

ABSTRACT

In the digital era, Information Technology (IT) governance has become a key factor for companies to remain competitive, adaptive, and efficient. PT XYZ, a creative industry company specializing in ceramics, porcelain, and packaging, recognizes the importance of effective IT governance to support its business expansion and digital transformation. However, the company still faces several challenges, such as the absence of clear processes for organizational and project change management, inconsistent communication of change vision, and a lack of structured risk management for IT projects. This research aims to analyze and design a better IT governance model for PT XYZ by integrating the COBIT 2019 and ISO 38500 frameworks. The analysis process was conducted through interviews, questionnaires, and document studies, focusing on two main domains: BAI05 (Managed Organizational Change) and BAI11 (Managed Projects). A gap analysis method was used to compare the current conditions with best practices according to these two standards. The results show that PT XYZ's IT governance maturity level is still at a moderate stage. Although some processes are already in place, there are significant gaps, especially in building organizational change commitment, forming effective cross-functional teams, clear vision communication, as well as risk management and stakeholder engagement. Furthermore, the company does not yet have formal mechanisms for project performance monitoring, project closure processes, and systematic knowledge sharing. Based on these findings, practical recommendations are provided, focusing on people, process, and technology aspects. Suggested actions include strengthening change communication strategies, establishing standard project management procedures, providing targeted training, and integrating continuous performance monitoring. Additionally, it is important for the company to revise internal policies and build a culture of continuous improvement. All recommendations are integrated with the six principles of ISO 38500: Responsibility, Strategy, Acquisition, Performance, Conformance, and Human Behaviour. By applying these principles, PT XYZ can ensure that IT truly supports business objectives, optimally manages risks, and complies with regulations. This study demonstrates that the combination of COBIT 2019 and ISO 38500 can provide a solid foundation for effective IT governance in creative industry companies, and can serve as a reference for other organizations wishing to enhance their IT governance in line with international standards.

Keywords— IT governance, COBIT 2019, ISO 38500, project management