

CHAPTER IV

CLOSING

4.1 Conclusion

Based on the results of research regarding agile adoption best practice with a case study at PT Telkom Indonesia, the following conclusions can be drawn:

1. In the next new normal era, PT Telkom Indonesia answers the challenges of this era through the company's journey, namely Investing for the Future. PT Telkom Indonesia focuses on strengthening competencies and developing partnerships while improving the company's business fundamentals.
2. In accelerating the transformation process, PT Telkom Indonesia's corporate theme in 2022 is "Enhance digital capability and business performance for sustainable growth". This corporate theme was created of course with the hope of accelerating the company's transformation and achieving sustainable growth for the company by maintaining business performance and also increasing the capabilities of Telkom Group. This big vision is achieved through 3 (three) main programs, namely implementing the best quality of service with excellent customer experience, Excel in the 3 digital domains and unlocking business leveraging group synergy, and accelerating digitalization and lean organization development for impactful operations.

3. Telkom initiated a value unlocking strategy known as five big programs (five bold moves) to build competitive advantages in the fields of digital connectivity, digital platforms, digital services, and strengthen Telkom's position to become a world-class digital telecommunications company. The five programs are Fixed Mobile Convergence (FMC), Infrastructure Company (InfraCo), Data Center Company (DC Co), B2B Digital IT Service, and Digital Company (DigiCo).
4. The transformation process carried out by Telkom is of course also due to the urgency that occurs both internally and externally from the company. The urgency for this transformation process to occur is caused by 3 (three) things, namely the realization of the company's WINDIGITAL strategy, the formation of PT Telkom Indonesia as a holding company, and market competition with the emergence and development of Over-The-Top (OTT) companies.
5. The transformation carried out by PT Telkom Indonesia is slowly having an impact on the company's EBITDA and net profit in the third quarter of 2023. The company's EBITDA was recorded at IDR 59.1 trillion with an EBITDA margin of 53.1%, growing significantly from 52.2% in the previous semester. Apart from that, the company posted a net profit of 19.5 trillion with double-digit growth of 17.6% every year. As a result of effective promotional

strategies and targets, the company's marketing costs fell by 6.9% every year to 2.6 trillion.

6. Implementation of Fixed Mobile Convergence (FMC) has started in 2021 and has a probis in the transformation implementation process. In 2024, the hope is to show synergy between fixed and mobile broadband, work efficiency, and produce a growth story in the years to come.
7. InfraCo implementation has started in 2021 and has a probis in the transformation implementation process. In 2024, it is hoped that the new entity can continue to learn and mature its operational processes by managing Telkom's assets. Mitratel as a company that has had an IPO also hopes to continue producing a good growth story.
8. Implementation of the Data Center Company (DC Co) has started in 2021 and has a task force in the process of implementing the transformation. In 2024, it is hoped that the new entity can continue to increase collaboration with partnerships, build a second campus in Karawang, and continue to move towards achieving the data center target of 400-500 MW and controlling a 25-30% market share.
9. Implementation of B2B Digital IT Service has started in 2021 and has a task force in the process of implementing the transformation. In 2024, Telkom

Sigma as the main vehicle in the B2B Digital IT Service business will continue to transform the company's organization and employee capabilities.

10. The implementation of Digital Company (DigiCo) can be said to be a bit hampered due to the 'Winter Season' that is occurring among digital business companies and also trends that have changed after the pandemic and caused many digital businesses to go bankrupt. PT Telkom Indonesia will continue to review the condition of its digital business and develop this digital business organically.
11. None of the constraints that occurred in the implementation process of the Five Bold Moves were fatal and all indicators of agile adoption best practice have also been implemented. However, there are several indicators of agile adoption best practice that can be developed in its implementation to get maximum results and minimize potential problems that will arise.

4.2 Suggestion

Based on the conclusions outlined previously, several suggestions can be made that can be beneficial and useful for companies and other parties in efforts to implement agile adoption best practice in the company transformation process. The suggestions given are as follows:

1. As one of the best telecommunications companies in Indonesia and with very rapid developments over time, it is important for PT Telkom Indonesia to be

able to continue to adapt and develop according to the needs of the times by adopting various systems that can increase the company's competitive advantage

2. Even though the agile system was basically born from the product development process, the agile principles can be used, adapted to the company's needs, and maximize the various potentials of the agile adoption process, such as automated tools and team dynamics.
3. As a company that has talents at the forefront of the company's transformation process, PT Telkom Indonesia in the transformation process is expected to reduce the role of consultants in the process and focus more on improving the capabilities of existing human resources which can become a long-term investment for the company.
4. In future research, researchers can pay more attention to the implementation of the agile organization system in Telkom subsidiaries, especially those that are the subject of transformation in the Five Bold Moves.
5. For companies or other organizations, the implementation of agile adoption best practice can be supported by long-term investment in human resources through training related to agile organization and maximizing automated tools that can have an impact on the company's work system. The application of

Agile Adoption Best Practice implemented by PT Telkom Indonesia can be a model that can be imitated and developed for the better.