ABSTRAK

Pengembangan Strategi dan Analisis Risiko Strategis Hotel DEF

Hotel DEF berdiri sejak tahun 2011 dan merupakan satu-satunya hotel dengan kualifikasi hotel berbintang di area-nya sejak tahun 2013. Hotel DEF memiliki lokasi strategis yang hanya berjarak 3 km dari Bandar Udara Radin Inten II dan 20 menit dari pusat kota. Namun belum terlihat pemanfaatan akan potensi tersebut berdasarkan performa organisasi baik secara operasional maupun finansial. Dari *assessment* yang dilakukan pada tahun 2012 untuk tahun 2013 oleh perusahaan manajemen hotel, Hotel DEF memiliki potensi pendapatan penjualan kamar sebesar Rp 2,6 miliar dengan *occupancy rate* 50%. Sementara hasil pada tahun 2013 ialah *occupancy rate* rata-rata 48,9% dengan total pendapatan penjualan kamar sebesar Rp 1,797 miliar. Melihat kepada hal-hal tersebut studi ini dilakukan dengan tujuan untuk melihat efektifitas strategi Hotel DEF dan mengembangkan strategi yang sesuai dan lebih efektif. Disamping itu analisis risiko strategis juga dilakukan dalam perencanaan pengelolaan risiko strategis. Adanya pengelolaan risiko strategis dapat mendukung pelaksanaan dan pencapaian strategi tersebut, dikarenakan dominasi risiko strategis mencapai 83% terhadap keseluruhan risiko dalam perhotelan. Penelitian dilakukan dengan menggunakan data sekunder berupa laporan manajerial dan laporan keungan Hotel DEF serta profil perusahaan dan rencana strategis atau program yang ada. Penelitian melihat pada strategi eksisting dan merumuskan strategi baru kemudian menganalisis risiko strategisnya berdasarkan strategi yang terumuskan. Analisis yang dilakukan menggunakan konsep manajemen strategi dan manajemen risiko. Konsep manajemen strategi oleh David dan David (2015) digunakan sampai dengan *Balance Scorecard*. Konsep manajemen risiko sesuai dengan Djohanputro (2012) yang disederhanakan dan juga menggunakan Analisis Proses Hirarkis seperti yang dilakukan Asmarantaka (2014). Hasil analisis menunjukkan bahwa strategi eksisting Hotel DEF tidak efektif dikarenakan lemahnya perencanaan strategi, baik kesesuaian maupun implementasi. Strategi yang disarankan ialah "Penciptaan *Brand Prestige*" dan "Pengembangan Kompetensi dan Profesionalitas SDM". Terdapat 5 risiko strategis yang teridentifikasi berupa risiko finansial, risiko operasional dan risiko reputasi.

Kata kunci: strategi, *balance scorecard*, risiko strategis, hotel, kinerja

ABSTRACT

Strategy Development and Strategic Risk Analysis of Hotel DEF

Hotel DEF was established in 2011 and is currently the only hotel in the area with star rating standards since the renovation in 2012. Hotel DEF is strategically located with only 3 km away from Radin Inten II Airport and 20 minutes away from the city center. But there is yet an optimal utilization seen on the potential based on organization performance, both from financial and operational perspective. An assessment done in 2012 by a hospitality management company for 2013 projection stated that Hotel DEF has the room sales revenue potential of Rp 2,6 billion with occupancy rate of 50%. By the end of 2013 Hotel DEF has an average occupancy rate of 48,9% and total room sales revenue of Rp 1,797 billion. Based on those facts this study was done with the purpose to know whether the current strategy of Hotel DEF is effective and develop a strategy that is more suitable and effective. Strategic risk analysis was also done as a part of strategic risk management design. The presence of strategic risk management can support the implementation and the achievement of the strategy, where it is stated that strategic risk dominates the whole risks in hotel industry to 83%. The study was done based on secondary data such as managerial reports and financial reports of Hotel DEF as well as company profile and existing strategic plan or programs. Existing strategies were studied then new strategy was generated followed by strategic risk analysis based on the new strategy. Strategy management and risk management are the two concepts used for the analysis. *Balance scorecard* is used as part of the concept of strategy management by David and David (2015). Risk management concept used is based on Djohanputro (2012) with simple adjustment and Analytical Hierarchial Process used as previously done by Asmarantaka (2014). Result shows that the existing strategy of Hotel DEF is ineffective due to the low maturity of strategy design, both fitness and implementation. Based on internal and external analysis, there are two suggested strategies which are "Brand Prestige Creation" and "Competencies and Professionalism Development of the Human Resources". There are 5 identified strategic risks that fall into the category of financial risk, operational risk and reputational risk.

Keywords: strategy, balance scorecard, strategic risk, hotel, performance