

# HOW TO LEAD A SUCCESSFUL DIGITAL TRANSFORMATION

Study Case PT Pegadaian (Persero)

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**Human Capital Director**



KEMENTERIAN  
BADAN USAHA  
MILIK NEGARA  
REPUBLIK  
INDONESIA



**Pegadaian**

Mengatasi Masalah Tanpa Masalah



# AGENDA



**ABOUT PEGADAIAN**



**DIGITALIZATION  
IN PEGADAIAN**



**CULTURAL CHANGE  
IN PEGADAIAN**



# Our History



1 April 1901  
(Sukabumi)

1901

Lembaga Resmi  
Jawatan

1928

Perusahaan  
Jawatan

1969

Perusahaan  
Negara

1961

Perusahaan Umum  
(PERUM)

1990

Perseroan Terbatas  
(Persero)

2012

Pawn Broking Market  
deregulated

2016

2021

SUB  
HOLDING MICRO

2019

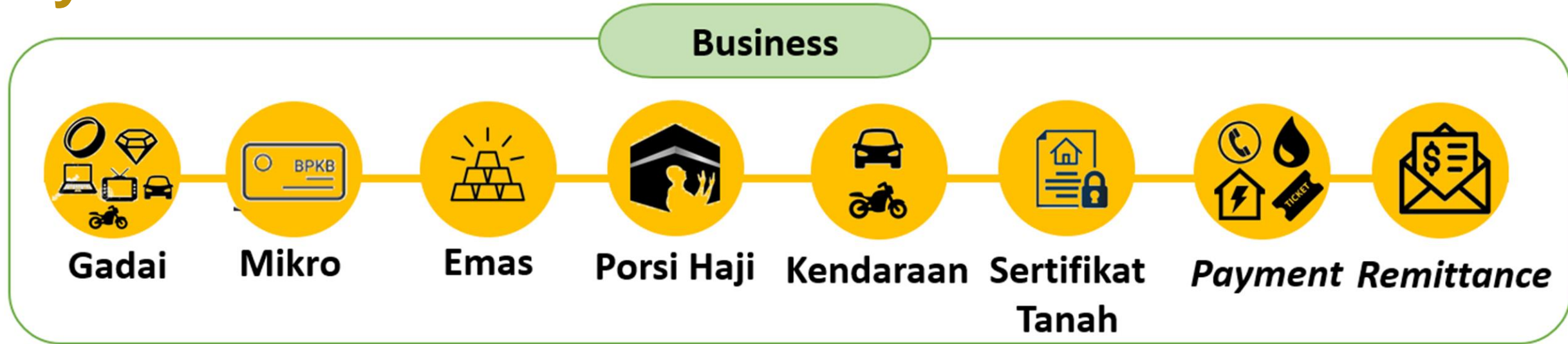
TRANSFORMATION  
 **G-STAR**  
TRANSFORMATION



**Pegadaian**  
Exceed The Limit



# Company Profile



**Permanent**



**14.218**  
Karyawan

**Outsourcing**



**16.912**  
Karyawan

**Subsidiaries**



**PT Pesonna Optima Jasa**



**PT Pesonna Indonesia Jaya**



**PT Pegadaian Galeri Dua Empat**



**72,7% Millennials**

**16,9 JT**  
customers



**71,4T**  
assets total



**54,7T**  
OSL



**2,02T**  
Net Profit



**4.087** Outlets

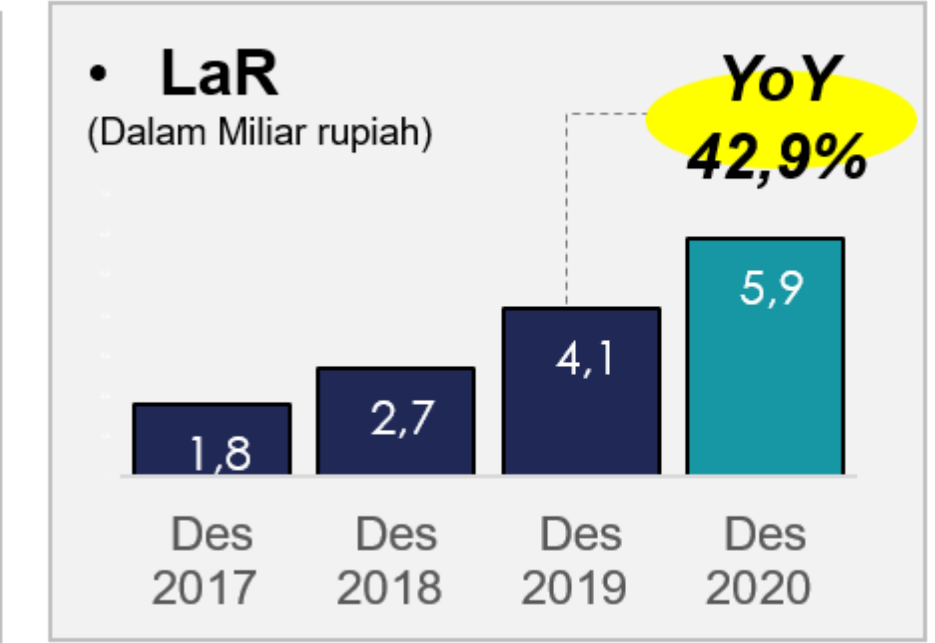
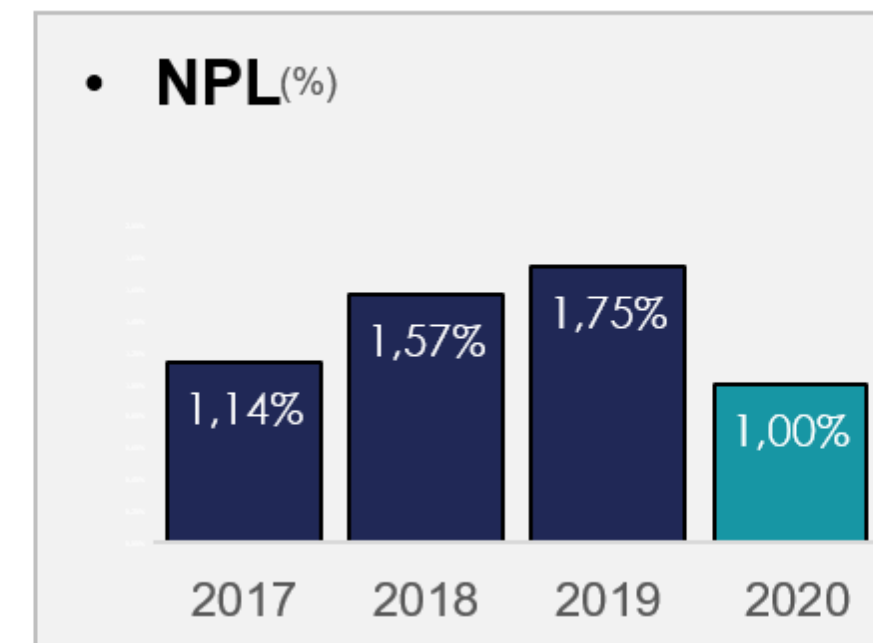
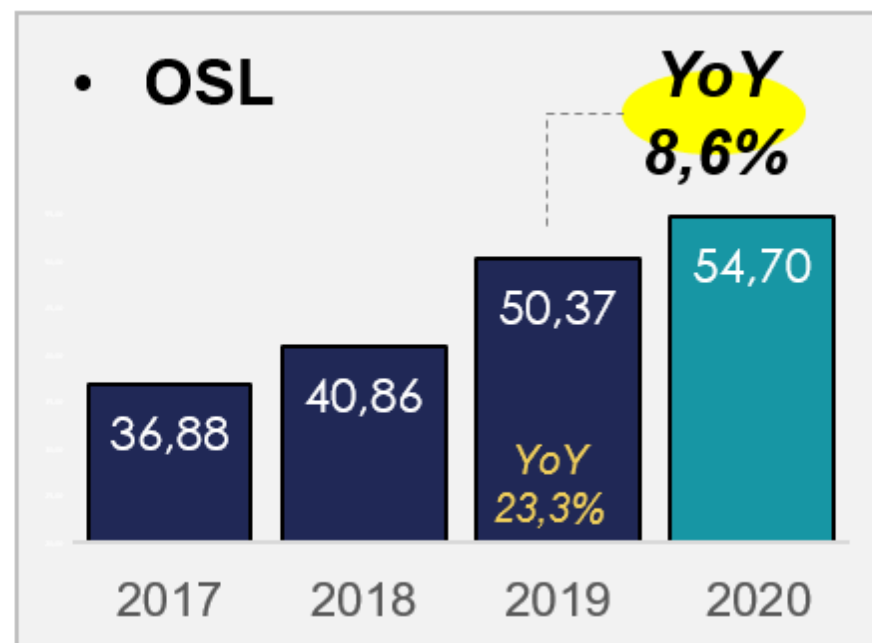
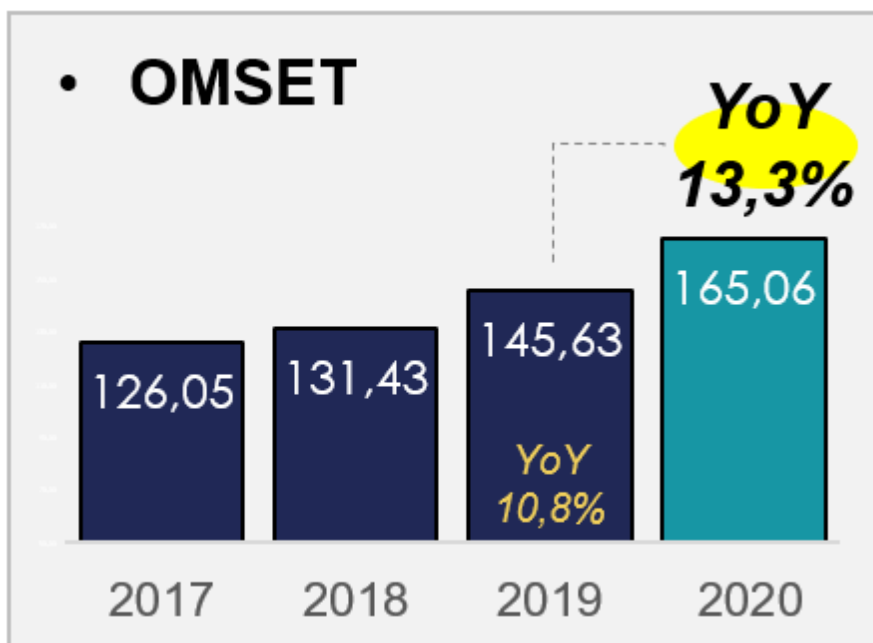
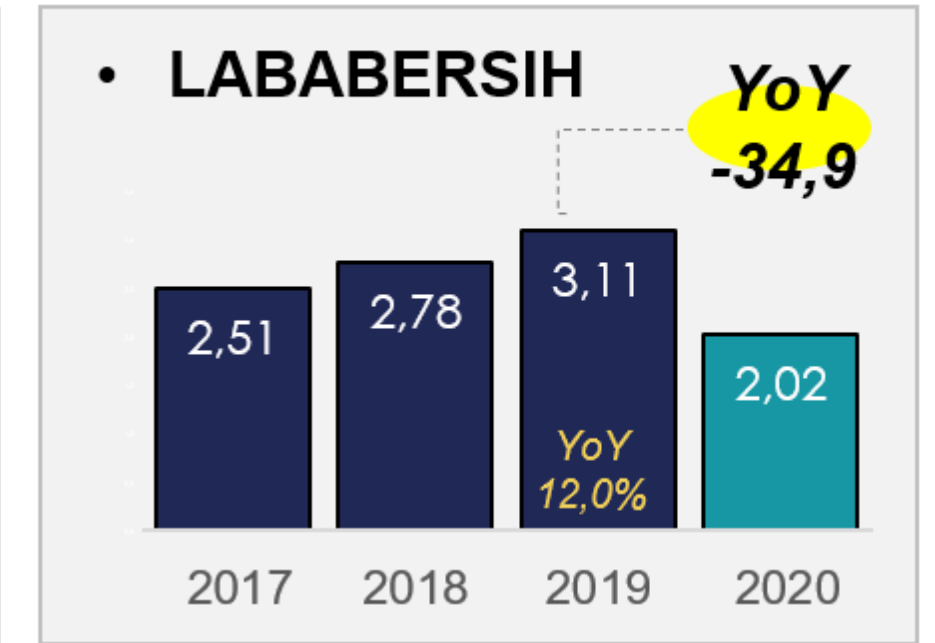
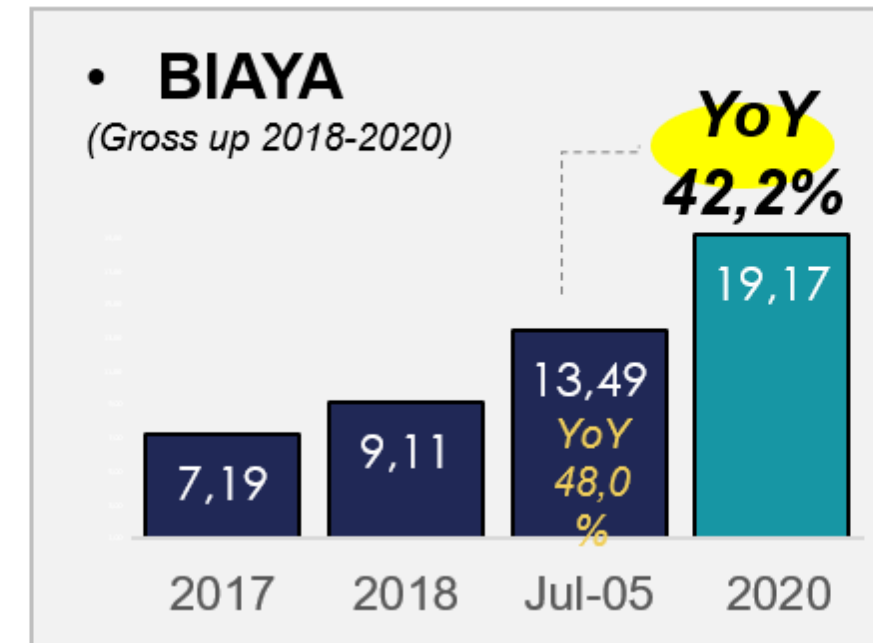
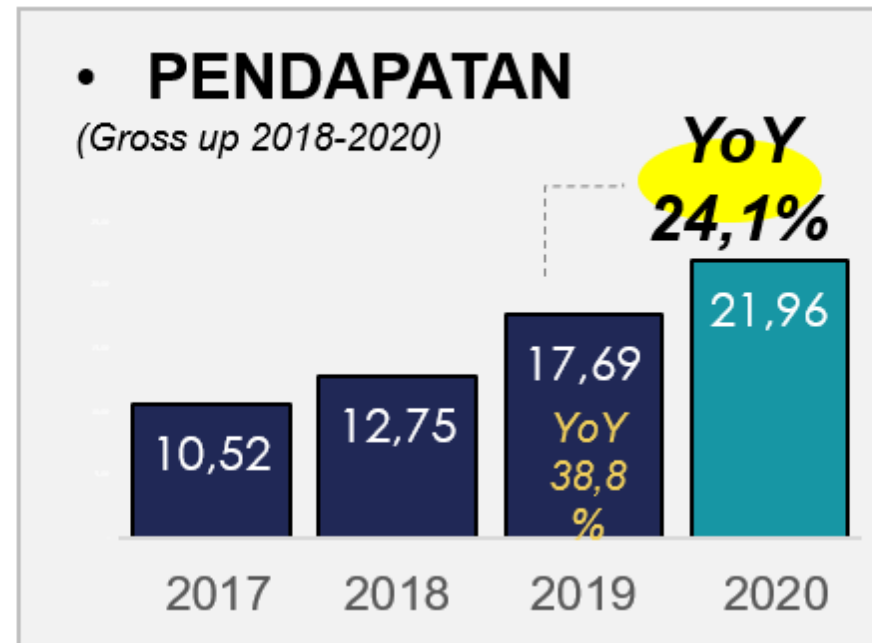
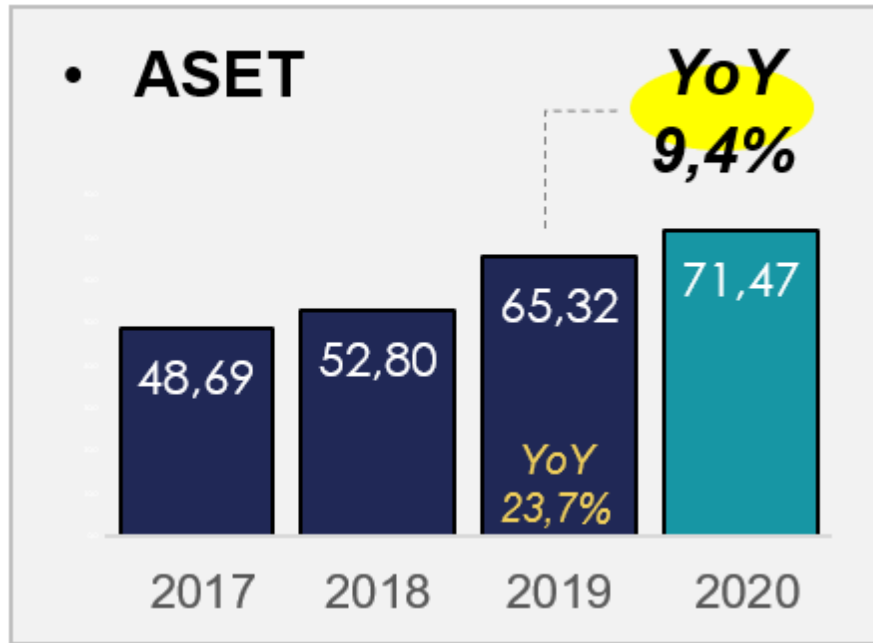
**34.819** Agent

Updated : December 2020



# Company Performance In 2020

(Dalam Triliun rupiah, kecuali dinyatakan lain)





# Transformation & The Challenge

## Pegadaian Transformation 2023



**BUMN**  
*Hadir untuk negeri*

 **Pegadaian**  
*Mengatasi Masalah Tanpa Masalah*

“ **Becoming the most valuable Financial Company**

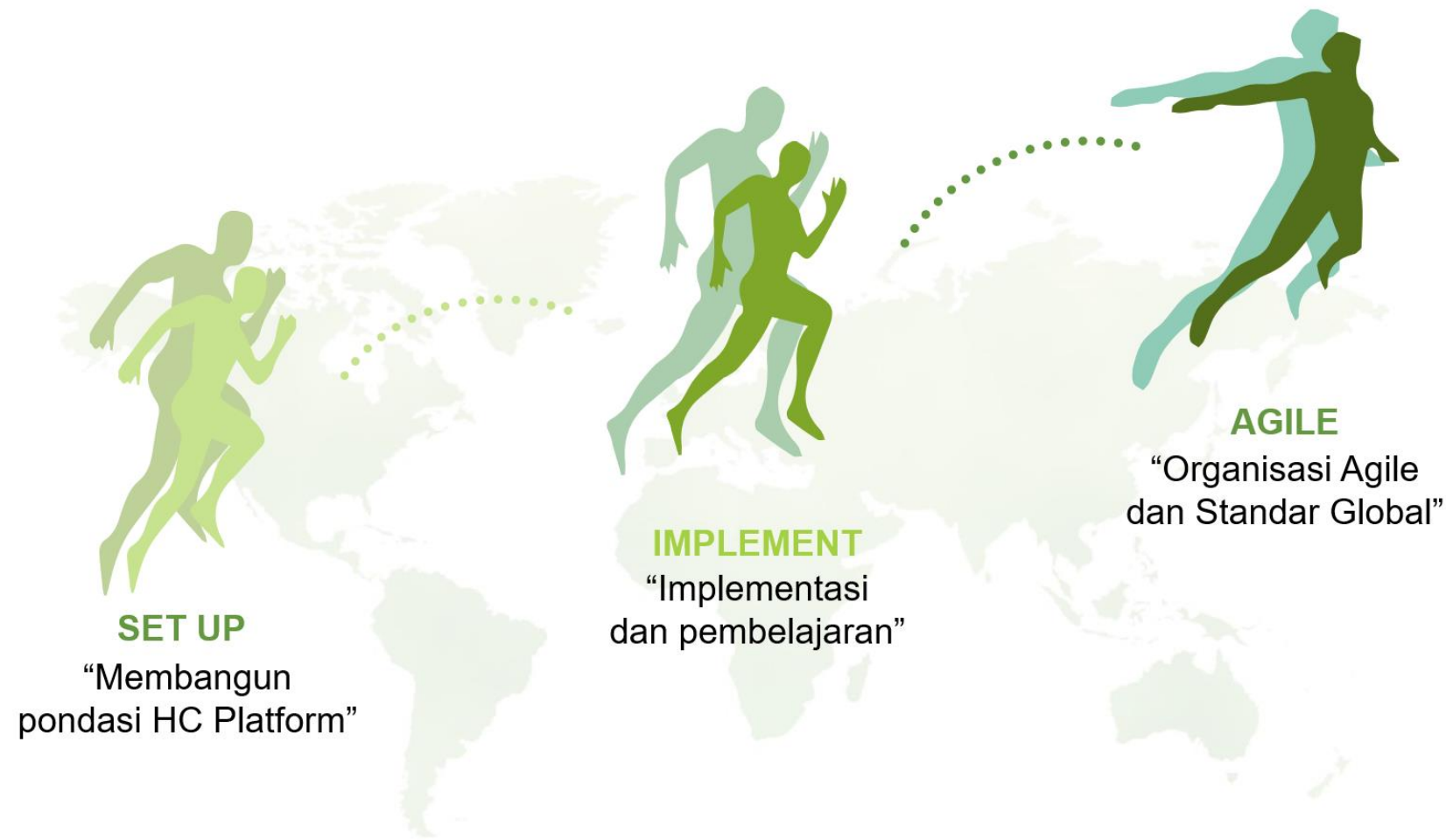
- OSL, Revenue and Profit grow 2.5 times
- Rp 100T Market Capitalization

Indonesia’s first choice of financial inclusion agent ”

Source : Bluebook Transformasi Pegadaian, Mc Kinsey, 2018

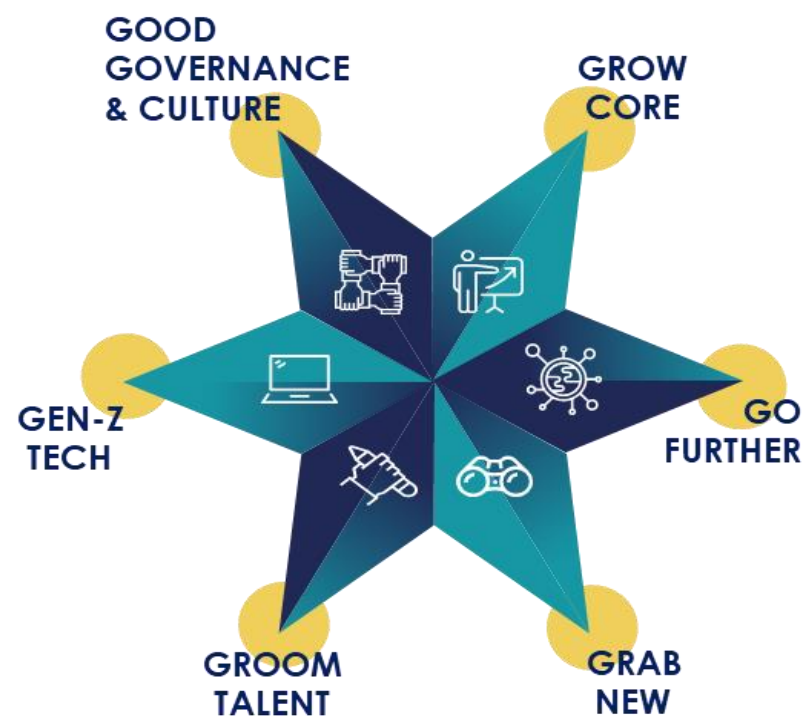


# Road Map Triple SPRINT



## Sasaran Bidang Sumber Daya Manusia RJPP 2020 s.d 2024

- Meningkatkan produktifitas;
- Meningkatkan jumlah dan kontribusi ke *Talent Pool* KBUMN;
- Meningkatkan *Employee Engagement*;
- Implementasi *core value* AKHLAK;
- Mewujudkan organisasi yang *agile* dan ber standard *global standard*.



## 6 Dimensi Pegadaian #G-Star+ Pegadaian

# AGENDA



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DIGITALIZATION  
IN PEGADAIAN



CULTURAL CHANGE  
IN PEGADAIAN



# SPRINT : Special Development Program for IT 2019

50% offers rejected by selected candidates for IT positions. From 2500++ applicants we only managed to get 7 candidates throughout Q1 2019.



**LET'S JOIN OUR TECH TEAM!**

**WE ARE BUILDING THE MOST VALUABLE DIGITAL FINANCIAL COMPANY IN INDONESIA**

**Sprint** </>  
Special Development Program for IT Talents

[www.pegadaian.co.id](http://www.pegadaian.co.id)

Managed by : 

SPRINT RECRUITMENT QUALITY INDICATORS		
Total numbers of applicants		11.803
Educations STEM		5.357 (45,4%)
Average IQ		105
Coding Test		117 (min 50)
MCU	Invited	123
	Qualified	94
	Accepted	64

Create **future leader** and **IT expert** with technical ability and business, product, also customer oriented.

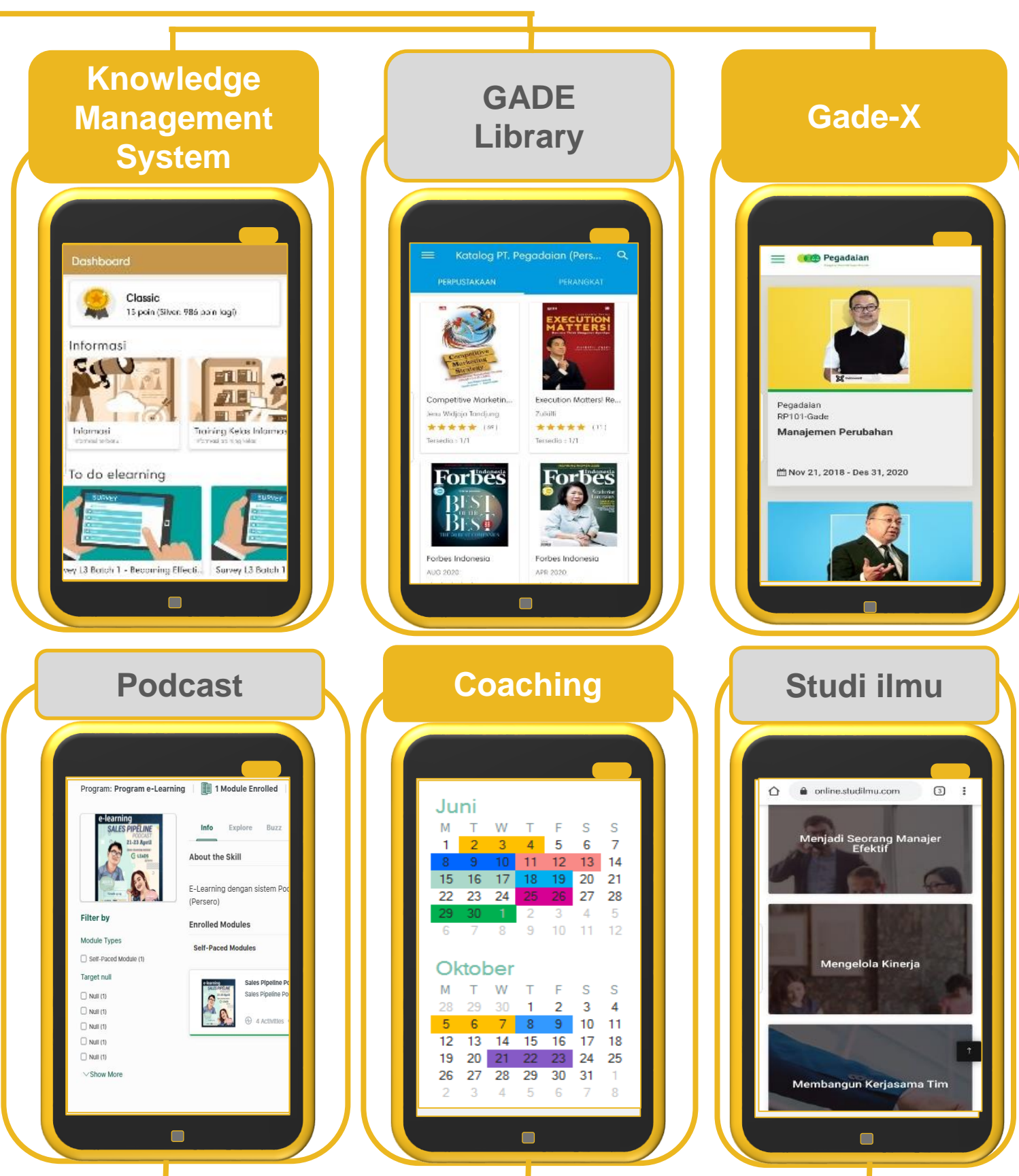


Improve company reputation as **Digital Financial Company** to the whole IT talent.

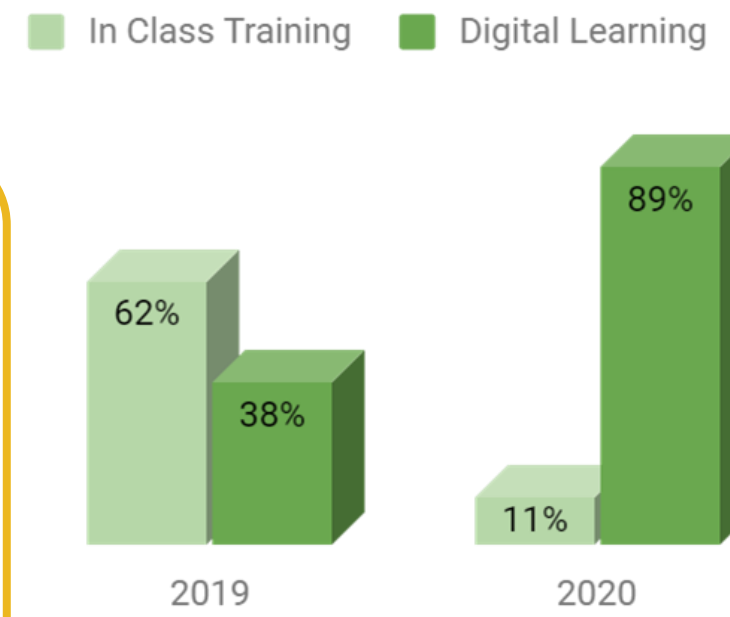




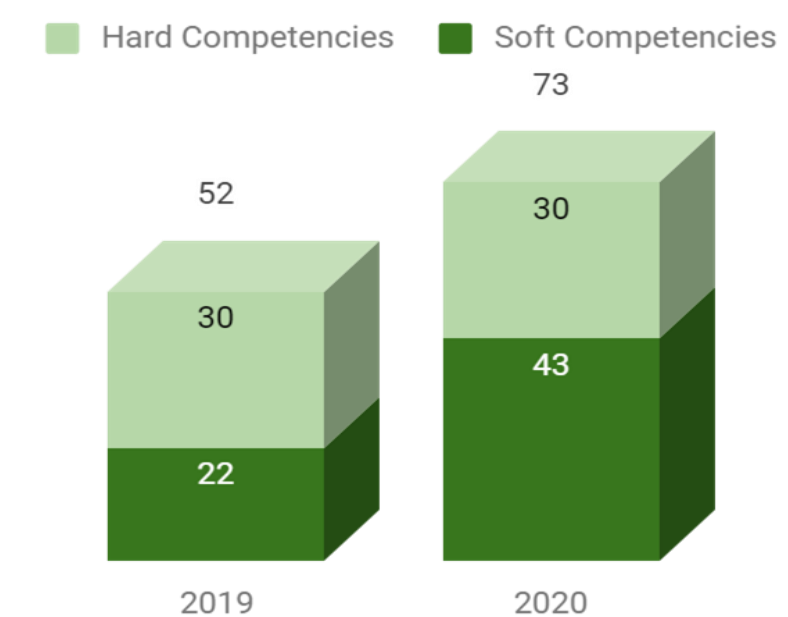
# G-Leads : Digital LMS Pegadaian



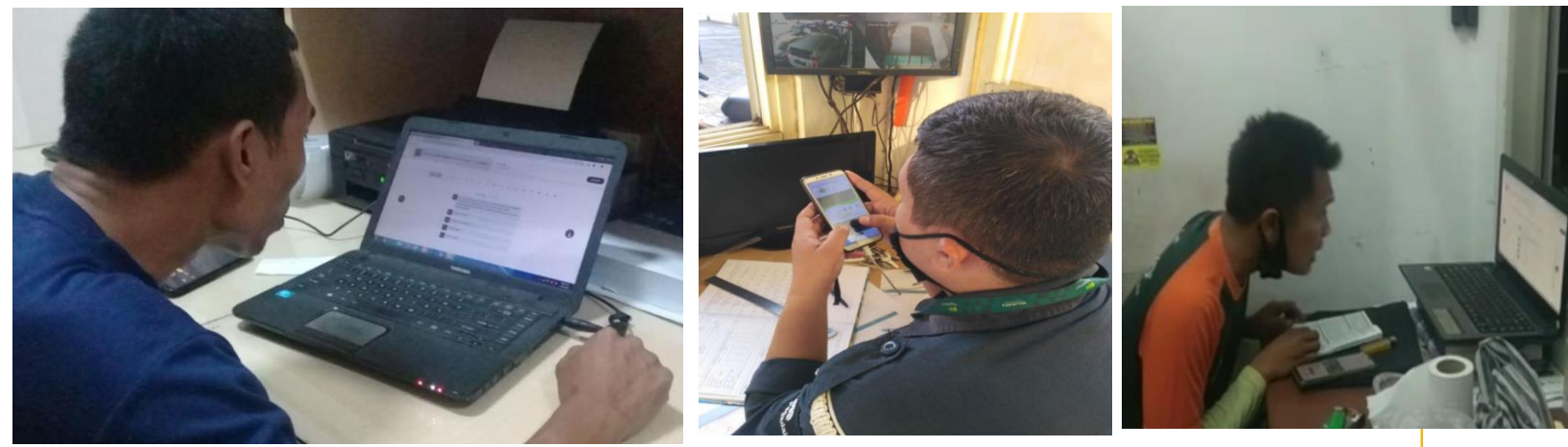
## Learning Activity



## Modul Digital Learning



**Modul E-Learning "Service to Sell"**  
 Untuk Driver PT Pegadaian (Persero) Seluruh Indonesia  
 05 - 07 Agustus 2020  
 Akses modul melalui: **G-LEADS**  
 Contact Person: Icha (0812-8755-8752), Dian (0852-6346-9007)





# G-Leads : Learning Wallet

## GADE LEARNING WALLET



### GOALS "GADE LEARNING WALLET"



**Recognition**  
Reward for All  
Change Agent



**Competency**  
Increase  
Competence of  
Change Agent



**Influencer**  
Cultivate  
Learning Culture



**Performance**  
Upgrade  
Company  
Performance

### USABILITY "GADE LEARNING WALLET"



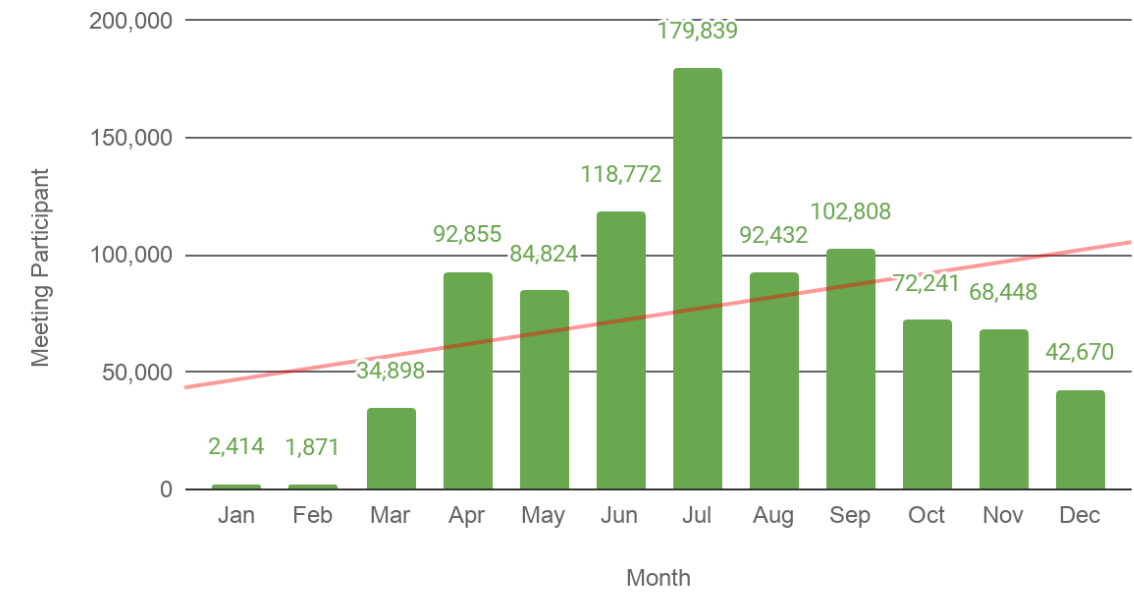
- Learning Program : Webinar, Seminar, *training*
- Learning Tools : Pembelian buku, Candle, Tab, Headset, Powerbank, Hardisk external etc

# Digital Collaborative Working Tools



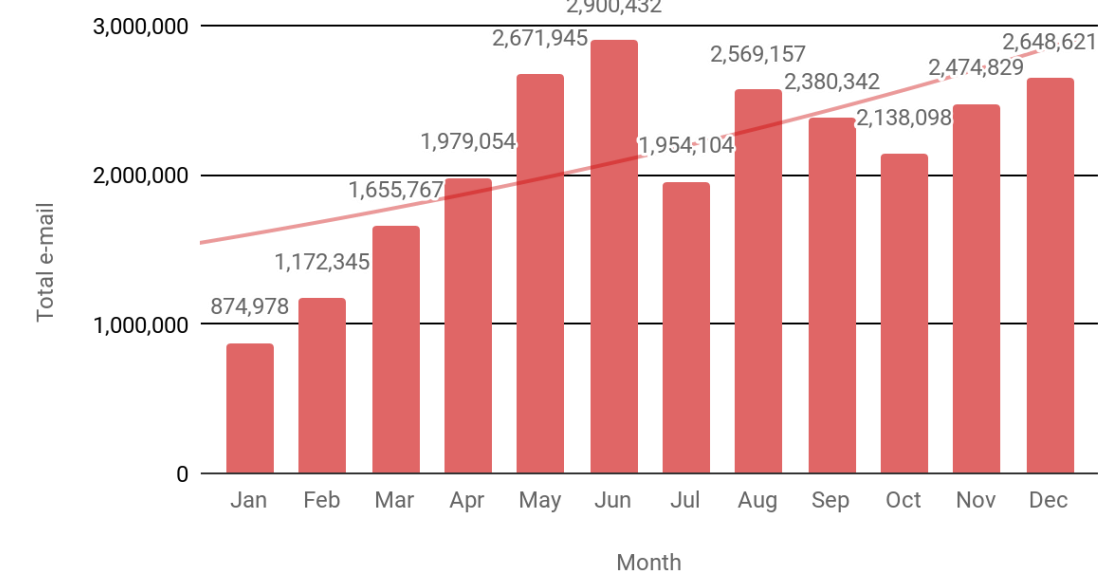
## G-Work Mail

Meeting Participants



## G-Work Meet

Mails Sent/Received



Total **25,4 Juta** (In&Out) Email diproses pada g-work mail.



# Task Management JIRA

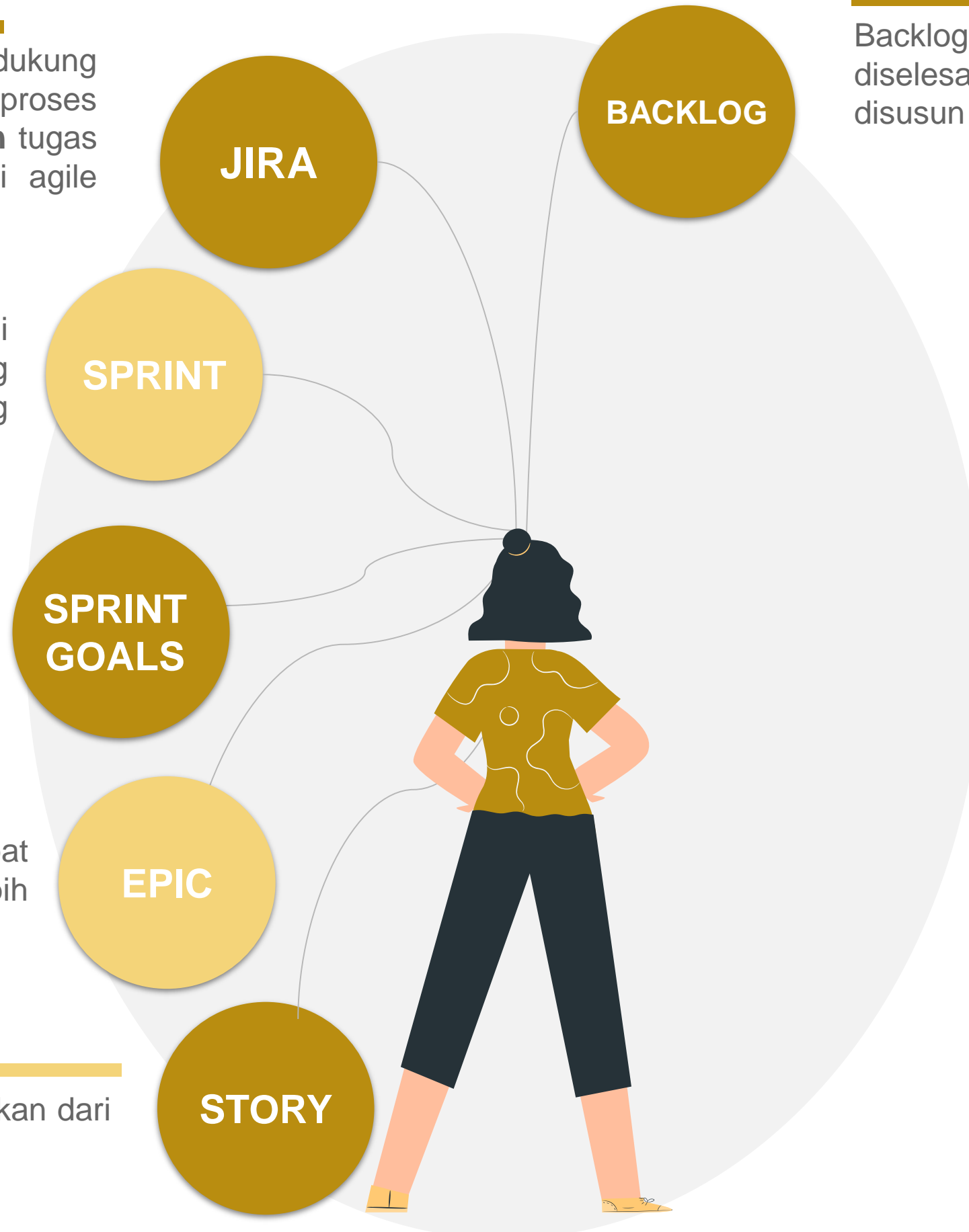
Jira Software merupakan alat yang mendukung setiap metodologi manajemen Agile dalam proses **perencanaan, monitoring, dan pelaporan** tugas dalam jangka waktu tertentu. Metodologi agile pada Jira terdiri dari scrum dan kanban.

Sebuah **batasan waktu (timebox)** dengan durasi satu bulan atau kurang (umumnya yang digunakan 2 minggu) untuk mencapai goals yang berpotensi dinyatakan "Selesai".

Sebuah **objektif** yang dibuat oleh atasan (Kepala departemen) yang berpotensi untuk dicapai dalam batasan waktu sprint.

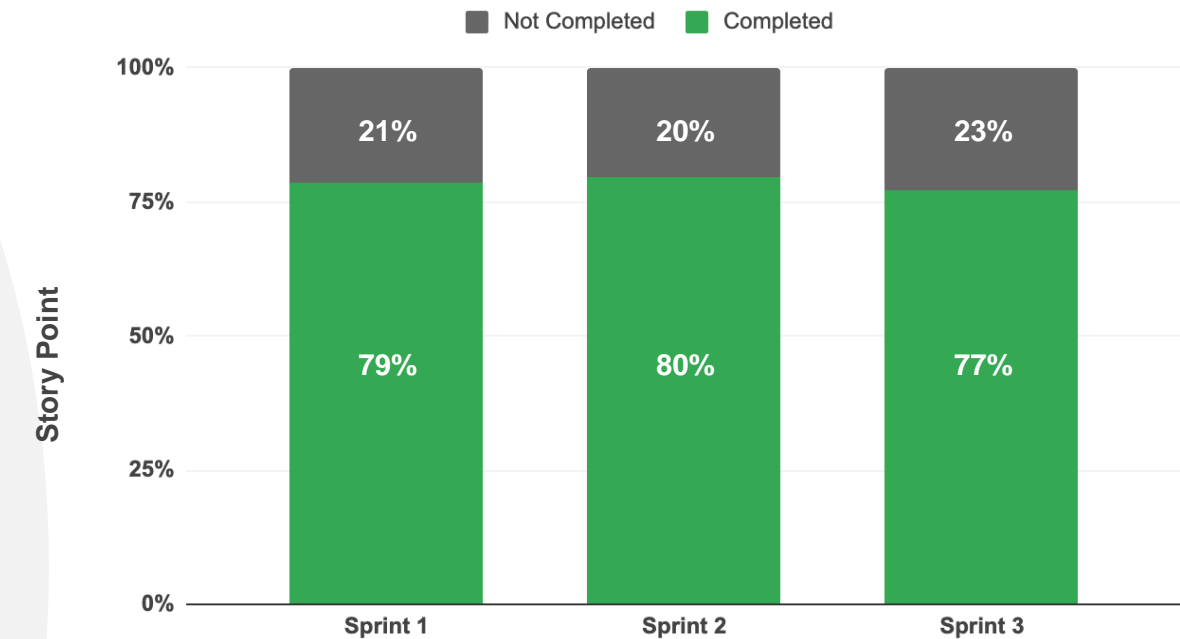
Sekumpulan besar pekerjaan yang dapat dipecah menjadi sejumlah tugas yang lebih kecil (story).

Sejumlah detail tugas yang diturunkan dari epic.

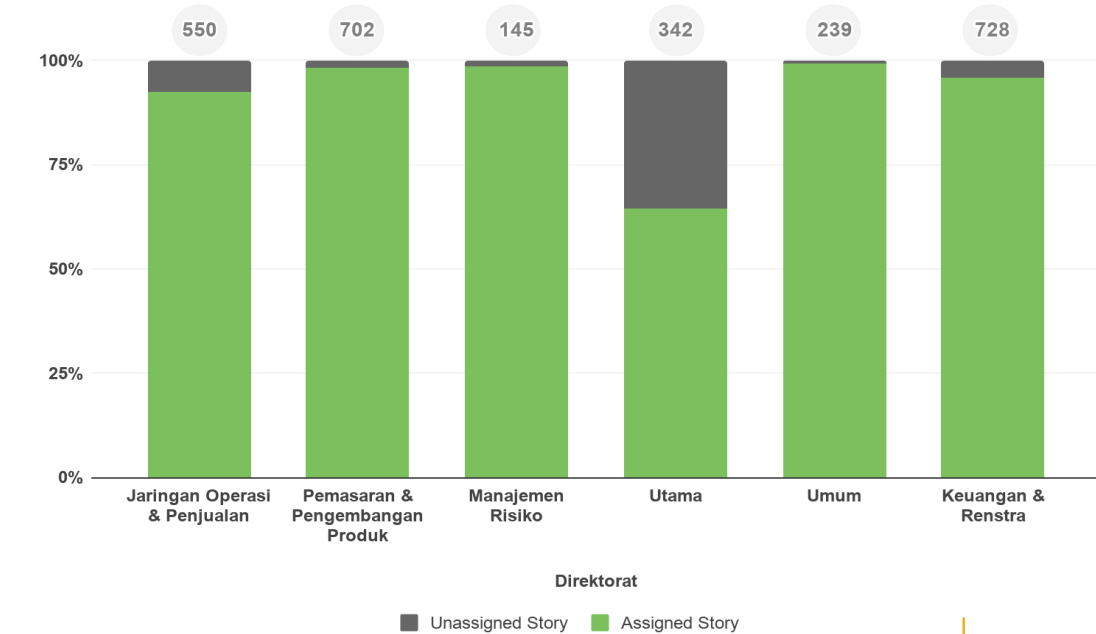


Backlog adalah item pekerjaan yang akan diselesaikan selama satu periode sprint yang disusun berdasarkan prioritas goals

Status Penyelesaian Story di Direktorat SDM



Perbandingan Assigned & Unassigned Task (Story)



# Technology As Enabler To Improve Productivity

## Phase One



Identifikasi Proses Bisnis.

## Phase Two



- Men-*Standard* kan & Me-*Lean* kan Proses Bisnis.
- Me-*Leverage* Teknologi.

## Phase Three



- Me-RPA kan proses bisnis yang rutin.
- Me *Reskill* Karyawan.

Terimplementasi :

- ✓ **Divisi Operasional Human Capital** : Surat Perintah Perjalanan Dinas (SPPD).
- ✓ **Divisi Tresuri** : Pembukuan hutang.



# Objective Key Result (OKR)

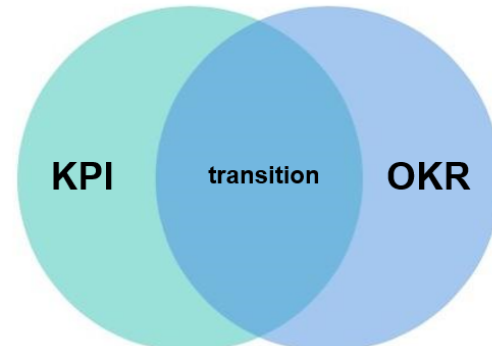


## Pengenalan dan Piloting OKR



Pada tahun 2019 Pegadaian telah menggunakan OKR dan di piloting pada Transformation Office

## Masa Transisi



1. OKR Unit Kerja merupakan hasil translasi dari KPI Unit Kerja Lintas Direktorat.
2. Karyawan yang tergabung dalam Squad saat ini menggunakan OKR sebagai pencatatan kinerja dalam Squad dan KPI sebagai pencatatan kinerja dalam Divisi Definitif.

## HC 4.0

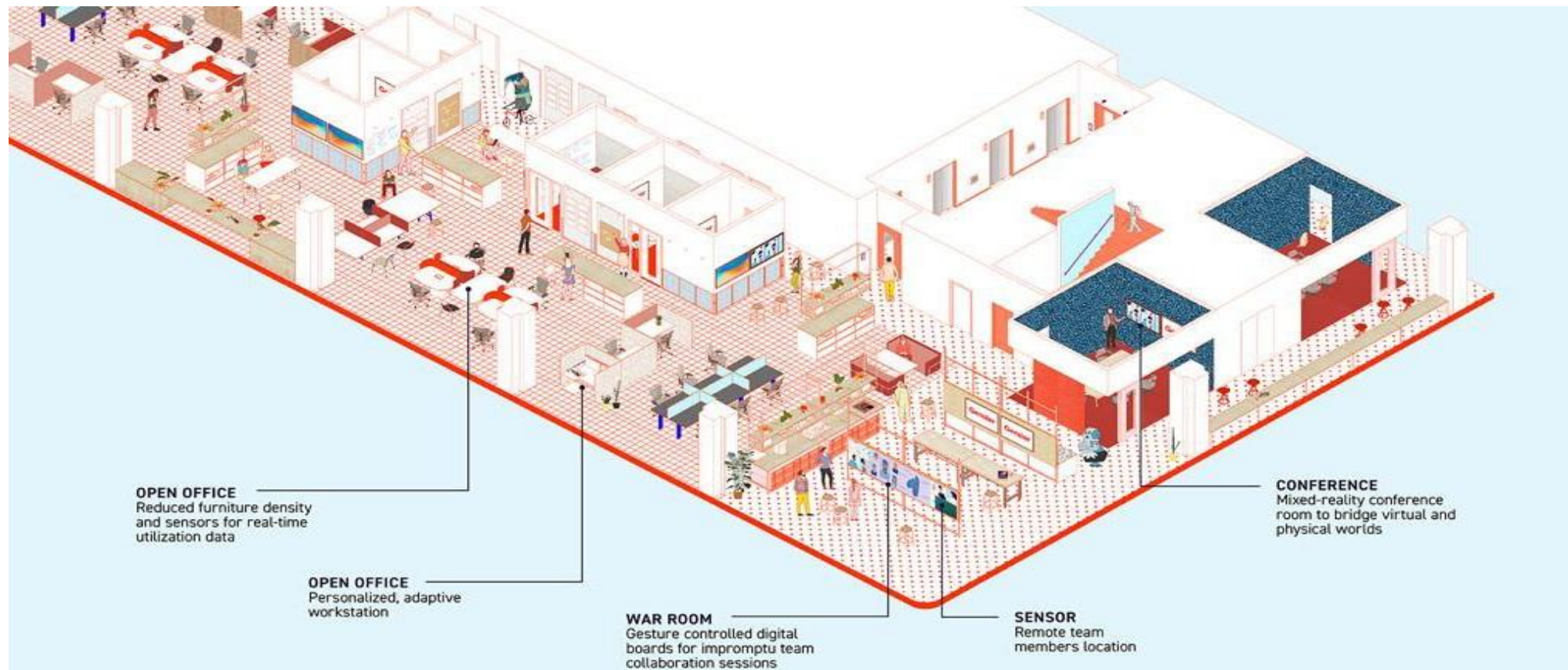


OKR Sebagai Performance Management Korporasi

Sebagai bagian dari Roadmap HC 4.0, Pada tahun 2022 OKR akan digunakan sebagai tools Performance Management System (PMS) pada level korporasi di PT Pegadaian (Persero)



# Hybrid Workspace



Happy Working Place



Starter Pack New Normal



Digitalization

# AGENDA



ABOUT PEGADAIAN



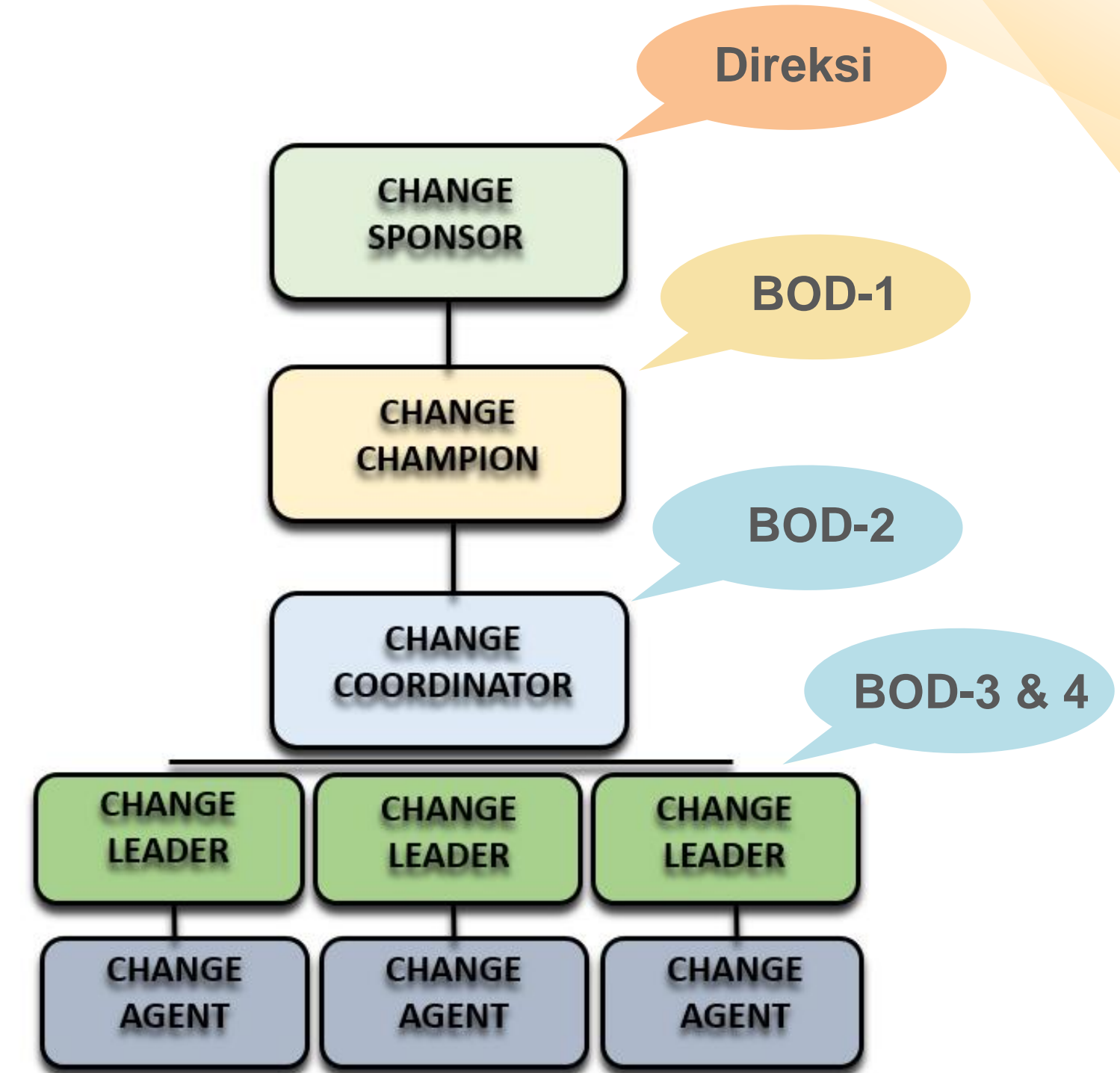
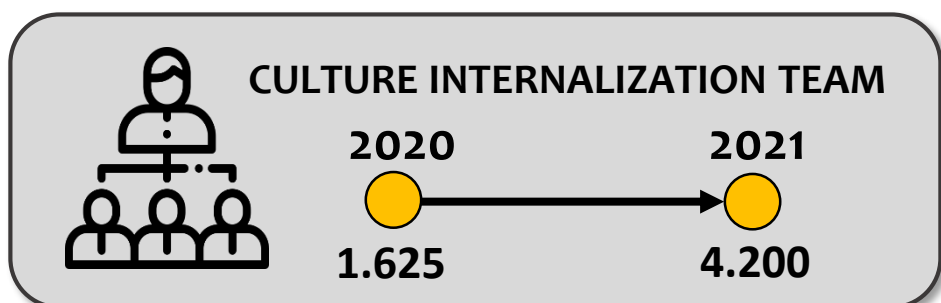
DIGITALIZATION  
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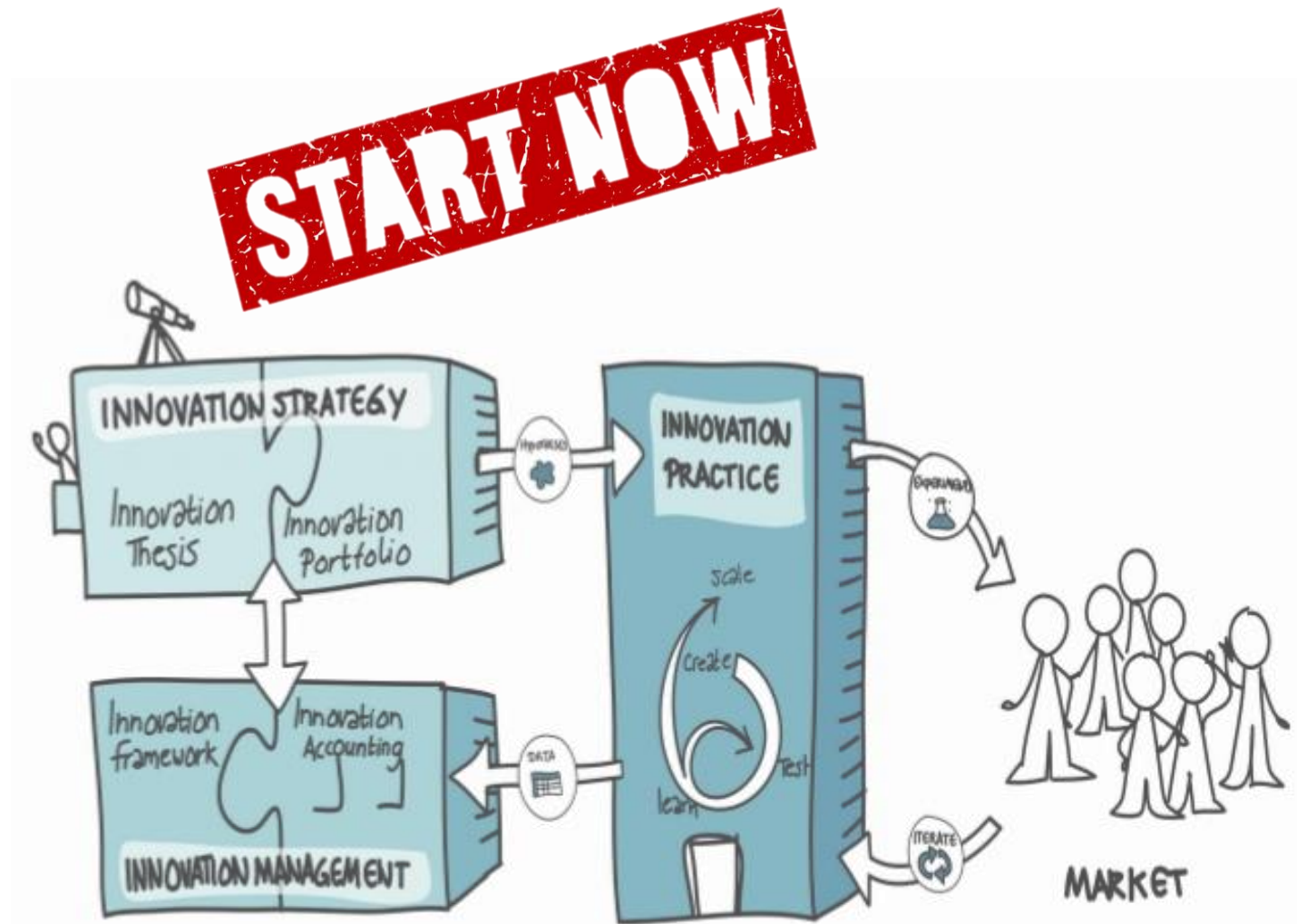


# Cultural Internalization Team



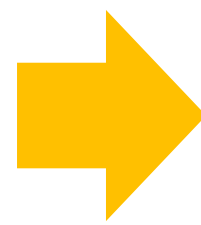
- Fungsi Change Agent Sebagai :**
- ✓ Change Agent & Change Promoter
  - ✓ Agent Monitoring
  - ✓ Knowledgeable Resources

# Building Innovation Culture



- Ask more questions!
- More attempts!
- More innovation!

**Innovation** =  $\frac{\text{Opportunity}}{\text{Fearness}}$

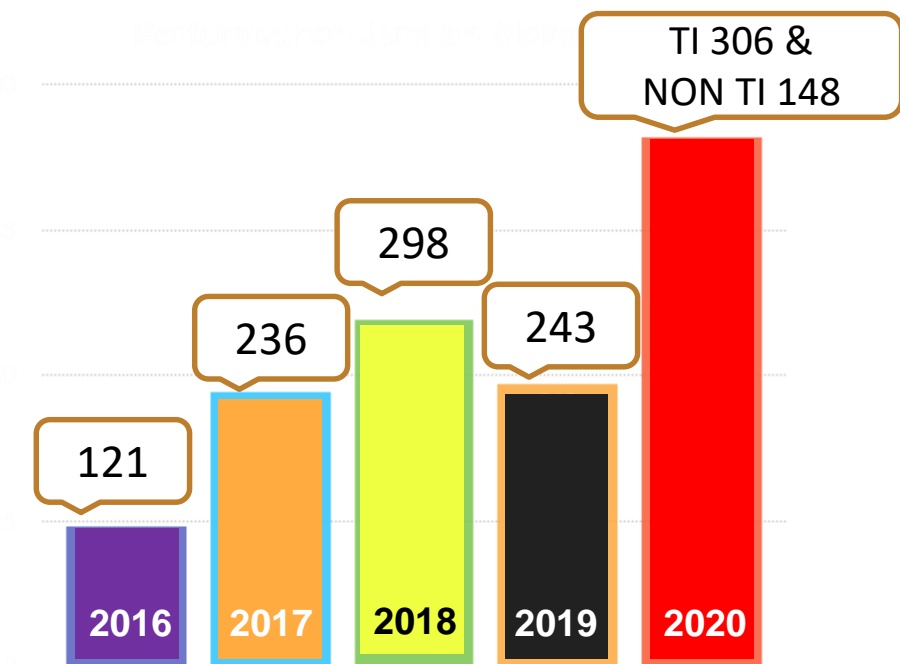


- Working environment
- Leadership
- Communications
- Empowering others
- Lean operation & authority

Sumber : The Corporate StartUp, Tendayi Viki

## Pegadaian Innovation Award (PIA)

Number of Participant Growth



Create Environment	Foster the spirit of Innovation, in 2019 we had incubation model to turn the idea into real products	Kaizen and Continuous Improvement
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# THANK YOU



**Pegadaian**



**G-STAR**  
TRANSFORMATION