



ABSTRAK

EVALUASI IMPLEMENTASI TRANSFORMASI DIGITAL DI PT ENERGI SABANG MERAUKE (PT ESM)

Di era industry 4.0, transformasi digital menjadi sangat penting sebagai alat untuk merespon perubahan kondisi pasar yang sangat dinamis, termasuk di industri minyak dan gas. PT Energi Sabang Merauke menginisiasi transformasi digital sejak tahun 2017 dengan 16 tema besar yang diusung. Pada tahun 2020 saat pembentukan holdingisasi sektor energi, menjadi tantangan tersendiri dalam implementasi program transformasi digital di holding dan subholding PT ESM grup. Penelitian ini dilakukan untuk mengukur sejauh mana implementasi program transformasi digital dan faktor pendukung dan penghambat implementasi transformasi digital di PT ESM. Metode penelitian yang digunakan adalah studi kasus dengan pendekatan studi eksploratori, melibatkan wawancara mendalam dan observasi langsung sebagai teknik pengumpulan data primer. Selain itu juga dilakukan observasi dan dokumentasi terhadap dokumen Perusahaan yang kemudian dilakukan validitas data menggunakan teknik triangulasi. Hasil yang diperoleh dalam penelitian ini menunjukkan bahwa implementasi transformasi digital di PT ESM telah sejalan dengan *Six Building Blocks of digital transformation* dari McKinsey and Company. Meskipun demikian, masih terdapat beberapa kendala yang dihadapi seperti kebijakan Pemerintah, organisasi yang kompleks, individu, perubahan kondisi pasar dan ancaman dari dunia maya. Sedangkan, faktor pendukung keberhasilan implementasi diantaranya adalah kepemimpinan, budaya organisasi, teknologi infrastruktur yang memadai, dan respon dari kompetitor.

Kata kunci : transformasi digital, implementasi transformasi digital, faktor pendukung implementasi transformasi digital, unsur pokok keberhasilan transformasi digital

ABSTRACT

EVALUATION OF DIGITAL TRANSFORMATION IMPLEMENTATION AT PT ENERGI SABANG MERAUKE (PT ESM)

In the era of industry 4.0, digital transformation is very important as a tool to respond to changing market conditions that are very dynamic, including in the oil and gas industry. PT Energi Sabang Merauke has initiated digital transformation since 2017 with 16 major themes. In 2020, when the energy sector holding was formed, it became a challenge to implement the digital transformation program in the holding and subholding of PT ESM group. This research was conducted to measure the extent of the implementation of the digital transformation programme and the supporting and inhibiting factors for the implementation of digital transformation at PT ESM. The research method used is a case study with an exploratory study approach, involving in-depth interviews and direct observation as primary data collection techniques. In addition, observation and documentation of Company documents were also carried out, which were then subjected to data validity using triangulation techniques. The results obtained in this study show that the implementation of digital transformation at PT ESM has been in line with the *Six Building Blocks of Digital Transformation* framework from McKinsey and Company. Nevertheless, there are still some obstacles faced such as Government policies, complex organisations, individuals, changing market conditions and threats from cyberspace. Meanwhile, supporting factors for successful implementation include leadership, organisational culture, adequate infrastructure technology, and competitor response.

Keywords: digital transformation, digital transformation implementation, supporting factors, key elements of successful digital transformation