

## RINGKASAN EKSEKUTIF

Industri pariwisata di Indonesia menunjukkan potensi besar dan pertumbuhan yang cepat, yang meningkatkan kebutuhan akan sumber daya manusia terampil. Universitas Prasetiya Mulya mendukung perkembangan ini dengan memberikan pendidikan berkualitas, kurikulum yang relevan, serta pelatihan siap kerja melalui Project Improvement. Laporan ini merupakan bagian dari Project Improvement yang dilakukan di Hotel Mercure Tangerang BSD City untuk mengatasi keterlambatan pembayaran kepada supplier. Penelitian ini menggunakan metode kualitatif dengan observasi, wawancara mendalam, dan studi literatur. Analisis keterlambatan pembayaran dilakukan dengan pendekatan Supplier Chain Management, Human Resource Management, dan Operational Management, serta metode DMAIC (Define, Measure, Analyze, Improve, Control). Setelah melakukan analisis mendalam menggunakan fishbone diagram, interrelated diagram, dan weighted decision matrix, diidentifikasi solusi terbaik yaitu Pengembangan Program Pelatihan untuk seluruh divisi terkait. Analisis cost benefit ratio menunjukkan nilai 184, yang menandakan bahwa solusi ini layak diterapkan. Program pelatihan ini akan fokus pada prosedur pembayaran, penggunaan sistem manajemen keuangan, dan peningkatan komunikasi antar divisi, dengan target mengurangi keterlambatan pembayaran kepada supplier dari 16,67% menjadi 6% dalam waktu 6 bulan.

## EXECUTIVE SUMMARY

The tourism industry in Indonesia shows great potential and rapid growth, which increases the need for skilled human resources. Prasetiya Mulya University supports this development by providing quality education, relevant curriculum, and work-ready training through Project Improvement. This report is part of the Project Improvement conducted at Mercure Tangerang BSD City Hotel to overcome late payments to suppliers. This research uses qualitative methods with observation, in-depth interviews, and literature studies. The analysis of late payments was carried out using the Supplier Chain Management, Human Resource Management, and Operational Management approaches, as well as the DMAIC (Define, Measure, Analyze, Improve, Control) method. After conducting an in-depth analysis using fishbone diagrams, interrelated diagrams, and weighted decision matrix, the best solution was identified, is the Development of Training Programs for all related divisions. The cost benefit ratio analysis showed a value of 184, indicating that this solution is feasible. The training program will focus on payment procedures, the use of financial management systems, and improved communication between divisions, with the target of reducing late payments to suppliers from 16.67% to 6% within 6 months.