

ABSTRAK

Perkembangan teknologi informasi (TI) yang pesat telah menjadikan TI sebagai elemen penting dalam mendukung operasional dan strategi institusi pendidikan tinggi. Universitas Pembangunan Nasional Veteran Yogyakarta (UPNVY) sebagai salah satu perguruan tinggi negeri telah memanfaatkan berbagai sistem TI seperti Spada Wimaya dan Bima. Namun, tantangan dalam menyelaraskan strategi TI dengan strategi bisnis masih menjadi perhatian utama. Ketidaksesuaian tersebut dapat berdampak pada kurang optimalnya pencapaian tujuan strategis institusi. Oleh karena itu, diperlukan pengukuran yang sistematis terhadap tingkat kematangan keselarasan strategi TI dan bisnis di UPNVY.

Penelitian ini menggunakan pendekatan kuantitatif dan kualitatif dengan metode *Strategic Alignment Maturity Model* (SAMM) yang dikembangkan oleh Luftman. Proses pengumpulan data dilakukan melalui penyebaran kuesioner kepada 10 responden dari unit bisnis dan TI serta wawancara mendalam terhadap responden terpilih. Kuesioner disusun berdasarkan enam kriteria SAMM, yaitu *communication*, *competency/value measurements*, *governance*, *partnership*, *scope and architecture*, dan *skills*. Data yang terkumpul dianalisis untuk menghitung nilai kematangan tiap kriteria dan tingkat kematangan organisasi secara keseluruhan. Selanjutnya, dilakukan *gap analysis* antara kondisi saat ini (*as-is*) dengan kondisi yang diharapkan (*to-be*) untuk menyusun rekomendasi peningkatan keselarasan.

Hasil penelitian menunjukkan bahwa tingkat kematangan keselarasan strategi TI dan bisnis UPNVY berada pada level 3 (*established focused process*) dengan nilai rata-rata 3,60. Kriteria *partnership* memperoleh nilai tertinggi sebesar 3,87, sedangkan *governance* memperoleh nilai terendah sebesar 3,41. Dari *gap analysis*, ditemukan 37 atribut yang perlu ditingkatkan agar UPNVY dapat mencapai level 4 (*managed and measurable*). Rekomendasi disusun dalam bentuk usulan aktivitas konkret untuk tiap atribut yang memiliki kesenjangan. Penelitian ini memberikan kontribusi dengan menyediakan peta kondisi keselarasan saat ini serta arah strategis peningkatan keselarasan TI dan bisnis di lingkungan perguruan tinggi.

Kata kunci: Kematangan Keselarasan Bisnis-TI, *Strategic Alignment Maturity Model*, SAMM Luftman, Perguruan Tinggi, UPN Veteran Yogyakarta.

ABSTRACT

The rapid development of information technology (IT) has made IT a crucial element in supporting the operations and strategic direction of higher education institutions. Universitas Pembangunan Nasional Veteran Yogyakarta (UPNVY), as a public university, has utilized various IT systems such as Spada Wimaya and Bima. However, aligning IT strategies with business strategies remains a major challenge. Misalignment may lead to suboptimal achievement of the institution's strategic goals. Therefore, a systematic measurement of the maturity level of IT and business strategic alignment at UPNVY is necessary.

This study adopts a quantitative and qualitative approach using the Strategic Alignment Maturity Model (SAMM) developed by Luftman. Data collection was conducted through questionnaires distributed to 10 respondents from business and IT units, along with in-depth interviews with selected participants. The questionnaire was constructed based on six SAMM criteria: communication, competency/value measurements, governance, partnership, scope and architecture, and skills. The collected data was analyzed to calculate the maturity level of each criterion and the overall organizational maturity. A gap analysis was then carried out between the current state (as-is) and the desired state (to-be) to develop recommendations for alignment improvement.

The results show that the maturity level of IT and business strategic alignment at UPNVY is at level 3 (established focused process) with an average score of 3.60. The partnership criterion scored the highest at 3.87, while governance received the lowest score of 3.41. Based on the gap analysis, 37 attributes were identified for improvement to help UPNVY reach level 4 (managed and measurable). Recommendations were formulated as concrete activities for each attribute with alignment gaps. This research contributes by providing a comprehensive mapping of the current alignment status and strategic direction for improving IT and business alignment within higher education institutions.

Keywords: *Business-IT Alignment Maturity, Strategic Alignment Maturity Model, SAMM Luftman, Higher Education, UPN Veteran Yogyakarta.*