

## **Dynamic Performance Analysis on Family Business Enterprise Pt. Bosowa Corporation**

**Herwin Yatim<sup>1)</sup>, Suharyono<sup>2)</sup>, Hamidah Nayati Utami<sup>3)</sup>, Muhammad Saifi<sup>4)</sup>**

<sup>1)</sup>*Doctoral Program of Business Administration, Brawijaya University Malang, Indonesia*

<sup>2)</sup>*Faculty of Business Administration Science, University of Brawijaya, Malang, Indonesia*

<sup>3)</sup>*Faculty of Business Administration Science, University of Brawijaya, Malang, Indonesia*

<sup>4)</sup>*Faculty of Business Administration Science, University of Brawijaya, Malang, Indonesia*

*Corresponding Author: Herwin Yatim*

---

**Abstract.** *This study aims to Analyze and describe the Dynamic Performance Family Business Enterprise PT.Bosowa Corporation. This research is qualitative by making a systematic, factual and accurate description of the facts of the Dynamic Performance Family Enterprise Business PT.Bosowa Corporation based on the Balanced Scorecard Concept. The data analysis method uses data condensation analysis, data display, and drawing and conclusion verification. The results showed that the Family Business Enterprise Performance of PT. Bosowa Corporation is very dynamic. Based on The Financial perspective, Dynamic Performance is shown by increasing sales performance and results, Improving financial management and increasing marketing performance. Based on The customer perspective shown by the number of customers increased, the number of customers acquired decreased and new customers increased. Judging from the perspective of internal business processes, the company's performance is very dynamic which is indicated by the existence. Total Quality Management Increases, Production Quality Increases, Service Quality Satisfies, and Trust of Shareholders Shareholders increase. Based on the perspective of growth and learning is characterized by Increased Employee Capacity and Developing Employee Ability.*

**Keywords:** *Dynamic Performance, The financial perspective, The customer perspective, The internal business process perspective, The organisational learning and growth perspective*

---

Date of Submission: 10-01-2020

Date of Acceptance: 27-01-2020

---

### **I. Introduction**

The development of the family business has developed quite rapidly throughout the world and has its own uniqueness. In the United States, in the early 2000s there were about 64% of GDP (Gross Domestic Product) or nearly 6 trillion in annual Family Business Entrepreneur income, which employed 85% of the private sector, and 86% absorbed employment in 2000 -an. In Germany, Family Business Enterprise absorbs about 80% of all family businesses and employs 80% of the local workforce (Poza and Daugherty 2014). Especially in Indonesia, Family Business Enterprise continues to experience rapid development where almost 95 percent of companies in Indonesia are family businesses. The Price Waterhouse Cooper (PwC) survey of family businesses in Indonesia found that around 0.2 percent of the total population runs a family business. The total wealth of the Family Business Enterprise reaches 134 trillion or controls + 25 percent of Indonesia's Gross Domestic Product (GDP).

In business terminology, there are two types of Family Business Enterprise (Susanto, 2005), namely Family Owned Enterprise (FOE) and Family Business Enterprise (FBE). The company is owned by the family but the company is managed by an outsider who is not a family member where the family only acts as the owner and does not actively participate in running the business but surrenders to a professional outside the family member as the person running the family business called Family Owned Enterprise ( FOE), while the Family Business Enterprise (FBE), which is a company owned and managed by the founding family. The hallmark of this company is the holding of important positions in the company by family members of the founding company. Family Business Enterprise like this that is commonly found in Indonesia.

Family Business Enterprise Performance is the most fundamental thing for a company to maintain its existence. Family Business Perspective Perspective puts family-based companies as a source of employment, an economic resource. The success of a family business is largely determined by the ability of the leadership of the Family Business Enterprise. Studies that have been conducted find that Family Business Enterprise needs to be maintained and well maintained, because as a source of the country's economy and leadership Business Family Enterprise is the most important element in achieving successful family business management (Ramadani and Hoy 2014).

Even so, it should be recognized that the family business company still faces various problems, especially related to the company's financial problems that are not healthy, so that many Family Business Entrepreneurs are forced to lose due to debt. In addition to financial problems, Family Business Enterprise faces a difficult challenge, namely customer problems. Manage the company's relationship with customers with the aim of increasing the company's profitability, through three stages of the customer's life cycle namely customer acquisition, customer retention and customer development. In addition, in general, Family Business Entrepreneurs pay less attention to organizational learning and are more likely to focus on the quantity of production and the interests of shareholders, but neglect organizational learning and growth.

By understanding the strengths and weaknesses of the Family Business Enterprise, it can mitigate bankruptcy, improve performance through performance measurement to determine the level of achievement of plans that have been implemented. In general, performance is measured from a financial perspective. However, such measurements are considered incomplete, because there are many other factors that affect performance improvement. Kaplan and Norton (2001) have introduced performance measurement with four perspectives: The financial perspective, The customer perspective, The internal business process perspective, The organizational learning and growth perspective. Then, this performance measurement is called the Balanced Scorecard (BSC). The BSC method for performance measurement can also be used to measure the performance of executives and also financial and non-financial organizations.

Measuring corporate performance that is overemphasized from a financial perspective often eliminates other points of view, which is of course no less important. Like, measuring customer satisfaction and the process of adaptation in a change, so that in a performance measurement, a balance is needed between measuring financial performance and measuring non-financial performance. The balance between measurement of financial and non financial performance will be able to help the company in knowing and evaluating its overall performance.

Linard et al (2001) state that organizational performance measurement has been considered successful by many industrial organizations. Thus many industrial organizations have gained improvements. However, an organization's performance measurement has a temporary nature, which means it must be monitored within a certain time period, for example, at the end of each year. This also occurs in performance measurement through the BSC method. Akkermans & Oorschot, (2002) say there are weaknesses in the BSC which focus on cause and effect relationships in one direction. Thus, it will give one-way results of cause and effect, regardless of the causes or variables that affect the ups and downs of performance

Nørreklit (2000) explains that the BSC links the performance process measures, or key performance indicators, together in a causal chain that leads to all four perspectives: organizational learning measures and measures of the influence of internal business process growth, which in turn will act with measures customer perspective, which ultimately drives financial measures. In fact, according to Neely (1996), one of the hidden strengths of a balanced measurement framework, especially the BSC, is that it can direct the management team to explore trust and to support the achievement of strategy.

Forrester (1961) states System Dynamics (SD) is one method that can solve complex problems with simulation models. Elementary school studies problems systematically. Problems are considered complex systems because the components in them interact dynamically and provide cause and effect. Such interactions are called Causal Loops. This interaction is also a feedback relationship between components and others. Thus, it results in an activity or behavior that is positive or negative. This interaction can be modeled in the form of a mathematical model, which can then be calculated with the help of computer simulations. Research using the elementary approach that was conducted by Santos et al. (2001) explain that the SD approach has been proven to help provide information and make decisions. This study shows that SD has the potential to support approaches in measuring performance and management

Based on the description above, this study aims to test and explain the Dynamic Performance Family Business Enterprise by merging two merger methods, namely by using BSC and System Dynamics. Changing BSC concept components that interact with each other. The results of interactions between these components will be simulated using the System Dynamics method. Then the influence of each component that affects company performance.

## **II. Literature Review**

### **2.1 Dynamic Performance**

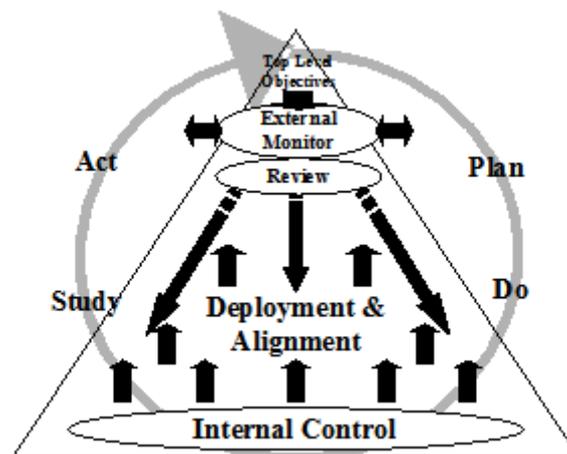
Dynamic Performance Analysis, described in the DPA (Dynamic Performance Analysis) decision tree (Polatajko et al 2000), consists of a series of questions designed to be used in a recurring way to identify specific performance, disturbances experienced by an individual while working. Dynamic Performance Analysis consists of a series of questions organized into two parts: prerequisites and performance requirements. Prerequisite questions discuss the motivation and knowledge of basic assignments. Because DPA (Dynamic Performance Analysis) is based on actual performance, it is important to ascertain in advance whether the individual is really

motivated to do the activity and has the basic knowledge needed to do it. The question that is needed in determining performance is the initial competency level which is an overall activity and in each performance sub-unit, carried out through direct observation of competencies and performance disruptions.

DPA (Dynamic Performance Analysis) is a useful alternative to the analysis of traditional activities. DPA is an observation-based process designed to identify performance problems or disruptions and provide solutions. DPA (Dynamic Performance Analysis) focuses on unique ways and functions to focus interventions on improving performance.

Bititci, Turner & Begemann (2000) explain that the fact that performance measurement systems need to achieve alignment with strategic priorities has been tested in the performance measurement literature (Cross KF and Lynch RL, 1998-1989, Dixon et al, 1990, Kaplan, 1996, Neely, 1995 ). However, it also generally needs to be recognized that an organization's external and internal environment is not static but is constantly changing. The IPMS audit identifies that the performance measurement system must be dynamic with:

1. Be sensitive to changes in the external and internal environment of the organization.
2. Review and re-prioritize internal goals when changes in the external and internal environment are significant
3. Apply changes to internal goals and priorities to important parts of the organization, thereby ensuring harmony at all times
4. Memastikan bahwa keuntungan yang dicapai melalui program peningkatan dipertahankan.

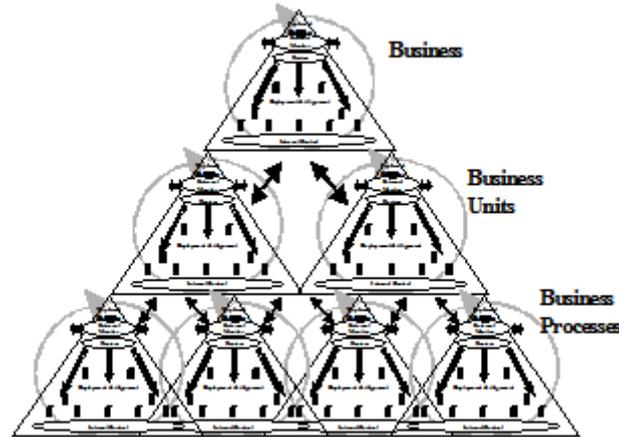


**Figure 1. The dynamic performance measurement systems mode**

Furthermore according to Bititci, Turner & Begemann (2000), dynamic performance measurement systems (Figure 1) must have criteria such as:

1. External monitoring system, which constantly monitors developments and changes in the external environment
2. Internal monitoring system, which continuously monitors developments and changes in the internal environment and raises warning signals and actions when certain performance limits and thresholds are reached.
3. The review system, which uses information provided by internal and external monitors and the goals and priorities set by the higher level system, to decide on internal goals and priorities
4. Internal deployment system to spread the revised goals and priorities to important parts of the system

However, according to Bititci, Turner & Begemann (2000), the reality is more complex than the picture depicted in Figure 1. In practice there may be rare events, which can cause the whole organization to review company-level goals and priorities, resulting in the need for a whole restructuring system performance measurement. It is more likely that changes in the immediate environment of a business unit or business process can influence the way business units or processes can best contribute to the overall goals of the organization. That is, the need for change is not always driven from the very top of the organization but more often initiated as a result of external or internal changes in the immediate environment of the business unit or business process. This implies that the structure depicted in Figure 1 applies to the whole business as well as for each business unit or business process in the business



**Figure 2. The integrated model**

Figure 2 illustrates the resulting model. The reader needs to be aware that in Figure 2, even though the individual elements appear as if they are isolated from each other, they are actually interrelated, that is, goals and priorities are used from higher to lower levels..

## **2.2 System Dynamics.**

system dynamics is a modeling method introduced by Jay Forrester in the 1950s and developed at the Massachusetts Institute of Technology in America. The use of the system dynamics method is closely related to questions about the dynamic tendencies of complex systems, namely the behavioral patterns that are generated by the system with increasing time. The main assumption in the dynamic system paradigm is that dynamic tendencies that are persistent (continuous) in every complex system are sourced from the causal structure that forms the system. Therefore, dynamic system models are classified into causal (theory-like) mathematical models (Sterman 1989, 2000, 2018).

Coyle (1996) has conducted 25 years of research using dynamic systems to design complex problem models, especially those related to organizational management and sustainability. System dynamics (system dynamics) have proven to be very useful in analyzing why social, economic, ecological and management systems do not always behave as we wish. Dynamic systems can also explain why management actions tend to be indifferent or destructive, rather than useful as expected, and why the system sometimes behaves in a distorted manner and differs from the intuition we have.

Based on the results of the dynamic system literature review it is known that the Dynamic System method is one of the proven methods that is very good to support the strategic view in problem solving, as well as being beneficial to the highest management leadership (CEO) in designing policies or policy makers (Coyle 1999; Wolstenholme and Coyle 1983).

A dynamic system is a strategic approach for analyzing problems in a complex system (Morecroft 2015). Dynamic systems are a combination of theories, methods, and philosophies that can be used to analyze behavioral systems (behavior of systems) that occur in almost all fields of study, such as; natural sciences, medicine, law, education, business, companies, and all locus of study and useful facilitate when we want to know how the system changes over time. Dynamic Systems Approach is an approach to systems thinking to find conceptions of reality that makes it easy to understand and overcome them (Coyle 1999)

## **2.3 The Balanced Scorecard Concept**

The Balanced Scorecard (BSC) is one of the most commonly used techniques by business people since two decades ago. BSC is a technique that includes critical factors for the success of Family Business Enterprise (private) and includes performance indicators and targets in accordance with the company's long-term vision (Kaplan 2009; Kaplan and Norton 1996; Kaplan and Norton 2007).

The Balanced Scorecard (BSC) is a multidimensional approach to measuring strategic management performance that combines measurement techniques related to corporate and non-financial finances so that in general BSC adopts an integrated strategic management system and uses logic to think cause and effect that is closely related to reward systems for performance success ( Speckbacher, Bischof, and Pfeiffer 2003)

The concept of the Balanced Scorecard was developed to complement financial performance measurement (or known as traditional performance measurement) and as an important tool for corporate organizations to reflect new thinking in the era of organizational competitiveness and effectiveness. This concept introduces a system of measuring company performance using certain criteria. These criteria are actually a translation of what is the company's mission and strategy in the long run.

Kaplan and Norton (2001) states "if you can measure it you can manage it", this opinion becomes the rationale for measuring all activities carried out by companies both activities that can be measured qualitatively or quantitatively.

### 2.3.1 The financial perspective

Kaplan and Norton (2001) explain that when companies take financial measurements, the first thing to do is to detect the presence of the industry they own. Kaplan classifies three stages of industrial development namely; growth, sustain, and harvest. From these stages of industrial development different strategies will be needed. In The financial perspective, there are three aspects of a company's strategy; (1) revenue growth and revenue combination owned by a business organization, (2) cost reduction and productivity improvement, (3) optimal use of assets and investment strategies

### 2.3.2 Customer Perspective

The customer perspective in the Balanced Scorecard identifies how the conditions of their customers and the market segments the company has chosen to compete with their competitors. These segments that they have chosen reflect the existence of these customers as their source of income. Kaplan and Norton (2001) further explained that the measurement of the customer perspective, carried out with five main aspects, namely: (1) measurement of market share that reflects the proportion of businesses in a particular business area expressed in terms of money, number of customers, or volume units sold for every unit of product sold. (2) customer retention that can be done by knowing the magnitude of the percentage of business growth with the number of customers currently owned by the company. (3) customer acquisition is done through the percentage of the number of new customers added and the comparison of total sales with the number of new customers that have. (4) customer satisfaction is the level of customer satisfaction can be done with a variety of techniques including: survey by letter (post), telephone interview, or personal interview and (5) customer profitability conducted using the Activity Based-Costing (ABC) technique ).

### 2.3.3 The internal business process perspective

In this perspective, the company measures all activities undertaken by the company both managers and employees to create a product that can provide certain satisfaction for customers and also shareholders. Kaplan and Norton (1996) divide internal business processes into three stages, namely (1) Innovation Process which is one of the critical processes, where the efficiency and effectiveness and timeliness of this innovation process will drive cost efficiency in the process of creating added value for customer. Broadly speaking, the innovation process can be divided into two, namely the measurement of the innovation process that is applied basic research and the measurement of the product development process. (2) Process Operations that focus on process efficiency, consistency and timeliness of goods and services provided to customers. In the operation process, the measurement of performance is carried out on three dimensions namely; time measurement, quality process measurement and process cost measurement

### 2.3.4 The organisational learning and growth perspective

Kaplan and Norton (1996) revealed how important it is for a business organization to continue to pay attention to its employees, monitor employee welfare and improve employee knowledge because increasing the level of employee knowledge will also increase the ability of employees to participate in achieving the results of the three perspectives above and company goals.

## 2.4 Family Business Enterprise

Farrington and Venter (2009) states that a family business is a business owned by one of the families who strives to achieve and / or pursue a vision of a family business whether formal or implicit, where the family business is run by family members themselves from the first generation to the next. , or business carried out by a family member and has the authority to manage and control the family business.

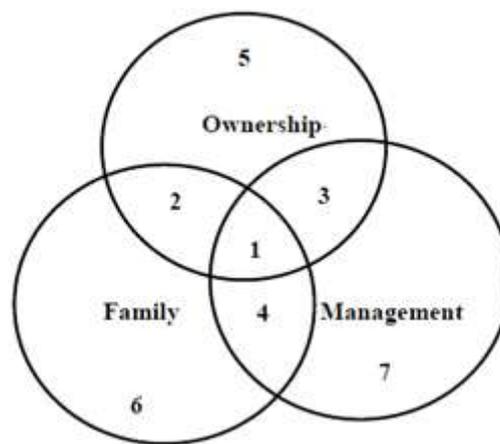
According to Dussault (2008), Family Business Enterprise is an organization whose majority share ownership is 51% or more and is owned by one or more family members, where there are two or more family members involved in company management activities, controlled, and will led by family members of the next generation. The definition of Family Business Enterprise presented by Dussault is very appropriate to describe the overall process of Family Business Enterprise, where not only how many shares are owned, how much family participation in managing, or in managing the company, but also maintaining the company's defense so that it still exists by planning the regeneration process of the Family Business Enterprise

Susanto (2005) explains that based on business terminology, there are two types of Family Business Enterprise (Susanto, 2005), namely Family Owned Enterprise (FOE) and Family Business Enterprise (FBE). The company is owned by the family but the company is managed by an outsider who is not a family member

where the family only acts as the owner and does not actively participate in running the business but surrenders to a professional outside the family member as the person running the family business called Family Owned Enterprise (FOE), while the Family Business Enterprise (FBE), which is a company owned and managed by the founding family. The hallmark of this company is the holding of important positions in the company by family members of the founding company

Poza (2009) states that until now there are two theories that are used as a basis for Family Business Enterprise research, namely The Family Business Entity System Theory and Agency Theory. The Family Business Enterprise System Theory is used to explain the phenomenon of interaction between subsystems in the Family Business Enterprise, while the Agency Theory is used to explain the agent's behavior in responding to costs arising from asymmetrical information.

Family Business Enterprise System Theory which in this case is called System Theory is a theoretical approach that was first used by researchers in Family Business Enterprise (Poza, 2009). In this theory, the company is described as three overlapping, interacting and interdependent elements between three subsystems, namely family, management and ownership.



**Figure 3. Model Teori Sistem Family Business Enterprise**

Based on Figure 3 it can be explained that, position 1 is a predecessor position which is at the same time as a company manager. Positions 2,3 and 4 are family members and relatives who are actively involved in the management and ownership of the company. Positions 5 and 6 respectively are predecessors and family members who are not active in management, while position 7 is a manager who comes from non-family. In System Theory, in order for an organization to perform optimally, each subsystem must be integrated so that the whole system functions.

### **III. Research methods**

This type of research is a qualitative approach based on case study that aims to "seek an understanding of the actions and meaning of social phenomena from the point of view of the research object. Qualitative research is research that discusses research objectives through techniques that enable researchers to provide detailed interpretations of a phenomenon without depending on numerical measurement, the focus is on finding true meaning and new insights (Zikmund et al. 2009).

Sources of data in this study are data in the form of narratives, words, expressions and actions, document searches, report archives and others that include data on the work achieved by PT. Bosowa Corporation covers the success of managing the company both financially and non-financially in a certain period of time. The informants in this study were 19 internal participants from the company, and 8 from outside the company environment, so that the total informants in this study were 27 people. The selection of participants or research informants is carried out in detail while still considering the roles and functions of each of them who are directly aware of the development of PT. Bosowa Corporation in Makassar City. Purposive sampling method is used with personal criteria that are competent in their fields and really understand the condition of PT. Bosowa Corporation

Based on the research objectives that have been described, the research focus of the study is: 1) Dimensions of Dynamic Performance Family Business Enterprise is the work achieved by PT. Bosowa Corporation covers the success of managing the company both financially and non-financially in a certain period of time. To measure the dimensions of the Dynamic Performance Family Business Enterprise PT. Bosowa Corporation is based on the Balanced Scorecard theory using dynamic system analysis tools, namely:

(1) The financial perspective, namely the ability of the Family Business Enterprise PT. Bosowa Corporation in increasing company capacity through the learning process and Family Business Enterprise growth by increasing: employee capacity, information systems, and organizational capacity. (2) The customer perspective focuses on the company's ability to create value that is beneficial to the parties concerned. (3) management of the company's internal processes includes processes that need to be carried out in support of Family Business Entrepreneurs able to meet the expectations of customers and shareholders. (4) , The organisational learning and growth perspective, (Kaplan and Norton 1996, 2007, 2004; Kaplan 2009)

This study uses a qualitative descriptive analysis approach that aims to describe and explain various phenomena in the field related to the performance focus and sustainability of PT. Bosowa Corporation. In analyzing qualitative research data there are a number of very important steps being carried out which include processing and analyzing data as inseparable activities. The stages of qualitative data analysis include; data condensation, data display, and drawing and verification of conclusions (Miles, Huberman, and Saldaña 2014).

#### **IV. Results and Discussion**

Based on the Balanced Scorecard approach, the analysis of PT. Bosowa Corporation uses four main dimensions, namely: (1) The financial perspective, (2) The customer perspective, (3) The internal business process perspective and (4), The organizational learning and growth perspective,

##### **4.1 The financial perspective**

Based on the results of the study, it can be identified key variables based on the financial perspective that affect the company's Dynamic Performance as follows:

**Table 1 Key Variable Identification, company Dynamic Performance based on The financial perspective**

No.	The financial perspective	Dynamic Performance
1	Determination of performance indicators of company success	Sales performance and results have improved
2	Critical factors supporting financial sector revenue	Improved financial management
3	Financial performance targets and objectives	Increased Marketing Performance

Table 1, shows that there are several important aspects that need to be realized in the form of actions / behavior of managers, commissioners, and divisions of PT Bosowa Corporation related to The financial perspective as a dynamic system model. The financial perspective sub-system that describes the financial aspects in the form of increased sales performance, Improved financial management and increased marketing performance. Financial performance measures provide a clue whether the company's strategy, implementation and implementation contribute or not to increase company profits. Value The financial perspective is influenced by critical factors such as financial statements, employee skills, accountability, financial transparency, technological innovation and investment. Value The financial perspective affects Performance Indicators which consist of Input, Output, process, outcome and impact. Performance indicators will influence the improvement of financial management and performance measurement. Performance measurement itself will be influenced by marketing performance

Empirically, PT. Bosowa Corporation in improving the company's financial performance has established several strategic steps through the identification of performance indicators of the success of the Family Business Enterprise. The analysis shows that PT. Bosowa Corporation has implemented a comprehensive financial management system by setting several targets and objectives for financial performance including; profitability ratio is increasing.

In addition to reliable financial management and setting financial performance targets and objectives, it is necessary to establish several key performance indicators in addition to key indicators of financial success in achieving Dynamic Performance of PT. Bosowa Corporation also requires the establishment of key performance indicators which include: input, process, output, outcomes and impact. Success in setting performance indicators will determine the success of the Family Business Enterprise.

The findings of this study strengthen the theoretical framework of the financial perspective which is one of the dimensions of the Balanced Scorecard (BSC) theory. Kaplan and Norton (2001) state that to change vision into strategy by mapping critical factors that can improve financial performance, indicators of performance success, and performance management. Companies need to improve good relations and cooperation with shareholders through the realization of shared values, based on prevailing culture. Cultural values need to be developed so that it will have an impact on company change and development.

**4.2 The customer perspective**

Based on the results of the study, key variables can be identified based on the customer perspective that affect the company's Dynamic Performance as follows:

**Table 2 Identification of the Key Variables of a company's Dynamic Performance based on the customer perspective**

No.	The customer perspective	Dynamic Performance
1	Customer satisfaction	The number of customers increases
2	Customer Profitability	The number of acquisition customers has decreased
3	Customer Acquisition	New customers are increasing
4	Market share	
5	Customer Retention	
6	Customer's trust	

Based on table 2, it can be stated that there are several important aspects that need to be realized in the form of the actions / behavior of managers, commissioners, and divisions of PT Bosowa Corporation related to The customer perspective as a dynamic system. The customer perspective sub-system that describes aspects of customers in the form of the number of customers increased, the number of customer acquisition decreased and new customers increased. Customer value is influenced by prospective new customers consisting of services, marking, salesman quality, product distribution and product quality. Customers will affect customer profitability, and customer satisfaction. Customer profitability will affect customer satisfaction and customer trust. Customer trust affects market control and is influenced by customer improvement. The increase in customers is influenced by the withdrawal of new customers, the withdrawal of new customers will affect the company's performance

In an effort to achieve performance and sustainability, PT. Bosowa Corporation has established that the company's mission is to focus on customers (customers) which explains that PT. Bosowa Corporation is a Family Business Enterprise that strives to enhance the best values and norms for shareholders and customers. The results illustrate that based on The Customer perspective, there are several aspects that have been developed by PT. Bosowa Corporation, among others: (1) improve the performance of a very dynamic market share caused by an unpredictable external environment and a disruptive era that requires new policies from PT. Bosowa Corporation to build e-platform through a customer service technology innovation system. (2) Customer acquisition is conducted to measure the success of PT. Bosowa Corporation is relatively absolute in order to achieve success or success of the company. This is done in order to achieve the success of the business unit, so that it will positively impact will attract and win the withdrawal of new customers. (3) Customer satisfaction is one of the priority strategies developed by PT. Bosowa Corporation is set in the company's vision and mission. In The customer perspective, customer satisfaction is the most basic thing in service delivery. (4) Customer profitability. Increased customer profitability as a strategy to attract new customers and retain old customers by providing useful added value to customers so that every month new customers increase.

The results of this study have relevance to the opinion of Kaplan and Norton (1996, 2001) that the best service quality, will provide higher satisfaction to customers. The application of the values of mutual respect and cooperation in business will encourage customers to make better business relationships with Family Business Enterprise. Basically the core of the business strategy is to increase the value of higher trust from customers (customer-value propositions) which illustrates its own uniqueness of the best combination of production, price, service, good relations, and the image of the Family Business Entity

**4.3 The internal business process perspective**

Based on the results of the study, obtained identification of key variables based on internal business perspectives affects the company's Dynamic Performance as follows:

**Table 3 Identification of the Key Variables of a company's Dynamic Performance based on The internal business process perspective**

No.	The internal business process perspective	Dynamic Performance
1	Operational quality management (ISO 9001)	Increased Total Quality Management Increased Production Quality
2	Total Quality Management	Satisfactory Service Quality Shareholder trust increases

Based on table 3, it can be stated that there are several important aspects that need to be realized in the form of actions / behavior of managers, commissioners, and divisions of PT Bosowa Corporation related to The internal business process perspective as a dynamic system. Internal Business Perspective sub system that describes all activities undertaken by the company both managers and employees to create a product that can

provide certain satisfaction for customers and also shareholders. In this case the company focuses on two main business processes namely: Operational quality management (ISO 9001) and Total Quality Management. Performance of PT. Bosowa Cotporation is influenced by internal business processes and affects production and services. Internal business processes affect total quality management. Total quality management is influenced by operational quality management. Operational Quality Management Values consist of decision making, process-oriented, system management shortcomings, customer focus, leadership, individual involvement in the company and continuous improvement. Total quality management will increase customer satisfaction and customer satisfaction is influenced by production and services

The results found that PT.Bosowa Corporation has implemented various strategies based on the company's vision and mission. The strategies that have been taken to improve the internal business performance of the Family Business Entity include, among others; (1) quality-based management or operational quality management based on ISO 9001 certificates. (2). Quality of production and services, (3) monitoring, evaluating, and controlling the entire production system and services.

The strategy carried out by PT. Bosowa Corporation is relevant to the results of research that explains that when the company's organization has the right planning and strategy regarding the development of financial and customer perspectives, it is certain that the company has the right vehicle to maintain customer retention. Thus will achieve better financial performance (Kaplan and Norton 2001).

In addition, the company's internal performance improvement policy is by implementing TQM (total quality management) with top priority on production quality, service quality, shareholder and customer confidence. Program innovation, compliance, commitment, budget discipline and productivity are strategic steps taken by PT. Bosowa Corporation in improving the company's dynamic performance.

#### 4.4 The organisational learning and growth perspective

Based on the results of the study, obtained identification of key variables based on The organizational learning and growth perspective that affects the company's Dynamic Performance as follows:

**Table 4 Identification of the Key Variables of a company's Dynamic Performance based on organizational learning and growth perspective**

No.	organisational learning and growth perspective	Dynamic Performance
1	Improvement of the business environment	
2	Employee Empowerment	Increased Employee Capacity
3	Technology Capability	
4	Learning Organization	Developing Employee Ability

Based on table 4, it can be stated that there are several important aspects that need to be realized in the form of actions / behavior of managers, commissioners, and divisions of PT Bosowa Corporation related to Growth and learning as a dynamic system that is interrelated and interconnected. sub-system Perspective Growth and learning that describe all activities carried out by the company both managers and employees to reform the business environment, employee empowerment, employee development and employee capacity. In this case the company focuses on four processes of growth and learning, namely: Improving the business environment, Empowering employees, Technology Capabilities and Learning Organizations. Performance of PT. Bosowa Cotporation is influenced by the Kapabilitas technology and learning organizations. The value of technology capability consists of Employee Training, formal education, internships and collaboration, all of which value from the technology capability will enhance employee development. Learning organizations will influence the improvement of business environment. Improving the business environment is influenced by Empowerment and the role manager. Employee empowerment and improvement of the business environment will affect employee capacity. The value of employee capacity consists of employee satisfaction, employee retention, employee productivity and technological innovation.

The purpose of organizational learning and growth perspective is to provide infrastructure to support the achievement of the three previous perspectives. Financial perspectives, customers and targets of internal business processes can reveal gaps between the capabilities of existing people, systems and procedures with what is needed to achieve a reliable performance. PT.Bosowa Corporation strives to continuously innovate all company employees to improve company performance. This company views that employees are a valuable company asset and therefore they need to be rewarded for the performance achieved.

Employee empowerment is needed to refresh or reskilling employees so that employees will have dynamic capabilities and in accordance with the increasingly competitive times. The results of this study illustrate that PT. Bosowa Corporation in carrying out organizational learning efforts and achieving optimal growth has carried out several strategies including: (1) through improving the business environment by increasing employee capacity, (2) guaranteeing employee satisfaction, maintaining a lack of employee turn over, (3) providing motivation is high for employees to continue to excel by displaying superior performance. (4)

increase company capability in facing disruptive era by preparing skillful employees in using information and communication technology innovations. (5) developing electronic platforms to overcome fast-growing and rapidly growing technological barriers. (6) creating a technology-based financial system, providing sustainable product innovations, and expanding business through collaboration and collaboration with national corporations, joint ventures, and exchanging employees to attend training in advanced companies on technology transfer and production.

The results of this study provide the main contribution in developing the theory of the Balanced Scorecard. Regarding organizational learning and growth perspectives, Kaplan and Norton (1996) explain that there are several core factors that can be identified that companies have implemented strategies to make organizational learning and focus on organizational growth

## V. Conclusions and recommendations

Based on the research findings it can be concluded that the Family Business Enterprise Performance of PT. Bosowa Corporation is very sweet. Based on the financial perspective of the company, the dynamics are shown by increasing sales performance, improving financial management and improving marketing performance. Based on the customer perspective, the company's dynamics are indicated by an increase in new customers and a decrease in customer acquisition. Based on The Internal Business Process Perspective, the company's dynamics are indicated by an increase in Total Quality Management and Operational Quality Management (ISO 9001). Based on the organizational learning and growth perspective the dynamics of the company are characterized by Increased Employee Capacity and Developing Employee Capabilities.

Based on these conclusions suggestions that can be given to the Management of PT. Bosowa Corporation is to give top priority to four aspects that theoretically and empirically have a close relationship in improving the performance of Family Business Enterprise, namely financial capability, priority to customers, improvement of the company's internal business processes, and emphasis on organizational learning and growth

## References

- [1]. Akkermans, H., & Oorschot, K.V. (2002). Developing a Balanced Scorecard with System Dynamics. International Conference of the System Dynamics Society.
- [2]. Bititci, Umit S., Turner, Trevor & Begemann, Carsten. (2000). Dynamics of Performance Measurement Systems, International Journal of Operations and Production Management, Vol 20, no. 6, pp 692-704,
- [3]. Coyle, R.Geof. 1996. System Dynamics Modelling: A Practical Approach. First. United States of America: CRC Press
- [4]. Coyle, R. Geoff. 1999. "Qualitative Modelling in System Dynamics or What Are the Wise Limits of Quantification?" In , 1–22. Wellington, New Zealand: Keynote address to the conference of the System Dynamics Society
- [5]. Cross K F and Lynch R L, (1998-1989), "The SMART way to define and sustain success", National Productivity Review, vol. 9, no 1, 1988-1989, pp 23-33
- [6]. Dixon JR, Nanni AJ, Vollmann TE, (1990), The new performance challenge: measuring operations for world class competition, Dow Jones –Irwin Homewood Il, 1990
- [7]. Dussault, M. 2008. Family Business Suicide: Prevention Guide. Strategic Book Publishing and Rights Agency
- [8]. Farrington, Shelley, and Elmarie Venter. 2009. "A Historical Overview of The Study of Family Business as An Evolving Field." New Contree, National Research Foundation of South Africa., 57–74
- [9]. Forrester. (1961). Industrial Dynamics. Massachusetts - U.S.A: The M.I.T. Press Massachusetts Institute Of Technology
- [10]. Kaplan R.S. and Norton D.P., (1996), Translating strategy into action: The balanced scorecard, Harvard Business School Press, Boston, Mass.
- [11]. Linard, K., Bassett, M., Yoon, J., & Lubomir, D. (2001). A Dynamic Balanced ScoreCaer Template For Public Sector Agencies. Proceedings Document
- [12]. Kaplan, Robert S., and David P. Norton (2001). Transforming the Balanced Scorecard from Performance Measurement to Strategic Management: Part I." Accounting Horizons 15 (1): 87–104
- [13]. Kaplan, Robert S., and David P. Norton. (2004). "Time-Driven Activity-Based Costing." Harvard Business Review, 131–38
- [14]. Kaplan, Robert S. (2009). Conceptual Foundations of the Balanced Scorecard." In Handbook of Management Accounting Research Volume 3, Firts, 1253–69. UK: Elsevier Ltd
- [15]. Kaplan, Robert S., and David P. Norton. (2007). Using the Balanced Scorecard as a Strategic Management System." Harvard Business Press, May, 1–14
- [16]. Morecroft, John D. W. 2015. Strategic Modelling and Business Dynamics: A Feedback Systems Approach. Second Edition. United Kingdom: John Wiley & Sons Ltd
- [17]. Norreklit, H. (2000) The Balance on the Balanced Scorecard a Critical Analysis of Some of Its Assumptions. Management Accounting Research, vol. 11, no. 1, pp. 65-88
- [18]. Neely A., Mills J., Gregory M., Richards H., Platts K. and Bourne M. (1996), Getting the measure of your business, University of Cambridge, Manufacturing Engineering Group, Mill Lane, Cambridge
- [19]. Neely A, Gregory M and Platts K (1995), " Performance measurement system design: a literature review and research agenda", IJOPM, vol. 15 no. 4
- [20]. Poza, Ernesto J., and Ana M. Daugherty. 2014. Family Business. 4th ed. Mason: South-Western Cengage Learning.
- [21]. Polatajko, H. J., Mandich, A., & Martini, R. (2000). Dynamic performance analysis: A framework for understanding occupational performance. American Journal of Occupational Therapy, 54(1), 65-72.
- [22]. Poza, Ernesto J. (2009). Family Business. 3ed ed. USA: South-Western College Pub
- [23]. Ramadani, Veland, and Frank Hoy. 2014. "Context and Uniqueness of Family Businesses." In Family Businesses in Transition Economics: Management, Succession and Internationalization, 9–38. Switzerland: Springer International Publishing
- [24]. Santos, S., Belton, V., & Howick, S. (2001). Adding Value to Performance Measurement by Using System Dynamics and Multicriteria Analysis. Strathclyde Business School, Research Paper No. 2001/19

- [25]. Speckbacher, Gerhard, Juergen Bischof, and Thomas Pfeiffer. (2003). "A Descriptive Analysis on the Implementation of Balanced Scorecards in German-Speaking Countries." *Management Accounting Research* 14 (4): 361–88.
- [26]. Sterman, John D. (1989). "Modeling Managerial Behavior: Misperceptions of Feedback in a Dynamic Decision Making Experiment." *Management Science* 35 (3): 321–39
- [27]. Sterman, John D. (2000). *Business Dynamics: Systems Thinking and Modeling for a Complex World*. Boston, USA: Irwin/McGraw-Hill
- [28]. Sterman, John D. (2018). "System Dynamics at Sixty: The Path Forward." *System Dynamics Review* 34 (1–2): 575–583
- [29]. Susanto, A. B. (2005). *The Jakarta Consulting Group on Family Businnes*. Penerbit Divisi Penerbitan The Jakarta Consulting Group. Jakarta
- [30]. Wolstenholme, Eric F., and R. G. Coyle. (1983). "The Development of System Dynamics as a Methodology for System Description and Qualitative Analysis." *The Journal of the Operational Research Society* 34 (7): 569–81
- [31]. Zikmund, William G., Barry J. Babin, Jon C. Carr, and Mitch Griffin. (2009). *Business Research Methods*. 8th ed. UK: South-Western Cengage Learning

Herwin Yatim, etal. " Dynamic Performance Analysis on Family Business Entreprise Pt. Bosowa Corporation" *IOSR Journal of Business and Management (IOSR-JBM)*, 22(1), 2020, pp. 17-27.