

LAMPIRAN





**KUESIONER PENELITIAN
PERBANDINGAN
BERPASANGAN
KEY PERFORMANCE
INDICATOR**

**Dipersiapkan oleh:
Wahyu Utomo
(0706174436)**



**PROGRAM STUDI
TEKNIK INDUSTRI
PROGRAM
PASCA SARJANA
BIDANG ILMU TEKNIK
UNIVERSITAS INDONESIA
MEI 2009**

PENGANTAR

Terima kasih Bapak/Ibu telah meluangkan waktu sejenak untuk mengisi kuesioner penelitian yang kami selenggarakan.

Penelitian ini bertujuan untuk membobotkan *Key Performance Indicator* pada setiap perspektif *Balanced Scorecard* berdasarkan tingkat pengaruh kepentingannya menggunakan metode *Analytical Network Process*.

Kami berharap bahwa sebagai wakil yang diberi kepercayaan untuk mengisi kuesioner ini, Bapak/Ibu dapat menggambarkan KPI yang penting untuk perusahaan dimana anda bekerja.

Dalam pengisian kuesioner ini, Bapak/Ibu tidak perlu khawatir rahasia perusahaan akan terbuka karena pertanyaan yang diajukan tidak berkenaan dengan rahasia perusahaan. Melainkan seputar keilmuan Teknik Industri. Untuk itu, bantuan Bapak/ Ibu berupa jawaban yang tepat sangat kami harapkan.

Atas perhatian dan kerjasama Bapak/ Ibu, Kami ucapkan terima kasih.

Hormat Kami,

Wahyu Utomo
(0706174436)



DATA RESPONDEN

1. Nama:

2. Nama Perusahaan:

3. Jabatan Sekarang:

4. Pendidikan Formal Terakhir:

5. Pengalaman Kerja (dalam tahun):

Jakarta,... 2009

Tanda Tangan Responden

(_____)



PETUNJUK PENGISIAN KUESIONER

Dalam kuesioner ini, Bapak/Ibu diminta untuk memberikan pertimbangan terhadap setiap perbandingan berpasangan antara KPI. Berikut ini adalah skala yang digunakan untuk membandingkan secara berpasangan antara KPI.

| Tingkat Kepentingan | Definisi | Penjelasan |
|---------------------|---|---|
| 1 | Kedua kriteria sama penting | Kedua kriteria mempunyai pengaruh yang sama |
| 3 | Kriteria yang satu sedikit lebih penting daripada yang lainnya | Penilaian sedikit lebih memihak pada salah satu kriteria dibandingkan pasangannya |
| 5 | Kriteria yang satu lebih penting daripada yang lainnya | Penilaian jelas memihak pada salah satu kriteria dibandingkan pasangannya |
| 7 | Kriteria yang satu sangat penting daripada yang lainnya | Salah satu kriteria sangat berpengaruh dan dominasinya tampak nyata |
| 9 | Kriteria yang satu mutlak sangat penting daripada yang lainnya | Kriteria yang satu mutlak sangat penting dibandingkan pasangannya |
| 2, 4, 6, 8 | Nilai tengah di antara dua pertimbangan yang berdekatan | Diberikan jika terdapat keraguan di antara kedua penilaian yang berdekatan |
| Kebalikan | Jika kriteria X memiliki salah satu nilai di atas pada saat dibandingkan dengan kriteria Y, maka kriteria Y memiliki nilai kebalikan bila dibandingkan dengan kriteria X. | |

Bentuk perbandingan berpasangan adalah sebagai berikut:

| | | | | | | | | | | | | | | | | | | |
|-------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-------------------|
| Kriteria X | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | Kriteria Y |
|-------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-------------------|

Skala bagian kiri dipakai jika kriteria X mempunyai tingkat kepentingan/pengaruh di atas kriteria Y.

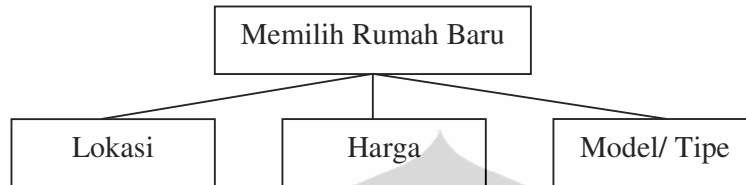
Skala bagian kanan dipakai jika kriteria Y mempunyai tingkat kepentingan/pengaruh di atas kriteria X.



CONTOH PENGISIAN KUESIONER

Berikut ini adalah contoh pengisian kuesioner untuk keputusan memilih rumah baru.

Model hirarki keputusannya adalah sebagai berikut:



Tujuan : Memilih rumah baru

Lokasi

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

 Harga

Bagaimanakah faktor Lokasi dan Harga, berpengaruh atau dipengaruhi terhadap tujuan Memilih Rumah Baru?

Jika Lokasi dinilai **sama penting** dibandingkan Harga, maka dipilih angka **1**.

Tujuan : Memilih rumah baru

Lokasi

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

 Model/ Tipe

Bagaimanakah faktor Lokasi dan Model/Tipe, berpengaruh atau dipengaruhi terhadap tujuan Memilih Rumah Baru?

Jika Lokasi dinilai **lebih penting** dibandingkan Model/ Tipe, maka dipilih angka **5 di bagian kiri**.

Tujuan : Memilih rumah baru

Model/ Tipe

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

 Harga

Bagaimanakah faktor Model/Tipe dan Harga, berpengaruh atau dipengaruhi terhadap tujuan Memilih Rumah Baru?

Jika Harga dinilai antara **sangat lebih penting (7)** dan **mutlak sangat lebih penting (9)** dibandingkan Model/ Tipe, maka dipilih angka **8 di bagian kanan**.

Mohon diperhatikan konsistensi Jawaban Bapak/ Ibu, karena akan sangat menentukan validitas jawaban Bapak/ Ibu. Sebagai contoh kondisi konsistensi:

Jika kriteria X lebih penting daripada kriteria Y, dan kriteria Y lebih penting daripada kriteria Z, maka kriteria X sangat lebih penting daripada kriteria Z.



BALANCED SCORECARD TEMPLETE HEAVY EQUIPMENT INDUSTRY

| <i>Perspective</i> | <i>Objective</i> | <i>Measure/KPI</i> |
|----------------------------|--|---|
| <i>Financial</i> | <i>Growth</i> | <i>Revenue growth level (F1)</i> |
| | <i>Productivity</i> | <i>Productivity & cost reduction level (F2)</i> |
| <i>Customer</i> | <i>Market Share</i> | <i>Customer Retention (C1)</i> |
| | | <i>Customer Acquisition (C2)</i> |
| | <i>Customer Satisfaction</i> | <i>Customer Satisfaction (C3)</i> |
| <i>Internal Process</i> | <i>Operational Management</i> | <i>Prime Product delivery (I1)</i> |
| | | <i>Product Support (Service) delivery (I2)</i> |
| | | <i>Product Support (Part) delivery (I3)</i> |
| | <i>Customer management</i> | <i>Customer Relationship Management (I4)</i> |
| <i>Safety & Health</i> | <i>Safety, Health & Environment Index (I5)</i> | |
| <i>Learning and Growth</i> | <i>Human Capital</i> | <i>Human capital readiness (L1)</i> |
| | | <i>Key employee turnover (L2)</i> |
| | <i>Information Capital</i> | <i>IT System Availability (L3)</i> |
| | <i>Organization Capital</i> | <i>Implementation of Organization Strategy (L4)</i> |

Keterangan:

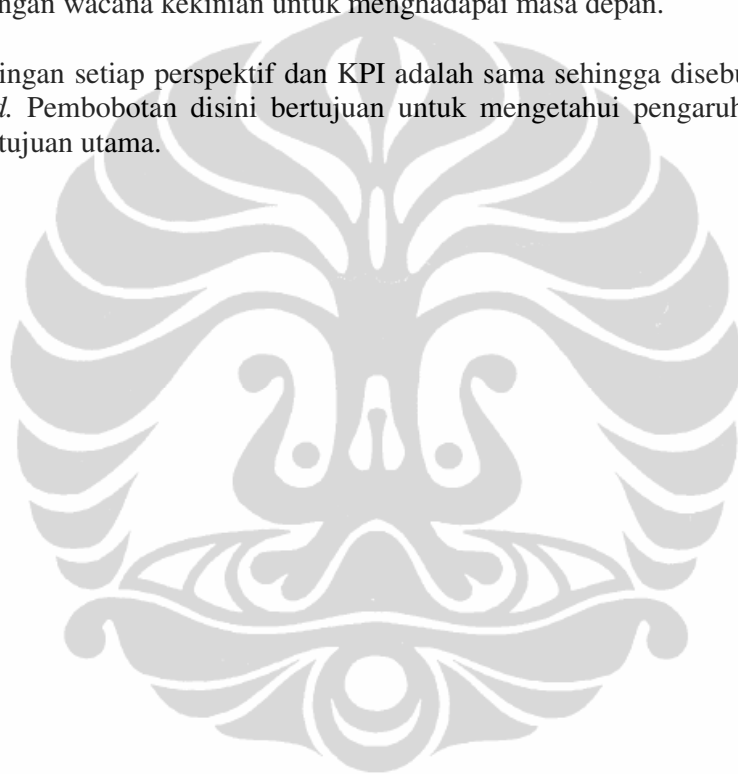
- F1. *Revenue growth level* adalah pengukuran yang bertujuan untuk melihat pertumbuhan atau peningkatan pendapatan perusahaan.
- F2. *Productivity & cost reduction level* adalah pengukuran yang bertujuan untuk melihat usaha peningkatan produktivitas (*output* dibagi *input*) yang dilakukan serta pengurangan biaya.
- C1. *Customer Retention* merefleksikan loyalitas pelanggan yang ditunjukkan dengan *repeat order*.
- C2. *Customer Acquisition* merefleksikan perolehan pelanggan baru dalam pembelian produk dan kontrak *Customer Service Agreement (CSA)* dari pelanggan lama.
- C3. *Customer Satisfaction Index* menunjukkan tingkat kepuasan pelanggan terhadap produk/jasa yang diberikan.
- I1. *Prime Product delivery* adalah menyangkut semua atribut (*price, quality, time, delivery, function*) manajemen penjualan mesin alat berat.
- I2. *Product Support (Service) delivery*, adalah menyangkut atribut dari manajemen pelayanan perbaikan mesin alat berat yang berikan, misalkan: *availability, utilization, service accuracy, redo, maintenance ratio*, dll.
- I3. *Product Support (Part) delivery*, adalah menyangkut semua atribut dari manajemen penjualan suku cadang, misalkan: *inventory level, part turnover, availability*, dll.
- I4. *Customer Relationship Management* berkaitan dengan usaha yang dilakukan dalam menjaga hubungan dengan pelanggan.
- I5. *Safety, Health & Environment* adalah penerapan K3 di lokasi kerja maupun *jobsite*.
- L1. *Human capital readiness* berkaitan dengan kesiapan dan ketersediaan SDM secara kuantitas dan kualitas dalam menghadapi tantangan bisnis.



- L2. *Key employee turnover* berkaitan dengan bertahannya/retensi karyawan yang memiliki keahlian strategis, memegang posisi dan proses kunci.
- L3. *IT System Availability* berkaitan dengan ketersediaan Sistem Informasi dalam mendukung proses bisnis.
- L4. *Implementation of Organization Strategy* berkaitan dengan penciptaan iklim kerja, pengembangan proses kerja, sistem implementasi dan review strategi perusahaan.

Strategi adalah rencana besar dan jangka panjang dalam mencapai visi, misi, dan tujuan perusahaan, sehingga formulasinya memungkinkan untuk berubah menyesuaikan dengan kondisi. Termasuk adalah kondisi krisis ekonomi global yang akan berpengaruh pada strategi perusahaan. Oleh karena itu, formulasi strategi berikut adalah dengan wacana kekinian untuk menghadapi masa depan.

Tingkat kepentingan setiap perspektif dan KPI adalah sama sehingga disebut *Balanced Scorecard*. Pembobotan disini bertujuan untuk mengetahui pengaruh antar KPI dan pada tujuan utama.



Control**1. Financial**

| | | | | | | | | | | | | | | | | | | |
|---------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----------------------|
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 2. Customer |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 3. Internal Process | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |

Control**2. Customer**

| | | | | | | | | | | | | | | | | | | |
|---------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----------------------|
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 2. Customer |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 3. Internal Process | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |

Control**3. Internal Process**

| | | | | | | | | | | | | | | | | | | |
|---------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----------------------|
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 2. Customer |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 3. Internal Process | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |

Control**4. Learning & growth**

| | | | | | | | | | | | | | | | | | | |
|---------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----------------------|
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 2. Customer |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 1. Financial | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 3. Internal Process |
| 2. Customer | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |
| 3. Internal Process | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 4. Learning & growth |

Control : F1. Revenue growth level

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

Control : F2. Productivity & cost reduction

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | C1. Customer retention | | | | | | | | | | | | | | | | |
|--------------------------------------|---|------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | C2. Customer acquisition | | | | | | | | | | | | | | | | |
|--------------------------------------|---|--------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | C3. Customer satisfaction | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | I1. Prime product delivery | | | | | | | | | | | | | | | | |
|--------------------------------------|---|----------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

Control

I2. Product support service delivery

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

Control

I3. Product support part delivery

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

Control

I4. Customer relationship management

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

Control

I5. Safety, health & environment

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | L1 Human capital readiness | | | | | | | | | | | | | | | | |
|--------------------------------------|---|----------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | L2. Key employee turnover | | | | | | | | | | | | | | | | |
|--------------------------------------|---|---------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |
| L3. IT system availability | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy |

| Control | | L3. IT system availability | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|----------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|--|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction | |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition | |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction | |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover | |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy | |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L4. Implementation of Org strategy | |

| Control | | L4. Implementation of Org strategy | | | | | | | | | | | | | | | | | |
|--------------------------------------|---|------------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|--------------------------------------|--|
| F1. Revenue growth level | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | F2. Productivity & cost reduction | |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C2. Customer acquisition | |
| C1. Customer retention | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction | |
| C2. Customer acquisition | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | C3. Customer satisfaction | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I2. Product support service delivery | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I1. Prime product delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I3. Product support part delivery | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I2. Product support service delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I4. Customer relationship management | |
| I3. Product support part delivery | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| I4. Customer relationship management | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | I5. Safety, health & environment | |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L2. Key employee turnover | |
| L1 Human capital readiness | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability | |
| L2. Key employee turnover | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | L3. IT system availability | |



PENUTUP

Terima kasih atas bantuan Bapak/ Ibu dalam pengisian kuesioner ini. Apabila ada pertanyaan mengenai kuesioner ini, dapat menghubungi:

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Depok, Jawa Barat

HP. 08125263557



Control L2 Key employee turnover

| L2 | F2 | | | | | Geomean |
|----|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | |
| F1 | 0.33 | 0.33 | 3.00 | 1.00 | 1.00 | 0.803 |

| L2 | C2 | | | | | Geomean | C3 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| C1 | 3.00 | 1.00 | 0.33 | 3.00 | 1.00 | 1.246 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 |
| C2 | | | | | | | 0.33 | 0.33 | 0.50 | 0.33 | 1.00 | 0.450 |

| L2 | I2 | | | | | Geomean | I3 | | | | | Geomean | I4 | | | | | Geomean | I5 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| I1 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 | 0.20 | 0.25 | 0.33 | 0.33 | 1.00 | 0.354 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I2 | | | | | | | 3.00 | 3.00 | 1.00 | 3.00 | 1.00 | 1.933 | 0.33 | 0.33 | 0.33 | 3.00 | 1.00 | 0.644 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I3 | | | | | | | | | | | | | 0.33 | 0.25 | 0.33 | 3.00 | 1.00 | 0.608 | 0.20 | 3.00 | 0.50 | 0.33 | 1.00 | 0.631 |
| I4 | | | | | | | | | | | | | | | | | | | 0.20 | 4.00 | 2.00 | 0.33 | 1.00 | 0.882 |

| L2 | L3 | | | | | Geomean | L4 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| L1 | 3.00 | 3.00 | 2.00 | 3.00 | 1.00 | 2.221 | 3.00 | 2.00 | 2.00 | 3.00 | 1.00 | 2.048 |
| L3 | | | | | | | 0.33 | 0.50 | 0.50 | 3.00 | 1.00 | 0.758 |

Control L3 IT system availability

| L3 | F2 | | | | | Geomean |
|----|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | |
| F1 | 0.33 | 0.50 | 3.00 | 1.00 | 1.00 | 0.871 |

| L3 | C2 | | | | | Geomean | C3 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| C1 | 3.00 | 1.00 | 0.33 | 3.00 | 1.00 | 1.246 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 |
| C2 | | | | | | | 0.33 | 0.50 | 0.50 | 0.33 | 1.00 | 0.488 |

| L3 | I2 | | | | | Geomean | I3 | | | | | Geomean | I4 | | | | | Geomean | I5 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| I1 | 0.33 | 0.33 | 1.00 | 0.33 | 1.00 | 0.517 | 0.33 | 0.33 | 1.00 | 0.33 | 1.00 | 0.517 | 0.33 | 0.25 | 0.33 | 0.33 | 1.00 | 0.392 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I2 | | | | | | | 0.33 | 2.00 | 1.00 | 3.00 | 1.00 | 1.149 | 0.33 | 0.33 | 0.33 | 3.00 | 1.00 | 0.644 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I3 | | | | | | | | | | | | | 0.33 | 0.25 | 0.33 | 3.00 | 1.00 | 0.608 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I4 | | | | | | | | | | | | | | | | | | | 0.20 | 2.00 | 2.00 | 0.33 | 1.00 | 0.768 |

| L3 | L2 | | | | | Geomean | L4 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| L1 | 3.00 | 2.00 | 2.00 | 0.33 | 1.00 | 1.320 | 3.00 | 2.00 | 2.00 | 3.00 | 1.00 | 2.048 |
| L2 | | | | | | | 0.33 | 0.50 | 2.00 | 3.00 | 1.00 | 1.000 |

Control L4 Implementation of organization strategy

| L4 | F2 | | | | | Geomean |
|----|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | |
| F1 | 0.33 | 0.33 | 3.00 | 1.00 | 1.00 | 0.803 |

| L4 | C2 | | | | | Geomean | C3 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| C1 | 3.00 | 1.00 | 0.33 | 3.00 | 1.00 | 1.246 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 |
| C2 | | | | | | | 0.33 | 0.33 | 0.50 | 0.33 | 1.00 | 0.450 |

| L4 | I2 | | | | | Geomean | I3 | | | | | Geomean | I4 | | | | | Geomean | I5 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| I1 | 0.33 | 0.33 | 1.00 | 0.33 | 1.00 | 0.517 | 0.33 | 0.50 | 1.00 | 0.33 | 1.00 | 0.561 | 0.25 | 0.25 | 0.33 | 0.33 | 1.00 | 0.370 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I2 | | | | | | | 3.00 | 3.00 | 1.00 | 3.00 | 1.00 | 1.933 | 0.33 | 0.33 | 0.33 | 3.00 | 1.00 | 0.644 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I3 | | | | | | | | | | | | | 0.33 | 0.25 | 0.33 | 3.00 | 1.00 | 0.608 | 0.20 | 2.00 | 0.50 | 0.33 | 1.00 | 0.582 |
| I4 | | | | | | | | | | | | | | | | | | | 0.20 | 3.00 | 2.00 | 0.33 | 3.00 | 1.037 |

| L4 | L2 | | | | | Geomean | L3 | | | | | Geomean |
|----|------|------|------|------|------|---------|------|------|------|------|------|---------|
| | 1 | 2 | 3 | 4 | 5 | | 1 | 2 | 3 | 4 | 5 | |
| L1 | 3.00 | 3.00 | 2.00 | 0.33 | 3.00 | 1.783 | 3.00 | 4.00 | 2.00 | 3.00 | 3.00 | 2.930 |
| L2 | | | | | | | 3.00 | 5.00 | 2.00 | 3.00 | 3.00 | 3.064 |

I. Perbandingan Berpasangan Perspektif *Balanced Scorecard*

| 1. Financial | 1. Financial | 2. Customer | 3. Internal Process | 4. Learning & growth | Eigenvector | Inconsistency Index |
|----------------------|--------------|-------------|---------------------|----------------------|-------------|---------------------|
| 1. Financial | 1.000 | 1.185 | 1.398 | 1.516 | 0.310 | 0.0022 |
| 2. Customer | 0.844 | 1.000 | 0.951 | 1.361 | 0.252 | |
| 3. Internal Process | 0.715 | 1.052 | 1.000 | 1.320 | 0.246 | |
| 4. Learning & growth | 0.660 | 0.735 | 0.758 | 1.000 | 0.192 | |

| 2. Customer | 1. Financial | 2. Customer | 3. Internal Process | 4. Learning & growth | Eigenvector | Inconsistency Index |
|----------------------|--------------|-------------|---------------------|----------------------|-------------|---------------------|
| 1. Financial | 1.000 | 0.437 | 0.370 | 0.536 | 0.127 | 0.0039 |
| 2. Customer | 2.290 | 1.000 | 0.951 | 1.695 | 0.324 | |
| 3. Internal Process | 2.702 | 1.052 | 1.000 | 1.431 | 0.331 | |
| 4. Learning & growth | 1.864 | 0.590 | 0.699 | 1.000 | 0.219 | |

| 3. Internal Process | 1. Financial | 2. Customer | 3. Internal Process | 4. Learning & growth | Eigenvector | Inconsistency Index |
|----------------------------|--------------|-------------|---------------------|----------------------|-------------|---------------------|
| 1. Financial | 1.000 | 0.544 | 0.561 | 0.803 | 0.166 | 0.0444 |
| 2. Customer | 1.838 | 1.000 | 0.351 | 1.361 | 0.228 | |
| 3. Internal Process | 1.783 | 2.853 | 1.000 | 1.838 | 0.414 | |
| 4. Learning & growth | 1.246 | 0.735 | 0.544 | 1.000 | 0.192 | |

| 4. Learning & growth | 1. Financial | 2. Customer | 3. Internal Process | 4. Learning & growth | Eigenvector | Inconsistency Index |
|---------------------------------|--------------|-------------|---------------------|----------------------|-------------|---------------------|
| 1. Financial | 1.000 | 0.740 | 0.699 | 0.544 | 0.172 | 0.0266 |
| 2. Customer | 1.351 | 1.000 | 0.506 | 0.544 | 0.186 | |
| 3. Internal Process | 1.431 | 1.974 | 1.000 | 0.530 | 0.265 | |
| 4. Learning & growth | 1.838 | 1.838 | 1.888 | 1.000 | 0.377 | |

II. Perbandingan Berpasangan KPI

| F1 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 3.160 | 0.453 |
| C2 | 0.316 | 1.000 | 0.307 |
| C3 | 2.208 | 3.259 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.320 | 0.0622 |
| 0.131 | |
| 0.549 | |

| F1 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.803 | 0.699 | 0.437 | 0.625 |
| I2 | 1.246 | 1.000 | 1.000 | 0.544 | 0.678 |
| I3 | 1.431 | 1.000 | 1.000 | 0.544 | 0.735 |
| I4 | 2.290 | 1.838 | 1.838 | 1.000 | 1.108 |
| I5 | 1.600 | 1.476 | 1.361 | 0.903 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.132 | 0.0020 |
| 0.164 | |
| 0.171 | |
| 0.295 | |
| 0.237 | |

| F1 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.838 | 1.719 | 2.048 |
| L2 | 0.544 | 1.000 | 1.644 | 1.059 |
| L3 | 0.582 | 0.608 | 1.000 | 0.608 |
| L4 | 0.488 | 0.944 | 1.644 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.382 | 0.0183 |
| 0.233 | |
| 0.164 | |
| 0.222 | |

| F2 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 2.893 | 0.544 |
| C2 | 0.346 | 1.000 | 0.443 |
| C3 | 1.838 | 2.255 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.352 | 0.0791 |
| 0.162 | |
| 0.486 | |

| F2 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.871 | 0.922 | 0.778 | 0.590 |
| I2 | 1.149 | 1.000 | 1.149 | 0.970 | 0.824 |
| I3 | 1.084 | 0.871 | 1.000 | 0.778 | 0.778 |
| I4 | 1.285 | 1.031 | 1.285 | 1.000 | 0.778 |
| I5 | 1.695 | 1.213 | 1.285 | 1.285 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.162 | 0.0016 |
| 0.200 | |
| 0.177 | |
| 0.209 | |
| 0.253 | |

| F2 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.644 | 2.766 | 3.323 |
| L2 | 0.608 | 1.000 | 1.783 | 1.888 |
| L3 | 0.361 | 0.561 | 1.000 | 0.871 |
| L4 | 0.301 | 0.530 | 1.149 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.441 | 0.0035 |
| 0.267 | |
| 0.145 | |
| 0.147 | |

| C1 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 2.408 |
| F2 | 0.415 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.707 | 0.0000 |
| 0.293 | |

| C1 | C2 | C3 |
|----|-------|-------|
| C2 | 1.000 | 0.226 |
| C3 | 4.427 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.184 | 0.0000 |
| 0.816 | |

| C1 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.467 | 0.467 | 0.380 | 0.718 |
| I2 | 2.141 | 1.000 | 1.149 | 0.422 | 0.735 |
| I3 | 2.141 | 0.871 | 1.000 | 0.441 | 0.678 |
| I4 | 2.631 | 2.371 | 2.268 | 1.000 | 1.027 |
| I5 | 1.393 | 1.361 | 1.476 | 0.974 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.108 | 0.0261 |
| 0.176 | |
| 0.166 | |
| 0.320 | |
| 0.230 | |

| C1 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.246 | 2.141 | 1.933 |
| L2 | 0.803 | 1.000 | 3.064 | 2.221 |
| L3 | 0.467 | 0.326 | 1.000 | 0.922 |
| L4 | 0.517 | 0.450 | 1.084 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.346 | 0.0123 |
| 0.352 | |
| 0.140 | |
| 0.161 | |

| C2 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 2.408 |
| F2 | 0.415 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.707 | 0.0000 |
| 0.293 | |

| C2 | C1 | C3 |
|----|-------|-------|
| C1 | 1.000 | 0.467 |
| C3 | 2.141 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.318 | 0.0000 |
| 0.682 | |

| C2 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 1.084 | 1.084 | 1.176 | 1.380 |
| I2 | 0.922 | 1.000 | 1.149 | 0.631 | 0.678 |
| I3 | 0.922 | 0.871 | 1.000 | 0.678 | 0.750 |
| I4 | 0.850 | 1.585 | 1.476 | 1.000 | 1.234 |
| I5 | 0.725 | 1.476 | 1.332 | 0.811 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.227 | 0.0121 |
| 0.169 | |
| 0.165 | |
| 0.236 | |
| 0.203 | |

| C2 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.320 | 3.936 | 1.783 |
| L2 | 0.758 | 1.000 | 2.766 | 0.871 |
| L3 | 0.254 | 0.361 | 1.000 | 0.631 |
| L4 | 0.561 | 1.149 | 1.585 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.393 | 0.0187 |
| 0.265 | |
| 0.112 | |
| 0.230 | |

| C3 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.871 |
| F2 | 1.149 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.465 | 0.0000 |
| 0.535 | |

| C3 | C1 | C2 |
|----|-------|-------|
| C1 | 1.000 | 2.141 |
| C2 | 0.467 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.682 | 0.0000 |
| 0.318 | |

| C3 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.517 | 0.517 | 0.333 | 0.625 |
| I2 | 1.933 | 1.000 | 1.246 | 0.608 | 0.678 |
| I3 | 1.933 | 0.803 | 1.000 | 0.561 | 0.678 |
| I4 | 3.000 | 1.644 | 1.783 | 1.000 | 1.320 |
| I5 | 1.600 | 1.476 | 1.476 | 0.758 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.107 | 0.0087 |
| 0.188 | |
| 0.169 | |
| 0.306 | |
| 0.230 | |

| C3 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.431 | 2.766 | 2.551 |
| L2 | 0.699 | 1.000 | 2.352 | 0.922 |
| L3 | 0.361 | 0.425 | 1.000 | 0.549 |
| L4 | 0.392 | 1.084 | 1.821 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.409 | 0.0201 |
| 0.253 | |
| 0.122 | |
| 0.215 | |

| I1 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 1.000 |
| F2 | 1.000 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.500 | 0.0000 |
| 0.500 | |

| I1 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.552 | 0.644 |
| C2 | 0.644 | 1.000 | 0.561 |
| C3 | 1.552 | 1.783 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.321 | 0.0097 |
| 0.229 | |
| 0.451 | |

| I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|
| I2 | 1.000 | 1.431 | 0.803 | 0.803 |
| I3 | 0.699 | 1.000 | 0.668 | 0.678 |
| I4 | 1.246 | 1.496 | 1.000 | 0.894 |
| I5 | 1.246 | 1.476 | 1.118 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.241 | 0.0022 |
| 0.185 | |
| 0.280 | |
| 0.295 | |

| I1 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.431 | 2.551 | 1.431 |
| L2 | 0.699 | 1.000 | 1.431 | 1.320 |
| L3 | 0.392 | 0.699 | 1.000 | 0.758 |
| L4 | 0.699 | 0.758 | 1.320 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.363 | 0.0060 |
| 0.257 | |
| 0.162 | |
| 0.219 | |

| I2 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 1.552 |
| F2 | 0.644 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.608 | 0.0000 |
| 0.392 | |

| I2 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.552 | 0.644 |
| C2 | 0.644 | 1.000 | 0.561 |
| C3 | 1.552 | 1.783 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.321 | 0.0097 |
| 0.229 | |
| 0.451 | |

| I2 | I1 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|
| I1 | 1.000 | 0.450 | 0.295 | 0.474 |
| I3 | 2.221 | 1.000 | 0.354 | 0.474 |
| I4 | 3.393 | 2.825 | 1.000 | 1.074 |
| I5 | 2.112 | 2.112 | 0.931 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.112 | 0.0290 |
| 0.175 | |
| 0.395 | |
| 0.317 | |

| I2 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.644 | 1.644 | 1.552 |
| L2 | 0.608 | 1.000 | 2.048 | 1.431 |
| L3 | 0.608 | 0.488 | 1.000 | 0.660 |
| L4 | 0.644 | 0.699 | 1.516 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.346 | 0.0193 |
| 0.278 | |
| 0.160 | |
| 0.216 | |

| I3 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 1.320 |
| F2 | 0.758 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.569 | 0.0000 |
| 0.431 | |

| I3 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.431 | 0.644 |
| C2 | 0.699 | 1.000 | 0.561 |
| C3 | 1.552 | 1.783 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.313 | 0.0052 |
| 0.235 | |
| 0.452 | |

| I3 | I1 | I2 | I4 | I5 |
|----|-------|-------|-------|-------|
| I1 | 1.000 | 0.488 | 0.288 | 0.590 |
| I2 | 2.048 | 1.000 | 0.582 | 0.678 |
| I4 | 3.471 | 1.719 | 1.000 | 0.970 |
| I5 | 1.695 | 1.476 | 1.031 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.126 | 0.0219 |
| 0.218 | |
| 0.360 | |
| 0.296 | |

| I3 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.585 | 1.552 | 1.431 |
| L2 | 0.631 | 1.000 | 1.246 | 0.803 |
| L3 | 0.644 | 0.803 | 1.000 | 1.246 |
| L4 | 0.699 | 1.246 | 0.803 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.334 | 0.0141 |
| 0.220 | |
| 0.221 | |
| 0.225 | |

| I4 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 1.084 |
| F2 | 0.922 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.520 | 0.0000 |
| 0.480 | |

| I4 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.552 | 0.803 |
| C2 | 0.644 | 1.000 | 0.644 |
| C3 | 1.246 | 1.552 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.351 | 0.0052 |
| 0.243 | |
| 0.406 | |

| I4 | I1 | I2 | I3 | I5 |
|----|-------|-------|-------|-------|
| I1 | 1.000 | 0.450 | 0.361 | 1.246 |
| I2 | 2.221 | 1.000 | 0.922 | 1.246 |
| I3 | 2.766 | 1.084 | 1.000 | 1.644 |
| I5 | 0.803 | 0.803 | 0.608 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.161 | 0.0295 |
| 0.298 | |
| 0.351 | |
| 0.189 | |

| I4 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.644 | 1.719 | 1.431 |
| L2 | 0.608 | 1.000 | 1.516 | 1.000 |
| L3 | 0.582 | 0.660 | 1.000 | 1.084 |
| L4 | 0.699 | 1.000 | 0.922 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.345 | 0.0111 |
| 0.240 | |
| 0.197 | |
| 0.219 | |

| I5 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.979 |
| F2 | 1.021 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.495 | 0.0000 |
| 0.505 | |

| I5 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.000 | 0.561 |
| C2 | 1.000 | 1.000 | 0.488 |
| C3 | 1.783 | 2.048 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.262 | 0.0019 |
| 0.250 | |
| 0.489 | |

| I5 | I1 | I2 | I3 | I4 |
|----|-------|-------|-------|-------|
| I1 | 1.000 | 0.407 | 0.326 | 0.608 |
| I2 | 2.460 | 1.000 | 1.431 | 1.719 |
| I3 | 3.064 | 0.699 | 1.000 | 2.048 |
| I4 | 1.644 | 0.582 | 0.488 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.121 | 0.0163 |
| 0.360 | |
| 0.331 | |
| 0.188 | |

| I5 | L1 | L2 | L3 | L4 |
|----|-------|-------|-------|-------|
| L1 | 1.000 | 1.644 | 1.431 | 1.431 |
| L2 | 0.608 | 1.000 | 2.048 | 1.552 |
| L3 | 0.699 | 0.488 | 1.000 | 0.822 |
| L4 | 0.699 | 0.644 | 1.217 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.331 | 0.0263 |
| 0.287 | |
| 0.176 | |
| 0.205 | |

| L1 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.594 |
| F2 | 1.683 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.373 | 0.0000 |
| 0.627 | |

| L1 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.246 | 0.561 |
| C2 | 0.803 | 1.000 | 0.407 |
| C3 | 1.783 | 2.460 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.276 | 0.0011 |
| 0.214 | |
| 0.510 | |

| L1 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.561 | 0.561 | 0.392 | 0.631 |
| I2 | 1.783 | 1.000 | 1.783 | 1.000 | 0.582 |
| I3 | 1.783 | 0.561 | 1.000 | 0.644 | 0.582 |
| I4 | 2.551 | 1.000 | 1.552 | 1.000 | 0.768 |
| I5 | 1.585 | 1.719 | 1.719 | 1.303 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.116 | 0.0212 |
| 0.215 | |
| 0.156 | |
| 0.236 | |
| 0.276 | |

| L1 | L2 | L3 | L4 |
|----|-------|-------|-------|
| L2 | 1.000 | 2.048 | 1.552 |
| L3 | 0.488 | 1.000 | 0.758 |
| L4 | 0.644 | 1.320 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.469 | 0.0000 |
| 0.229 | |
| 0.302 | |

| L2 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.803 |
| F2 | 1.246 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.445 | 0.0000 |
| 0.555 | |

| L2 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.246 | 0.561 |
| C2 | 0.803 | 1.000 | 0.450 |
| C3 | 1.783 | 2.221 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.279 | 0.0000 |
| 0.224 | |
| 0.497 | |

| L2 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.561 | 0.561 | 0.354 | 0.582 |
| I2 | 1.783 | 1.000 | 1.933 | 0.644 | 0.582 |
| I3 | 1.783 | 0.517 | 1.000 | 0.608 | 0.631 |
| I4 | 2.825 | 1.552 | 1.644 | 1.000 | 0.882 |
| I5 | 1.719 | 1.719 | 1.585 | 1.134 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.110 | 0.0211 |
| 0.201 | |
| 0.154 | |
| 0.271 | |
| 0.265 | |

| L2 | L1 | L3 | L4 |
|----|-------|-------|-------|
| L1 | 1.000 | 2.221 | 2.048 |
| L3 | 0.450 | 1.000 | 0.758 |
| L4 | 0.488 | 1.320 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.515 | 0.0041 |
| 0.217 | |
| 0.268 | |

| L3 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.871 |
| F2 | 1.149 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.442 | 0.0000 |
| 0.558 | |

| L3 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.246 | 0.561 |
| C2 | 0.803 | 1.000 | 0.488 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.281 | 0.0007 |
| 0.232 | |

| | | | |
|----|-------|-------|-------|
| C3 | 1.783 | 2.048 | 1.000 |
|----|-------|-------|-------|

| | |
|-------|--|
| 0.487 | |
|-------|--|

| L3 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.517 | 0.517 | 0.392 | 0.582 |
| I2 | 1.933 | 1.000 | 1.149 | 0.644 | 0.582 |
| I3 | 1.933 | 0.871 | 1.000 | 0.608 | 0.582 |
| I4 | 2.551 | 1.552 | 1.644 | 1.000 | 0.768 |
| I5 | 1.719 | 1.719 | 1.719 | 1.303 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.109 | 0.0111 |
| 0.182 | |
| 0.170 | |
| 0.288 | |
| 0.250 | |

| L3 | L1 | L2 | L4 |
|----|-------|-------|-------|
| L1 | 1.000 | 1.320 | 2.048 |
| L2 | 0.758 | 1.000 | 1.000 |
| L4 | 0.488 | 1.000 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.451 | 0.0207 |
| 0.295 | |
| 0.255 | |

| L4 | F1 | F2 |
|----|-------|-------|
| F1 | 1.000 | 0.803 |
| F2 | 1.246 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.445 | 0.0000 |
| 0.555 | |

| L4 | C1 | C2 | C3 |
|----|-------|-------|-------|
| C1 | 1.000 | 1.246 | 0.561 |
| C2 | 0.803 | 1.000 | 0.450 |
| C3 | 1.783 | 2.221 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.279 | 0.0000 |
| 0.224 | |
| 0.497 | |

| L4 | I1 | I2 | I3 | I4 | I5 |
|----|-------|-------|-------|-------|-------|
| I1 | 1.000 | 0.517 | 0.561 | 0.370 | 0.582 |
| I2 | 1.933 | 1.000 | 1.933 | 0.644 | 0.582 |
| I3 | 1.783 | 0.517 | 1.000 | 0.608 | 0.582 |
| I4 | 2.702 | 1.552 | 1.644 | 1.000 | 1.037 |
| I5 | 1.719 | 1.719 | 1.719 | 0.964 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.109 | 0.0191 |
| 0.204 | |
| 0.151 | |
| 0.276 | |
| 0.260 | |

| L4 | L1 | L2 | L3 |
|----|-------|-------|-------|
| L1 | 1.000 | 1.783 | 2.930 |
| L2 | 0.561 | 1.000 | 3.064 |
| L3 | 0.341 | 0.326 | 1.000 |

| Eigenvector | Inconsistency Index |
|-------------|---------------------|
| 0.508 | 0.0416 |
| 0.351 | |
| 0.141 | |

Unweighted Super Matrix

| | F1 Reve~ | F2 Prod~ | C1 Cust~ | C2 Cust~ | C3 Cust~ | I1 Prim~ | I2 Prod~ | I3 Prod~ | I4 Cust~ | I5 Safe~ | L1 Huma~ | L2 Key ~ | L3 IT s~ | L4 Impl~ |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| F1 Reve~ | 0 | 1 | 0.70657 | 0.70657 | 0.46533 | 0.5 | 0.60815 | 0.56897 | 0.52015 | 0.4948 | 0.37273 | 0.44525 | 0.46533 | 0.44525 |
| F2 Prod~ | 1 | 0 | 0.29343 | 0.29343 | 0.53467 | 0.5 | 0.39185 | 0.43103 | 0.47985 | 0.5052 | 0.62727 | 0.55475 | 0.53467 | 0.55475 |
| C1 Cust~ | 0.32041 | 0.35199 | 0 | 0.31838 | 0.68163 | 0.3209 | 0.3209 | 0.31306 | 0.35072 | 0.26164 | 0.27621 | 0.2789 | 0.28091 | 0.2789 |
| C2 Cust~ | 0.13068 | 0.16195 | 0.18427 | 0 | 0.31837 | 0.22858 | 0.22858 | 0.23538 | 0.24317 | 0.24982 | 0.21427 | 0.22386 | 0.23164 | 0.22386 |
| C3 Cust~ | 0.54891 | 0.48606 | 0.81573 | 0.68162 | 0 | 0.45052 | 0.45052 | 0.45156 | 0.40611 | 0.48853 | 0.50951 | 0.49724 | 0.48745 | 0.49724 |
| I1 Prim~ | 0.13191 | 0.16186 | 0.10841 | 0.22691 | 0.10663 | 0 | 0.11229 | 0.12587 | 0.16143 | 0.1212 | 0.11606 | 0.10963 | 0.1089 | 0.10863 |
| I2 Prod~ | 0.16398 | 0.19967 | 0.17639 | 0.16905 | 0.18797 | 0.2412 | 0 | 0.21831 | 0.29826 | 0.35999 | 0.21548 | 0.20071 | 0.18214 | 0.20362 |
| I3 Prod~ | 0.17157 | 0.1768 | 0.16572 | 0.16497 | 0.16945 | 0.18464 | 0.17531 | 0 | 0.35111 | 0.33122 | 0.1564 | 0.15412 | 0.17037 | 0.15136 |
| I4 Cust~ | 0.29488 | 0.20903 | 0.31951 | 0.23566 | 0.30575 | 0.27955 | 0.39538 | 0.35952 | 0 | 0.18759 | 0.23595 | 0.27064 | 0.28814 | 0.27615 |
| I5 Safe~ | 0.23766 | 0.25263 | 0.22997 | 0.20341 | 0.2302 | 0.29461 | 0.31701 | 0.2963 | 0.18921 | 0 | 0.27611 | 0.2649 | 0.25045 | 0.26024 |
| L1 Huma~ | 0.38165 | 0.44117 | 0.34648 | 0.39335 | 0.40929 | 0.36251 | 0.34588 | 0.33379 | 0.34495 | 0.33149 | 0 | 0.51466 | 0.45052 | 0.50823 |
| L2 Key ~ | 0.23325 | 0.26712 | 0.35172 | 0.26474 | 0.25298 | 0.25664 | 0.27779 | 0.21962 | 0.23981 | 0.28698 | 0.46891 | 0 | 0.29482 | 0.35084 |
| L3 IT s~ | 0.16355 | 0.14516 | 0.14033 | 0.11176 | 0.1224 | 0.16165 | 0.16013 | 0.22126 | 0.19665 | 0.17607 | 0.22893 | 0.21703 | 0 | 0.14093 |
| L4 Impl~ | 0.22155 | 0.14655 | 0.16148 | 0.23015 | 0.21533 | 0.21921 | 0.2162 | 0.22533 | 0.21859 | 0.20546 | 0.30216 | 0.26831 | 0.25466 | 0 |

Cluster Matrix

| | 1. Financial | 2. Customer | 3. Internal Process | 4. Learning & growth | Priorities |
|----------------------|--------------|-------------|---------------------|----------------------|------------|
| 1. Financial | 0.310 | 0.127 | 0.166 | 0.172 | 0.19370 |
| 2. Customer | 0.252 | 0.324 | 0.228 | 0.186 | 0.24744 |
| 3. Internal Process | 0.246 | 0.331 | 0.414 | 0.265 | 0.31392 |
| 4. Learning & growth | 0.192 | 0.219 | 0.192 | 0.377 | 0.24494 |

Weighted Super Matrix

| | F1 Reve~ | F2 Prod~ | C1 Cust~ | C2 Cust~ | C3 Cust~ | I1 Prim~ | I2 Prod~ | I3 Prod~ | I4 Cust~ | I5 Safe~ | L1 Huma~ | L2 Key ~ | L3 IT s~ | L4 Impl~ |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| F1 Reve~ | 0 | 0.3104 | 0.08947 | 0.08947 | 0.05892 | 0.08282 | 0.10074 | 0.09425 | 0.08616 | 0.08196 | 0.06409 | 0.07655 | 0.08001 | 0.07655 |
| F2 Prod~ | 0.3104 | 0 | 0.03716 | 0.03716 | 0.0677 | 0.08282 | 0.06491 | 0.0714 | 0.07949 | 0.08368 | 0.10785 | 0.09538 | 0.09193 | 0.09538 |
| C1 Cust~ | 0.08068 | 0.08863 | 0 | 0.10313 | 0.22078 | 0.07318 | 0.07318 | 0.07139 | 0.07997 | 0.05966 | 0.05141 | 0.05191 | 0.05229 | 0.05191 |
| C2 Cust~ | 0.0329 | 0.04078 | 0.05969 | 0 | 0.10312 | 0.05212 | 0.05212 | 0.05367 | 0.05545 | 0.05697 | 0.03988 | 0.04167 | 0.04312 | 0.04167 |
| C3 Cust~ | 0.13821 | 0.12239 | 0.26422 | 0.22078 | 0 | 0.10273 | 0.10273 | 0.10297 | 0.09261 | 0.1114 | 0.09484 | 0.09255 | 0.09073 | 0.09255 |
| I1 Prim~ | 0.03247 | 0.03984 | 0.03586 | 0.07506 | 0.03527 | 0 | 0.04651 | 0.05213 | 0.06686 | 0.0502 | 0.03073 | 0.02903 | 0.02884 | 0.02877 |
| I2 Prod~ | 0.04036 | 0.04914 | 0.05835 | 0.05592 | 0.06218 | 0.0999 | 0 | 0.09042 | 0.12353 | 0.1491 | 0.05706 | 0.05315 | 0.04823 | 0.05392 |
| I3 Prod~ | 0.04223 | 0.04351 | 0.05482 | 0.05457 | 0.05605 | 0.07647 | 0.07261 | 0 | 0.14542 | 0.13718 | 0.04142 | 0.04081 | 0.04512 | 0.04008 |
| I4 Cust~ | 0.07258 | 0.05145 | 0.10569 | 0.07795 | 0.10114 | 0.11578 | 0.16376 | 0.1489 | 0 | 0.07769 | 0.06248 | 0.07167 | 0.0763 | 0.07313 |
| I5 Safe~ | 0.05849 | 0.06218 | 0.07607 | 0.06729 | 0.07615 | 0.12202 | 0.1313 | 0.12272 | 0.07836 | 0 | 0.07312 | 0.07015 | 0.06632 | 0.06892 |
| L1 Huma~ | 0.07316 | 0.08457 | 0.07577 | 0.08602 | 0.0895 | 0.06966 | 0.06646 | 0.06414 | 0.06628 | 0.0637 | 0 | 0.19408 | 0.16989 | 0.19166 |
| L2 Key ~ | 0.04471 | 0.0512 | 0.07691 | 0.05789 | 0.05532 | 0.04931 | 0.05338 | 0.0422 | 0.04608 | 0.05515 | 0.17683 | 0 | 0.11118 | 0.1323 |
| L3 IT s~ | 0.03135 | 0.02783 | 0.03069 | 0.02444 | 0.02677 | 0.03106 | 0.03077 | 0.04252 | 0.03779 | 0.03383 | 0.08633 | 0.08184 | 0 | 0.05315 |
| L4 Impl~ | 0.04247 | 0.02809 | 0.03531 | 0.05033 | 0.04709 | 0.04212 | 0.04154 | 0.0433 | 0.042 | 0.03948 | 0.11395 | 0.10118 | 0.09604 | 0 |

Limit Matrix

| | F1 Reve~ | F2 Prod~ | C1 Cust~ | C2 Cust~ | C3 Cust~ | I1 Prim~ | I2 Prod~ | I3 Prod~ | I4 Cust~ | I5 Safe~ | L1 Huma~ | L2 Key ~ | L3 IT s~ | L4 Impl~ |
|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| F1 Reve~ | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 | 0.09355 |
| F2 Prod~ | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 | 0.09071 |
| C1 Cust~ | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 | 0.08174 |
| C2 Cust~ | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 | 0.0511 |
| C3 Cust~ | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 | 0.11293 |
| I1 Prim~ | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 | 0.04022 |
| I2 Prod~ | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 | 0.06696 |
| I3 Prod~ | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 | 0.06183 |
| I4 Cust~ | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 | 0.08303 |
| I5 Safe~ | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 | 0.07429 |
| L1 Huma~ | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 | 0.08615 |
| L2 Key ~ | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 | 0.06681 |
| L3 IT s~ | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 | 0.03945 |
| L4 Impl~ | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 | 0.05124 |