

## ABSTRAK

PT. CitraLabel JayaPerkasa merupakan sebuah perusahaan manufaktur yang berfokus pada bidang tekstil khususnya bahan baku pembuat label tenun. Dalam perhitungan kinerja perusahaan saat ini, yang diperhatikan secara garis besar yaitu aspek finansial, sehingga aspek lainnya belum diperhatikan. Persaingan ketat pada pangsa pasar saat ini tentu akan membuat kondisi perusahaan mengalami penurunan. Maka dari itu diperlukan adanya pengukuran kinerja serta perencanaan strategi. Perhitungan kinerja ini menggunakan metode *Balanced Scorecard* yang kemudian didapatkan 12 *Key Performance Indicator* (KPI), yang kemudian dilakukan perhitungan bobot dengan *Objective Matrix* dan *Traffic Light System*. Didapatkan hasil pembobotan *Balanced Scorecard* berturut-turut yaitu: Perspektif Keuangan 0,428, Perspektif Pelanggan 0,332, Perspektif Proses Bisnis Internal 0,119, Perspektif Pembelajaran dan Pertumbuhan 0,121. Hasil Penilaian dengan *Objective Matrix* dan *Traffic Light System* diperoleh hasil 5 indikator sudah baik, 2 indikator kinerja belum maksimal, dan 5 indikator kinerja perlu untuk diperbaiki. Kemudian dilanjutkan untuk perencanaan strategi menggunakan metode *Hoshin Kanri* dengan X-Matrix.

**Kata Kunci:** Pengukuran Kinerja, *Balanced Scorecard*, *Key Performance Indicator*, *Objective Matrix*, *Traffic Light System*, *Hoshin Kanri*

## **ABSTRACT**

*PT. CitraLabel JayaPerkasa is a manufacturing company that focuses on the textile sector, especially raw materials for making woven labels. In calculating the company's current performance, what is considered in outline is the financial aspect, so that other aspects have not been considered. Intense competition in the current market share will certainly make the company's condition decline. Therefore it is necessary to have performance measurement and strategic planning. This performance calculating uses the Balanced Scorecard method which obtains 12 Key Performance Indicators (KPI), then calculated using the Objective Matrix and the Traffic Light System. The results of the Balanced Scorecard are: Financial Perspective 0.428, Customer Perspective 0.332, Internal Business Process Perspective 0.119, Learning and Growth Perspective 0.121. The results of the assessment using the Objective Matrix and Traffic Light System showed that 5 indicators were good, 2 performance indicators were not optimal, and 5 performance indicators needed improvement. Then proceed to strategic planning using the Hoshin Kanri method with the X-Matrix.*

**Keywords:** *Performance Measurement, Balanced Scorecard, Key Performance Indicator, Objective Matrix, Traffic Light System, Hoshin Kanri*