

Design Recommendations to Enhance The Digital Transformation of Lalu Akhmad Farhan Licensed Cadastral Surveyor Bureau (KJSB)

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Key words: Digital cadastre; Professional practice; digital transformation maturity; gap analysis; ICE model; land survey and mapping; MoSCoW technique

SUMMARY

Kantor Jasa Surveyor Berlisensi (KJSB) or Licensed Cadastral Surveyor Bureau of Lalu Akhmad Farhan is a survey and mapping company and also a partner of the Indonesia Ministry of Agrarian and Spatial Planning (ATR)/ National Land Agency (BPN). In 2020, the Indonesia Ministry of ATR/BPN issued a roadmap for 2020-2024 to manifest the idea of Digital Melayani (DILAN). Based on the roadmap, the Ministry of ATR/BPN will expand its service to electronic services in 2020-2021 by issuing an electronic land certificate. KJSB Lalu Akhmad Farhan, the provider of physical data for the land certificate, is impacted by that decision. KJSB Lalu Akhmad Farhan has to collect and process physical data using digital technology as part of the transformation. Not only driven by an external factor, but the company itself also needs to digitally transform its organization due to the complexity of project management practice.

Before making improvements, it is essential to know the current maturity level of the digital transformation of the company. In this study, the company's level of digital transformation is assessed using a questionnaire designed based on the Digital Transformation Maturity Index which consists of eight dimensions: strategic, leadership, market, operations, people and expertise, culture, governance, and technology that was operationalized by Rossmann (2018). Then, the median of the indicators for each question's answer is calculated. Indicators with low median values are used as the basis for problem formulation in the company. Next, the gap between the current and ideal conditions is analyzed. Based on the analysis, some recommendations are proposed and ranked by using the MoSCoW technique (must have, should have, could have, will not have this time) and the ICE model (impact, confidence, ease).

The digital transformation maturity assessment results showed that KJSB Lalu Akhmad Farhan needs improvement based on twelve indicators. The recommendations are: 1) registering the

company to the Indonesian Cadastre Survey Expert Society (MASKI) service platform; 2) preparing the standard operating procedure (SOP) for evaluating digital strategies; 3) forming a digitization team; 4) designing a dashboard for controlling company activities; 5) utilizing project collaboration applications; 6) designing a digital library; and 7) designing continuous improvement mechanisms. The seven recommendations are summarized in the company digitalization roadmap for 2021-2022.

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FIG Congress 2022
Volunteering for the future - Geospatial excellence for a better living
Warsaw, Poland, 11–15 September 2022