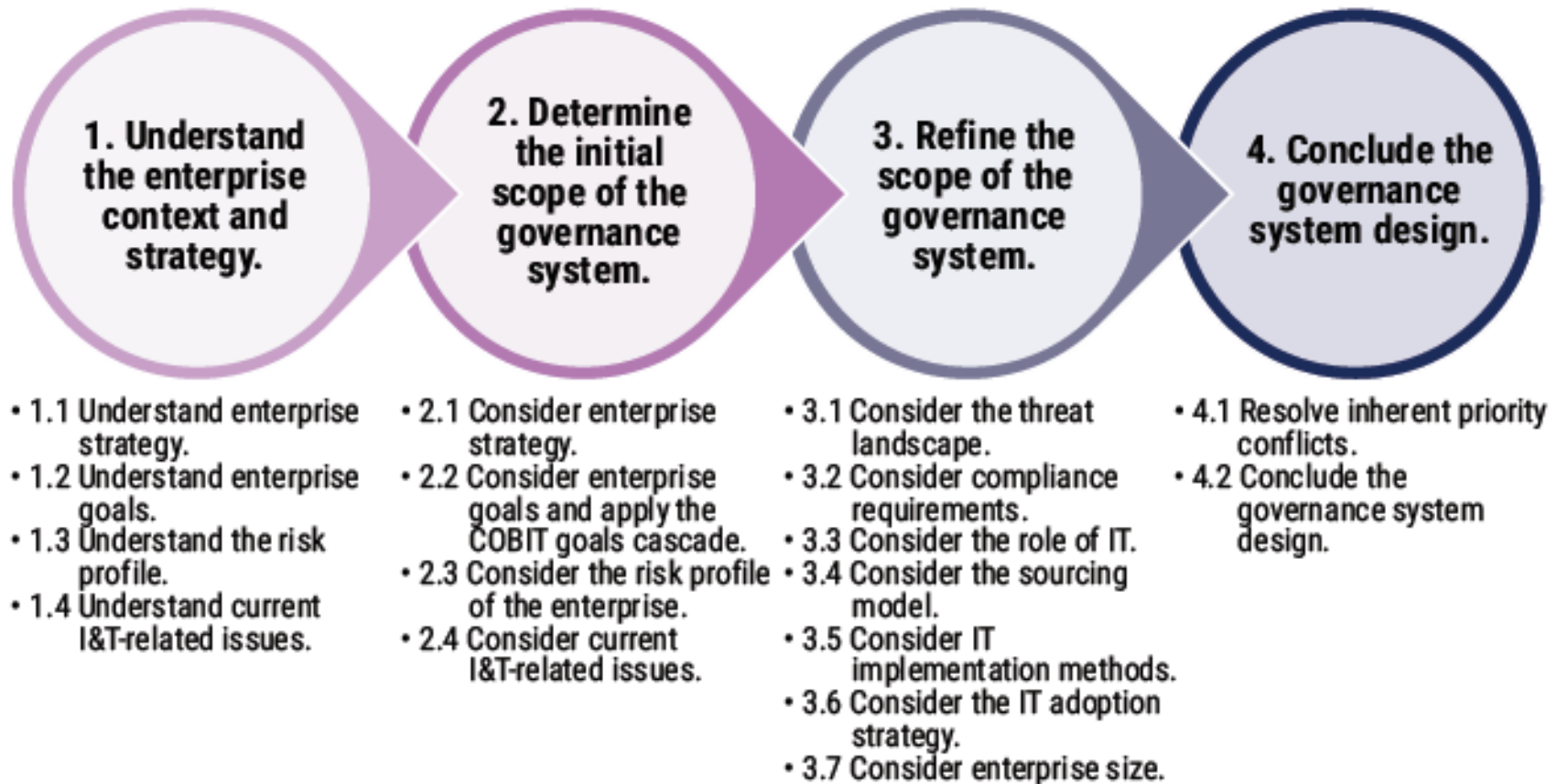


Design Guide Using Toolkit

Governance System Design Workflow



1. Ketahui Kondisi
& Strategi
Perusahaan

2. Tetapkan Lingkup
Awal Sistem
Tatakelola

3. Perbaiki
Lingkup Sistem
Tatakelola

4. Hasil Disain
Sistem
Tatakelola



Best-Practice
Toolkit



Guided
Implementations

- a. Pahami Strategi Perusahaan
- b. Pahami Tujuan Perusahaan
- c. Pahami Profil Risiko
- d. Pahami isu terkait TI saat ini

- a. Perhatikan Strategi Perusahaan
- b. Perhatikan Tujuan Perusahaan
- c. Perhatikan Profil Risiko Perusahaan
- d. Perhatikan isu terkait TI saat ini

- a. Perhatikan lansekap ancaman
- b. Perhatikan keharusan kepatuhan
- c. Perhatikan peran TI
- d. Perhatikan model sumber
- e. Perhatikan metoda implementasi TI
- f. Perhatikan Strategi Adopsi TI
- g. Perhatikan ukuran perusahaan

- a. Selesaikan konflik prioritas
- b. Simpulkan disain sistem tatakelola

Design Factors

Enterprise
Strategy

Enterprise
Goals

Risk Profile

I&T-Related
Issues

Threat
Landscape

Compliance
Requirements

Role of IT

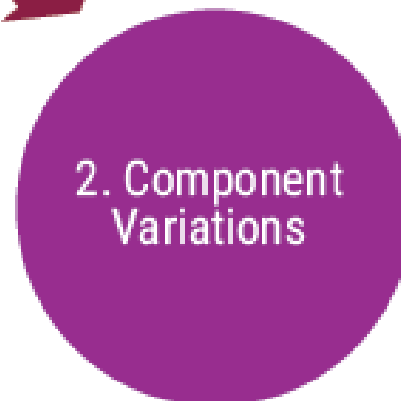
Sourcing
Model
for IT

IT
Implementation
Methods

Technology
Adoption
Strategy

Enterprise
Size

Future Factors



Impact of Design Factors on a Governance and Management System

Enterprise Strategy Design Factor

Figure 2.5—Enterprise Strategy Design Factor

Strategy Archetype	Explanation
Growth/Acquisition	The enterprise has a focus on growing (revenues) ²
Innovation/Differentiation	The enterprise has a focus on offering different and/or innovative products and services to their clients ³
Cost Leadership	The enterprise has a focus on short-term cost minimization ⁴
Client Service/Stability	The enterprise has a focus on providing a stable and client-oriented service. ⁵

Enterprise Goals Design Factor

Figure 2.6—Enterprise Goals Design Factor

Reference	Balanced Scorecard (BSC) Dimension	Enterprise Goal
EG01	Financial	Portfolio of competitive products and services
EG02	Financial	Managed business risk
EG03	Financial	Compliance with external laws and regulations
EG04	Financial	Quality of financial information
EG05	Customer	Customer-oriented service culture
EG06	Customer	Business service continuity and availability
EG07	Customer	Quality of management information
EG08	Internal	Optimization of internal business process functionality
EG09	Internal	Optimization of business process costs
EG10	Internal	Staff skills, motivation and productivity
EG11	Internal	Compliance with internal policies
EG12	Growth	Managed digital transformation programs
EG13	Growth	Product and business innovation

Risk Profile Design Factor (IT Risk Categories)

Figure 2.7—Risk Profile Design Factor (IT Risk Categories)

Reference	Risk Category	Example Risk Scenarios
1	IT-investment decision making, portfolio definition and maintenance	<p>A. Programs selected for implementation misaligned with corporate strategy and priorities</p> <p>B. Failure of IT-related Investments to support digital strategy of the enterprise</p> <p>C. Selection of wrong software (in terms of cost, performance, features, compatibility, redundancy, etc.) for acquisition and implementation</p> <p>D. Selection of wrong infrastructure (in terms of cost, performance, features, compatibility, etc.) for implementation</p> <p>E. Duplication or important overlaps between different investment initiatives</p> <p>F. Long-term incompatibility between new investment programs and enterprise architecture</p> <p>G. Misallocation, inefficient management and/or competition for resources without alignment to business priorities</p>
2	Program and projects lifecycle management	<p>A. Failure of senior management to terminate failing projects (due to cost explosion, excessive delays, scope creep, changed business priorities)</p> <p>B. Budget overruns for I&T projects</p> <p>C. Lack of quality of I&T projects</p> <p>D. Late delivery of I&T projects</p> <p>E. Failure of third-party outsourcers to deliver projects as per contractual agreements (any combination of exceeded budgets, quality problems, missing functionality, late delivery)</p>
3	IT cost and oversight	<p>A. Extensive dependency on, and use of, user-created, user-defined, user-maintained applications and <i>ad hoc</i> solutions</p> <p>B. Excess cost and/or ineffectiveness of I&T-related purchases outside of the I&T procurement process</p>

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