

**EVALUASI TATA KELOLA TI PADA INDUSTRI MANUFAKTUR  
KERETA API DALAM PROSES PENGADAAN LINGKUP DEPARTEMEN  
TEKNOLOGI INFORMASI MENGGUNAKAN FRAMEWORK COBIT  
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**ABSTRAK**

**Abstrak**– Proses pengadaan di industri manufaktur kereta api memiliki tingkat kerumitan yang tinggi karena spesifikasi produk hampir selalu berbeda di setiap proyeknya. Penelitian ini bertujuan mengukur tingkat *capability level* tata kelola TI pada proses pengadaan dan menyusun rekomendasi peningkatan yang dapat diterapkan secara bertahap. Evaluasi dilakukan menggunakan kerangka kerja COBIT 2019 pada lima domain, yaitu APO10 (*Managed Vendors*), APO12 (*Managed Risk*), BAI03 (*Managed Solutions Identification and Build*), BAI06 (*Managed IT Changes*), dan MEA01 (*Performance and Conformance Monitoring*). Pengumpulan data dilakukan melalui wawancara mendalam, observasi lapangan, analisis dokumen, dan instrumen penilaian COBIT 2019 berbasis skala NPLF. Hasil evaluasi menunjukkan empat domain, yaitu APO10, APO12, BAI03, dan BAI06 berada pada Level 3 (*Established Process, Fully Achieved*), sedangkan domain MEA01 sudah mencapai Level 4 (*Predictable Process, Largely Achieved*). Dengan target Level 4, keempat domain masih memiliki kesenjangan sebesar 1 level, sementara MEA01 perlu ditingkatkan dari *Largely* menjadi *Fully Achieved*. Rekomendasi yang dihasilkan antara lain pembentukan *Change Advisory Board* (CAB), penyusunan *Vendor Balanced Scorecard*, penguatan *Key Risk Indicators* (KRI) berbasis dashboard, pengembangan *automated testing*, dan penerapan platform *Business Intelligence* untuk pemantauan kinerja TI secara kuantitatif.

**Kata Kunci:** COBIT 2019, Tata Kelola TI, Capability Level, BAI03, BAI06, APO10, APO12, MEA01, Proses Pengadaan TI, Manufaktur Kereta Api

**EVALUATION OF IT GOVERNANCE IN THE RAILWAY  
MANUFACTURING INDUSTRY WITHIN THE PROCUREMENT  
PROCESS OF THE INFORMATION TECHNOLOGY DEPARTMENT  
USING THE COBIT 2019 FRAMEWORK**

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**ABSTRACT**

**Abstract**– The procurement process in the railway manufacturing industry is inherently complex, as product specifications differ across nearly every project. This study aims to assess the IT governance capability level within the procurement process and develop phased, actionable improvement recommendations. The evaluation was conducted using the COBIT 2019 framework across five domains: APO10 (Managed Vendors), APO12 (Managed Risk), BAI03 (Managed Solutions Identification and Build), BAI06 (Managed IT Changes), and MEA01 (Performance and Conformance Monitoring). Data were collected through in-depth interviews, field observations, document analysis, and the COBIT 2019 assessment instrument using the NPLF scale. The results show that four domains, namely APO10, APO12, BAI03, and BAI06, reached Level 3 (Established Process, Fully Achieved), while MEA01 achieved Level 4 (Predictable Process, Largely Achieved). Against the Level 4 target, the four remaining domains each have a gap of 1 level, while MEA01 requires further strengthening from Largely to Fully Achieved. Key recommendations include establishing a Change Advisory Board (CAB), developing a Vendor Balanced Scorecard, strengthening threshold-based Key Risk Indicators (KRI) through real-time dashboards, implementing automated testing frameworks, and deploying a Business Intelligence platform for quantitative IT performance monitoring.

**Keywords:** COBIT 2019, IT Governance, Capability Level, BAI03, BAI06, APO10, APO12, MEA01, IT Procurement Process, Railway Manufacturing