

## ABSTRAK

Industri pengelolaan sampah domestik menghadapi tantangan kompleks, termasuk tekanan regulasi ketat dan meningkatnya biaya operasional. PT EFG, sebagai salah satu pemain utama di industri ini, mengalami kesulitan dalam menjalankan praktik operasional yang selaras dengan visi dan misinya sebagai perusahaan pengelolaan sampah yang bertanggung jawab dan berkelanjutan. Ketiadaan strategi jangka panjang membuat perusahaan menghadapi penurunan pendapatan tahunan dan peningkatan biaya layanan operasional yang signifikan. Oleh karena itu, diperlukan strategi yang dapat diimplementasikan, diukur, dan berorientasi jangka panjang untuk meningkatkan daya saing perusahaan.

Penelitian ini bertujuan merancang *Balanced Scorecard* sebagai alat strategis untuk mengukur dan meningkatkan kinerja PT EFG di tengah persaingan industri. Pendekatan kualitatif deskriptif digunakan dengan metode pengumpulan data berupa wawancara mendalam dan analisis dokumen internal. *Balanced Scorecard* diterapkan melalui empat perspektif utama: finansial, pelanggan, proses bisnis internal, serta pembelajaran dan pertumbuhan. Analisis menunjukkan PT EFG menghadapi kendala pada manajemen sumber daya manusia, efisiensi operasional, dan kepuasan pelanggan. Hal ini diperburuk oleh peningkatan biaya layanan sebesar 85% akibat regulasi pemerintah, yang menekan pendapatan dan meningkatkan biaya operasional.

Penelitian ini merekomendasikan penguatan kompetensi dan kolaborasi sumber daya manusia, optimalisasi rantai nilai operasional melalui sistem terintegrasi, pengembangan teknologi aplikasi digital, serta strategi komunikasi yang proaktif untuk meningkatkan loyalitas pelanggan. Implementasi *Balanced Scorecard* secara konsisten diharapkan mampu membantu PT EFG mengatasi tantangan jangka pendek sekaligus menciptakan strategi berkelanjutan yang mendukung pertumbuhan bisnis dan keberlanjutan lingkungan.

**Kata Kunci:** *Balanced Scorecard*, Perencanaan Strategis, Strategi Pengelolaan Sampah Domestik, Peningkatan Operasional, Keberlanjutan

## ABSTRACT

*The domestic waste management industry faces complex challenges, including stringent regulatory pressures and rising operational costs. PT EFG, as one of the key players in this industry, struggles to align its operational practices with its vision and mission as a responsible and sustainable waste management company. The absence of a long-term strategic direction has resulted in declining annual revenues and significantly increasing operational service costs. Therefore, a measurable, implementable, and long-term strategy is required to enhance the company's competitiveness.*

*This study aims to design a Balanced Scorecard as a strategic tool to evaluate and improve PT EFG's performance amidst the competitive dynamics of the industry. A descriptive qualitative approach was adopted, utilizing in-depth interviews and internal document analysis as data collection methods. The Balanced Scorecard was applied through four key perspectives: financial, customer, internal business processes, and learning and growth. The analysis revealed that PT EFG faces challenges in human resource management, operational efficiency, and customer satisfaction. These issues were exacerbated by an 85% increase in service fees due to government regulations, which placed additional pressure on the company's revenue and operational costs.*

*This study recommends enhancing human resource competencies and fostering collaboration, optimizing the operational value chain through integrated systems, developing digital application technologies, and adopting a proactive communication strategy to improve customer loyalty. Consistent implementation of the Balanced Scorecard is expected to help PT EFG address short-term challenges while simultaneously developing sustainable strategies that support business growth and environmental sustainability.*

**Keywords:** *Balanced Scorecard, Strategic Planning, Domestic Waste Management Strategy, Operational Improvement, Sustainability*