

INTISARI

Peraturan Presiden Nomor 95 Tahun 2018 mengamanatkan penyelenggaraan Manajemen Layanan SPBE. Namun dalam pelaksanaannya pada tingkat pemerintah daerah kerap terkendala oleh ketergantungan pada individu tertentu (*hero dependence*), penanganan gangguan yang reaktif, serta prosedur perubahan yang birokratis. Kondisi tersebut bertahan karena belum tersedianya pedoman teknis pelaksanaan. Di sisi lain, adopsi kerangka *Information Technology Service Management* (ITSM) seperti *Information Technology Infrastructure Library 4* (ITIL 4) secara penuh berisiko gagal akibat keterbatasan sumber daya institusi. Penelitian ini bertujuan merancang Peta Jalan Adopsi ITIL 4 yang bertahap dan sesuai kapabilitas Pemerintah Kota Cirebon, menggunakan metodologi *Design Science Research* (DSR). Seleksi terhadap 34 praktik ITIL 4 menempatkan Keselarasan Regulasi sebagai kriteria gerbang, dan menghasilkan 21 praktik kandidat dan 7 praktik terpilih. Kriteria Urgensi Operasional, Ketergantungan Mendasar, dan Kemungkinan Implementasi digunakan sebagai profil sekunder penentu urutan implementasi. Rancangan solusi disusun menggunakan pendekatan *Business Process Improvement* (BPI) dan divisualisasikan melalui *Business Process Model and Notation* (BPMN). Peta jalan yang dihasilkan mengorganisasikan tujuh praktik terpilih ke dalam tiga kluster fungsional, yaitu Layanan Responsif, Stabilitas Layanan, dan Tata Kelola Adaptif. Tiap kluster diadopsi melalui dua fase. Fase 1 (Fondasi Disiplin Operasional) menekankan pembentukan titik kontak tunggal, pencatatan wajib, dan disiplin dokumentasi dasar. Fase 2 (Penciptaan Nilai) menekankan layanan mandiri, analisis tren proaktif, dan tata kelola perubahan berbasis risiko. Urutan implementasi kluster-fase ditetapkan melalui skoring komposit berbobot setara, sementara transisi antar fase ditetapkan berdasarkan kondisi teramati, bukan penyelesaian administratif. Evaluasi melalui *expert judgement* menunjukkan rancangan dinilai layak diterapkan, dengan seluruh aspek penilaian memenuhi ambang yang ditetapkan. Temuan pada indikator yang berada di bawah ambang ditindaklanjuti sebagai iterasi perbaikan desain yang terlacak ke kebutuhan desain. Validasi terbatas pada penilaian pakar dan belum mencakup uji implementasi lapangan, sehingga penerapan pada pemerintah daerah lain memerlukan penyesuaian lanjutan. Penelitian ini memberikan panduan operasional bagi lokus penelitian sekaligus referensi kontekstual bagi pemerintah daerah dengan kapabilitas serupa.

Kata kunci— ITSM, Manajemen Layanan SPBE, ITIL 4, *Design Science Research*, Peta Jalan.

ABSTRACT

Presidential Regulation Number 95 of 2018 mandates the implementation of SPBE Service Management. In practice, however, local governments frequently encounter operational obstacles such as dependence on particular individuals (hero dependence), reactive incident handling, and bureaucratic change procedures. These conditions persist largely because no technical implementation guideline is yet available. Adopting an Information Technology Service Management (ITSM) framework such as Information Technology Infrastructure Library 4 (ITIL 4) in full, meanwhile, risks failure given institutional resource constraints. This study aims to design a phased ITIL 4 adoption roadmap aligned with the capability of the Cirebon City Government, using the Design Science Research (DSR) methodology. A screening of the 34 ITIL 4 practices positioned Regulatory Alignment as the gating criterion, yielding 21 candidate practices and 7 selected practices. Operational Urgency, Foundational Dependency, and Implementation Feasibility served as secondary criteria for establishing priority. The solution was designed using the Business Process Improvement (BPI) approach and visualized through Business Process Model and Notation (BPMN). The resulting roadmap organizes the seven selected practices into three functional clusters, namely Responsive Service, Service Stability, and Adaptive Governance. Each cluster is adopted through two phases. Phase 1 (Operational Discipline Foundation) emphasizes establishing a single point of contact, mandatory logging, and basic documentation discipline. Phase 2 (Value Creation) emphasizes self-service, proactive trend analysis, and risk-based change governance. The implementation sequence of the cluster-phases was determined through equally weighted composite scoring. Transition between phases, in contrast, rests on observable conditions rather than administrative completion. Evaluation through expert judgement involving four validators indicates that the design is feasible for implementation, with all assessment aspects meeting the established threshold. Indicators falling below the threshold were addressed as design improvement iterations traceable to specific design requirements. Validation was limited to expert assessment without field implementation testing, so application in other local governments requires further adjustment. This study provides operational guidance for the research locus and a contextual reference for local governments with similar capability.

Keywords— *IT Service Management, e-Government, ITIL 4, Design Science Research, Roadmap.*