

**MEASURING THE PERFORMANCE OF SMALL AND MEDIUM  
ENTERPRISE (SME) BASED ON SMART SYSTEM MODEL:  
CASE STUDY OF DAIRY FARM  
“H. ACHMAD MARZUKI”**

**UNDERGRADUATE THESIS**

Submitted to Qualify the Study Program Requirement  
Undergraduate Program of  
Management Department



**Written by:**

**LUISA MARLINA SARAGIH**

**2014211029**

**SEKOLAH TINGGI ILMU EKONOMI PERBANAS  
SURABAYA  
2018**

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**ADVISOR APPROVAL**

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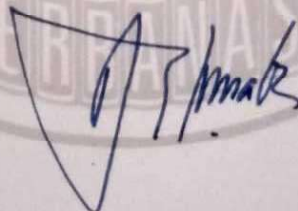
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Date: 17 January 2018



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**MEASURING THE PERFORMANCE OF SMALL AND MEDIUM  
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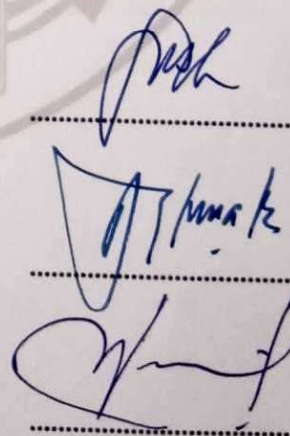
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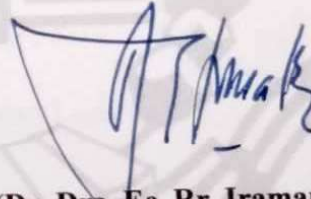
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(Dr. Dra. Ec. Rr. Iramani, M.Si)



## MOTTO

You are the salt of the earth. You are the light of the world.

Matthew 5:13-16

I do believe I was born in this world as the son of God have great purpose being a salt of the earth and light of the earth. I do realized I am a sinner. As a human being, I have a lot of weakness. However, I do believe God leads and blesses my life day by day. This song strengthens me strengthened day by day

Change my heart God:

Change my heart Oh God, make it ever true.  
Change my heart Oh God, may I be like you.  
You are the potter, I am the clay,  
Mold me and make me, this is what I pray.  
Change my heart Oh God, make it ever true.  
Change my heart Oh God, may I be like you.

Isaiah 64:8;2 Kings 9:12

Thank you God for who I am now

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Sincerely,

The Author

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**ABSTRACT**

This case study aims to measure the performance of Dairy Farm of “H. Achmad Marzuki” based on SMART (Strategic Management Analysis and Reporting Technique) system model. The phenomena, this SME as being the biggest supplier cows’ milk in Surabaya but has not performance measurement. This case study apply SMART system method which integrated financial and non-financial which applied just in time and focused on operational of each department. The purpose of this research is identifying the strategic objective and analyzing the performance of Dairy Farm of “H. Achmad Marzuki” based on SMART system on three level such department and work centers, business operating unit, business unit. The research approach in this case study is descriptive research, describes the performance of SME. The result of this research: the most five perspective prioritized are financial perspective, market perspective, customers’ satisfaction perspective, productivity perspective and quality perspective. It has ten most five prioritized key performance indicators which relevant to measure its performance. The conclusion of case study is the performance of Dairy Farm of “H. Achmad Marzuki has well on each business level; Strategic Business Unit, Business Operating System, and Department and Work.

Keywords: Performance Measurement, SMART system, Key Performance Indicators