

ABSTRACT

**DESIGN OF INFORMATION TECHNOLOGY GOVERNANCE FOR
TRANSFORMATION IN THE BANKING INDUSTRY USING COBIT FRAMEWORK
2019 DOMAIN BUILD, ACQUIRE AND IMPLEMENT: CASE STUDY OF BANK XYZ**

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Digital transformation is currently one of the important agendas in the Indonesian banking industry. Bank XYZ is one of the state-owned banks that carry out their business activities in Indonesia. Bank XYZ should implement an integrated digital transformation strategy to improve the company's performance and therefore increase the possibility of long-term sustainable business for the company. The digital transformation process must be supported by governance to control the risks that occur and ensure that the company's resources can be used appropriately. In addition to this, there is the latest regulation from the Ministry of SOEs Number: S-122/MBU/DSI/05/2021 that SOEs are required to carry out an Independent IT Maturity Level Assessment with a target score of 3 in 2021 using the new version of the COBIT framework. So, it is necessary to design IT governance for the digital transformation process at Bank XYZ using the COBIT 2019 framework. The focus of this research is the Build, Acquire and Implement (BAI) domain with the BAI01 Manage Programs process, BA104 Manage Availability and Capacity, BAI11 Manage Projects which are prioritized to determine the process based on the assessment using the COBIT toolkit design factor. The purpose of this research is to assist Bank XYZ in implementing IT Governance towards the digital transformation process. The results of this study are recommendations for the design of people, processes, and technology. The proposal on the design of people using the BAI domain is the addition of responsibilities and competencies to improve the skills possessed by employees according to their fields. The process proposal contains SOPs and works instructions. The last proposal on technology design is a software proposal to facilitate work in improving operational efficiency that can support the achievement of the implementation of the digital transformation process at Bank XYZ. The influence on the governance assessment can increase the company's index value by 0.35 or 7%. This research can practically help XYZ Bank to prioritize IT governance to support digital transformation, while academically it provides an example for further IT governance priorities towards digital transformation in one bank organization.

Keywords: IT Governance, Bank XYZ and COBIT 2019, BAI