategy map in which there is a Key Performance Indicator. In the process of weighting Key Performance Indicator, used the Analytical Hierarchy Process. The final section of the study, discovered the different priorities balanced scorecard perspective when compared to previous studies, which of course is highly dependent priority to the vision, mission, values and culture of the company. It is hoped with this performance measurement, to provide input to management in evaluating the performance of a startup company that has been produced as well as the strategies they have adopted. So that they can still survive and even grow larger.

Keywords: *Performance Management, Balanced Scorecard, Analytical Hierarchy Process, Startup, Strategy Maps.*

ABSTRAK

Peran perusahaan *startup* yang biasanya tergolong usaha kecil dan menengah (UKM) di Indonesia sangat penting, mereka sering digambarkan sebagai mesin ekonomi riil dan juga sebagai penyumbang penciptaan lapangan kerja baru. Pada kenyataannya, jumlah perusahaan *startup* yang gulung tikar sebelum genap berusia 4 tahun masih tinggi. Hal ini dikarenakan faktor eksternal (lingkungan bisnis yang berubah-ubah dan kacau) dan faktor internal, yaitu rendahnya kinerja dari perusahaan *startup* tersebut karena buruknya proses perencanaan strategi dan orientasi kewirausahaannya. Penelitian ini mencoba untuk merancang pengukuran kinerja perusahaan dengan pendekatan *Balanced Scorecard* yang dilanjutkan dengan melakukan pengukuran kinerja perusahaan di sebuah perusahaan *startup*. Karakteristik perusahaan *startup* yang belum memiliki *statement* visi, misi, nilai, budaya dan strategi perusahaan, menjadi kendala tersendiri. *Statement-statement* ini sangat penting untuk diformulasikan menjadi Peta Strategi yang di dalamnya terdapat *Key Performance Indicator*. Dalam proses pembobotan *Key Performance Indicator* digunakan metode *Analytical Hierarchy Process*. Dibagian akhir dari penelitian, ditemukan adanya perbedaan prioritas persepektif *balanced scorecard* jika dibandingkan dengan penelitian terdahulu, yang tentunya prioritas ini sangat bergantung kepada visi, misi, nilai & budaya perusahaan tersebut. Diharapkan dengan pengukuran kinerja ini, dapat memberikan masukan kepada manajemen perusahaan *startup* dalam mengevaluasi kinerja yang telah dihasilkan serta strategi yang telah mereka ambil. Sehingga mereka tetap bisa bertahan dan bahkan berkembang lebih besar.

Kata kunci: Manajemen Kinerja, *Balanced Scorecard*, *Analytical Hierarchy Process*, *Startup*, *Strategy Maps*.

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