

## DATA-DRIVEN APPROACH IN TRANSITIONING ORGANIZATIONAL STRATEGIES AND CAPABILITIES: INSIGHTS FROM INDONESIA'S NATIONAL NARCOTICS AGENCY

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### Abstract

Anti-narcotics prevention measures, such as urine sampling of suspect offenders, citizen reporting of suspect narcotic activities, public education, or legal consultations used to be performed at provincial and city levels. To improve effectiveness and efficiency, Indonesia's National Narcotics Agency (Badan Narkotika Nasional or BNN) centralized such initiatives by introducing BOSS (BNN One-Stop Service), an integrated service information system provided to the public. However, at present data generated by BOSS has not been fully exploited in the design of BNN strategy. The objective of this study is to explore the untapped potential of BOSS data to improve BNN strategy and capabilities, focusing on preventing and eradicating narcotics abuse. The methodology used is descriptive qualitative, with data collection through document analysis and interviews. This study is expected to provide a preliminary interpretation of how BOSS data can improve BNN's ability to fight narcotics abuse more effectively and efficiently. The results of the study show that the integration of BOSS data can significantly optimize the efficiency, analytical capabilities, and responsiveness of BNN in dealing with narcotics abuse, showing that the use of strategic data from BOSS is the key to BNN's digital transformation for a more effective narcotics prevention and eradication strategy.

**Keywords:** IT and Business Model, IT Capabilities, One Stop Services, BNN

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### INTRODUCTION

According to the United Nations Office on Drugs and Crime (UNODC), 1 in 17 people aged 15-64 years used drugs in 2021, reaching a total of 296 [1]. In Indonesia, the drug abuse rate increased from 1.80% in 2019 to 1.95% in 2021 [2]. Drug abuse is a serious problem that requires effective and sustainable prevention.

Narcotics addiction can cause physical and mental health problems, as well as increase the risk of transmission of HIV, Hepatitis B, and C. Data from 2023 shows that there are 62,841 Indonesians infected with HIV and AIDS, with the most cases occurring in Central Java Province [3]. Therefore, an effective government body is needed to prevent and eradicate narcotics abuse in Indonesia.

National Narcotics Agency (BNN) was formed to prevent and eradicate narcotics abuse in accordance with Law Number 35 of 2009. In carrying out its duties, BNN has duties and functions as a non-ministerial government institution, one of which is to prevent and

eradicate the abuse and illicit circulation of narcotics and narcotics precursors. To carry out its duties and functions, BNN uses four approaches, namely the cooperation power approach, hard power approach, coordination power approach, and smart power approach for handling narcotics abuse [2].

The Center for Research and Development uses a sophisticated data, information and technology approach to handle narcotics abuse with a smart power approach. BNN has various supporting information systems, with a total of 61 information systems [4], one of them is the BOSS information system. BOSS is a one-stop integrated service information system provided by BNN to the public. The portal provides various BNN services that can be accessed, such as rehabilitation registration, urine test, application for a certificate of drug examination results, community complaints, educational information, legal consultation, and laboratory testing [4].

Although the newly launched BOSS application has stored 201.58 GB of data with an average monthly growth of around 22.40 GB, it has not been utilized optimally. Based on the collected data, there was a significant fluctuation in the recorded data size, ranging from 10.81 GB in the first month to a peak of 47.65 GB in the eighth month, as shown in Table 1. This indicates an increase in usage and consistent data contribution, which has the potential to support BNN's strategies and capabilities as an organization to eradicate and prevent drug abuse. However, data from the BOSS service has not been integrated with other BNN information systems [4]. This is supported by interview results, which show that BOSS data has not been used in several existing applications, such as the Narcotics Information System (SIN), the P4GN dashboard, and other information systems related to the use of BOSS data (see Appendix 1—Code: A.3, A.5).

Table 1. Data size in BOSS system

Year	Month	Data Size (Gb)
2024	1	10.81
2024	2	8.68
2024	3	13.06
2024	4	16.76
2024	5	15.16
2024	6	23.21
2024	7	31.70
2024	8	47.65
2024	9	34.57

This study aims to explore the use of data from BOSS to support BNN's work in identifying patterns of narcotics abuse, understanding the needs of service users, and assessing the success of rehabilitation programs. BOSS data can be integrated with other information systems to improve operational effectiveness, enable decision-makers to act more appropriately and quickly in responding to narcotics challenges, and formulate more effective strategies. The use of BOSS data by various stakeholders can have a positive impact on fighting narcotics abuse and protecting the community.

### BNN One Stop Service (BOSS)

BOSS is an integrated platform designed to provide easy access and services related to BNN programs. A wide range of services designed to support efforts to eradicate drug abuse in Indonesia were found. Broadly speaking,

the services provided by BNN through BOSS can be seen in Figure 1 [5].



Figure 1. BNN One Stop Service main page

Community complaint services facilitate services to report drug-related activities; rehabilitation provides information and rehabilitation programs for drug users; urine tests provide information on the process of implementing urine tests; information and education provide information related to the dangers of narcotics and their prevention; free legal consultation provides legal consultations; lab tests and precursor licensing provide laboratory test services and narcotics precursor licensing.

### Business Model

In the context of developing organizational strategies and capabilities, a deep understanding of the business model is crucial. The business model defines how an organization interacts with its environment to determine a unique strategy, attract resources, and build the capabilities necessary to execute that strategy, as well as create value for all stakeholders [6]. In the context of government, the concept of a business model has evolved beyond its traditional understanding of value creation in the commercial sector. Digital technology has changed citizens' expectations of government services, encouraging public institutions to adapt and develop new business models that suit changing needs and preferences [7].

Government agencies need to configure an e-government business framework designed to improve the effectiveness of e-government applications. The framework aims to reduce the risk of administrative management system reform and promote increased effectiveness of e-government applications from a business perspective. It shows how the concept of business models can be applied to design and implement more effective e-government services, emphasizing the importance of adaptation and innovation in government services [8].

### **Business Strategy & Capabilities**

A business strategy is a comprehensive plan created by an organization to achieve specific goals and secure a competitive position in the market. It involves selecting a target market and implementing an effective business model to meet customer needs and preferences. In this context, business strategy focuses not only on achieving profits but also on creating value for all stakeholders, including customers, employees, and the wider community. This approach requires a deep understanding of the organization's external and internal environment, as well as the ability to respond dynamically to changes in the market and technology [9].

Organizational capability refers to the unique ability possessed by an organization to coordinate its resources and carry out certain activities in a way that supports the achievement of its strategic objectives. This includes core competencies such as knowledge, skills, and technology that enable the organization to provide added value to customers and differentiate itself from competitors. These capabilities develop from the organization's learning process and continuous innovation, allowing organizations to adapt to changing environments and take advantage of new opportunities [10].

### **Data-Driven Decision Making (DDDM)**

DDDM is a decision-making process that relies on data analysis to guide actions rather than mere intuition or experience. It involves collecting, examining, and applying relevant data to make more informative and objective decisions. Organizations that implement DDDM tend to make smarter strategic decisions and have a continuous improvement mindset, with data-oriented companies showing an increase in output and productivity by 5 to 6% compared to those that don't [11].

DDDM is key in developing effective business strategies, enabling organizations to fully utilize the potential of data in formulating strategic policies and initiatives [12]. Capability development through a data-driven approach allows government agencies to improve the quality of public services, strengthen governance, and increase transparency and accountability. The framework design can be used to develop an Integrated Data System for intelligent e-government, which integrates traditional information systems with intelligent systems based on big data technology [13].

### **The Impact of Information Technology (IT) on Organizational Strategy**

The role of IT has an impact that not only supports the day-to-day operations of the company but also, as a business enabler, plays a critical role in shaping business strategies that can transform the way companies operate and compete [6]. IT can be used as a tool that fundamentally changes business models. With digital transformation, companies can transform from selling products to services, as seen in business models such as Software as a Service (SaaS) [6]. IT also opens up opportunities for companies to develop new products and services, enter new markets, and even create markets that didn't exist before. Centralizing IT across government entities is critical; it can support the development of IT capabilities across the enterprise and encourage more cohesive and effective IT initiatives, such as consolidation and outsourcing, which can significantly improve organizational performance [6]. With IT, government agencies can collect, analyze, and utilize big data to predict trends and make more informed decisions with the use of IT such as AI and big data to conduct data analysis to understand the needs of health services, education, and even reporting of citizens in various regions plus in carrying out highly personalized services to customers [14].

### **The Impact of Information Technology (IT) on Organizational Capabilities**

The impact of IT on organizational capabilities has been a major focus in research and management practices. IT not only facilitates efficient information processing but also expands the vertical and horizontal information processing capacity of the organization [6]. In the context of government agencies, the strategic implementation of IT is very important in improving the organization's ability to provide better public services [15]. One of the efforts made is through e-government initiatives that integrate IT to improve the delivery of government services to stakeholders [16].

### **Comparative Study of Anti-Narcotics-Related Services in Other Countries**

To combat narcotics abuse, various countries have developed and implemented policies and strategies supported by the use of data to improve the capabilities of their government agencies. The researcher explored the literature on organizations that carry out functions similar to BNN, and to adjust to the topic in this study, several criteria are grouped into a) State; b) Name of the institution; c) Policies and services provided; d) Data utilization; and e)

technology applied using Universalising comparative analysis [17].

The following are the results of a comparative study conducted by the research team:

1. **Country:** Colombia  
**Name of the Institution:** Dirección de Antinarcóticos of the Colombian National Police [18].  
**Policies and Services:** Sistema Integrado de Información y Monitoreo Antinarcóticos (SIIMA) provides analysis and monitoring of drug plants.  
**Data Utilization:** SIIMA utilizes all drug-related data to be presented on a GIS dashboard that allows real-time and effective monitoring of narcotics cultivation and distribution. This increases the agency's capabilities in monitoring, preventing, and eradicating narcotics trafficking.  
**Technology:** Web and geo-referencing
2. **Country:** Switzerland  
**Institution Name:** Swiss Federal Office of Police (Fedpol) [19].  
**Policies and Services:** The official Fedpol website provides information and services related to law enforcement, including drug abuse. It has an online complaint feature and access to various information sources.  
**Data Utilization:** Fedpol uses data collected through online services to raise public awareness, facilitate international cooperation, and support decision-making in law enforcement strategies against narcotics.  
**Technology:** Web, Big data, and Mobile app
3. **Country:** Netherlands  
**Name of Institution :** Trimbos-instituut [20].  
**Services Provided:** Trimbos-instituut provides research, education, and program development related to mental health, substance abuse, and addiction. The Drugsinfo.nl website and the National Drug Monitor (NDM) present information and data related to narcotics.  
**Data Utilization:** Trimbos-institutes utilize data from research and monitoring to develop strategies for the prevention and treatment of narcotics abuse. The Drug Information and Monitoring System (DIMS) analyzes narcotics samples to provide information on composition and quality, support evidence-based

narcotics policies and increase user awareness.

**Technology:** Web, Big data, and Mobile app

4. **Country:** USA

**Name of Institution:** Drug Enforcement Administration (DEA) [20].

**Services Provided:** The DEA developed the DEA Submit app that allows online reporting regarding prescription drug and illicit drug abuse. The app aims to facilitate the general public and healthcare professionals in reporting illegal sales, drug abuse, and other suspicious activities related to narcotics.

**Data Utilization:** DEA Submit utilizes data collected from online reports to improve the effectiveness of drug arrest and eradication efforts. By collecting and analyzing this data, the DEA can identify patterns of drug abuse and allocate resources more effectively to prevent and eradicate narcotics trafficking. This significantly increases the agency's capabilities in addressing the narcotics problem in the United States.

**Technology:** Web, Big Data, Geospatial, and Mobile.

## METHOD

### Data Collection

This study uses two types of data: primary and secondary data. Primary data was collected through semi-structured interviews with one of BNN's Information and Communication Technology coordinators and field observations. The interview was conducted to determine BOSS's role in supporting the prevention and eradication of narcotics abuse and how BNN processes the data obtained from BOSS. Secondary data was collected by studying related documents such as the Grand Design of BNN Information and Communication Technology and the Indonesia Drug Report report by BNN. Document studies are carried out to obtain information that supports research, such as information on conditions, policies and organizational strategies in its functions for the prevention and eradication of narcotics abuse

### Data Processing

The results of the interview will be processed into a structured transcript. The transcript is used to formulate the research problem and identify other relevant information. Document studies are carried out systematically by recording and summarizing important



information related to the research. The data will be reviewed using relevant literature, such as data-driven decision-making (DDDM), the impact of IT on strategy and capability development, as well as comparative studies of anti-narcotics-related services in other organizations, to obtain a more comprehensive picture of the use of data in supporting organizational strategies for the eradication and prevention of narcotics abuse.

The results of the analysis will include identifying the potential and impact of using BOSS data. This finding is expected to be the basis for BNN's consideration in developing more

effective strategies and increasing capabilities in its functions for the prevention and eradication of narcotics abuse.

## RESULT AND DISCUSSION

### Services and Field Data in BOSS

Understanding data processed by BOSS via in-depth analysis of the data types is imperative so that they can be mapped against data processed by other applications used by BNN. The results of the analysis of the BOSS data types are detailed in the Table 2 [5].

Table 2. Service, Sub-Service, and Related Field Data in BOSS

Service	Sub service	Field Data
Community complaints	Report	Report category, report title, report content, incident date, incident location, destination agency
	Online Marketplace Complaints	Reporter marketplace name, suspected product name, product screenshot proof
	Whistleblower	Type of violation, category of the complainant, location of the incident, name of the city of the district of the incident, work unit of the complainant, estimated date of the incident, content of the complaint
	Gratuity Complaints	Reporter's position, name of the reporter's agency, echelon unit, office address
Rehabilitation	Private Rehabilitation	List of names of BNN rehabilitation, List of names of private rehabilitation
	Self-Assessment	Substances that have been used, duration of substance use, effects of substance use
	Drug Screening	Gender, place of birth, date of birth, address, examination location, type of examination
	Skill Improvement in the Scope of Rehabilitation Centers, Centers, and Workshops	Gender, place of birth, date of birth, address, training location, type of application
	Research	Gender, place of birth, date of birth, address, research location, type of application
	Psychological Evaluation of Drug Addiction	Gender, place of birth, date of birth, address, examination location, type of application
Urine Test	SKHPN Issuance	Gender, place of birth, date of birth, address, job
Information and Education	Anti-Drug Education House Library	Direct link anti-drug education house Direct link perpustakaan.bnn.go.id

Service	Sub service	Field Data
Free Legal Consultation	Socialization Services	Name of the organizing agency, activity theme, activity date, activity address, activity province, work unit, type of participant, number of participants
	BNN Internal Consultation	Type of case, urgency of reporting, scene of occurrence, time of occurrence, description, supporting documents
	General Public Consultation	Type of case, urgency of reporting, scene of occurrence, time of occurrence, description, supporting documents
Lab Test and Precursor Licensing	Consultation of Ministries / Institutions	Type of case, urgency of reporting, crime scene, time of occurrence, description, supporting documents
	Lab tests	Direct link to the BNN laboratory website.
	Precursor Licensing	Company name, type of company, company address, supporting documents

#### Potential Utilization of BOSS Data

To improve BNN's capabilities through a data-driven approach, data from BOSS services offers significant potential. The following is a detailed exploration of how data from certain services in BOSS can be leveraged for other applications in BNN's future SI portfolio:

##### 1. Strategic Applications

BOSS: As an integrated service system, data from this system, such as urine test data and community complaints, can be used by SIN (Drug Information System) to strengthen the database on narcotics abuse. This integration allows the SIN to analyze narcotics abuse trends more accurately and provide real-time information on narcotics abuse cases to BNN officers.

##### 2. High Potential Applications

Geographical Information System (GIS): GIS can use incident location data from community complaints in BOSS to map narcotics abuse hotspots. This will strengthen GIS's capacity to provide more accurate spatial analysis to support BNN decision-making and intervention planning.

##### 3. Key Operational Applications

In the key operational quadrant, two applications have the potential to utilize data from BOSS services;

- Program for Prevention and Eradication of Narcotics Abuse and Illicit Trafficking (P4GN) Dashboard: Data from BOSS on the number of rehabilitation cases and urine test results can be leveraged to provide a more informative dashboard with real-time statistics. This will improve BNN's ability to monitor and evaluate narcotics prevention programs.
- Laboratory Information Management System (LIMS): Lab test data from BOSS, particularly related to urine tests, can be leveraged by the LIMS to improve the management and tracking of laboratory samples. This data integration will help the LIMS provide faster and more accurate test results to officers and stakeholders.

##### 4. Support Applications

In the support quadrant, three applications have the potential to utilize data from the BOSS service:

- National Narcotics Agency/Provincial National Narcotics Agency/City National Narcotics Agency (BNN/BNNP/BNNK/Kota) Web Portal: Information from BOSS regarding education and socialization can enrich the content on the BNN web portal. This data will ensure that the portal provides

the public with the most up-to-date and relevant information.

- Individual Performance System (Srikandi): Data on individual participation in rehabilitation or education programs from BOSS can be used to assess the performance of BNN officers in Srikandi. This data integration will improve the accuracy of performance appraisals and facilitate individual professional development.
- Contact Center: Complaint data from BOSS can be used by the Contact Center to enrich the knowledge base used to respond to public inquiries and complaints. Thus, the Contact Center can provide more responsive and informative services to the community.

The use of data from BOSS in these applications can help BNN's commitment to a data-driven approach to preventing and eradicating narcotics abuse. This cross-application data integration and analysis will not only improve BNN's operational efficiency but also strengthen its capacity to respond more effectively and evidence-based to the dynamics of narcotics abuse.

### Impact of BOSS Data Utilization

BNN plays an important role in the country's role in facing a complex set of challenges exacerbated by the global and dynamic nature of narcotics crime. Integrating IT into company operations is not just an option but a need to increase effectiveness and efficiency. BOSS is placed as a strategic system that can provide one data to work units within BNN and other institutions that need it.

#### 1. Impact on Strategy

Technological capabilities have enabled organizations to create opportunities to support their competitive advantage. BNN, as an institution responsible for coordinating and implementing drug prevention, enforcement, and rehabilitation efforts, is currently obliged to use an IT system [4]. With the data obtained from BOSS, BNN can manage a large amount of data related to drug crimes, suspects, and trends. Advanced data analysis can help identify patterns, predict potential points of abuse or usage transactions, and make informed decisions about resource allocation.

Likewise, in the BNN surveillance and monitoring area, the use of BOSS data in surveillance and monitoring operations allows real-time tracking of drug smuggling routes and suspects. The data from BOSS can be combined

with other existing BNN technologies, such as drones, GPS tracking, and digital monitoring, to significantly improve BNN's surveillance capabilities. The same is true for digital forensic work units, along with the increasing number of drug smugglers who use digital platforms for communication and operations. Data from BOSS also provides data for digital forensics to other work units in BNN. This includes analyzing digital evidence, decrypting communications, and tracking online drug sales.

Meanwhile, the role of BOSS as an internal and external communication medium with IT allows for safe and efficient communication channels within BNN and with other law enforcement agencies, both domestically and internationally. It is important to coordinate operations and share intelligence data. Preventive activities can be used in digital form using social media and mobile applications, offering innovative ways for BNN to engage with the community, raise awareness about the dangers of drug abuse, and encourage prevention programs.

#### A. Change The Basis Competition.

With the implementation of BOSS, BNN can automate and optimize internal and customer service-related activities. In an interview with the interviewee (Appendix 1—Code: A.4), the resource person explained that the features of BOSS, coupled with the data exchange and integration of BOSS as a one-stop solution service for other applications within BNN, will increase the competence of BNN's strategy.

#### B. Change The Nature of Relationships and The Balance of Power in Buyer-seller Relationships.

After BOSS was implemented, service changes began to be made to BOSS, which previously used offline services and applications distributed in its regions and work units. By using BOSS, these services are available in digital form and accessed using a centralized web-based application, such as BNN's one-stop solution quoted from interviews with resource persons (Appendix 1—Code: A.2).

#### C. Add Value to Existing Products or Services

With BOSS as a one-stop services portal at BNN that can provide data used in a segmented, personalized manner, with complete attributes and information to cross-applications within BNN, it can be

used as the main support that clearly provides value to other BNN internal applications in supporting BNN's core activities in carrying out drug prevention, enforcement, and rehabilitation efforts.

## 2. Impact on Capabilities

BNN's efforts to improve its capabilities through a data-driven approach can be achieved by utilizing data from BOSS. Based on the principles outlined by [1], the benefit of using BOSS data on BNN capabilities, as well as an explanation of how this data integration affects the applications in BNN's SI portfolio. The benefit identification is produced by using Generic IS/IT Business Value [22],[23]. The following are the identified benefits:

1. Accelerating analysis and reporting process.  
Laboratory Information Management System (LIMS): Integrating BOSS data into LIMS accelerates urine analysis and reporting. This speeds up information delivery to applicants or other related parties.
2. Increasing analysis accuracy  
Drug Information System (SIN): Using urine test data and community complaints from BOSS strengthens the SIN database, allowing for a more accurate analysis of narcotics abuse trends. This strengthens SIN's capability to provide insights needed by BNN for strategic planning and intervention, to direct resources to areas of greatest need, and to provide faster and more targeted responses in tackling narcotics abuse in Indonesia.
3. Accelerating the decision-making process.  
P4GN Dashboard: With actual data from BOSS on rehabilitation cases and urine test results, this dashboard can provide richer and more informative data visualizations, supporting BNNs in more informed decision-making and effective prevention program planning. So that it can reduce the risk of errors in policy determination.
4. Increasing external services from customer satisfaction.  
Contact Center: Integrating complaint data from BOSS allows the Contact Center to provide more accurate and informative responses to questions and complaints from the public. This can increase public satisfaction and trust, strengthen relationships, and improve the image of services to the public.
5. Increasing quality of service.

Geographical Information System (GIS): Utilizing location data from community complaints in BOSS, GIS can develop new analytical techniques to map and analyze the spread of narcotics abuse, paving the way for innovation in strategies and interventions.

6. Reducing the risk of losing potential employees  
Individual Performance System (Srikandi): Data on individual participation in rehabilitation or education programs from BOSS allows for more objective and accurate performance assessments, supporting the professional development of BNN officers. This can make employees feel more valued and motivated to contribute better, which ultimately increases the productivity and effectiveness of the organization as a whole.

## CONCLUSION

BNN's efforts to improve its operational capabilities through the use of BOSS data are a significant strategic step in navigating complex challenges in drug eradication. The integration of BOSS data with various BNN applications such as SIN and GIS shows that data can be a driving force in analyzing narcotics abuse trends and providing real-time information to officers. Applications such as the P4GN Dashboard and LIMS demonstrate how data can improve the surveillance and evaluation of narcotics prevention programs and laboratory sample management. Meanwhile, supporting applications such as the BNN/BNNP/BNNK/Kota Web Portal, Srikandi, and Contact Center reaffirms the value of data in enriching information content, assessing officer performance, and improving services to the community.

From a strategic perspective, using BOSS data not only improves BNN's operational efficiency but also strengthens evidence-based responses to the dynamics of drug abuse. Along with technological developments, it is hoped that data integration and analysis across applications will be more optimal to support the strategic goals of drug eradication in Indonesia. In the long term, optimal use of BOSS data can strengthen national strategies, create a safer environment, and enable BNN to use resources efficiently and on target.

These findings show the potential of BOSS as the main information centre in technology-based drug eradication. Using big data in law enforcement agencies also shows how technology can improve operational effectiveness. With predictive analytics, BNN can



anticipate future drug distribution patterns, support policymaking, and set more precise priorities based on the trends in the data generated.

However, this paper has some limitations, such as the fact that this analysis is specific to similar narcotics agencies and data and time limitations that can limit more in-depth exploration. To strengthen validity and reduce bias in analysis, it is necessary to use other theories or frameworks as a comparison or support. This will enrich the understanding and produce more comprehensive insights.

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Appendix 1 - Interview Result

1. Resource Person Data (A)
  - Position : ICT Coordinator of the BNN
  - Institutions : National Narcotics Agency (Badan Narkotika Nasional or BNN)
  - Time : 20 March 2024
  - Media : Zoom Meeting
2. Results of Initial Discussion Transcript

Table 3. Transcript Interview

Code	Question	Answer
A.1	What is the current situation regarding the development of information and communication technology in BNN?	Innovation from its technology is one of several factors that shape BNN's excellence, especially in the war on drugs program, as seen in the smart power approach strategy used at the Center for Research and Development. Information technology services have become standard in various types of research at BNN, including in the assessment of SPBE, PMPRB, ZI, and the like. Components such as enterprise IT, IT service management, data management, computer network systems, IT infrastructure management, and information security play an important role in the BNN Research and Development Center, which serves as the main data and information center. Moreover, during this pandemic, the Puslitdatin has become the backbone of IT services in BNN, BNNP (Provincial BNN), and BNNK (district BNN). However, there is still a shortage in the number of employees in the IT field, which results in a high workload because the number has decreased from 22 people to 18 people, they also have to handle tasks outside IT or the Puslitdatin, the Puslitdatin takes care of data and information services of BNNP and BNNK and the workload of each employee is uneven. In addition, employee competence also needs to be improved, because organizational support in terms of increasing employee capacity is still limited, and IT training or trainings are carried out.

Code	Question	Answer
A.2	Is there an information system from BNN, especially in the Puslitdatin, that is strategic and directly related to the community?	At this time, BNN has several applications that are included in the strategic portfolio and those related to the community are BOSS or BNN one-stop service. So BOSS is an information system that provides one-stop integrated services provided by the community. So BOSS is a website portal, in which there are many services, such as rehabilitation registration services, urine test applications, drug test certificate applications, community complaints, educational information, legal consultations, and laboratory testing. So BOSS is a system that is related to the community, Mas Hasan. Maybe a little story, regarding the previous information about the existence of this BOSS, for example, we provide contact centers in each BNNP and BNNK to provide space to accommodate information from the public regarding reporting the elimination of narcotics abuse, if the public wants to test urine, they can come directly to BNNK and BNNP where we provide urine checksor if the public wants legal advice, they can come to BNNP or BNNK. So before the existence of BOSS, all community services were based on coming to BNNP or BNNK.
A.3	What is the result of this BOSS service, is the data already used in other systems?	At this time, BOSS has data that has not been used in several existing applications, such as not yet connected to the SIN (Narcotics Information System), the P4GN dashboard, and several information system applications related to the data utilization of this BOSS. Indeed, because this is a service that has just been launched by the Center for Research and Development, there is still a lot of homework that needs to be completed, one of which is the need to utilize data from the BOSS information system. The data from BOSS has not been utilized; in fact, it was written in the ICT Grand Design 2021-2025.
A.4	What is the hope that the data from BOSS can be used in the information system at BNN?	Of course, there are many benefits that we can get, related to the usefulness of the data generated by BOSS for the internal BNN, such as effective and efficient decision-making from stakeholders in BNN because of the data in BOSS that can be seen.
A.5	So as a result, BOSS in the BNN environment has produced data but has not been used by BNN internally, is that right?	Yes, that's right, Mas Hasan, according to what I have said before.

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ICT Coordinator of BNN Research and  
Development Center