

CHAPTER V

CONCLUSIONS

5.1 Conclusions

Based on the company performance measurement using balanced scorecard concept conducted in HW hotel Padang, the conclusions are:

1. From financial perspective measurement which are ROI, net profit margin, current ratio and quick ratio the company performs good results although HW hotel fails to achieve good for ROI. The result of ROI that decreased dramatically in year 2011 is categorized “bad” criteria based on the calculation of ratio, but consider to the situation of restarting by reinvesting the business where the total asset is much bigger than before and HW hotel still increase their income in year 2011 which mean HW hotel have well performance for ROI. The first year operational of HW hotel financial performance is categorized “good” for profit margin event there is decreasing in 2011 from 2009, but HW hotel target only 20% for their first year operational after the disaster.
2. HW hotel is able to attract more customers since the first year operational but it needs to arrange more strategy to acquire more, For the customer satisfaction measurement, customers appear to have good level of satisfaction towards the services given by HW hotel so the average category for the customer perspective is “good” for having 87, 66%

satisfied customer and this satisfaction is proved by the market share of HW hotel that get second position between same industries.

3. In the perspective of internal business process measurement, the results are good. The measurements are reservation process timing and post sale service. HW hotel receptionist is care to customer need by process the transaction as fast as they can which is maximum 5 minutes and keep the service quality to keep customer satisfaction this timing process is categorized “enough” and for post sale service is categorized “good” for no complaint customer.
4. In the perspective of Learning and Growth, the measurements are employee satisfaction and employee retention. Employee Retention occurs only in 2011 making the average of this measurement is good where only 2 person resigned from hotel, while for the employee satisfaction also categorized good by resulting 70, 9% satisfied employee.

5.2 Implication of the Research

From the conclusion above, there are several things to be considered by the management of HW Hotel Padang:

1. In the financial perspective, management should concern on the portion of ROI, profit margin, current ratio and quick ratio. The increase in the portion of asset should be followed by the increase in the portion of net income and sales, to maintain the value of the financial ratio. One thing to be a big consideration for the company is the number of its ROI and profit

margin. Company should set better strategy to achieve higher ROI for the upcoming year and so to profit margin.

2. Management have to take more concern on the non-financial performance related with customer, internal business process or learning and growth. From the customer perspective, customer satisfaction of HW hotel categorized as good and hotel need to improve service quality to give best service to customer. For the internal business process, the company is suggested to keep offering new innovative products every year, to attract more customers in market. For the learning and growth perspective, things to be considered by the management are the employee retention and employee satisfaction. Training for employees is certainly needed to improve employee skills and knowledge.

5.3 Limitation of the Research

This research has some limitations, which are:

1. The data required in this research can not be fully obtained, so the result may be affected by this circumstances.
2. The incompleteness of the research variables. Because of the limited data obtained, some variables can not be measured such as operating ratio for the financial perspective. Customer profitability, customer retention and customer acquisition for customer perspective. For internal business process variable that cannot use is innovation product and also employee productivity for measure learning and growth perspective.

3. The subjectivity of the result of the questioners as the risk of dealing with people to get the primary data.

5.4 Suggestion

For doing further research, things suggested are:

1. To require more complete data in order to give more accurate result and to complete other variable measurements stated in the limitation of the research.
2. To create more detail questions in questioners to lessen the subjectivity of the respondents.

