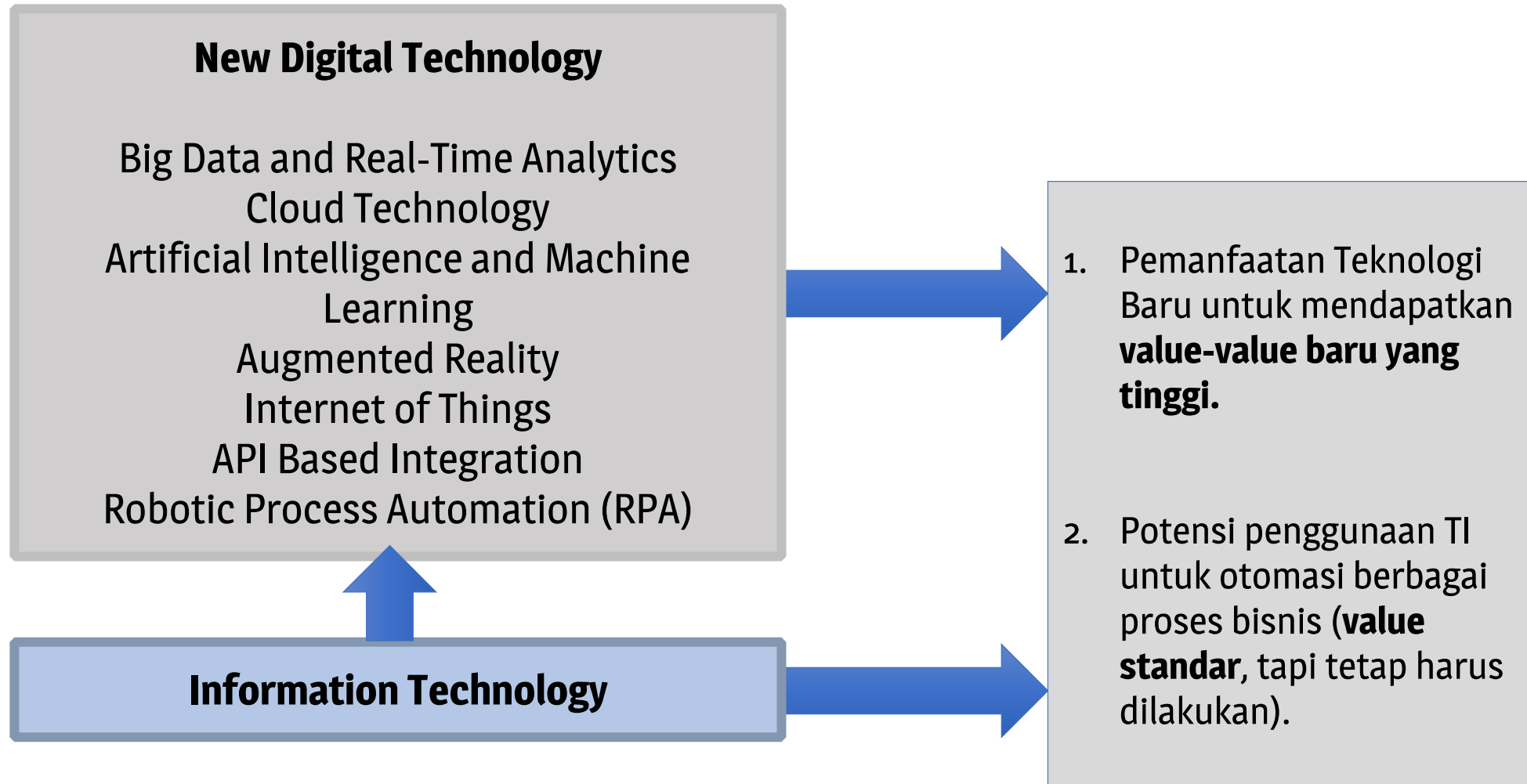# DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

PROF SUHONO HARSO SUPANGKAT, CGEIT

GURU BESAR STEI ITB
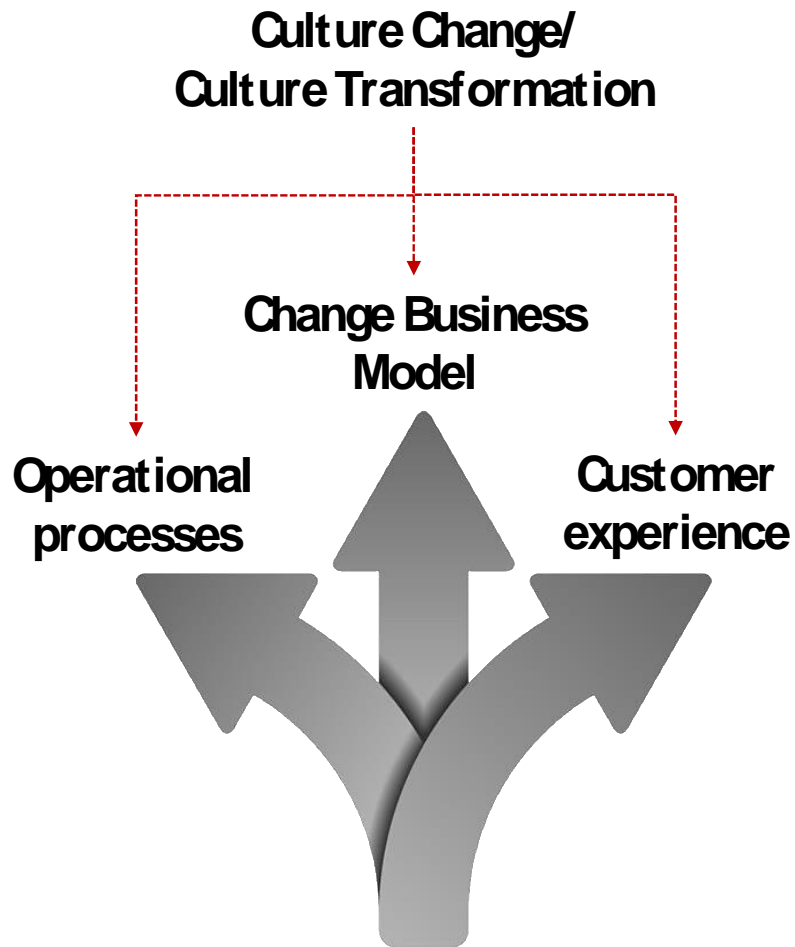
DIREKTUR PUSAT INOVASI KOTA DAN KOMUNITAS CERDAS ITB

NEW TECHNOLOGY

New Digital Technology

Big Data and Real-Time Analytics
Cloud Technology
Artificial Intelligence and Machine
Learning
Augmented Reality
Internet of Things
API Based Integration
Robotic Process Automation (RPA)

Information Technology

1. Pemanfaatan Teknologi Baru untuk mendapatkan **value-value baru yang tinggi.**

2. Potensi penggunaan TI untuk otomasi berbagai proses bisnis (**value standar**, tapi tetap harus dilakukan).

TRANSFORMASI DIGITAL

**Culture Change/
Culture Transformation**

**Change Business
Model**

**Operational
processes**

**Customer
experience**

- Transformasi Digital adalah Transformasi Bisnis yang mencari peluang improvement dan create new value memanfaatkan potensi dari ketersediaan teknologi digital.
- Transformasi tidak mulai dari teknologi, tetapi dimulai dengan adanya motivasi untuk mencapai kondisi baru yang lebih baik yang dituangkan dalam suatu Visi Transformasi.
- Transformasi digerakan oleh (digital) leadership yang kuat untuk mencapai Visi dan didukung oleh terciptanya transformasi budaya (culture transformation).

Menurut penelitian MIT bekerja sama dengan Capgemini Consulting, hasil interview dari sekitar 150 perusahaan besar dunia, visi transformasi dapat dikategorikan menjadi tiga:
- Fokus pada **Operasional**
- Fokus pada **Customer Experience**
- Fokus pada **Perubahan Model Bisnis** (mencakup operational dan customer experience)

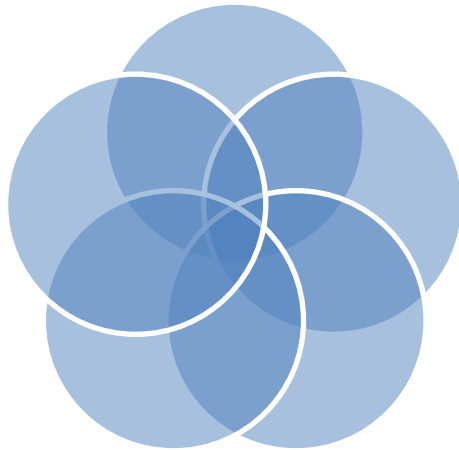Semua pilihan harus **didukung oleh Culture Transformation**

DIMENSION FOR DIGITAL TRANSFORMATION

Digital transformation is a journey that has no endpoint. There will always be a need to evolve and adapt in any organization,

People They are the most important and powerful asset.

Continuity (understanding DT is a journey)

Technology

With increasing digital disruption, we have increasing digital capability needs.

Sense of Community

people want to be a part of something bigger than themselves. Explain WHY there is a need for change and what the PURPOSE behind it.

Culture of Change

change needs to be an experience, not something that should be managed.

Tracey Ruff - Building Your Village: 5 Pillars of Successful Digital Transformation

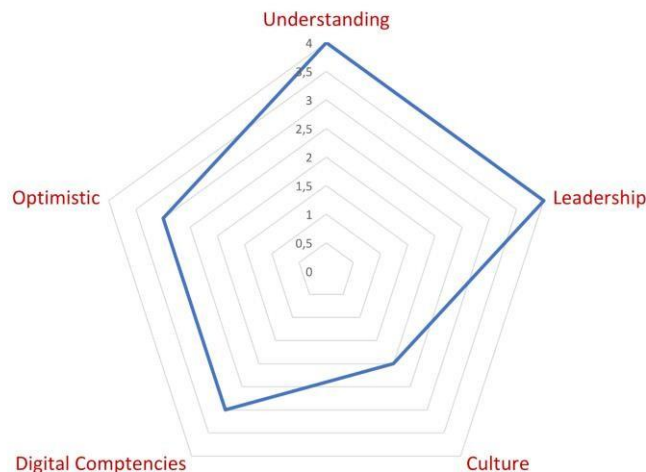|	
1.Strategic vision (for a digital world)	2.Culture of innovation
3.Knowhow and intellectual property (IP) assets	4.Digital capabilities (talent),
5.Strategic alignment	6.Technology assets

Gurbaxani, V., and Dunkle, D. 2019. "Gearing up for Successful Digital Transformation"

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

DIGITAL GOVERNANCE MECHANISMS

Prof. Suhono Harso Supangkat

08/07/2021
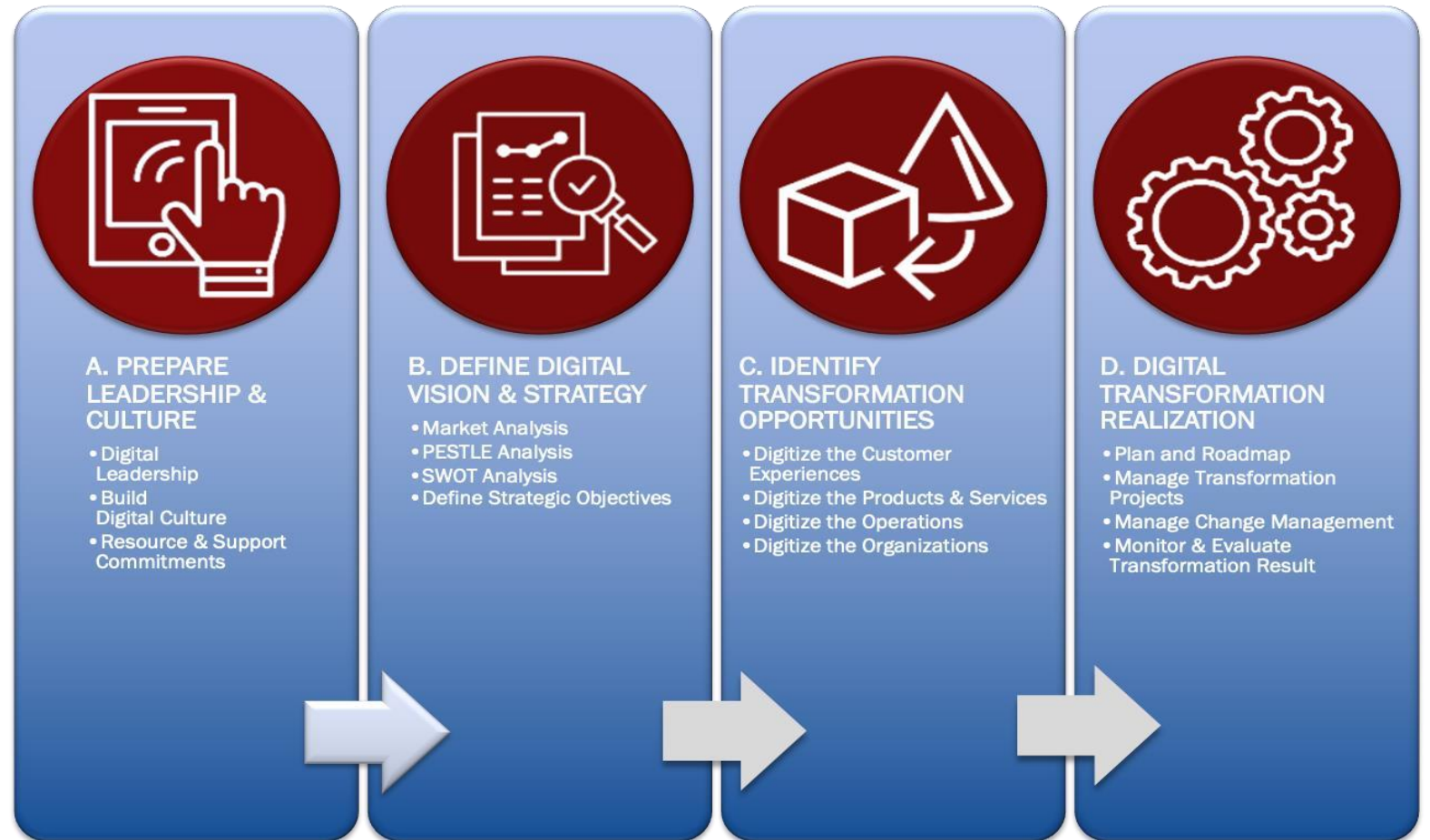
- **DIGITAL CHALLENGE**
  - Faster and More Integrated Business Cycles
  - New Risks
  - Increased Demand for Cross-Silo Capabilities

- **Governance mechanisms implemented by companies around their digital initiatives have impacts of two different natures:**
  - **Sharing:** Local units use common capabilities and resources (including people and technology)
  - **Coordinating:** Local units synchronize and align their initiatives (prioritization, compliance with standards and policies, etc.)

Table 1: Common Digital Governance Mechanisms

	Role in sharing and coordination	Typical benefits and challenges
Shared Digital Units	**Sharing is the main objective of these units.** Resources with specific skills are pooled together to develop digital services for all units in the company. Some coordination also comes naturally as the units develop technology standards and implement policies governing use of their services. However, coordination of digital initiatives requires additional mechanisms.	**Benefits:** New digital skills, shared digital services, economies of scale. **Challenges:** Structure and positioning in the organization, coordination difficulties with local unit leaders, definition of the "service catalog."
Firm-Level Committees	**Firm-level committees aim for coordination** ▪ Steering committees: Making investment decisions, prioritizing resources, ratifying policies and standards. ▪ Innovation committees: Identifying technology-enabled opportunities, proposing rules and standards around new technologies. However, some of the decisions and policies adopted by the committees may mandate sharing of resources and capabilities.	**Benefits:** Digital standards and policies, consistency across digital initiatives, resource optimization, adoption of new digital trends. **Challenges:** Additional mechanisms are often required to lead transformation or to enforce standards and policies.
New Digital Roles	**New digital roles drive the use of shared digital** resources, such as helping local units to adopt firm-level solutions or use centralized resources. These roles also coordinate across different initiatives and organizational units.	**Benefits:** Relay the digital strategy, help to enforce firm-level policies, facilitate adoption of shared capabilities by local units, facilitate cultural changes **Challenges:** Positioning in the organization, relationship with the local units, building the networks of local champions.

Maël TANNOU - Governance: A Central Component of Successful Digital Transformation - MIT CapGemini

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

GOVERNANCE FOR EFFECTIVE DIGITAL TRANSFORMATION

key governance strategies that organizations should consider when optimizing their process

Establishing a short list and prioritization of projects.

- Time and other resources are limited, prioritizing projects offers maximum value to the organization and is one of the most important first steps in the process.

Defining data and process.

- it is important to clearly define the data requirements and the process to source this data.

Optimizing audience/user groups.

- IDuplication can be avoided and still meet requirements using a single platform.

Training and communicating.

- It is not uncommon that reports exist and users in separate functions are unaware. Communication and training are effective ways of bridging this gap.

Testing.

- extensive testing is performed before the deployment of any digital reporting.

Rajul Kambli, CISA, CMA - **Governance for Effective Digital Transformation**

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

GOVERNANCE'S ROLE AND FOCUS AREAS

Ensure enterprise strategy efficiency, followed by IT (and digital) strategy efficiency, the latter of which may itself feed the enterprise strategy in a proactive paradigm.

Ensure an effective technology horizon scan to help determine the best enablers of corporate strategy objectives.

Ensure consistency between analog and digital business models and manage the incremental risk of the digital innovation

Innovation governance - Distinguish between business as usual (BAU) operations and innovations that increase the organization's relevance and sustainability.

Ensure that organizational structures, governance (i.e., roles, responsibilities, accountabilities) and processes are **realigned** and **monitored**.

DIGITAL TRANSFORMATION QUITE OFTEN REQUIRES DIFFERENT LEADERSHIP SKILLS, BOTH DURING THE TRANSFORMATION AND OPERATION OF THE BUSINESS AFTERWARD

Guy Pearce, CGEIT, and Tony Gaffney, ICD.D - **Digital Governance: Closing the Digital Strategy Execution Gap**

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

TATA KELOLA (GOVERNANCE)

Tata Kelola (Governance) merupakan tanggung jawab eksekutif dan stakeholder.

Tanggung jawab tersebut dinyatakan dalam tiga aktifitas utama: Direct, Monitor, Evaluate;

atas keberjalanan proses bisnis, pengelolaan proyek dan pengelolaan operasional.

Tiga aktifitas utama tersebut ditujukan untuk memastikan keberlangsungan layanan dan keselarasan dengan strategi dan tujuan organisasi.

COBIT

DIGITAL TRANSFORMATION REALIZED THROUGH COBIT 2019

Prof. Suhono Harso Supangkat

08/07/2021
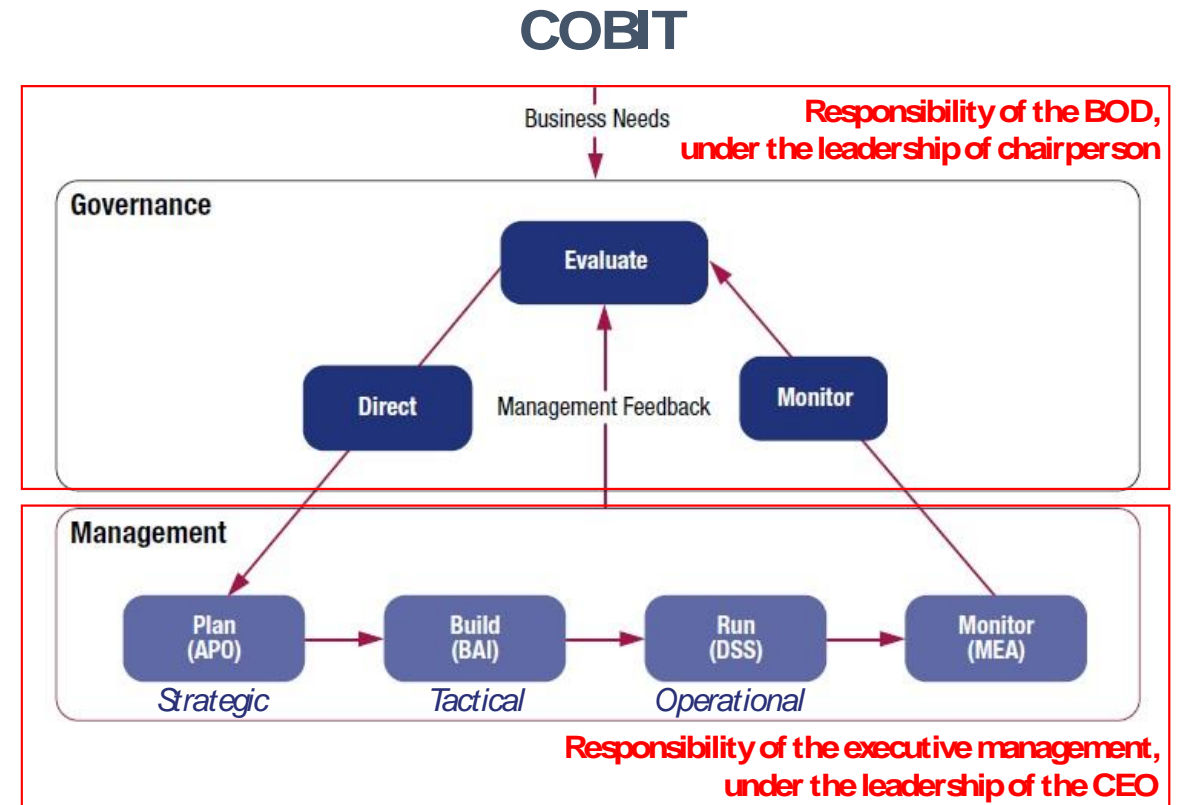
- "An enterprise can make use of the COBIT 2019 framework to better plan and implement leading practices that can help on the journey to governing and managing the digital enterprise."

- Some important COBIT® processes that must be taken seriously for an entity that is becoming, or aspires to become, an efficiently operating digital enterprise.

Align, Plan and Organize (APO)
- APO04 *Managed Innovation*
- APO07 *Managed Human Resources*
- APO09 *Managed Service Agreements*
- APO10 *Managed Vendors*
- APO13 *Managed Security*
- APO014 *Managed Data*

Build, Acquire and Implement (BAI)
- BAI11 *Managed Projects*

Deliver, Service and Support (DSS)
- DSS05 *Managed Security Services*
- DSS06 *Managed Business Process Controls*

Syed Salman, CISA - **Digital Transformation Realized Through COBIT 2019**

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

DAMA DMBOK2
For Data Governance
& Data Management

DATA MANAGEMENT PRINCIPLES

Effective data management requires leadership commitment

Data is valuable

- **Data is an asset with unique properties**
- **The value of data can and should be expressed in economic terms**

Data Management Requirements are Business Requirements

- **Managing data means managing the quality of data**
- **It takes Metadata to manage data**
- **It takes planning to manage data**
- **Data management requirements must drive Information Technology decisions**

Data Management depends on diverse skills

- **Data management is cross-functional**
- **Data management requires an enterprise perspective**
- **Data management must account for a range of perspectives**

Data Management is lifecycle management

- **Different types of data have different lifecycle characteristics**
- **Managing data includes managing the risks associated with data**

DAMA DMBOK2

STEI-ITB

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI

Sumber: Data Management Body of Knowledge 2nd Edition

Data Governance framework diagram.

The central pyramid is labeled from top to bottom:

Plan & Design
- Architecture
- Modeling
- Design

Enable & Maintain | **Use & Enhance**

Enable & Maintain:
- Big Data Storage
- Data Warehousing
- Master Data Management
- Data Storage & Operations
- Reference Data Management
- Data Integration & Interoperability

Use & Enhance:
- Data Science
- Data Visualization
- Data Monetization
- Predictive Analytics
- Master Data Usage
- Business Intelligence
- Document & Content Management

LIFECYCLE MANAGEMENT

FOUNDATIONAL ACTIVITIES
- Data Protection: Privacy, Security, Risk Management
- Metadata Management
- Data Quality Management

The surrounding circle is labeled **DATA GOVERNANCE** with the outer ring containing:
Policy • Stewardship & Ownership • Culture Change • Strategy • Principles & Ethics • Data Valuation • Data Maturity Assessment • Data Classification

DIGITAL GOVERNANCE DALAM PENERAPAN GRC PERUSAHAAN DI ERA DISRUPSI