

## COMPANY PERFORMANCE ANALYSIS BASED ON ISO 9001 COMPLIANCE USING BALANCED SCORECARD METHOD IN PT. SNW ELECTRONICS

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**Abstrak.** Business competition continues to increase, and the selection of the right strategy required the company to grow sustainably. By 2030, estimated requirement for food and beverages will increase significantly, and will reach 194 billion US dollars. The requirement of coolers and freezers also increases in accordance with the development of food and beverage growth. PT. SNW Electronics experienced a decrease in sales revenue of coolers and freezers up to 6% in 2020. In contrast, competing companies experienced a significant increase thus an analysis of the performance of the company that has won the ISO 9001:2015 certificate required to carry out. The analysis has conducted to determine the company's performance from a financial and non-financial perspective based on the analysis of the balanced scorecard method, to determine the company's compliance with the implementation of ISO 9001:2015, and to determine the contribution of ISO 9001:2015 compliance to the company's performance. This qualitative research uses the method of observation and interviews with informants consisting of top management and employees of the company. Qualitative data processed and analyzed using Nvivo 12Plus software. The results showed that the company's performance from the non-financial perspective was good, while the financial perspective was not. The company's compliance with ISO 9001:2015 is good, and the contribution of ISO 9001:2015 to the company's performance is good. The implications of this research encourage top management to take significant steps to improve performance from a financial perspective, for example by increasing product prices. Non-financial performance has been good so that it can encourage the achievement of financial performance, only out-of-the-box steps required to improve financial performance. This state-of-the-art research conducted in a company based on ISO 9001:2015 compliance with performance measurement using the balanced scorecard method, which is rare or even never done by other researchers before. ISO 9001:2015 as a high-quality management system with its seven-management principles proved significantly contributed to the company's performance.

**Keywords:** Company Performance, Compliance, Balanced Scorecard, ISO 9001 JEL Codes

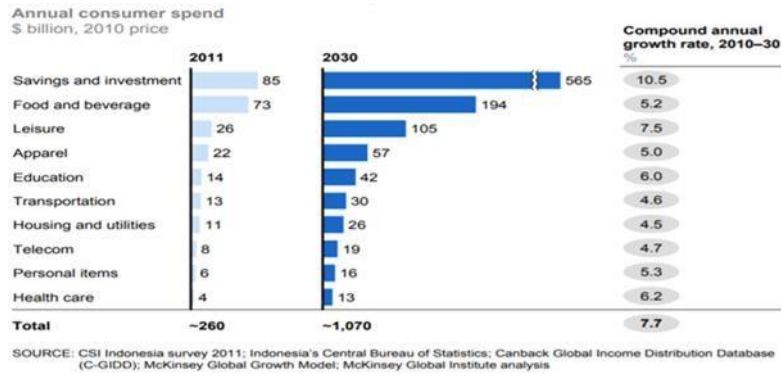
### 1. INTRODUCTION

Along with the times, business competition continues to increase both at the local and international levels. Business actors continue to turn their minds to get the best strategy to improve company performance. (Abdulwase *et al.*, 2021; Braun *et al.*, 2019).. There are so many business fields that grow and develop rapidly, but on the other hand, there are also business worlds that lose competition and collapse.

Business people in the food and beverage sector have made many breakthroughs to present their products to food and beverage lovers. In the past, food and drinks were only processed at home by housewives and served and enjoyed by each family. Technology continues to develop, human business increases continuously. Food and beverages are also not spared from the target to be modernised. In this modern era, it is no longer new that ready-to-eat food and beverages are available in various forms and packaging. Food and beverages are mass-produced with all kinds of flavours and marketed all over the world. (Setiobudi, 2021; Yoshioka-Kobayashi *et al.*, 2020).. Humans everywhere have no difficulty getting ready-to-eat food and drinks.

The process of serving good ready-to-eat food and beverages requires tools to preserve food and beverage products. In contrast to food and beverage preservatives which are directly mixed into the product. Preservatives have many forms that aim to help extend the life of food and beverages. One of the food and beverage preservation tools is a cooling machine equipped with a cabinet or commonly called a cooler and freezer. (Kumar, 2020). Coolers or in Indonesia better known as showcases or refrigerators or refrigerators are usually used to store packaged drinks so that they can last longer and are fresh when drunk. Freezers or freezers are usually used to store frozen food so that these food products can last longer and are not damaged by bacteria (Coorey *et al.*, 2020). (Coorey *et al.*, 2018; James *et al.*, 2017)..

The food and beverage market in Indonesia is huge and growing. Based on data from the McKinsey Global Institute, the estimated growth rate of the food and beverage sector over the period 2010 to 2030 is 5.2 per cent with an estimated value in 2030 of US\$194 billion. Growth in the food and beverage sector is the second largest after growth in the finance and investment sector. (Oberman *et al.*, 2012).



**Figure 1. Predicted Consumer Growth in 2030**

Business in the food and beverage sector in the Indonesian region is accelerating rapidly and the need for coolers and freezers is also increasing as shown in Figure 1. PT SNW Electronics, which was established in 2019, sees the market potential of the food and beverage business and strives to improve its performance in order to capture a portion of the market in the field of selling aids in the food and beverage sector.

PT SNW Electronics is engaged in the sale of coolers and freezers with territorial coverage throughout Indonesia. The targeted market share is all ready-to-drink beverage companies in Indonesia with well-known brands such as: Coca-Cola, Aqua Danone, Teh Botol Sosro, Teh Pucuk Daun, Pocari, Bir Bintang, Suntory Mytea and others and frozen food companies such as: Belfoods, So Good Foods, Charon Pokphand, Finna, Campinalce Cream, Diamond Ice Cream, Walls Ice Cream and others. Market penetration continues to be carried out by the sales and marketing team to increase the number and turnover of sales. Intense competition is not an obstacle for the company to continue trading.

PT SNW Electronics has made a very brilliant achievement in the sale of coolers and freezers in the period 2019 to 2020. Sales data is listed in Table 1 as follows:

**Table 1. Sales data of PT SNW Electronics**

Products	Sales Qty 2019	Revenue (Million Rupiah)	Sales Qty 2020	Revenue (Million Rupiah)
<i>Cooler</i>	1.833	6.358	1.716	10.025
<i>Freezer</i>	7.036	20.301	5.989	15.154
<b>Total</b>	<b>8.869</b>	<b>26.659</b>	<b>7.705</b>	<b>25.179</b>

Source of data processed from PT SNW Electronics

The covid 19 pandemic that occurred at the end of 2019 and throughout 2020 and even when this research was written in 2022 the covid 19 pandemic had not yet ended. Despite struggling, the overall sales turnover or revenue at PT SNW Electronics decreased by 6 per cent in 2020 when compared to the same period the previous year. Revenue seemed to increase for cooler sales even though the quantity decreased, it happened because in 2020 the cooler units sold were large cooler models with expensive prices, while in 2019 the coolers sold were for small cooler models. Revenue and quality of freezer sales both decreased because the models sold in 2020 and 2019 were almost the same. PT SNW Indonesia's competitor, PT Sharp Electronics Indonesia, recorded sales growth of refrigeration machines of 10%-15% year on year (yoy) in 2020. (Indonesia, 2022), while Polytron, experienced a decline of 5% yoy in the first semester of 2020 (Kontan, 2020). This phenomenon of decreasing and increasing sales revenue in similar business sectors is a very crucial problem that disturbs the hearts and minds of researchers to conduct deeper

research at PT SNW Electronics, because the decline in sales turnover in the company is very high compared to similar competitors.

Constraints arise in every business whatever it is, be it internal constraints or constraints external to the company. Constraints also always appear both related to financial and non-financial parts. The Balanced Scorecard introduced by Norton and Kaplan in the United States in the early 1990s is a balanced scorecard used to measure company performance, both from the financial and non-financial parts and seen from the internal and external parts of the company. (Adhi *et al.*, 2020; Kaplan, 1996).. In this balanced scorecard concept, Norton and Kaplan introduced four perspectives or four points of view in assessing company performance. The company's performance is measured from a financial perspective, customer perspective, internal business perspective and learning and development perspective. If the four perspectives show good performance, it is believed that the company has been, is and continues to run and grow well. (Adhi *et al.*, 2020; Kaplan, 1996; Solichah, 2015)..

Companies need to make efforts to improve the productivity and performance of the company to achieve an optimal level of management compliance by reducing the strategic gap between business and environmental elements, in order to succeed in global competition. (Iyibildiren & Karasioglu, 2018).. Performance is the result of work that is strongly related to the organisation's strategic goals, customer satisfaction and contributes to the economy. (Kurniasari & Memarista, 2017)..

Companies or organisations in carrying out their business activities or business activities cannot be separated from the rules, whether issued by the government, international organisations or rules set by the company's shareholders. These regulations must be obeyed so that the company can run well. Fulfilment of existing regulations both from internal and external companies can support the success of a company in running its business. (Benedek, 2012). ISO 9001: 2015 is one of the external rules implemented at PT SNW Electronics with the main objective of improving company performance. The implementation of ISO 9001: 2015 has been carried out since the beginning of 2021.

The business run by PT SNW Electronics is very interesting to study because as a new business actor in the field of coolers and freezers in Indonesia where the growth of the food and beverage sector business is predicted to increase very significantly until 2030. The question is what vision and mission and what strategies are carried out by PT. SNW Electronics to run its business so that it can remain sustainable in the future.

Measurement of company performance at PT SNW Electronics has only been carried out based on the company's financial statements while the performance in the non-financial section has never been measured, so that the constraints and contributions of the non-financial section to company performance are unknown. Performance measurement in the financial and non-financial sections is very important to do so that the company's Top Management can identify all the important points to improve company performance. *Compliance* with company regulations contributes to company performance (Benedek, 2012). (Benedek, 2012). Compliance with these regulations is very important to observe and study to determine the extent of compliance of PT SNW Electronics management with regulations related to the company and its contribution to company performance.

Compliance with the quality management system is very important to increase the credibility of the company (Hazudin *et al.*, 2015). (Hazudin *et al.*, 2015)

## 2. METHODOLOGY

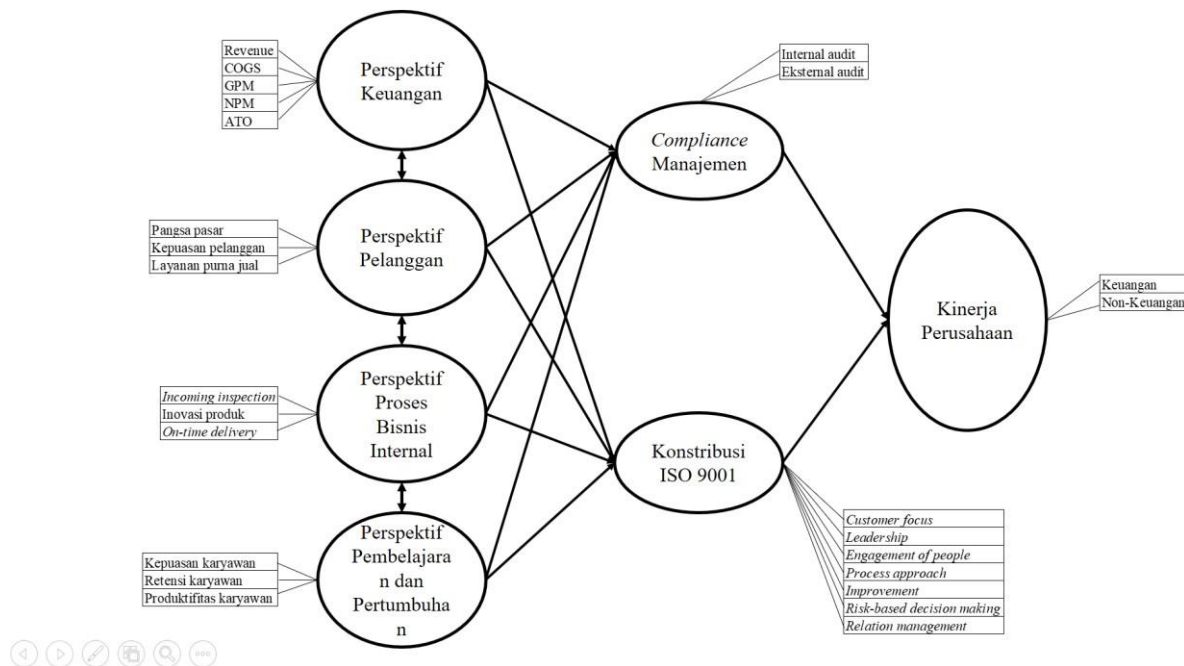
The research method at least contains sampling, research design, data collection, operationalisation of variables, data analysis methods. The location and time of the research should be clearly stated in relation to the research sample.

The research design explains the concept of both research type/approach, research variables, research model and framework.

This research uses a qualitative descriptive method, namely conducting research by examining objects and conditions that exist at PT SNW Electronics in North Jakarta. The research was conducted from December 2021 to May 2022. The population of this study were all employees and all company activities. The data collection method is carried out by direct observation to the object of research and collecting company data with full permission from the company leadership. Interviews with company leaders and employees were also conducted to obtain accurate information for this research.

The purposive sampling type was chosen to get the right information from the selected informants. Purposive sampling is the right sampling choice if the researcher already understands and believes that the information needed can be obtained from certain groups based on the criteria set by the researcher. (Mulyanto & Wulandari, 2019)..

Sampling method: Non-Probability Sampling; the non-probability sampling method was chosen on the basis of the availability of informants to become respondents or the researcher's own judgement. (Mulyanto & Wulandari, 2019). The sample of this study totalled 5 informants from company leaders and 8 company employees.



Source: data processed from this research

**Figure 1. Conceptual Framework**

If images/graphics and others are used, the symbols or other things in them are explained with a short narrative model but are able to reveal what the images/graphics mean. The font size of the image is in line with the font size of the article. Title of the image, chart or graph. Graphs should not use detailed rows or columns.

Data collection from observations and interviews is tabulated and compared with the measurement scale agreed between the researcher and the company. The complete operational variables in this study are listed in table 1 below:

**Table 1. Variable Operationalisation**

Variable/Concept	Indicators	Scale
Financial Perspective	- Revenue	0 - 10
	- COGS	0 - 10
	- GPM	0 - 10
	- NPM	0 - 10
	- ATO	0 - 10
Customer Perspective	- Market share	0 - 10
	- Customer satisfaction	0 - 10
	- After-sales service	0 - 10
Internal Business Process Perspective	- <i>Incoming inspection</i>	0 - 10
	- Product innovation	0 - 10
	- <i>On-time delivery</i>	0 - 10
Learning and Growth Perspective	- Employee satisfaction	0 - 10
	- Employee retention	0 - 10
	- Employee productivity	0 - 10
ISO 9001 Management Compliance	- Internal audit	0 - 10
	- External audit	0 - 10
ISO 9001 Contribution	- <i>Customer focus</i>	0 - 10
	- <i>Leadership</i>	0 - 10
	- <i>Engagement of people</i>	0 - 10
	- <i>Process approach</i>	0 - 10
	- <i>Improvement</i>	0 - 10
	- <i>Risk-based decision making</i>	0 - 10
	- <i>Relationship management</i>	0 - 10

*Source of data processed and agreed with the management of PT SNW Electronics*

The analysis method used in this research is descriptive analysis method, namely by describing and describing the data obtained and needed in relation to company performance. Qualitative data analysis is the process of selecting, sorting and organising data collected from field notes, observation results, in-depth interviews and documentation, so as to obtain a deep, meaningful, unique understanding and new findings that are descriptive, categorised and or patterns of

relationships between variables from the object under study. (Sugiyono, 2020). Balanced scorecard is an analysis method that is very suitable for descriptive analysis purposes.

All interviews were carefully transcribed and then the themes that were asked during the interviews were coded. Various themes about informants' opinions were included in the codes determined by the researcher. Analysing interview results using *NVivo 12Plus software*. Using computer software helps researchers to analyse various data from interviews and observations so that they can be presented in a form that is easier for researchers and others to understand and understand. (Bandur, 2019).

In this study, researchers analysed PT SNW Electronics based on the *balanced scorecard* method. The data that has been collected is then analysed using descriptive data analysis and refers to the concept of operational weighting that has been made and approved by the Top Management of PT SNW Electronics in accordance with the company's internal procedures.

### 3. RESULTS AND DISCUSSION

#### 3.1 RESULTS

Financial performance which is one of the research variables consists of five indicators, namely: sales turnover (*revenue*), COGS (*Cost of Goods Sold*), GPM (*Gross Profit Margin*), NPM (*Net Profit Margin*) and ATO (*Asset Turn Over*). Based on data from the company and compared with the assessment criteria, the following data is obtained:

**Table 2. Financial Perspective Performance Results**

Variables	Indicators	Measurement Description	Performance Results	Assessment	Score	Category
Financial Perspective	Increase in Sales Revenue	Comparison of sales turnover between years	27%	20% - 30%	6	Simply
	COGS reduction	COGS divided by Sales Revenue	77%	70% - 80%	6	Simply
	Gross Profit Margin (GPM)	Profit before tax divided by sales	23%	20% - 30%	6	Simply
	Net Profit Margin (NPM)	Profit after tax divided by sales	15%	10% - 20%	4	Bad
	Asset Turn Over (ATO)	Sales divided by total assets	169%	>60%	10	Very good

*Source of data processed based on the results of this study*

The financial performance results were not very encouraging because it only entered the moderate category in the revenue, COGS and GPM indicators and even entered the poor category in the NPM indicator, while the ATO indicator did very well.

Non-financial variable performance consists of three other balanced scorecard perspectives, namely: customer perspective, internal business perspective and learning and growth perspective. The results of the performance of the customer perspective consisting of indicators of market share, customer satisfaction and after-sales service are as follows:

**Table 3. Customer Perspective Performance Results**

Variables	Indicators	Measurement Description	Performance Results	Assessment	Score	Category
Customer Perspective	Market Share	Average increase in B2B and retail customer numbers over 3 years	255%	>40%	10	Very good
	Customer Satisfaction	Based on the results of the customer satisfaction assessment conducted by the company	4.41	5-Apr	8	Good
	After Sales Service	Percentage of warranty product defects	0.67%	<3%	10	Very good

Source of data processed based on the results of this study

Another non-financial variable performance is the performance of the internal business process perspective which consists of indicators of *incoming inspection*, product innovation and *on-time delivery*. The results of observations at the company are as follows:

**Table 4. Internal Business Process Perspective Performance Results**

Variables	Indicators	Measurement Description	Performance Results	Assessment	Score	Category
Internal Business Process Perspective	<i>Incoming inspection</i>	Random sampling of 10% of the number of goods arrivals and a minimum passing rate of 95%	97%	97% - 99%	8	Good
	Product Innovation	Year-on-year comparison of the number of new products	45%	>40%	10	Very good

		ctmodels sold				
	On-time delivery	Delivery speed based on set schedule	1.02 days	0 - 1 day	10	Very good

Source of data processed based on the results of this study

The last non-financial variable performance is the performance of the learning and growth perspective. This variable consists of indicators of employee satisfaction, employee retention and employee productivity. The full results based on employee interviews and observation of company data are as follows:

**Table 5. Learning and Growth Perspective Performance Results**

Variables	Indicators	Measurement Description	Performance Results	Assessment	Score	Category
Learning and Growth Perspective	Employee Satisfaction	Based on the results of interviews with employees	18	Based on the results of interviews processed using Nvivo 12Plus software	10	Very good
	Employee Retention	Number of employees who quit divided by total number of employees	8%	Percentage of employees who quit	8	Good
	Employee Productivity	Based on the company's MBO (Management By Objectives) data	96%	Based on MBO data	10	Very good

Source of data processed based on the results of this study

Employee satisfaction indicators are measured based on the results of interviews with eight sub-indicators, namely employee expectations, employee involvement, employee work adequacy, employee loyalty, employee improvement, employee career, employee satisfaction and employee assessment of company compliance with existing regulations.

The employee interview data was processed with Nvivo 12Plus software and the visualisation is as follows:



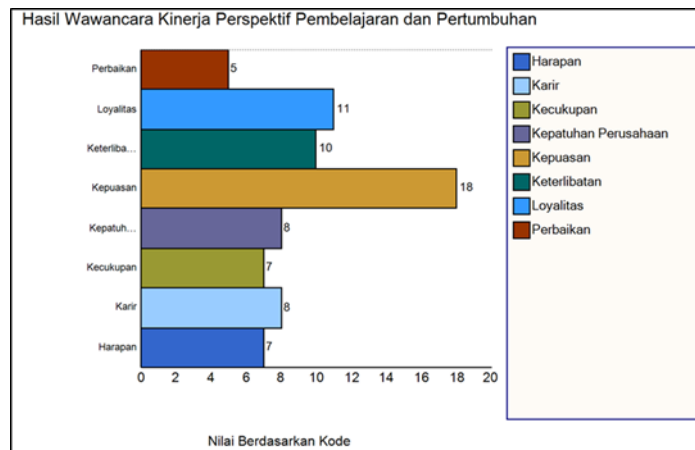


Figure 2: Customer Satisfaction Interview Results

The satisfaction sub-indicator gets the highest point of 18 points, compared to the othersub-indicators which range from 5 points to 11 points. The satisfaction sub-indicator asks everything about employee satisfaction working in the company.

Management *compliance* variables are measured based on the results of internal and external audits conducted in the company. The results of observations by taking company data are obtained as follows:

Table 6. Management *Compliance* Performance Results

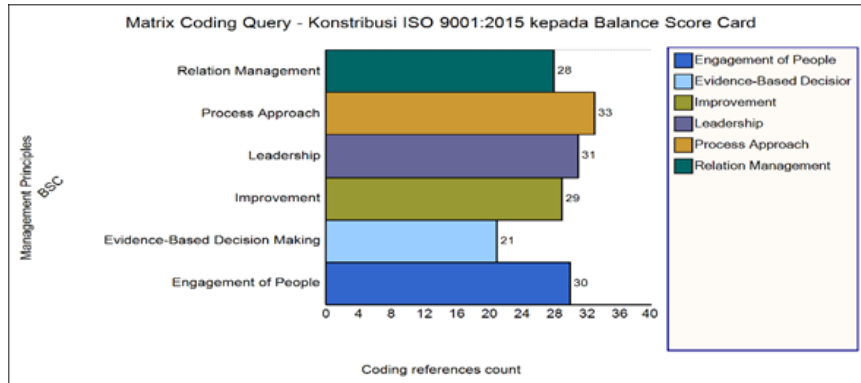
Variables	Indicators	Measurement Description	Performance Results	Assessment	Score	Category
<i>Compliance Management</i>	Internal Audit <i>Compliance</i> ISO 9001:2015	Number of Minor Category ISO 9001:2015 Internal Audit Findings	3 findings	1-5 findings	8	Good
	External Audit <i>Compliance</i> ISO 9001:2015	ISO 9001:2015 External Audit Findings Major Category	0 findings	0 findings	10	Very good

Source of data processed based on the results of this study

The internal audit results were categorised as good with 3 findings when the audit was conducted at the company. External audits conducted by international independent parties, namely from PT TUV Indonesia, did not find any non-conformities in the implementation of ISO 9001 or *zero findings*.

The variable contribution of ISO 9001 to the *balanced scorecard* consists of seven indicators, namely: customer focus, *leadership*, *engagement of peoples*, *process approach*, *improvement*, *evidence-*

based decision making and relationship management. The results of interviews with company leaders stated that these seven indicators, which are the seven principles of management, contribute very significantly to company performance. The results of interview data processing using *Nvivo 12Plus* software are as follows:



**Figure 3. Interview results with company leaders**

The results of Nvivo data processing show that the *process approach*, using the PDCA cycle (*Plan, Do, Check, Action*), greatly contributes to the overall performance of the company.

**Table 7. Interview Triangulation Results of Company Leaders**

Interview Results	Interview Results 4other informants	Pearson Correlation Coefficient
Informant 1	Informant 2	0.79784
	Informant 3	0.84764
	Informant 4	0.76095
	Informant 5	0.78069
Informant 2	Informant 3	0.72510
	Informant 4	0.68061
	Informant 5	0.63553
Informant 3	Informant 4	0.78080
	Informant 5	0.57575
Informant 4	Informant 5	0.55059

*Source of data processed based on the results of this study*

Validation of the results of interviews with company leaders was carried out by triangulating sources using *Nvivo 12 Plus* software. The highest *Pearson correlation coefficient* is 0.85 and the lowest is 0.55. The results of data processing are contained in table 7. These results show that the relationship between one informant and another is significant although there is one interview result of the relationship between informant 2 and informant 5 that falls into the medium category.

Validity or credibility of the results of interviews with informants to obtain information about employee satisfaction is carried out by triangulating sources and processing the data using *Nvivo 12Plus*. The interview results from each employee informant were sought for *correlation* using *pearson correlation analysis* in *Nvivo 12Plus*.

The maximum Pearson correlation coefficient result is 0.87 and the minimum is 0.79. This result shows that the connection between one informant and another is very significant. (Schober & Schwarte, 2018).. The continuity in this study is the continuity of employee opinions about employee satisfaction working at PT SNW Electronics, so that the results of employee satisfaction with a score of 18 listed in Figure 4.18 above can be said to be valid, because the results of interviews between one employee and another employee show a very significant correlation.

**Table 8. Results of Employee Interview Triangulation**

Interview Results	Interview Results Other Informants	Pearson correlation coefficient	Interview Results	Interview Results Other Informants	Pearson correlation coefficient
Informant 1AM	Informant 2 EC	0.837908	Informant 4LK	Informant 5 LN	0.83727
	Informant 3 KD	0.874007		Informant 6 SF	0.817106
	Informant 4 LK	0.816341		Informant 7 SW	0.847395
	Informant 5 LN	0.831452		Informant 8 WW	0.842777
	Informant 6 SF	0.828528	Informant 5LN	Informant 6 SF	0.874606
	Informant 7 SW	0.83308		Informant 7 SW	0.811699
	Informant 8 WW	0.872671		Informant 8 WW	0.852943
Informant 2EC	Informant 3 KD	0.849614	Informant 6SF	Informant 7 SW	0.840779
	Informant 4 LK	0.802977		Informant 8 WW	0.832023
	Informant 5 LN	0.869515	Informant 7 SW	Informant 8 WW	0.838057
	Informant 6 SF	0.815914			
	Informant 7 SW	0.792354			
	Informant 8 WW	0.861497			
Informant 3KD	Informant 4 LK	0.798054			
	Informant 5 LN	0.816214			
	Informant 6 SF	0.813149			
	Informant 7 SW	0.820651			
	Informant 8 WW	0.863027			

Source of data processed based on the results of this study

This state of the art research finally resulted in a relationship matrix between the four perspectives of the *balanced scorecard* and ISO 9001 as follows:

**Table 9. BSC and ISO 9001 Matrix**

		<i>Balanced Scorecard Perspective</i>			
		Financial Perspective	Customer Perspective	Internal Business Processes Perspective	Learning and Growth Perspective
7 ISO9001:2015 Management Principles	<i>Customer Focus</i>	<i>Payment ontime</i>	Customer Satisfaction	Satisfying each subsequent process	Employee satisfaction
	<i>Leadership</i>	<i>Budget Achievement</i>	Customer-focused	<i>Budget control</i>	<i>Training, re-training and skills up</i>
	<i>Engagement of People</i>	Synergy with all sections	Know and understand customer needs	Operational as per SOP	Cooperation
	<i>Process Approach</i>	PDCA	PDCA	PDCA	PDCA
	<i>Improvement</i>	Improved financial performance	Increased customer satisfaction	Efficiency and effectiveness	<i>Skill up</i>
	<i>Evidence-based Decision making</i>	Determination of budget	Selling price vs cost	Accurate documents	Work performance
	<i>Relationship Management</i>	Tax, supplier	Product Specifications	Processes compliance	Trade Unions

### 3.2 DISCUSSION

Financial performance as the main measure of company performance in this study was not perfectly successful. The company's revenue, COGS, GPM were only moderately successful, this means that the company is still far below the target achievement. The Company's targets that have been set and agreed upon by the company's leadership have not been successfully realised, even on the NPM indicator the hail is bad. The company is *urgent* to review the targets set and take *out of the box* steps to produce better performance. ATO did very well, this means that the company managed to control the efficiency of the company's assets well. The PDCA cycle in ISO 9001 can be used to identify all problems related to this financial performance and then check, analyse and take corrective action.

Customer perspective performance was good on the customer satisfaction indicator and very good on the market share and after-sales service indicators. This performance shows that the company is very successful in the eyes of customers, both B2B customers and retail customers. The *after sales service* department works well so that the after-sales service is very encouraging to customers. This good and excellent customer perspective performance can be used to continue to approach customers to sell as many products as possible, so that the company's revenue is expected to increase.

The performance of the internal business process perspective has succeeded well and very well on the indicators of incoming inspection, product innovation and *on-time delivery*. This performance is very important to keep the customer perspective good or very good. The company must continue to improve the performance of the internal business process perspective so that the performance of the customer perspective continues and continues to improve.

Learning and growth performance also performed very well on employee satisfaction and employee productivity indicators and performed well on employee retention indicators. Employee productivity is very important for the company's progress. Employee satisfaction is one of the things that needs to be maintained so that employee productivity remains high. Retention that has worked well indicates that there are not many employees leaving and entering the company, this is very good for improving company performance. Non-financial performance is proven to be successful, but this is not the case with financial performance, which is not successful. The findings of this study are slightly contrary to research conducted by Tuan (2020) which states that non-financial performance provides a significant influence on financial performance. (Tuan, 2020). This difference could have occurred because the research was conducted in different companies. Each company also has its own targets so that the achievement of performance is very likely to be different.

ISO 9001 management *compliance* is measured by the success or failure of the company in undergoing internal and external audits. Internal audit is conducted by the company's internal team that has been appointed by the leadership and trained to do the work of internal audit ISO 9001. External audits are conducted by independent parties so that the assessment of compliance management is truly honest, fair, transparent in accordance with international standards ISO 9001. The performance of *compliance* management has worked well and very well so that the company managed to get ISO 9001: 2015 certification. In line with this research, Benedek (2012) states that *compliance* with company regulations contributes to company performance. (Benedek, 2012).

The successful implementation of ISO 9001 in the company shows that the contribution of ISO 9001 works very well to support the company's performance. The results of interviews with company leaders show that ISO 9001 with seven management principles contributes greatly to the company's overall operations. Compliance with this management system is very important to increase the credibility of the company. (Hazudin *et al.*, 2015).

*Compliance* is proven to contribute positively to company performance. In this study, it is very clear that the contribution of *compliance* management provides a very large input, especially in non-financial performance. However, the ISO 9001 management system provides a solution to overcome financial performance that has not been successful, namely by conducting a *process* approach with the PDCA cycle.

## CONCLUSIONS

The overall performance of PT SNW Electronics cannot be said to be successful. Financial performance with indicators of open sales turnover, COGS, GPM, NPM is still not doing well, only ATO is doing very well. Overall non-financial performance has been successful. ISO 9001 management *compliance* and also the contribution of ISO 9001 to the company's operations proved to be a good success.

Unsuccessful financial performance is very likely influenced by the high company targets set by the leadership. However, ISO 9001 as a high-quality management system makes a real contribution by using a *process* approach to identify problems that arise, check them, monitor them and then take corrective and improvement actions.

This research is still limited to company analysis using the *balanced scorecard* method and *compliance* management in ISO 9001-based companies. In the future, more in-depth research is needed on company analysis using other measurement methods in different companies or organisations.

Company leaders are advised to make rational company targets that can be achieved with all company employees. *Out of the box* steps are very necessary to do, for example by increasing the selling price of products and requesting COGS down from *suppliers*, so that it is hoped that financial

performance can be successful.

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