

Development of Digital Transformation Strategies Based on Business Process Management Maturity Level Measurement at PT. Telkom Akses

Hendra Hadiyatna Djatnika^{1*}, Siska Noviaristanti²

Telkom University

Corresponding Author: Hendra Hadiyatna Djatnika

hendra.djatnika0708@gmail.com

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ABSTRACT

This study analyzes the business process management maturity of PT Telkom Akses amid digital transformation challenges in Indonesia's telecommunications industry. Using a qualitative case study approach, data were collected through interviews, observations, and internal document analysis. The Business Process Management Maturity (BPMM) model was applied from both IT and BPM perspectives to assess the effectiveness of process management and identify areas for improvement. Findings indicate the current maturity level and highlight gaps in strategic alignment, governance, and IT support. The study provides recommendations to enhance operational efficiency and service quality, offering strategic insights for PT Telkom Akses and other telecom companies undergoing digital transformation.

INTRODUCTION

Digital transformation has become a priority for companies around the world, especially in the telecommunications industry. The acceleration of digital transformation reached 70% in 2019, occurring not only in high-tech sectors but across all sectors, including traditional sectors such as telecommunications, through increased demand for internet and communication services (McKinsey & Company, 2020). The growth of the telecommunications industry in Indonesia reached 393.8 million in 2022, or around 1.4 subscribers per person, based on telecommunications service subscriber data (Kominfo, 2022). Digital transformation in Indonesia is one of the government's policies to encourage the public and companies to make optimal use of digital technology. The growth of the telecommunications sector in Indonesia has seen a significant increase. According to a report by Statistika (2023), the telecommunications sector experienced a growth rate of 6.5% per year, projected to continue increasing until 2027. This growth is supported by increased internet penetration, the adoption of 5G technology, and the rising demand for faster and more stable data services across all regions in Indonesia. Data from Telkom Review Asia in 2023 shows that revenue from fixed communication and broadband services in Indonesia has experienced a compound annual growth rate (CAGR) of 7.6%, driven in part by high demand for fiber-optic internet services.

PT Telkom Akses, as a subsidiary of Telkom focused on providing network infrastructure development and management services, faces complex challenges in managing its business processes. With an operational reach spanning 34 provinces and over 300 service points across Indonesia, the company plays a strategic role in supporting Telkom Group's vision to become the leading digital telecommunications provider in advancing Indonesia's digital society (Telkom Annual Report, 2022). The vast scale of PT Telkom Akses's operations presents its challenges in efforts to improve services through the expansion of fiber optic networks as the primary technology for ensuring fast and stable internet availability. With a stronger network, Telkom Akses supports the creation of digital services across various sectors, such as education, banking, and public services, which heavily rely on internet connectivity. Companies use technology to generate more efficient business results, for example, through process automation and hardware virtualization, eliminating intermediaries, or using data to improve accuracy and predictive capabilities (Pradipta and Noviaristanti, 2020).

The operational complexity of PT Telkom Akses, particularly the Operations Directorate, is reflected in the volume of transactions and strict Service Level Agreements (SLAs). According to the Q3 2023 Performance Report, the company manages up to 300,000 work orders for new installations and service tickets each month, with strict Service Level Agreement (SLA) targets of over 99% for new installations and a response time of less than 24 hours for issue resolution. Achieving these targets is increasingly challenging given the need to coordinate over 7,000 technicians and partners spread across various regions (PT Telkom Akses Company Profile, 2022). The implementation of Business Process Management (BPM) at PT Telkom Akses has created an interconnected

ecosystem between company operations and the application of IT perspectives to execute business operations. The Operations Directorate, whose primary responsibility is to carry out new installations and handle disruptions, plays a crucial role in the company as it directly interacts with end customers, which is closely tied to the company's revenue and reputation. The complexity of the Service Delivery Sub-Directorate's role—from coordinating with contractors, planning work, executing operations, procuring materials, to conducting technical evaluations—drives efforts to enhance business process standardization at PT Telkom Akses.

Organizations basically have a collaborative, flexible, and innovative work culture, so they are ready for digital change. In this case, the main challenge arising from digital transformation is training employees to improve their understanding of the value and impact of digital technology in their work. The third factor influencing digital transformation is strategic and managerial factors. Verhoef et al. (2021) and Megel et al. (2019) explain the importance of leadership and managerial support in digital transformation. A strong strategy and transformation roadmap assist companies in determining the steps, tools, and competencies required to facilitate the realization of digital transformation, thereby accelerating technology adoption by fostering a culture that supports innovation and learning. Meanwhile, according to Purbaya & Noviaristanti (2024), the implementation of digital transformation solutions in companies must focus on management and organizational pillars, identified as the top priorities that must be strengthened. The role of management and organization is considered crucial in guiding the course of digital transformation, as strong leadership and organizational governance form the foundation for the successful implementation of digital strategies at both operational and strategic levels.

An analysis of the maturity level of telecommunications companies provides important insights into progress and innovation in this industry. Data obtained from various annual reports and sustainability reports show how these companies are adapting to digital challenges and striving to improve their operations to meet customer needs. PT Telkom Akses has generally adopted BPMM as part of its efforts to enhance digital transformation through the development of structured stages aimed at standardizing business processes, improving operational consistency, and reducing reliance on manual labor. Based on the above, this research is important to assess where PT Telkom Akses stands in terms of its business process maturity. Evaluating the level of business process maturity using BPMM is fundamental for PT Telkom Akses to identify gaps, develop a roadmap for improvement, and accelerate the achievement of company targets.

LITERATURE REVIEW

Digital Transformation in the Telecommunications Industry

Digital transformation is a strategic process that involves integrating digital technologies into all aspects of business to create added value, increase efficiency, and strengthen organizational competitiveness (Vial, 2019). In the telecommunications industry, digital transformation is essential due to

increasing internet penetration, growing demand for data-based services, and customer expectations for faster and higher-quality services (Verhoef et al., 2021). As part of the Telkom Group, PT Telkom Akses faces complex challenges in supporting national network infrastructure and must continuously align its strategies and operations with technological advancements.

The Role of Business Process Management (BPM)

Business Process Management (BPM) is a systematic approach to designing, executing, monitoring, and optimizing business processes to improve organizational performance and efficiency. In the digital context, BPM plays a critical role in ensuring that existing business processes can adapt to new technologies and effectively support strategic organizational goals (Hess et al., 2016).

Business Process Maturity Model (BPMM)

The Business Process Maturity Model (BPMM) is an assessment framework used to evaluate the maturity level of an organization's business processes. This model includes several maturity levels, ranging from the initial to the optimizing stage, and provides a structured roadmap for continuous improvement (Flehsig et al., 2022). By measuring BPM maturity, organizations can identify operational gaps, improve process consistency, and accelerate digital transformation initiatives.

The Impact of BPMM on Digital Transformation and Operational Performance

Studies have shown that organizations achieving high BPM maturity levels experience up to 30% improvements in operational efficiency and a 20–25% reduction in costs (IBM, 2021; Gartner, 2023). In the telecommunications sector, this is especially critical due to the complexity of operations involving multiple stakeholders and technologies. Deloitte (2022) also reports that over 65% of global telecom operators have adopted BPMM to support their digital transformation efforts.

The Relevance of BPMM for PT Telkom Akses

For PT Telkom Akses, applying BPMM is crucial in addressing challenges such as limited technical coordination across regions, procedural inconsistencies, and reliance on manual processes. With wide-scale operations and strict SLA targets, strengthening BPM through increased maturity levels can help Telkom Akses optimize service performance, improve customer responsiveness, and accelerate its digital transformation goals (Telkom Digital Maturity Assessment, 2023).

METHODOLOGY

Research Approach and Stage

This study uses a qualitative approach with a case study method at PT. Telkom Akses. The qualitative method was chosen because the researcher wanted to be directly involved in the business and organizational processes at PT Telkom Akses, thereby gaining a deep understanding of the practices, culture,

and dynamics that influence the maturity level of the company's business processes. The qualitative approach also aims to explore the perspectives and experiences of stakeholders at PT Telkom Akses regarding the maturity level of their business processes, thereby providing rich and holistic insights into the factors influencing the maturity of the company's business processes. The data types in this study consist of primary and secondary data. Primary data is obtained through in-depth interviews, direct observation, and focus group discussions (FGD) to obtain comprehensive information. Secondary data is obtained from performance reports, SOPs, audit reports, and strategy documents. This study uses two dimensions based on the Business Process Maturity Model (BPMM), namely: the IT Perspective—assessing the use of IT systems and information flow—and the BPM Perspective—assessing the alignment of strategy, governance, and management of external partners.

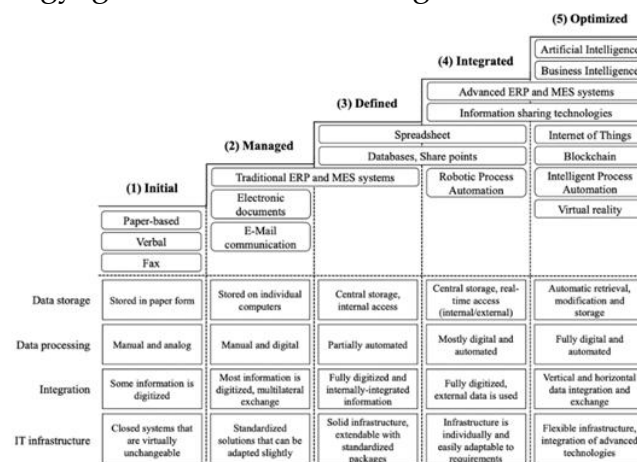


Figure 1. Classification of IT System and Information Flow

Referring to Tomanek and Schröder (2017), Leyh et al. (2017), Mamoghli et al. (2018), and Siedler et al. (2021) in Fleching et al., (2022) classify maturity levels into five sequential stages, representing different phases of digital transformation. Figure 3.1 illustrates this classification, grouping the IT systems and communication technologies involved, as well as the internal and external information flows depicted by the indicators “data processing,” “data storage,” “integration,” and “IT infrastructure.” A comprehensive assessment of these five maturity levels reflects well the important role of the IT perspective in digital transformation.

This research was conducted through a series of systematic and structured stages. This research was conducted through a series of systematic and structured stages. In the initial stage, the main focus was on identifying the problems that formed the basis for the research, particularly those related to business process management at PT Telkom Akses. In the second stage, the research focused on collecting and processing data within PT Telkom Akses. At this stage, data requirements were identified, including primary data collected directly from company stakeholders and secondary data obtained from company documentation and existing sources. The third stage is the analysis stage, which

consists of several important activities. It begins with a maturity level analysis reviewed from two perspectives, namely Information Technology (IT) and Business Process Management (BPM) at PT Telkom Akses. The results of this analysis are then followed by a gap analysis to identify the gap between the actual condition of the company's business processes and the expected condition in accordance with the maturity model standards. In the final stage, the research concludes with the drawing of conclusions and the formulation of recommendations.

Data Analysis Technique

This study uses two analysis techniques, namely Business Process Maturity Model (BPMM) analysis and Gap Analysis. These two techniques serve to assess and evaluate the maturity level of existing business processes at PT Telkom Akses, as well as to identify gaps between the current conditions and the goals to be achieved in digital transformation. The next step is process modeling and visualization, followed by an assessment of the IT system and related information flows. Each interface (process activity) is assigned an appropriate maturity level, which is then recorded in the process mapping. Finally, the overall maturity level from an IT perspective (DMIT) for the business process is calculated as the arithmetic mean of all sub-assessments.

$$DM_{IT} = \frac{1}{n} \sum_{i=1}^n DM_i$$

DM_{IT}: Digital maturity level based on IT Perspectiv

Dmi :Digital maturity level of each interface

I : Total number of interfaces

Organizational capabilities (BPM perspective) that influence process performance and maturity are evaluated through a self-assessment questionnaire after or concurrently with the IT perspective evaluation. This questionnaire consists of seven dimensions and 35 maturity items, which were derived from workshops, expert interviews, and literature reviews. After establishing mutually agreed ratings for each maturity item, the digital maturity level for each dimension (DMDim) can be calculated. Then, the DMDims from these various dimensions are collected to calculate the overall digital maturity of the BPM perspective (DMBPM). DMBPM is calculated as the weighted arithmetic mean of these dimensions. The weighting for each dimension can be determined individually by the organization. Each DMDim itself is the arithmetic mean of the subordinate maturity items (DMMi). Overall, the calculation method for the BPM perspective can be formulated as follows:

$$DM_{Dim} = \frac{1}{n} \sum_{j=1}^n DM_{Mi}$$

DM_{BPM}: Digital maturity level *BPM perspective*

DM_{Dim}: Digital maturity level of dimensions

DM_{Mi}: Digital maturity level of maturity items

W_{Dim}: Determined dimension weight

j: Total number of dimensions

$$DM_{BPM} = \frac{\sum_{j=1}^n DM_{Dim} * w_{Dim}}{\sum_{j=1}^n w_{Dim}}$$

The total digital maturity level for each business process (DM_{Total}) is calculated by considering the weighting of the IT perspective (DM_{IT}) and the BPM perspective (DM_{BPM}). Based on the iterative design process, the weights determined are 0.7 for the IT perspective and 0.3 for the BPM perspective. The higher weight on the IT perspective is due to the importance of IT in Telkom Akses' digital transformation, as well as a higher level of objectivity.

$$DM_{Total} = w_{IT} * DM_{IT} + (1 - w_{IT}) * DM_{BPM}$$

DM_{Total}: Total digital maturity level of business processes
DM_{IT}: Digital maturity level from an IT Perspective
DM_{BPM}: Digital maturity level from a BPM Perspective
w_{IT}: Weight determined by IT perspective

By using BPMM, PT Telkom Akses can evaluate and measure the extent to which existing business processes are well-managed and reliable. Meanwhile, by conducting a gap analysis, the company can identify areas that require more attention and design appropriate strategies to close those gaps.

Data Analysis

Description of Informant

This study involved seven key informants from various units or divisions at PT Telkom Akses. The informants were selected based on their strategic and operational positions within the organization, enabling them to provide comprehensive insights into business process maturity from the perspectives of Information Technology (IT) and Business Process Management (BPM). The following is a description of each informant involved in the study:

- a. TN (code: N1) – Serves as OVP Service Delivery. This informant provided information related to the strategy and implementation of processes in the Service Delivery Unit, including aspects of service planning and implementation.
- b. IS (code: N2) – Serves as General Manager (GM) Samarinda. This informant shared strategic-operational perspectives on business process management at Telkom Akses at the regional level.
- c. FH (code: N3) – Serves as IT Development Manager. This informant provided technical information on information system workflows, application development, and the classification of IT systems used to support business processes.
- d. AF (code: N4) – Serves as IT Infrastructure Manager. This informant's role focuses on IT infrastructure and also provides an understanding of the structure and flow of information systems within the organization.
- e. NF (code: N5) – Serves as Assistant Manager of Quality Management System. This informant provides an operational perspective on the implementation and control of business processes in accordance with quality management standards.

- f. MR (code: N6) – Serves as Fiber Academy Manager. This informant contributes to explaining the development and implementation of business processes related to competency development and human re-source training.
- g. VT (code: N7) – Serves as Quality Manager. This informant provides an operational perspective on the formation, implementation, and evaluation of business processes within the framework of the company's quality management.

The selection of diverse informants is intended to obtain holistic and representative data in assessing the maturity level of business processes at PT Telkom Akses.

Overview of the Business Processes of The Telkom Akses Operation Directorate

The Operational Phase, marked by the red dotted line to indicate its critical importance, covers Telkom Akses' main service delivery functions. These include network installation, maintenance, troubleshooting, and service provision across the archipelago. As the operational heart of Telkom Akses, this phase directly impacts customer satisfaction and the company's ability to meet service level agreements with residential and business clients across Indonesia. The third phase, Monitoring & Evaluation, involves continuous assessment of service quality, network performance metrics, and customer satisfaction. For Telkom Akses, this includes tracking the progress of fiber optic deployment, connectivity reliability, and resolution times for network issues across various regions of Indonesia. This data-driven approach enables Telkom Akses to identify improvement opportunities and maintain its competitive edge in Indonesia's evolving telecommunications market. Supporting this core process is Capability Development, which ensures Telkom Akses maintains the technical expertise, infrastructure, and systems necessary to deliver its services. This includes developing fiber optic installation capabilities, network management competencies, and technology adaptation to meet the growing demand for high-speed internet access in urban and rural areas of Indonesia.

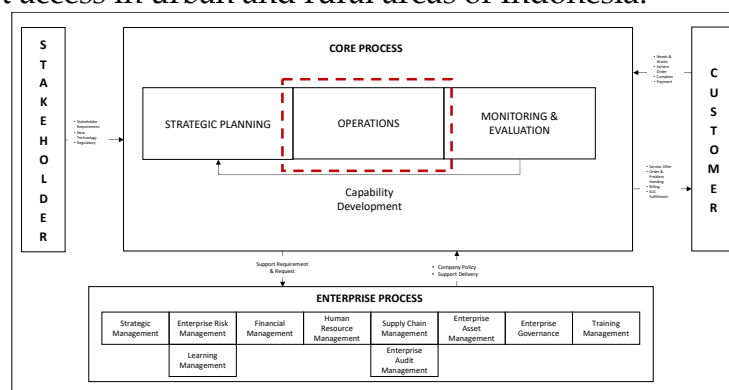


Figure 3. Telkom Akses High Layer Business Process

The operational phase at PT Telkom Akses is the core of the company's main service delivery, covering network installation, maintenance, troubleshooting, and service provision across Indonesia. The Service Delivery Unit plays a central role in ensuring that IndiHome services are successfully

installed and activated at customer locations. Processes such as customer location quality checks, installation validation, and the utilization of unused ODP ports are key components of efforts to enhance customer satisfaction. On the other hand, the Provisioning Type-2 Simple process focuses on network installation from ODC to ODP, ensuring that fiber optic connectivity is distributed effectively. In addition to serving residential customers, Telkom Akses also has a Managed Service B2B unit that serves corporate and institutional clients. This unit handles services such as dedicated internet, private networks, data center connections, and network security solutions. In its operations, this unit performs preventive and corrective maintenance on BTS networks, including maintenance of optical cables, distribution panels, and other supporting components. Administrative processes such as monthly reconciliation are also carried out to ensure the accuracy of material usage and service reliability. Other managed services include installation and maintenance for SPBU, MyGrapari, HSI EBIS, BGES, and Wholesale Provisioning. Each has systematic technical and administrative procedures, from creating Work Orders, scheduling technicians through the BIMA application, to reporting and reconciling work documents. This approach demonstrates Telkom Akses' commitment to maintaining service quality for both residential and corporate customers through standardized and integrated processes.

RESEARCH RESULT AND DISCUSSION

The findings in this study cover important aspects that are the focus of the re-search, namely IT systems, information flow, strategic alignment, management and governance, methods, people, culture, regulatory aspects, and external partners. Each of these aspects provides insight into how organizations manage information systems, integrate data flows, align business strategies with technology, and develop governance, working methods, organizational culture, and relationships with external partners. Additionally, regulatory aspects are a crucial factor influencing the design and implementation of technology within a company. The following are the results of the Maturity Score analysis based on the IT Perspective from the interviews, as shown in Table 1.

Tabel 1. Nilai Maturity IT Perspective

No	Dimensi	Nilai
1	<i>IT System</i>	3
2	<i>Information flow</i>	
	<i>Data Storage</i>	4
	<i>Data Processing</i>	3
	<i>Integration</i>	4
	<i>IT Infrastructure</i>	4
<i>Rata-rata Nilai</i>		3,6
<i>Nilai DM IT Perspective: 3,6</i>		

Based on the data obtained, the table shows the assessment results of the IT Perspective dimension from the third source. This assessment covers two main groups, namely IT System and Information Flow, which are then broken down

into four further sub-dimensions. Each component is assessed on a scale of 1–5, where a higher score reflects a better level of maturity in supporting the digital transformation process. In the IT System dimension, a score of 3 was obtained. This indicates that the IT systems at PT Telkom Akses have sufficient functional support for operational processes, but are not yet fully integrated. Some processes still operate manually or rely on systems that are not yet fully digitized; therefore, the effectiveness and efficiency of their use can still be improved. Meanwhile, in the Information Flow group, there are four sub-dimensions that were evaluated. Data Storage received a score of 4, indicating that the company has a secure and easily accessible centralized data storage system, supporting the smoothness of work processes and information security. Data Processing received a score of 3, indicating that while data digitization processes have been implemented, they are not yet fully automated and still rely on manual input at certain stages.

In the Integration subdimension, a score of 4 reflects that the system used in the company is internally connected across several units and supports interoperability between applications, although there are still challenges in connectivity across external systems or between partners. This integration is important as a prerequisite for the flow of information between processes to occur in real time and with minimal obstacles. In the IT Infrastructure subdimension, a score of 4 indicates that the company has a relatively solid information technology infrastructure that can flexibly accommodate operational needs. The infrastructure is scalable and already supports digitalization activities, such as accessing cloud-based system, but it is not yet fully automated or supported by optimal redundancy. The average overall score for the five elements measured in IT Perspective is 3.6. This score indicates that the company is at the defined stage towards integrated, where most components are sufficiently consistent in supporting digital transformation. However, to achieve higher maturity, the company needs to strengthen data processing aspects and promote more comprehensive system integration, both internal and external.

Meanwhile, the maturity scores for the Respondents (N) based on the BPM Perspective can be seen in the following table:

Tabel 2. Digital Maturity Telkom Akses

N o	Dimensi	Q1	Q2	Q3	Q4	Q5	Q6	Score
1	<i>Strategic Alignment</i>	3	3	2	3	3	3	2,83
2	<i>Management and governance</i>	5	3	3	3	3		3,40
3	<i>Methods</i>	3	4	3	3	3		3,20
4	<i>People</i>	3	3	3	2			2,75
5	<i>Culture</i>	2	2	2				2,00
6	<i>Regulatory aspects</i>	3	3	3				3,00
7	<i>External partners</i>	3	3					3,00
Nilai DM BPM Perspective : 2,88								

This table presents the results of the assessment of BPM (Business Process Management) dimensions at PT Telkom Akses based on input from the third source. This assessment covers seven main dimensions: Strategic Alignment, Management and Governance, Methods, People, Culture, Regulatory Aspects, and External Partners. The scores range from 1 to 5, reflecting the level of maturity of each aspect of business process management within the company. The Strategic Alignment dimension received an average score of 2.83. This score indicates that while the company has implemented some digitalization initiatives and strategies, the implementation and alignment of these strategies with the overall digital objectives are still not optimal. Coordination and documentation of strategies appear not to be fully implemented across all organizational functions, indicating a need to strengthen integrated strategic direction.

The Management and Governance dimension stands out with a score of 3.40, the highest among the other dimensions. This indicates that the management governance aspect at PT Telkom Akses is quite good, with management capable of managing and supporting ongoing digital transformation initiatives. However, this score is still below the “integrated” level, meaning there is still room for improvement, particularly in aligning governance with more consistent and documented implementation. In the Methods dimension, the average score is 3.20. This reflects that business process management methods and approaches have begun to be standardized and structured, but are not yet fully documented or consistently adopted across all lines. A similar situation is observed in the Integration (3.00) and Regulatory Aspects (3.00) dimensions, indicating that internal and external integration processes, as well as compliance with regulatory requirements, are underway but not yet optimal or fully documented. The People (2.75) and Culture (2.00) dimensions received relatively lower scores. This indicates challenges in building a digital culture and strengthening human resource capabilities to support digital transformation. The low Culture score is a significant concern, as organizational culture is the foundation for the success of sustainable digital transformation. This indicates that changes in mindset and digital work culture are still not part of the daily routine of employees and management.

Overall, the average DM BPM Perspective score is 2.88, placing PT Telkom Akses at Level 2 (Managed) towards Level 3 (Defined). Referring to the established formula, Telkom Akses' Digital Maturity score is 3.24 (Defined). This indicates that the company already has a documented and structured foundation for business process management in certain areas, but still faces challenges in terms of comprehensive implementation, consistency in digital culture, and cross-departmental process integration. Therefore, future efforts should focus on aligning strategies, enhancing digital culture, and developing more comprehensive documentation of best practices to drive BPM maturity to a higher level.

Gap Analysis on Business Analysis at Telkom Akses

The gap in digital maturity implementation at Telkom Akses can be seen based on the results collected through interviews with informants as well as the

results of observations and business process documentation at Telkom Akses. The results of the analysis can be seen in the following figure:

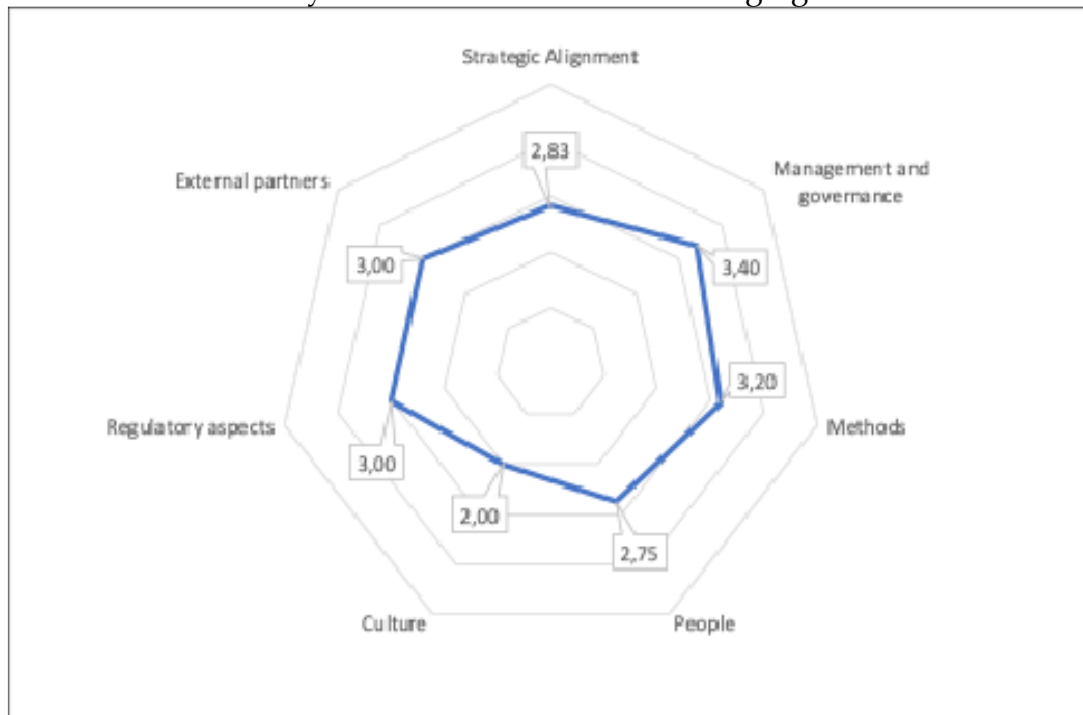


Figure 4. Gap Analysis of Digital Maturity at PT Telkom Akses

Based on the radar chart visualization, the results of the gap analysis of the level of digitalization maturity at PT Telkom Akses show an imbalance between dimensions, reflecting the uneven implementation of digital transformation across all aspects of the organization. The dimension with the highest maturity level is Management and Governance, which achieved a score of 3.40. This indicates that management governance is already sufficiently strong in supporting digital transformation initiatives, although it is not yet fully optimal and consistent across all units. Conversely, the Culture dimension received the lowest score of 2.00, indicating a significant gap in building a digital work culture.

The Limited acceptance of change, the absence of a comprehensive innovative culture, and passive employee engagement remain major challenges. This indicates that the success of process digitalization will be greatly influenced by efforts to strengthen an innovative culture and foster a more open digital mindset across all organizational levels. In addition, the People dimension scored 2.75, indicating that human resource readiness is still not optimal. Although some digital training has been implemented, there is no systematic approach to developing employees' digital competencies evenly. This requires a more structured strategy in terms of training, recruitment, and Digital skills development to support a sustainable digital transformation process.

The External Partners and Regulatory Aspects dimensions each scored 3.00. This indicates that digital collaboration with external partners has begun to take shape, but it is not yet fully integrated and optimally documented. Similarly, compliance with regulatory aspects has been a focus but is not yet fully

documented and aligned with broader standards. The dimensions of Strategic Alignment (2.83) and Methods (3.20) indicate that digitalization strategies and work method approaches are beginning to emerge, but there are still gaps in terms of implementation and standardization. Challenges include weak cross-functional coordination, as well as the absence of consistent automated evaluation and documentation mechanisms.

Based on these findings, it can be concluded that the main gaps in digital transformation at Telkom Akses lie in the aspects of work culture, human resource readiness, and external integration, which still need to be strengthened. Therefore, improvement efforts should prioritize enhancing employee digital competencies, fostering an innovative work culture, and strengthening technological collaboration with external partners. These initiatives are expected to enhance the maturity of digital transformation and reinforce the company's strategic position within an increasingly competitive digital ecosystem.

BPMM Value Development Strategy

Digital transformation in organizations cannot be understood as an instant leap towards an ideal condition, but rather as a gradual process that requires consistency, structural readiness, and comprehensive cultural change. Within the framework of Business Process Management Maturity (BPMM), achieving a level of maturity is not merely an end result, but reflects the accumulation of various progressive and continuous improvement efforts. Therefore, assessments of maturity levels must consider the internal dynamics of the organization as well as the complexity of the strategic environment influencing it. According to Sanjaya and Tricahyono (2025), digital transformation is not a one-time event but an ongoing journey that integrates digital technology into organizational operations. This requires a strategic approach to managing changes in processes, culture, and interactions as a whole. The success of digital technology implementation progresses through various stages of maturity, from basic adoption to systems that have become ingrained and continue to improve.

Based on the results of the gap analysis in the Business Process Management Maturity (BPMM) dimension, the value development strategy at PT Telkom Akses needs to focus on efforts to improve the dimension with the lowest maturity score. The Culture dimension, which received a score of 2.00, is the top priority for development. This low maturity level reflects the absence of a strong digital work culture and the lack of collective behavior supporting comprehensive digital transformation. Therefore, strengthening an innovative culture and digital mindset must be achieved through digital value internalization programs, cross-functional discussion forums, and active involvement of all organizational levels in change initiatives. Furthermore, strengthening the People dimension, which scored 2.75, is also an integral and important strategy. Improving employees' digital competencies can be achieved through a needs-based training approach, aligning training curricula with the company's digital transformation direction, and deploying workforce based on digital capabilities. Additionally, recruitment and development of new talent

must also consider aspects of digital literacy and adaptability to the latest technologies to ensure the process

Digitalization is not only structural, but also competency-based and sustainable. To strengthen competitiveness in the digital ecosystem, companies also need to enhance external integration, as reflected in the score of 3.00 on the External Partners dimension. Development strategies in this area include expanding system interoperability with partners, establishing digital collaboration standards, and strengthening API-based integration platforms and secure data-sharing systems. Additionally, Telkom Akses must ensure that collaboration with partners is not only technical but also strategic and long-term. On the other hand, although the Management and Governance dimension has achieved the highest score (3.40), governance strengthening is still necessary to ensure consistent implementation of digital policies across units. This can be achieved by developing a performance-based evaluation system for digital transformation, expanding the use of managerial dashboards, and promoting two-way feedback mechanisms between central management and operational units. This synergy is crucial to ensure that the transformation process is not only implemented at the policy level but also realized operationally. Thus, the BPMM value development strategy at PT Telkom Akses is aimed at creating comprehensive and balanced improvements across all dimensions, with an emphasis on work culture, employee competencies, and external integration. These strategic steps are expected to enhance the effectiveness of digital transformation, strengthen process efficiency, and ensure that every digital initiative implemented brings significant added value to the company on an ongoing basis.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to evaluate the level of maturity of process digitization at PT Telkom Akses based on two main perspectives. The first is measurement from the IT Perspective, which measures the readiness of IT Systems and Information Flow. The second is measurement from the BPM Perspective, which measures seven main dimensions: Strategic Alignment, Management and Governance, Methods, People, Culture, Regulatory Aspects, and External Partners. Based on the measurement results, the overall level of digitalization maturity is at the Defined level, with an average score of 3.57. This indicates that the company has sufficiently structured, documented, and consistently implemented digitalization processes across various units. The gap analysis results show that there are significant disparities between dimensions, indicating the need for a holistic improvement approach. The success of digital transformation is not only determined by the readiness of infrastructure or policies, but also by the readiness of human resources, synergy between functions, and effective external collaboration.

ADVANCED RESEARCH

Advanced research is needed to develop an integrated framework that aligns technological readiness with organizational and human resource capabilities to elevate PT Telkom Akses's digitalization maturity beyond the

Defined level. Future studies should explore the use of AI-driven analytics to monitor real-time BPM performance, assess cross-functional digital integration, and evaluate the impact of culture and leadership on process adoption. Additionally, research can focus on designing adaptive training models to strengthen digital competencies and on fostering strategic partnerships to enhance external collaboration. Such studies will support a more holistic, scalable, and sustainable digital transformation strategy.

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