

# Analisis Tata Kelola Digital OGS dan Kendala Pengembangan Teknologi dalam Meningkatkan Daya Saing Badan Klasifikasi: Studi Menuju Pengakuan Anggota IACS = Analysis Digital Governance of OGS and Technological Development Challenges for Classification Bodies Competitiveness: Study Towards IACS Membership Recognition

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## Abstrak

Indonesia, sebagai negara maritim terbesar di dunia, memiliki potensi besar untuk menjadi poros maritim dunia. PT. Biro Klasifikasi Indonesia (Persero) atau PT. BKI, sebagai satu-satunya badan klasifikasi milik negara, berperan penting dalam pengembangan infrastruktur dan konektivitas maritim. Penelitian ini bertujuan untuk menganalisis performa tata kelola sistem digital One Gate System (OGS) di PT. BKI, mengidentifikasi kendala dalam pengembangan teknologi OGS, dan merumuskan rekomendasi kebijakan untuk mencapai pengakuan sebagai anggota International Association of Classification Societies (IACS). Metode penelitian yang digunakan meliputi wawancara mendalam, analisis dokumen, dan observasi partisipatif. Hasil penelitian menunjukkan bahwa PT. BKI telah melakukan transformasi digital yang signifikan, namun masih menghadapi tantangan dalam integrasi sistem dan peningkatan kompetensi sumber daya manusia. Rekomendasi kebijakan mencakup pemanfaatan temuan penilaian IACS, analisis mendalam terhadap hambatan, tinjauan dan optimalisasi strategi, serta manajemen proaktif terhadap dampak operasional dan reputasi. Implementasi rekomendasi ini diharapkan dapat memperkuat tata kelola digital PT. BKI, mempercepat pemenuhan standar IACS, dan meningkatkan daya saing di industri klasifikasi maritim. ....Indonesia, as the largest maritime country in the world, has great potential to become the world's maritime axis. PT. Indonesian Classification Bureau (Persero) or PT. BKI, as the only state-owned classification agency, plays an important role in developing maritime infrastructure and connectivity. This research aims to analyze the performance of One Gate System (OGS) digital system governance at PT. BKI, identified obstacles in the development of OGS technology, and formulated policy recommendations to achieve recognition as a member of the International Association of Classification Societies (IACS). The research methods used include in-depth interviews, document analysis, and participatory observation. The research results show that PT. BKI has carried out significant digital transformation, but still faces challenges in system integration and increasing human resource competency. Policy recommendations include leveraging IACS assessment findings, in-depth analysis of barriers, strategy review and optimization, and proactive management of operational and reputational impacts. It is hoped that the implementation of these recommendations can strengthen PT's digital governance. BKI, accelerates compliance with IACS standards, and increases competitiveness in the maritime classification industry.