5.1 Conclusion

Based on the research and discussion to PT Semen Padang about development the measures and the setting the target of Balanced Scorecard in, there are several things can be concluded.

1. PT Semen Padang develops the strategy map of Balanced Scorecard to linkage the financial, customer, internal business process and customer perspective and PT Semen Padang does the cascading the Balanced Scorecard down to the lower management.

2. PT Semen Padang translates the vision and mission into Company’s Long Term Plan (CLTP) once in every 5 years. From CLTP, the company develops the work plans and Company’s Work Plan and Budget (CWP&B). Development of measures and set the target in PT Semen Padang is only based on the CWP&B without considering the linkage of each measure.

3. PT Semen Padang only uses the customer core measurement to measure the customer perspective and not include the customer value proposition. While the customer value proposition appear in internal business process perspective.

4. Comparing with previous performance, the company does not run the test of measures and targets in strategy map Balanced Scorecard. It caused the unclear linkage between measures and the targets.
5.2 Limitation of Research

In doing the research, there are differences in strategic objectives and its measures in actual performance 2015 and performance target 2016. Some strategic objectives and its measures cannot be compared to each other, thus the target is written ‘Not Applicable (NA)’.

5.3 Suggestion

There are several suggestions that can be given to the setting the target of Balanced Scorecard, namely:

1. PT Semen Padang should set measure and target using causal relationship, not only based on CWP&B.
2. PT Semen Padang needs to switch the customer value proposition in internal business process perspective into customer perspective.
3. PT Semen Padang needs to run the test or do simulation in setting targets for each measures of Balanced Scorecard perspective.

The illustration of summary the discussion, conclusion and suggestion that has explained previously can be seen in figure 5.1.
**Discussion**

PT Semen Padang has implemented the Balanced Scorecard perspective in accordance with the Balanced Scorecard concept and use the strategy map to show the cause-and-effect chain. PT Semen Padang does the cascading strategy map Balanced Scorecard from corporate into lower level. PT Semen Padang implements the three principals in learning and growth perspective.

However, there are some weakness in implementing Balanced Scorecard in PT Semen Padang. First, PT Semen Padang sets the targets for each KPI in Balanced Scorecard from CWP&B. When the targets put into the strategy map of Balanced Scorecard, the targets do not show the clear linkage with each others. This is because of the development of CWP&B does not considered the linkage of the measures and targets. It is necessary for PT Semen Padang to do the simulation on strategy map of setting targets to see the linkage and whether the set targets are appropriate to support each others. Second, the PT Semen Padang misplace the customer value proposition, which is belong to customer perspective, in internal business perspective.

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**Conclusion**

- **PT Semen Padang** develops the strategy map of Balanced Scorecard to linkage the Balanced Scorecard perspectives and PT Semen Padang does the cascading the Balanced Scorecard down to the lower management.
- **PT Semen Padang** translates the vision and mission into CLTP once in every 5 years. From CLTP, the company develops CWP&B. Development of measures and set the target in PT Semen Padang is only based on the CWP&B without considering the linkage of each measure.
- **PT Semen Padang** only uses the customer core measurement to measure the customer perspective and not include the customer value proposition. While the customer value proposition appear in internal business process perspective.
- Comparing with previous performance, the company does not run the test of measures and targets in strategy map Balanced Scorecard. It caused the unclear linkage between measures and the targets.

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**Suggestion**

- **PT Semen Padang** should sets measure and target using causal relationship, not only based on CWP&B.
- **PT Semen Padang** needs to switch the customer value proposition in internal business process perspective into customer perspective.
- **PT Semen Padang** needs to run the test or do simulation in setting targets for each measures of Balanced Scorecard perspective.