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Analisis Kinerja Digital Transformation Office pada Implementasi Transformasi Digital di PT Kereta Api Indonesia (Persero) dengan Pendekatan Balanced Scorecard
PANJI RAKHMAT GINANJAR, Nofie Iman Vidya Kemal, S.E., M.Sc. Ph.D.
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ABSTRAK

Penelitian ini bertujuan menganalisis kinerja *Digital Transformation Office* (DTO) PT Kereta Api Indonesia (Persero) dalam implementasi transformasi digital melalui pendekatan *Balanced Scorecard* (BSC). Mengingat manfaat transformasi digital sebagian besar bersifat *intangible* dan berjangka panjang, perspektif keuangan pada BSC diadaptasi menjadi perspektif *value creation* sehingga kerangka analisis mampu menangkap penciptaan nilai yang tidak selalu terukur secara finansial. Kerangka tersebut diperkaya dengan analisis *Critical Success Factor* (CSF) untuk mengidentifikasi faktor penentu keberhasilan. Berdasarkan adaptasi tersebut, kinerja DTO dianalisis melalui empat perspektif, yaitu *value creation*, pelanggan, proses bisnis internal, serta pembelajaran dan pertumbuhan. Tiga pertanyaan penelitian menjadi fokus kajian, yaitu peran dan fungsi DTO, kinerja DTO berdasarkan keempat perspektif BSC, serta faktor-faktor yang memengaruhi kinerjanya.

Penelitian menggunakan pendekatan kualitatif deskriptif dengan strategi studi kasus tunggal (*single case study*). Data primer dikumpulkan melalui wawancara terhadap enam informan, yang terdiri atas tiga personel DTO melalui wawancara mendalam dan tiga personel unit pengguna melalui wawancara yang lebih ringkas, dengan penekanan pada pengalaman terhadap program tertentu. Data primer tersebut dilengkapi dengan data sekunder berupa dokumen strategis perusahaan. Analisis dilakukan dengan model interaktif Miles, Huberman, dan Saldaña, sementara keabsahan data dijaga melalui triangulasi sumber.

Hasil penelitian menunjukkan bahwa DTO berperan sebagai unit *facilitator-coordinator* dengan kewenangan persuasif, bukan eksekutif, dan menjalankan enam dimensi peran yang berkembang secara kelembagaan sepanjang 2022–2025. Kinerja DTO menampilkan profil yang berbeda pada keempat perspektif: perspektif proses bisnis internal paling matang, perspektif *value creation* dan pelanggan kuat secara konseptual namun menghadapi keterbatasan pengukuran, sedangkan perspektif pembelajaran dan pertumbuhan menyisakan celah pada budaya transformasi *enterprise*. Penelitian juga mengidentifikasi enam CSF yang membentuk hierarki implisit dengan *people mindset* sebagai akar penyebab, dukungan kepemimpinan sebagai *enabler*, dan *change management* sebagai perekat antarfaktor. Temuan ini berkontribusi pada pengembangan kerangka evaluasi kinerja unit transformasi digital berbasis kualitatif, khususnya pada konteks Badan Usaha Milik Negara.

Kata kunci: Balanced Scorecard, *Digital Transformation Office*, transformasi digital, *value creation*, *Critical Success Factor*

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ABSTRACT

This study aims to analyze the performance of the Digital Transformation Office (DTO) of PT Kereta Api Indonesia (Persero) in implementing digital transformation through the Balanced Scorecard (BSC) approach. Given that the benefits of digital transformation are predominantly intangible and long-term, the financial perspective of the BSC was adapted into a value creation perspective, enabling the analytical framework to capture forms of value that are not readily quantifiable in financial terms. This framework was further complemented by a Critical Success Factor (CSF) analysis to identify the determinants of transformation success. Building on this adaptation, the DTO's performance was examined through four perspectives: value creation, customer, internal business process, and learning and growth. The study is guided by three research questions, namely the role and function of the DTO, its performance across the four BSC perspectives, and the factors influencing that performance.

A descriptive qualitative approach was employed using a single case study strategy. Primary data were collected through interviews with six informants, consisting of three DTO personnel who participated in in-depth interviews and three user-unit personnel who participated in shorter interviews, with a focus on their experiences with a particular program. The primary data were supplemented by secondary data in the form of the company's strategic documents. The data were analyzed using the interactive model of Miles, Huberman, and Saldaña, while trustworthiness was ensured through source triangulation.

The findings indicate that the DTO operates as a facilitator-coordinator unit exercising persuasive rather than executive authority, and that it performs six role dimensions that have matured institutionally throughout 2022–2025. The DTO's performance exhibits distinct profiles across the four perspectives: the internal business process perspective is the most mature, the value creation and customer perspectives are conceptually robust yet constrained by measurement limitations, and the learning and growth perspective reveals a persistent gap in enterprise transformation culture. The study further identifies six CSFs that form an implicit hierarchy, in which people mindset constitutes the root cause, leadership support serves as the enabler, and change management functions as the binding element among the factors. These findings contribute to the development of a qualitative framework for evaluating the performance of digital transformation units, particularly within the context of *Badan Usaha Milik Negara* (BUMNs).

Keywords: Balanced Scorecard, Digital Transformation Office, digital transformation, value creation, Critical Success Factor