

# Strategi transformasi digital pada perusahaan transportasi bus rapid Indonesia: studi kasus PT Transportasi Jakarta = Digital transformation strategy of Indonesia bus rapid transportation company: a case study of PT Transportasi Jakarta

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## Abstrak

Integrasi transportasi publik DKI dilakukan dalam implementasi intelligence transportation system guna mencapai konsep future of mobility. Integrasi dilakukan dalam tiga tahap hingga tahun 2030. Pada tahun 2020 tahap II dilaksanakan, tetapi pandemi Covid-19 berdampak terhadap proses transformasi bisnis. Salah satunya adalah PT Transportasi Jakarta yang mengalami dampak tidak tercapai target penerapan konsep future of mobility yang hanya terimplementasi sebesar 52,97% dari target yang diharapkan. Perusahaan perlu melakukan adaptasi terkait dengan strategi bisnis yang dijalankan, sehingga target yang direncanakan tepat waktu. Penelitian ini akan menganalisis dan merumuskan strategi transformasi digital dalam menghadapi future of mobility dan pandemi Covid-19. Penelitian ini merupakan studi kasus secara kualitatif dengan melakukan wawancara kepada pihak internal perusahaan dan studi dokumen. Pendekatan penelitian menggunakan open coding dan induktif. Perumusan strategi menggunakan teori Sunil Gupta yang dibandingkan dengan 4 peneliti lain untuk menghasilkan kerangka strategi bisnis digital. Hasil dari analisis penelitian yang diperoleh terdapat 19 rumusan strategi digital bisnis dalam memenuhi konsep future of mobility yaitu 6 strategi terkait dengan pelanggan sebagai pusat layanan, 4 strategi terkait konektivitas objek layanan, 2 strategi terhadap pengenaan harga yang dinamis, 3 strategi terkait integrasi transportasi publik, serta 4 strategi terkait kolaborasi seamless dan inovatif.

.....The integration of DKI public transportation is carried out in the implementation of the intelligence transportation system in order to achieve the concept of future of mobility. Integration is carried out in three stages until 2030. In 2020 phase II was carried out, but the Covid-19 pandemic had an impact on the business transformation process. One of them is PT Transport Jakarta which experienced the impact of not achieving the target of implementing the future of mobility concept which was only implemented at 52.97% of the expected target. Companies need to make adaptations related to the business strategy that is being carried out, so that the planned targets are on time. This study will analyze and formulate a digital transformation strategy in the face of the future of mobility and the Covid-19 pandemic. This research is a qualitative case study by conducting interviews with the company's internal parties and document studies. The research approach uses open coding and inductive. The strategy formulation uses Sunil Gupta's theory which is compared with 4 other researchers to produce a digital business strategy framework. The results of the research analysis obtained are 19 digital business strategy formulations in meeting the future of mobility concept, namely 6 strategies related to customers as service centers, 4 strategies related to service object connectivity, 2 strategies for dynamic pricing, 3 strategies related to the integration of public transportation, and 4 strategies related to seamless and innovative collaboration.