

ABSTRACT

Digital transformation is a strategic imperative in the telecommunications sector in Indonesia, where rapidly evolving technologies and customer expectations demand agile and efficient operations. PT Telkom Akses, a subsidiary of PT Telkom Indonesia, plays a crucial role in building and managing the national digital connectivity infrastructure. However, its wide geographical scope, the diversity of service demands, and the need to comply with stringent service level agreements (SLAs) present complex challenges in managing its business processes effectively.

This thesis investigates the current state of Business Process Management (BPM) maturity at PT Telkom Akses using the Business Process Management Maturity (BPMM) framework as a basis for analysis and strategic development. Adopting a qualitative case study approach, this research collected data through in-depth interviews with key stakeholders, direct observations in the field, and a thorough review of internal documents and operational data. The BPMM framework used in this study encompasses two critical perspectives: the IT Perspective, which evaluates the availability and integration of supporting information technology systems, and the BPM Perspective, which examines seven essential dimensions: strategic alignment, management and governance, methods, people, culture, regulatory aspects, and external partners. Each dimension was assessed and assigned weighted scores to generate an overall BPM maturity level for the organization. The findings reveal that PT Telkom Akses has reached a "Defined" maturity level, with a composite score of 3.57. This suggests that while foundational processes and supporting IT systems are in place, several gaps persist, particularly in digital competency development, fostering a culture that embraces digital change, and enhancing collaboration with external partners. These gaps must be addressed to move towards a higher level of maturity and fully realize the potential of digital transformation initiatives. This study not only identifies these challenges but also proposes strategic recommendations to guide PT Telkom Akses in bridging these gaps and improving operational efficiency and service quality.

The insights from this research provide a comprehensive overview of the current state of BPM maturity at PT Telkom Akses and highlight key challenges in implementing digital transformation initiatives. Furthermore, these findings can serve as actionable guidelines for PT Telkom Akses to refine its BPM practices and for other telecommunications companies aiming to achieve operational excellence and customer satisfaction through enhanced BPM maturity.

Keywords: *Digital transformation, Business Process Management, Maturity Model, PT Telkom Akses, Qualitative research, BPMM framework.*