

Reviewer 1

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To Reviewer 1

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- Arman Poureisa, Mohaddeseh bolouki Asli Ahmadgourabi & Ako Efteghar. 2013. Balanced Scorecard : A New Tool For Performance Evaluation. Interdisciplinary Journal of Contemporary Research In Business. Vol 5 No 1 May 2013.
- Azara Putri. 2011 Unilever Menerapkan Balanced Scorecard. Kitadanduniakerja.co.id/2011/06/unilever/. Diakses tanggal 23 Oktober 2016
- Dewobroto Wisnu (2010) Balanced Scorecard dan Analytical Hierarchy Process. www.wisnudewobroto.com. Diakses 23 Oktober 2016
- Elif Ozturk & Ali Coskun. 2014. A Strategic Approach to Performance Management in Banks : The Balanced Scorecard. Accounting and Finance Research. Vol 3 No 3 2014.
- Hendrik Reefke & Mattia Trocchi. 2013. Balanced Scorecard For Sustainable Supply Chains. Design and Development Guidelines. International Journal of Productivity and Performance Management. DOI : 10.1108/IJPPM-03-2013-0037
- Jose Francisco De Carvalho rezende & Antonio Roberto Ramos Nogueira. 2010. Strategic Alignment, Performance and Value. Latin American Business Review 11:339-365. Copy Right ©Taylor&Francis Group.LLC. DOI: 10.1080/10978526.2010.536666
- Kabarpajak.2013. Rancangan Balanced Scorecard PT.Garuda Indonesia. www.kabarpajak.com diakses tanggal 23 Oktober 2016
- Kaplan, R.S & Norton, D.P. 2005 Focus Your Organization On Strategi With The Balanced Scorecard. Harvard Business Review 3rd Edition.
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- Kim S. Curch & Rod E. Smith. 2007. An Extension of The REA Framework to Support Balanced Scorecard Information Requirements. Journal of Information Systems. Vol 21 no 1. Spring 2007 pp 1-25.
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Reviewer 2

(Pp.1-2) It is more appropriate to present the results of the study in Conclusion, not in Introduction (P.2) It is not clear where ends the mentioned description. (Kaplan & Norton (2005) in the journal of Harvard Business Review (HBR) related to strategic alignment write a review, and they start their writing with a question "Why is there such a persistent gap between ambition and performance?". After that, they answer the question by providing the following description:.) (P.2) After mentioning the following organizations "Chrysler, US Army, Crown Castle and Canadian Blood Services", it is appropriate to add something like: "and in other organizations." (P.7) I guess, the table 2 header should be entitled: Table 2. Problem Identification and Corrective Action (PICA) form. By the way, there is no table 1 in the paper. (P.7) I guess, in the following sentence: "To organize these problems as well as solutions that can be taken in the meeting, a special form known as PICA form is used (see figure 1)." should have a reference to the table 2, not to the figure 1.

To Reviewer 2 .

1. We continue to convey in (Pp1-2) in the background because we want to build an opinion that many companies in Indonesia actually have understood and although not fully stated that they have implemented the balanced scorecard but the concept of balanced scorecard has become a reference for them in running the business. This has attracted many researchers to research the Balanced Scorecard in Indonesia. Apart from this many companies do not align strategy with operations even though they have understood the concept of the Balanced Scorecard so that it becomes important for organizations to understand what is the Office for Strategic Management meant in an organization. This is what we make as a background because our real emphasis is on the issue of the importance of presenting a special division in the application of strategy
2. For (P.2) Explanation we have added some literature regarding companies that have applied the Balanced Scorecard and OSM in Indonesia with the following additions: Referring to this research conducted in Indonesia, it should also be said that companies in Indonesia that have implemented the Balanced Scorecard as well as forming an OSM unit with good performance results include: PT.Ethica Industri, this company was established on November 30, 1946 at present PT . Eticha Industries shows the ability to continue to exist in increasingly fierce competition and even shows increasingly rapid development after implementing the Balanced Scorecard. Dewobroto (2010). The same thing was also shown in the application of the Balanced Scorecard to PT Garuda Indonesia, this state-owned airline was formally established as a state company in 1956 and now PT Garuda Indonesia has implemented the Balanced Scorecard and has been able to align the company with world-class airlines the other. Kabarpajak (2013). Then another well-known company in Indonesia that has implemented the Balanced Scorecard is PT. Unilever Indonesia, which has implemented the Balanced Scorecard since 2000. Noted PT Unilever is one of the companies that is quite successful in its performance. This is shown in 2004 the company can reap profit growth of 14.8% from before. Azara (2011) From the data above it can be seen that the right strategy can deliver the company in achieving the right targets as well "

3. For (P7) Explanation, we have replaced the title of table 2 according to the reviewer's direction with the title Form Identification and Corrective Action. We have also corrected the table reference errors in the sentence "To organize these problems as well as solutions that can be taken in the meeting, a special form known as PICA form is used (Table 1). Become "To organize these problems as well as solutions that can be taken in the meeting, a special form known as PICA form is used (Table 2)"

Reviewer 3

The paper deals with an interesting topic by areas of Strategic Management. The control system at the enterprise aimed at the effective implementation of production and sales. However, it cannot function without the presence of a modern enterprise system operations management. Modern efficient management system should take into account the maximum value of the company on the market. For instance, the development of the property Bosowa business has begun since 1980, and today represents one of the pillars of the group of companies (several properties primarily Bosowa Tower, Hospital, and Hotels). Main comments for the researcher. The Economic Science article should also contain details of practical research. They should contain some quantitative calculations. The article may content the following provisions. a) The data of the quantitative characteristics of the study in the implementation of the company OCM system b) Evaluation of the implementation of a balanced OCM system when integrated into the company's activities c) What is the quantitative and qualitative analysis of the use of the OCM system in the company? g) Assessment of the impact of the economic costs of the introduction of the OCM system for the budget company e) The Fig. 1 more needs to be done in scale on the page. The information in it is not entirely clear. The total content of the article contains a character of strategic marketing at the company. Do not understand the scientific value of the research for other global company's.

To Reviewer 3

1. In connection with the question of costs arising from the application of the Balanced Scorecard and OSM in our company, we have added the following information:

The application of the Balanced Scorecard to Bosowa Corporation began with the implementation of a management development program in 2007 which produced a development document called the Bosowa Umbrella Management System (BUMS). This process was accompanied by a management consultant for Transforma Management Service during the period of organizational transformation and improvements occurred and organizational structure changes. Comprehensively tailored to the organization's goals, of course, it cannot be denied that there is a rationalization as well as a new recruitment process to obtain resources that can ensure that the management process and organizational process run smoothly. For this purpose Bosowa corporation formed a special unit called the plan do check and action (PDCA) division whose functions and duties were as an independent division that would facilitate the organization's process in accordance with what was established. The duties and authority and responsibilities of the PDCA are in accordance with the OSM role conveyed by Kaplan and Norton, which in essence is as an organizational facilitator and management institution in the implementation of strategy formulation, strategy implementation and strategy evaluation.

We did not get cost data in nominal value because it was related to the policy in providing data, but the costs arising from the application of the Balanced Scorecard included costs for assistance with consultants, rationalization costs to HR and also other training costs related to system application preparations issued by the company.

2. Regarding qualitative and quantitative changes after Bosowa implemented the Balanced Scorecard we have added the following research results: The success of the process marked by the application of the balanced scorecard system began to be seen in 2007 which was marked by the company's ability to develop business units from 12 business units before in 2007 and can grow to 37 units in 2009 and to date Bosowa Corporation has 55 units managed in 8 holding namely Automotive, Cement, Infrastructure, Financial Services, Media, Property, Agribusiness and Mining

3. The evaluation carried out by OSM in its capacity as a facilitator in the evaluation strategy within the Bosowa Corporation is done by calculating the achievement of the score from the Balanced Scorecard as a result of calculating the score from the Balanced Scorecard done with the following assessment sheet

Tabel 3 Score Achievement of BSC in Bosowa Propertindo
For year 2013

No	Perspektive	Weight	KPI			Score	
-1	-2	-3	-4			-5	
			B	N	NxB	(3)x(4)	
1	Financial	45%	Profitability Index	25%	3	0.75	0.3375
			Return on Capital Employeeed (ROCE)	25%	3	0.75	0.3375
			Return on Investment (ROI)	25%	1	0.25	0.1125
			Current Ratio	25%	4	1	0.45
			Total	100%			12.375
2	Customers	5%	Customer satisfaction Level	100%	3	3	0.15
			Total	100%			0.15
3	Internal Business Process	40%	Ratio of Inovation	50%	5	2.5	1
			Production Quality	50%	1	0.5	0.2
			Total	100%			1.2
4	Learning and Growth	10%	Employe Satisfaction	20%	2	0.4	0.04
			Number of employees attending the training	20%	1	0.2	0.02
			Time of training	20%		0	0
			Cost of Education and Training	10%	1	0.1	0.01
			Information Availability	10%	2	0.2	0.02
			Accuracy of Information	10%	2	0.2	0.02
			Information Speed	10%	2	0.2	0.02
Total	100%			0.13			
Total Score of Balanced Scorecard						2.7175	

Tabel 4 Score Achievement of BSC in Bosowa Propertindo
For year 2014

No	Perspektive	Weight	KPI			Score	
-1	-2	3	-4			-5	
			B	N	NxB	(3)x(4)	
1	Financial	45%	Profitability Index	25%	4	1	0.45
			Return On Capital Employeed (ROCE)	25%	3	0.75	0.3375
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			Current Ratio	25%	4	1	0.45
			Total	100%			
2	Customer	5%	Customer Satisfaction Level	100%	3	3	0.15
			Total	100%			
3	Internal Business Process	40%	Ratio of Inovation	50%	5	2.5	1
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			Time Of training	20%		0	0
			Cost of Training and Education	10%	1	0.1	0.1
			Informatio Availability	10%	2	0.2	0.02
			Accuracy of Information	10%	2	0.2	0.02
			Information Speed	10%	2	0.2	0.02
			Total	100%			
Total score Of Balanced Scorecard						3.2975	

Tabel 5 Score Achievement of BSC in Bosowa Propertindo
For year 2015

No	Perspektif	Weight	KPI			Score	
-1	-2	-3	-4			-5	
			B	N	NxB	(3)x(4)	
1	Financial	45%	Profitability Index	25%	4	1	0.45
			TReturn on Capital Employeed (ROCE)	25%	3	0.75	0.3375
			Return on Investment (ROI)	25%	4	1	0.45
			Current Ratio	25%	4	1	0.45
			Total	100%			16.875
2	Customer	5%	Customer satisfaction Level	100%	3	3	0.15
			Total	100%			0.15
3	Internal Business Process	40%	Ratio of Inovation	50%	5	2.5	1
			Production Quality	50%	4	2	0.8
			Total	100%			1.8
4	Learning and Growth	10%	Employee Satisfaction	20%	3	0.6	0.06
			Number of Employee Attending The Tarning	20%	3	0.6	0.06
			Time of Training	20%	3	0.6	0.06
			Cost of Training and Education	10%	4	0.4	0.04
			Information Availability	10%	3	0.3	0.03
			Accuracy of Information	10%	2	0.2	0.02
			Information Speed	10%	2	0.2	0.02
			Total	100%			0.29
Total Score Of Balanced Scorecard						3.92	

Comments Report for Manuscript # 5124-AJAS

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Authors and Contribution Declaration for a Scientific Publication

Individuals claiming authorship should **meet all 3 of the following conditions** in accordance with the “Consensus Statement on Journals Authorship”:

1. Authors make considerable contributions to conception and design, and/or acquisition of data, and/or Analysis and interpretation of data
2. Authors contribute in drafting the article or reviewing it critically for significant intellectual content; and
3. Authors give final approval of the version to be submitted and any revised version.

Each author should have participated sufficiently in the work to take public responsibility for appropriate portions of the content.

Allowing one’s name to appear as an author without having contributed significantly to the study or adding the name of an individual who has not contributed or who has not agreed to the work in its current form is considered a breach of appropriate authorship

Ghost-writing is NOT acceptable. No one, other than the authors listed below, should have contributed substantially to the writing and revising of the manuscript. Contributors who do not meet the criteria for authorship should be listed in the acknowledgment. Examples include: individuals who allowed their clinical experience to be included, a person who provided purely technical help, copyediting, proofreading or translation assistance (NO ghost writers allowed), or a department Chair who provided only general support.

For Example:

- Author X participated in all experiments, coordinated the data-analysis and contributed to the writing of the manuscript.
- Author Y coordinated the mouse work.
- Author Z designed the research plan and organized the study
- Corresponding author and all co-authors are required to sign this declaration

PUBLICATION

Title	Developing The Office Of strategic Management as a Tool to Support Balanced Scorecard Application In Bosowa Corporation
Journal	American Journal Of Applied Science
Corresponding Author	Muhammad Hidayat

AUTHORS

Author	Title and name	Highest degree	Signature	Contribution
1. First Author	Dr. Mashur Razak			Preparing the Journal based on Research Result Preparing the literature study from relevan research
2. Corresponding Author	Dr. Muhammad Hidayat			Analysing the Balanced Scorecard data based on Research Result, Journal Draft finalization and submitting the Journal Draft for Publication

Date 20 November 2016



Dr. Muhammad Hidayat, S.E., M.M.

(Signature of corresponding author)

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			Return on Investment (ROI)	25%	1	0.25	0.1125
			Current Ratio	25%	4	1	0.45
			Total	100%			12.375
2	Customers	5%	Customer satisfaction Level	100%	3	3	0.15
			Total	100%			0.15
3	Internal Business Process	40%	Ratio of Inovation	50%	5	2.5	1
			Production Quality	50%	1	0.5	0.2
			Total	100%			1.2
4	Learning and Growth	10%	Employe Satisfaction	20%	2	0.4	0.04
			Number of employees attending the training	20%	1	0.2	0.02
			Time of training	20%		0	0
			Cost of Education and Training	10%	1	0.1	0.01
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			Accuracy of Information	10%	2	0.2	0.02
			Information Speed	10%	2	0.2	0.02
Total	100%			0.13			
Total Score of Balanced Scorecard						2.7175	

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			Information Speed	10%	2	0.2	0.02
Total	100%			0.26			
Total score Of Balanced Scorecard						3.2975	

Tabel 5 Score Achievement of BSC in Bosowa Propertindo
For year 2015

No	Perspektif	Weight	KPI			Score	
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			TReturn on Capital Employeed (ROCE)	25%	3	0.75	0.3375
			Return on Investment (ROI)	25%	4	1	0.45
			Current Ratio	25%	4	1	0.45
			Total	100%			16.875
2	Customer	5%	Customer satisfaction Level	100%	3	3	0.15
			Total	100%			0.15
3	Internal Business Process	40%	Ratio of Inovation	50%	5	2.5	1
			Production Quality	50%	4	2	0.8
			Total	100%			1.8
4	Learning and Growth	10%	Employee Satisfaction	20%	3	0.6	0.06
			Number of Employee Attending The Tarning	20%	3	0.6	0.06
			Time of Training	20%	3	0.6	0.06
			Cost of Training and Education	10%	4	0.4	0.04
			Information Availability	10%	3	0.3	0.03
			Accuracy of Information	10%	2	0.2	0.02
			Information Speed	10%	2	0.2	0.02
			Total	100%			0.29
Total Score Of Balanced Scorecard						3.92	



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