ABSTRACT

In recent years, projects have played an important role in providing excellence to companies. Based on a survey conducted by PMI, it is known that organizations with high maturity have better project management than organizations with low maturity. PT. XYZ is a company engaged in telecommunications network infrastructure services in Indonesia. PT. XYZ in the West Bandung area has several business products, one of which is Fiber to the Mobile (FTTM). FTTM is the construction of Node B fiber optics by installing new ODPs and all the infrastructure needed up to the distribution of cables to the nearest BTS (Base Transceiver Station). One of the FTTM projects currently underway in the West Bandung area is the FIMO BTS 2024 project. FIMO or fiber modernization is the installation of new fiber optic cables with the aim of increasing the network speed of the location. The FIMO BTS project in the first quarter of 2024 has 21 locations. It was found that 38% of the locations of the FIMO BTS 2024 project experienced delays. Problem identification found that one of the factors for the delay was the absence of a maturity evaluation in the company. Based on the identified problems, a project management process improvement roadmap was designed using the Kerzner Project Management Maturity Model (KPM3) at the SDI unit at PT. XYZ. The results of measuring the maturity level using KPM3 showed that the maturity level 1 of Common Languages had not been achieved with a focus on the knowledge area of schedule, quality, and communication management. The results of the maturity measurement were used to design a project management process improvement roadmap with the aim of increasing maturity level 1 and providing improvement steps at other levels. The results of the project management process improvement roadmap design have four periods consisting of the knowledge period, standardization period, growth period, and maturity period.

*Keywords: **Project, Project Management, Maturity, Kerzner Project Management Maturity Model, Improvement Roadmap***