



DOI: <https://doi.org/10.38035/dijemss.v6i6>
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Application of The Balanced Scorecard Method in Formulating Business Strategies to Enhance Sustainable Performance at PT Dedayu Opus Maxima

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Abstract: The telecommunications industry in Indonesia has undergone rapid development in tandem with the proliferation of digital services and internet access. In this context, PT Dedayu Opus Maxima, as a provider of IT payment services, faces challenges in maintaining competitiveness amidst increasingly intense competition. The objective of this study is to formulate a pertinent and quantifiable business strategy that will enhance the company's sustainable performance, utilizing the Balanced Scorecard (BSC) approach. The BSC is a strategic management tool developed by Kaplan and Norton (1992) that integrates four main perspectives: financial, customer, internal business processes, and learning and growth. The present study employs a qualitative approach, utilizing interviews, observations, and company documentation to obtain data on BSC implementation at PT Dedayu Opus Maxima. The analysis is conducted with the objective of evaluating the effectiveness of the implemented business strategy and identifying areas that require improvement. The research findings indicate that the BSC evaluation shows suboptimal implementation, with low profitability, weak customer retention, and minimal reinforcement of learning and growth aspects. The business strategy of PT Dedayu Opus Maxima, formulated using a phased BSC approach, begins with human resource and system development, process optimization, and enhancement of customer loyalty and financial stability.

Keyword: Process Optimization, Strategic Management, Strategic Planning, Sustainable Performance, Telecommunications Industry.

INTRODUCTION

Indonesia's telecommunications sector has experienced significant transformation in recent years, with internet penetration reaching 79.5% by 2024 (APJII, 2024). This rapid growth has created substantial opportunities in specialized subsectors, particularly the pulse server industry, which facilitates mobile credit top-up services through automated intermediary systems.

PT Dedayu Opus Maxima is one of the leading providers in this segment. The company currently faces escalating challenges, including intensified price competition, shifting regulatory landscapes, and accelerating technological disruption. These pressures have

contributed to a revenue decline of 8.3% in 2024, signaling the inadequacy of the company's current strategic approach in sustaining long-term performance.

The Balanced Scorecard (BSC) framework, introduced by Kaplan and Norton (1992), presents a multidimensional performance measurement model encompassing four key perspectives: Financial, Customer, Internal Business Processes, and Learning & Growth. Unlike traditional performance evaluation tools, BSC offers a systematic integration of various performance indicators and fosters causal linkages between strategic initiatives and financial outcomes.

Although the BSC has been widely adopted in educational and public service contexts, its application in the telecommunications industry especially in niche areas such as the pulse server business remains underexplored. Existing studies (e.g., Agustin et al., 2024; Rahayu et al., 2023) often emphasize the development of measurable indicators but fall short in addressing the sector-specific demands of service speed, innovation, and customer loyalty.

PT Dedayu Opus Maxima has adopted certain elements of the BSC, with an emphasis on the Financial, Customer, and Internal Process perspectives. However, the Learning & Growth dimension which is critical for fostering innovation, adaptability, and long-term capability development has been largely overlooked. This incomplete implementation limits the company's strategic agility and potential for sustainable improvement.

This study seeks to fill that gap by conducting a comprehensive evaluation of BSC implementation at PT Dedayu Opus Maxima. It aims to develop an adaptive BSC-based strategy tailored to the pulse server industry, providing empirical insights and practical recommendations to improve sustainable performance, enhance competitive positioning, and strengthen operational efficiency.

METHOD

Research Approach

This research uses an objective and empirical approach to evaluate the implementation of the Balanced Scorecard (BSC) method at PT Dedayu Opus Maxima and recast the BSC framework in formulating business strategies aimed at improving the company's sustainable performance. The research framework is based on the four main perspectives of BSC, namely: finance, customers, internal business processes, and learning and growth (Neri et al., 2021). Key performance indicators (KPIs) related to sustainability, including operational efficiency, cost savings, and customer satisfaction improvements, were collected and analyzed to examine their impact on strategic organizational outcomes.

The Balanced Scorecard framework was designed to illustrate integrated cause-and-effect relationships among various strategic perspectives (Agustin et al., 2024). For instance, investments in employee capability development through learning and training programs can enhance skills and motivation, which subsequently drive efficiency in internal processes. This efficiency improvement results in better product or service quality, thereby increasing customer satisfaction and ultimately reflecting positive financial outcomes.

Research Subjects

The research subjects comprise two primary cohorts. First, senior management, consisting of two individuals: the General Manager and Associate Manager, who are strategic decision-makers. Second, fourteen operational employees from various divisions, including technical support, customer service, administration, and system development. Subject selection employed purposive sampling, wherein participants were chosen based on their demonstrable relevant knowledge and experience pertaining to the company's management systems and strategic implementation.

Data Collection

Techniques data collection was conducted using three principal methods: semi-structured interviews, direct observation, and company documentation analysis. Interviews were conducted over three working days, specifically targeted at key management personnel and staff possessing comprehensive understanding of business processes and corporate strategy. Direct observation spanned twelve working days to monitor operational activities, cross divisional interactions, and the utilization of technological systems within business processes. Documentation encompassed financial reports, Standard Operating Procedures (SOPs), organizational structure charts, performance reports, and supplementary supporting documents utilized to underpin data analysis.

Data Source

The collected data encompassed various information related to BSC implementation, providing a comprehensive view from both strategic and operational management perspectives.

Type of Data	Data Source	Description
Vision and Mission Data	Top management (interview), company profile (documentation)	Identifying the company's strategic objectives based on the established vision and mission.
Financial Data	Company's internal financial reports for 2024 (documentation)	Analyzing the company's financial performance as part of the BSC financial perspective.
Customer Performance Data	Customer service, operational employees (interview), customer database (documentation)	Exploring information related to customer satisfaction, complaints, and customer loyalty as part of the BSC customer perspective.
Internal Business Process Data	Operational employees (interview and observation)	Understanding the effectiveness and efficiency of business processes, SOP implementation, and inter-divisional coordination.
Learning and Growth Data	All informants (interview)	Examining employee competency development, training programs, motivation, and human resource capability development.
External Environment Data	Top management (interview), documentation	Analyzing external factors such as technological developments, regulations, and market trends that influence the company's strategy.
Field Observation Data	Direct observation	Directly observing operational activities in various company departments to support the validity of interview and documentation data.

Data Analysis

Technique Data analysis was executed in sequential stages, commencing with the translation of the company's vision and mission into strategic objectives aligned with the four BSC perspectives. Subsequently, data gathered from interviews, observation, and documents were analyzed using thematic analysis and categorization based on the BSC framework. The analysis further involved identifying internal and external factors influencing strategy attainment. Additionally, cause-and-effect mapping between indicators was performed to develop integrative strategies. The analytical outcomes were utilized to formulate BSC-based business strategy proposals oriented towards sustainability.

Data Validity and Realibility

To ensure data validity and reliability, this study employed source triangulation, integrating data from in depth interviews with purposively selected informants across management, administration, finance, and customer service units (Sugiyono, 2013), direct observations, and analysis of organizational documents, including financial and operational reports (Rofiah & Bungin, 2021). Data consistency was systematically assessed, and discrepancies were resolved through member checking with key informants to verify the accuracy of interpretations against field realities (Creswell & Poth, 2018). This triangulated approach enhanced the credibility, confirmability, and dependability of the research findings.

RESULTS AND DISCUSSION

Result

Evaluation of Current Balanced Scorecard Implementation

The evaluation of the Balanced Scorecard (BSC) implementation at PT Dedayu Opus Maxima was conducted through interviews, observations, and data analysis from financial reports and customer surveys. The findings cover four main perspectives: financial, customer, internal business processes, and learning and growth.

From the financial perspective, PT Dedayu Opus Maxima has undertaken various efforts to enhance financial efficiency by controlling operational costs, optimizing workforce allocation, improving processes, and negotiating with suppliers. The company adopts an expenditure approach based on operational needs, supported by periodic audits. Several key financial indicators were measured Return on Equity (ROE) reached 70%, indicating strong capability in generating profit from owners equity, Net Profit Margin (NPM) stood at a very narrow 0.1%, highlighting the need for management to focus on cost efficiency and revenue optimization; Current Ratio (CR) was 2.12, reflecting a healthy liquidity condition to meet short-term obligations, Debt to Equity Ratio (DER) was 0.89, suggesting a sound capital structure with relatively low debt reliance; and Debt to Assets Ratio (DAR) was 0.47, indicating that the company relies more on equity than debt to finance its assets.

From the customer perspective, the survey of 87 business partners revealed a high level of satisfaction. Partners rated ease of collaboration at 4.23, product quality at 4.10, customer service at 4.08, and pricing at 4.06 on a 5 point scale. Furthermore, 93.1% of partners expressed willingness to recommend PT Dedayu Opus Maxima to others, with an average partnership duration of 2.2 years. In terms of customer acquisition, the company successfully acquired 107 new partners in 2022, 175 in 2023, and 558 in 2024, primarily in the retail segment. However, the acquisition growth in the H2H segment remains limited, signaling the need for enhanced marketing strategies in this area. Retention rates were recorded at 22.43% in 2023 and 29.14% in 2024, indicating challenges in maintaining long-term partner loyalty despite overall growth in active partners.

Regarding internal business processes, the evaluation found that there is currently no structured KPI system to measure internal process performance. Efficiency improvements have been pursued by optimizing customer service performance, utilizing digital technology, managing inventory effectively, and establishing a dedicated marketing division. Operational challenges were identified, including seniority issues in customer service, unclear job responsibilities, and a lack of standardized procedures for emergency situations. Employees emphasized the need for clear procedural documentation, regular performance evaluations, and systematic employee development to enhance operational efficiency.

In the learning and growth perspective, it has not been implemented yet. The company does not yet have a structured system for employee competency development and has not yet fostered a strong innovation culture. There is a critical need for comprehensive human resource development planning, continuous training, a culture of innovation, and the establishment of a measurable performance evaluation system.

Redesigned Balanced Scorecard at PT Dedayu Opus Maxima

The revised Balanced Scorecard (BSC) framework at PT Dedayu Opus Maxima generated significant findings across financial, customer, internal business processes, and learning and growth perspectives. The company faced revenue fluctuations, with sales reaching IDR 2.4 trillion in 2023 but falling to IDR 2.2 trillion in 2024. Net Profit Margin (NPM) remained critically low at 0.1%, highlighting cost and pricing inefficiencies. The BSC introduced targets to raise NPM to 5% within two years and ROA from 8% to 12%, supported by stricter cost controls, pricing optimization, and margin improvement. Liquidity was stable (Current Ratio 2.12), but DIO and CCC required improvement, targeting a maximum of 3 days and 1 day, respectively. Additional KPIs such as Economic Value Added (EVA) and Return on Invested Capital (ROIC) were adopted to monitor long-term value creation.

Customer analysis exposed heavy reliance on retail partners (93.9% of the base in 2024). To reduce dependency, the company targeted annual acquisition of 20 Host-to-Host (H2H) partners, aiming to triple H2H contributions within three years. Net Promoter Score (NPS) was already strong at 80% and aimed to reach 90% by 2025, while Customer Satisfaction Score (CSAT) improvements involved faster response times, AI-driven chatbots, and expanded staff training. Partner retention, at 29.14% in 2024, was targeted to rise to 50% by 2027 through loyalty programs, churn analytics, and proactive account management.

Key internal processes were mapped and optimized. Transaction processing targeted speeds under 10 seconds with 99.9% uptime. Customer service adopted automated ticketing, aiming for sub-2-minute response times and 95% resolution within 24 hours. System resilience was enhanced with MTTR under 1 hour and limited disruptions. Innovation processes were institutionalized, targeting at least one new feature release annually within a 3-month development cycle.

Human resources became central to long-term success. Identified gaps included technical skills shortages, unclear career paths, workload imbalances, and insufficient leadership training. Intensive training was introduced to ensure full operational proficiency within four weeks for new hires. Structured career paths, KPIs, and leadership development programs were implemented. Innovation was fostered through quarterly challenges, while infrastructure improvements expanded server capacity, upgraded server rooms, and integrated AI to support scalable operations.

Overall, the revised BSC provided PT Dedayu Opus Maxima with an integrated strategic management system aligning operations with long-term vision and positioning the company for sustainable growth in the digital server pulse industry.

Below is a comparison table of the old BSC and the new BSC at PT Dedayu Opus Maxima

Table 1. Comparison of the Old and New Balanced Scorecard at PT Dedayu Opus Maxima

Aspect	Old Balanced Scorecard	New Balanced Scorecard
Financial Perspective	High ROE (70%) but low NPM (0.1%) Limited metrics: ROE, NPM, CR (2.12), DER (0.89), DAR (0.47) No explicit long-term targets	Added indicators: ROA, EVA, ROIC, Operating Expense Ratio, Free Cash Flow Targets: NPM ↑ 5%, ROA ↑ 12%, H2H growth ↑ 15% within 3 years
Customer Perspective	High satisfaction (CSAT 4.1/5) but low retention (29.14%) Over-reliance on retail partners (93.9%) No segmentation strategy	Targets: Partner retention ↑ 50% (2027), NPS ↑ 90% Expansion: Develop H2H segment (20 new partners/year) + corporate segment Focus: Diversified customer acquisition
Internal Business Process Perspective	Unstructured complaint management No formal KPIs Cross-departmental communication issues	KPI Implementation: Time efficiency, quality, SOP compliance System upgrades: Performance evaluation + SOP documentation Initiatives: Lean management + process digitization

	Duplicated CS workloads	
Learning & Growth Perspective	Technical competency gaps	HR Development: Competency strengthening + intensive training
	Rigid organizational culture	Incentives: Performance-based rewards
	No training programs/innovation culture	Collaborations: Tech development partnerships + education programs
	Underdeveloped HR systems	

This BSC redesign aims to establish strategic alignment between short-term objectives and long-term capability development, thereby enhancing the company's competitive position.

Discussion

Following the restructuring of the Balanced Scorecard framework, PT Dedayu Opus Maxima’s medium-to-long term business strategy focuses on four critical domains.

This study evaluated Balanced Scorecard (BSC) implementation at PT Dedayu Opus Maxima, revealing partial adoption characterized by constrained execution across financial, customer, and internal process perspectives alongside the critical omission of learning and growth components. These methodological deficiencies have systematically impeded innovation capabilities, restricted human resource development, and precluded structured knowledge management systems. In response, a comprehensively restructured BSC framework was developed, integrating sustainability-aligned strategic indicators across all four perspectives: financial optimization prioritizes asset efficiency, customer engagement emphasizes technology-driven loyalty enhancement, internal processes incorporate formalized operational standards, while learning and growth focuses on capability-building and innovation culture cultivation.

To operationalize the redesigned BSC framework while addressing these systemic barriers, four strategic pillars form the core of PT Dedayu Opus Maxima's transformation agenda. First, cost structure and asset optimization will be pursued through audits of non-productive assets and inefficient operational expenditures, coupled with operational cost renegotiation, digitization of manual processes, and implementation of cloud-based transaction systems. Second, customer relationships will be strengthened via deployment of a streamlined CRM system to centralize databases and service interactions, augmented by personalized service approaches, periodic satisfaction surveys, and digital engagement channels for targeted communication and promotions.

Third, operational efficiency will be enhanced through standardized procedures (SOPs) across all divisions and implementation of internal KPIs to monitor service quality, supplemented by technical training investments to minimize human errors. Fourth, human capital development will prioritize structured training programs, incentivized innovation initiatives such as weekly staff proposals, and cultivation of a knowledge-sharing culture, complemented by competency-based performance assessments to support career progression. Collectively, these strategies position PT Dedayu Opus Maxima to establish an adaptive, efficiency-driven management system focused on sustainability while strengthening competitiveness within Indonesia’s dynamic pulse server industry.

Despite this strategic reformulation, final analysis identified persistent organizational impediments to effective BSC execution specifically inconsistent monitoring systems, deficient cross-divisional integration, operational decision-making reliance on informal practices, and the absence of performance based reward structures which collectively necessitate complementary governance interventions prior to full-scale deployment.

CONCLUSION

This research evaluated the Balanced Scorecard (BSC) implementation at PT Dedayu Opus Maxima and formulated corresponding strategic recommendations. The empirical findings reveal that the current BSC deployment demonstrates considerable deficiencies, with

partial implementation of financial, customer, and internal business process perspectives, while the learning and growth perspective has been critically neglected. This strategic imbalance has impeded organizational innovation capacity and constrained systematic human capital development.

The analysis indicates that these implementation limitations have created a fundamental strategic gap that undermines the organization's capacity to sustain competitive advantage in the dynamic telecommunications sector. In response to these identified shortcomings, this study proposes a comprehensive BSC framework redesign that ensures holistic integration of all four strategic perspectives. The proposed framework encompasses: (1) Financial perspective emphasizing asset optimization and cost efficiency; (2) Customer perspective focused on technology-enhanced loyalty programs; (3) Internal Business Process perspective incorporating standardized operational procedures; and (4) Learning and Growth perspective prioritizing capability development and innovation culture cultivation.

The enhanced framework is expected to improve strategic alignment and strengthen sustainable competitive advantage in the telecommunications industry.

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