

CORPORATE PERFORMANCE MEASUREMENT USING THE BALANCED SCORECARD: A CASE STUDY OF AN INDONESIAN FAST-FOOD FIRM

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Abstract

Increasing competition in the fast-food industry requires companies to implement performance measurement systems that are not only financially oriented but also include non-financial aspects that influence business sustainability. Traditional performance measurement, which focuses solely on financial indicators, is considered insufficient to provide a comprehensive view of organizational performance. Therefore, this study applies the Balanced Scorecard method as a comprehensive performance measurement tool covering four perspectives: financial, customer, internal business processes, and learning and growth. This research aims to analyze the performance of PT Sari Burger Indonesia in Bandar Lampung based on the four Balanced Scorecard perspectives. The research method used is a quantitative approach with a descriptive research type. The data consist of primary data obtained through questionnaires distributed to 33 employees and 50 customers, as well as secondary data in the form of the company's financial reports for the 2023–2024 period. The sampling technique used is simple random sampling. The results indicate that the overall performance of PT Sari Burger Indonesia falls into the fairly good category. The financial perspective shows relatively stable conditions, the customer perspective reflects a good level of satisfaction, internal business processes are running fairly effectively, and the learning and growth perspective indicates good employee satisfaction, although improvements are still needed in training and human resource development. Thus, the Balanced Scorecard is able to provide a comprehensive overview of company performance and can be used as a basis for strategic management evaluation.

Keywords: Balanced Scorecard, Company Performance, Performance Measurement

1. Introduction

In the rapidly evolving era of globalization and digitalization, the business landscape faces increasingly complex challenges. Competition among companies no longer occurs solely at the local level but has expanded to national and international arenas (Mudawana, 2023). Organizations are demanded not only to focus on profit attainment but also to consider aspects of sustainability, operational efficiency, customer satisfaction, and human resource development (Permana, 2020). This necessitates a performance measurement system that examines not merely final outcomes but also encompasses processes, strategies, and internal capabilities comprehensively (Hamdalah et al., 2021).

Amidst intense competition and dynamic market changes, companies must be able to assess and evaluate their performance accurately to remain relevant and competitive (Tarigan & Sinaga, 2022). Performance measurement has become an essential requirement in the business world, as through accurate and comprehensive performance measurement, organizations can identify areas requiring improvement, evaluate strategy achievement, and anticipate potential future risks (Amananti, 2024). However, in reality,

many companies still rely solely on financial indicators as their sole performance measurement tool, without considering non-financial aspects that play a crucial role in supporting long-term goal achievement (Mudawana, 2023).

Performance measurement systems that are exclusively finance-oriented possess various limitations. Financial indicators such as net profit, Return on Investment (ROI), and profit margins are undoubtedly important; however, these indicators are historical and reactive in nature—they merely depict past performance without providing clear insights into ongoing processes or the company's future development potential (Nurmagfira & Modding, 2020). This causes many companies to fail in detecting performance decline before conditions deteriorate significantly. Therefore, a more comprehensive, strategic, and balanced approach to performance measurement is required.

One performance measurement method that has developed and gained widespread adoption over the past two decades is the Balanced Scorecard (BSC), introduced by Robert S. Kaplan and David P. Norton in 1992. The BSC was developed as a strategic management tool aimed at bridging the gap between company vision and strategy with the operational actions executed by the organization. Unlike traditional approaches that focus exclusively on financial aspects, the Balanced Scorecard integrates four key perspectives in performance measurement: the financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. These four perspectives are interconnected and provide a comprehensive picture of organizational health and success from multiple viewpoints (Kesek et al., 2020).

In Indonesia, the implementation of the Balanced Scorecard has been adopted by various companies across manufacturing, service, and trading sectors. One sector facing significant challenges in performance measurement is the fast-food industry. This industry is characterized by intense competitiveness, high trend turnover rates, and significant influence from consumer behavior and product innovation. Fast-food companies are continuously required to enhance product quality, service delivery, operational efficiency, and adaptability to market changes (Rumangu et al., 2023). However, in practice, many companies lack comprehensive and structured performance measurement systems. Some rely solely on financial reports and sales volume as primary references, without examining whether internal processes are optimized, whether customers are satisfied, or whether employees possess adequate motivation and competence. This imbalance in measurement can have fatal consequences, as companies lack strategic control over the direction and quality of their achieved growth (Suryawadi & Khalil, 2021).

PT Sari Burger Indonesia in Bandar Lampung serves as an illustrative case. As depicted in Figure 1, the company experienced relatively stable growth during the 2022–2024 period. Total sales increased from approximately Rp5.9 billion in 2022 to Rp6.05 billion in 2023 and Rp6.07 billion in 2024, representing a cumulative increase of approximately 3% over two years. This phenomenon indicates that despite the Indonesian fast-food industry facing competitive pressures due to increasing consumer preference for local products, post-pandemic consumption pattern shifts, and rising raw material and rental costs, PT Sari Burger managed to maintain positive growth through adaptive strategies including menu innovation, service quality enhancement, and local brand strengthening amidst the dominance of international chains such as McDonald's and KFC. This performance demonstrates the company's ability to maintain sales stability amidst competitive pressures (Jayanegara, 2020).

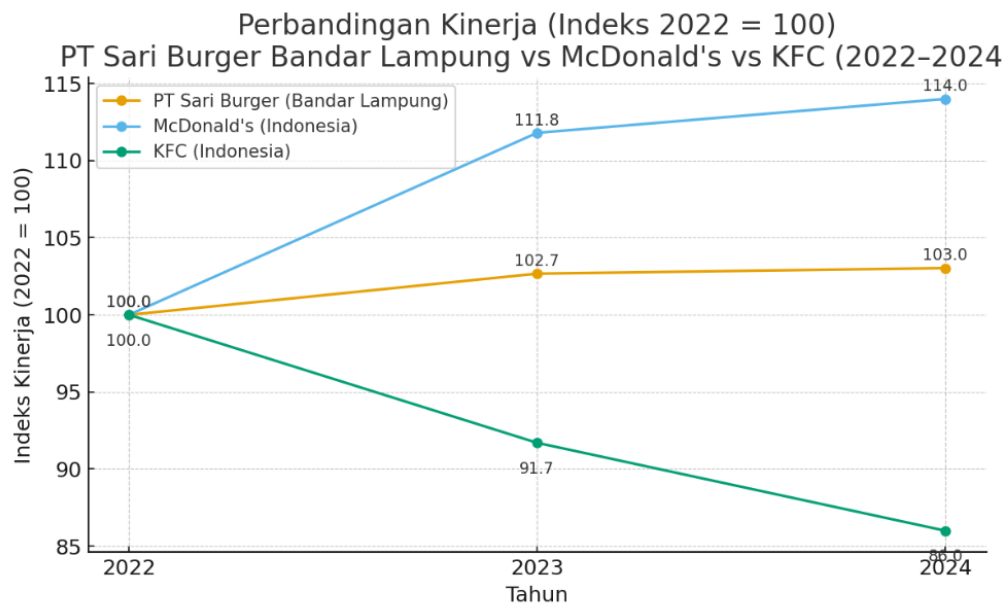


Figure 1. Performance Comparison of Fast-Food Companies in Indonesia (2022-2024)
Source: Author's processed data (2025)

Meanwhile, McDonald's Indonesia demonstrated significant growth over the past three years, with its index increasing from 100 in 2022 to 114 in 2024, driven by outlet expansion and aggressive digital marketing strategies. Conversely, KFC experienced performance decline from 100 in 2022 to 86 in 2024 due to outlet closures and operational efficiency measures undertaken by PT Fast Food Indonesia Tbk. Based on this comparison, it can be concluded that although PT Sari Burger Indonesia in Bandar Lampung showed relatively stable sales growth during the 2022–2024 period, its rate of increase was relatively low compared to major competitors in the fast-food industry such as McDonald's, which grew rapidly through expansion and digitalization.

This condition indicates that while the company has managed to maintain performance amidst competitive pressures, it has not yet demonstrated comprehensive strategy effectiveness. To date, performance evaluation has focused predominantly on financial aspects such as sales and revenue, without measuring non-financial factors including customer satisfaction, internal process efficiency, or employee innovation and learning capabilities—all of which influence long-term competitiveness. Therefore, the implementation of the Balanced Scorecard as a comprehensive performance measurement tool is necessary to assess the extent to which PT Sari Burger Indonesia's strategies are truly effective in supporting vision achievement, enhancing competitiveness, and ensuring sustainable company growth amidst increasingly competitive market dynamics.

The application of the Balanced Scorecard at PT Sari Burger Indonesia is important for understanding how well the company conducts its operational activities and the extent to which designed strategies are effectively implemented. By employing the four BSC perspectives, the company can assess and measure its performance more comprehensively (Pandaleke et al., 2021). The financial perspective will indicate the health of the company's financial condition; the customer perspective will measure consumer satisfaction and loyalty; the internal business process perspective will demonstrate operational efficiency and innovation; while the learning and growth perspective will assess employee development capabilities and information systems supporting decision-making.

Previous research by Ramadhani (2024) on Burger King's performance in several major cities, including Harapan Indah Bekasi, demonstrated that both local and international fast-food restaurants can maintain positive performance when able to adapt to consumer tastes and regional market conditions. Therefore, research on PT Sari Burger in Bandar Lampung is warranted, considering that this region possesses different market characteristics compared to other major cities, and it is interesting to observe how local companies can compete and survive amidst the dominance of global brands such as McDonald's and KFC.

Several previous studies have demonstrated that Balanced Scorecard implementation can enhance organizational performance measurement effectiveness. Research by Hanuma & Kiswara (2021) indicated that PT Astra Honda Motor's performance was favorable across all BSC perspectives, encompassing financial, customer, internal process, and learning and growth dimensions. Similar findings were reported by Nugraha et al. (2023), showing increased ROI, customer satisfaction, and product innovation at PT Medan Juta Rasa during the study period. Zaky's (2022) study confirmed BSC effectiveness in assessing employee performance in telecommunications companies. Meanwhile, Khoerunisa et al. (2024) found that BSC assisted Indonesian companies in translating vision and mission into measurable objectives and strengthening inter-departmental organizational communication. Astuti et al. (2024) also demonstrated that all four BSC perspectives positively influenced company performance, as evidenced at PT Unilever Tbk.

Conversely, Dzulhadi et al. (2022) highlighted BSC's role in assisting SMEs in Semarang to enhance competitiveness and business sustainability. According to Sanida (2017), PT Kimia Farma Apotek Bandar Lampung demonstrated generally good performance, yet remained weak in the learning and growth perspective, particularly in human resource development and innovation. Meanwhile, research by Tarigan & Sinaga (2022) at PT Pos Indonesia showed that although financial performance was less satisfactory, significant improvements occurred in customer and internal process perspectives. Furthermore, Wijaya's (2025) research proved that BSC implementation significantly influenced both financial and non-financial performance of manufacturing companies in Indonesia. However, Widaningrum & Kabul's (2020) study revealed that BSC implementation faced tangible obstacles such as resource limitations, low digital literacy, and external pressures like the pandemic, which hindered positive effects.

Based on these divergent findings from previous research, it can be concluded that Balanced Scorecard implementation across different regions shows varying effectiveness, depending on internal conditions and industry characteristics. However, to date, limited research has specifically examined Balanced Scorecard implementation in Bandar Lampung, particularly in companies operating in the fast-food sector such as PT Sari Burger Indonesia. This gap is significant considering that the fast-food industry in this region demonstrates dynamic and competitive growth, necessitating comprehensive and integrated performance measurement tools to ensure companies can survive and develop sustainably.

This study aims to analyze the performance of PT Sari Burger Indonesia in Bandar Lampung using the Balanced Scorecard approach, which assesses not only financial aspects but also customer, internal business process, and employee learning and growth perspectives. The results of this research are expected to provide a comprehensive overview of the company's actual condition, while serving as strategic evaluation material for management in enhancing operational effectiveness and long-term competitiveness.

Thus, this research is anticipated to contribute not only academically through literature development regarding Balanced Scorecard implementation in regions outside major cities, but also to provide practical benefits for local companies in optimizing business strategies and enhancing their competitive advantage in the market.

In conclusion, given the absence of previous research in Bandar Lampung specifically examining PT Sari Burger Indonesia, this study seeks to fill this gap by measuring company performance using the instruments contained within the Balanced Scorecard framework. The research objectives are twofold: first, to comprehensively assess PT Sari Burger Indonesia's performance through the four BSC perspectives; and second, to provide strategic recommendations for management based on the findings to enhance the company's competitiveness and sustainable growth in Bandar Lampung's dynamic fast-food market.

2. Theoretical Background

2.1 Balanced Scorecard

The Balanced Scorecard (BSC) is a strategic management system developed by Robert Kaplan and David Norton in 1992. According to Kaplan and Norton (1996), the Balanced Scorecard is an executive performance measurement tool that requires comprehensive measures across four perspectives: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. Kaplan and Norton (1996) define the Balanced Scorecard as "a measurement and management system that views a business unit's performance from four perspectives: financial, customer, internal business process, and learning and growth."

This system was designed to address the weaknesses of traditional measurement systems that focused excessively on financial aspects while neglecting non-financial factors equally important for corporate sustainability (Amananti, 2024). According to Marcella (2022), the Balanced Scorecard enables organizations to translate vision and strategy into a series of measurable objectives disseminated through four main perspectives: financial, customer, internal business process, and learning and growth.

The Balanced Scorecard serves not only as a measurement tool but also as a management system that helps organizations align operational activities with long-term strategic objectives. The four perspectives in the BSC are interconnected and provide balance between short-term results and long-term readiness (Ananda & Maria, 2023).

2.1.1 Advantages of the Balanced Scorecard

The Balanced Scorecard possesses advantages that make contemporary strategic management systems significantly different from traditional management systems (Mulyadi, 2001). Traditional strategic management only focuses on financial targets, whereas contemporary strategic management systems encompass broader perspectives: financial, customer, internal business process, and learning and growth. Furthermore, various strategic targets formulated in traditional strategic management systems are not coherent with one another, while strategic targets in contemporary strategic management systems are formulated coherently. Additionally, the Balanced Scorecard endows contemporary strategic management systems with characteristics not found in traditional systems, namely measurability and balance.

The Balanced Scorecard offers several advantages compared to traditional performance measurement systems (Rumangu et al., 2023). These advantages include:

- 1) **Balanced approach:** BSC focuses not only on financial aspects but also encompasses non-financial perspectives that impact corporate sustainability.

- 2) Encourages strategy alignment: With BSC, all organizational elements, from managerial to operational levels, can understand corporate strategy and contribute to its achievement.
- 3) Provides comprehensive understanding: Offers performance overview from multiple dimensions: financial results, service quality, internal processes, and human resource development.
- 4) Strengthens internal communication: Strategic objectives translated into BSC indicators can enhance shared understanding and cross-departmental collaboration.
- 5) Increases focus on long-term goals: BSC not only evaluates current performance but also ensures organizational readiness to face future challenges through human resource development and process innovation.

With these advantages, the Balanced Scorecard has been increasingly adopted by organizations across various sectors to enhance strategic and operational effectiveness.

2.1.2 Balanced Scorecard Perspectives

The Balanced Scorecard comprises four main perspectives that are interconnected and mutually support the comprehensive achievement of organizational strategy (Pandaleke et al., 2021). The Balanced Scorecard approach is intended to answer fundamental questions (Kaplan & Norton, 1996):

1) Financial Perspective

This perspective answers the question: "How do we appear to our shareholders?" Indicators in the financial perspective are used to assess the ultimate outcomes of strategy implementation (Kaplan & Norton, 1996), including:

- Return on Investment (ROI)
- Net profit
- Cash flow
- Revenue growth
- Cost control

The objective of this perspective is to ensure that implemented strategies generate financial profitability and added value. The financial perspective often serves as an indicator of success for the other perspectives.

2) Customer Perspective

This perspective answers the question: "How do customers perceive us?" Within this perspective, companies assess how products and services meet customer needs and expectations (Kaplan & Norton, 1996). Indicators include:

- Customer satisfaction level
- Customer loyalty
- Customer retention
- New customer acquisition
- Customer complaints and feedback

The customer perspective is critically important because satisfied and loyal customers represent strategic corporate assets in the long term.

3) Internal Business Process Perspective

This perspective answers the question: "What internal processes must we excel at to satisfy customers and shareholders?" It focuses on internal processes that create value for customers and drive efficiency (Kaplan & Norton, 1996), such as:

- Product innovation
- Production quality and efficiency
- Service speed
- Lead time reduction
- Complaint handling processes

Through controlling and improving internal processes, companies can enhance operational quality and productivity.

4) Learning and Growth Perspective

This perspective answers the question: "How can we continue to grow and innovate?" It assesses organizational capabilities in developing human resources, information systems, and work culture (Kaplan & Norton, 1996). Indicators include:

- Employee training levels
- Employee satisfaction and engagement
- Information technology capabilities
- Innovation and product development

This perspective emphasizes the importance of investing in human resources and organizational learning to ensure strategy sustainability in the future.

2.2 Corporate Performance

Performance represents a comprehensive depiction of a company's condition over a specific time period, representing results or achievements influenced by the company's operational activities in utilizing its resources (Helfert, 1996). According to Mulyadi (2001), performance is a general term used to indicate part or all of the actions or activities of an organization over a period.

Performance constitutes the results achieved by an individual or organizational entity in carrying out tasks or responsibilities based on predetermined standards or objectives. According to Kesek et al. (2020), performance is the level of individual success in executing tasks compared to various possibilities such as work standards, targets, and effectiveness.

In the organizational context, corporate performance reflects the extent to which a company achieves its goals efficiently and effectively. According to Nurmagfira & Modding (2020), corporate performance is a description of the achievement level in implementing programs or activities to realize company targets, objectives, mission, and vision.

Generally, performance encompasses not only financial results but also other aspects such as productivity, service quality, customer satisfaction, innovation, and human resource development. Therefore, corporate performance needs to be measured comprehensively, from both financial and non-financial perspectives (Mudawana, 2023).

2.2.1 Objectives and Benefits of Performance Measurement

Performance measurement plays a crucial role in modern management as it can serve as a basis for decision-making and continuous improvement. According to Permana (2020), the main objectives of performance measurement are to control organizational behavior, encourage individual performance, and align operational activities with corporate strategy.

The objectives of performance measurement include:

- 1) Assessing the achievement of organizational strategic goals.

- 2) Identifying operational strengths and weaknesses.
- 3) Providing feedback for management in decision-making.
- 4) Aligning inter-departmental activities with organizational goals.

According to Mulyadi (2001), the benefits of performance measurement systems are as follows:

- 1) Managing organizational operations effectively and efficiently through maximum employee motivation.
- 2) Assisting in employee-related decision-making such as promotions, terminations, and transfers.
- 3) Identifying employee training and development needs and providing selection criteria and evaluation for employee training programs.
- 4) Providing feedback to employees regarding how their superiors assess their performance.
- 5) Providing a basis for reward distribution.

According to Hamdalah et al. (2021), the benefits of performance measurement include:

- 1) Enhancing operational efficiency and effectiveness.
- 2) Motivating employees through recognition of performance achievements.
- 3) Serving as a basis for periodic organizational performance evaluation.
- 4) Encouraging a work culture oriented toward results and continuous improvement.

Thus, performance measurement is not merely a control tool but also a learning and development instrument within organizations.

2.2.2 Characteristics of Effective Performance Measurement Systems

With the emergence of new paradigms where businesses must be customer-driven, an effective performance measurement system must at minimum fulfill the following requirements (Pangestu, 2021):

- 1) Based on each activity and organizational characteristic according to customer perspective;
- 2) Evaluation of various activities using customer-validated performance measures;
- 3) Alignment with all aspects of activity performance affecting customers, thus producing comprehensive assessment;
- 4) Providing feedback to assist all organizational members in identifying problems with improvement potential.

A well-designed performance measurement system must be systematically structured, relevant to organizational strategy, and capable of objectively depicting organizational conditions. According to Tarigan & Sinaga (2022), several important characteristics of effective performance measurement systems include:

- 1) Relevant to organizational strategy: Performance indicators must reflect organizational strategic objectives.
- 2) Measurable and quantitative: Performance must be clearly measurable, using valid quantitative or qualitative data.
- 3) Future-oriented: The system must be capable of anticipating changes and providing direction for development.
- 4) Flexible and adaptive: Able to adapt to internal and external environmental changes.
- 5) Balanced: Encompassing financial and non-financial indicators, outcomes and processes, and short-term and long-term perspectives.

Measurement systems that fail to meet these characteristics risk providing inaccurate information that cannot be effectively utilized in decision-making.

3. Methods

3.1 Research Design

This study employs a quantitative research approach, as this method is considered most appropriate for addressing the research problems and facilitates the researcher in obtaining accurate and measurable data. The research focus is directed toward analyzing corporate performance measurement using the Balanced Scorecard as a strategic evaluation tool. The quantitative approach was selected due to its scientific characteristics that can be objectively tested, encompassing empirical, rational, and systematic elements, and can be measured numerically, thereby ensuring that the research results are scientifically accountable.

3.2 Population and Sampling Technique

Population refers to the entire subjects or objects that become the focus of attention in a study. In this research, the population consists of two groups:

- 1) All employees of PT Sari Burger Indonesia in Bandar Lampung, totaling 48 individuals; and
- 2) Customers of PT Sari Burger Indonesia in Bandar Lampung, totaling 100 individuals.

Both groups were selected because they are considered capable of providing relevant information to assess company performance using the Balanced Scorecard method, from both internal (employees) and external (customers) perspectives.

The sample represents a portion of the population taken as representatives for further investigation. Sample usage was employed because researching the entire population would require considerable time, cost, and effort. Therefore, a representative portion of the population members was selected to ensure that research results can still be generalized.

To determine the sample size from each respondent group, this study uses the Slovin formula (Usman, 2012), with a sampling error rate of 10% ($e = 0.1$). The Slovin formula is written as follows:

$$n = \frac{N}{1 + N(e)^2} = \frac{1}{1 + N(e)^2} \cdot N$$

Where:

n = sample size

N = population size

e = error tolerance (10%)

Based on calculations using this formula, the following results were obtained:

- 1) Employees: $n = \frac{48}{1 + 48(0.1)^2} = \frac{48}{1 + 48(0.01)} = \frac{48}{1 + 0.48} = \frac{48}{1.48} \approx 32.43 \approx 33$
- 2) Customers: $n = \frac{100}{1 + 100(0.1)^2} = \frac{100}{1 + 100(0.01)} = \frac{100}{1 + 1} = \frac{100}{2} = 50$

Thus, the sample size used in this study is 33 employees and 50 customers of PT Sari Burger Indonesia in Bandar Lampung. These two sample groups are considered sufficiently representative of the entire population to provide valid data.

Unlike the customer perspective, internal business process perspective, and learning and growth perspective that use respondent samples, the financial perspective in the Balanced Scorecard does not require individual samples. This is because financial perspective measurement uses company financial statement data, not respondent perceptions. Therefore, this study uses PT Sari Burger Indonesia's financial data for the last two years, namely 2023 and 2024, as the research basis.

3.3 Types and Sources of Data

This study employs two types of data, namely primary data and secondary data, which function to support the accuracy of analysis results.

Primary data is obtained directly from the first source through questionnaire distribution to two respondent groups: 33 employees and 50 customers of PT Sari Burger Indonesia in Bandar Lampung. This primary data encompasses information regarding employee performance levels and consumer satisfaction with services and products, which are important indicators in performance measurement using the Balanced Scorecard approach.

Secondary data is collected indirectly through various reference sources, such as textbooks, scientific journals, articles, company reports, and relevant information from official websites and other online publications. This secondary data is used to strengthen the theoretical foundation and provide broader context for the research results.

3.4 Data Collection Methods

This study employs several techniques in the data collection process to ensure that the information obtained is more accurate and relevant to the research objectives. The methods used are as follows:

1) Questionnaire

The main instrument used in this study is a questionnaire distributed to two respondent groups: employees and customers of PT Sari Burger Indonesia in Bandar Lampung. The questionnaire contains a series of statements designed to measure satisfaction levels, performance, and respondent perceptions of various company aspects. Assessment of each item was conducted using a Likert scale, a measurement scale used to assess the level of respondent agreement or disagreement with a particular statement (Scales & Sullivan, 2013).

2) Literature Study

In addition to field data collection, this study is also complemented by a literature study method, namely by examining various theoretical sources and previous research results relevant to the topic of the Balanced Scorecard and corporate performance measurement. These sources include textbooks, scientific journals, articles, research reports, and online information that support the theoretical discussion in this study (Scales & Sullivan, 2013).

3.5 Research Variables

This study uses four main perspectives in the Balanced Scorecard concept to measure company performance: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. The operationalization of each variable is presented in Table 3.1 below.

Table 1. Operational Definition and Measurement of Research Variables

Perspective	Indicator	Formula / Measurement	Criteria	Data Source
Financial	Return on Investment (ROI)	$ROI = (EAT / \text{Total Assets}) \times 100\%$	Good if $\geq 9.8\%$ (Keown, 2008)	Financial Statements (2023–2024)
	Profit Margin	$\text{Profit Margin} = (EAT / \text{Sales}) \times 100\%$	Good if $\geq 8.3\%$ (Keown, 2008)	Financial Statements (2023–2024)

Perspective	Indicator	Formula / Measurement	Criteria	Data Source
	Operating Ratio	$\text{Operating Ratio} = (\text{COGS} + \text{Operating Expenses}) / \text{Sales} \times 100\%$	Efficient if $< 100\%$ (Keown, 2008)	Financial Statements (2023–2024)
Customer	Customer Satisfaction (CSI)	$\text{CSI} = (\text{Total Respondent Score} / \text{Maximum Score}) \times 100\%$	Good if $\geq 70\%$ (Maria & Gunawan, 2024)	Customer Questionnaire (n = 50)
Internal Business Process	Innovation Level	Monthly operational performance data (2023–2024) classified into pass/fail categories	Higher pass rate indicates better internal process performance (Maria & Gunawan, 2024)	Operational Performance Reports
Learning and Growth	Employee Turnover Rate	$\text{Turnover Rate} = (\text{Number of Employees Leaving} / \text{Total Employees}) \times 100\%$	Lower turnover rate indicates better employee retention	HR Records (2023–2024)
	Employee Satisfaction	Likert scale questionnaire (1–5)	Good if average score > 3.0	Employee Questionnaire (n = 33)

Source: Author's construction (2025)

3.6 Data Analysis Techniques

The data analysis techniques in this study consist of two main components: questionnaire measurement using the Likert scale and Balanced Scorecard measurement using a rating scale. The following tables present the analysis techniques employed.

Table 2. Likert Scale Measurement

Answer Choice	Score	Interpretation
Strongly Disagree	1	Very low satisfaction/agreement
Disagree	2	Low satisfaction/agreement
Neutral	3	Moderate satisfaction/agreement
Agree	4	High satisfaction/agreement
Strongly Agree	5	Very high satisfaction/agreement

Source: Ghozali (2013)

Table 3. Balanced Scorecard Rating Scale

Score	Description	Interpretation
1	Good	Achieving or exceeding target
0	Sufficient	Approaching target
-1	Poor	Not achieving target

Source: Mulyadi (2001)

Table 4. Balanced Scorecard Measurement Steps

Step	Activity	Description
1	Establishing Strategic Objectives	Determine strategic objectives for each BSC perspective (financial, customer, internal business process, learning and growth) aligned with vision, mission, and strategy
2	Determining Key Performance Indicators (KPIs)	Translate each strategic objective into measurable indicators, including outcome measures and performance drivers
3	Determining Targets (Standard Performance)	Assign achievement targets for each performance indicator (quantitative figures or qualitative categories)
4	Conducting Data Collection	Collect organizational performance data based on predetermined indicators from financial reports, customer surveys, internal process reports, and HR evaluations
5	Assigning Scores Based on Rating Scale	Evaluate each indicator using the rating scale: 1 (Good), 0 (Sufficient), or -1 (Poor)
6	Calculating Perspective Performance Value	Sum the scores for each indicator to produce the performance value for each perspective; weights may be assigned according to importance
7	Drawing Organizational Performance Conclusions	Analyze assessment results to identify successful aspects, areas needing improvement, and relationships between perspectives in supporting overall strategy

Source: Adapted from Mulyadi (2001)

4. Results and Discussion

4.1 Financial Perspective

The financial perspective measures PT Sari Burger Indonesia's ability to create economic value through three indicators: Return on Investment (ROI), Profit Margin, and Operating Ratio.

Table 5. Financial Performance Indicators 2023-2024

Indicator	2023	2024	Standard	Score
ROI	5.46%	5.74%	9.8%	0
Profit Margin	2.34%	2.34%	8.3%	-1
Operating Ratio	85%	85%	<100%	1
Total Score				0

Source: Processed data (2026)

ROI increased from 5.46% in 2023 to 5.74% in 2024, indicating improved asset utilization, though still below the industry standard of 9.8% (Keown, 2008). Profit Margin remained constant at 2.34%, far below the 8.3% standard, reflecting inefficiency in cost control. Operating Ratio remained stable at 85%, indicating adequate operational efficiency as it remains below 100%. The total score of 0 places financial performance in the sufficient category.

4.2 Customer Perspective

The customer perspective was measured through a questionnaire distributed to 50 customers using a Likert scale (1-5) and calculated using the Customer Satisfaction Index (CSI).

Table 6. Customer Satisfaction Results

No	Indicator	Average Score
1	Product quality	3.38
2	Food taste meets expectations	3.88
3	Price matches quality	4.08
4	Service speed and responsiveness	3.92
5	Employee friendliness	3.84
6	Restaurant cleanliness	3.96
7	Food serving time	3.78
8	Menu diversity	4.00
9	Overall satisfaction	4.02
10	Willingness to repurchase	3.72
Average		3.86

Source: Processed data (2025)

The overall average score of 3.86 (agree category) indicates that customers are satisfied with the company's products and services. The Customer Satisfaction Index (CSI) calculation yields:

$$CSI = 3.86 : 5 \times 100\% = 77.2\%$$

Table 7. Customer Perspective Score

Indicator	Score
Customer Satisfaction (CSI)	1
Total Score	1

Source: Processed data (2026)

With a CSI of 77.2% (>70%) and an average score above 3, the customer perspective is categorized as good (score 1).

4.3 Internal Business Process Perspective

This perspective measures operational effectiveness through monthly performance data classified as pass ($\geq$ Rp515 million) or fail (<Rp515 million).

Table 8. Internal Business Process Performance 2023-2024

Year	Pass Months	Fail Months	Pass Percentage
2023	4	8	33.33%
2024	5	7	41.67%

Source: PT Sari Burger Indonesia (2025)

Performance improved from 33.33% pass in 2023 to 41.67% pass in 2024, indicating better process management and innovation. However, the dominance of fail months (58.33% in 2024) shows inconsistency in operational effectiveness.

Table 9. Internal Business Process Perspective Score

Indicator	Score
Process Effectiveness (Innovation Level)	0
Total Score	0

Source: Processed data (2026)

The internal business process perspective receives a score of 0 (sufficient).

4.4 Learning and Growth Perspective

This perspective measures employee satisfaction (questionnaire) and employee turnover rate.

Table 10. Employee Satisfaction Results

No	Indicator	Average Score
1	Work environment comfort	3.36
2	Clarity of duties	3.73
3	Workload suitability	3.91
4	Employee relationships	3.82
5	Supervisor support	3.79
6	Fair schedule distribution	3.67
7	Appreciation for contributions	3.79
8	Work facilities	3.73
9	Job satisfaction	3.79
10	Motivation	3.70
Average		3.73

Source: Processed data (2025)

Table 11. Employee Turnover Rate 2023-2024

Year	Initial Employees	Employees Leaving	Turnover Rate
2023	54	5	9.26%
2024	48	6	12.50%

Source: Processed data (2025)

Employee satisfaction is good (3.73, agree category). However, turnover rate increased from 9.26% in 2023 to 12.50% in 2024, indicating declining employee retention.

Table 12. Learning and Growth Perspective Score

Indicator	Score
Employee Satisfaction	0
Employee Turnover	0
Total Score	0

Source: Processed data (2026)

The learning and growth perspective receives a score of 0 (sufficient).

4.5 Overall Performance Summary

Table 13. Balanced Scorecard Performance Summary

Perspective	Score	Category
Financial	0	Sufficient
Customer	1	Good
Internal Business Process	0	Sufficient
Learning and Growth	0	Sufficient
Total Score	1	Sufficiently Good

Source: Processed data (2026)

Table 14. Strategy Map of PT Sari Burger Indonesia

Perspective	Strategic Objectives	Main Strategy	Expected Impact
Learning & Growth	Improve employee competence	Training, skill development	Productive, adaptive employees

Perspective	Strategic Objectives	Main Strategy	Expected Impact
Internal Process	Improve operational efficiency	Process optimization, cost control	Efficient processes, controlled costs
Customer	Improve satisfaction & loyalty	Product quality, service speed	Increased satisfaction & loyalty
Financial	Improve financial performance	Profitability, asset efficiency	Profit growth, sustainability

Source: Processed data (2026)

4.6 Discussion

Based on the measurement results of PT Sari Burger Indonesia's performance using the Balanced Scorecard approach, which includes financial, customer, internal business process, and learning and growth perspectives, the overall company performance can be summarized as presented in Table 4.13.

Table 15. Summary of PT Sari Burger Indonesia's Performance Based on the Balanced Scorecard

Balanced Scorecard Perspective	Main Indicator	Score	Category
Financial Perspective	ROI, Profit Margin, Operating Ratio	0	Sufficient
Customer Perspective	Customer Satisfaction	1	Good
Internal Business Process Perspective	Process Effectiveness & Innovation	0	Sufficient
Learning and Growth Perspective	Employee Satisfaction, Employee Turnover	0	Sufficient
Total Balanced Scorecard Score		1	Sufficiently Good

Source: Processed data (2026)

Based on the measurement results of the company's performance using the Balanced Scorecard approach, it can be concluded that the overall performance of PT Sari Burger Indonesia is in the sufficiently good category with a total score of 1. This result indicates that the company has been able to achieve positive performance in several main perspectives, although there are still certain aspects that require improvement so that the company's strategy can run more balanced and sustainably.

From the financial perspective, the company obtained a score of 0 (sufficient). This is due to Return on Investment (ROI) performance that is still below the industry standard and relatively low profit margin, although the operating ratio shows quite good operational efficiency. This condition indicates that the company has been able to control operational costs, but optimization of asset utilization and increasing profit margins still need to be strengthened so that financial performance can improve more significantly.

In the customer perspective, PT Sari Burger Indonesia obtained a score of 1 (good). The average customer satisfaction score of 3.86 indicates that customers are generally satisfied with product quality, service, prices, and transaction experience. High customer satisfaction and willingness to make repeat purchases are positive indicators for customer loyalty and business sustainability amidst the fast-food industry competition.

Furthermore, the internal business process perspective obtained a score of 0 (sufficient). Although there was an increase in the number of months with pass status from 2023 to 2024, the dominance of months with fail status indicates that the effectiveness of internal processes and company innovation is still not running consistently. This indicates the need for continuous improvement in operational process management, increased innovation, and strengthening of internal systems so that business process performance can be more stable and support the achievement of the company's strategic goals.

Meanwhile, from the learning and growth perspective, the company obtained a score of 0 (sufficient). The organization's capability to develop and retain human resources is not yet fully optimal. Although the employee satisfaction level is in the good category, the increase in employee turnover rate during the observation period indicates challenges in employee retention and workforce stability aspects. This condition reflects that the human resource management system, particularly related to career development, motivation, and learning sustainability, still needs to be strengthened.

Table 16. Strategy Map of PT Sari Burger Indonesia

Balanced Scorecard Perspective	Strategic Objectives	Main Strategy	Expected Impact
Learning and Growth	Improving employee competence and motivation	Employee training, work skill improvement, information system utilization	Employees are more productive, adaptive, and high-performing
Internal Business Process	Improving operational efficiency and effectiveness	Work process optimization, cost control, operational quality improvement	More efficient work processes, controlled operational costs
Customer	Improving customer satisfaction and loyalty	Product and service quality improvement, service speed	Increased customer satisfaction and maintained loyalty
Financial	Improving financial performance and stability	Profitability improvement and asset use efficiency	Profit growth and financial sustainability of the company

Source: Processed data (2026)

Based on the results of the performance analysis of PT Sari Burger Indonesia using the Balanced Scorecard approach, it can be concluded that the company's overall performance is in a fairly balanced category, but still requires strengthening in several strategic perspectives. The financial perspective shows relatively stable results, although there are still weaknesses in profit margin, indicating the need for cost efficiency and revenue optimization. This confirms that the achievement of the company's financial goals is highly dependent on performance improvement in other perspectives.

In the customer perspective, the company has been able to maintain customer satisfaction and loyalty levels through consistent product and service quality. However, to increase competitiveness, PT Sari Burger Indonesia needs to strengthen differentiation strategies, improve customer experience, and be responsive to consumer needs and

preferences. This perspective is an important link between internal processes and the company's financial results.

The internal business process perspective shows that there are still opportunities for improvement in terms of operational efficiency, cost control, and work process standardization. Optimization of workflow, reduction of waste, and improvement of operational quality are key so that internal processes can provide greater added value to customers and support the achievement of financial targets.

Furthermore, the learning and growth perspective is the main foundation in the company's strategy map. Development of employee competencies, improvement of work motivation, and utilization of effective information systems play an important role in supporting internal process improvement. Investment in human resources and technology will create sustainable long-term capabilities for the company.

Overall, the strategy map of PT Sari Burger Indonesia shows a clear cause-and-effect relationship between the Balanced Scorecard perspectives, starting from learning and growth, then proceeding to internal business processes, then impacting customer satisfaction, and ultimately leading to improved financial performance. Therefore, the company is advised to implement an integrated and sustainable strategy so that all perspectives can support each other in achieving the company's long-term goals.

5. Conclusion

Based on the analysis of PT Sari Burger Indonesia's performance using the Balanced Scorecard approach, which encompasses the financial, customer, internal business process, and learning and growth perspectives, it can be concluded that the company has generally demonstrated fairly good performance and experienced positive development, particularly in aspects of profit achievement and customer satisfaction. The Balanced Scorecard approach has proven capable of providing a comprehensive picture of company performance, not only from the financial side but also from non-financial aspects that play an important role in business sustainability.

First, from the financial perspective, PT Sari Burger Indonesia obtained a total score of 0, reflecting that the company's financial condition is relatively stable but not yet optimal. The ROI indicator showed a neutral result, the profit margin received a negative score, while the operating ratio demonstrated positive performance. This indicates that although the company is able to maintain operational efficiency, efforts are still needed to increase profitability through cost control and revenue optimization so that financial performance can grow sustainably. These findings align with Keown (2008), who emphasizes that sustainable financial performance requires a balance between operational efficiency and profitability optimization.

Second, from the customer perspective, the company obtained a positive score of 1, indicating that PT Sari Burger Indonesia has been able to maintain customer satisfaction and loyalty through relatively consistent product and service quality. The Customer Satisfaction Index (CSI) of 77.2% and an average score of 3.86 (agree category) confirm that customers are generally satisfied with price suitability, menu diversity, and overall service. However, to increase competitiveness, the company still needs to strengthen differentiation strategies, enhance customer experience, and improve responsiveness to consumer needs and preferences so that the value perceived by customers becomes increasingly optimal. According to Kaplan and Norton (1996), customer satisfaction is a leading indicator of future financial performance, making this perspective critically important for long-term success.

Third, from the internal business process perspective, the company obtained a score of 0, indicating that the effectiveness of internal processes is in the sufficient category but not yet stable. Although there was an increase in the number of months with pass status from 33.33% in 2023 to 41.67% in 2024, the dominance of months with fail status (58.33% in 2024) indicates that the company still faces challenges in maintaining consistency of innovation and operational efficiency. Therefore, continuous improvement in workflow, cost control, and process standardization are priorities that need attention. Mulyadi (2001) asserts that effective internal processes are fundamental to creating customer value and achieving financial targets, making this perspective a critical link between organizational capabilities and market results.

Fourth, from the learning and growth perspective, PT Sari Burger Indonesia obtained a score of 0, which is reflected in the employee satisfaction level with an average score of 3.73, placing it in the agree category. This condition reflects that the company has been able to create a work environment that sufficiently supports the development of employee competence, motivation, and performance. However, although the employee satisfaction level is in the good category, the increase in employee turnover rate during the observation period from 9.26% in 2023 to 12.5% in 2024 indicates challenges in employee retention and workforce stability aspects. This condition reflects that the human resource management system, particularly related to career development, motivation, and learning sustainability, still needs to be strengthened. The work environment comfort aspect, which received the lowest score (3.36), also needs improvement so that employee capabilities can develop optimally and sustainably.

This study contributes to the literature on performance measurement by demonstrating the applicability of the Balanced Scorecard framework in the context of a local fast-food company in a regional Indonesian city. The findings confirm Kaplan and Norton's (1996) assertion that the four BSC perspectives are interconnected and collectively provide a comprehensive view of organizational performance. The cause-and-effect relationships illustrated in the strategy map (Table 4.14) support the theoretical proposition that investments in learning and growth drive improvements in internal processes, which in turn enhance customer satisfaction and ultimately lead to better financial performance.

For PT Sari Burger Indonesia's management, several practical recommendations can be derived from this study:

- 1) Strengthen profitability optimization: While operational efficiency is well-maintained (operating ratio of 85%), the low profit margin (2.34%) indicates the need for more effective cost control and revenue enhancement strategies.
- 2) Maintain customer satisfaction while improving product quality: The high customer satisfaction (CSI 77.2%) is an asset that must be preserved, but the neutral rating on product quality suggests opportunities for improvement in consistency and innovation.
- 3) Enhance internal process consistency: The increase in pass rate from 33.33% to 41.67% shows progress, but greater stability is needed. Standardizing work processes and strengthening innovation capabilities should be prioritized.
- 4) Address employee retention challenges: The rising turnover rate (9.26% to 12.5%) despite good satisfaction scores indicates that retention requires specific strategies beyond satisfaction, such as career development opportunities and improved work environment comfort.

This study has several limitations that should be acknowledged. First, the research focuses on a single company in the fast-food industry, limiting the generalizability of

findings to other sectors or contexts. Second, the financial analysis covers only two years (2023-2024), which may not capture long-term trends or cyclical variations. Third, the customer and employee satisfaction measurements are based on perceptions at a single point in time, which may not reflect dynamic changes in attitudes.

Future research could extend this study by: (1) conducting comparative studies across multiple fast-food companies in different regions; (2) employing longitudinal designs to track performance trends over longer periods; (3) incorporating additional perspectives or indicators into the Balanced Scorecard framework; and (4) investigating the specific factors driving employee turnover despite adequate satisfaction levels.

In conclusion, the Balanced Scorecard approach has proven effective in providing a comprehensive assessment of PT Sari Burger Indonesia's performance, revealing both strengths in customer satisfaction and operational efficiency, as well as challenges in profit margin optimization and employee retention. By addressing these challenges through the integrated strategy map, the company can strengthen its competitive position and ensure sustainable growth in Bandar Lampung's dynamic fast-food market.

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