

DESIGNING IT GOVERNANCE USING COBIT 2019 AT PT UNICHARM INDONESIA

Indrajit Taliwongso ¹, Joe Yuan Mambu ^{2*}, Edson Yahuda Putra ³, Jacqueline Waworundeng ⁴

^{1,2*} Management Study Program, Faculty of Economics and Business, Universitas Klabat, North Minahasa Regency, North Sulawesi Province, Indonesia.

^{3,4} Information Systems Study Program, Faculty of Computer Science, Universitas Klabat, North Minahasa Regency, North Sulawesi Province, Indonesia.

Email: indrajit@unklab.ac.id ¹, joeyuan.mambu@unklab.ac.id ^{2*}, eyahuda@unklab.ac.id ³, jacqueline.morlav@unklab.ac.id ⁴

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Abstrak

Teknologi informasi memberikan perkembangan bagi perusahaan, dengan adanya teknologi informasi memudahkan perusahaan dalam proses kerja, mulai dari mengelola informasi yang ada pada perusahaan sampai pada kinerja karyawan oleh karena itu teknologi informasi memberikan dampak yang baik bagi perusahaan. Dengan adanya teknologi informasi diperlukan IT Governance untuk menyelaraskan antara IT dan bisnis pada suatu perusahaan, ini dilakukan agar proses pekerjaan pada perusahaan berjalan lebih efektif baik bagi karyawan atau bagi tata kelola perusahaan, tata kelola pada perusahaan haruslah dikelola dengan baik mungkin agar terorganisir dan memberikan dampak yang baik bagi perusahaan, untuk tata kelola tersebut diperlukan sistem yang dinamakan cobit, karena cobit dapat mengelola mulai dari kebutuhan IT dan kebutuhan Bisnis sampai pada tata kelola perusahaan. Dengan adanya Cobit pada suatu perusahaan maka akan terdapat perancangan yang sesuai dengan keinginan perusahaan dan lebih dapat di kontrol oleh manajemen IT.

Kata Kunci: Teknologi Informasi; IT Governance; Tata Kelola; COBIT.

Abstract

Information technology provides development for companies, with information technology facilitating companies in the work process, starting from managing existing information at the company to employee performance. Therefore, information technology has a good impact on companies. With the existence of information technology, IT Governance is needed to align IT and business in a company, this is done so that work processes in the company run more effectively both for employees and for corporate governance, corporate governance must be managed as well as possible so that it is organized and provides a good impact on the company, for this governance a system called COBIT is needed, because COBIT can manage everything from IT needs and business needs to corporate governance. With COBIT in a company, there will be designs that are in accordance with the wishes of the company and can be controlled more by IT management.

Keyword: Information Technology; IT Governance; Governance; COBIT.

1. Introduction

Information Technology (IT), also known as Technology Information, has become an essential and inseparable part of daily life and business operations. The impact of IT can be significant, causing both problems and progress for companies. The effective use of IT can be a key factor in the development of a company, as the management can make policies that utilize technology to process information effectively [1]. Although IT can bring benefits to both companies and employees, it is also true that many people still misuse it, leading to the depletion of resources and hindering effective planning in companies. Therefore, effective information management and efficient use of technology are necessary. IT Governance plays a vital role in achieving this, as it provides good governance practices for a company. The management of IT can help businesses achieve their goals by balancing IT and business, making planning more effective when facing potential risks in the company, and ensuring profitability. To achieve this, adequate evaluation must be given to the IT and business management team, and knowledge of existing standards must be acquired to support the company's management needs [2]. To achieve these objectives, COBIT management guidelines are necessary. COBIT management can identify the goals of the company, control and manage the company's operations, and establish international technical standards for the company. COBIT can be developed by the IT team through the implementation of a broad information system application. Therefore, COBIT serves as a guide for companies to implement effective IT management [3][4].

The development of information technology (IT) has become an important aspect for companies, as it has a significant impact on the performance of employees, products, and services provided by the company. As technology resources continue to increase, companies can maintain their competitive advantage and improve their performance within their industry. The implementation of IT in a company can be observed through the improved work performance of employees, where their work can be controlled and completed faster due to the utilization of technology. Additionally, products can be marketed more easily, as many people nowadays use technology to search for their primary and secondary needs [5]. IT governance plays a vital role in monitoring and managing IT, as well as the related risks in a company or institution. The framework for IT governance that can be used is the Control Objectives for Information and Related Technology (COBIT). COBIT is a guide for IT governance that helps users, management, and auditors to separate business risks. COBIT is developed by the IT Governance Institute (ITGI), which is part of the System Information and Control Association (ISACA) [6].

ISACA explains that IT governance has six basic principles: providing stakeholder value, taking a holistic approach, having a dynamic governance system from management, being tailored to enterprise needs, having an end-to-end governance system, and being based on conceptual models. Additionally, IT governance has three basic principles for its framework: being based on conceptual models, being open and flexible, and being aligned with major standards [1]. COBIT (Control Objectives for Information and Related Technology) is a collection of documentation that provides guidance for IT governance and management. COBIT is used to maximize control over IT and to evaluate IT governance in companies [3]. COBIT is a framework developed by ISACA (Information Systems Audit and Control Association). COBIT 2019 is the latest version developed from the previous version, COBIT 5 [7]. The five domains in COBIT are divided into governance and management. Governance has the Evaluate Direct Monitor (EDM) domain, while management has domains such as Align Plan and Organize (APO), Build Acquire and Implement (BAI), Deliver Service and Support (DSS), and Monitor Evaluate and Assess (MEA) [8][9].

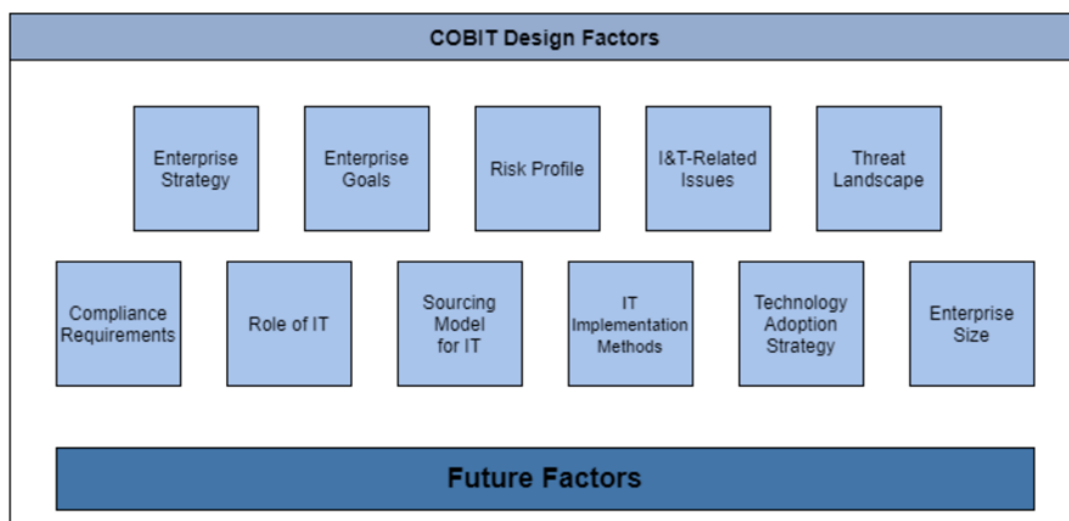


Figure 1. COBIT Design Factor

There are ten Design Factors within COBIT. The purpose of design factors in COBIT 2019 is to provide a comprehensive framework for organizations to evaluate and improve their IT governance and management practices. The design factors are used to assess the organization's IT-related goals, risks, and capabilities, and to identify areas where improvements can be made. By evaluating each of the ten design factors, organizations can gain a holistic understanding of their IT governance and management practices and develop strategies to optimize them for achieving their business objectives. The design factors also provide a common language and structure for communication between IT and non-IT stakeholders, facilitating alignment and collaboration towards shared goals [10].

Design Factor 1 considers the enterprise strategy, which includes growth, innovation, cost leadership, and client service/stability. Design Factor 2 focuses on enterprise goals, with 13 questions related to various goals, such as product and business innovation, optimization of functional internal business processes, and compliance with internal policies. Design Factor 3 addresses IT risk profiles and comprises 19 risk categories, and conducting risk analysis is crucial to assess the level of risk that the company faces. Design Factor 4 looks at IT-related issues, aiming to identify IT risks and issues by examining the correlation between IT and management. Design Factor 5 covers the threat landscape, categorizing threats as either normal or high. Design Factor 6 focuses on compliance requirements and looks at the company's compliance with regulations, while Design Factor 7 examines the role of IT in the organization, categorizing it as support, factory, turnaround, or strategy. Design Factor 8 addresses the sourcing model of IT, with categories such as outsourcing, cloud, and insourced. Design Factor 9 looks at IT implementation methods, categorizing them as agile, DevOps, or traditional. Finally, Design Factor 10 explores the technology adoption strategy of the organization, with categories such as first mover, follower, or slow adapter [10].

PT. Unicharm is a company that originated from Japan and was founded in 1997. The company has been operating in 80 countries, including Indonesia. PT. Unicharm produces products such as baby diapers, adult diapers, sanitary napkins, and wet tissues. The offered sanitary napkins have several types of options based on size and usage time. Additionally, the baby diapers have options based on age range and size [11].

PT. Telekomunikasi Regional VI Kalimantan has implemented information technology to meet its business needs. PT. Telekomunikasi Regional VI Kalimantan is a part of PT. Telekomunikasi Indonesia (Persero) Tbk (Telkom) and is responsible for providing information technology and telecommunications services in the Kalimantan region. As a provider of information and communication technology (ICT) services and telecommunications networks in Kalimantan, the company's presence is essential for the surrounding environment as it can assist in providing existing customer services and daily life by providing network and technology services [7].

Another similar research is a study conducted at an undisclosed paper and mills company. It uses a similar method and results show. They found that the company priorities were competitive portfolio, internal business process risks, compliance, and innovation. They consider IT to be crucial for daily operations and innovation, using agile and DeVos for their IT implementation. The COBIT 2019 Toolkit suggests the capability of 11 core models as the basis for the governance system design: EDM01, APO12, BAI02, BAI03, BAI06, BAI07, DSS011, DSS04, DSS05, MEA03, and MEA04 [12].

To improve the management of IT services, Telkom's implementation of information technology for all IT services and business processes can be evaluated. In its implementation, Telkom uses applications, information systems, hardware, networks, data, and information, as well as infrastructure in the company. This is supported by digitization, which is carried out to improve the services provided to assist in the company's business processes, which can be seen from the internal business processes. Despite the implementation of IT, there is a possibility of errors in managing data or services. To explore existing design factors and meet governance that can cover workflows tailored to the company, IT governance design is necessary. Therefore, the company has implemented IT governance design using COBIT 2019, which can result in a system design for the company and prioritize important IT management for optimizing IT management.

2. Methods

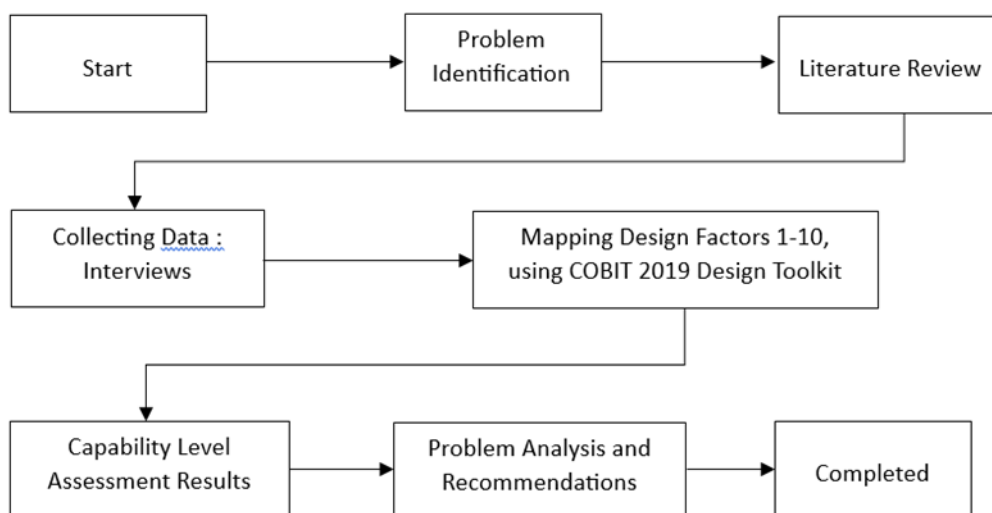


Figure 2. Research Flow [13]

This study utilizes both primary and secondary data. Primary data refers to data collected directly by the researcher from the research subject. The data collection is conducted using interview techniques. Interviewing is a data collection technique that involves asking questions to respondents. In this study, a number of questions based on the design factors of COBIT 2019 were given to the respondents. A total of 59 questions were given, which were divided into design factor 1 to design factor 10 [13]. The questionnaire is formulated from the COBIT 2019 Design Toolkit [14] which consist of 10 categories : corporate strategies, enterprise goals, risk profile, issues related to IT, threat landscape, compliance needs, role of IT, IT resource model, IT implementation methods and IT adoption strategy [15].

3. Result and Discussion

3.1 Enterprise Strategy

In the first design factor, the interviewee will provide answers regarding the company's strategy, which has four options: growth/acquisition, innovation/differentiation, cost leadership, and client service/stability. From these four options, the interviewee will answer how important these objectives are prioritized by the company. The following is the assessment result of design factor 1 regarding Enterprise Strategy by PT. Unicharm Indonesia.

Table 1. Design Factor 1 Enterprise Strategy Assesment Result

Value	Importance (1-5)	Baseline
Growth / Acquisition	5	3
Innovation / Differentiation	4	3
Cost Leadership	1	3
Client Service / Stability	1	3

In the assessment of design factor 1, the top two priorities of enterprise strategy for PT. Unicharm Indonesia are Growth/Acquisition with an importance scale of 5 as the top priority because the company prioritizes the growth of the business by focusing on increasing revenue. Innovation/Differentiation with an importance scale of 4 as the second priority because PT. Unicharm Indonesia is a company that produces baby diapers, adult diapers, and women's sanitary napkins. The company offers various product variants according to the needs of consumers, such as variants based on age range and size, such as small, medium, large, and extra large. The company constantly develops new innovations according to the changing times and customer needs by developing new product variants

Enterprise Goals

In design factor 2, the researcher will ask the respondents about the important objectives that can be pursued by the company. Based on the questions asked, the respondents can provide answers regarding the level of importance of achieving these objectives. After the answers are provided, the researcher will determine the scale of each given answer. The scale will range from unimportant, less important, neutral, important to very important. The following is the result of the assessment of each answer provided by the respondents that have been managed within the COBIT 2019 design toolkit.

Table 2. Design Factor 2 Enterprise Goals Assesment Result

Value	Importance (1-5)	Baseline
EG01—Portfolio of competitive products and services	5	3
EG02—Managed business risk	4	3
EG03—Compliance with external laws and regulations	5	3
EG04—Quality of financial information	4	3
EG05—Customer-oriented service culture	5	3
EG06—Business-service continuity and availability	5	3
EG07—Quality of management information	4	3
EG08—Optimization of internal business process functionality	4	3
EG09—Optimization of business process costs	4	3
EG10—Staff skills, motivation and productivity	4	3
EG11—Compliance with internal policies	5	3
EG12—Managed digital transformation programs	5	3
EG13—Product and business innovation	5	3

In the company of PT. Unicharm Indonesia, EG01 Portfolio of competitive products and services is valued at 5 because the company offers disposable products. In addition, the company's products are used by various groups of people, ranging from children to adults, and offer various

variations that can be tailored to their needs. The company's portfolio also emphasizes sustainable products. For EG02 Managed business risk, it is valued at 4 because the company will address any problems raised by consumers and will be handled by the customer service provided by the company. For EG03 Compliance with external laws and regulations, it is valued at 5 because the company considers compliance with the law as highly important. The company adheres strictly to regulations, such as sales rules, tax rules, and distribution rules. For EG04 Quality of financial information, it is valued at 4 because financial reports in the company are transparent and accessible to all stakeholders.

For EG05 Customer-oriented service culture, it is valued at 5 because the company prioritizes and cares for its customers, providing excellent service in resolving any issues. This is done to ensure that the company knows the level of customer satisfaction with its products and services. For EG06 Business-service continuity and availability, it is valued at 5 because the company considers it highly important. The company can work with local distributors in North Sulawesi, and this collaboration enables the company to market or distribute new products. For EG07 Quality of management information, it is valued at 4 because the company's leaders or responsible parties can quickly resolve any problems that arise in the company. For EG08 Optimization of internal business process functionality, it is valued at 4 because the company's distribution process needs to be optimized. If the process is not optimized, it may result in delayed deliveries, which can hinder other work.

For EG09 Optimization of business process costs, it is valued at 4 because the company needs to consider the benefits and drawbacks before making investments. The company must weigh the pros and cons of investing to determine if it will benefit or lose from the investment. For EG10 Staff skills, motivation, and productivity, it is valued at 4 because according to the company, employees must be innovative in their work. If employees do not perform their job correctly, it will be considered non-functional and will burden the company. For EG11 Compliance with internal policies, it is valued at 5 because the company considers compliance with rules as crucial. Failure to comply may result in problems, and employees who violate the rules will face consequences, such as termination.

For EG12 Managed digital transformation programs, it is valued at 5 because the company needs to follow digital transformations, such as improving the use of Excel for data processing. This is done to ensure that data is well-managed. For EG13 Product and business innovation, it is valued at 5 because the company considers it highly important. The company wants to provide changes that follow the lifestyle and needs of customers. Through innovation, the company can gain a competitive advantage.

3.2 IT Risk Profile

Design factor 3 is a stage in the process of risk identification for PT. Unicharm Indonesia. The assessment in design factor 3 is based on the level of risk that affects the company and the likelihood that the risk will occur. The scale of impact measurement ranges from 1, which means no impact, to 5, which means very impactful. Likelihood is measured on a scale from 1, which means highly unlikely, to 5, which means highly likely. The following is an evaluation of the risk profile for PT. Unicharm Indonesia.

Table 3. Design Factor 3 IT Risk Profile Assesment Result

Risk Scenario Category	Impact (1-5)	Likelihood (1-5)	Risk Rating	Baseline
IT investment decision making, portfolio definition & maintenance	5	2	10	9
Program & projects life cycle management	4	2	8	9
IT cost & oversight	2	2	4	9
IT expertise, skills & behavior	2	1	2	9
Enterprise/IT architecture	2	1	2	9
IT operational infrastructure incidents	4	1	4	9
Unauthorized actions	4	1	4	9
Software adoption/usage problems	2	4	8	9

Hardware incidents	3	1	3	9
Software failures	4	1	4	9
Logical attacks (hacking, malware, etc.)	5	2	10	9
Third-party/supplier incidents	4	3	12	9
Noncompliance	4	1	4	9
Geopolitical Issues	4	3	12	9
Industrial action	5	1	5	9
Acts of nature	5	1	5	9
Technology-based innovation	4	2	8	9
Environmental	5	2	10	9
Data & information management	4	1	4	9

In the company, PT. Unicharm Indonesia, there is a rating of 12 in the Third-party/supplier incidents risk scenario category with an impact value of 5, due to the fact that all software used in the company is web-based. If there is a problem, the company's operations will be disrupted. The likelihood value is 4 because this happens frequently in the company. Furthermore, there is also a rating of 10 for the IT investment decision-making, portfolio definition & maintenance category with an impact value of 5 and a likelihood value of 2. This is because the systems in PT. Unicharm Indonesia are automatically connected to the center. Therefore, if there is a system malfunction, it will have a significant impact on the company because employees cannot update data. The likelihood value of 2 is because PT. Unicharm Indonesia has a backup system in case of errors.

There is also a low rating of 2 for the IT expertise, skills, and behavior category, as there is a VPN in the company that if inaccessible, employees cannot check-in. However, this does not affect sales because even if the system is unavailable, sales can still continue. The likelihood value is 2 because PT. Unicharm Indonesia already has a backup system. Another category with a rating of 2 is the Enterprise/IT architecture with an impact value of 2 because PT. Unicharm Indonesia has already collaborated with Microsoft. The likelihood value is 1 because this is unlikely to happen since PT. Unicharm Indonesia has been working with Microsoft for a long time. This subsection discusses the research proposal. The Methodology, Results, and Discussion subsections are the core of the proposed article. Errors in the article submission process, as discussed in this template, may result in rejection during the administrative selection stage.

3.3 I&T Related Issues

Design factor 4 pertains to I&T related issues. In this design factor, the researcher will ask a number of questions that typically arise in a company. For each issue raised, the interviewee can provide a response indicating whether the issue is normal, serious, or even nonexistent in the company. Additionally, the interviewee can explain and provide examples of the issues raised to reinforce the existing design factor assessment. The following is the result of the assessment of I&T related issues in PT. Unicharm Indonesia using the COBIT 2019 design toolkit.

Table 4. Design Factor 4 I&T Related Issues Assesment Result

Risk Scenario Category	Importance (1-3)	Baseline
Frustration between different IT entities across the organization because of a perception of low contribution to business value	1	2
Frustration between business departments (i.e., the IT customer) and the IT department because of failed initiatives or a perception of low contribution to business value	2	2
Significant IT-related incidents, such as data loss, security breaches, project failure and application errors, linked to IT	1	2
Service delivery problems by the IT outsourcer(s)	2	2
Failures to meet IT-related regulatory or contractual requirements	1	2

Regular audit findings or other assessment reports about poor IT performance or reported IT quality or service problems	2	2
Substantial hidden and rogue IT spending, that is, IT spending by user departments outside the control of the normal IT investment decision mechanisms and approved budgets	1	2
Duplications or overlaps between various initiatives, or other forms of wasted resources	1	2
Insufficient IT resources, staff with inadequate skills or staff burnout/dissatisfaction	1	2
IT-enabled changes or projects frequently failing to meet business needs and delivered late or over budget	1	2
Reluctance by board members, executives or senior management to engage with IT, or a lack of committed business sponsorship for IT	1	2
Complex IT operating model and/or unclear decision mechanisms for IT-related decisions	1	2
Excessively high cost of IT	1	2
Obstructed or failed implementation of new initiatives or innovations caused by the current IT architecture and systems	1	2
Gap between business and technical knowledge, which leads to business users and information and/or technology specialists speaking different languages	2	2
Regular issues with data quality and integration of data across various sources	2	2
High level of end-user computing, creating (among other problems) a lack of oversight and quality control over the applications that are being developed and put in operation	2	2
Business departments implementing their own information solutions with little or no involvement of the enterprise IT department (related to end-user computing, which often stems from dissatisfaction with IT solutions and services)	2	2
Ignorance of and/or noncompliance with privacy regulations	1	2
Inability to exploit new technologies or innovate using I&T	3	2

The article discusses the IT-related risks and issues faced by a company, PT. Unicharm Indonesia, and how they have addressed them. The company conducted a risk assessment and identified 14 different IT-related risks and issues, which were then evaluated and rated based on their severity. The issues were categorized as either "No Issues," "Minor Issues," or "Issues." Among the 14 issues identified, the company rated six as "No Issues." These included insufficient IT resources, regular audit findings or other assessment reports about poor IT performance or reported IT quality or service problems, IT-enabled changes or projects frequently failing to meet business needs and delivered late or over budget, reluctance by board members, executives, or senior management to engage with IT, a complex IT operating model and/or unclear decision mechanisms for IT-related decisions, and excessively high cost of IT. The company attributed these ratings to their strong focus on planning and structured decision-making, as well as their commitment to involving senior management in all IT-related decisions.

The company identified three issues as "Minor Issues," which included frustration between different IT entities across the organization because of a perception of low contribution to business value, frustration between business departments and the IT department because of failed initiatives or a perception of low contribution to business value, and duplications or overlaps between various initiatives or other forms of wasted resources. The company addressed these issues by improving communication and transparency between departments and implementing better project management processes.

The company identified five issues as "Issues." These included service delivery problems by the IT outsourcer, failure to meet IT-related regulatory or contractual requirements, frustration between business departments and the IT department because of failed initiatives or a perception of low contribution to business value, regular audit findings or other assessment reports about poor IT performance or reported IT quality or service problems, and obstructed or failed implementation of new initiatives or innovations caused by the current IT architecture and systems. The company addressed these issues through a range of measures, including implementing risk management processes, improving the transparency and accountability of IT outsourcers, and investing in new IT systems and technologies. Overall, PT. Unicharm Indonesia's risk assessment and evaluation process enabled them to identify and address a range of IT-related risks and issues, ensuring that they could deliver reliable, efficient, and high-quality IT services to their business customers.

Threat Landscape

Design factor 5 discusses the level of threat in which the company operates. Questions will be asked to the interviewee to determine whether the threat level of the company's operations is low (normal) or high. Based on the interviewee's answers, the researcher will determine the percentage of the current threat level in which the company operates. A high threat level means that the company operates at a high level of threat in terms of industry sector, geopolitics, or even a specific condition that threatens the company's operations. Meanwhile, a normal level means that the company operates below the level of threat considered normal or can be said that the existing threats can still be controlled by the company. The following are the results of the assessment of design factor 5 on the threat landscape by PT. Unicharm Indonesia.

Table 5. Design Factor 5 Threat Landscape Assesment Result

Value	Importance (100%)	Baseline
High	10%	33%
Normal	90%	67%

According to the results of the assessment of design factor 5, the above table shows that the threat landscape or the level of threat in operating PT. Unicharm Indonesia indicates a normal level with a percentage of 90% and a high level with a percentage of 10%. A 90% percentage with a normal level indicates that the company is currently in a stable condition with a level of threat that can still be controlled, whether it is from competitors or the current environment. The 10% percentage indicates that the company is in a condition where the increase in fuel prices can affect the mobility or distribution of the company's operations.

3.4 Compliance Requirement

Design factor 6 discusses compliance requirements. The researcher will ask questions to the interviewee to determine the level of compliance of the company with a number of regulations or laws related to the company's operations. The interviewee can provide answers by choosing 3 levels, namely high, normal, and low. Below are the results of the assessment of design factor 6 on compliance requirements.

Table 6. Design Factor 6 Compliance Requirement Assesment Result

Value	Importance (100%)	Baseline
High	90%	0%
Normal	10%	100%
Low	0%	0%

The assessment conducted using the COBIT 2019 design toolkit shows that the compliance requirements of PT. Unicharm Indonesia are at a high level with a percentage of 90%, a normal level with a percentage of 10%, and a low level with a percentage of 0%. The interviewee stated that the company pays close attention to every requirement in the surrounding environment, whether it is

government regulations or requirements as a company. The company also pays attention to waste processing and other requirements.

3.5 Role of IT

In this design factor, the interviewee will be asked questions about the role of IT in the company. There are four options that can explain the role of IT in the company, including support, factory, turnaround, and strategic. Here are the results of the assessment from PT. Unicharm Indonesia regarding the role of IT in the company.

Table 7. Design Factor 7 Role of IT Assesment Result

Value	Importance (1-5)	Baseline
Support	1	3
Factory	1	3
Turnaround	5	3
Strategic	4	3

Based on the assessment results, PT. Unicharm Indonesia highly requires IT to support the company. Therefore, the results in the table show support with a scale of 1, factory also with a scale of 1, turnaround with a scale of 5, and strategy with a scale of 4. From the interview, the interviewee stated that the role of IT is very important in supporting and driving the company's operations. The existing system in the company has been used for quite a long time because of its stability. The company greatly expects system stability to be maintained as best as possible because if the system is not running well or experiences errors/issues, it will have a critical impact on the company. In carrying out innovation in the company, the role of IT is also equally important and has a significant impact on the company's strategic innovation.

3.6 Sourcing Model of IT

In this design factor, the researcher asks about the sourcing model of IT used by the company. There are three sourcing models to choose from: outsourcing, where the company requests third-party services to provide IT services, cloud, where the company maximizes the use of cloud services in providing IT services to the company, and insourced, where the company provides IT services itself to support its business processes. Below is the assessment result of design factor 8 for the company.

Table 8. Design Factor 8 Sourcing Model of IT Assesment Result

Value	Importance (1-5)	Baseline
Outsourcing	70%	33%
Cloud	30%	33%
Insourced	0%	34%

The table above shows the assessment result based on the interview data conducted by the researcher to the informant, where PT. Unicharm Indonesia's sourcing model of IT is 70% outsourcing, 30% cloud and 0% insourced. The company has established partnerships with several IT service providers with existing work contracts. The company also utilizes the cloud for storing data and supporting IT services.

3.7 IT Implementation Methods

In a company, the development and implementation of an IT system or service is an essential aspect. Design factor 9 focuses on IT implementation methods. The researcher provided three answer options: Agile, DevOps, and Traditional. The following is an evaluation of the methods implemented in IT at PT. Unicharm Indonesia.

Table 9. Design Factor 9 IT Implementation Methods Assesment Result

Value	Importance (100%)	Baseline
Agile	95%	15%
DevOps	0%	10%
Traditional	5%	75%

Based on the above assessment, it shows that Agile method has a 95% percentage and Traditional has 5%, while DevOps has 0%. PT. Unicharm Indonesia is using the Agile method in implementing IT. Although the company still has layers of decision-making in IT implementation, in software development, PT. Unicharm Indonesia uses Agile because it is more flexible in supporting their software development.

3.8 Technology Adoption Strategy

Based on the rapid development of technology in the present time, design factor 10 focuses on the technology adoption strategy by a company. Respondents can provide answers from 3 options, namely first mover, follower, and slow adapter. The explanation of the first mover itself is that the company adopts new technology as the main driver or adopts it as early as possible to gain certain advantages. However, this has a significant impact. Follower is a condition where the company adopts new technology only as a follower or first examines whether the technology has been proven or not to be adopted later. Unlike the previous two options, slow adapter talks about how the company is very late in adopting new existing technology. Below are the assessment results or answers from the respondents that have been processed in the COBIT 2019 design toolkit.

Table 10. Design Factor 10 Technology Adoption Strategy Assesment Result

Value	Importance (100%)	Baseline
First mover	0%	15%
Follower	80%	70%
Slow adapter	20%	15%

Based on the table above, the assessment results show that PT. Unichar Indonesia is 80% a follower and 20% a slow adapter in terms of technology adoption strategy. This is determined based on interview results where the respondents stated that the company does not want to take risks as a first mover in adopting new technologies. The company prefers to observe the implementation of a proven technology and then adopt it. Furthermore, the 20% score is given because the company has become comfortable with using a particular technology and has not adopted a new technology that has been available in the business process for quite some time. This is the reason why the company is also considered a slow adapter in adopting new technology.

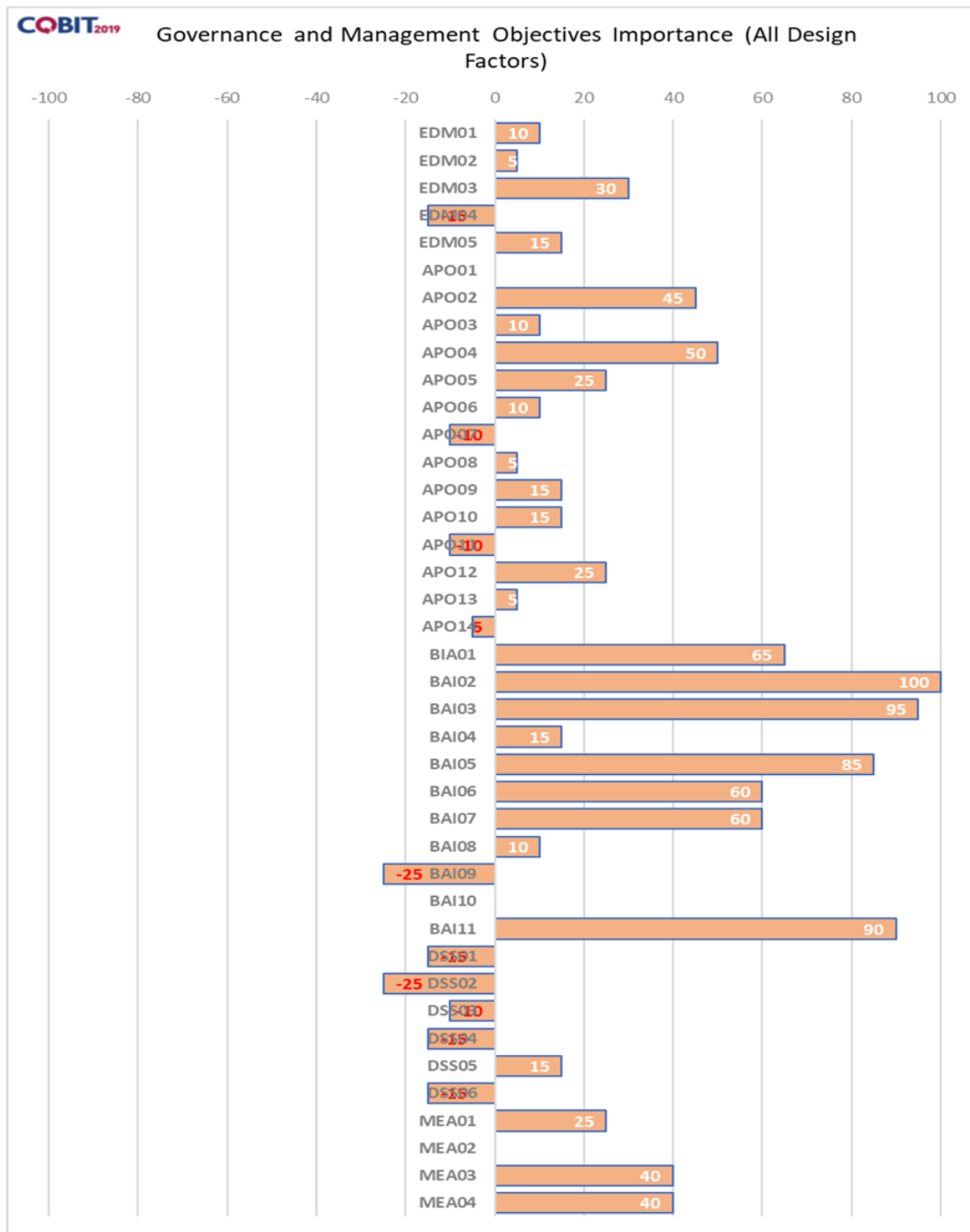


Figure 3. Assesment Results

4. Conclusion

based on the Assessment Results in figure 3 the assessment results for all design factors of governance interests and management objectives. Based on the picture above, it can be concluded that there are several IT governance priorities owned by PT. Unicarm Indonesia. There are 4 core models at level 4 above 85%, namely BAI02, BAI03, BAI05, and BAI11. Four core models are also found at level 3 with presentations ranging from above 50% to 85%, namely APO04, BAI01, BAI06, BAI07. For core models with importance level 2, there are 10 core models with a range of

presentations from 15% to 50%, namely EDM03, EDM05, APO02, APO05, APO09, APO10, APO12, BAI04, DSS05, MEA01, MEA03, MEA04. At importance level 1, there are 7 core models with a range of presentations from 0% to 15%, namely EDM01, EDM02, APO3, APO06, APO08, APO13, and BAI 08. There are several core models that are not included in the importance level that have presentations below 0%. The core models that are not a priority in PT.Unicharm Indonesia are EDM04, APO07, APO11, APO14, BAI09, DSS01, DSS02, DSS03, DSS04, and DSS06.

5. Reference

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