

Chain Performance Analysis Supply Using the Balanced Scorecard Method in the Kachi Milk Beverage Business

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Abstract. *One of efforts that can be done to be able to sufficient need customer with method notice management chain supply in a way well, that's it This because basically chain supply This notice regarding the goods process until customer in a way good. In the chain supply evaluation performance becomes very important, because Can know effectiveness strategy determination and its application in the business world. The goal in study This is For analyze flow performance chain supply as well as know mark chain supply which obtained what is Kachi Milk's business ? Already Good or no. Method of analysis in study This use balanced scorecard. On the Balanced Scorecard This explain mission and tactics capable organization made into become business for reach objective as well as become reject measuring performance in the company. Research results This is in the form of results the average value shows that from perspective finance to obtain value 3 (enough) good, internal business process perspective obtains value 3.4 (good), perspective growth and development to obtain value 3.12 (enough) good and perspective customer to obtain value 3.6 (good). For the total average value for all perspective is 3.28 (enough) good. Concluded that performance on the chain supply business This Kachi Milk drink Enough Good based on four perspective, the need for efforts in business Kachi Milk drink for increase performance chain to be more increase.*

Keywords: Supply, Chain, Performance, Evaluation

1. INTRODUCTION

business world at the moment This more and more progress, which results in competition company the more competitive. The development of technology change how to get it increase activity in a agency. Which makes technology used some big agency and also has capable become factors that can push For increase in a way effective in the process business.(Rais et al., 2021) .

One of change paradigm in a way significant in management latest namely in fight effort, not only accompany industry as individual but in the fight between chain supply (Anindita et al., 2020) . The competition that occurs plays a role A condition real taking place due to the existence of the market and as matter useful in development a industry. As a result existence emergence fight between room market scope which is divided make decreasing trade volume. Which brings impact industry will play a role For Work in a way strong as well as be careful so that customers who have There is always use service they (Marfuah & Mulyana, 2021) .

According to Rais et al. (2021) management chain supply Can convey description coordination in a way comprehensive about activity chain supply, starting with raw materials standard and ended customer feel satisfaction. Management objectives chain

supply so that capable to coordinate activity on the chain supply so that Can maximize superiority competitive and benefit originate chain supply for consumer end.

With notice management chain supply Can become part so that it can fulfil need customers, because in management chain supply in a way base with method notice how to process goods until to customer with well, besides it is also necessary about service in a way Good to facilities provided to Customer. Management chain supply This about management carried out by the company as well as performance from company (Pongoh, 2016) .

How to find out size performance management chain supply a company, with done calculation performance chain supply. Measurement performance chain supply implemented aims to be able to For support objective company as desired, things the as form For become material evaluation performance in the company, strategy making becomes Far more Good in the future front as well as become determinant operational company (Saragih et al., 2021) .

Balanced scorecard (BSC) is one of the the method used in measure performance *supply chain*. BSC previously required in measure performance in finance. Development furthermore This become develop so that BSC is used in measurement SCM performance. BSC itself own excess in measure in a way comprehensive and balanced. Comprehensive as well as balanced on BSC means can measure on a number of aspect that is finance, not finance, long term short, term long, internal and also external (Rizqiyanti & Wahyono, 2016)

Study previous about use *balanced scorecard* For measurement performance on SCM. Research Ananda et al (2020) use *Balanced scorecard*, the results obtained on performance chain supply Transmart Carrefour Bandung created 16 very important indicators ok, can conclude that performance chain supply fit the criteria both at Transmart Carrefour Bandung.

Study Dahlia (2021) use *balanced scorecard*, can concluded The strategic targets at BMT Amanah are too *people-centric*, causing business process perspective and perspective finance abandoned, so that need done evaluation.

Study Fikar & Retnowati (2020) use *balance scorecard*, the results are measured performance show for 3 years lately performance on CV continues experience significant decline.

Study Hermanto & Achsa (2021) use *balance scorecard*, the results study This show performance chain supply very good proven based on results perspectives that exist in *the balanced scorecard* in order to have weight score study increased on average. However, found less than optimal indicators, namely related level destruction of the product that

occurs under circumstances division. In order to be able to maximize Honda brand image so that can on duty on level performance in a way maximum. Raise performance This become part indicators that become good action.

Study Agarwal et al. (2022) use *balanced scorecard*, the results This disclose that "perspective recipient benefits and donors" become perspective the most significant performance. Findings This help in identify interest relatively from every size performance For evaluation performance organization humanity.

Study Yulianti & Diyani (2017) use *balanced scorecard*, resulting in that on performance at PT. Mitrakarya Jaya. In general overall performed 2021 to 2015 are classified not enough healthy, category BBB with score total performance value by 53.40%.

Kachi Milk's business is is business milk drink that has been stand since May 2021. Located at Jl. Legoso Raya No. 5, Kelurahan Couple Ciputat east South Tangerang. In promoting products of media that are often used use *Instagram* and *Whatsapp*. Where is the business This provide various drink made from main milk with various fruit flavor mix or other flavors.

Problems faced in business This based on interview with Kachi Milk *owner* explains condition pandemic of course it is very influential to Power buy customers at the time pandemic and also related segmentation *market* that has not appropriate target. In terms of customer problems faced the mixture in the drink is not quite right. In addition, it is also based on results questionnaire conducted to Kachi Milk customers who said that many of the flavors offered on the menu were not there is, so customers who want the desired taste This forced must choose the flavors available on the day the.

Research purposes This For can analyze flow performance chain supply as well as know mark chain What supplies does Kachi Milk Business get ? Already Good or no. For later Can become Kachi Milk Business Improvement in performance chain supply in the future.

2. LITERATURE REVIEW

Performance Measurement

Give description will management organization that is carried out evaluation on the size that has been agreed. Activity management organization about failure or even its success This Can seen from its performance. Can achieved If matter the There is in performance on a organization. The need for evaluation performance done, so that it can be

done know achievement performance organization (Rinaldi Ekklesia Ondang & Kindangen, 2021) .

Measurement performance own *benefits* for work unit manager For monitor, repair performance, and also focus For objective organization. So that can operate pressure accountability public. Assessment performance aiming give motivation personnel so that reach target in organization and can fulfil standard behavior that has been arranged so that it can reach desired result organization (Husain & Pura, 2020) .

Balanced Scorecard

Balanced Scorecard become successful tool used For evaluation performance. *Balanced Scorecard* understood as tool give balance in measurement performance organization like aspect finance, customers, internal processes and No finance (Li et al., 2021) .

Measurement performance company use method *balanced scorecard*, has hope so that company can measure in a way comprehensive and balanced which provides improvement performance finance. (Herawati et al., 2018) .

In *Balanced Scorecard*, *Scorecard* is understood as card used For take notes score results performance. Score results performance This can used for evaluation, with method do comparison among those who have implemented and what is planned (Journalistha et al., 2018) .

In the *Balanced Scorecard* has 4 perspectives, namely : perspective finance, customers, internal business processes and learning as well as growth, following explanation of the 4 perspectives (Herawati et al., 2018) .

- a. Perspective Finance : Give instruction Good planning and in implementation strategic whether Already Can give fundamental improvements for profit company.
- b. Perspective Customer : Give instructions to become the driver used at the time customer feel No satisfied, which later they will look for other suitable manufacturers with need they.
- c. Internal Business Process Perspective : Manager can it is possible For know how much Good business that has happen and know existing products This has equivalent with need customer.
- d. Perspective Learning and Growth : It is a process of growth and learning that originates from factors system, origin power, and procedures organization.

3. RESEARCH METHODOLOGY

Research Methods

Research methods used is method quantitative. For analyze chain the supply Alone use method *balanced* scorecard created as reject measure it.

Data Collection Techniques

Data used in the research that is :

a. Primary Data

Data taken This needed For research, with do questionnaire and interview. The following is For the explanation related a number of things that are implemented.

- 1) Interview : with do ask answer with *owner* Kachi Milk around management chain supply and business profile.
- 2) Questionnaire : A number of question written which will be later will given to *Owners*, employees, and also consumers of Kachi Milk aim to be able to to obtain information related management chain supplies available at Kachi Milk.

b. Secondary Data

Data used in study This sourced from literature, articles as well as journal about evaluation performance chain supply that will be used For help in research. Data is taken so that it can be walk in accordance with writing study.

Stages Study

Stages study Can seen in figure 1

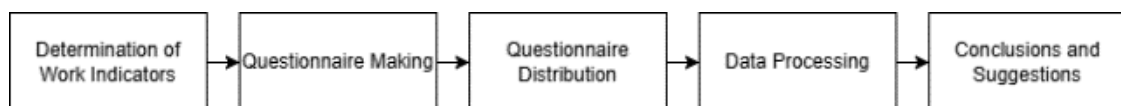


Figure 1. Stages Study

a. Determination indicator performance

To determine performance indicators, the researcher refers to research (Khadijah et al., 2020) . Where there are adjustments made, adjusting the type of business and the condition of the company that is used as the object of research.

b. Collection Questionnaire

In stages This indicator performance that is obtained referring to research (Khadijah et al., 2020) the next one do compilation questions based on measurement performance *Balanced Scorecard* which consists of on 4 perspectives measurement that is finance, internal business, growth and development, as well as customers who later included in the creation in *Google From*.

c. Distribution Questionnaire

Questionnaire shared with *owner*, 1 employee and 2 customers business Kachi Milk drink, total respondents in a way overall as many as 4 respondents.

d. Data processing

Stages This implemented data processing based on results the questionnaire was conducted, then do it weighting with scale appropriate likert with results questionnaire that has been distributed. Likert scale This is scale *psychometrics* that can used questionnaire so that to obtain *preference* Respondent about A statement. Likert scale Alone can used For measure attitude, opinion as well as response direct to statement related incident or symptoms social. In the research this, researcher determine it in a way specific its usual scale called as variable in study (Asnawi, 2018). Measurement scale variable study This based on scale likert, which each created with use scale 1-5 categories the answers in each answer given the value of the number of scores between 1-5, with the details can seen in table 1.

Table 1. Value Table

P K	ST S	S S	RR	S	SS
Ma rk	1	2	3	4	5

Source : (Asnawi, 2018)

e. Calculation mark weight

Done calculation mark weight in each indicator performance, which is continued do calculation in score performance use method *weight means score* in a way comprehensive. Based on the results calculation Can recognized whether has achieved or Already achieved target on indicator said. In order to be able to get interpretation so used used analysis *Weight Means Score (M)* with equality part following This (Helmi et al., 2016) .

$$M = \frac{\sum fxi}{n} \quad (1)$$

equation 1 can known related acquisition number interpretation (M), frequency (*fi*), weighting scale mark score (*xi*), summation (\sum), and amount respondent (n). After calculation done use equality which is where the result This interpreted by the description as well as value the scores in table 2.

Table 2. *Assessment using the Likert Scale*

No	Score Value	Information
1	1.00-1.80	Not good
2	1.81-2.60	Not good
3	2.61-3.40	Pretty good
4	3.41-4.20	Good
5	4.21-5.00	Very good

Source : (Helmi et al., 2016)

f. Conclusion and suggestions

Obtained based on results data processing on measurement performance chain existing supplies in the Kachi Milk business.

4. RESULTS AND DISCUSSION

Resource Person

Source person in study This is *owner of Kachi Milk*. Owner of Kachi Milk business This has operate since May 2021. Activities business carried out each day with time started at night day. In running his efforts This assisted with three team other that is :

a. Management finance

On duty in take care of report finance every the day.

b. Marketing Manager

On duty promote Kachi Milk's Instagram - centric products.

c. Manager Operational

On duty take care of activity sell buy and make sure Can walk with fluent.

Questionnaire Results

Results in the questionnaire use method *balanced scorecard* and carried out processing use scale Likert. In measurement performance management chain supply measured use questionnaire based on a number of perspective *balanced scorecard* namely :

a. Perspective Finance

Become part in chain supply arrange related finance in a company. Here is in table 3 *scorecard* perspective finance.

Table 3. Scorecard Internal Business Process Perspective of Chain Kachi Milk Beverage Business Supply

N o	Objective	Size
1	Profitability Level	Profit margin
		Provisions capital allocation
		Capital productivity
2	Liquidity level	Cash-to-cash cycle

Source : (Helmi et al., 2016)

Based on table 3 each size on each objective This have their respective targets. Here are This explanation about the target. In the 1point goal, the size of 1 target, is to do antispace decline profit with do profit target setting and income periodically ; Goal 1 measure point 2 target, Do efficiency cost with implementation activity operational with most efficient cost ; Goal 1 measure point 3 target, Company Can increase his opinion each month. Goal number 2 and the size of point 1 is the target, Doing making report sale each the day.

b. Internal Business Process Perspective

In this internal business process perspective management company related to the business process carried out, so that can fulfil and give customer satisfaction For can strengthen in competition with type similar businesses. The following This is a perspective scorecard on internal business processes described in table 4.

Table 4. Scorecard perspective finance chain supply Kachi Milk Beverage Business

No	Objective	Size
1	Efficiency Operation	Implementation of chain capital supply Provisions allocation
		Implementation operational
2	Company Development	Improvement performance company

Source : (Khadijah et al., 2020)

Based on table 4 each size on each objective This have their respective targets. Here are This explanation about the target. On the target Efficiency Operation among them : The goal of 1 point is the size of 1 target, carrying out activity operational in the company For always adjust with target cost, time as well as quality ; goal 1 point size 2 target, Doing operation company with adapt with new technology. While For 2 point goal, size 1 target, can carry out activity research and development by the company and can carry out evaluation and continuous improvement at every operation

c. Perspective Learning and Growth

Perspective learning and growth own influence to factor performance using boast Power human. Which is where factors the in the form of activities that become support obtained growth in the company. In table 5 it can be seen about explanation learning scorecard perspective as well as growth as following This.

Table 5. Scorecard Perspective Learning and Growth chain supply Kachi Milk Beverage Business

No	Objective	Size
1	HR Capabilities	Improve existing human resources company
		Implementing a compensation program
2	Capability Information	Flow information
3	Flow information	Operational

Source : (Khadijah et al., 2020)

Based on table 5 each size on each objective This have their respective targets. Here are This explanation about target. Goal 1 point size 1 target, Doing training as well as education for employees in a way Periodic ; the goal of the point size is 2 targets, Giving rewards for employee achieve at each the month as form appreciation on performance. Goal 2 points size 1 target, the company can give to employee convenience in access information limited aiming For make it easier operation company. Goal 3 Point size 1 target, Can pay attention and also give facility Supporter for every employee

d. Perspective Customer

Perspective customer can give identification about condition customer in accordance selected market segment company so that Can compete with company similar. Selected segment This to describe existence consumers who are made as source income. Based on description on This can obtained scorecard in perspective customer whose explanation can seen in Table 6 below This.

Table 6. Perspective *Scorecard* Customer Chain Kachi Milk Beverage Business Supply

No	Objective	Size
1	Quality of Goods	Satisfaction to quality goods sold by the company
2	Quality Service	Complaint on company
		Clarity company
3	Price Quality	Satisfaction to price

Source : (Khadijah et al., 2020)

Based on table 6 each size on each objective This have their respective targets. Here are This explanation about target. Goal 1 point size 1 target, Giving customer satisfaction on items for sale company. The goal of 2 points, the size of 1 target, can be directly served with fast response ; goal 2 point size 2 Give information companies that can accessed as well as known This with easy by customers. Goal 3 points size 1 target, Make price competition with business drink similar to be able to press sale as well as Can make satisfied customer with the price offered.

Calculation of Weight Value

Calculation weight use formula *Weight Mean Score (M)* is based on the results questionnaire. Then the characteristic data was obtained respondents in perspective finances described in table 7 and calculations weight about perspective finances in Table 8 below This.

Table 7. Characteristic Data Respondents Perspective Finance

Respondents	P1	P2	P3	P4	P5
1	4	3	3	3	4
2	2	2	2	3	4

Table 8. Characteristic Data Respondents Perspective Finance

Question	Weight
1	3
2	2.5
3	2.5
4	3
5	4

After done calculation weight from every questions on all perspective, then obtained results calculation on what can seen in table 9 below This

Table 9. Average Score and Questions Questionnaire Chain Kachi Milk Beverage Business Supply

Perspective	Question	Score	Criteria
Finance	1	3	Pretty good
	2	2.5	Not good
	3	2.5	Not good
	4	3	Pretty good
	5	4	Good
Internal Business Process	1	2.5	Not good
	2	2.5	Not good
	3	3.5	Good
	4	4.5	Very good
	5	4	Good
Learning and Growth	1	3	Pretty good
	2	3	Pretty good
	3	3	Pretty good
	4	3.5	Good
Customer	1	3.5	Good
	2	4	Good
	3	4	Good
	4	3	Pretty good
	5	3.5	Pretty good

Based on table 9 each question This have the explanation. Here is This is explanation at each perspective. Perspective finance among them : Question 1 Doing antispace decline profit with do profit target setting and income periodically ; Questions 2 Do efficiency cost with carry out activity operational with most efficient cost ; Question 3 The company can increase his opinion each month 4 Doing working capital allocation with as expected ; Question 5 Do making report sale each the day.

Internal Business Process Perspectives include : Question 1 Can Carry out activity Research and development by the company ; Question 2 Can Carry out activity Research and development by the company and Can carry out evaluation and continuous improvement at every operation ; Question 3 Doing activity operational in the company For always adjust with target cost, time as well as quality ; Question 4 Can carry out evaluation and continuous improvement at every operation ; Question 5 Can carry out service finished sold by company.

Perspective Learning and Growth among them : Question 1 Can pay attention also give facility Supporter for every employees ; Question 2 Giving rewards to employee achieve at each the month as form appreciation on performance ; Question 3 The company can give to employee convenience in access information limited aiming For make it easier operation company ; question 4 Doing training as well as education for employees in a way periodically.

Perspective Customer among them : Question 1 Give customer satisfaction on items for sale company ; Question 2 Give information companies that can accessed as well as known This with easy by customers ; Question 3 How customer satisfied on determination the price that has been company This ; Question 4 The goods offered party company in accordance with need as Customers ; Question 5 Complaints made customer direct handled by the party company.

Furthermore after count weight, then to be continued with calculate the average score chain supply. In this table 10 obtained results the average calculation.

Table 10. Average Chain Score Kachi Milk Beverage Business Supply

Perspective	Average Value	Information
Finance	3	Pretty good
Business Process	3.4	Good
Growth And	3.12	Pretty good
Development Customer	3.6	Good
Total	3.28	Just Good

5. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results research obtained from the average value of each perspective the result show perspective finance get 3 (enough) good), internal business process perspective gets value 3.4 (good), perspective growth and development get value 3.12 (enough) good) and perspective customer 3.6 (good). While the total average value for all perspective is 3.28 (enough) Good). Thus can concluded that performance chain supply to business Kachi Milk drink, based on four perspective Enough well, the need do effort repair for chain supply on on business Kachi Milk drink can more increase.

Suggestions

Suggestions for company to be able to improve and enhance quality chain supply so that at least it can be good. As in perspective finance, perspective growth & development that can fixed become good. Next on the internal business process perspective and the perspective customers to be able to still maintained or even improved. The company needs to For improve the target market of customers who are indeed be one of problems that the company has. In addition, the company must also be able to provide availability drink in accordance with the menu listed so that customers Can choose suitable drink desire, thing This based on problems described by customers.

Suggestions for study next so that you can use Respondent more Lots Again Good team and customers Kachi Milk drink so you can get results that can be more varies and can also get more Lots any more suggestions or problems faced customer and team. In addition study Next can use *Supply Chain Operation Reference* (SCOR) model reference in evaluation performance as well as in weighting indicator can use method *Analytical Hierarchy Process* (AHP), so that Can see How the results obtained with use method analysis and weighting different indicators.

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