



# Strategy Digital Transformation in The Management of Evidence and Polished Items by The State at The Bandar Lampung State Attorney

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ARTICLE INFORMATION	A B S T R A C T
<p>Received: November 07, 2024 Revised: December 19, 2025 Available online: January 30, 2025</p>	<p>This study aims to analyze the digital transformation strategy in the management of motorcycle crime evidence at the Bandar Lampung District Attorney's Office. The method used is a qualitative approach with data collection techniques through interviews, observation, and documentation. The results showed that the management of evidence was still not optimal, marked by the large number of evidence that was damaged or lost due to a lack of professionalism in safeguarding. The findings identified several key issues, including an unbalanced number of units, limited storage facilities, and a lack of qualified human resources. The research emphasized the importance of digital transformation that not only speeds up processes, but also increases transparency and accountability in evidence management. The conclusion of this study is that the implementation of digital strategies is necessary to overcome the challenges, as well as to improve the efficiency and effectiveness of evidence management. It is hoped that future research can explore more deeply the implementation of specific technologies that can assist in the management of evidence in other law enforcement agencies.</p>
KEYWORDS	
<p>Digital Transformation Strategy; Management of Motorcycle Crime Evidence</p>	
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## INTRODUCTION

Indonesia is the country with the third largest number of motorized vehicles in the world. According to data from AISI (Indonesian Motorcycle Industry Association). With such a large number of motorized vehicles and the economic level of a developing country, the crime rate against motorized vehicles has also increased (Ahmad et al., 2024; Knapik et al., 2012; Mamun & Ashraf, 2015). One of the regions that has a high number of motorized vehicles in Indonesia is Lampung Province. In 2019, the number of motorized vehicles reached 3,187,035 units, making it the 8th province with the most vehicles in Indonesia (lampung@rilis.id, 2021).

In terms of volume of motorized vehicles in the form of motorbikes in Lampung province in 2022, it will occupy the 9th largest position in Indonesia With the largest number of vehicle Units number 9, it will not only create motorbike congestion, traffic violations, it will also create various crimes, one of which is robbery, theft and even the crime of stealing motorbikes (Bernaditya et al., 2023; Chariri, 2022; Imenuel Lakat et al., 2024; Jannah et al., 2024; Nurpadilah & Juhana, 2024). This form of crime is committed in various places such as office parking areas, traditional markets, supermarkets, places of worship, school or university education areas as well as in boarding houses and other public parking areas. Apart from that, there are other forms of motorbike crime, including fraud and embezzlement (Wandani et al., 2018).

The high level of crime in the motorbike sector in the city of Bandar Lampung is one of the government's responsibilities in cracking down on crime, one of which is through the government agency, the District Attorney of the Republic of Indonesia. This government agency not only has the duty and authority to carry out prosecutions, but also has a role and responsibility in storing crime evidence (Onyashie et al., 2024; Santos, 2022). In this case, the High Prosecutor's Office, as long as the legal process is

ongoing, evidence of the crime must remain in the custody and authority of the Prosecutor's Office. In other words, evidence held and stored by the prosecutor's office is categorized as a form of state confiscation (Rossinskiy, 2022).

This research was conducted considering the high number of motorcycle crimes in Indonesia, especially in Lampung Province, which places it as one of the regions with the highest number of motorized vehicles. This phenomenon causes an increase in the amount of evidence that needs to be managed by the Bandar Lampung District Attorney's Office. However, the current management of evidence is still not optimal, with many cases of loss and damage to evidence due to the lack of an efficient system.

Based on the Republic of Indonesia Prosecutor's Regulation Number 7 of 2020 concerning the Second Amendment to the Attorney General's Regulation Number Per-027/A/Ja/ 10/2014 concerning Guidelines for Asset Recovery, it is known that the Head of the District Attorney's Office with a warrant appointed several employees to the evidence management work unit and confiscated goods, being a confiscated evidence officer who has the duties and obligations to carry out administrative activities and juridical security for confiscated goods and carry out management activities for confiscated goods as long as they are used for judicial or investigative purposes.

News from focus.tempo.co wrote that dozens of rusty motorbikes were lined up in the backyard of Rupbasan, South Jakarta. Six vehicles parked in the front yard of the office also had the same fate, some almost becoming scrap. All vehicles are evidence of crimes whose cases are still in the process of being investigated (Riky Ferdianto, 2017). This is a problem that until now has not found a solution because of limitations in managing it. In their research, Hibnu, Budiono, and Pranoto provided suggestions for optimizing the use of confiscated state assets by further intensifying coordination and cooperation between

Rupbasan and the Ministry of Finance through the Directorate General of State Assets (Nugroho et al., 2017).

The Bandar Lampung District Prosecutor's Office, like other District Attorneys in Indonesia, in managing evidence that has been determined to be stored and managed in the State Confiscated Property Storage House, has obstacles and problems in implementing policies in safeguarding and managing crime evidence (McCartney & Shorter, 2024). Evidence confiscated by the state from criminal acts, especially in the field of motorbike management, is often neglected, damaged and motorbike parts are often lost, the motorbike parts being removed one by one (Abadi, 2022). Worse than that, these incidents of loss occur relatively frequently, resulting in cases of confiscated evidence in the form of motorbikes that disappeared from their storage place (Juwita Arsawati & Dewi, 2023). In fact, the position of the confiscated goods, namely motorbikes, plays a very important role during the trial process. This ultimately indicates that the management of evidence carried out by the Bandar Lampung District Prosecutor's Office is not optimal and that there needs to be further policy from the Head of the Prosecutor's Office in overcoming this problem.

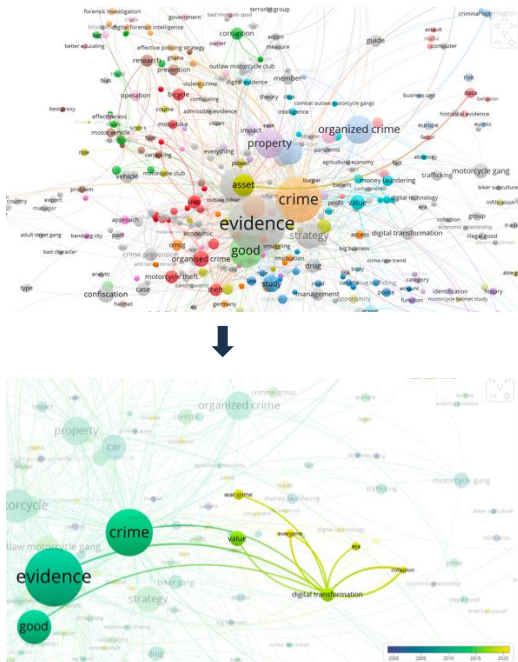


Figure 1: Vos Viewer Analysis  
Source: Processed by researchers (2024)

The existing gap shows that although there are regulations governing the management of evidence, its implementation still faces various problems, ranging from inadequate facilities to the lack of professionalism of staff (Davis, 2021; Deconinck et al., 2022; Haas & Cloatre, 2021; Lineaweaver, 2016; Mohamad et al., 2024). Based on the results of Vos Viewer above, it is known that research related to digital transformation used as evidence, crime cases, and goods has been carried out in the 2015-2019 period. Therefore, this study aims to analyze the digital transformation strategy in the management of motorcycle crime evidence at the Bandar Lampung District Attorney's Office, which is expected to improve the effectiveness and efficiency of evidence management.

The novelty of this research lies in the digital approach proposed to address evidence management issues, which has not been widely discussed in previous studies. By utilizing digital technology, it is expected that evidence management can be

carried out better, more transparently, and accountably. The contribution of this research is expected to provide practical recommendations for the Bandar Lampung District Attorney's Office in improving the evidence management system, as well as a reference for other institutions facing similar problems. Based on the above problems, the research questions raised in this study are: "How can digital transformation strategies be applied to improve the management of motorcycle crime evidence at the Bandar Lampung District Attorney's Office?".

**METHOD**

This research uses a qualitative approach with a descriptive level of explanation. The type of data used in this research is included in the type of qualitative data obtained from interviews with informants related to the Digital Transformation of Evidence and State Confiscated Goods at the Bandar Lampung District Attorney's Office, as well as books, regulations, documents, journals and other literature deemed relevant to this research. The data collection techniques used include interviews (Involving key informants experienced in evidence management to gain an in-depth perspective), observation (Observing the evidence management process in the field to understand existing practices) and documentation (Collecting relevant documents, regulations and literature to support the analysis). The data analysis technique used in this research is analysis using an interactive model which includes three analysis components, namely condensation, data presentation, conclusion drawing. (Miles et al., 2014). The following is a picture of the Qualitative Data Analysis Interactive Model used:

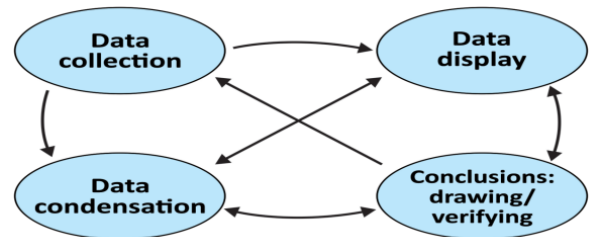


Figure 1. Components of Data Analysis: Interactive Model  
Source: Miles, Huberman, Saldana (2014)

**RESULTS AND DISCUSSION**

Evidence is tangible, movable or immovable items that can be used as evidence and whose function is to be shown to the defendant or witnesses at trial in order to strengthen the judge's confidence and determine the defendant's guilt (Kovalenko, 2024; Laily Az Zahra et al., 2024). The characteristics of objects that can be used as evidence are it is a material object, speak for yourself, the most valuable means of proof compared to other means of proof, and must be identified with witnesses and the defendant's statement.

Based on the Regulation of the Attorney General of the Republic of Indonesia Number PER006/A/JA/07/2017 Article 979, the Section for Management of Evidence and Seized Goods has the task of managing evidence and confiscated goods originating from general crimes and special crimes. Digital technologies enable consumers to co-create value by designing and customizing products, conducting remote distribution activities, and helping other customers by sharing product reviews (Beckers et al., 2018).

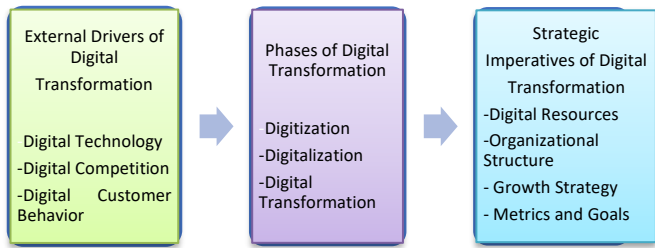


Figure 2. Flow Model in Digital Transformation

Source: quoted from Verhoef et al. (2021a)

In the digital transformation phase, we can see that there are three, namely, digitization (Elizah et al., 2024), digitalization (Pulido & Taherdoost, 2024) and digital transformation (Sehgal, 2024). Digitization to describe the act of converting analog information into digital information. Examples include the use of digital forms in the ordering process, the use of digital surveys, or the use of digital applications for internal financial declarations. Usually, digitization mainly digitizes internal and external documentation processes but does not change value creation activities (Elizah et al., 2024).

Digitalization explains how IT or digital technology can be used to change existing business processes, (Li et al., 2016). For example, the creation of new online or mobile communication channels that allow all customers to easily connect with the company, and that change the traditional company-customer interaction, (Ramaswamy & Ozcan, 2016). In digitalization, IT functions as a key enabler to capture new business possibilities by changing existing business processes, such as communication (Ramaswamy & Ozcan, 2016; van Doorn et al., 2010), distribution, (Leviakangas, 2016), or re-management business relationships, (Baraldi & Nadin, 2006). Through digitalization, companies apply digital technology to optimize existing business processes by enabling more efficient coordination between processes, and/or by creating additional customer value through improved user experience, (Pagani & Pardo, 2017). Therefore, digitalization does not only focus on cost savings, but also includes process improvements that can improve customer experience.

Digital transformation is the most pervasive phase, and describes company-wide changes that lead to the development of new business models, (Pagani & Pardo, 2017). Digital transformation affects the entire company and its way of doing business, (Amit & Zott, 2001) and goes beyond digitalization-simple changes to organizational processes and tasks. Therefore, digital transformation is inherently related to strategic changes in business models as a result of the application of digital technology, (Sebastian et al., 2017). In short, digital transformation is an enterprise-wide phenomenon with broad organizational implications where, primarily, a company's core business model can change through the use of digital technologies.

This study wants to see the implementation of digital transformation of evidence and confiscated state goods at the Bandar Lampung District Prosecutor's Office which will be analyzed through the Flow Model in Digital Transformation (Verhoef et al., 2021b) Digital Resources, Organizational Structure, Growth Strategy and Metrics and Goals, each Dimension is described as follows:

## Digital Resources

Management of Motorcycle Crime Evidence at the Bandar Lampung District Prosecutor's Office is still done manually or using microsoft office So it can be said that the Management of Motorcycle Crime Evidence at the Bandar Lampung District Prosecutor's Office is still not optimal. In this case, the Detainee and Evidence Treatment Unit (Sattahti) has been regulated in Perkap Number 10 of 2010 concerning Procedures for Managing Evidence in the Prosecutor's Office of the Republic of Indonesia. However, in the aspect of managing and maintaining motorbike evidence at the Bandar Lampung District Prosecutor's Office, there are several inhibiting factors. Below are two big factors that hinder the management of evidence in the form of motorbikes, namely:

### 1. Comparison of the Number of Rupbasan Technical Implementation Units

In the policy provisions issued by the government through PP Number 27 of 1983, in Article 26 paragraph I, a provision has been determined and established that the Rupbasan technical implementation unit is formed in each Regency/Municipality capital. However, the facts show that until 2022, the number of RUPBASAN in 32 provinces in Indonesia will only be 63, consisting of 36 class I and 27 class II (Rupbasanmanado.com, 2020). The number of Rupbasan technical implementing units should follow the number of Regencies/Cities-Indonesia is approximately 530. To date, Bandar Lampung City only has one RUPBASAN technical implementation unit, namely a class I unit. The number of motorcycle crimes in Bandar Lampung City can be seen in the following table:

Table 2. Number of motorcycle crimes in Bandar Lampung City.

Year	Number
2020	3,046 Cases
2021	2,523 Cases

Source: Author's compilation, 2024.

Through this data, the burden of responsibility can be seen, which is very unbalanced. RUPBASAN in Bandar Lampung City, another unit should be added to be able to accommodate confiscated objects from technical implementation units whose comparative quantities are not compatible.

### 2. Lack of facilities and place to store evidence (motorbikes).

Evidence in the form of a motorbike is evidence, even though it is not easily damaged, however, during the trial process, aspects of its management must be maintained properly and maintenance aspects are carried out very carefully and safely in a place provided by the Bandar Lampung State High Prosecutor's Office. , so that the motorbike evidence will still be guaranteed in terms of quality and quantity and guaranteed safety without any damage or even loss. However, the high crime of theft, theft and motorbike theft in the Bandar Lampung area means that RUPBASAN facilities experience limited buildings which ultimately cannot accommodate this type of evidence.

Limited facilities and infrastructure regarding buildings/warehouses as well as budgets to support the implementation of Rupbasan functions. The readiness of the Ministry of Law and Human Rights to build RUPBASAN in all districts/cities in accordance with the mandate of the Criminal Procedure Code has not yet been implemented. Although legally

the storage of state confiscated objects is in the State Confiscated Property Storage House (RUPBASAN), their existence and number are not comparable to the number of law enforcement agencies that carry out confiscations and are legally responsible for confiscated objects, in this case the Police, Prosecutor's Office and Courts.

Based on data from 63 Rupbasan units, not a single Rupbasan meets the ideal standards as a Rupbasan which should have 5 types of warehouses, namely closed public warehouses, open public warehouses, valuable warehouses, dangerous warehouses and cages for animals and plants as well as utility facilities and environmental infrastructure. The majority of Rupbasan only have 2 or 3 types of warehouses, there are even Rupbasan offices that don't have warehouses. This is a problem in placing confiscated objects within the Rupbasan office environment (Annual Report of the Directorate General of Corrections: 2017).

### 3. *Responsible Staff*

It is necessary to pay attention to aspects of ensuring the availability of the budget needed to carry out the duties and responsibilities of officers as well as the quality and quantity of human resources (Rupbasan Officers). Regarding human resources, the number and quality of officers who have special expertise in assessing confiscated goods and objects are currently inadequate. In fact, it could be said that many Rupbasans do not have expert assessors or researchers at all. Rupbasan only assigns officers (general staff) to carry out general research and studies due to limited human resources (officers) who have expertise as researchers and assessors.

Various problems continue to be a challenge for the Bandar Lampung District Prosecutor's Office in overcoming this problem, from inadequate facilities, facilities and infrastructure, staff or responsible parties to unit facilities that are not balanced with the high number of crimes handled by the Bandar Lampung District High Prosecutor's Office. So, in the context of theft, embezzlement and motorbike theft in the area of the Prosecutor's authority, many motorbikes as evidence are not maintained, and some even lose them.

### Organizational Structure

The management of crime evidence, especially motorbikes, at the Bandar Lampung District Prosecutor's Office faces significant challenges due to the lack of optimal implementation of the KUHAP mandate regarding the provision of State Confiscated Property Storage Houses (RUPBASAN) in all districts/cities. The Ministry of Law and Human Rights should be responsible for building the RUPBASAN facility as a suitable storage place for evidence during the legal process. However, to date, this implementation has not been carried out well in many areas, including Bandar Lampung, which has resulted in inefficient management of evidence. This condition increases the risk of damage or loss of evidence, which in turn can complicate the evidentiary process in court and hinder effective law enforcement.

RUPBASAN plays an important role in the criminal justice system in Indonesia, as a safe and standardized storage place for confiscated evidence. Without adequate RUPBASAN, evidence such as motorbikes are often stored in inappropriate places, which can cause physical damage or decrease the value of the goods. This not only increases the prosecutor's workload in keeping evidence in good condition, but also has the potential to give rise to new legal problems, such as claims from property

owners for damage caused. Therefore, the role of RUPBASAN is very crucial to ensure that evidence is maintained and can be used optimally in the trial process.

Existing government regulations are actually intended to provide clear direction and guidance to regions in organizing efficient, effective and rational prosecutorial organizations in accordance with the needs and capabilities of each region. However, this policy must be accompanied by consistent implementation and support from adequate facilities, such as the construction of RUPBASAN in each district/city. Providing a proper RUPBASAN requires strong coordination between the Ministry of Law and Human Rights, the prosecutor's office and local governments, as well as sufficient budget support. Consistency in implementing this policy will strengthen coordination between institutions, improve the quality of evidence management, and overall increase the effectiveness of the criminal justice system in Indonesia.

### Growth Strategy

Based on the Regulation of the Attorney General of the Republic of Indonesia Number PER006/A/JA/07/2017 Article 979, the Evidence and Seized Property Management Section has the task of managing evidence and confiscated goods originating from general crimes and special crimes. The Evidence and Confiscated Goods Management Section carries out the following functions:

- a) Preparation of materials for preparing work plans and programs
- b) Analysis and preparation of legal considerations for managing evidence and confiscated goods
- c) Management of evidence and confiscated goods includes recording, researching evidence, storing and classifying evidence, safekeeping, maintenance, security, providing and returning evidence before and after the trial and settlement of confiscated goods
- d) Preparation for the implementation of coordination and cooperation in the management of evidence and confiscated goods
- e) Management and presentation of data and information
- f) Implementation of monitoring, evaluation and preparation of reports on the management of evidence and confiscated goods

The duties and functions carried out by the Evidence and Confiscated Property Management Section based on Attorney General Regulation Number PER006/A/JA/07/2017 Article 979 are closely related to the Growth Strategy dimension, especially in efforts to increase the efficiency and effectiveness of evidence management. and looted goods in the prosecutor's office. This growth strategy can be realized through various steps aimed at improving processes, expanding capabilities, and increasing performance in managing evidence and confiscated goods to support more optimal law enforcement.

First, preparing materials for preparing plans and work programs in managing evidence and confiscated goods is a strategic step to encourage organizational growth by setting measurable and relevant targets. With a good plan, the prosecutor's office can identify the required resources, facilities and infrastructure, including the development of information technology to digitize evidence management data. Digitalization and the use of modern technology can speed up the process of recording, storing and managing evidence, which ultimately

increases efficiency and allows prosecutors to handle more complex cases or a greater amount of evidence as the number of cases grows.

Second, analysis and preparation of legal considerations in the management of evidence can be seen as an effort to improve the quality of management through risk assessment and better policy formulation. Growth strategy in this context means building organizational capabilities to anticipate emerging legal challenges and optimize the process of resolving confiscated goods more quickly and precisely. Thus, better coordination and cooperation between prosecutors, courts and other relevant institutions will encourage sustainable growth in evidence management.

Third, preparing the implementation of monitoring, evaluation and reporting on the management of evidence and confiscated goods is an important aspect of the Growth Strategy. This allows prosecutors to continually identify areas requiring improvement and dynamically adjust strategies according to evolving needs. With good monitoring, prosecutors can improve the accuracy of data and information related to evidence, strengthen accountability, and ultimately support the growth of the organization's internal capacity to handle the increasing volume of work efficiently. This also opens up opportunities for prosecutors to implement best practices in evidence management that can be replicated in various regions.

## Metrics and Goals

The Head of the Bandar Lampung District Prosecutor's Office needs to evaluate and issue new provisions by providing clear and detailed provisions regarding the preservation of evidence, the parties are physically responsible for the evidence. With a broader meaning, the policy provisions issued by the Head of the Prosecutor's Office are implemented by the leadership of the prosecutor's office and the staff who are tasked with protecting crime evidence. So that the implementation of digital transformation in managing motorbike crime evidence can run well in order to manage and safeguard goods to avoid loss. At the same time, in order to prevent inefficiencies and ineffectiveness in the implementation of policies, there needs to be special supervision of all forms of problems that hinder these policies. Such actions are taken to monitor every policy that has been implemented, must continue to be monitored and continue to make corrections to what has been achieved, evaluate and determine corrective action, if necessary to ensure that it is according to plan.

The evaluation and establishment of new policies by the Head of the Bandar Lampung District Prosecutor's Office in managing evidence, including motorbikes resulting from crime, is closely related to the dimensions of Metrics and Goals. In this context, a metrics and objectives-based approach is needed to set clear performance standards, measure achievement against set targets, and direct improvement efforts to ensure more effective evidence management. By establishing measurable performance indicators, such as the level of security of evidence, the number of loss cases handled, and the efficiency of the digitalization process, the Chief Prosecutor can objectively monitor the progress of policy implementation and digital transformation in the management of evidence.

The development of detailed policies, including establishing physical responsibility for evidence, aims to establish specific objectives and ensure each party involved understands their roles and responsibilities. Establishing relevant metrics, such as the

average time to complete a maintenance process or storing evidence, will make it easier to monitor performance and identify problems in policy implementation. This metric also allows for comparisons between actual conditions and desired targets, making it easier to make decisions based on data for continuous improvement.

Special supervision of policy implementation is needed to ensure that each policy goes according to plan and achieves the stated goals. Through regular evaluation of performance metrics, prosecutors can identify emerging inefficiencies or obstacles and take immediate corrective action. This process also allows setting new goals or adjusting more realistic targets based on evaluation results. Thus, a Metrics and Goals-based approach not only functions as a tool to measure policy success, but also becomes the basis for better strategic planning and encourages continuous improvement in the management of evidence at the Bandar Lampung District Prosecutor's Office.

## CONCLUSION

The results of the Flow Model study in Digital Transformation (Verhoef et al., 2021b) include: Digital Resources, Organizational Structure, Growth Strategy and Metrics and Goals shows that the Management of Motorcycle Crime Evidence at the Bandar Lampung District Prosecutor's Office is still not optimal, so that many crime Evidence in the form of motorbikes are damaged or lost as a result of a lack of unprofessional guarding. Apart from that, the management of evidence in the form of motorbikes still has many crucial problems ranging from the number of incompatible units, problems with facilities and infrastructure to staff who are unprofessional and irresponsible in managing evidence properly. This resulted in the management of evidence carried out by the Bandar Lampung District Prosecutor's Office not being optimal. Therefore, it is necessary to carry out Digital Transformation efforts in the Management of Motorcycle Crime Evidence at the Bandar Lampung District Prosecutor's Office, because the digital transformation of technology is not just acceleration, convenience and accuracy, but how information is accessed by the public easily, transparently, objectively and without any complications.

The limitation of this study lies in the narrow focus on one location, namely Bandar Lampung, so the results may not be fully generalizable to other regions. Future research is recommended to explore the implementation of digital transformation strategies in different regions and compare their effectiveness in evidence management. In addition, further studies could deepen the analysis of the role of technology in improving professionalism and accountability in evidence management in the Public Prosecution Service.

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