ABSTRACT

Performance measurement is one of the company's routine activity done in order to evaluate its performance in one particular period. It is common that the company only measures its performance based on the financial aspect with one assumption that as long as the company gets the profit, it means that the company's performance is good. This condition also happens to Hotel X Surabaya. It applies performance measurement which is only based on the increasing of room sales without ever consider another aspect. Thus, it is necessary to redesign the performance measurement system that pays more attention to both financial and non-financial aspects.

The method used for the redesign is PRISM Performance Measurement which allows the company to measure its performance in more integrated way, that is by seeing 5 company's perspectives - stakeholder satisfaction and contribution, strategy, process, and company's capability. The result of the design in this research shows that stakeholders of Hotel X Surabaya that can be identified includes customer, managerial and operational employee, supplier, investor, and also the regulator and the communities around the hotel. From each stakeholder then will be identified their stakeholder satisfaction and contribution which then will be developed to identify performance indicators called KPI (key performance indicators). KPI consists of the company's strategy, process, and capability. KPI produced from this research are 36 KPI's which is divided become 6 customer's KPI, 9 managerial employee's KPI, 9 operational employee's KPI, 4 supplier's KPI, 3 investor's KPI, and 5 regulator and community's KPI.

After having the measurement implementation (try-out) through scoring system and traffic light system process, from the 36 KPI mentioned above only 1 performance indicators have achieved their targets and even exceed them (green), 17 performance indicators achieve between the target range (yellow), and 9 performance indicators achieve below the target (red) thus it is needed to do more improvements. The scoring system also results that the current performance indicator achieved by Hotel X Surabaya is 5,075.

Keywords: Performance Measurement, Performance PRISM, Hotel.