

ABSTRACT

Organizational transformation and changing strategic goals due to the holding and subholding over the parent company and new business expansion efforts called Beyond kWh resulted in organizational restructuring at PT PLN NP. The existence of this restructuring resulted in changes in the profile, vision and mission, to the company's strategy and had consequences of changes at the directorate level which also simplified the impact on changes at the division level. In the Commercial Division, there are changes in structure, functions, tasks, and business processes that make the current performance indicators need to be aligned. In addition to the need to examine the most appropriate strategic objectives after changes in restructuring conditions, there is also no strategy mapping, and there is an inaccuracy in the theoretical existing indicator categories for the intended perspective which is the background for this research. The design of key performance indicators is carried out through a balanced scorecard process which begins with an analysis of unit objectives, followed by the stage of identifying Divaga's contribution and influence in the context of the company's strategic map, identifying customers, key activities and outputs, customer expectations from each activity, reducing the company's strategic goals, and developing strategic goals into four perspectives, so as to obtain indicators that will be compared in the calculation process using the analytical hierarchy process to obtain the most appropriate strategic goals.

Obtained 17 strategic objectives that are measured into 21 KPI dictionary designs. The results for the financial perspective obtained 3 KPIs with a total weight of 26%, customer perspective obtained 8 KPIs with a weight of 30%, internal business process perspective obtained 5 KPIs with a weight of 35%, and learning and growth perspective as many as 5 KPIs with a total weight of 9%. Through improvements with KPI redesign, it is hoped that it will help evaluate after the changes that occur and be able to improve employee performance to the maximum to support the development and achievement of company performance.

Keywords — Restructuring, Balanced Scorecard, Key Performance Indicators, Analytical Hierarchy Process.