# NTB Tourism in the Perspective of Balanced Scorecard and Objective Matrix

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**ABSTRACT:***This studyaims to examine the performance of the tourismsector of West NusaTenggara (NTB) by using a balancedscorecardapproach and an objective matrix. Performance measurementisbased on four perspectives of the balancedscorecard, namely finance, customers, internal business processes, and growth and learning. The researcherevaluates performance measurementusing the BalancedScorecardmethodwhichincludes setting strategictargets, determining key performance indicators (KPI), and setting targets. The strategictargetsformed are 8 KPIs. In addition, the researcheralsoanalyzed the Objective Matrix worksheet, sothat the value of each performance indicator and the total value of performance in a certain periodcouldbeknown. Based on the results of the study, it can beconcludedthat the performance of the NTB Tourism Office in 2020 isverybad and has experienced a verysignificantdecline*

**Keywords***: Objective Matrix, BalancedScorecard, Tourism Performance*

## I. INTRODUCTION

West Nusa Tenggara (NTB) Province is one of the provinces in Indonesia which in its development is targeted to become a national tourism gateway along with other provinces in the Nusa Tenggara region. NTB Province with the tagline "The Enchantment of Lombok Sumbawa" has a lot of potential for natural beauty and local culture for local and foreign tourists. Conde Nast Traveler (2019) even mentions that the three Gili tourism destinations are considered the most popular destinations besides Bali. The Ministry of Tourism also supports NTB tourism by establishing the Mandalika SEZ as a Super Priority Destination launched by the Government. In the future, it is hoped that this determination will not only attract tourists but also foster a creative economic ecosystem that involves local residents (Kemenparegraf, 2020)

The NTB Provincial Tourism Office as the executor of regional household affairs and tourism development, in this case, is responsible for the development and development of NTB tourism. Apart from the state of NTB tourism which is struggling from the impact of the Lombok earthquake in 2018, the tourism sector by the Tourism Office continues to make efforts to design improvements and restoration of the creative and tourism industries in NTB. Currently, tourism development has a significant contribution to regional economic development, increasing community welfare and regional income. The success of this tourism development performance is shown by the increase in tourist arrivals both foreign and domestic as shown in the following table:

Table 1.1

Tourist Visits Rate and Average Length of Stay in 2015-2019

| Indicator | Year | | | | |
|---|---|---|---|---|---|
| | 2015 | 2016 | 2017 | 2018 | 2019 |
| **Tourist Visit** | 2,210,527 | 3,094,437 | 3,508,903 | 2,812,379 | 3,706.352 |
| **overseas** | 1,149,235 | 1,404,328 | 1,430,249 | 1,204,556 | 2,155,561 |
| **Archipelago** | 1,061,292 | 1,690.109 | 2,078,654 | 1,607,823 | 1,550,791 |
| **Average Length of stay (Night)** | 2.82 | 2.02 | 2.64 | 1.5 | 2.05 |

The increase in the number of tourist visits can not be separated from the excellent program that accompanies the achievement of the number of visits. The Visit Lombok Sumbawa program that brought NTB to an increase in the number of tourist visits were: Tourism Destination Attractiveness Improvement Program (Including Arrangement of 3 Gili KLU & Small Islands, Arrangement of 99 Tourism Villages, Geoparks - Rinjani&Tambora Biosphere Reserves, KEK Mandalika, Samota Area, Halal and Healthy Tourism, Islamic Center Revitalization, NTB Zero Waste/Waste Processing/Waste Banks), Tourism Marketing Program, Creative Economy Development Program Through Utilization and Protection of Intellectual Property Rights, Tourism Resources Development Program And Creative Economy (RPJMD NTB), 2019-2023).

The program carried out by the Tourism Office has the aim of making NTB tourism destinations have international competitiveness. Having competitiveness is intended as the relative ability of a tourism destination

compared to its competitors at the international level to meet needs, become an option and attract potential tourists to come for tours.The factors that determine competitiveness are the main elements that must get attention in order to support the development of tourism in tourist destinations. According to Crouch and Ritchie (2003) in Mazanec (2011), these factors are core resources and attractors, supporting factors, destination management factors, destination management, and development factors. destination policy, planning, and development), qualifying and amplifying determinants, and tourism destination environmental factors.

To make NTB a tourist destination that has the opportunity to be visited in more than 24 hours, as a tourist area, it is expected to continue to improve the vision and mission to be achieved in order to achieve the expected goals. Tourists who visit a tourist destination need various tourism components such as transportation, accommodation, tourist attractions, and other services such as entertainment. With the increasingly strong position of NTB as a national tourist destination, as well as an investment destination in the tourism sector in Indonesia, it is necessary to conduct a study to determine the extent of the performance of the Tourism Office through the balanced scorecard to accelerate the achievement of the NTB RJPMD target.

The government's performance, in this case, the NTB Tourism Office, must be seen broadly by identifying the success of the Tourism Office in meeting the needs of the community. Approaches in measuring performance can be shaped so that they are feasible to use to truly assess the performance of public accountability. Organization. The Balanced Scorecard can be used in various ways to be able to detect the achievements of public organizations in serving customers (society). This performance measurement is to provide recommendations for improvement efforts that can be used in accordance with the results of performance measurements carried out.

## II.   LITERATURE REVIEW

Dally (2010) argues that performance is an act of measurement carried out on various activities in the value chain that exist in an organization. In the context of public sector organizations, performance is also useful for providing information about financial statements such as company cash flows used to determine economic decisions and accountability for the use of resources called performance appraisal (Tuningrat et al., 2012, Brusca and Montesinos, 2016; Goh, Elliott and Richards, 2015; Sharma and Gadenne, 2011). According to Mardiasmo (2016), the organizational performance measurement system is a system that aims to help organizational leaders assess the achievement of strategies through financial and non-financial measures. Furthermore, Mardiasmo argues that the measurement of organizational performance, in this case the public sector is carried out to fulfill three objectives, namely: 1) Improving government performance, 2) Resource allocation and decision making, 3) realizing public accountability and improving institutional communication. To be able to achieve this goal, the balanced scorecard was identified as useful in measuring organizational performance and as a tool for risk management (Costa Oliveira, 2014). The use of the balanced scorecard as the dominant performance measurement system for the public sector has been widely applied in government agencies, such as Local Government (Ndevu and Miller, 2018), Tourism Office (Arifin and Juwita, 2018; Pitriani and Suryadi, 2013), Health Office (Setyawan, 2018), Department of Marine Affairs and Fisheries (Rudyanto, etc. 2017; Khaeruddin and Dharmayuni, 2021), State Universities (Aljardali, etc., 2012; Mahmudi, etc. 2014)), Directorate General of Taxes (Effendi, 2012), Inspectorate General of the Indonesian Ministry of Finance (Soebroto, 2010), etc. Until now, performance measurement in government organizations in Indonesia is presented in the Government Performance Accountability Report (LAKIP) and its derivatives (Kartikasari and Saronto, 2015).

According to Koesonowidjojo (2017), the balanced scorecard is an organizational framework in order to be able to implement programs that focus on the strategies prepared by the organization. The concept of the balanced scorecard (BSC) was developed by Robert S. Kaplan and David P. Norton which started from a study on performance measurement in the business sector in 1992. The balanced scorecard has been widely cited by various researchers and continues to be developed with various weights. The use of a well-developed and modified balanced scorecard can lead to an improvement in the strategic management process of corporate planning and can be used as a diagnostic model to check even the efficiency of an organization's planning process (Senarath &Patabendige, 2015).

The public sector balanced scorecard differs from the traditional balanced scorecard in several ways. The first difference relates to the customer perspective. In the public sector, the customer perspective is usually replaced with a stakeholder perspective. Second, the order of perspectives is rearranged in the strategy map so that the financial perspective is often found at the bottom of the strategy map rather than at the top (Scholey and Schobel, 2016). Thus, it can be said that the balanced scorecard perspective in the public sector is:

1.   Stakeholder Perspective: In principle, this perspective portrays the success of performance measures in terms of meeting expectations by stakeholders, both internal and external to the organization, which are directly or indirectly related to the outputs and results of organizational performance.

2. Customer Perspective: In contrast to the broad stakeholder perspective, the customer perspective emphasizes meeting customer expectations outside the organization which is directly related to the services provided by the organization.
3. Internal Process Perspective: The emphasis of this perspective is the measure of the success of business processes in the context of service and value creation for stakeholders and customers in the previous 1 and 2 perspectives.
4. Learning and Growth Perspective (Learning & Growth): Basically this perspective reflects the size of the carrying capacity (resources and infrastructure)

To support the Balanced Scorecard as a performance appraisal method, it can be combined with the objective matrix method. The objective matrix (OMAX) method is a partial productivity measurement system developed to monitor productivity in each part of the company with productivity criteria that match the existence of that part (objective). To develop a balanced scorecard performance measurement guideline, in the form of an overall score on each performance indicator, a normalization of the different performance measures is needed into an index value or a score that is normalized into a single score (Sulisworo, D., and Darmawati, D., 2011). This single score allows management to identify whether performance has improved over time (Torodovic, 2011).

This model was developed by Dr. James L. Riggs (Department of Industrial Engineering at Oregon State University) (Avianda, D., Yuniati, Y., and Yuniar, Y., 2014). Measurement of performance criteria using the OMAX model is carried out on an objective matrix of performance targets. The objective matrix consists of interconnected rows and columns so that by using this matrix, company managers will be able to measure and determine the level of achievement of each of the existing criteria. The instrument/scheme of the OMAX model and the filling of the blocks in the matrix sequentially according to the number shown in Figure 2.1

**Figure 1. Matrix Model Omax**
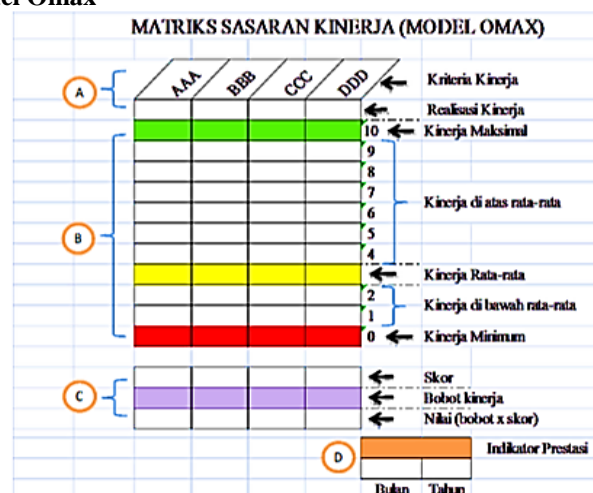


### III.   RESEARCH METHODS

This study uses a descriptive qualitative approach. Qualitative descriptive analysis was used to develop a theory that was built through data obtained in the field (Sugiyono, 2018). Researchers collect, classify, present, and process the data obtained. Next, make a systematic and factual description of the facts of the events under study regarding the application of the balanced scorecard at the Tourism Office, then draw conclusions (Soebroto, 2010).The data used in this study are primary and secondary data. The primary data collection in this study was by direct observation and interviews with the Head of the Tourism Office and the staff who handled the evaluation and reporting of the performance of the Tourism Office. Secondary data collection was obtained from the documentation of the NTB RPJMD, 2018-2020 LAKIP, data from the Tourism Office website and exposure to the Tourism Office's performance evaluation, as well as literature studies.

The method used to measure performance and develop management strategies for the NTB Tourism Office is based on the Balanced Scorecard perspective: namely finance, customers, internal business processes, and learning and growth (Adianto, Saryatmo M, and Gunawan A., 2014). The steps in this research are divided into four phases, namely: initial research phase and problem formulation, design phase, analysis phase, and conclusion phase. The initial research phase and the formulation of the problem include the state of NTB tourism, the formulation of the problem, and the determination of research objectives. The design phase includes the process of designing a performance measurement system using the balanced scorecard method which includes establishing an architecture consisting of the organization's vision, mission, and strategy, setting strategic goals, determining key performance indicators, setting targets and action plans, designing performance

measurement worksheets using the Objective Matrix (Omax) method. The analysis phase includes the analysis of the balanced scorecard performance measurement system which includes perspective analysis, strategic objectives analysis, KPI analysis, and strategy map analysis. The conclusion phase includes conclusions from the results of the research as well as suggestions for the Department of Tourism

This research has a limited scope on the strategic plan and performance of the NTB Tourism Office. The performance measurement discussed in this study only covers the NTB Tourism Office and does not cover levels below it. The strategic map used refers to the 2019-2023 RPJMD framework which adequately describes the overall perspective applied within the scope of the Tourism Office.

## IV. DATA ANALYSIS AND RESEARCH RESULTS

In the Medium-Term Development Plan of the Province of West Nusa Tenggara for 2019-2023, the main performance indicators or benchmarks for successful achievement have been set which are guidelines and controllers for regional development in the tourism sector. These indicators are also in line with the vision and mission of development and are used as a reference in the implementation of the program to be implemented.

**Figure 2. GDRP**
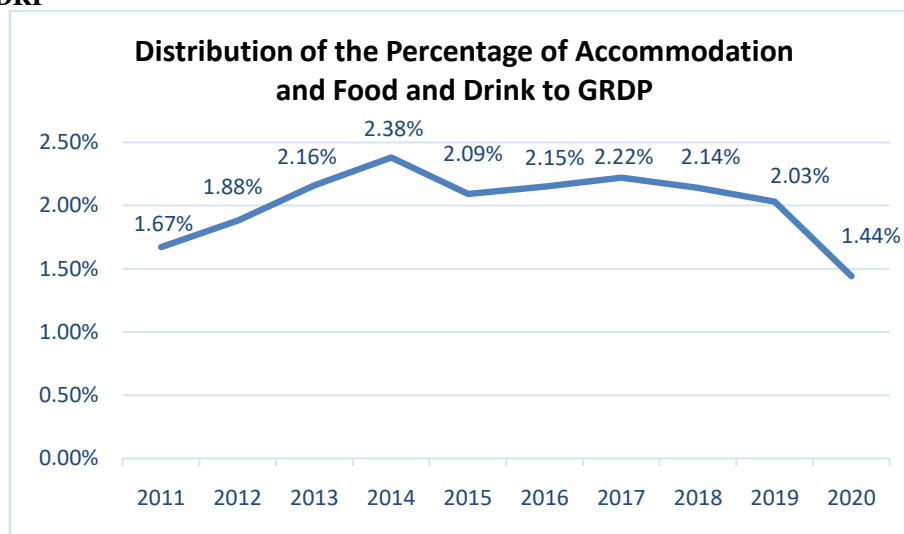


This category includes the provision of short-term lodging accommodations for visitors and other travelers as well as the provision of food and beverages for immediate consumption. The number and types of additional services provided in this category vary widely. Does not include the provision of long-term accommodation such as the main residence, the preparation of food or beverages not for immediate consumption or sold through wholesale and retail trade activities. By looking at the percentage distribution of food and drink accommodation to GRDP from 2010 to 2020, where the tourism sector can be projection with the graph above because it is a constituent of the tourism sector which includes short-term lodging services for local and foreign travelers or tourists, as well as the provision of food and beverages for immediate consumption.

Based on the distribution proxy for the percentage of accommodation and food and drink which are the constituents of the tourism sector, it can be seen that the percentage of sectors directly related to tourism is very small, namely during 2010 to 2020, none of which is more than 2.5% of the 100% scale. This situation is exacerbated by the Covid-19 pandemic where the proportion of sectors directly related to tourism is at its lowest point in the last decade, which is around 1.44%.

**Figure 3. Tourism Quantity**
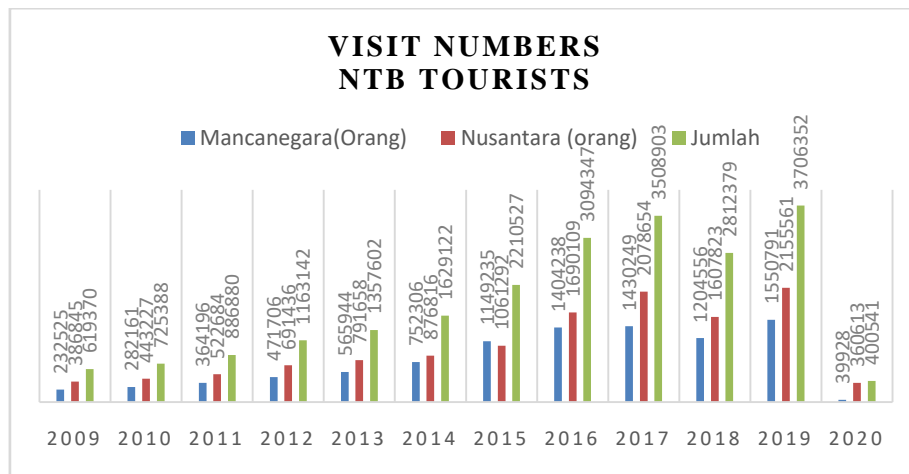
When viewed based on the condition of the tourism sector for the last 10 years, the highest number of tourist visits occurred in 2019 as many as 1,550,791 for foreign tourists and 2,155,561 for local tourists with a total number of tourist visits of 3,706. 352. Here's a comparison of the ratio:

**Figure 4. The ratio of International Tourists to Domestic Tourists**
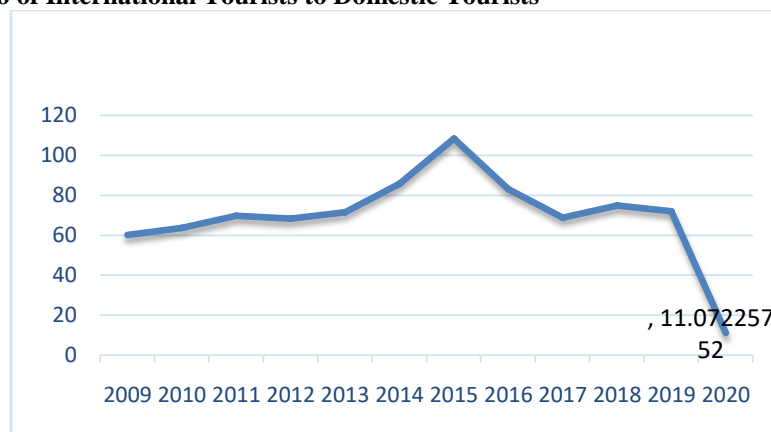


The ratio of local tourists to foreign tourists shows a comparison of the number of tourist visits based on the two categories. When the ratio value = 100, it shows that the number of visits by local and foreign tourists in that year is the same. When the ratio value is above 100, it shows that the number of local tourists is more than foreign tourists, on the contrary, if the ratio is <100, it shows that the number of local tourists is less than foreign tourists. From the ratio data above, we can see the trend of comparison of local tourists to foreign tourists from 2009 to 2020.

In 2009 there was a large comparison ratio between local tourists to foreign tourists with a value of 166.36. In 2015 the ratio of tourists was at its lowest point of 108.28, there are three possibilities: first, the number of local tourists decreased, the second, the number of foreign tourists increased or the third possibility, the number of tourists both increased but with a small difference in the total number.

**Figure 5. Length of Stay**
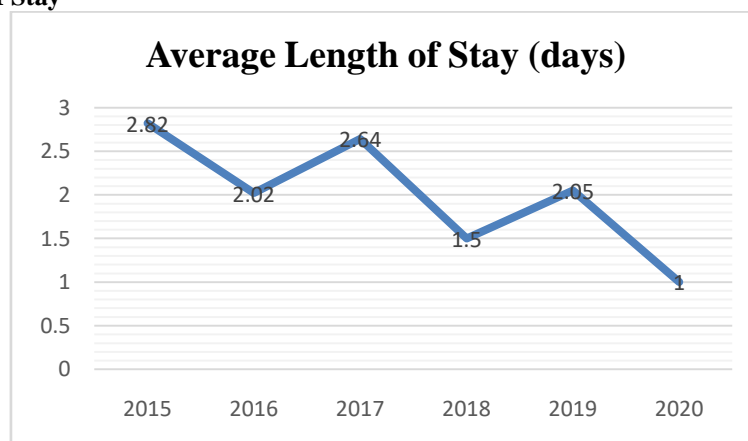
For the indicator of the average length of stay, fluctuations tend to decrease. The average length of stay of tourists is strongly influenced by the attractions and destinations of the NTB tourism flagship program. The Visit Lombok Sumbawa program is continued with the Enchantment of Lombok Sumbawa program which must be further strengthened by strengthening the Friendly Lombok and Passionate Sumbawa branding to deliver a higher number of tourists visits and an average length of stay.

**Table 1. Hotels Number NTB**

| Star Hotel Class | Number of Guests Staying in Star Hotels by Class in NTB Province (Persons) | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** |
| 1 star | - | - | - | - | - | - | - | - |
| 2 star | 4012 | 2501 | 2736 | 2867 | 2637 | 2660 | 1858 | 3298 |
| 3 stars | 7860 | 10056 | 13921 | 12007 | 12839 | 13914 | 8252 | 11529 |
| 4 stars | 17517 | 11566 | 21145 | 18553 | 13568 | 16337 | 11081 | 10911 |
| 5 star | 1497 | 940 | 1808 | 1718 | 2451 | 2054 | 462 | 718 |
| Whole-Class | 30886 | 25063 | 39610 | 35145 | 31495 | 34965 | 21653 | 26456 |

For 2021, during January to August shows the interest of tourists to choose lodging services based on the type of hotel. In terms of choosing accommodation to stay, local tourists and foreign tourists are more likely to choose hotels with medium to high specifications where the hotel categories are 3-star hotels and 4-star hotels. , such as lower-middle-class travelers prefer 2-star hotels to 5-star hotels.

In order to improve the quality of performance, the Ministry of Tourism implements organizational performance management by setting performance standards using the Balanced Scorecard (BSC) framework. This study resulted in a modification of the template in accordance with the performance conditions of the NTB tourism office. This modification is called a hybrid model, namely the determination of the performance scorecard (scorecard) of the Tourism Office on the 4 perspectives of the balanced scorecard turned into an OMAX form. The combination of the balanced scorecard and OMAX has a clear and flexible performance indicator score so that each performance target can be monitored and controlled with a balanced scorecard perspective.

Before formulating KPIs, the first thing that must be done in measuring the balanced scorecard is the formulation of strategic objectives. Mulyadi (2018) argues that the formulation of strategic goals is the pouring of current organizational knowledge into four perspectives. Strategic goals are a picture of the future that will be realized by the organization. At the Tourism Office, a detailed description of the balanced scorecard perspective through mapping 4 perspectives and 4 Strategic Goals (SS) is as follows:

**Table 2. Target Strategy (Balanced Scorecard)**

| No | Perspective | Strategic Goals |
|---|---|---|
| 1 | Financial | Value Added GRDP of tourism-related sectors |
| 2 | Customer | Increasing the competitiveness of NTB tourism |
| 3 | Internal Business Process | Increased tourism events |
| 4 | Learning and Growth | Human resource development and tourism professionalism |

The results of the strategic goals are then converted into Key Performance Indicators (KPI) based on the vision, mission, and strategies that exist in the organization. Strategic targets and KPIs are 7 data which are grouped into four perspectives with each perspective containing 4 strategic target data and KPIs. The following are the results of determining and determining strategic targets and KPIs that have been grouped based on each perspective on the balanced scorecard.

**Table 3. Key Performance Indicators**

| Perspective | Strategic target | KPI Code | KPI |
|---|---|---|---|
| **Financial** | Percentage of GRDP value growth in the tourism sector | F1 | Percentage of GRDP value growth in the tourism sector |
| **Customers** | Increasing the competitiveness of NTB tourism | C1 | Growth in the number of foreign tourists |
| | | C2 | Growth in the number of domestic tourists |
| | | C3 | Number of tourist villages |
| | | C4 | Length of stay |
| **Internal Process** | Increased tourism events | IP1 | Promotional events that took place |
| **Learn and** | Human resource development and | LG 1 | Certified HR |

| Growth | tourism professionalism | | | | | | |

After formulating the KPIs, then input and assessment of the parameters that become the benchmarks of each KPI can be carried out so that the calculation process can be carried out and get the final result in the form of a performance measurement index. The next stage is to integrate the performance measurement model using a scoring system model, namely the OMAX (Objective Matrix) model so that the achievement of each parameter from the existing KPIs can be seen and the overall organizational performance can be known. These parameters are obtained from data from the RPJMD, Strategic Plan, and LKJIP of the Tourism Office from the 2018-2020 period.

**Table 4. Performance Measurement Worksheet**

| Performance Indicators (KPIs) | F1 | C1 | C2 | C3 | C4 | IP1 | LG1 | scor | Description |
|---|---|---|---|---|---|---|---|---|---|
| **Achievement** | -0.18 | 39,982 | 360,613 | 3 | 2.18 | 7 | 90 | | |
| **Target** | 116.04 | 2,200,000 | 2,200,000 | 20 | 2.95 | 40 | 220 | 10 | Very good |
| | 113.99 | 2,180,954 | 2,180,954 | 19 | 2.82 | 59 | 215 | 9 | Good |
| | 111.97 | 2,161,906 | 2,161,906 | 18 | 2.75 | 57 | 208 | 8 | |
| | 109.95 | 2,142,858 | 2,142,858 | 17 | 2.68 | 55 | 201 | 7 | |
| | 107.93 | 2,123,810 | 2,123,810 | 16 | 2.61 | 53 | 194 | 6 | |
| | 105.91 | 2,104,762 | 2,104,762 | 15 | 2.54 | 51 | 187 | 5 | Currently |
| | 103.89 | 2,085,714 | 2,085,714 | 14 | 2.47 | 48 | 180 | 4 | |
| | 101.87 | 2,066,666 | 2,066,666 | 13 | 2.4 | 40 | 173 | 3 | |
| | 93.27 | 2,399,966 | 2,399,966 | 8 | 2.1 | 44 | 166 | 2 | Bad |
| | 84.7 | 2,199,998 | 2,199,998 | 4 | 1.8 | 42 | 158 | 1 | |
| | 76.13 | 2,000,000 | 2,000,000 | 0 | 1.5 | 40 | 150 | 0 | Very bad |
| **KPI Performance** | Higher is better | Higher is better | Higher is better | Higher is better | Higher is better | Higher is better | Higher is better | | |
| **Score** | 0 | 0 | 0 | 0 | 2 | 0 | 0 | | |
| **Weight** | 0.32 | 0.3 | 0.3 | 0.25 | 0.28 | 0.2 | 0.25 | | |
| **Performance Value** | 0 | 0 | 0 | 0 | 0.56 | 0 | 0 | | |

From a financial perspective, the results for KPI F1 (percentage of growth in the value of GRDP in the tourism sector) are obtained with an achievement value of 0% so that it is at a very bad level. The very poor level indicates that NTB tourism in 2020 is not as expected and is at the lowest level so that it does not contribute much to GRDP. This situation was caused by the Covid 19 pandemic which resulted in Large-Scale Social Restrictions (PSBB) thereby reducing the number of foreign tourists and domestic tourists. Restrictions that greatly impact NTB tourism have an influence on other sectors such as MSMEs, hotels, travel, and other sectors. Tourism, which was previously the driving force of the economy in NTB, which became the prima donna in the posture of regional original income, has become dysfunctional.

As a flashback, NTB Tourism after being rocked by an earthquake measuring 7.0 on the Richter scale, is predicted to be slowly getting back on its feet. This prediction is based on the already scheduled international events in the Mandalika SEZ such as WSBK and Moto GP, which will attract tourist visits. Currently, with the existence of a circuit in the Mandalika SEZ area and the improvement of the Lombok International Airport as well as various accommodations, this will also have an impact on the joint recovery of the regional economy, especially continuing the various big agendas of developing the NTB tourism sector. The WSBK moment became a turning point for the level of tourist visits. The number of visits is expected to increase compared to when the government implemented travel restrictions due to the Covid-19 pandemic. With the existence of

WSBK and Moto GP in the future, it can provide a large multiplier effect for tourism actors and community empowerment which is the hope and task of the provincial and district/city governments. For example, handicraft products, processed foods, arts, and local and other products must be an integral part of major international events. Thus, it is hoped that it will add to the value of GRDP in the tourism sector.

The greater the value of the tourism sector GRDP that is received, the more the contribution of tourism services, in this case, food, drinks, and accommodation (Adhikrisna, etc., 2016). Another NTB tourism, which has become superior and has been designated as a world geopark is Mount Rinjani (East Lombok's flagship destination). Mount Rinjani is included in the Mount Rinjani National Park (TNGR) area. With this determination, the potential of the region will increase and NTB tourism will be more developed, more labor will also be absorbed, and the creative industry will continue to grow, but still pay attention to environmental quality. For tourism in East Lombok, the concept is the development of tourism based on Innovation, Adaptation, and Collaboration (INAK) which aims to produce quality and sustainable tourism. This will make the uniqueness of the East Lombok area and become a characteristic for visiting tourists. The tourists who visit East Lombok will certainly increase the original income of the area and will also increase the productivity of its people More laborwill also be absorbed, and the creative industry will continue to develop, but with due regard to environmental quality. For tourism inEast Lombok, the concept is the development of tourism based on Innovation, Adaptation, and Collaboration (INAK) which aims to produce quality and sustainable tourism. This will make the uniqueness of the East Lombok area and become a characteristic for visiting tourists.

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From the customer perspective, the tourism sector experienced a significant decline in CI and C2 achievements (the number of visits by foreign tourists and domestic tourists). It can be seen in the RPJMND document, the decline in foreign tourists reached -97% and for domestic tourists, it reached -83%. Likewise, for C4 which is a parameter; length of stay tends to be low with very bad scores. These three factors mainly occurred due to the Covid 19 pandemic. The decline in tourist numbers occurred in almost all countries with one of the most impacting sectors, namely tourism. However, with the uncertainty of when the pandemic will end, the attractiveness of NTB Tourism can be improved by creating new strategies and policies to adapt to the situation.

The government also supports the development of local community-based tourism through tourist villages. Tourism development through tourism villages is expected to be able to attract more tourist visits, have an impact on local communities, and involve local community participation in tourism development because local people understand better about their tourist villages. For KPI C3, the number of tourist villages in its development cannot be done optimally so that it gets a very bad rating. In the 2019-2021 RPJMD, it is targeted that there are 99 tourist villages in NTB

From an internal process perspective, NTB Tourism scores very poorly. This value is due to the IP1 parameter, namely the promotional event that did not reach the target. In previous years, tourism events could carry out as many as 40 events, but in 2020 only 7 events were followed. To achieve the target, the Tourism Office can map potential events and collaborate with travel agents (Rohman and Prananta, 2018). Actually, the potential for events in the context of promoting NTB tourism has been carried out even though the results have not been maximized, such as hotels in Senggigi offer night market tours and freediving training packages for local tourists.

From the perspective of Learn and Growth, the development of human resources and professionalism in the tourism sector gets a very poor performance score. Tourism is an industry that is highly dependent on human existence. The realization of tourism is the interaction of humans who carry out tourism who act as consumers, namely parties who travel/tourists, and humans as producers, namely parties who offer tourism products and services. So that the human aspect plays a role as a driving force for the continuity of the tourism industry in a country. In the tourism sector, one of the human resources in question is Pokdarwis (Tourism Awareness Group).

## V. CONCLUSION

NTB tourism is considered one of the leading industries that can boost regional income and is always expected to continue to grow. The government is working hard to develop this sector in order to prosper the people. Therefore, the management, development, and financing of tourist areas require the support of many stakeholders (public, private, and society) so that the process can run smoothly. However, the success of tourism development is also strongly influenced by conditions of economic stability, the carrying capacity of human resources who have appropriate skills in terms of quality and quantity, the budget used to develop facilities and infrastructure for tourist areas, legal policies that provide convenience, security,

The NTB Tourism Office as part of the stakeholders is a government organization whose institutions are developing to become very strategic in the functioning of the role of NTB tourism development. The NTB Tourism Office has an important role in increasing employment. in the country, encourage the equal distribution of business opportunities, encourage equitable development and contribute to the region or country resulting from foreign and domestic tourist visits and play a role in alleviating poverty which will ultimately improve people's welfare. Therefore it is necessary to prepare everything to support tourism in NTB.

Based on the balanced scorecard analysis, the performance of the NTB Tourism Office in 2020 was very poor and experienced a very significant decline. This large decline was caused by a decrease in the number of visits by foreign tourists and domestic tourists due to the PSBB as part of efforts to deal with Covid-19. The use of the balanced scorecard is a necessity, as the main alternative considering the challenges of the strategic role of the Tourism Office in the future. Nevertheless, the formulation of the balanced scorecard is not a one-time job, but a task that must be carried out continuously, with every time there is a process of improvement and the most important thing is that it is used to achieve the vision and mission of the NTB Tourism Office.

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