

**DELIVER NEW EXPERIENCE TO PRODUCT SUPPORT WITH ‘ADKAR’
STRATEGY TO OPTIMIZATION ADOPTION AND OPERATIONAL IMPACT**

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STATEMENT BY THE AUTHOR

I hereby certify that this thesis that I have submitted is the result of my own work and to the best of my knowledge, no material has previously been published or written by anyone else, or material which has been largely accepted for the award of another degree or diploma in any educational institution, unless an acknowledgment is made in the thesis.

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ABSTRACT

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Many changes in business processes have been carried out in organizations and industries lately, triggered by digitalization in various fields. Not everyone easily accepts change, and rejection to change can be the cause of failure of the change process, impacting individual and company performance. The use of the right Change Management approach will determine the success of a change. The ADKAR approach model for Change Management consists of 5 core stages, namely Awareness, Desire, Knowledge, Ability and Reinforce with a focus on stakeholder approach activities, readiness assessment, and totality development system as the key to successful implementation of a change. The stakeholder approach is carried out using the Workshop and Focus Group Discussion (FGD) method in order to gain support and commitment in carrying out changes. The results of the workshop and FGD are analysed using the Delphi Method to determine the priority level of issues. User Readiness is carried out using a questionnaire to ensure the user's ability to carry out changes. An indicator of successful implementation of a change is when 100% of users managed to adopt the new pattern properly and consistently.

Keywords: Change Management, Management Support, Behavior Change, Commitment, Adoption, Sustainable Implementation, Operational Impact

ABSTRACT

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Perubahan bisnis proses banyak dilakukan di semua organisasi atau industri belakangan ini, dipicu dengan digitalisasi di berbagai bidang. Tidak semua orang mudah menerima perubahan, penolakan bisa menjadi penyebab gagalnya proses perubahan yang berdampak pada kinerja individu maupun perusahaan. Penggunaan metode pendekatan *Change Management* yang tepat sangat menentukan keberhasilan sebuah perubahan. Model pendekatan ADKAR untuk *Change Management* terdiri dari 5 tahapan inti yaitu *Awareness, Desire, Knowledge, Ability* dan *Reinforce* dengan fokus aktivitas pendekatan *stakeholder, readiness assessment, totality development system* menjadi kunci keberhasilan implementasi sebuah perubahan. Pendekatan *stakeholder* dilakukan dengan metode *Workshop* dan *Focus Group Discussion* (FGD) untuk mendapatkan support dan komitmen dalam menjalankan perubahan, Hasil workshop dan FGD di analisa dengan *Delphi Method* untuk menentukan level prioritas isu. *User Readiness* dilakukan menggunakan *questioner* untuk memastikan *ability user* dalam menjalankan perubahan. Indikator keberhasilan implementasi sebuah perubahan bila 100% pengguna mengadopsi pola baru dengan baik dan konsisten.

Kata Kunci: Manajemen Perubahan, Dukungan Manajemen, Perilaku Perubahan, Komitmen, Adopsi, Implementasi keberlanjutan, Dampak Operasional

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LEMBAR PERSEMBAHAN

Tesis ini didedikasikan untuk perusahaanku tercinta: PT UNITED TRACTORS TBK

PENGHARGAAN

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