

## **ABSTRACT**

*In response to the challenges of the disruptive digital era, PT Telkom Indonesia (Tbk) has implemented a comprehensive strategy known as "5 Bold Moves" to enhance value and business sustainability in the increasingly challenging environment. The Finance and Risk Management Directorate, as the financial function organization, has also undergone a transformation to support this strategy, one of which is through the automation process initiative by implementing Robotic Process Automation (RPA) technology as an effort to improve operational effectiveness and efficiency, thereby enhancing the role of the financial organization as a Business Partner (Catalyst & Strategist). However, operational errors are still found.*

*This research aims to answer this phenomenon by analyzing the determining factors for the success of digital transformation through the implementation of RPA in the Finance and Risk Management Directorate of PT Telkom Indonesia (Tbk). In addition, this research also aims to gain a more comprehensive understanding of the challenges faced and the risks associated with this transformation process.*

*The approach used in this research is a qualitative approach with in-depth interview methods, observation, and secondary data collection. The informants in this research are stakeholders involved in the implementation of RPA, including strategic planning, operational managers, and users. The framework used is the Critical Success Factor (CSF) Model for Robotic Process Automation by Plattfaut et al., (2022) which has 32 determinants of success and is grouped into determining success factors RPA in an organization, RPA development, and RPA operation.*

*The analysis results indicate that the success factors in implementing RPA at the Finance and Risk Management Directorate of PT Telkom Indonesia are: RPA in the Organization (strategic support and management commitment, organizational structure and culture, competency development and training, communication); RPA Development (top management support, compliance with policies and regulations, competencies and expertise, supervision and review, change management, and documentation); RPA Operations (resource management, compliance and governance, training and competence, monitoring and evaluation).*

*This study is expected to provide valuable insights for improving strategies and approaches in future RPA implementations. Furthermore, the findings are expected to serve as a learning resource for other organizations that are undergoing or planning digital transformation using RPA technology.*

*Keywords: Implementation Strategy, Digital Transformation, Robotic Process Automation, Critical Success Factors, Financial Organization*