



Integration of SWOT Analysis and Balanced Scorecard in Formulation of Modern Culinary Business Strategies

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Abstract. This study aims to integrate SWOT analysis with the Balanced Scorecard (BSC) in formulating a modern culinary business strategy in Makassar. This approach is used to overcome the limitations of descriptive SWOT analysis by combining it with the BSC so that the strategy can be measured through clear performance indicators. The research method used is a mixed-method (qualitative and quantitative). Data were collected through interviews, observations, and questionnaires administered to modern culinary business actors. The analysis results indicate that the business position is in quadrant II (Weakness-Opportunity), so the recommended strategy is a WO strategy that focuses on exploiting external opportunities while minimizing internal weaknesses. The integration of SWOT and BSC is translated into four BSC perspectives: financial, customer, internal process, and learning and development. This study produces a strategy map and key performance indicators (KPIs) that can be used to monitor strategy implementation on an ongoing basis. The implications of this research provide practical guidance for culinary business actors to improve competitiveness and business sustainability in the digital era.

Keywords: Balanced Scorecard, SWOT Analysis, Strategic Planning, Culinary Industry, Business Strategy.

1 Introduction

The culinary industry is growing rapidly in the era of digitalization and globalization, driven by changing lifestyles. Modern culinary trends emphasize not only taste but also experience, speed of service, and the use of technology for ordering and promotion. Increasingly fierce competition in this sector requires culinary businesses to employ adaptive, innovative, and data-driven business strategies to survive and excel amidst market dynamics. Another factor driving this development is advances in information technology, which allow consumers to easily access food ordering services through digital applications, make online payments, and enjoy promotions delivered through social media. This situation opens up significant opportunities for culinary businesses, but also creates intense competition. Based on Ministry of Trade of the Republic of Indonesia, 2023 [1] concerning the modern culinary industry has become one of the fastest-growing sectors in major cities across Indonesia, including Makassar, with significant contributions to regional economic growth and job creation.

One of the main challenges for business owners is how to formulate a strategy that not only considers external strengths and opportunities but also takes into account internal performance in a measurable way. Without an appropriate strategy, a business may risk stagnation or even failure. One of the most frequently utilized methods in strategy development is the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This analysis helps organizations recognize their internal strengths and weaknesses, along with external opportunities and threats that could affect their performance. By understanding these four elements, companies can formulate strategies that are appropriate to the real-world conditions. However, while a SWOT analysis can provide a comprehensive overview of a company's position, this method has limitations because it is descriptive and does not directly measure the effectiveness of strategy implementation. A SWOT analysis only answers the question "what to do" but does not provide guidance on "how to measure the success of the strategy." As a result, companies risk being unable to objectively monitor the achievement of established strategic targets.

To overcome these limitations, an additional approach is needed that can measure performance comprehensively. A commonly utilized approach is the Balanced Scorecard (BSC), developed by Kaplan and Norton. The Balanced Scorecard functions as a strategic management instrument that helps translate a company's vision, mission, and strategy into a series of performance indicators across four key perspectives: financial, customer, internal processes, and learning and growth.[2]. With this approach, companies can ensure that each strategy implemented not only impacts the financial aspect but also considers the non-financial factors that determine business sustainability.

According to Pranoto et al., the combined use of SWOT analysis and the Balanced Scorecard. is particularly relevant in the modern culinary business environment due to the industry's dynamic and trend-driven characteristics, as well as the necessity for ongoing innovation. SWOT analysis helps identify strategic priorities, while the Balanced Scorecard ensures these strategies can be effectively measured and controlled through clear performance indicators. Thus, the combination of these two methods not only provides situational insight but also supports the strategy implementation and evaluation process.[3]

This integrative approach has been shown to improve the effectiveness of strategic planning in various sectors, including manufacturing, education and tourism. However, its application in the modern culinary sector in Indonesia, particularly in large cities like Makassar, remains relatively limited. Therefore, research that examines the application of the integration of SWOT Analysis and Balanced Scorecard in the formulation of modern culinary business strategies is expected to provide scientific contributions as well as practical implications for industry players to strengthen their competitiveness in a competitive market.[4]

The integration of SWOT and Balanced Scorecard analysis in modern culinary businesses is crucial given the high level of competition, rapidly changing consumer trends, and the challenges of digitalization. Without a sound planning and performance measurement system, formulated strategies have the potential to fail. Therefore, this study aims to examine how the integration of these two methods can be used to

formulate a modern culinary business strategy that is adaptive, measurable, and oriented towards sustainability.

Although the integration between SWOT analysis and the Balanced Scorecard analysis has been used in various sectors, most existing research focuses on the manufacturing industry, banking, and the public sector. The service sector, particularly modern culinary businesses, which include coffee shops, themed restaurants, and fast food outlets, has rarely been the subject of research integrating these two methods, particularly in the Indonesian market context.[5,6]

Several previous studies in the culinary sector Pranoto et al. ; Lestari & Sari, have only used SWOT analysis to map internal and external conditions, without integrating them into a Balanced Scorecard framework.[3,4] Consequently, the resulting strategies are often general, poorly measurable, and difficult to evaluate sustainably.

Furthermore, research focusing on Makassar, one of the growth centers of the culinary industry in Eastern Indonesia, is still very limited, even though this region has shown a significant increase in the number of modern culinary businesses since 2022. This creates a research opportunity to fill the literature gap and provide practical contributions to industry players in the region.

2 Literature Review

2.1 Strategic Management

According to the PPM School of in management, strategic management refers to the process of planning, implementing, and evaluating decisions aimed at achieving an organization's long-term objectives, encompassing situation analysis, strategy formulation, implementation, and evaluation and control. Strategic management helps businesses identify opportunities, address challenges, and optimally utilize resources[7]. Kaplan and Norton added that modern strategic management focuses not only on financial performance but also on non-financial factors such as innovation, customer satisfaction, and organizational learning. Therefore, firms need to adapt to technological developments, market dynamics, and regulatory changes in order to stay competitive.

2.2 Business Competition Strategy

A business competitive strategy is a series of actions designed to gain a competitive advantage in the marketplace. Porter proposed three generic strategies: differentiation, cost leadership, and focus. In the culinary industry, these strategies can be realized through product innovation, service quality, competitive pricing, and the use of digital technology[8]. Recent research confirms that adapting quickly to changing trends and consumer behavior is key to success in winning the competition.

2.3 SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a technique employed to identify and assess both internal and external factors influencing an organization. According to Gurel, SWOT assists companies in developing strategies that leverage their strengths, reduce weaknesses, take advantage of opportunities, and prepare for potential threats[9].

SWOT analysis is a common method used to analyze and position an organization's resources and environment into four dimensions: strengths, weaknesses, opportunities, and threats[10]. The SWOT matrix is employed to compile and organize a company's strategic factors by aligning internal strengths and weaknesses with external opportunities and threats. This matrix generates four alternative strategic options, namely SO, ST, WO, and WT strategies. Each internal and external factor is assigned a weight ranging from 0.0 to 1.0 based on its relative importance, providing a structured basis for strategic evaluation[11].

2.4 Integration of SWOT Analysis and Balanced Scorecard

Integrating SWOT analysis with the Balanced Scorecard creates a comprehensive strategic model. SWOT analysis is used to identify strategic factors that form the basis for strategy formulation, while the Balanced Scorecard (BSC) serves to translate those strategies into measurable performance indicators. According to research by Ben Fradj et al. the integration of these two methods is effective in increasing the clarity of strategic direction and the accuracy of performance control[12]. Similarly, Suseno et al. [13]highlight that integrating SWOT and Balanced Scorecard perspectives enables a more comprehensive evaluation of strategic performance, especially in dynamic business environments.

In the modern culinary business, this integration allows companies to combine situational analysis with Key Performance Indicator (KPI)-based strategy implementation monitoring. This approach is relevant for modern culinary businesses that must face changing consumer preferences, intense competition, and the demands of technology-based innovation. The integration of SWOT and BSC not only facilitates adaptive strategy development but also ensures effective performance control and measurement.

2.5 Balanced Scorecard (BSC)

The Balanced Scorecard (BSC) is a strategic management framework created by Kaplan and Norton in the early 1990s. Its purpose is to convert an organization's vision and strategy into a set of comprehensive performance metrics across four key perspectives: (1) Financial, (2) Customer, (3) Internal Process, and (4) Learning and Development. According to Kaplan & Norton, the BSC is not only a performance measurement tool, but also a strategic management system that links long-term goals with operational success indicators. In the modern culinary context, the BSC supports measuring the effectiveness of menu innovation, service quality, and the use of technology to support the customer experience.

3 Research Methods

This research uses a descriptive qualitative-quantitative (mixed methods) approach. Mixed-methods research intentionally combines quantitative and qualitative methods in a single study to gain a deeper and more holistic understanding of the phenomenon under study. This method not only collects and analyzes both types of data but also integrates the results to produce richer and more comprehensive inferences. The qualitative approach is used to identify internal and external factors of the culinary business through observation, interviews, and literature review. Meanwhile, the quantitative approach is used to weight SWOT factors and prioritize strategies using the IFAS and EFAS matrices, and to measure performance through the Balanced Scorecard.

This research was conducted at a modern culinary restaurant or coffee shop in Makassar. The data sources used by the researcher were both primary and secondary sources of data. Primary data were collected through interviews with management or internal parties of the establishment and distributed questionnaires related to SWOT factor weighting and strategic priorities. Secondary data were obtained from literature studies and journals related to the BSC and SWOT. According to Sugiyono, an interview is a data collection technique conducted through direct question and answer between the interviewer and respondents to obtain more in-depth information regarding a research problem[14]. Data collection techniques were carried out from observations, interviews, and respondents' answers to the questionnaires. Data collection was conducted over two months, with respondents determined using the Slovin formula with a 10% margin of error. The aim of this observation is to assist in conducting a SWOT analysis and to support the alignment of strategy mapping with the Balanced Scorecard. The observation results will be used to identify the company's internal and external factors, develop IFAS and EFAS matrices, formulate SO, ST, WO, and WT strategies, and define strategic objectives across the four Balanced Scorecard perspectives (financial, customer, internal process, and learning & development). These will serve as the foundation for creating strategy maps and performance indicators.

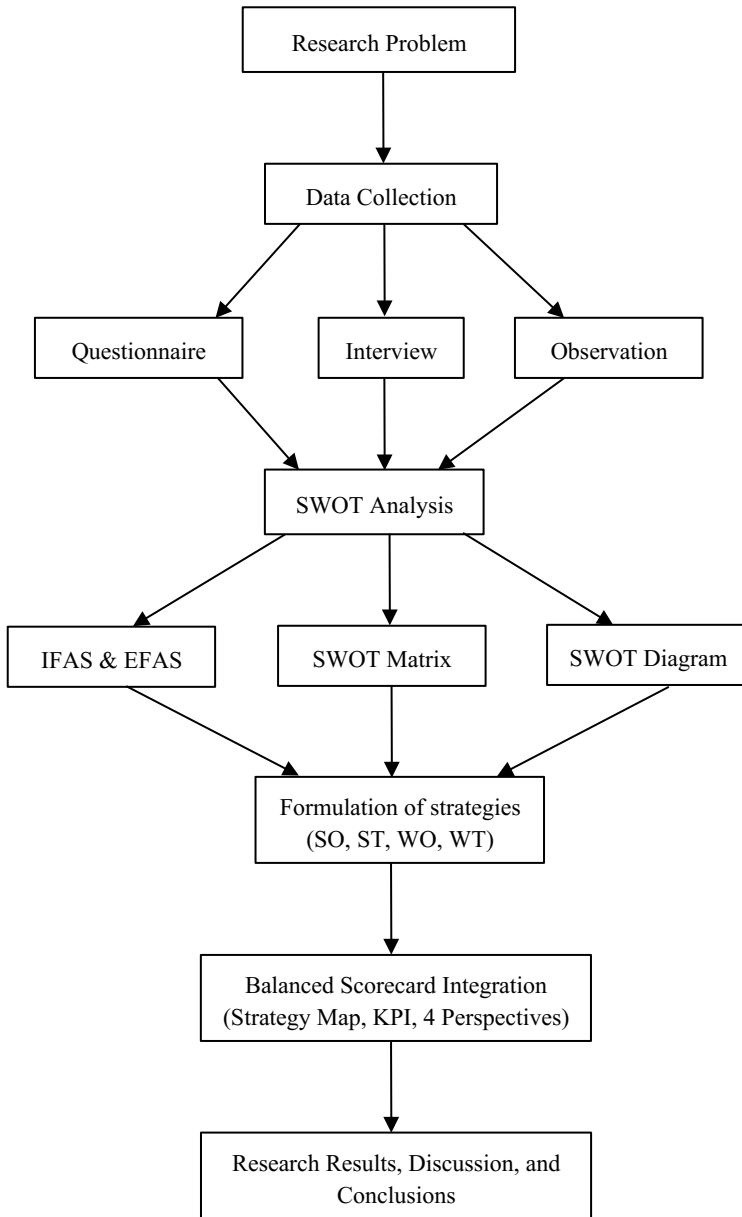


Fig. 1. Conceptual Framework
 Source: Processed Data, 2025

4 Results

4.1 SWOT Analysis

A SWOT analysis was conducted to identify the strengths, weaknesses, opportunities, and threats affecting the modern culinary business. Based on observations and interviews, a SWOT analysis of a modern culinary business in Makassar revealed several key strengths. This business boasts unique recipes and menus that are distinctive and differentiate it from its competitors. The quality of the food's taste and presentation consistently meet established standards, building customer trust. The business's strategic location, with the potential for high customer traffic, also provides a competitive advantage. Furthermore, the modern and attractive culinary brand resonates well with its primary target market, namely millennials and Gen Z. Relatively fast service is also a key factor in increasing customer satisfaction and strengthening brand loyalty.

However, this business also faces several weaknesses that require attention. High operational costs, such as raw material costs, employee salaries, and rental costs, pose a major challenge to maintaining profitability. Financial management is not yet fully digital, requiring improvement in effectiveness and transparency. Furthermore, online marketing strategies through social media and digital advertising have not been optimally implemented, and employee training remains limited. Dependence on specific suppliers poses a risk of raw material shortages, while limited space capacity hinders customer growth during peak hours.

Externally, there are various opportunities that can be exploited to strengthen business position. The increasing public interest in trying new foods and beverages, coupled with the emergence of various food delivery apps such as GoFood, GrabFood, and ShopeeFood, significantly expands market reach. Collaborations with influencers and food vloggers also provide significant opportunities to strengthen branding and increase brand visibility among young consumers. Furthermore, government and community support for culinary MSMEs, along with the increasing demand for healthy and environmentally friendly menus, offer promising growth potential for this business.

However, the modern culinary business is not without its share of threats. Fierce competition among modern culinary brands, both national and local franchises, demands continuous product and service innovation. Fluctuating raw material prices can impact profit margins, while rapidly changing culinary trends can cause products to lose their appeal quickly. Strict regulations regarding food safety and business licensing also pose challenges. Furthermore, macroeconomic conditions such as inflation and declining purchasing power have the potential to depress sales and business revenue.

4.2 IFAS Matrix

Table 1. IFAS Matrix

Internal Strategy Indicators		Weight	Rating	Score
Strength :				
1.	Have a unique recipe/menu that is the hallmark of the business	0,10	3	0,28

2.	The quality of taste and appearance of food is consistent according to standards.	0,10	3	0,30
3.	Strategic business location with high customer traffic potential	0,11	3	0,33
4.	An attractive modern culinary brand, suitable for millennial & Gen Z targets	0,10	3	0,30
5.	The service system is relatively fast, thus increasing customer satisfaction.	0,09	3	0,26
Sub Total		0,50		1,47
Weakness :				
1.	High operational costs (raw materials, employee salaries, rent)	0,10	3	0,29
2.	Financial management is not yet fully controlled digitally	0,10	3	0,31
3.	Online marketing strategies (social media/digital advertising) and employee training are not optimal.	0,10	3	0,31
4.	Dependence on certain raw material suppliers (risk of delays)	0,10	3	0,28
5.	Limited space capacity, limiting the number of customers during peak hours	0,11	3	0,33
Sub Total		0,50		1,51
Total		1,00		2,98

Source: Processed Data, 2025

4.3 EFAS Matrix

Table 2. EFAS Matrix

	External Strategy Indicators	Weight	Rating	Score
Opportunity :				
1.	The trend is that people like to try new and trendy foods/drinks.	0,10	3	0,28
2.	Growth of food delivery applications (GoFood, GrabFood, ShopeeFood) → expanding the market	0,10	3	0,28
3.	Opportunities for collaboration with influencers/food vloggers for branding	0,10	3	0,30
4.	Government/community support for culinary MSMEs	0,10	3	0,32
5.	Increasing demand for healthy and environmentally friendly menus	0,11	3	0,33
Sub Total		0,50		1,51
Threats :				
1.	Tight competition with other modern culinary brands (franchise & local)	0,10	3	0,30
2.	Fluctuations in raw material prices that affect profit margins	0,10	3	0,29
3.	Culinary trends change quickly → products can quickly go 'out of trend'	0,10	3	0,29
4.	Strict regulations regarding food safety and business permits	0,10	3	0,29
5.	Macroeconomic conditions (inflation, declining	0,10	3	0,32

purchasing power) can suppress sales		
Sub Total	0,50	1,50
Total	1,00	3,01

Source: Processed Data, 2025

4.4 SWOT Positioning

Table 3. SWOT Positioning Result

Indicator	Value
Strength (S)	1.47
Weakness (W)	1.51
Opportunity (O)	1.51
Threat (T)	1.50
X (S-W)	-0.04
Y (O-T)	0.01
Quadrant	II (WO)

Source: Processed Data, 2025

Based on Tables 1 and 2, once the scores for strengths, weaknesses, opportunities, and threats have been calculated, the next step is to identify the company’s position within the SWOT quadrant. The positioning is determined using the formulas $x = S - W$ and $y = O - T$.

The calculation results show that $x = 1.47 - 1.51 = -0.04$ and $y = 1.51 - 1.50 = 0.01$. Based on these values, the company is positioned in Quadrant II (Weakness–Opportunity), as illustrated in Figure 2.

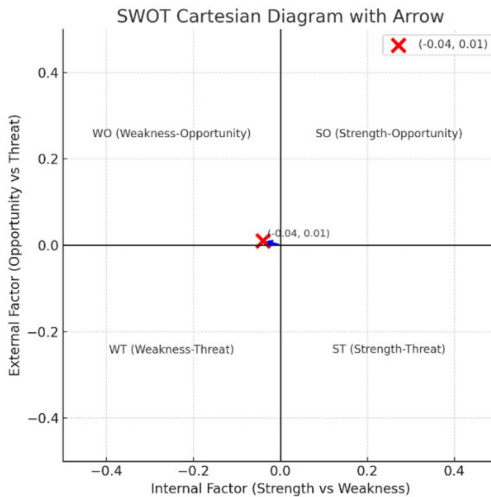


Fig. 2. SWOT Diagram
Source: Processed Data, 2025

4.5 SWOT Matrix Strategy Mapping

The following table presents the SWOT matrix, which maps the identified internal strengths and weaknesses with external opportunities and threats.

Table 4. SWOT Matrix

		Strength	Weakness
INTERNAL	1.	Have a unique recipe/menu that is the business's signature	1. High operational costs (raw materials, employee salaries, rental costs)
	2.	Consistent quality of taste and appearance of food according to standards	2. Financial management is not fully digitally controlled
	3.	Strategic business location with high potential for customer traffic	3. Online marketing strategies (social media/digital advertising) are not yet optimal
	4.	Attractive modern culinary brand, suitable for millennials and Gen Z targets	4. Dependence on certain raw material suppliers (risk of delays)
	5.	Relatively fast service system, thus increasing customer satisfaction	5. Limited space capacity, limiting the number of customers during peak hours
EKSTERNAL	Opportunity		WO Strategy
	1.	The growing trend of people wanting to try new and trendy foods and drinks	1. Improve the app-based financial management system for greater transparency (W2 and O2)
	2.	The growth of food delivery apps (GoFood, GrabFood, ShopeeFood) is expanding the market	2. Conduct employee training to be more adaptable to digital trends and technology (W3 and O1)
	3.	Opportunities for collaboration with influencers/food vloggers for branding	3. Diversify raw materials to avoid being dependent on fluctuating market prices while collaborating with influencers for promotions (W4 and O3)
	4.	Government/community support for culinary MSMEs	4. Manage high operational costs by offering healthy and environmentally friendly menus with
5.	Increasing demand for healthy and environmentally friendly menus		
		SO Strategy	
	1.	Develop innovative menus based on distinctive flavors to appeal to modern culinary trends (S1 and O1)	
	2.	Leverage strategic locations for digital promotions and collaboration with delivery platforms (S3 and O2)	
	3.	Optimize taste and service quality to build customer loyalty (S2 and O4)	
	4.	Leverage modern and relevant brands to your target market (millennials & Gen Z) to collaborate with influencers or food vloggers (S4 and O3)	

		better profit margins (W1 and O5)	
Threats	ST Strategy	WT Strategy	
1. Fierce competition with other modern culinary brands (franchises and local brands)	1. Maintain unique recipes and consistent flavors to address fluctuations in raw material prices (S1 and T2)	1. Negotiate with suppliers or seek alternative raw materials to mitigate the impact of price fluctuations and operational costs (W1 and T2).	
2. Fluctuating raw material prices impact profit margins	2. Maintain consistent food taste and presentation to compete with other brands (S2 and T1)	2. Implement digital financial management to accurately monitor profits and address potential sales declines due to macroeconomic conditions. (W2 and T5).	
3. Rapidly changing culinary trends (products can quickly go out of style)	3. Leverage strategic locations to increase direct sales and mitigate the impact of macroeconomic conditions (S3 and T5)	3. Improve online marketing strategies to stay relevant and stay on top of trends. (W3 and T3).	
4. Strict regulations regarding food safety and business permits	4. Maintain fast and consistent service to maintain customer satisfaction amidst rapidly changing culinary trends (S5 and T3)	4. Diversify suppliers to mitigate the risk of delays and ensure supply, while complying with food safety regulations. (W4 and T4).	
5. Macroeconomic conditions (inflation, declining purchasing power) can depress sales			

Source: Processed Data, 2025

4.6 Integration of SWOT and Balanced Scorecard

This section presents the integration of SWOT strategies with the Balanced Scorecard (BSC). The integration maps the results of internal and external environmental analyses into the four perspectives of the Balanced Scorecard: Financial, Customer, Internal Business Processes, and Learning and Growth.

Table 5. SWOT Balanced Scorecard Integration

No	SWOT Strategy	BSC Perspective	Strategic Objectives	KPI
1	Maintaining unique recipes and taste consistency to overcome raw material price fluctuations	Finance	Increasing Profitability	Raw Material Cost to Sales Ratio

2	Negotiating with suppliers or looking for alternative raw materials	Finance	Increasing Profitability	Percentage Increase in Net Profit Percentage Increase in Net Profit
3	Implementing digital financial management	Finance	Increasing Profitability	Recorded vs Actual Gross Profit Difference
4	Developing innovative menus based on distinctive flavors	Customer	Increase customer satisfaction	Customer satisfaction level
5	Optimizing the quality of taste and service	Customer	Increase loyalty	Percentage of returning customers
6	Collaboration with influencers	Customer	Expanding customer base	Number of new customers
7	Digital promotion and delivery platform collaboration	Internal Process	Operational efficiency	Food processing time
8	Supplier diversification	Internal Process	Continuity of supply	Percentage of supply delays
9	Improve online marketing strategies	Internal Process	Optimize marketing	Digital advertising conversion rates
10	Technology adaptive employee training	Learning & Growth	Develop human resources	Training hours per year
11	Maintaining product quality	Learning & Growth	Employee retention	Retention rate
12	Healthy, environmentally friendly menu	Learning & Growth	Innovation	Number of innovation ideas

Source: Processed Data, 2025

4.7 Balanced Scorecard Results

After identifying development strategies through SWOT analysis, the target strategies were organized using the four perspectives of the Balanced Scorecard, as presented in Table 6.

Table 6. Balanced Scorecard Results

Perspective	Strategic Objectives	KPI	Target	Work Program
Finance	Increasing Profitability	Raw Material Cost to Sales Ratio	<25% of total sales	Negotiation with 3-5 new suppliers
Finance	Increasing Profitability	Percentage Increase in Net Profit	10% per year	Monitoring of raw material costs
Finance	Increasing Profitability	Recorded vs Actual Gross Profit Difference	<1% per month	Use digital accounting applications
Customer	Increase customer satisfaction	Customer satisfaction level	Score > 4.5	Monthly survey + discount coupon
Customer	Increase loyalty	Percentage of returning customers	>70% per month	Customer loyalty program
Customer	Expanding customer base	Number of new customers	15% per quarter	Promotion via food bloggers
Internal process	Operational efficiency	Food processing time	<10 minutes	Staff training for efficiency
Internal process	Continuity of supply	Percentage of supply delays	<2%	Cooperation with alternative suppliers
Internal process	Optimize marketing	Digital advertising conversion rates	5% per month	Manage paid ads
Learning and Growth	Develop human resources	Training hours per year	>20 hours	Digital workshop & culinary trends
Learning and Growth	Employee retention	Retention rate	>90%	Career path + incentives
Learning and Growth	Innovation	Number of innovation ideas	2 new menus / 6 months	Healthy menu R&D team

Source: Processed Data, 2025

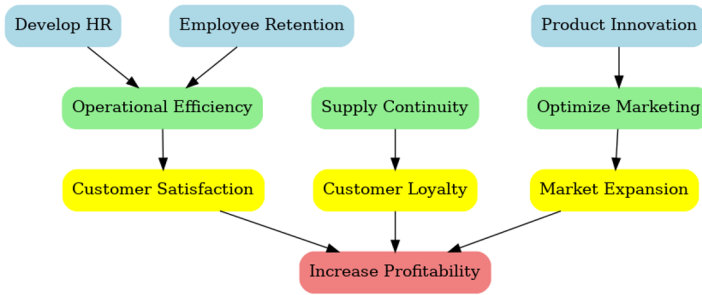


Fig. 3. Balanced Scorecard Strategy Map

Source: Processed Data, 2025

5 Discussion

5.1 Interpretation of SWOT Quadrant Position

Based on the IFAS and EFAS analysis, the company is positioned in Quadrant II (Weakness–Opportunity). This indicates that internal weaknesses are more dominant than strengths, as reflected by the negative X value, while external opportunities remain considerable due to the positive Y value[15]. Under these conditions, the most appropriate strategic orientation is the WO (Turnaround) strategy, which emphasizes minimizing internal weaknesses in order to capitalize on external opportunities and enhance competitiveness.

Furthermore, the WO strategy aligns well with the Balanced Scorecard framework, as it can be translated into strategic improvements across four perspectives: learning and growth through employee training, internal business processes through process modernization, customer perspective through enhanced customer experience, and financial perspective through cost efficiency and revenue growth.

5.2 Discussion of WO Strategy Selection

The WO strategy is identified as the most appropriate strategic orientation for the company based on its position in Quadrant II. This strategy is particularly relevant because internal weaknesses continue to constrain performance, while external opportunities provide significant potential for business improvement.

The WO strategy emphasizes corrective actions aimed at addressing internal limitations while simultaneously exploiting favorable external conditions. Through this approach, the company can improve operational efficiency, enhance digital capabilities, and strengthen market responsiveness. Compared to other strategic alternatives, the WO strategy is deemed more appropriate for enhancing competitiveness and fostering sustainable growth in today's dynamic business environment.

5.3 Discussion on The Integration of SWOT and Balanced Scorecard

The integration between SWOT analysis and the Balanced Scorecard is undertaken to ensure that the strategies formulated are consistent with the organization's strategic objectives. Strategies derived from the SWOT analysis are translated into the four Balanced Scorecard perspectives: financial, customer, internal business processes, and learning and growth. The integration table illustrates the relationship between SWOT strategies, BSC perspectives, key performance indicators (KPIs), target outcomes, and strategic action plans. This approach ensures that each work program has clear performance measures and is consistently directed toward achieving the company's vision.

5.4 Interpretation of Balanced Scorecard Perspectives

The strategy map is developed derived from the Balanced Scorecard perspectives presented in Table 5 to visualize the company's strategic objectives and their cause-effect relationships. The map illustrates how objectives across the learning and growth, internal business process, customer, and financial perspectives are interconnected to manage and monitor overall performance.

Each perspective within the Balanced Scorecard approach is interrelated, indicating that improvements in one perspective support outcomes in others. The following figure illustrates a strategy map that shows the relationship between the Learning and Growth perspective, Internal Business Process perspective, Customer perspective, and Financial perspective[6]. This structure highlights how investments in learning and growth drive process improvements, enhance customer value, and ultimately lead to improved financial performance.

5.5 Discussion of The Strategy Map (Cause-Effect Relationship)

The Balanced Scorecard strategy map demonstrates the cause-effect relationships among strategic perspectives. Investments in learning and growth, including human resource development and product innovation, enhance the efficiency and effectiveness of internal business processes. Improved internal processes lead to higher customer satisfaction and loyalty, as well as an expanded market share. Ultimately, these improvements contribute to better financial performance, particularly increased profitability. Therefore, the strategy map serves as an essential visual communication tool for aligning all business activities with long-term strategic objectives.

5.6 Managerial Implications

The results of this study provide practical managerial implications for implementing effective business strategies. Managers should prioritize improving internal weaknesses, particularly in operational efficiency, digital financial management, and employee capabilities, to support sustainable growth.

The use of the Balanced Scorecard enables performance-based decision-making through measurable key performance indicators across financial, customer, internal

process, and learning and growth perspectives. This approach helps managers monitor strategy implementation and take timely corrective actions.

In addition, managers should prioritize enhancing the customer experience by improving service quality, innovating the menu, and leveraging digital marketing. Ongoing investment in human resource development and process improvement is crucial for enhancing competitiveness and ensuring the long-term sustainability of the business.

6 Conclusion

This study explores the use of SWOT analysis in combination with the Balanced Scorecard to formulate strategic direction for a contemporary culinary business. The SWOT analysis results show that the company is situated in Quadrant II (Weakness–Opportunity), indicating that internal weaknesses outweigh strengths, while external opportunities are still considerable. Based on this position, the WO strategy is identified as the most appropriate strategic orientation, focusing on minimizing internal weaknesses while leveraging external opportunities to enhance competitiveness.

The combined application of SWOT analysis and the Balanced Scorecard offers a comprehensive strategic management approach that connects strategy formulation to performance measurement. Strategies derived from the SWOT analysis are translated into the four perspectives of the Balanced Scorecard: Financial, Customer, Internal Business Processes, and Learning and Growth.. This integration ensures that strategic objectives are supported by measurable key performance indicators, performance targets, and strategic initiatives.

The Balanced Scorecard results and strategy map demonstrate clear cause–effect relationships among strategic objectives. Investments in learning and growth, particularly in human resource development and innovation, improve internal process efficiency, enhance customer satisfaction and loyalty, and ultimately lead to improved financial performance. This confirms that the Balanced Scorecard is effective in aligning operational activities with long-term strategic goals.

Overall, the integrated SWOT–Balanced Scorecard approach offers practical value for business managers by providing clear strategic direction and a structured performance monitoring system. This approach supports effective strategy implementation, improves managerial decision-making, and contributes to sustainable business growth in a dynamic and competitive environment.

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