

ABSTRACT

In the era of dynamic and rapidly evolving digital landscape, industries are undergoing disruptive transformations driven by the adoption of advanced technologies such as Clouds System, Internet of Things (IoT), and Automation. These digital tools are increasingly utilized to enhance system integration, operational efficiency, and cost-effectiveness.

This research investigates the digital transformation journey of PT. XYZ, a company engaged in the growing, processing, and global distribution of tobacco products. In pursuit of sustainability and competitive advantage, PT. XYZ has deployed various digital tools, including an Enterprise Resource Planning (ERP) system, weather sensors, smart storage, smart treatment systems, and digital applications across multiple departments.

The objectives of this study are: first, to measure the level of digital maturity at PT. XYZ applying the Forrester Digital Maturity Model 4.0, which encompasses four main dimensions—Culture, Technology, Organization, and Insights—across 28 sub-dimensions. Second, to provide recommendations for enhancing digital maturity using the strategic framework from the MIT Sloan Management Review initiative in collaboration with Deloitte University Press to guide PT. XYZ in improving its digital maturity.

This study employs a qualitative research methodology using questionnaires and interviews involving 42 respondents and interviewees from various levels, including Supervisors, Department Heads, Managers, and Executive Management. The analysis results indicate that PT. XYZ is at Maturity Level 3 – Collaborators in its digital transformation journey, meaning PT. XYZ has the capability to adopt and implement cloud-based systems, digital technologies in their operations, and has leaders with digital competencies. To advance to Maturity Level 4 – Differentiators, several strategies can be implemented by PT. XYZ, including enhancing employee digital competencies, developing measurement and evaluation tools for project decision-making, and improving collaboration and understanding of internal and external digital strategies.

Keywords: Digital Transformation, Digital Maturity, Maturity Level, Digital Strategy