

PERANCANGAN *BALANCED SCORECARD* DAN KPI UNTUK PENYELARASAN PEMASARAN–PRODUKSI PADA PT XYZ

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ABSTRAK

PT XYZ merupakan perusahaan garmen dan konveksi berbasis *Make to Order* (MTO) yang menghadapi permasalahan rendahnya *On-Time Delivery* (OTD), yaitu hanya 70% dibandingkan standar industri 95%. Permasalahan ini bersumber dari kurangnya koordinasi antara tim pemasaran dan produksi, di mana janji pengiriman sering ditetapkan tanpa mempertimbangkan kapasitas produksi aktual (*over-promising*). Penelitian ini bertujuan menyelaraskan target pemasaran dengan kapasitas produksi melalui perancangan *Balanced Scorecard* (BSC), mengusulkan *Order Acceptance Policy* (OAP), dan SOP *Order Release*. Data dikumpulkan melalui observasi lapangan dan wawancara dengan Direktur Utama, *Lead Marketing*, dan *Lead Produksi*, kemudian diolah menggunakan empat perspektif BSC, *macro Value Stream Mapping* (VSM), dan metode 5 *Whys*. Hasil pengukuran BSC *existing* menunjukkan total *weighted score* sebesar 80,12, dengan OTD dan perspektif *Learning & Growth* sebagai capaian terlemah. Analisis *Current Value Stream Mapping* (CVSM) mengungkap total *lead time* 40,38 hari, dengan komposisi hanya 7,43% aktivitas *Value-Added*, sementara 92,57% sisanya merupakan *Non-Value-Added* dan *Necessary Non-Value-Added*. Analisis 5 *Whys* mengidentifikasi empat akar penyebab utama, yaitu belum adanya *capacity planning* sebelum penerimaan order, penjadwalan produksi yang belum terstandarisasi, tidak adanya SOP validasi desain, serta perencanaan material yang belum optimal. Berdasarkan temuan tersebut, *Future Value Stream Mapping* (FVSM) dirancang dan diharapkan mampu menurunkan *lead time* dari 42 hari menjadi 24 hari (42,9%). Penerapan OAP dan SOP *Order Release* yang diusulkan diharapkan dapat menjadi instrumen formal untuk mengeliminasi praktik *over-promising* dan meningkatkan capaian OTD perusahaan menuju standar industri.

Kata Kunci: *Balanced Scorecard, On-Time Delivery, Value Stream Mapping*

DESIGN OF BALANCED SCORECARD AND KPI FOR MARKETING-PRODUCTION ALIGNMENT AT PT XYZ

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ABSTRACT

PT XYZ is a Make-to-Order (MTO) garment and apparel manufacturing company facing low On-Time Delivery (OTD) performance specifically 70%, compared to the industry standard of 95%. This issue stems from a lack of coordination between the marketing and production teams, where delivery promises are frequently made without regard for actual production capacity (a practice known as "over-promising"). This study aims to align marketing targets with production capacity by designing a Balanced Scorecard (BSC) framework and proposing an Order Acceptance Policy (OAP) alongside a Standard Operating Procedure (SOP) for order release. Data were gathered through field observations and interviews with the President Director, Marketing Lead, and Production Lead, then analyzed using the four BSC perspectives, macro Value Stream Mapping (VSM), and the 5 Whys method. The existing BSC assessment yielded a total weighted score of 80,12, with OTD and the Learning & Growth perspective identified as the weakest areas. Current Value Stream Mapping (CVSM) analysis revealed a total lead time of 40.38 days, comprising only 7.43% value-added activities, while the remaining 92.57% consisted of non-value-added and necessary non-value-added activities. The 5 Whys analysis identified four primary root causes: the absence of capacity planning prior to order acceptance, non-standardized production scheduling, the lack of a design validation SOP, and suboptimal material planning. Based on these findings, a Future Value Stream Mapping (FVSM) model was designed, projected to reduce lead time from 42 days to 24 days (a 42.9% reduction). The implementation of the proposed OAP and Order Release SOP is expected to serve as a formal mechanism to eliminate over-promising and improve the company's OTD performance to meet industry standards.

Keywords: *Balanced Scorecard, On-Time Delivery, Value Stream Mapping*