

TABLE OF CONTENTS

ABSTRAK.....	i
ABSTRACT.....	ii
DECLARATION.....	iii
APPROVAL OF SUPERVISOR.....	iv
THESIS EXAMINATION COMMITTEE APPROVAL	vv
APPROVAL OF DEAN	vi
MOTTO	viii
DEDICATION SHEET	viii
ACKNOWLEDGEMENTS	ixx
TABLE OF CONTENTS	xii
TABLE LIST	xiii
IMAGE LIST	xiv
APPENDIX LIST.....	xv
CHAPTER I	1
A. Research Background	1
B. Research Questions	4
C. Research Objectives.....	4
D. Research Limitations	4
E. Research Benefits	5
CHAPTER II.....	6
A. Conceptual Framework.....	6
B. Previous Research.....	32
C. Research Framework	42
CHAPTER III	44
A. Research Timeline	44
B. Research Type.....	44
C. Types and Data Sources.....	45
D. Data Collection Techniques.....	45
E. Research Scope and Limitation	46
F. Data Analysis Techniques.....	46
CHAPTER IV.....	49

A. Research Overview	49
B. Discussion Analysis	52
CHAPTER V	73
A. Conclusion	73
B. Suggestion.....	73
BIBLIOGRAPHY	75
APPENDIX.....	85



TABLE LIST

Table 4. 1 Balanced Scorecard Perspective Weighting	56
Table 4. 2 Key Performance Indicators (KPI)	53
Table 4. 3 Papa Ron's Pizza Financial Report for 2022-2023.....	54
Tabel 4. 4 Net Profit Margin (NPM) Papa Ron's Semarang Pizza 2022-2023	56
Table 4. 5 Net Profit Margin (NPM) Assessment.....	57
Tabel 4. 6 Return On Investment (ROI) Papa Ron's Semarang Pizza 2022-2023	57
Table 4. 7 Assessment of Return On Investment (ROI)	57
Tabel 4. 8 Return On Equity (ROE) Papa Ron's Semarang Pizza 2022-2023	58
Table 4. 9 Return On Equity (ROE) Assessment	58
Table 4. 10 Results of Financial Perspective Measurement Papa Ron's Pizza in 2022-2023	58
Table 4. 11 New Customer Acquisition Rates.....	60
Table 4. 12 Customer Acquisition Ratings	61
Table 4. 13 Ability to Retain Existing Customers	61
Table 4. 14 Customer Retention Ratings	61
Table 4. 15 Customer Perspective Measurement Results in Papa Ron's Pizza Semarang.....	62
Table 4. 16 Operating Profit Margin.....	63
Table 4. 17 Percent Increase in Material Purchase Costs	63
Table 4. 18 Internal Business Perspective Assessment	64
Table 4. 19 Results of Internal Business Perspective Measurement Papa Ron's Pizza Semarang.....	64
Table 4. 20 List of Incoming and Outgoing Workers.....	67
Table 4. 21 Employee Turnover Assessment	67
Table 4. 22 Employee Productivity Levels.....	67
Table 4. 23 Values Each Indicator in a Balanced Scorecard Perspective Papa Ron's Semarang Pizza 2022-2023	68
Table 4. 24 Indicator Weighting Measurement and Weighted Score	69
Table 4. 25 Criteria for Assessment Standards	69

IMAGE LIST

Figure 2. 1 Research framework processed by the author	43
Figure 4. 1 Interview with Mr. Irvansyah, Manager Papa Ron's Pizza Semarang	52
Figure 4. 2 Interview with Mrs. Atik Kiswandari Supervisor Papa Ron's Pizza Semarang.....	60
Figure 4. 3 Interview with Kitchen Worker Mas Mulyono	65
Figure 4. 4 Interview with Cashier Mas Dhani Kliswanto	65
Figure 4. 5 Second Interview with Mr. Irvansyah, Manager Papa Ron's Pizza Semarang.....	71



APPENDIX LIST

Appendix 1. 1 Information Data	87
Appendix 1. 2 Informant Biodata	87
Appendix 1. 3 Research Questionnaire.....	88
Appendix 1. 4 Questionnaire Answers	89
Appendix 1. 5 Request Research Permission	91

