

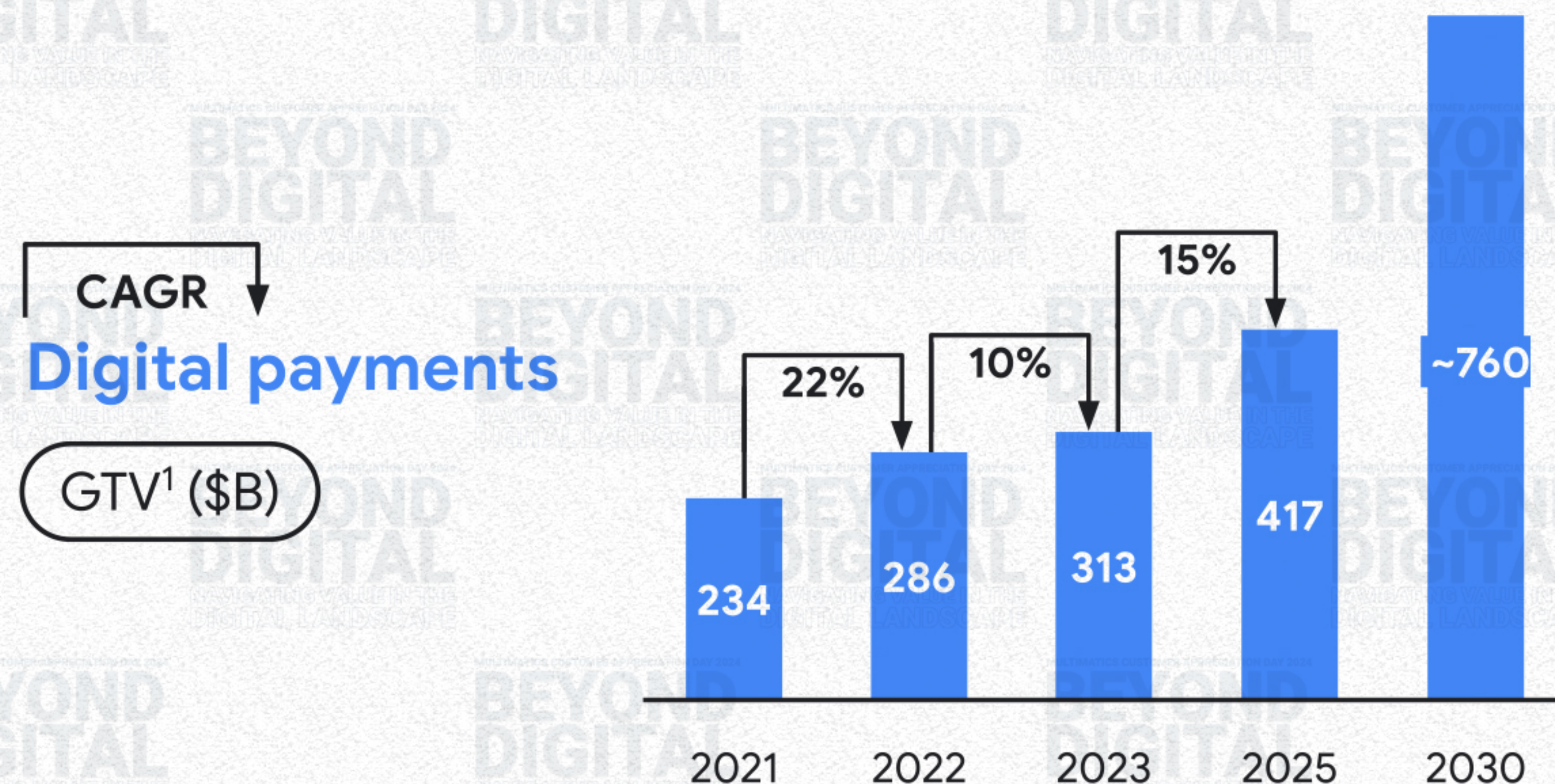
# BEYOND DIGITAL





# INDONESIA IS A SIGNIFICANT PLAYER IN THE DIGITAL ECONOMY IN THE ASEAN REGION

DFS: Lending and wealth expected to rise rapidly from a low base



In 2023, the Indonesian digital payment market reached a gross transaction value (GTV) of US\$313 billion, making it the largest digital payment market, well ahead of Malaysia (US\$165 billion), the Philippines (US\$93 billion), Singapore (US\$128), Thailand (US\$134) and Vietnam (US\$126 billion). It is estimated to increase to US\$417 billion in 2025.

Source: The e-Economy SEA 2023 Report by Google, Temasek and Bain and Company

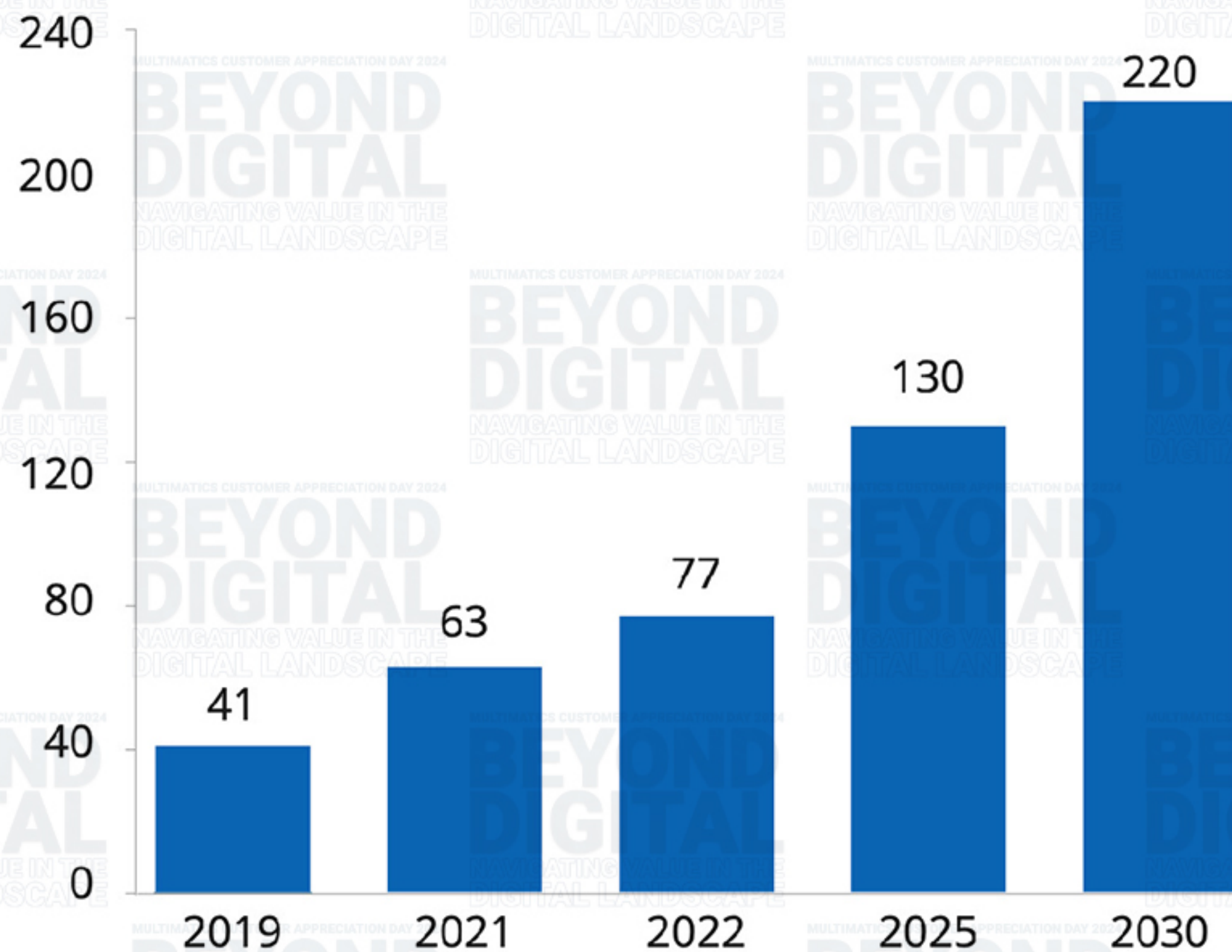
Notes: (1) Gross transaction value (GTV) for digital payments includes the value of credit, debit, prepaid card, account-to-account (A2A), and e-wallet transactions; (2) Loan book balance for digital lending includes end-of-year balance for consumer loans (excluding credit card and mortgage) and SME loans; (3) APE & GWP for digital insurance includes APE for life insurance and health under life insurance policies and GWP for non-life insurance; (4) Assets under management (AUM) for digital wealth includes end-of-year mutual fund AUM balance. Source: Bain analysis

Google TEMASEK BAIN & COMPANY



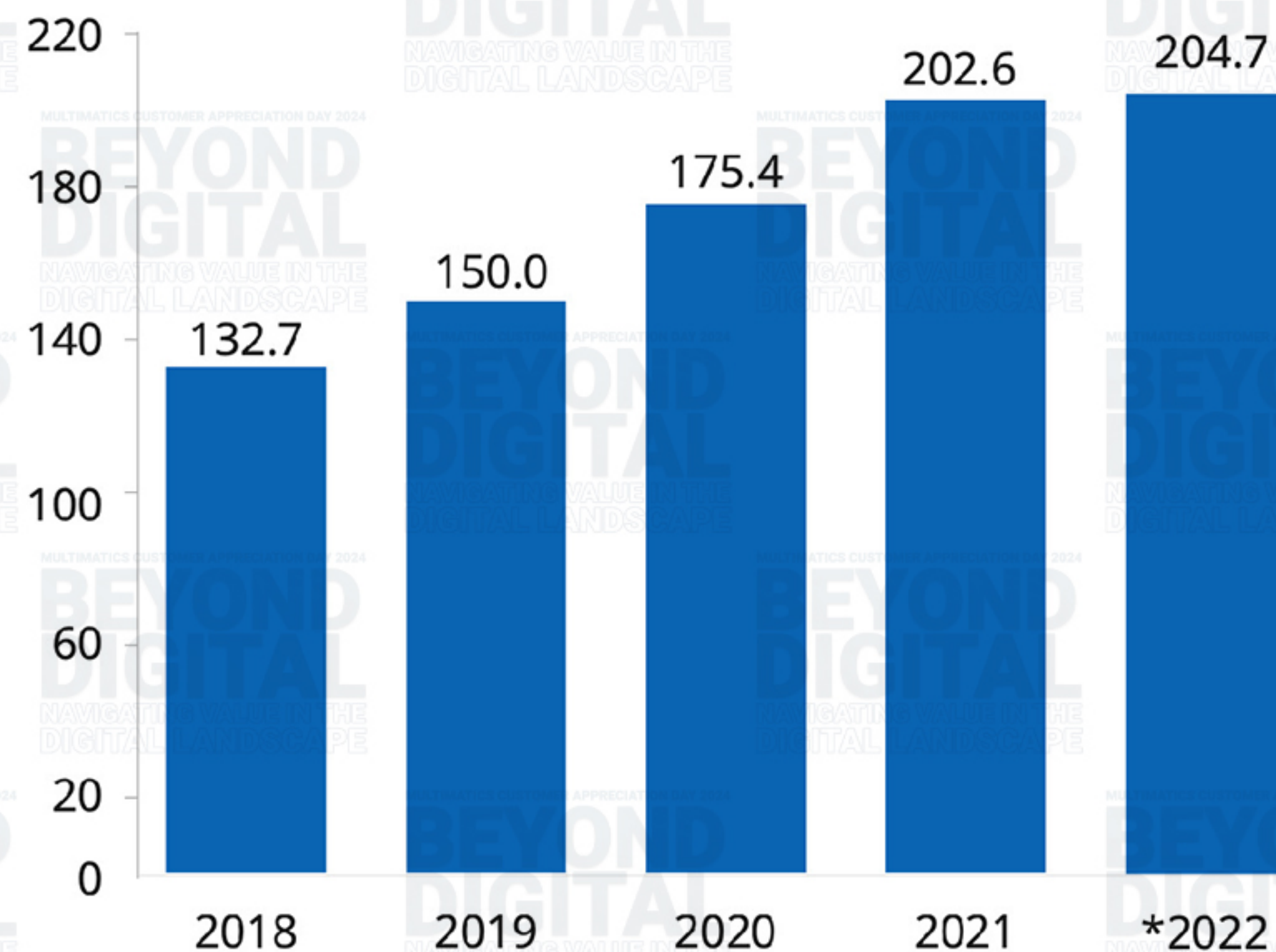
# GROWTH OF DIGITAL ECONOMY

**Indonesia's Digital Economy Value**  
GMV, in US\$ Billion



Source: Google, Temasek and Bain, e-Conomy SEA 2022

**Number of Internet Users in Indonesia**  
in Million



Source: We Are Social, Databoks (2022)

\*As of January 2022



# INDONESIA IS A SIGNIFICANT PLAYER IN THE DIGITAL ECONOMY IN THE ASEAN REGION

## Indonesia's Digital economy growth in GMV, 2021-2030

Sector in US\$ Bn / CAGR in %	2021	2022	2023	2025	2030
e-commerce	48	58	62	82	~160
CAGR	20	7	15		
Transport & Food	7	8	7	9	~20
CAGR	15	8	13		
Online Travel	2	3	6	9	~15
CAGR	69	68	21		
Online Media	6	6	7	8	~15
CAGR	6	5	12		
Overall Digital Economy	63	76	82	109	~210-360
CAGR	20	8	15		

Notes: CAGR is Compound Annual Growth Rate, 2025 and 2030 (~) are forecasts.

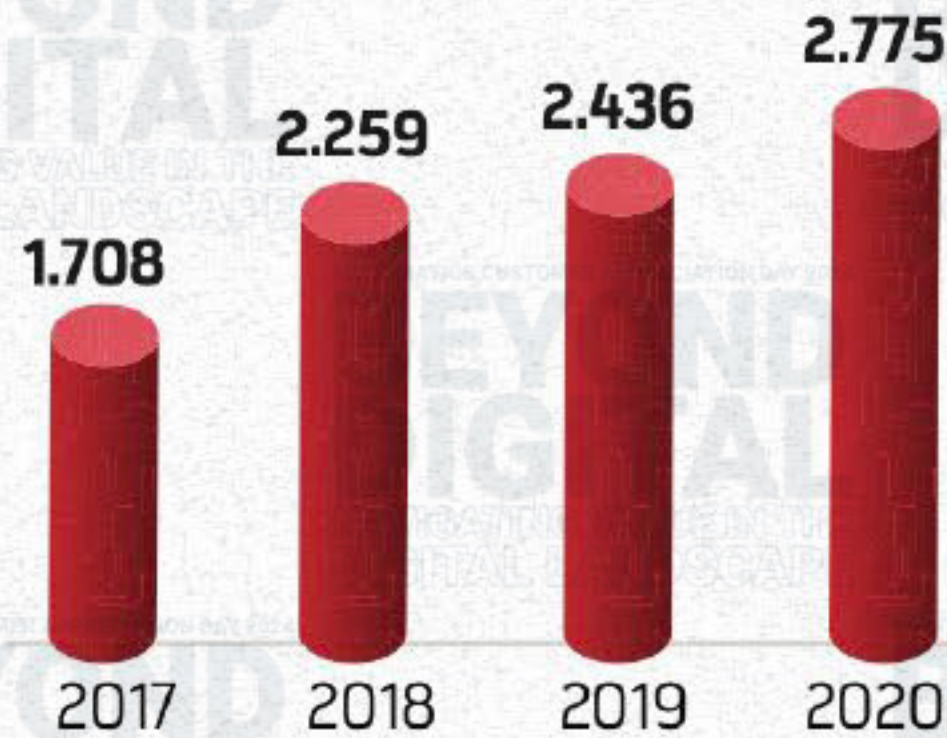
Source: Bain Analysis

**All of the six ASEAN countries surveyed in the report are expected to post significant growth all the way through to 2030, with Indonesia contributing roughly half of the share in the same period (between \$210 billion and \$360 billion). Indonesia's growth will largely be fueled by e-commerce due to the country's success in controlling inflation and the "sticky" behavior of Indonesian online consumers.**

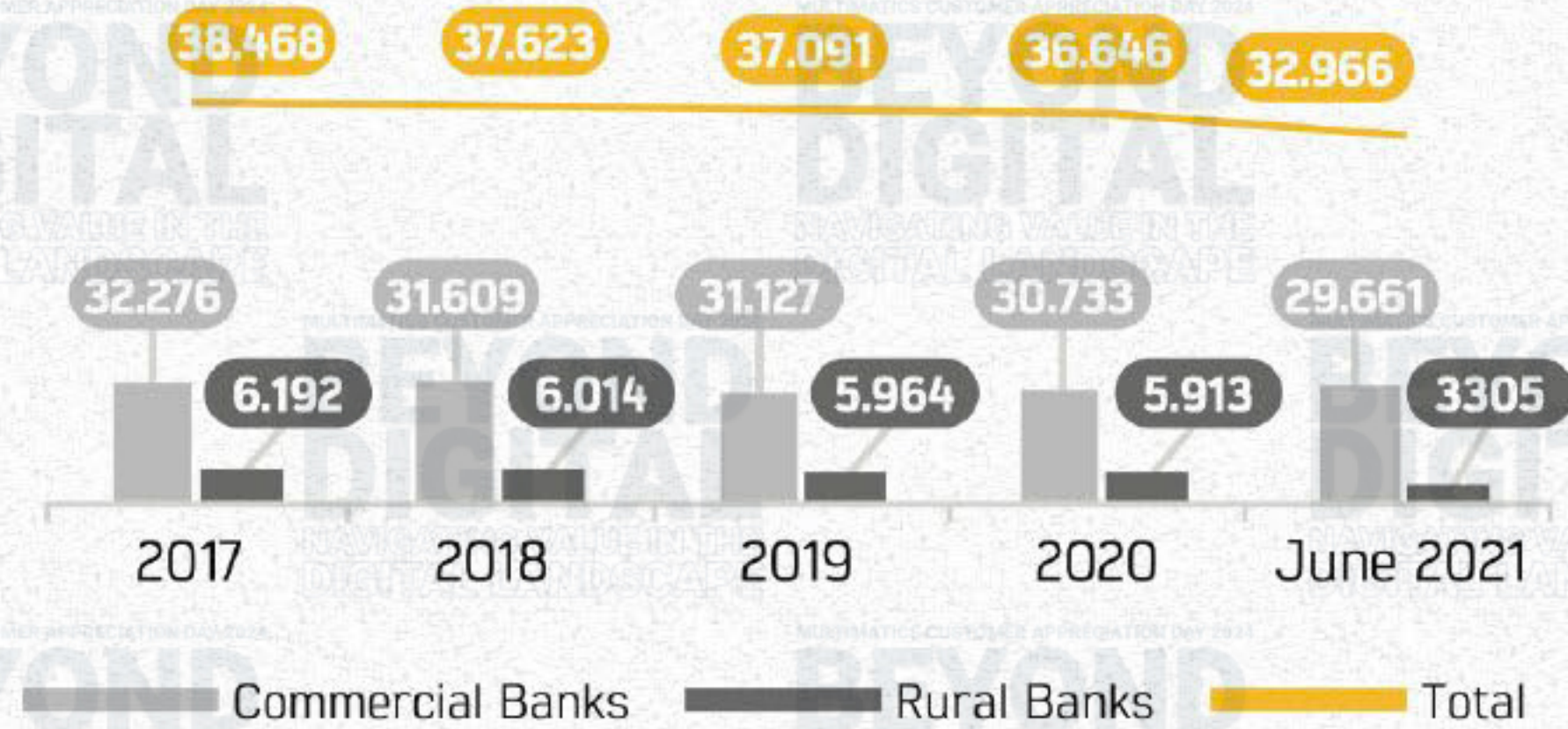
Source: Article "Report: e-commerce to fuel Indonesia's digital economy growth to \$110 Bn by 2025" by Business Indonesia



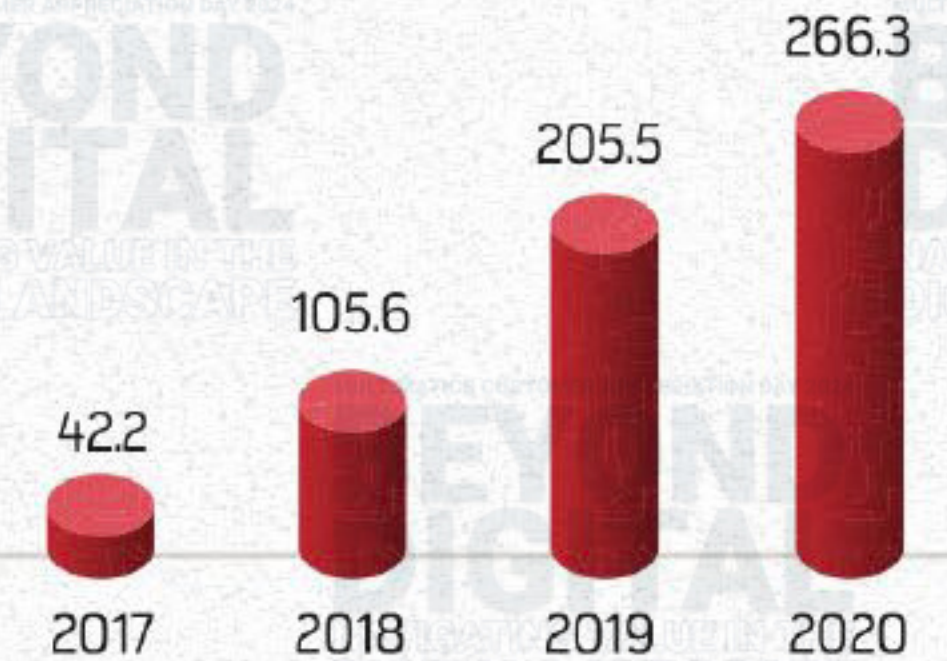
### Digital Banking Transactions



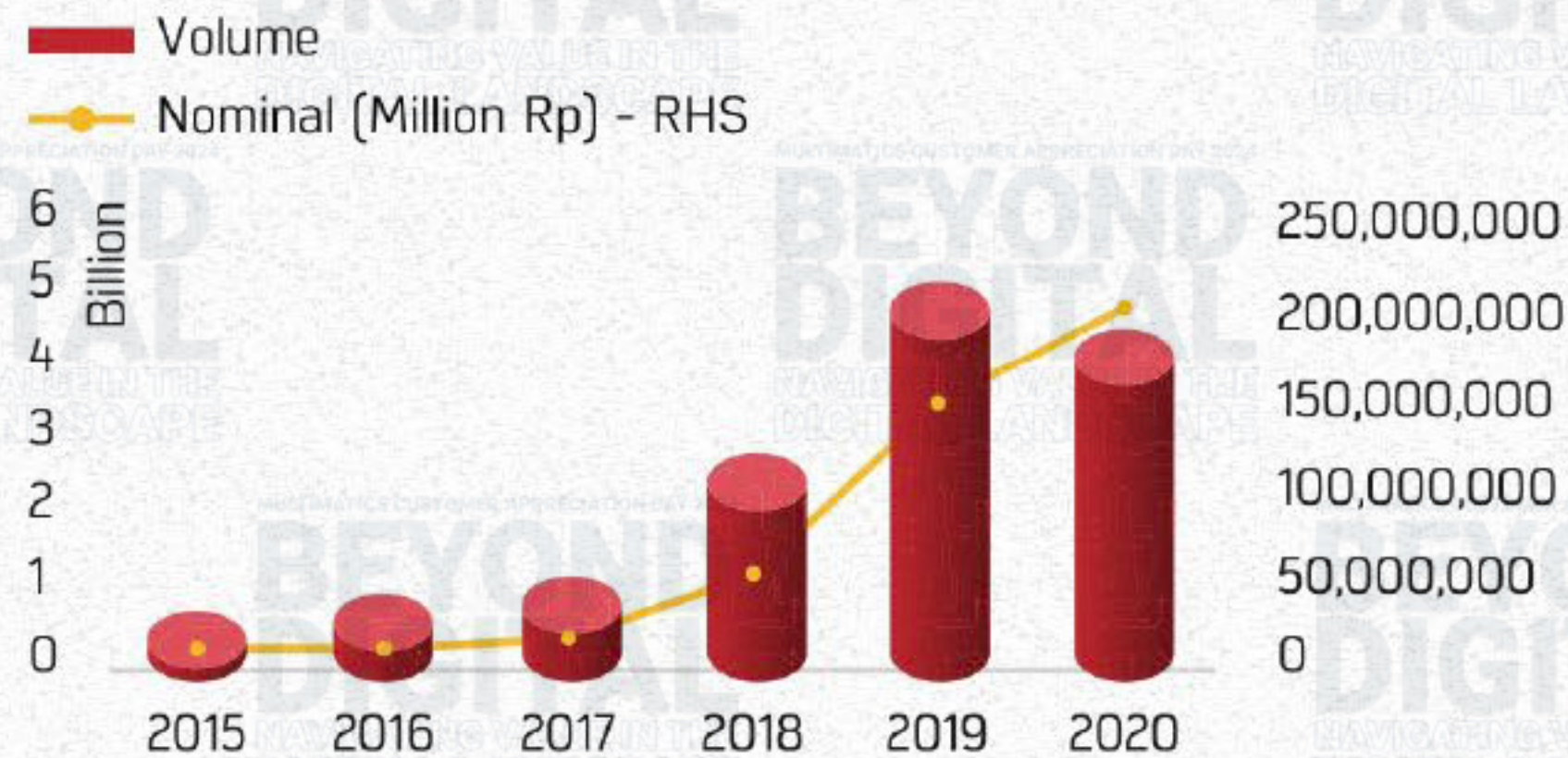
### Number of Offices



### E-Commerce Transactions



### Electronic Money Transactions



## Development of Digital Transactions in Indonesia

Source: Bank Indonesia and OJK's Indonesia Banking Statistics (2020)



# Push Factors and Challenges of Digital Banking Transformation



## Push Factors

### Digital Opportunities

### Digital Behavior

### Digital Transactions

Sources : We Are Social dan Hootsuite; Badan Pusat Statistik (BPS); Katadata; Bank Indonesia; OJK, processed



Demographic  
Potential



Digital Economic and  
Financial Potential



Internet Usage  
Penetration Potential



Customer Growth  
Potential

### Device Ownership



Mobile  
Phone **98.3%**



Laptop  
**74.7%**



Tablet  
**18.5%**



Smart  
watch **13.3%**

### Mobile Applications Usage



Chat Apps  
**96.5%**



Social  
Media **96.3%**



Shopping  
Apps **96.3%**



Banking  
Apps **39.2%**



E-Commerce  
Transactions



Digital Banking  
Transactions



Electronic Money  
Transactions



Office Branches



# INDONESIA IS A SIGNIFICANT PLAYER IN THE DIGITAL ECONOMY IN THE ASEAN REGION

- Trade Minister Zulkifli Hasan estimates that e-commerce transactions will reach Rp 533 trillion (\$34.41 billion) in 2023, a 10.69% increase compared to the previous year, which amounted to Rp 476 trillion. ([Jakarta Globe](#))
- Previously, Bank Indonesia (BI) recorded a month-to-month growth in e-commerce transactions in October 2023 of 10.69%, reaching Rp 42.2 trillion. ([Jakarta Globe](#))
- Indonesia's digital economy in 2022 was valued at USD 77 billion, accounting for 40% of Southeast Asia's total digital economy transactions, as reported by OJK and referenced from the e-Conomy South East Asia report. ([CNBC Indonesia](#))



BEING DIGITAL ALONE IS NO LONGER A  
COMPETITIVE ADVANTAGE THAT WILL  
HELP YOU SUCCESSFULLY TAKE OVER  
THE MARKETPLACE. WE MUST GO  
**BEYOND DIGITAL.**



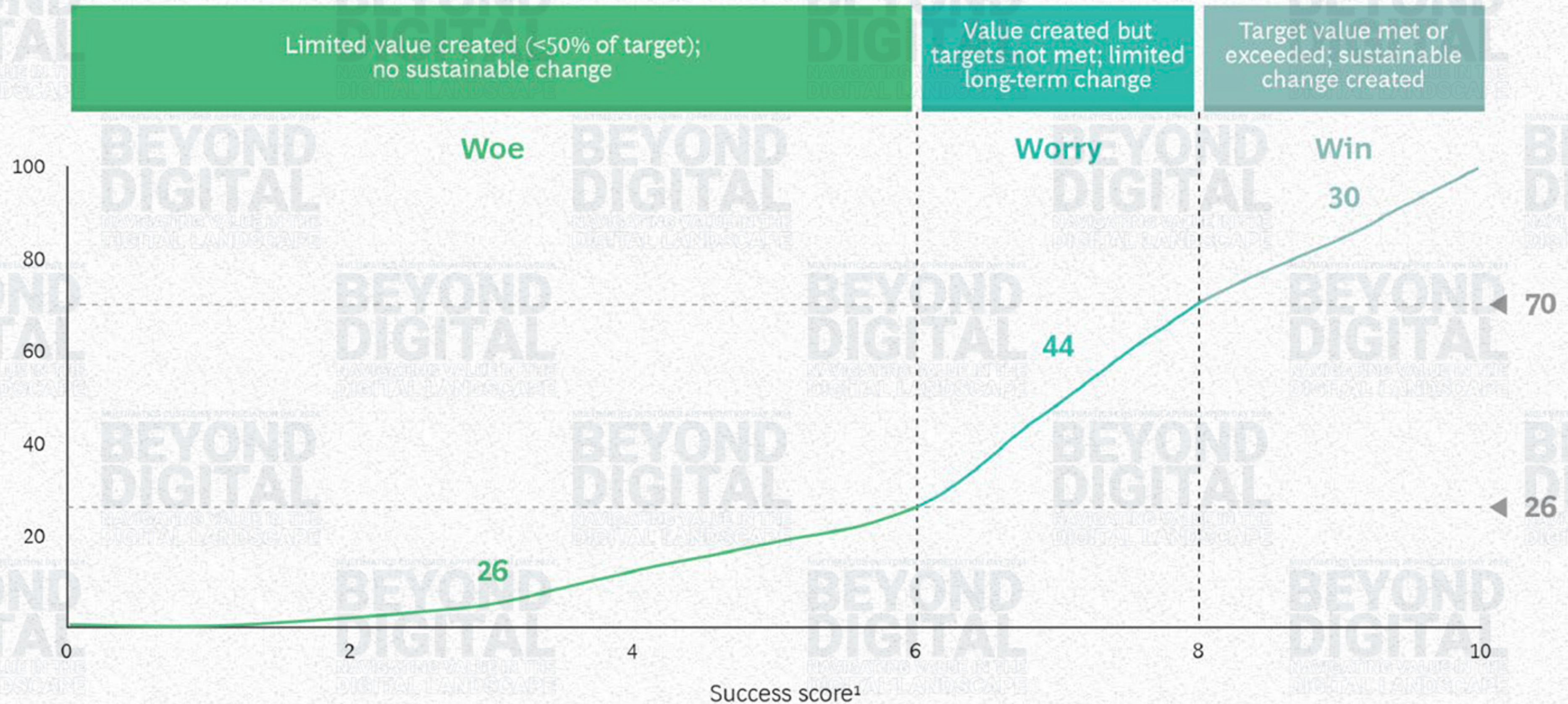
# ■ BEYOND DIGITAL

Beyond Digital means formulating a **comprehensive strategy** that **not only leverages technologies** but also explores **innovative approaches** to provide **compelling values** in a differentiating yet unique way.



# Exhibit 1 - Only 30% of Digital Transformations Are Successful

Share of transformations (%)



Source: BCG analysis.

Note: Based on 895 transformations.














<sup>1</sup>The success score is calculated on the basis of the percentage of predetermined targets met and value created, the percentage of targets met and value created on time, the success relative to other transformations, and the success relative to management's aspirations for sustainable change.



# Top Challenges by Digital Maturity

Struggling to fill the talent gap is a challenge for all SMBs, regardless of their size and digital maturity. SMB digital followers (Digital Indifferent and Digital Observers) see the lack of necessary technologies, digital mindset, and budget commitment as major obstacles. Digital leaders are not without similar challenges in terms of access to the right technologies and insight into operational and customer data.

## What Are Your Top Challenges in Digital Transformation?

Rank	Digital Indifferent STAGE 1	Digital Observer STAGE 2	Digital Challenger STAGE 3	Digital Native STAGE 4
1	 Shortage of digital skills and talent within my company			
2	 Lack of necessary technologies to enable digital transformation		 Lack of insight into operational and customer data	
3	 Lack of digital mindset/cultural challenges in the organization	 Lack of budget/commitment from management	 Lack of necessary technologies to enable digital transformation	
4	 Lack of insight into operational and customer data	 Lack of digital mindset/cultural challenges in the organization	 Lack of budget/commitment from management	 Lack of a proper digital transformation roadmap
5	 Lack of budget/commitment from management	 Lack of insight into operational and customer data	 Cultural resistance to change	



20 80



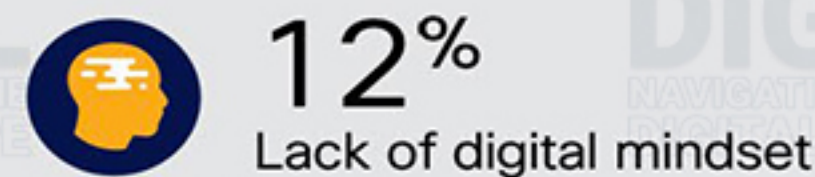
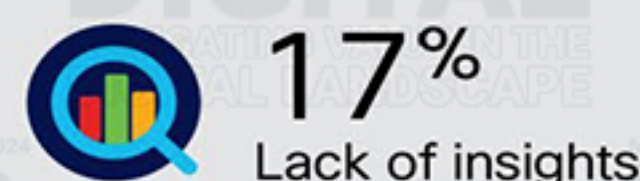


## Asia Pacific SMB Digital Maturity Ranking: 13<sup>th</sup>

### Technology Investments



### Digitalization Challenges



### Digitalization Priorities



## Regional Asia Pacific Trends Average

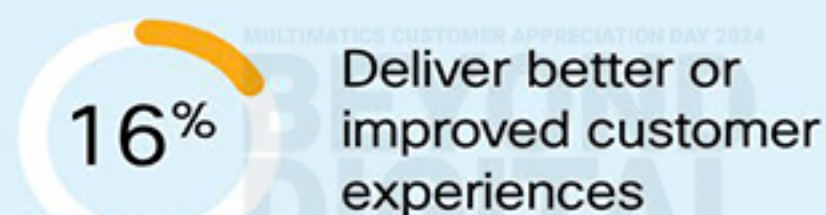
### Technology Investments



### Digitalization Challenges



### Digitalization Priorities



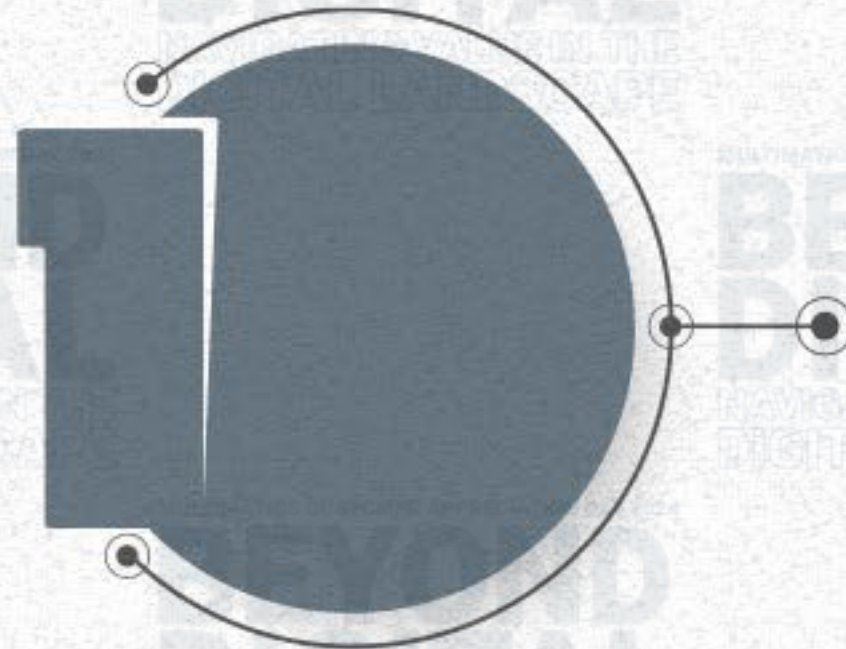


# DIGITAL TRANSFORMATION

Digital transformation is a rethinking of how an organization uses technology, people, and processes in pursuit of new business models and new revenue streams, driven by changes in customer expectations around products and services.



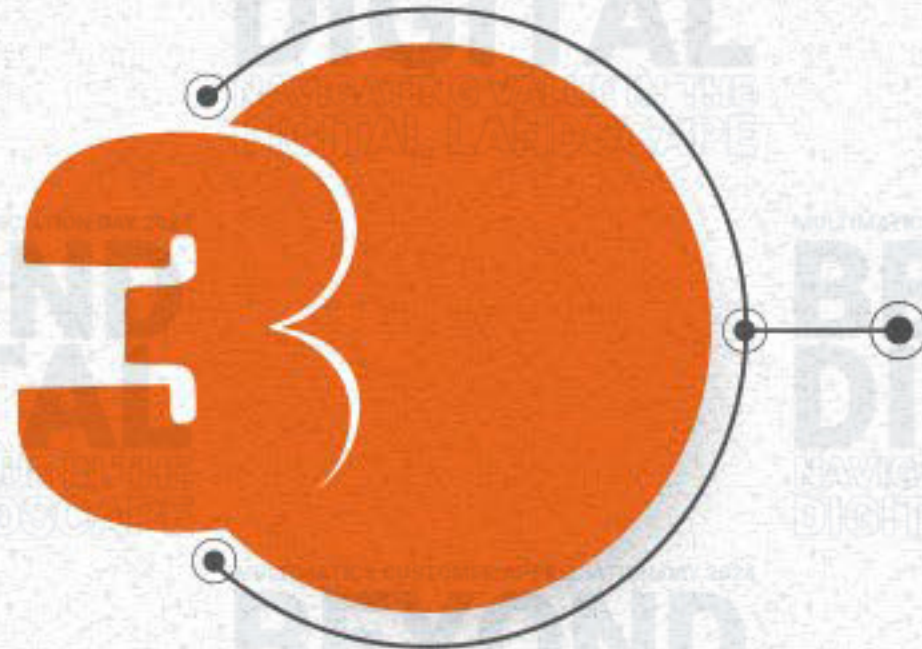
# THE STRATEGY, NOT THE TECH



**Digital strategy drives digital maturity**



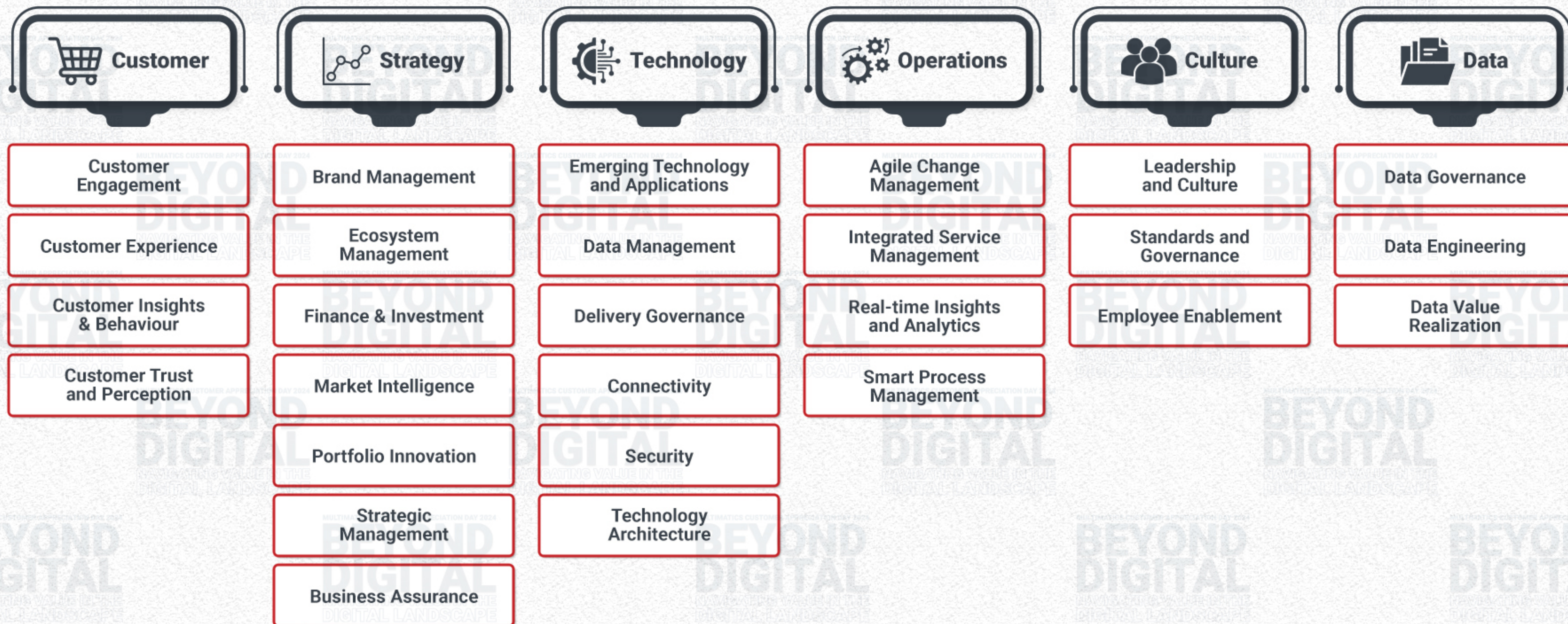
**The power of a digital transformation strategy lies in its scope and objectives**



**Maturing digital organizations build skills to realize the strategy**



# TM FORUM'S DIGITAL MATURITY MODEL FRAMEWORK





# DAVID L. ROGERS' THE DIGITAL TRANSFORMATION PLAYBOOK FRAMEWORK

## THE DIGITAL TRANSFORMATION PLAYBOOK

### DOMAINS



customers



competition



data



innovation



value

### STRATEGIC THEMES

*Harness customer network*

*Build platforms, not just product*

*Turn data into assets*

*Innovate by rapid experimentation*

*Adapt your value proportion*

### KEY CONCEPTS

- reinvented marketing funnel
- path to purchase
- core behaviours of customer networks

- platform business models
- (in)direct network effects
- (dis)intermediation
- competitive value trains

- templates of data value
- drivers of big data
- data-driven decision making

- divergent experimentation
- convergent experimentation
- minimum viable prototype
- paths to scaling up

- concepts of market value
- paths out of a declining market
- steps to value prop evolution



# MM DIGITAL MATURITY FRAMEWORK



**CUSTOMER  
ENABLEMENT**



**STRATEGY  
& LEADERSHIP**



**TECHNOLOGY**



**ORGANIZATION  
& CULTURE**



**DIGITAL OPERATIONS**

**CUSTOMER  
EXPERIENCE**

**DIGITAL VISION  
/ROADMAP**

**ARCHITECTURE  
EVOLUTION**

**AGILE VALUES**

**OPERATIONS  
AGILITY**

**CUSTOMER  
ANALYTICS/  
INSIGHTS**

**AGILE LEADERSHIP**

**DATA MANAGEMENT**

**INNOVATION  
CULTURE**

**DELIVERY  
GOVERNANCE**

**CUSTOMER  
ENGAGEMENT**

**FINANCE  
& INVESTMENT**

**SECURITY**

**TALENT  
MANAGEMENT**

**SERVICE  
INNOVATION  
& COLLABORATION**



# OJK DIGITAL MATURITY FRAMEWORK



## DATA

- Data Protection
- Data Transfer
- Data Governance



## TECHNOLOGY

- IT Governance
- Technology Architecture
- Emerging Technology and Application a.i:
  - Machine Learning
  - Artificial Intelligence
  - Cloud Computing
  - Open AI
  - Blockchain/ Distributed Ledger Technology
  - Regtech/Suptech



## RISK MANAGEMENT

- IT Risk Management
- Outsourcing
- Cybersecurity



## COLLABORATION

- Platform Sharing
- Collaboration between financial institutions and non-financial institutions



## INSTITUTIONAL ARRANGEMENTS

- Finance & Investment
- Culture
- Leadership
- Organizational Design
- Talent



## Customer

- Customer Engagement
- Customer Experience
- Customer Insight
- Customer Trust and Perception
- Customer with Disabilities



# DIGITAL INNOVATION STRATEGY





# DIGITAL INNOVATION STRATEGY

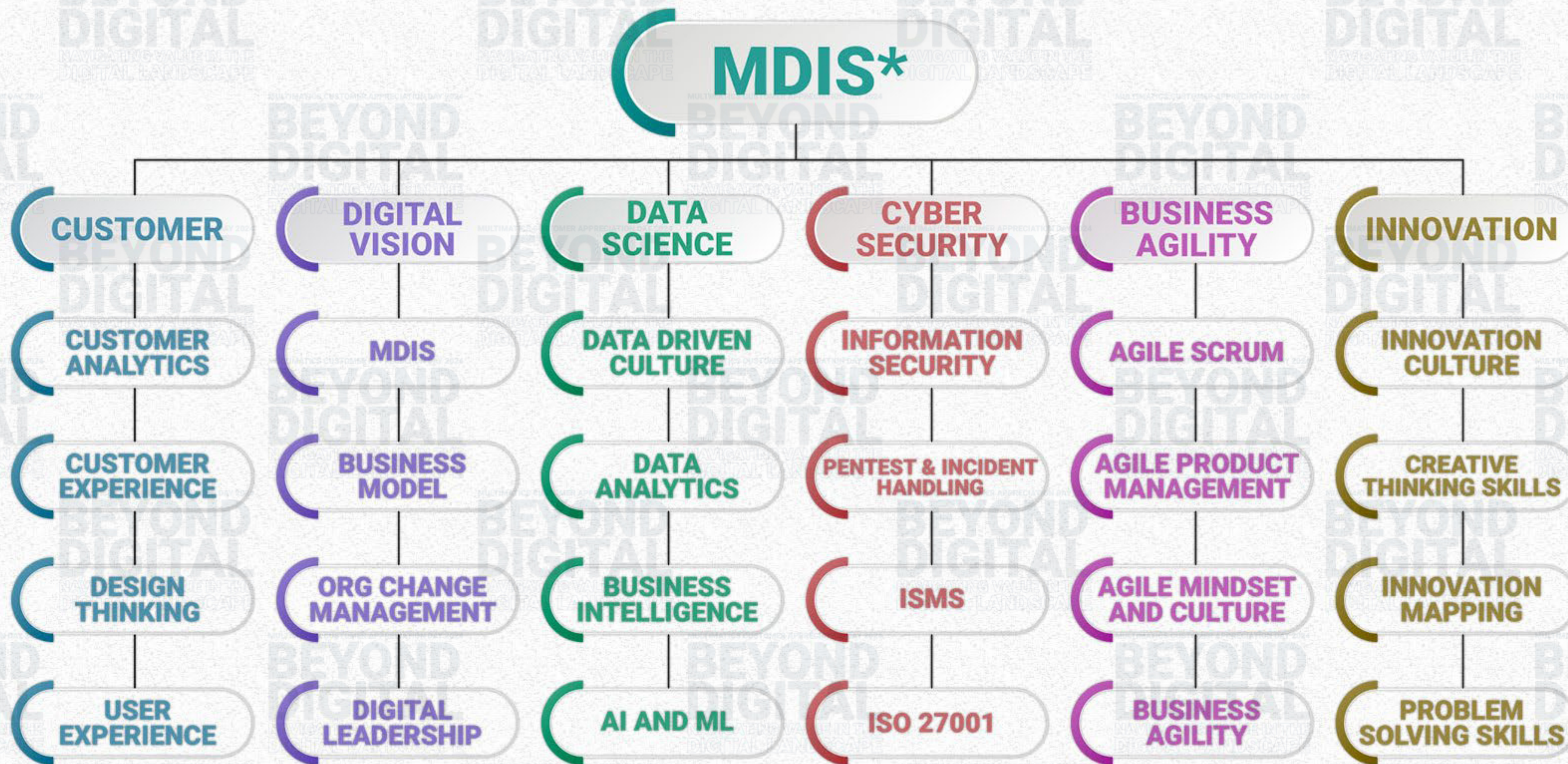
“Enterprises that fail in digital transformation only focus on technology without being accompanied by new digital mindset, culture, and business model changes

**Digital Innovation Strategy is a form of strategic development in business model and process by renewing the existing resources, allowing them to innovate and possess higher value added which will help to improve the business performance and competitive advantage.**

**Technology is just a tool to accelerate the process, but Digital Innovation Strategy is the one which decides whether the process is successful or not.**



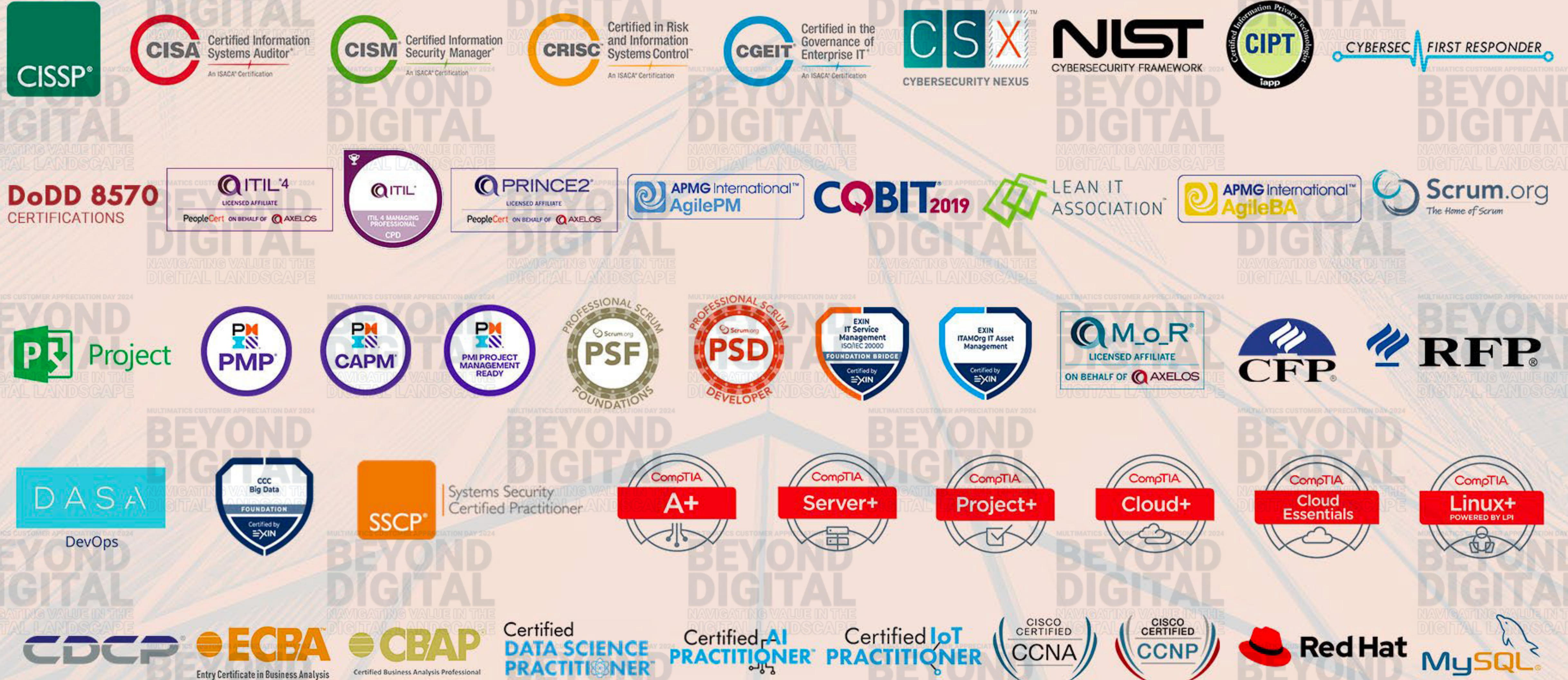
# MULTIMATICS' DIGITAL INNOVATION STRATEGY



**\*MULTIMATICS DIGITAL INNOVATION STRATEGY**



# Training and International Certification Programs







Microsoft  
PROGRAMMING



CLOUDERA



DAMA-  
DMBOK



eramba

vmware

Adobe



ISO/IEC 27001  
LEAD AUDITOR (IRCA)

ISO/IEC 20000  
2018

ISO/IEC 20000  
AUDITOR

ISO/IEC 27035  
2011

ISO 9001  
2015

ISO 8583  
2003

ISO/IEC 27005  
2003

Microsoft  
ASP.NET



C|EH  
Certified Ethical Hacker

C|ND  
Certified Network Defender

C|SCU  
Certified Secure Computer User

C|PENT  
Certified Penetration Tester Professional

L|PT  
Licensed Penetration Tester

C|HFI  
Computer Hacking Forensic Investigator



Java



Bootstrap



puppet



Jenkins



PowerShell



android



ENTERPRISE  
BIG DATA  
CERTIFICATION

CDMP  
Certified Data Management Professional



SCRUMstudy SFC  
Scrum Fundamentals Certified (SFC™)

SCRUMstudy SMC  
Scrum Master Certified



python™



CITSM  
CERTIFICATE IN  
IT SERVICE MANAGEMENT  
FOUNDATION

CRM  
CERTIFICATE IN  
RISK MANAGEMENT  
FOUNDATION



Android  
Developer  
Associate



iOS  
Developer  
Associate



Pearson | VUE

KRYTERION  
GLOBAL TESTING SOLUTIONS

CERTIPORT  
A PEARSON VUE BUSINESS



# MULTIMATICS INTERNATIONAL CERTIFICATION PARTNERS





# Our Consultancy Service Services

## IT SERVICE MANAGEMENT

IT Service Management  
Implementation

ITSM Maturity Assessment

ISO/IEC 20000-1:2018  
Implementation & Certification

ITIL Process Re-Engineering

## IT GOVERNANCE, RISK, COMPLIANCE

IT Governance Maturity  
Assessment

IT Risk Management

IT Master Plan

Business Continuity Plan

ISO/IEC 27001:2013  
Implementation & Certification

ISO/IEC 22301:2019  
Implementation & Certification

IT Independent Audit

Data Governance

## INFORMATION SECURITY

Penetration Testing

Vulnerability Assessment

Digital Forensics

Security Compliance

## DATA SCIENCE

Data Science

Business Intelligence

Machine Learning

Big Data Architecture



# Our Consultancy Portfolio



**Penetration Testing** 2022



**JASA RAHARJA**  
A member of **IFG**

**ISO/IEC 20000-1:2018** 2022



**BADAN POM**  
Badan Pengawas Obat dan Makanan

**IT Security Master Plan** 2022

**Telkomsel**

**ITSM Re-Engineering** (DevSecOps & Agile) 2021

**PUPUK KALTIM**

**DRP dan IT Capacity Planning** 2021



**BPJS Ketenagakerjaan**  
panggil kami **bpjamsostek**

**IT Maturity Assessment** 2021

**PNM**

Permodalan Nasional Madani

**Konsultasi Tata Kelola TI** 2022



**IT Maturity Level Assessment** 2021

**KAI**

Logistik

**Asesmen TI dan IT Master Plan** 2021



OTORITAS  
JASA  
KEUANGAN

**Penyusunan Kajian End-User Computing** 2021



**Pengujian Keamanan Modul Kriptografi** 2021



**JASA RAHARJA**  
A member of **IFG**

**Pengembangan penyesuaian RJPTI** 2021



PT Global Urban Esensial

**ISO/IEC 27001:2013** 2021

**indosat**  
OOREDOO HUTCHISON

**Product & System Development** 2020



beyond construction

**IT Governance Maturity Assessment** 2020

**dexa group**

**Penetration Testing** 2020

**PINTU**

**ISO/IEC 27001:2013** 2020



**KEMENTERIAN KESEHATAN REPUBLIK INDONESIA**

**Data Integration & Predictive Analytics** 2020



Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah

**Penilaian Risiko TI** 2018



**BANK INDONESIA**  
BANK SENTRAL REPUBLIK INDONESIA

**Perluasan ISO/IEC 20000-1:2018** 2020



**ISO/IEC 27001:2013** 2019



**KEMENTERIAN PEKERJAAN UMUM DAN PERUMAHAN RAKYAT**

**ISO/IEC 20000-1:2018** 2019



**KEMENTERIAN SOSIAL REPUBLIK INDONESIA**

**ISO/IEC 27001:2013** 2019



**ASABRI**

**Implementasi ITSM** 2019