

CHAPTER V

CONCLUSION

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 suggestion that can be given to the setting the target of Balanced Scorecard, namely:

1. PT Semen Padang should sets 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.

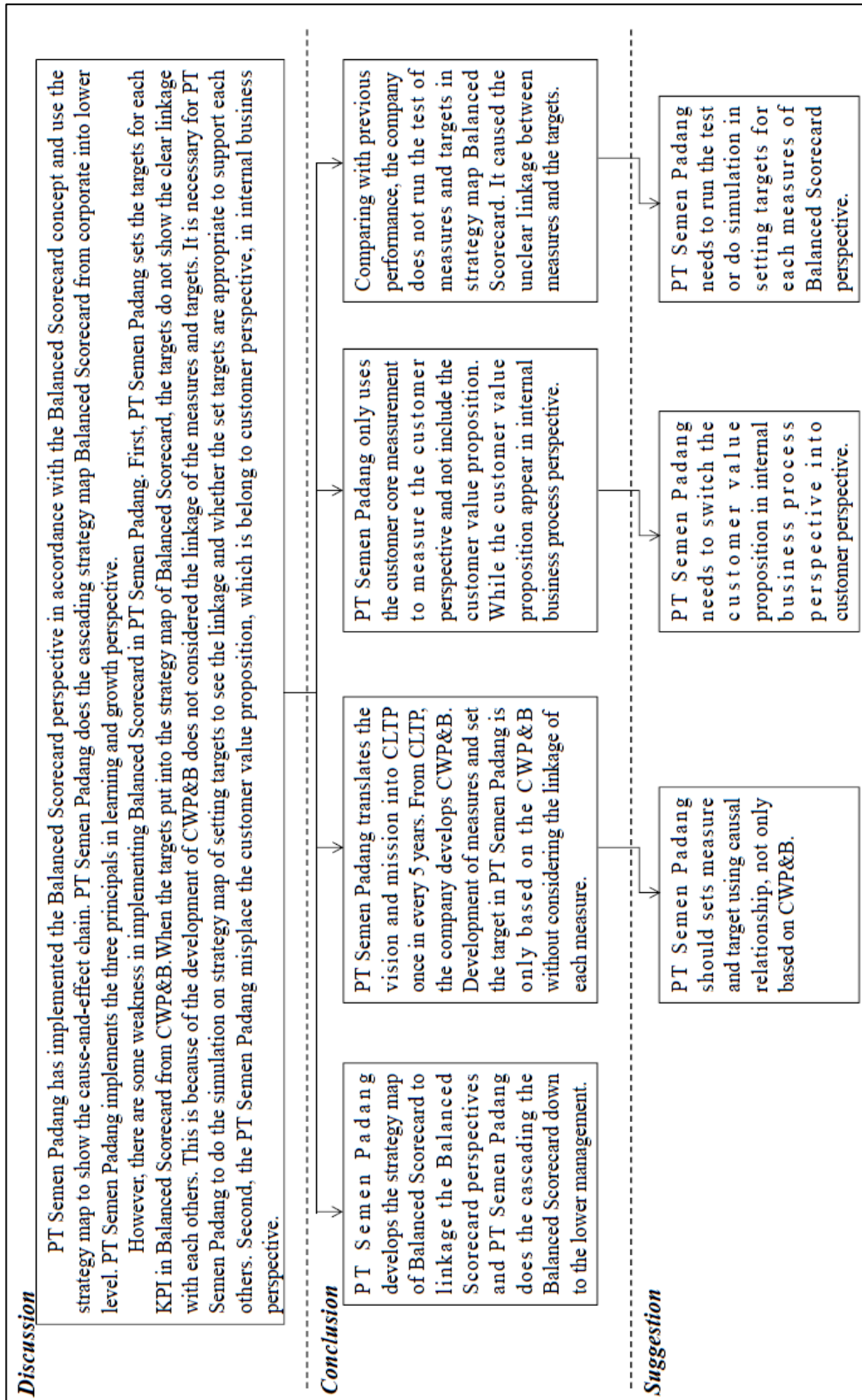


Figure 5.1: Summary of Discussion, Conclusion and Suggestion