



Design of Distributor Performance Measurement System Using Balanced Score Card Method

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Abstract

The research designs an extensive performance measurement system for distributors of PT Semen Indonesia Tbk by employing the Balanced Scorecard (BSC) methodology. The research examines how the company has struggled to reach Revenue, Sales Volume and EBITDA targets because bulk cement sales experienced a 13.5% rise in demand yet did not fulfill RKAP expectations. The research targets distributor performance assessment since distributors substantially boost company sales beyond direct sales activities. BSC provides organizations with a method to create distributor-level metrics that support corporate objectives through financial and customer and internal process and learning and growth criteria. The study extends key performance indicators (KPIs) from the Corporate Sales Group through multiple levels to distributor performance metrics which include volume while measuring revenue together with market share and customer satisfaction as well as operational efficiency. The introduction of this system during 2024 effectively boosted distributor performance through its 101.6% success in meeting sales targets along with 0.2% higher market share achievement. The research offers final recommendations that support ongoing personnel training as well as periodic KPI socialization alongside plans for additional studies to advance performance assessment systems across the Corporate Sales Group.

Introduction

The cement industry in Indonesia is included in the vital industry category. The cement industry produces products that are commodities and support development in Indonesia. Based on data from the Indonesian Cement Association, the trend in cement demand for the last 10 years has been at an average of 63 million tons of cement per year. Specifically, at the end of 2022, there was a decrease in cement demand of 2%. If we dissect it in more detail, the product cement divided become 2 type that is cement bag And cement rainfall, then the trend request cement bag year 2021 to 2022 is down 6.5% Meanwhile, the conditions for bulk cement are different, where demand actually increased by 13.5%.

As the largest cement producer in Indonesia, PT Semen Indonesia Tbk has controlled the domestic market by 47.9%. PT Semen Indonesia Tbk operates 8 integrated plants , 26 packing plants , 6 grinding plants, 7 ports to reach all customers spread across Indonesia. Currently This own capacity production as big as 52.6 million ton per year And supported by 9,909 employees. PT Semen Indonesia Tbk produces cement in bag and bulk packaging PT Semen Indonesia Tbk is a BUMN that plays a major role in supporting completion of projects on a national scale, both National Infrastructure Projects and National Strategic Projects. In general, the need for PIN and PSN projects such as Dam projects, Toll Road projects, Bridge

projects, etc., namely using bulk cement. The route to market scheme for cement sales, especially bulk cement, PT Semen Indonesia Tbk optimizes the role of Distributors and direct sales to ensure cement sales and cement delivery to customer (Zulkarnain et al., 2020; Sulisty, 2020). Contribution sale through Distributor Far greater than sales through Direct Selling .

2022 is a challenging year for the cement industry. After the Covid-19 pandemic was well handled by the Government, 2022 will be the year to complete projects that were delayed in previous years. If we look at the achievement of the RKAP target vs. the actual for bulk cement in 2022, it is very unfortunate that the achievement of PT Semen Indonesia Tbk is still below the RKAP target when the demand for bulk cement increased by 13.5%. This is also reflected in the achievement market share cement rainfall Which Also experience decline 3.6%.

Of course there are several things that cause PT Semen Indonesia Tbk's RKAP not to be achieved, but this study will try to look at it from the performance measurement system side on the channel that provides the largest contribution to sales, namely Distributors (Axson, 2010; Aronsson & Hüge Brodin, 2006; Sheffi, 2001). Referring to the domestic sales procedure document which contains details of distributor management, it can be seen that the standardization of performance management at Bulk Cement Distributors is not yet comprehensive. Currently there is no comprehensive mechanism to align strategies which of course leads to detailed performance measurements down to the Distributor level. Based on RJPP & RKAP Corporate Sales that objective corporation focuses on Revenue, Sales Volume, EBITDA, Strategic Initiatives, Number of Customers. However, if viewed at the operational level, Distributors only focus on achieving volume (Hekneby & Powell, 2021; Lawrence et al., 2009). Based on these conditions, it is necessary to develop a measurement system. performance Distributor Which comprehensive with hope objective from the Corporation can be achieved with the support and performance of Distributors.

Wrong One option in method measurement performance Which can producing a strategic plan with measurable, balanced, coherent and comprehensive characteristics is the Balanced Scorecard , according to Kaplan & Norton's research (1996). In this context, the Balanced Scorecard is used to facilitate the process of designing a Distributor performance measurement system. The process This started with compilation map strategic Which Then cascading is done and implemented up to the Distributor level. The cascading referred to refers to the concept introduced by Gilbert et al. (2007). Using the BSC method is expected to be able to answer the challenges of designing a Distributor performance measurement system to support the performance of PT Semen Indonesia Tbk.

Limitations

This research is limited to the Group of Corporate Sales of PT Semen Indonesia Tbk as Principal and Bulk Cement Distributor or Corporate Sales as partners. The decision-making process will involve an authorized team from PT Semen Indonesia Tbk Echelon 3 and Echelon 2.

Literature Review

The Balanced Scorecard (BSC) is a contemporary management tool introduced by Robert S. Kaplan and David P. Norton in 1992 to improve organizational performance. According to Mulyadi (2001), BSC enhances an organization's ability to achieve financial performance and create wealth. Widely recognized by academics and practitioners, including in Indonesia, the BSC serves as a strategic tool for identifying improvements in areas such as products, processes, and customers (Yuwono, 2007; Taufik et al., 2021; Saragih et al., 2022). BSC facilitates the formulation of strategies to achieve company goals by aligning objectives with

performance indicators, referring to the company's vision and mission (Kaplan & Norton, 1996). It balances short- and long-term goals through four perspectives: finance, customer, internal business processes, and learning and growth.

The financial perspective focuses on defining detailed objectives related to growth, savings, and asset utilization. It aligns with the business strategies of growth, survival, and profitability (Nkwinika & Akinola, 2023). The customer perspective emphasizes segmentation, targeting, and positioning (STP). Kaplan & Norton (1996) propose two measurement groups for customer performance: core measures (market share, profitability, retention, acquisition, satisfaction) and value proposition measures, which assess product quality, service, and reputation. These metrics help evaluate customer satisfaction, loyalty, and market prospects (Rane et al., 2023; Agag et al., 2023).

The internal business process perspective addresses initiatives that drive value creation. According to Kaplan & Norton (1996), this includes innovation processes, operational processes, and after-sales service. Innovation focuses on market research and product development, while operational processes emphasize quality, cost, and efficiency. Post-sale services target customer satisfaction through warranties, repairs, and responsiveness. These processes ensure the company meets customer expectations while optimizing internal operations (Fawcett & Fawcett, 2013; Croxton et al., 2001; Gupta & Agarwal, 2024).

The learning and growth perspective supports the other three perspectives by investing in human resources, systems, and organizational climate. Kaplan & Norton (1996) highlight the importance of employee satisfaction, retention, and productivity, as well as the capabilities of information systems and a supportive organizational climate. Employee satisfaction boosts productivity through recognition, creativity, and access to information, while retention and productivity reduce turnover and enhance company performance. A strong organizational climate fosters motivation, empowerment, and harmony, enabling employees to contribute effectively (Singha, 2024; Karsim et al., 2023; Chiang & Chen, 2021).

Cascading is the process of translating strategic objectives into actionable goals at lower levels of an organization (Gimbel et al., 2023; Malik, 2023). It ensures alignment between corporate strategy and divisional or departmental activities. The cascading process involves analyzing divisional objectives, identifying customer expectations, and detailing strategic initiatives for divisions. This process also includes selecting Key Performance Indicators (KPIs) and defining strategic targets. Horizontal alignment across related units ensures collective support for the company's goals. By cascading and aligning strategies, organizations can effectively integrate their vision, mission, and strategic goals into measurable and actionable plans, ensuring cohesive efforts across all levels

Methods

The research methodology involves several stages to measure and analyze the performance of the Corporate Sales Group using the Balanced Scorecard (BSC). First, data collection is conducted, comprising primary data such as the vision and mission of PT Semen Indonesia Tbk, organizational structure, RJPP and RKAP documents, KPI data, and domestic sales management procedures. Secondary data includes theoretical foundations and literature from similar studies with comparable issues and analytical approaches. Performance measurement begins with reviewing strategic targets and KPIs by analyzing documents and conducting interviews with the Corporate Strategic Planning and Corporate Sales Group. The hierarchy of the four BSC perspectives—financial, customer, internal business processes, and learning and growth—is compiled to map parameters and connect strategic targets with KPIs. The Strategy Map visually links the company's vision and mission with KPIs, illustrating how strategic goals across all perspectives are interconnected. A review of KPI weightings is then conducted to prioritize performance indicators.

The study proceeds by designing a performance measurement system for distributors. This involves cascading KPIs from the Corporate Sales Group to the distributor level, ensuring alignment with the company's vision, mission, and strategic targets. Hierarchies are compiled based on the four BSC perspectives to group performance indicators systematically. KPI weighting for distributors is finalized through discussions with relevant officials. The implementation phase includes socializing the KPI system to distributors and the Corporate Sales team, followed by analyzing and evaluating the results, which are then reported to management. Finally, the study concludes with an evaluation of the cascading strategy and distributor performance measurement system while providing recommendations for future research.

Results and Discussion

Analysis Strategy and Measurement Performance Group of Corporate Sales

Review of strategic targets of PT Semen Indonesia Tbk and the Marketing and Business Directorate

Performance measurement in this study uses the BSC scheme which has four perspective, that is perspective Finance or Financial , Customer perspective , Internal Business Process perspective And perspective Learning And Growth or Learning and Growth . Respondents in this study consisted of Echelon 2-3 employees. The review of the company's strategic targets was known through company documents and discussions with the Corporate Strategic Planning Department and Group Corporate Sales of PT Semen Indonesia Tbk Which in harmony with Vision Mission Company, Plan Term Long Company (RJPP) And Plan Work And Budget Company (RKAP) Group Corporate Sales PT Semen Indonesia Tbk. The Company's Long-Term Plan (RJPP) is a strategic plan that contains the Company's targets and objectives to be achieved within a period of 5 (five) years. Work Plan and Budget Company (Budget Plan) is description annual from Plan Long Term Company Plan (RJPP). To achieve the company's goals, PT Semen Indonesia Tbk requires planning and real action to realize it, so PT Semen Indonesia Tbk has set the following vision: "Becoming the Largest Building Material Solution Provider Company in the Region".

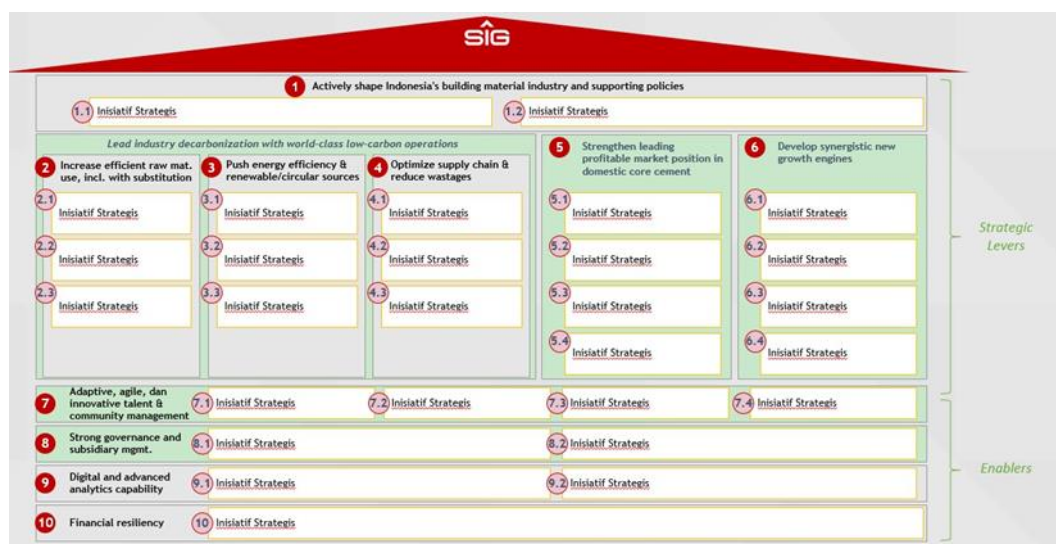


Figure 1. RJPP PT. Semen Indonesia Tbk

For support achievement RJPP the so PT Cement Indonesia Tbk describes in the Company's Work Plan and Budget (RKAP). Contents of RKAP PT Cement Indonesia Tbk load assumption base compilation parameter used, evaluation of the implementation of the previous RKAP, the company's main financial projections and the company's performance level. The preparation of the RKAP is based on the elaboration of the RJPP for one year,

covering various annual company activity programs. Which more detailed. Compilation RKAP done by Board of Directors along with the company's management by combining top-down and bottom-up approaches , taking into account the direction of the Board of Commissioners. The ratification of the RKAP is carried out by the GMS after being discussed together by Shareholders, Commissioners and Directors.

In 2023, PT. Semen Indonesia achieved an award as “The Best Industry Marketing Champion 2023 for Basic Materials Sector” on program Marketer of the Year (MOTY) 2023. Page this shows PT. Semen Indonesia Tbk is a market leader at the domestic level. PT. Semen Indonesia Tbk has a very wide distribution channel coverage when compared to its competitors at the domestic level. PT. Semen Indonesia Tbk spreads the distribution coverage of its products evenly in Indonesia. The distribution supported by child the company that in each geographical area of Indonesia to meet demand. PT. Semen Indonesia Tbk has a very wide distribution coverage compared to its competitors at the domestic level. PT. Semen Indonesia Tbk spreads its product distribution coverage evenly throughout Indonesia. The distribution is supported by its subsidiaries in each geographical region of Indonesia to meet demand. PT. Semen Indonesia Tbk is a market leader domestically, but at the global level where the company places its market share in the Southeast Asia region, it encounters more complex competition with other multinational companies. With wider competition, PT. Semen Indonesia Tbk encounters various type company multinational from all over world Which where These companies are strong competitors in the world. They have a good competitive position at the global level.

The RKAP in the marketing and distribution sector is prepared based on RJPP number 5 that is strengthen position as leader market Which profitable in the domestic cement market by strengthening key account management and dominating national projects. PT. Semen Indonesia Tbk strengthens the marketing team and implements market research with an active outreach system, expands market networks, strengthens and develops markets, maintains... market existing And open market new, improvement image companies and actively promote and maintain and add strategic partners. PT. Semen Indonesia Tbk adopts and utilizes the use of technology digital For increase marketing. Use technology digital This is one of the company's strategies in maintaining the company's digital marketing excellence. The existence of the right marketing strategy and digital transformation with the use of digital ecosystems such as Sobat Bangun, Akses Toko, FORCA PoS, and digitalization of customer loyalty programs. The company is recognized as a pioneer of sustainability and innovation in the Indonesian cement industry.

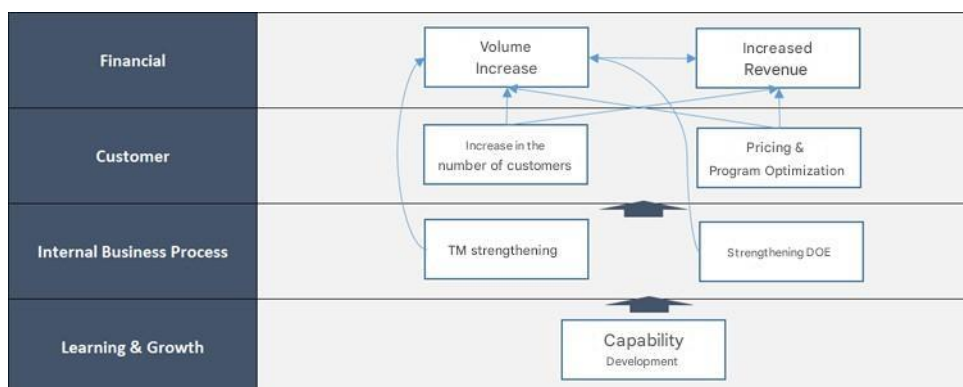


Figure 2. Map Strategy Directorate Business & Marketing

After studying and analyzing the RJPP and RKAP, we then continued by reviewing the KPI Group of Corporate Sales.

The management of PT Semen Indonesia Tbk is looking for a management performance measurement tool, so that more easy For do evaluation to target Which want to be achieved and included in each perspective in the balanced scorecard, namely customer perspective, financial perspective, internal business process perspective and learning and growth perspective, which will later be linked to the strategy used by the company.

Corporate culture is also continuously carried out by PT Semen Indonesia Tbk towards its employees. This program is a step taken by PT Semen Indonesia Tbk for the improvement and welfare of employees in accordance with the company's vision and mission that they carry. In this case, it will raise employee enthusiasm and uphold the essence of their company's vision and mission.

All performance management systems are implemented with management requirements continuous improvement And implementation subsystem management. In order for the objectives of PT Semen Indonesia Tbk to be achieved, the company in assessing its company performance is not only measured from the financial aspect, but also to measure the company's performance in the future so that it is easier to evaluate the measurement of performance targets that are to be achieved in the short term. And term long required size comprehensive Which covers four perspectives that is: finance, customer, process business internal And learning and growth, which have a causal relationship and are interrelated. The performance measurement model that not only includes finance, but also non-finance is the Balanced Scorecard (BSC) model.

After outlining the strategic objectives, the next step is to review the performance indicators for the company. This step is intended to determine what is needed to measure a performance measurement system. BSC has two types of performance indicators, namely lag indicators and lead indicators . The initial formulation of the two types of performance indicators was formulated from the request of the company's leadership and previous research on performance measurement using the BSC method.

Wrong One aspect importance tool measuring a performance company is that the company's performance measurement tools are used by management as a basis for making decisions and evaluating the performance of management and units. related in environment organization company. So management PT Indonesian Cement Tbk needs formulate strategies that can be implemented and the compilation system program For Motivate all over personnel company in look for And formulate steps strategic so that achieved objective Which to be achieved, for that it is necessary to prepare a strategy map and Balanced Scorecard (BSC).

Balanced Scorecard (BSC) is a management tool that is implemented to measure how a company performs in accordance with its objectives. with vision, mission, And strategy company, with do several target measurements that are aligned with the company's initiatives and resource allocations. In addition to being a performance measurement framework, the Balanced Scorecard (BSC) is also used as a framework for translating strategy into operational steps.

In addition to past financial measures, the Balanced Scorecard (BSC) also uses future performance drivers. Performance drivers that include customer perspective, internal business processes, and learning and growth, are derived from process translation strategy company Which implemented explicitly and strictly into various real objectives and measurements. Balanced Scorecard (BSC) consists of two words, namely Balanced and Scorecard. Scorecard is a card used to record the value of performance results, while Balanced shows that performance is measured in a balance of two aspects, financial and non-financial, long-term and short-term, internal and external.

Reviews Indicator Measurement Group Performance of Corporate Sales

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KPI Which will used Already through various process And accompanied by Human Capital consultant. KPI will be reviewed to check the definition, measurement method and target set. This will later become input for the next stage. Corporate Sales KPI is as follows.

Table 1. KPI Corporate Sales

KPI	Unit	Description
ECSI (Corp. Sales)	Index	External Customer Satisfaction Index or ECSI is level satisfaction customer external in Corporate Sales Group
Fulfilment of Sales Volume (Corp. Sales)	%	Level fulfillment target volume sale in Group Corporate Sales
Revenue (Corporate Sales)	Billion IDR	Income from sale goods, service And utilization asset in Group Corporate Sales
Market Share (Corp. Sales)	%	Proportion company fill in request market cement domestic in Group Corporate Sales
Talent Availability	%	Amount employee Which become top talent from population echelon under it (Echelon 2 & 3) in one department.
Corporate Sales Strategic Initiatives Execution	%	Success rate of Strategic Initiatives execution Corporate Sales with criteria On Time, On Budget, And On Specs.
Strategic Initiatives Execution (Product Sales) Solution (Project Government))	%	Success rate of execution of Strategic Initiatives Sales of Solution Products (Government Projects) with criteria On Time, On Budget, And On Spec.
Sales Cost to Revenue Ratio (Corp. Sales)	%	Level fulfillment efficiency Sales Which measured from comparison between realization Sales Unit Cost to Revenue in Group Corporate Sales

Compilation Hierarchy Four Perspective BSC

The compilation of the hierarchy of the four BSC perspectives is used to map the parameters in groups according to the four BSC perspectives, namely the Financial perspective , the Customer perspective , the Internal Business Process perspective or Internal Business Process And perspective Learning And Growth or Learning and Growth . Referring to on target strategic And KPI VP Corporate Sales then the BSC pillars are as follows:

Tabel 2. KPI VP Corporate Sales dan Pilar BSC

KPI	Pilar BSC
Fulfillment of Sales Volume (Corporate Sales)	Finance
Revenue (Corporate Sales)	Finance
Ratio Sales Cost to Revenue (Corporate Sales)	Finance
Market Share (Corporate Sales)	Customer
ECSI (Corporate Sales)	Customer
Corporate Sales Strategic Initiatives Execution	Internal Business Process
Strategic Initiatives Execution (Sale Product Solution (Project Government))	Internal Business Process
Talent Availability	Learning and Growth

Strategy Map Preparation

In BSC, there are four interrelated perspectives, where there are targets. strategic Which connected with fourth perspective the. Strategy Map used to describe connection between vision and company mission with Key Performance Indicators (KPI) in a way visual, For make it easier understanding and connecting strategic goals with each KPI. With Strategy Map, companies can manage its performance in accordance with map strategy the, because it does not There is strategy Which stand Alone, but each other support One The same other.

Strategy map of PT Indonesian Cement Tbk started from perspective learning and growth with strategy increase skill employee. That employee skills own relatedness with results Work they in carry out tasks and will then have an impact on achieving organizational goals. In connection with improvement skill employee will influential to improvement of the company's internal processes. The company's internal improvement process will give impact on quality process Work, And product Which quality, and make it easier for companies to obtain information. Increasing expertise employee Also will increase awareness employee will quality work process Where company Already own standard operational that determined by clients for safety and work ethics, especially for employees. Related to operational standards will relate to improving work quality. Work process standards allow all human resources to work more optimally.

The improvement of the company's internal processes also affects the ability to obtain information on quality products according to consumer demand, where there are several types or levels of quality for an item. With the improvement of the quality of the work process through various strategic initiatives, it will increase customer satisfaction, and will also be related to customer loyalty and the addition of new customers to expand market share. The quality of the work process and quality products are important factors in a service trading company. Customer satisfaction can be measured by the extent to which the company can meet the expectations of its customers. Furthermore, with the quality of the work process that is improved, it will increase customer loyalty and reduce the possibility of customers moving to other companies.

Efforts to increase the company's profitability growth, in this case can be linked to the addition of new customers and customer loyalty. Because by increasing customer satisfaction and loyalty, it can help the company in increasing the company's profitability and continuing to develop its business.

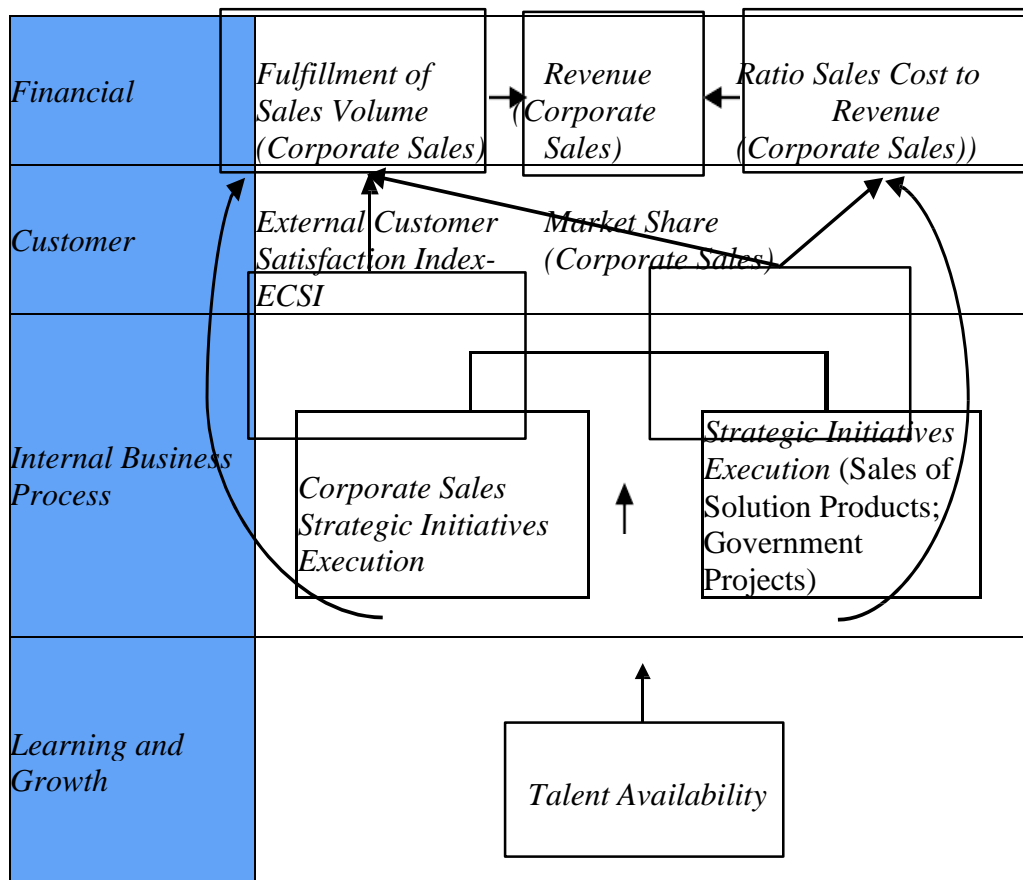


Figure 3. KPI Group of Corporate Sales

Review Robot KPI Group of Corporate Sales

The next step after compiling the hierarchy is to review the weighting of the BSC perspectives (financial, customer, internal business process, and learning and growth). Process weighting has involving unit authorized and the results of recommendations from Human Capital Consultants , with the aim of obtaining a picture of priorities for each perspective, strategic objectives, and performance measurement indicators.

KPI VP of Corporate Sales can seen on the table below

Table 3. KPI VP of Corporate Sales

Key Performance Indicator (KPI)	Unit	Target	Polarity	Weight (%)	
				Sub	Total
ECSI (Corp. Sales)	%	100	Max	5	100
Fulfillment of Sales Volume (Corp. Sales)	%	100	Max	25	
Revenue (Corporate Sales)	%	100	Max	25	
Market Share (Corp. Sales)	%	100	Max	15	
Talent Availability	%	100	Max	5	
CorporateSales Strategic Initiatives Execution	%	100	Max	5	

Strategic Initiatives Execution (Product Solution Sales) to Project Government)	%	100	Max	5	
Ratio Sales Cost to Revenue (Corp. Sales)	%	100	Min	15	

Source: Results Documentation

After KPI in Group of Corporate Sales Which covering KPI VP of Corporate Sales has been reviewed, so to support the achievement of the KPI, it needs to be lowered to the Distributor KPI along with determining its weight.

Scheme Measurement Performance Distributor Along with Detail The KPI

Measurement performance distributor PT. Cement Indonesia Tbk carried out by identifying KPIs that are adjusted to the company's distribution conditions and using the latest data and documentation data. After the strategic targets and KPIs (quality targets) have been built at the Group Corporate Sales level, the strategic targets and KPIs should be lowered and aligned to the Distributor level of PT Semen Indonesia Tbk as the front guard of sales. Matter This aiming so that can implemented by all the party that related within the company. This cascading process is carried out through discussions with the leaders of Echelon 2-3 related Units.

Process cascading until to level Distributor started with understanding vision and mission And details KPI Group Corporate Sales. Based on data the so can be cascading to form performance measurement indicators or KPIs For Distributor PT Cement Indonesia Tbk. Of course process cascading Also need to pay attention relevance KPI Group Corporate Sales Which of course supported by Distributor performance.

Cascading KPI from Group Corporate Sales level to distributor level is one of the strategic steps in implementing a performance measurement system based on Balanced Scorecard (BSC) at PT Semen Indonesia. This process is carried out through in-depth discussions with experts who have experience and insight in the field of sales and channel management.

Table 4. Cascading KPI Group of Corporate Sales to KPI Distributor

Aspect BSC	KPI Group of Corporate Sales	KPI Distributor
<i>Finance</i>	Fulfillment of Sales Volume (Corp. Sales)	Volume
<i>Finance</i>	Revenue (Corporate Sales)	Volume
<i>Finance</i>	Ratio Sales Cost to Revenue (Corp. Sales)	Volume
<i>Customer</i>	Market Share (Corp. Sales)	<i>Number of Customer</i>
<i>Customer</i>	ECSI (Corp. Sales)	<i>Number of Customer</i>
<i>Internal Business Process</i>	Corporate Sales Strategic Initiatives Execution	Average <i>Credit Limit Usage</i>
		<i>Credit Limit Fulfillment Target</i>
<i>Internal Business Process</i>	Strategic Initiatives Execution Solution to Project Government	Performance pay

<i>Learning & Growth</i>	Talent Availability	Number of Salesmen
		Capability System Report Information

As part from implementation method Balanced Scorecard , process cascading KPIs from Corporate Sales level to distributor level is an important step in ensuring the company's strategy is supported by distributor operational performance. Each key performance indicator (KPI) set at the Corporate Sales level must be adapted relevantly so that it can be implemented at the distributor level. distributor. Process This involving mapping indicators Which in accordance with the role of distributors in the PT Semen Indonesia value chain, thus supporting the achievement of the company's overall strategic goals.

KPI on aspect finance Which First is achievement volume sales on Corporate level Sales. This indicator is passed down to distributor level in the form of KPI volume. Relevance from cascading This is For ensure that distributors have a direct contribution to achieving the company's sales volume targets, which is a major component in PT Semen Indonesia Tbk's business planning. The second indicator in the financial aspect is the income (Revenue) generated by Corporate Sales. Cascading of this KPI to the distributor level is also done through the volume KPI. This is done because the company's income is highly dependent on the sales volume managed by the distributor. In other words other, achievement revenue Corporate Sales is results from management volume at the distributor level.

Efficiency of sales cost to revenue (Ratio Sales Cost to Revenue) is an indicator that important at the Corporate Sales level. KPI This is passed down to the distributor level in the form of volume management. Volume management Which optimal expected can support efficiency cost operational distributors and indirectly impact cost efficiency at the Corporate Sales level.

In the customer aspect, the market share indicator at the Corporate Sales level is reduced to the KPI number of customers (Number of Customers). in level distributor. Indicator This show so far where distributors are able to maintain and increase the number of customers contribute to the company's overall market share. The relevance of this cascading is to encourage distributors to focus more on activities that increase competitiveness in the market and the more customers served, the more linear it will be with the market share of PT Semen Indonesia Tbk. Customer satisfaction indicators (ECSI) at the Corporate Sales level are lowered to KPI Number of Customer in level distributor. Satisfaction customer very closely related with activity distribution Which managed by distributor. By Because Therefore, increasing the number of active customers is one way to ensure that distributors contribute to overall customer satisfaction.

Corporate Sales Strategic Initiatives Execution or Implementation of strategic initiatives company in level Corporate Sales lowered become three KPI The main thing at the distributor level is the average credit limit usage , credit limit target fulfillment and payment performance. This cascading is relevant to ensure that distributors are able to manage credit facilities well, of course through various initiatives and innovations. And efficiency process in internal Distributor, Which on Finally support the implementation of the company's strategic initiatives as a whole and ensure that distributors have an active role in supporting the sustainability of strategic projects that are the company's focus.

KPI related availability talent in level Corporate Sales lowered to two indicators at the distributor level, namely the number of salesmen who have the appropriate capabilities standard And capability system information For fulfil report financial, competitor development reports and sales reports. These indicators are relevant to ensure that distributors

have adequate human resource capacity and are able to carry out reporting and analysis tasks well, thus supporting more measurable and targeted operational management.

Giving Weight KPI Distributor

The weighting of distributor KPIs was done through discussions with the four experts mentioned earlier. This discussion aims to collect views and suggestions from each expert regarding the appropriate weight for each KPI to be implemented. The discussion process involved the experts' experience and expertise in managing sales and channel management for more than seven years, resulting in weights that reflect the company's operational and strategic needs.

The method used in this weighting is consensus-based decision making using simple aggregation techniques. The results of each expert's proposals are averaged to produce the final agreed weight. Method This ensure that decision Which taken based on on mutual agreement and taking into account various existing perspectives.

Table 5. Design Weighting KPI Distributor

KPI	Exper t 1	Exper t 2	Exper t 3	Exper t 4	Average Proposal (%)	Weight (%)
Performance sale (Volume)	50	45	56	55	51.50	50
<i>Number of Customer</i>	8	11	11	11	10.25	10
Performance pay	8	8.5	7	7.5	7.75	8
Fulfillment Credit limit	9	9.5	7	8.5	8.50	9
Average credit limit usage	9	8	8	7.5	8.13	8
Amount salesman	13	9.5	8	7.5	9.50	10
Capability System Report Information	3	8.5	3	3	4.38	5

Based on data in on show that weight KPI Distributor that Aspect Finance Realization with weight 50% : Performance sale with weight 50%. Aspect Customer with weight 10% : Achievements number of customer with weight 10%. Aspect Internal Business Process with weight 25% : Performance pay with a weight of 8%, Fulfillment Credit Limit with weight 9%, Average usage credit limit with weight 8%. Aspect Learning & Growth with weight 15%, Amount salesman weight 10%, Capability System Information Report 5%

After the KPI weighting process is carried out, the process of compiling the KPI value range is continued. The process of giving value ranges and predicates to KPIs aims to create a clear and measurable evaluation framework in assessing distributor performance. This value range is determined through a study referring to the literature and discussions with experts to ensure relevance and suitability to the operational context of PT Semen Indonesia. Each value range is designed to reflect different levels of achievement, ranging from very good to very poor, making it easier to conduct objective assessments. The assignment of these values and criteria plays an important role in ensuring that the performance evaluation process is fair and transparent. With a predetermined range of values, the company can provide consistent assessments to all distributors, without existence bias or uncertainty. In addition , criteria Which clear Also help distributor understand expectation companies and encourage them to improve their performance to achieve a better level of predicate.

The main benefit of assigning these ranges of values and ratings is the creation of a standardized and easy-to-implement evaluation system. In addition to helping companies

monitor and manage distributor performance, this approach also provides feedback that constructive to the distributor. With thus, range mark And predicate This No only functioning as evaluation tool, but also as an instrument that encourages continuous improvement and development of distributor performance.

Table 6. Range Mark KPI and Predicate

Value Range	Predicate
≥ 90	Very Good
$\geq 80 - < 90$	Good
$\geq 70 - < 80$	Not enough
< 70	Not enough Very

Table 7. Value Recap End And Predicate Distributor KPI

Range	Predicate	Amount	%
≥ 90	Very Good	20	29.9%
$\geq 80 - < 90$	Good	18	26.9%
$\geq 70 - < 80$	Not enough	11	16.3%
< 70	Not enough Very	18	26.9%
Total		67	100%

Source: Results Exercise data

Based on table in on show that from 67 distributor a number of

20 distributors or 29.9% have a Very Good predicate, distributors with a Good predicate are 18 or 26.9%, while 11 distributors or 16.3% are rated Poor and there are still 18 distributors or 26.9% who are rated Very Poor.

Implementation and Impact Positive for PT Semen Indonesia Tbk

The implementation of the results of this study will be applied to measure the performance of Bulk Cement Distributors at PT Semen Indonesia Tbk. PT Semen Indonesia Tbk provides information to all over Distributor related list KPI Which will measured along with the targets to be achieved. After all Distributors understand, then continue collecting data both from internal SIG and from Distributors as a basis for calculating the actual performance of each Distributor. The data Then processed And analyzed as well as done every quarter. Proposal from

This research has been approved by the Management of PT Semen Indonesia Tbk with authorized echelon 1 officials and will be implemented as a tool to measure Distributor performance and as a basis for developing Distributor capabilities in the future. The implementation of a distributor performance measurement system using Key Performance Indicators (KPIs) based on the Balanced Scorecard has been effectively implemented in the first quarter of 2024. This system is implemented in 67 distributors who are partners of PT Semen Indonesia Tbk. Performance evaluations are carried out periodically every three months to ensure that the KPIs that are has set can achieved And give impact Which positive to overall performance.

The direct impact of implementing this KPI can be seen from the achievement of targets. sale Which reach 101.6%, show existence improvement distributor performance in meeting the set targets. In addition, PT Semen Indonesia Tbk's market share also increased by 0.2%, indicating the distributor's success in expanding the market share of cement products.

Conclusion

Based on the KPI from the Group of Corporate Sales, KPI cascading has been carried out up to the Distributor level. The KPI scheme of PT Semen Indonesia, Tbk Distributor includes: 1) Financial aspect with performance indicators of volume achievement with a weight of 50%. 2) Customer aspect with indicators of number of customers achievement with a weight of 10%. 3) Internal business process aspect with performance indicators of payment, fulfillment credit limit And average usage credit limit with weight 25%. 4) Aspect learning and growth with fulfillment capability information system on financial reports, competitor movements, sales and fulfillment of the number of salesmen who meet the standards with a weighting of 15%. The results of the performance measurement of Bulk Distributors of PT Semen Indonesia Tbk provide information that there are 20 Distributors in the Very Good category, 18 Distributors in the Good category, 11 Distributors in the Less category, 18 Distributors in the Very Less category. The positive impact for the principal with the implementation of Distributor performance measurement is the achievement of sales targets of 101.6% and an increase in market share of 0.2%. This Distributor KPI scheme will be applied to the Bulk Cement Distributor performance evaluation every quarter or every 3 months.

Suggestion

PT Cement Indonesia should give training special to employees and Distributors to continuously assess performance. It is necessary to conduct periodic socialization regarding KPI to all corporate sales teams and Bulk Distributors (both regarding measurement methods and who is responsible) and instill a commitment to the importance of performance measurement. It is necessary to continuously monitor the development of KPIs achieved by the company. The researchers then conducted further research on performance in the Corporate Sales Group of PT Semen Indonesia using various other methods or aspects.

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