ABSTRACT

This thesis aims to evaluate the business performance of Green Care Pharmacy using the Balanced Scorecard (BSC) and SWOT analysis with the implementation of the vMedis Enterprise Resource Planning (ERP) system. The research employs qualitative and quantitative approaches to identify internal and external factors influencing the success of ERP implementation and its impact on pharmacy operational performance. Data was collected through in-depth interviews, participatory observation, and documentation from management, employees, and external parties such as the ERP system provider. The results indicate that the implementation of vMedis has significantly improved performance across the four BSC perspectives: financial, customer, internal processes, and learning and growth.

Before implementing vMedis, Green Care Pharmacy faced challenges in inventory management, manual transactions, and a lack of financial data transparency. After adopting vMedis, there were notable improvements in operational efficiency, financial transparency, and customer satisfaction. The system also helped control costs, manage inventory in real-time, and enhance employee productivity through technology training. Based on IFAS and EFAS analyses, Green Care Pharmacy demonstrated relatively strong internal factors with a score of 3.45 and operated in a favorable external environment with a score of 3.40.

The thesis highlights the importance of optimizing ERP implementation strategies to enhance pharmacy competitiveness in the era of digitalized healthcare services. Practical recommendations include developing continuous training programs, integrating with e-commerce platforms, and enhancing system analytics features. This thesis contributes to advancing knowledge and practice in pharmaceutical management, particularly regarding ERP system implementation.

Keywords: Balanced Scorecard, SWOT, ERP vMedis, Business Performance, Pharmacy