

ABSTRAK

PT. AKP menghadapi kendala pencapaian KPI yang disebabkan oleh risiko yang belum dikelola secara terstruktur dan terintegrasi dalam sistem manajemen kinerja. Penelitian ini bertujuan merancang *framework* RBPM (*Risk-Based Performance Management*) menggunakan pendekatan SOAR (*Strategy Objective at Risk*) dan BWM (*Best-Worst Method*) untuk mendukung pengelolaan risiko berbasis *performance management*. Berdasarkan hasil identifikasi, ditemukan 52 risiko dan 91 *risk drive metrics* yang berpotensi menyebabkan deviasi terhadap pengukuran kinerja, serta 199 pengendalian risiko dan upaya mitigasi. Penentuan metrik risiko yang paling berpengaruh terhadap KPI dilakukan menggunakan metode BWM (*Best-Worst Method*), dan selanjutnya dirancang KRI (*Key Risk Indicator*) untuk setiap KPI utama. Hasil penilaian risiko menunjukkan empat KRI termasuk dalam kategori *extreme*, lima *high*, empat *moderate*, dan satu *low*. Proses dilanjutkan dengan penyusunan *risk scorecard* dan perancangan *dashboard* berbasis *Looker Studio* guna memudahkan pemantauan serta analisis kondisi risiko secara *real-time*. Implikasi dari penelitian ini memberikan rekomendasi strategis bagi PT. AKP untuk mengintegrasikan manajemen risiko dan kinerja secara holistik, agar dapat meningkatkan kecepatan respon terhadap deviasi serta memperkuat pencapaian kinerja perusahaan.

Kata Kunci: Manajemen Risiko, RBPM (*Risk-Based Performance Management*), SOAR (*Strategy Objective At-Risk*), BWM (*Best-Worst Method*).

ABSTRACT

PT. AKP faces challenges in achieving its KPIs due to risks that have not been managed in a structured and integrated manner within its performance management system. This study aims to design a Risk-Based Performance Management (RBPM) framework using the SOAR (Strategy Objective at Risk) and BWM (Best-Worst Method) approaches to support performance-based risk management. Based on the identification results, 52 risks and 91 risk drive metrics were identified that could potentially cause deviations in performance measurements, along with 199 risk controls and mitigation efforts. The determination of the most influential risk metrics on KPIs was conducted using the BWM (Best-Worst Method), and subsequently, Key Risk Indicators (KRIs) were designed for each primary KPI. The risk assessment results showed that four KRIs fell into the extreme category, five into the high category, four into the moderate category, and one into the low category. The process continued with the development of a risk scorecard and the design of a dashboard based on Looker Studio to facilitate real-time monitoring and analysis of risk conditions. The implications of this research provide strategic recommendations for PT. AKP to integrate risk management and performance holistically, thereby enhancing response speed to deviations and strengthening the company's performance achievements.

Keyword: Risk Management, RBPM (Risk-Based Performance Management), SOAR (Strategy Objective At-Risk), BWM (Best-Worst Method).