

ABSTRACT

MSMEs have proven to be stronger and more capable in dealing with the recent economic crisis in Indonesia. MSMEs that are in great demand and rapidly developing are MSME in the food sector. One of them is the Tirta Alam Restaurant which is located in Pekalongan Regency. Researchers found that the implementation of strategic management in business development efforts had not reached optimal levels and was still facing various problems. Therefore, this study uses the SWOT method to analyze internal and external factors in order to obtain a business development strategy. After that, the strategy is processed using the Balance Scorecard as the target strategy and four perspectives are measured (financial, customer, customer, growth and learning). Based on the SWOT results, this restaurant needs to focus on implementing a diversification strategy to maximize internal strengths and optimize opportunities to minimize external threats. Then, the results of performance measurement using the Balanced Scorecard show that there are KPIs that have not reached the target, including customer satisfaction, efficiency of service SOPs, clarity of position and authority, employee productivity and the number of employee training.

Keywords : Balanced Scorecard, Restaurant, Strategy, SWOT