Proposed A Design Performance Management System By Using Knowledge-Based Performance Management System Framework At PT. Marjaya Utama Wisata

Ghiffari Emir Muchamad
Institut Teknologi Bandung
Email: ghiffari_emir@sbm-itb.ac.id

Abstract

Indonesia's tourism sector was hit hard by the COVID-19 pandemic, with a 56% drop in its contribution to the country's GDP (Gross et al.). However, the sector has significantly recovered, with foreign tourist arrivals increasing 119.64% in June 2023 compared to the previous year. In response to this phenomenon, service providers, such as Performance Management Systems (PMS), must implement effective strategies to maximise their potential. PT. Marjaya Utama Wisata (Marjaya Trans), a travel agency based in Bandung, experienced significant growth but experienced fluctuations in revenue and experienced losses in some years. Designing a comprehensive performance management system was necessary to deal with these problems. This research proposes a proposed performance management system using the KBPMS framework. The proposed model was developed by combining a literature review and a case study approach from previous studies applied to the same industry. The analysis was conducted using a qualitative approach and multicriteria decision-making using the Analytic Hierarchy Process (AHP) approach from the management ranks in the company. This research proposes KBPMS with 19 key performance indicators (KPIs) derived from vision, mission, strategy, business processes, and discussions between researchers and the company. From each aspect of the KBPMS, a priority order is generated from the AHP method to see which indicators have a high priority according to the company's management. It is expected that the application of the designed performance management system model can help the company achieve its goals. The development of this model is still in a stage that needs to be further developed. Evaluation and improvement of PMS implementation will be planned on a long-term basis

Introduction

The tourism sector in Indonesia has been greatly affected by the COVID-19 pandemic. It was recorded that the tourism sector's contribution to Indonesia's gross domestic income (GDP) fell by 56%, which only became 2.2% of the total economy (Badan Pusat Statistik, 2023). This situation has quite an impact on business players in the tourism sector, including tours and travel agencies. However, with the end of the pandemic and starting to enter the endemic, the tourism sector began to experience significant growth (Kolahchi et al., 2021). Recorded according to the Badan Pusat Statistik (BPS) of Indonesia, the tourism sector in Indonesia began to experience an increase, proven by foreign tourist visits in June 2023, which increased by 119.64%

compared to the previous year, namely June 2022 and 12.57% cumulative domestic tourism in 2023 compared to 2022 (Badan Pusat Statistik, 2023).

The recovery of the tourism sector has an impact on many sectors, one of which is tour and travel service providers (Abbas et al., 2021). In responding to this phenomenon, service providers must prepare the right strategy to maximize existing potential. One way is to implement targets and a system to measure achievements, one of which is the Performance Management System (PMS). In Indonesia, the implementation of PMS has not been on target. The PMS framework used is still not neatly organized and the indicators used have not synergized with each other (Purnomo et al., 2023).

PT Marjaya Utama Wisata (Marjaya Trans) is a tours and travel agency based in Bandung (Indonesia), providing vehicles for tourism purposes, from small cars with a capacity of six people to large buses with 59 people. Marjaya Trans experienced significant growth from its establishment, but during the COVID-19 pandemic, Marjaya Trans stopped operating due to government policies that limited people's mobility. In extreme situations such as a pandemic, companies need the right strategy to minimize the losses received. In addition, recovery from the tourism sector needs to be responded to optimally. Therefore, PMS is needed at Marjaya Trans (Maisyaroh, 2016).

To implement a good PMS, an appropriate framework aligned with the company's goals is needed. Many frameworks, including the Balanced Scorecard (Kaplan & Norton, 2000), Performance Prism (Neely et al., 2002), and KBPMS (Wibisono & Khan, 2010), can be used. Each framework focuses on variables, such as BSC, which focuses on financials and Performance Prism, which focuses on stakeholder satisfaction. To find out which framework is right to be applied to Marjaya Trans, it is necessary to conduct an internal analysis of the company's conditions and objectives (Diprose et al., 2022).

The research objectives are as follows: 1. To find out problem that occur on PT. Marjaya Utama Wisata. 2. Design an effective performance management system to the specific challenge faced by PT. Marjaya Utama Wisata. 3. To find out suitable indicator for the proposed performance management system.

Method

Researchers used content analysis to extract information from the interview results in the data analysis. Description analysis was used on the company's vision, mission, and strategy to align the PMS framework and the indicators used. After extracting the interview results, the author analysed them using the Current Reality Tree (CRT). CRT is used to help the author find the root cause of the company's problems. After that, researchers used the Analytical Hierarchy Process (AHP) to determine the weighting of each indicator to achieve the company's goals.

Analytical Hierarcy Process (AHP)

The Analytic Hierarchy Process (AHP) is a theory of measurement through pairwise comparisons and relies on the judgements of experts to derive priority scales

(Saaty, 2002). This scale is for measuring intangibles in relative terms. In this study, AHP was used to define the weights of the KPIs. The calculation uses the AHP online calculator.

In making comparisons, a scale is needed to determine how important one element is compared to another. The table shows the scale used to make comparisons between elements.

Table 1 Fundamental Scale of Absolute Number (Saaty, 2002)

Intensity of Importance	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
2	Weak or slight	
3	Moderate importance	Experience and judgement slightly favour one activity over another
4	Moderate plus	
5	Strong importance	Experience and judgement strongly favour one activity over another
6	Strong plus	
7	Very strong or demostrated importance	An activity is favoured very strongly over another; its dominance demonstrated in practice
8	Very, very strong	
9	Extreme importance	The evidence favouring one activity over another is of the highest possible order of affirmation

The strength of the AHP method lies in its capacity to mimic human judgment about the significant variance between various factors. AHP also evaluates the consistency of the comparisons made using each matrix's consistency ratio (CR). CR value smaller than 0.1 is required to get a good result.

Results and Discussion

In the analytical interview, the author divides the interview results into several aspects/categories based on company culture, current problems, and 3 PMS perspectives (Business Result, Internal Process, and Resources Capability). The interview analysis is contained in the following table:

Table 2 Interview Summary Result

No	Group/Category	Outcomes
1	Company Background	1. Professional, but as a "family".

		2. In the post-covid period the number of projects has increased
		3. Fully support on employees' development
2	Company Culture	Company's culture was formed since the company established and developed over time. The company culture prioritizes professionalism and customer-centric.
3	Problems Faced	1. Lack of data
		2. Lack of PMS
		3. No record keeping on KPI
		4. On the covid era, the company not operating at all
		5. High maintenance time
4	PMS	1. Lack of PMS, No PIC measuring performance in all division
		2. Mostly measured by financial indicator
		3. Need a PMS implementation to covering all aspects

Company Backgorund

Researcher want to learn more about the company to get a clear picture of how the company runs its business. Based on the interview results, the company highly upholds professionalism.

Company Culture

Researcher want to learn more about the company to get a clear picture of its culture. The company culture was formed at the same time as the company was established. The company highly values professionalism and customer-centric

Problem in The Company

Researchers want to learn about the problem that occured in company. Example of the problem experiences by the company are described below:

"Pada umumnya permasalahan yang dialami ialah kurangnya pencatatan data operasional yang detail dan KPI tidak diukur secara pasti. Perusahaan masih fokus kepada hal-hal yang sangat penting seperti bagaimana operasional berjalan dengan baik, pegawai dapat memberikan service yang terbaik kepada pelanggan." (Personal Interview, 02/11/2023)

PMS Implementation

Researchers want to know about the PMS implementation in company, as described below:

"PMS belum diterapkan karena perusahaan terlalu fokus kepada keberjalanan operasional perusahaan sehingga hal-hal seperi PMS terabaikan walaupun hal tersebut dibutuhkan. Jika PMS diterapkan, dibutuhkan divisi khusus yang bertanggung jawab dan menjalankan tugas, mulai dari pencatatan hingga penerapan. Divisi tersebut tidak boleh ikut serta dalam kegiatan operasional perusahaan secara langsung." (Personal Interview, 02/11/2023)

Current Reality Tree (CRT)

One of the tools used to find the root of the problem in this research is CRT. CRT is used to see the current situation or process in the company (da Costa et al., 2019). The main problem, as mentioned above, is the lack of detailed operational data recording and KPIs that are not measured with actual number. In other words, there is no PMS implementation at Marjaya Trans.
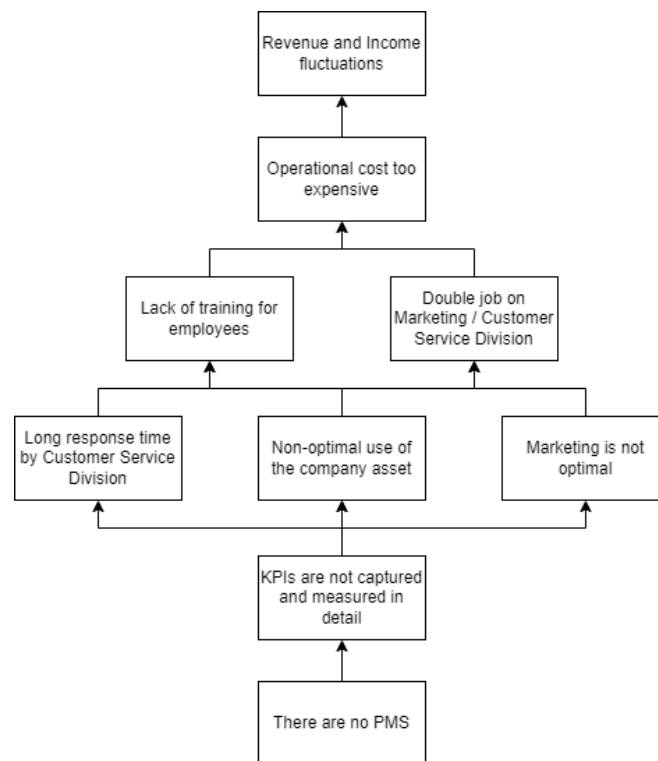

Figure 1 CRT of Marjaya Trans

Based on the diagram above, it can be seen that the main root problem affecting the performance of Marjaya Trans is the absence of PMS. This has an impact on inhibiting the company's progress. The absence of PMS also causes the company's performance not to be measured optimally. It causes many things that are not optimal in the company, from the use of assets to double jobs experienced by certain divisions. In other words, the absence of PMS causes the company to be unable to review its performance and achievements and see areas for improvement.

Designing a Performance Management System

In designing a PMS using the framework proposed by Wibisono (2006), there are four stages in the process. These stages are as follows:

Step 0: Foundation

Partnership

All parties in the company must understand and fully support the implementation of PMS. Data and records must be recorded by the responsible party (PIC) in every aspect. The partnership is the first thing in designing PMS at Marjaya Trans.

Empowerment

Every employee needs to participate in the implementation of PMS. Each manager also needs to support and control the work of each team and be a good role model for their subordinates to produce positive habits.

Integrated Performance Improvement

Any performance improvement should be based on the needs of each division and the company itself. The goal is to improve the company's overall performance by combining various elements and tactics.

Independent

To implement PMS effectively, it is necessary to form a particular team or division to design and monitor the implemented PMS. In addition, several aspects need to be considered as follows:

1. Keep it stupid simple (KISS)

    The performance management system design should be as simple as possible to make performance evaluation easy to understand and implement. It can also make the company focus on the goals it wants to achieve.

2. Long Term Oriented

    The dynamic industry has made Marjaya Trans face various challenges. Therefore, the company needs to focus on long-term goals and implement an excellent long-term strategy that can impact the company's growth.

3. Based On Time

    Measured performance needs to be based on a specific unit of time. This is so that the company can conduct an efficient evaluation.

4. Focus on Continous Improvement

    The performance management system should consider continuous improvement and support positive growth for the company.

5. Quantitative Approach

    Indicators must be designed using a quantitative approach to make valid performance measurements. So that company performance can be measured using numbers, the measurement results are valid, and decision-making can be based on solid data.

Step 1: Basic Information

External Analysis: PESTLE Analysis

1. Political

Government rules and regulations can impact a company's business operations, especially visa policies, safety standards, and licensing. Political stability also plays a significant role in attracting foreign tourists. Government investments in infrastructure, such as airports, roads, and public transportation, can significantly influence the industry's accessibility and growth.

2. Economic

Indonesia's economic growth can positively impact the tourism industry by increasing revenue and leading to more domestic and international travel. In addition, fluctuations in foreign exchange rates can affect the affordability of travel for international tourists and the local industry's competitiveness.

3. Sociological

Indonesia's cultural diversity is an essential point in attracting tourists. The different cultures of each region lead to different services and experiences demanded by the industry.

4. Technological

The era of digitalization facilitates interactions between customers and business actors. Applying technology, such as online booking, can increase customer engagement in the tourism industry. In addition, technological improvements in transportation are also quite impactful on the tourism industry.

5. Environment

The tourism industry is susceptible to climate change, and this has a direct impact on business continuity. In addition, the incessant green practices in every line of business can affect the sustainability of the tourism industry.

6. Legal

Labor laws and employment regulations can directly impact the tourism industry, ranging from employee salaries to working conditions. In addition, there are regulations related to taxes and import tariffs that can directly impact the services provided to pricing strategies.

External Analysis: Porter's Five Forces

External business analysis needs to be carried out to find out and evaluate competition in related industries, especially the tours and travel industry that Marjaya Trans is involved in. In addition, external analysis is also carried out to create the right strategy to answer the dynamic competitive situation of the industry.

1. Threat of New Entrants

The tours and travel industry is very easy to enter. There are no high barriers to entering the industry, but building a brand image, building partnerships with hotels and transport providers, and complying with government regulations is not accessible.

Also, the barrier for new entrants is brand loyalty. Newcomers will be faced with brands that already have big names and loyal customers. Brands with big names also have more advantages in building partnerships with hotels and airlines, making it a high barrier for newcomers.

2. Bargaining Power of Suppliers

    Suppliers such as airlines and hotels have considerable bargaining power, especially on specific routes. On the other hand, the availability of many alternatives to hotels and airlines reduces suppliers' bargaining power of suppliers so that the replacement of partnerships between hotels and airlines with tours and travel businesses is commonplace and significantly impacts suppliers' bargaining power.

3. Bargaining Power of Buyers

    The size of the available market is one factor that needs to be considered for the tours and travel business. In addition, the number of consumers is a bargaining power for buyers. Price sensitivity is also a factor that can increase the bargaining power of buyers.

4. Threat of Substitute Services

    This industry has a moderate threat from substitute services such as self-planned trips, online booking platforms, and package deals from competitors.

5. Competitive Rivalry

    The number of tours and travel service providers makes competition in this industry relatively high. Various types of services each competitor offers also add intensity to the competition. Not to forget, the rapid growth experienced by the tours and travel industry has further increased the intensity of competition.

    Summary of external analysis conducted by using Porter's Five Forces are shown below at Table 3.

Table 3 Five Forces Assesment

Aspect	Scale	1	2	3	4	5	
Threat of New Entrants							
Bariers to entry	Low						High
Brand loyalty	Low						High
Economics of scale	Low						High
Bargaining Power of Suppliers							
Number of partnertship	Small						Big
Availability of alternative	Small						Big
Switching costs	Low						High
Bargaining Power of Buyers							
Number of buyers	Small						Big
Price sensitivity	Low						High
Threat of Substitute Services							
Alternative travel options	Small						Big
Customer preferences	Low						High
Technology distruption	Low						High
Intensity of Competitive Rivalry							
Number of competitors	Small						Big

Aspect	Scale							
		1	**2**	**3**	**4**	**5**		
Product differentiation	Small							Big
Industry growth	Slow							Rapid

Internal Analysis: SWOT Analysis

1. Strong
   a) Marjaya Trans provides high-quality service.
   b) High level of professionalism from Marjaya Trans employees.
   c) High level of trust from customers.
2. Weakness
   a) Slow asset regeneration: Many vehicle assets are old, so more regular maintenance is needed.
   b) Idealism to avoid bank loans and other financial services makes investment in assets slow.
3. Opportunity
   a) High growth of the tourism industry post-COVID-19.
   b) Indonesia's economic growth.
   c) High growth of the tourism industry post Covid-19.
4. Threat
   a) Economic uncertainty
   b) Competitors such as online travel agencies.
   c) Changes in customer behavior.
   d) Pandemics such as COVID-19 make the tours and travel business model cannot operate.

Internal Analysis: Resources and Capabilities

Table 4 Resources

Resources	Tangible	Financial	Company can generate internal fundings and does not have huge debt.
		Physical	d) Office to meet with customers e) Garage to store and maintenance their vehicle assets. f) Vehicle for rent.
		Technological	All equipment to support the company's business and website to interact with customers and potential customers.
		Organization	Since the company was established, they can plan, control, and coordinate the system.

	Intangible	Human Resources	The average education in the company is a high school graduate, with managerial graduates from D3 to S1 and top-level management from S1 to S2.
		Relationship alliances	– Partner with specialized travel agencies and ASITA (Association of The Indonesia Tours and Travel Agencies) membership.
		Brand, Image, and Reputation	Excellent service reputation of PT Marjaya Wisata Utama.

Table 5 Capabilities

Capabilities	Technical	Pengalaman project hampir seluruh Indonesia, terutama Pulau Jawa, dan pernah sampai luar negeri
	Non Technical	• Skill komunikasi yang baik • Profesionalisme yang tinggi • Cepat tanggap dalam menyelesaikan permasalahan di lapangan

Internal Analysis: VRIO Analysis

Table 6 VRIO Criteria Analysis

Resources			V	R	I	O	Competitive Implication
Tangible Resources							
Financial Resources	Ability to generate internal fundings, funding source and loan		Yes	Yes	Yes	Yes	Sustainable competitive
Physical Resources	Ability to get tools and spareparts		Yes	Yes	No	Yes	Temporary competitive advantage
Technological Resources	Using techology to suppot project		Yes	No	Yes	Yes	Temporary competitive advantage
Organizational Resources	Ability to plan, control, coordinate company		Yes	No	No	Yes	Competitive parity

Resources		V	R	I	O	Competitive Implication
	system					
Intangible Resources						
Human Resources	Skill and knowledge	Yes	No	Yes	Yes	Temporary competitive advantage
Relationship – alliances	Trust	Yes	No	Yes	Yes	Temporary competitive advantage
Brand, Image, and Reputation	Reputation	Yes	Yes	No	Yes	Temporary competitive advantage
	Services Quality	Yes	Yes	No	Yes	Competitive advantage

Step 2: Design
Vision

Vision of PT. Marjaya Utama Wisata are:
a) To be a company that always prioritizes the best service for domestic and foreign tourists.
b) To be a tourist transportation company that excels in quality and service for customer satisfaction and employee welfare.

Analyzing the vision of a company can be done by looking at the criteria mentioned in Table IV.6. The following is an analysis of the vision of PT Marjaya Utama Wisata.

Table 7 Good Vision Checklist

Criteria	Yes	No
A single sentence		✔
Give inspiration		✔
Make all employee comfort working in the organization		✔
Written correctly	✔	
Not only bluffing	✔	
Focus on certain aspect	✔	
Can be proven the achievement	✔	
Developed by CEO or leader not by the commision or consultant	✔	
Tested the validity each year		✔
Realistic give a current position and source of organization		✔
Can be changed depend on environtment business		✔
Easy to rememberred by employee without note		✔

Based on the criteria in Table IV.6, the vision of PT Marjaya Utama Wisata could be better. So, it is necessary to make improvements to the company's vision. To

create a company vision, we can generate using the list in Table IV.7. So that we get a new vision for PT Marjaya Utama Wisata as follows:

Table 8 Vision Generator

Vision Generator		
List A: • World Class • Leading • Premier • Benchmark • Biggest • World's best • Preferred • Number One	List B: • Producer • Manufacturer • Provider • Distributor • Developer • Processor • Supplier • Facilitator	List C: • Leading-edge • Innovative • Market-driven • Value-added • Benchmark-level • Highest quality • Cost effective • Customer focused
List D: • Solutions • Products • Services • Systems • Data • Materials	List E: • Empowered employees • Highest quality materials • The best technology • High-performance teams • New paradigms • Leading-edge systems	
List F: • Synergistic fashion • Total quality manner • Reengineered processes • Our core competencies • Market-driven	List G: • Meet the real needs of customers • Delight our customers • Exceed stakeholder expectations • Deliver consistent profits and growth • Supplier of choices	

By using the vision generator, the new vision of PT Marjaya Utama Wisata was obtained as follows:

"To be prefferd tourist transportation vechicle provider with the highest quality services to meet the real needs of customers."

The interpretation and implications of the vision are explained in the table below.

Table 9 Good Mission Checklist

Criteria	Yes	No
It clearly differentiates with competitor	✓	

Criteria	Yes	No
Define what organization do and don't	✓	
Identify capability and competence of organization	✓	
Push organization to make better decision making in the future	✓	
No more than one paragraph	✓	
Can be easily understood by employees	✓	
Written in a good and correct sentences without bluffing	✓	
Focus on current condition and not mix with the vision	✓	
Review and rewritten if the environment change		✓
Specific to influence individual behavior	✓	
Reflect company superiority based on the resource and competences	✓	
Realistic and can be achieved	✓	
Refer to competitive superiority	✓	

Based on the table above, the overall mission of PT Marjaya Utama Wisata already has an excellent mission to achieve the desired new vision.

1. Strategy

TOWS analysis will be used to create the right strategy for Marjaya Trans. By considering the SWOT that Marjaya Trasns has, the following strategies can be implemented.

Table 10 Strategy Based on SWOT Matrix (TOWS Matrix)

	Strengths	Weakness
	• Marjaya Trans provides high-quality service. • High level of professionalism from Marjaya Trans employees. • High level of trust from customers.	c) Slow asset regeneration: Many vehicle assets are old, so more regular maintenance is needed. Idealism to avoid bank loans and other financial services makes investment in assets slow.
Opportunities d) High growth of the tourism industry post-COVID-19. e) Indonesia's economic growth. f) High growth of the tourism industry post Covid-19.	S-O Strategies g) Leverage Marjaya Trans' high-quality service and professionalism to capitalize on the high growth of the tourism industry post-COVID-19. h) Utilize the high level of trust from customers to expand services in line with	W-O Strategies • Overcome the slow asset regeneration by capitalizing on the opportunities presented by the high growth of the tourism industry, potentially seeking partnerships or collaborations for faster asset acquisition.

	Indonesia's economic growth.	• Explore financing options to overcome idealism in avoiding bank loans and accelerate investments in assets.
Threats	S-T Strategies	W-T Strategies
e) Economic uncertainty f) Competitors such as online travel agencies. g) Changes in customer behavior. h) Pandemics such as COVID-19 make the tours and travel business model cannot operate.	• Address the slow asset regeneration issue by leveraging the high level of professionalism to attract investors or secure loans for asset renewal. • Develop contingency plans to navigate economic uncertainties and disruptions caused by pandemics, considering the high level of trust from customers.	• Mitigate the impact of economic uncertainties and competitor challenges by leveraging Marjaya Trans' high-quality service and professionalism to retain customer trust. • Develop flexible business models that can adapt to changes in customer behavior and withstand disruptions caused by pandemics.

Performance Variable

Two types of variables can be applied in identifying performance variables: quantitative and qualitative. Variables that are simple and more objective are called quantitative variables. Quantitative variables are easier to understand and more straightforward. Therefore, these variables do not cause double meanings. Meanwhile, qualitative variables sometimes have double meanings and different interpretations for each person. Therefore, quantitative variables are more often used than qualitative variables. Even so, company performance always consists of many things that cannot be described using numbers or quantitative variables. So, to consider all aspects and variables in this research, qualitative variables are needed (Wibisono, 2012).

From the KBPMS framework, there are three main perspectives in designing a PMS. Then, from each perspective, we can identify the needed aspects, as seen in Table IV.11.

Table 11 PMS Perspectives

Perspective	Aspect
Business Result	Financial
	Non-financial
Internal Process	Innovation
	Operation
	Marketing
	After sales services

Resource Capability	Human resources
	Technnology resources
	Organization resources

By adjusting the company's vision, mission, strategy, and stakeholders's needs, the following initial variables were selected for the designed PMS.

Table 12 Performance Variables

Perspective	Aspect	Performance Variables
Business Result	Financial	• Net Profit Margin • Return on Investment • Return on Asset • Earning After Tax
	Non Financial	• Customer Satisfaction Index • Customer Retention Rate • Customer Reccomendation
Internal Process	Innovation	• Management Innovation
	Operation	• Vechicle Utilization Rate • Maintenance Downtime
	Marketing	• Social Media Engagement • Conversion Rate of Marketing Campaingn
	After Sales	• Customer Support Response Time • Customer Feedback Resolution Rate
Resources Capability	Human Resources	• Employee Training Hours • Employee Satisfaction Index
	Technological Resources	• Availability of Technology
	Organizational Resources	• Leadership • Teamwork and Knowledge Sharing

Table 13 Weight for Each Perspectives and Variables

Perspective	Weight
Business Result	0.5
Internal Process	0.3
Resources Capability	0.2
Performance Variables	**Weight**
Net Profit Margin	0,439
Leadership	0,309
Maintenance Downtime	0,302
Employee Satisfaction Index	0,241
Vehicle Utilization Rate	0,222
Teamwork and Knowledge Sharing	0,221
Customer Satisfaction Index	0,195
Employee Training Hours	0,194
Customer Support Response Time	0,154
Customer Feedback Resolution Rate	0,153
ROI	0,126
ROA	0,115
Social Media Engagement Metrics	0,091
Conversion Rate of Marketing Campaign	0,06
Earning after Tax	0,048
Customer Retention Rate	0,046
Availability of Technology	0,035
Customer Reccomendation	0,03
Management Innovation	0,017

Based on the table above, in perpective level, business result have the biggest weight, it means business result is most important for PT. Marjaya Utama Wisata. Additionally, for strategic objective level, Net Profit Margin and Leadership are the most biggest weight. It means Net Profit Margin and Leadership are the most important for PT. Marjaya Utama Wisata business process.

Conclusion

Implementation of a Knowledge-Based Performance Management System (KBPMS) is about bring significant positive changes within the organizational landscape. Before adopting KBPMS, the organization faces challenges such as complex processes, a short-term focus, time-consuming manual procedures, limited emphasis on improvement, and a lack of data-driven decision-making.

Upon successful implementation of KBPMS, the organization can expect a transformative shift. Processes will be simplified and streamlined, fostering efficiency and reducing unnecessary complexities. The adoption of a long-term orientation will enable strategic planning aligned with organizational goals, promoting sustainable

success. Automation introduced by KBPMS will lead to time-efficient operations, enhancing the speed and accuracy of decision-making.

Several aspect that can be highlighted from this research include the following:

1. Tours and travel is a highly competitive business that relies on partnerships and very high service levels.
2. here needs to be more previous research on performance management systems in the tours and travel industry because of the variety of business models in the industry.
3. Company performance cannot only be measured using financial aspects; it is necessary to consider other aspects such as customer satisfaction, operations, and stakeholder satisfaction.
4. The main problem experienced by the company is that there is no performance measurement system, and the KPIs that have been implemented need to be systematically recorded and measured.

There are 19 indicators of KBPMS designed, with the formation of seven in the business result aspect with net profit margin as the highest priority, seven in the internal process aspect with maintenance downtime as the highest priority, and five in the resource capability aspect with leadership as the highest priority.

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