

ABSTRACT

The study is challenged by the main problem of the lack of KPI 7+2 digital product in the measurement of performance and performance success in an integrated and relevant way. Currently, the unit of BPPLP using KPI has only two revenue and target sales, but it does not cover other aspects such as measurements on performance process business fulfillment and business process assurance, as well as employee competence in change, agile transformation, and growth mindset. This leads to the main issue of the ineffectiveness of performance measurement, which has a negative impact on performance. It has not reached the set targets, and the customer experience needs to be well developed because the values of SLA and SLG take a long time to affect customer satisfaction and are unable to measure the extent to which the competence of employees and leaders in change transformation towards agile and growth mentality. To address the above problems, it is necessary to design a comprehensive and integrated performance measurement system with various aspects, including financial, customer, business process, and human resources. To solve the problem, we designed the performance assessment system “7+2 Digital Product” on the BPPLP Unit PT Telkom Indonesia Regional III using the balanced scorecard method. The use of the BSC method is able to integrate the four required aspects and decreases based on the strategy of the company. Based on the research of the final task, the design results of the evaluation system of performance have been integrated with the four perspectives of a of a balanced scorecard with 7 strategies, 9 objectives of the strategy, and 12 key performance indicators with baselines and targets organized according to the units of the GPPLP period, as well as the time of measurement of the system of evaluation, which is carried out every quarter. The largest weight of importance for each aspect is that the perspective has the largest weight on the financial perspective of 56.60%, strategy formulation has the greatest weight on “market expansion and product innovation” of 56.60%, the strategy object has the biggest weight on "improving the revenue of 7+2 digital products by reaching the targeted revenue" of 29.88%, and the KPI has the highest weight on the “growth of the net profit margin of 7+2 digital products” of 26.72%. This study provides theoretical and practical benefits. From a theoretical point of view, researchers are able to add knowledge about

performance management systems that is essential to the design of performance assessment systems. If reviewed from a practical point of view, the unit of BPPLP can make consideration as a recommendation of the design of the performance assessment system “7+2 digital product” using a balanced scorecard so that it can solve the main problem that there is no KPI 7+2 digital product integrated and relevant from various aspects as performance measurement and performance success.

Keywords: Analytical Hierarchy Process, Balanced Scorecard, Key Performance Indicator, Performance Measurement System, and 7+2 Digital Product.