ABSTRACT

BLOCKCHAIN GOVERNANCE TO STRENGTHEN ONE BANKCO'S DIGITAL TRANSFORMATION BY AMBIDEXTROUS TRADITIONAL COBIT 2019 AND DEVOPS

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Digital transformation in the banking sector is driving the adoption of Blockchain technology to improve transparency, efficiency, and data integrity. However, the use of Blockchain also presents new challenges in information technology governance, especially in the aspects of security, risk, and internal control. This research aims to design ambidextrous IT governance-based Blockchain governance through the COBIT 2019 Traditional approach and DevOps Focus Area to strengthen IT capabilities at BankCo. The method used is Design Science Research (DSR) with a case study, through semi-structured interviews, questionnaires, and internal document analysis iteratively until reaching data saturation. Prioritized domain determination considers COBIT design factors, DevOps focus, national regulations (POJK No. 11/2022 and Permen BUMN No. PER-2/MBU/03/2023), and literature review, which resulted in three main domains: DSS05, APO12, and MEA02. A total of 15 strategic recommendations were developed in the aspects of people, process, and technology with the Resource Risk Value (RRV) approach, including smart contract security procedures, automatic risk monitoring, establishment of a Blockchain Governance unit, and use of GRC tools. The evaluation showed an increase in capability from 3.53 to 4.17 (up 0.64 points), which proves the effectiveness of the ambidextrous approach in strengthening secure, scalable, and regulatory-compliant Blockchain governance.

Keywords: *Ambidextrous Blockchain Governance, Digital Transformation, COBIT 2019, DevOps, DSS05, APO12, MEA02 Design Science Research, Case Study, Banking**.***