

Chapter 4

RESULT & DISCUSSION

Chapter 4 presents the results of applying the Governance Operational Evaluation (G-O-E) research framework introduced in Chapter 3. The analysis begins with the capability maturity assessment of COBIT 2019 domains APO10, DSS01, and MEA01. It then examines operational SLA and KPI findings, before applying the vendor scoring model using the Simple Weighted Average (SWA). The results are subsequently validated through expert review involving one EVP, one VP, and three AVPs. Finally, a roadmap is proposed for improving areas where capability maturity remains below the expected level.

4.1 Capability Assessment Results (Governance Stage)

The first stage of the Governance Operational Evaluation (G-O-E) framework focuses on evaluating PT. XYZ's governance maturity using COBIT 2019. Three domains were selected APO10 (Managed Vendors), DSS01 (Managed Operations), and MEA01 (Performance and Conformance Monitoring) because they directly reflect the core issues of vendor governance, SLA performance, and monitoring identified in Chapter 1. Each process activity within these domains was assessed using COBIT's NPFL scale (Not, Partially, Largely, Fully), corresponding to capability levels 0–5.

The evaluation was conducted by one Executive Vice President (EVP), one Vice President (VP), and three Assistant Vice Presidents (AVPs), who are formally responsible for vendor governance and SLA oversight in accordance with the RACI mapping (Figures 4.1, 4.2, 4.3). This ensures that the assessment reflects competent and accountable perspectives, in line with the competence criteria defined in Chapter 3. Importantly, all management practices under the three domains were assessed, not a selective subset, so that the results provide a comprehensive baseline of capability

B. Component: Organizational Structures												
Key Management Practice												
	Chief Risk Officer	Chief Information Officer	Chief Technology Officer	Chief Digital Officer	I&T Governance Board	Enterprise Risk Committee	Head Development	Head IT Operations	Head IT Administration	Service Manager	Information Security Manager	Privacy Officer
												Legal Counsel
AP010.01 Identify and evaluate vendor relationships and contracts.		R	R	R	A				R			R
AP010.02 Select vendors.		R	R	R	A		R	R	R	R	R	
AP010.03 Manage vendor relationships and contracts.		R	R	R	A		R	R	R	R		R
AP010.04 Manage vendor risk.	R	R	R	R	A	R	R	R	R	R	R	
AP010.05 Monitor vendor performance and compliance.	R	R	R	R	A	R	R	R	R	R		R
Related Guidance (Standards, Frameworks, Compliance Requirements)					Detailed Reference							
No related guidance for this component												

Figure 4.1: Align Plan Organize (APO)10 RACI

B. Component: Organizational Structures							
Key Management Practice							
DSS01.01 Perform operational procedures.	R	A	R	R			
DSS01.02 Manage outsourced I&T services.		A	R	R	R	R	
DSS01.03 Monitor I&T infrastructure.		R	A	R	R		
DSS01.04 Manage the environment.		R	A	R	R		
DSS01.05 Manage facilities.		R	A	R	R		
Related Guidance (Standards, Frameworks, Compliance Requirements)				Detailed Reference			
No related guidance for this component							

Figure 4.2: Deliver Service Support (DSS)01 RACI

B. Component: Organizational Structures										
Key Management Practice	Executive Committee									
	Chief Executive Officer									
	Chief Financial Officer									
	Chief Operating Officer									
	Chief Information Officer									
	I&T Governance Board									
	Business Process Owners									
	Relationship Manager									
	Head Development									
	Head IT Operations									
	Service Manager									
MEA01.01 Establish a monitoring approach.	R	A	R	R	R	R				
MEA01.02 Set performance and conformance targets.	A						R	R	R	R
MEA01.03 Collect and process performance and conformance data.					A		R	R	R	R
MEA01.04 Analyze and report performance.					A		R	R	R	R
MEA01.05 Ensure the implementation of corrective actions.					A		R	R	R	R
Related Guidance (Standards, Frameworks, Compliance Requirements)					Detailed Reference					
No related guidance for this component										

Figure 4.3: Monitor Evaluate Assess (MEA)01 RACI

APO10 (Managed Vendors). Results in Table 4.1 show that APO10 was the weakest domain, with an average score of 1.8 against an expected maturity of 3.8 (Table 4.4). Specific weaknesses were observed in APO10.01 (Identify and Evaluate Vendor Relationships), where most activities were rated only at level 1–2. This means vendor selection relied on direct appointments, without standardized qualification criteria. Similarly, APO10.05 (Manage Vendor Risk) scored low, indicating that risk management in vendor contracts was reactive and inconsistent. These findings confirm the vendor governance gaps identified in Chapter 1.

Table 4.1: Capability Maturity Evaluation for APO10 Activities

Key Management Practices	Activity	Expected Maturity	EVP	VP	AVP#1	AVP#2	AVP#3
APO10.01	1	3	2	1	2	1	1
	2	3	2	2	1	0	0
	3	3	2	2	2	2	2
	4	4	2	2	2	2	2
	5	5	1	1	2	2	2
APO10.02	1	2	0	0			
	2	2	0	0	0	0	0
	3	2	0	0	0	0	0
	4	3	3	3	1	2	2
	5	3	3	3	2	2	2
	6	3	3	3	2	1	3
	7	3	2	2	1	1	0
APO10.03	1	3	1	1			
	2	3	2	2	3	2	2
	3	3	3	3	3	3	3
	4	3	3	3	2	2	2
	5	3	3	3	2	1	1
	6	3	2	2	0	0	1
	7	4	3	2	1	1	1
APO10.04	1	3	3	3			
	2	4	3	3	2	2	2
	3	4	3	3	2	2	2
APO10.05	1	3	3	3			
	2	4	3	3	2	2	3
	3	4	3	3	2	2	2
	4	4	3	3	1	1	2
	5	4	3	3	2	2	1
	6	5	3	3	2	2	2

DSS01 (Managed Operations). As shown in Table 4.2, DSS01 achieved an average of 3.0, slightly above the expected 2.9 (Table 4.4). This reflects that PT. XYZ has relatively structured operational practices. Activities such as DSS01.02 (Manage Service Requests) and DSS01.03 (Manage Problems) were consistently rated at level 3, showing that daily operations are managed in a repeatable manner. However, DSS01.04 (Manage Continuity) revealed uneven results, with some activities assessed at only level 1–2. This suggests that while operations are

stable, business continuity planning remains underdeveloped.

Table 4.2: Capability Maturity Evaluation for DSS01 Activities

Key Management Practices	Activity	Expected Maturity	EVP	VP
DSS01.01	1	2	2	2
	2	2	2	2
	3	3	3	3
	4	4	3	3
	5	5	3	3
DSS01.02	1	3	3	3
	2	3	3	3
	3	3	3	3
	4	4	3	3
DSS01.03	1	2	2	2
	2	3	3	3
	3	2	2	2
	4	3	3	3
	5	3	3	3
	6	4	3	3
DSS01.04	1	2	1	1
	2	2	1	1
	3	2	1	1
	4	3	3	3
	5	3	3	3
	6	3	3	3
	7	4	3	3
DSS01.04	1	2	4	4
	2	2	4	4
	3	2	4	4
	4	2	4	4
	5	2	4	4
	6	2	4	4
	7	3	4	4
	7	3	4	4
	7	3	4	4
	7	4	4	4
	7	4	4	4
	7	4	4	4

MEA01 (Performance and Conformance Monitoring). MEA01 scored 1.7

against an expected 2.7 (Table 4.4). Table 4.3 shows that MEA01.01 (Monitor Performance) and MEA01.02 (Monitor Internal Control) were especially weak, often rated at level 1. This indicates that performance monitoring reports are produced, but they are not systematically integrated into management decision-making. The result is a reactive monitoring approach, which fails to prevent recurring SLA breaches.

Table 4.3: Capability Maturity Evaluation for MEA01 Activities

Key Management Practices	Activity	Expected Maturity	EVP	VP	AVP#1	AVP#2	AVP#3
MEA01.01	1	2	2	2			
	2	2			2	1	2
	3	2	2	2	1	2	2
	4	2	2	2	2	2	2
	5	2	2	2	1	1	2
	6	3	3	3	2	2	2
	7	3	3	3	2	2	2
MEA01.02	1	2	2	2			
	2	2			1	1	1
	3	2	2	2	1	2	1
	4	2	2	2	1	1	1
MEA01.03	1	2	2	2			
	2	2			1	1	1
	3	2	2	2	1	1	1
	4	3	3	3	1	2	2
	5	4	2	2	1	1	1
MEA01.04	1	2	3	3			
	2	2			2	2	2
	3	2	2	2	1	1	2
	4	2	2	2	1	1	1
	5	2	2	2	1	1	1
	6	3	3	3	0	2	1
	7	3	2	2	1	2	1
MEA01.05	1	2	2	2			
	2	2			2	2	2
	3	2	2	2	2	2	2
	4	2	2	2	1	1	2

Table 4.4: PT. XYZ Maturity Assessment - APO10, DSS01, MEA01

Key Management Practice	COBIT 2019 Expected Maturity	PT. XYZ Maturity
APO10	3.8	1.8
DSS01	2.9	3
MEA01	2.7	1.7

The consolidated maturity assessment results are summarized in Table 4.4. From this, APO10 and MEA01 are clearly below level 2, while DSS01 is already at level 3. This confirms governance and monitoring as the weakest domains.

Summary. The consolidated results (Table 4.4) indicate:

- **APO10: Expected 3.8 vs Actual 1.8 (Low Maturity)**
- **DSS01: Expected 2.9 vs Actual 3.0 (Moderate Maturity)**
- **MEA01: Expected 2.7 vs Actual 1.7 (Low Maturity)**

On average, PT. XYZ achieved a maturity score of **2.17**, corresponding to a “Managed Process” level. This indicates that processes are performed in a repeatable manner but are not consistently defined, standardized, or integrated across the organization. The contrast between relatively strong DSS01 results and weak APO10/MEA01 performance illustrates at Figure 4.4 why SLA delivery remains inconsistent: operations are structured, but vendor governance and monitoring are immature.

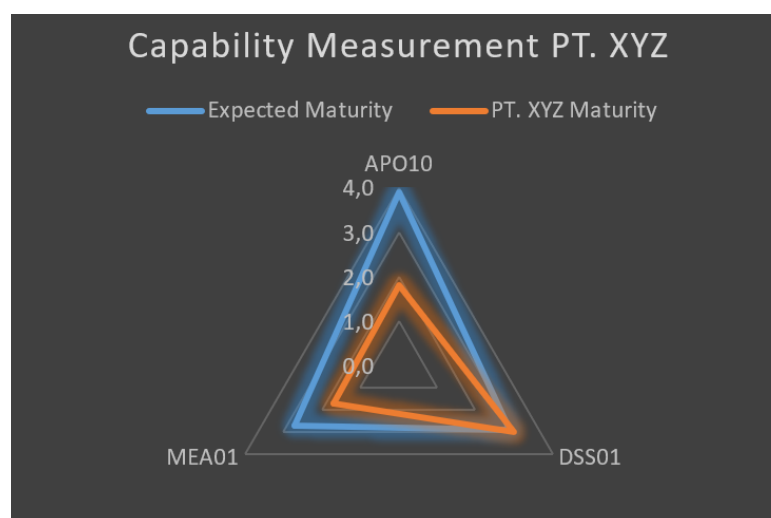


Figure 4.4: Capability Measurement PT. XYZ

These findings establish a clear baseline for improvement. They confirm that SLA underperformance is not only an operational issue but also a governance weakness. The roadmap presented in Section 4.5 will build on these results to propose specific steps for strengthening vendor qualification, risk management, and monitoring processes.

4.2 Operational Findings (SLA and KPI Review)

The second stage of the Governance Operational Evaluation (G-O-E) framework reviews PT. XYZ's operational performance, focusing on Service Level Agreement (SLA) achievement and underlying operational issues. While the governance assessment in Section 4.1 highlighted structural weaknesses in vendor management and monitoring, this section provides evidence of how those weaknesses translate into day-to-day performance shortfalls.

SLA Performance Results. Table 1.1 in Chapter 1 defined the SLA targets for onboarding (Day +1, 99%) and maintenance (Hour +4 to 2 days, 99%). However, actual results in 2024 revealed significant underperformance. As shown in Figure 1.2 onboarding SLA achievement only reached 99% once in Jabodetabek and nine times in non-Jabo areas throughout the year. Maintenance SLAs fared worse, averaging 95% in Jabodetabek, with the lowest point at 91% in February. This pattern demonstrates that SLA breaches were not isolated events but recurring outcomes across regions and service types.

FGD and Root Cause Analysis. To complement SLA data, a Forum Group Discussion (FGD) was conducted with stakeholders ranging from VP to staff level. Their feedback, summarized in Table 1.3, was categorized using the Ishikawa (fishbone) method (Figure 1.3). The analysis revealed recurring operational issues:

- **Manpower (Man):** Outsourced technicians lacked consistent recruitment and training standards, leading to uneven service quality.
- **Method:** Vendor selection and SLA contracts lacked standardized

justification, with appointments often made without documented evaluation.

- **Process: SOPs were incomplete, focusing mainly on SLA numbers rather than detailed operational workflows.**
- **Material: Dependence on manual processes and inconsistent classification of broken EDCs disrupted efficiency.**
- **Environment: Vendor qualification and evaluation were inconsistent, relying heavily on SLA outcomes without broader performance metrics.**

Table 1.4 consolidates these problems, underscoring the systemic nature of SLA underperformance. The recurring themes were: (1) no standardized vendor qualification, (2) SOP coverage gaps, (3) inconsistent outsourced staff quality, and (4) ongoing reliance on manual processes.

The operational findings confirm the governance results in Section 4.1. Weaknesses in APO10 (vendor management) explain the lack of standardized qualification and uneven manpower quality, while weaknesses in MEA01 (monitoring) explain why SLA breaches persisted without corrective actions. Even though DSS01 scored relatively higher in governance maturity, the operational evidence shows that continuity planning and consistent SOP application remain gaps.

In conclusion, the SLA performance data and FGD results demonstrate that PT. XYZ's operational challenges are deeply tied to governance immaturity. These findings set the stage for Section 4.3, where vendors are evaluated through a structured scoring model to identify which partners consistently underperform and where rationalization is required.

4.3 Vendor Scoring and Rationalization (Evaluation Stage)

In accordance with the Governance Operational Evaluation (G-O-E) framework, PT. XYZ applied the **Simple Weighted Average (SWA)** method to evaluate and rank all twelve vendors (A–J and two new vendors, K and L). The assessment combined quantitative criteria historical SLA performance, questionnaire

feedback, pricing competitiveness, and bonus innovation points into a normalized weighted score. For the two new vendors, scores were normalized against a 70% maximum, as historical records were not yet available and bonus eligibility was excluded.

In line with the Governance Operational Evaluation (G-O-E) framework, vendor evaluation at PT. XYZ was carried out using the **Simple Weighted Average (SWA)** model. As explained in Chapter 3, this method enables transparent ranking by combining multiple weighted criteria into a single score, providing management with a clear basis for rationalization decisions.

Scoring Criteria and Weights. PT. XYZ evaluates vendors using four categories of assessment:

- **Historical Performance (30%) – SLA achievement and incident handling results.**
- **Questionnaire (35%) – structured feedback from operational units on vendor quality and responsiveness.**
- **Pricing (30%) – cost competitiveness relative to service scope.**
- **Bonus (5%) – additional consideration for innovative initiatives or value-added service.**

Scoring Results. Table 4.5 presents the vendor scoring outcomes and Figure 4.5 summarize the evaluation outcomes. Vendors **C (90.92), D (89.82), I (86.95), K (87.21), and B (85.00)** emerged as the top five performers. Their results reflect strong SLA alignment, high questionnaire evaluations, and competitive pricing. Vendors A, G, and H scored in the acceptable middle tier (82–84), while vendors E, F, J, and L were consistently at the lower end (<80), confirming recurring SLA and operational weaknesses identified earlier in Section 4.2

Table 4.5: PT. XYZ Vendor Scoring

Vendor Name	Historical Performance (30%)	Questionnaire (35%)	Pricing (30%)	Bonus (5%)	Final Score
Vendor A	75.48	90	95	0	82.64
Vendor B	81	92	95	0	85
Vendor C	80.57	95	95	100	90.92
Vendor D	82.74	90	95	100	89.82
Vendor E	70.51	85	95	0	79.40
Vendor F	69.76	88	95	0	80.23
Vendor G	73.81	95	95	0	83.89
Vendor H	77.08	87	95	0	82.07
Vendor I	84.83	80	95	100	86.95
Vendor J	74.26	75	95	0	77.03
Vendor K (new)		93	95	0	87.21
Vendor L (new)		75	95	0	78.21

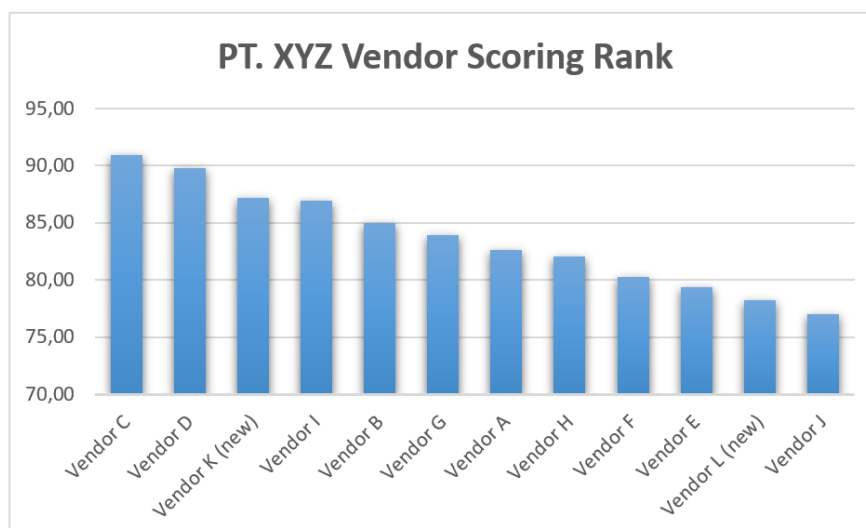


Figure 4.5: PT. XYZ Vendor Scoring Rank

As shown in Table 4.5, Vendor C achieved the highest score (90.92), while Vendor J scored the lowest (77.03). Figure 4.5 visualizes this ranking, making the performance gap between top and bottom vendors clear.

The rationalization plan aims to reduce the number of service providers from ten to five, in order to standardize vendor quality, simplify contract management, and ensure consistency across regions. Based on SWA results, the five vendors recommended for retention are:

- **Vendor C – Strong overall scoring, consistently high questionnaire feedback, and SLA achievement.**

- **Vendor D – Strong historical SLA and innovation bonus, making it one of the most reliable performers.**
- **Vendor I – Balanced strength across historical performance and questionnaire.**
- **Vendor K (new) – Although a new entrant, scored competitively in questionnaire and pricing, indicating strong potential.**
- **Vendor B – Reliable performance and competitive pricing, consistently ranking in the top tier.**

Conversely, vendors **E, F, J, and L (new)** are recommended for phased exit or strict corrective action, as their low scores reflect weaknesses in SLA delivery, manpower quality, and governance compliance. Vendors A, G, and H scored moderately and may be retained selectively depending on regional needs, but they do not rank among the top five.

Strategic Implication. Rationalizing to five vendors is expected to improve standardization, enhance SLA monitoring, and reduce fragmentation in service delivery. By concentrating coverage on high-performing vendors, PT. XYZ can strengthen governance enforcement (APO10), operational reliability (DSS01), and monitoring conformance (MEA01), addressing the governance and operational gaps identified in earlier sections. This evidence-based decision-making process demonstrates how vendor rationalization can shift from ad hoc or legacy-driven choices to a structured, transparent, and replicable governance mechanism.

Based on these results, PT. XYZ plans to reduce the number of vendors from ten to five **high performing partners (C, D, I, K, and B)**, ensuring standardized service delivery, stronger SLA compliance, and simplified governance oversight.

While the SWA model provides quantitative justification for vendor rationalization, its validity depends on acceptance by PT. XYZ's governance stakeholders. The next section therefore presents the results of expert validation, involving one EVP, one VP, and three AVPs, to confirm the practicality and fairness of the proposed framework.

The criteria used in SWA scoring directly reflect controls embedded in the proposed SOPs, such as standardized vendor qualification, SLA/KPI monitoring, and escalation processes, ensuring alignment between framework design and evaluation.

4.4 Expert Validation

The final stage of the Governance Operational Evaluation (G-O-E) framework is to validate the capability assessment, operational findings, and vendor scoring model with subject matter experts from PT. XYZ. This ensures that the proposed framework is not only theoretically sound but also practical and acceptable to decision-makers.

Expert Panel. Validation was conducted with five senior stakeholders directly responsible for vendor governance and operational oversight: one Executive Vice President (EVP), one Vice President (VP), and three Assistant Vice Presidents (AVPs). Their selection follows the RACI mapping for APO10, DSS01, and MEA01 (Figures 4.1, 4.2, 4.3), ensuring alignment between validation participants and formal accountability roles in PT. XYZ's governance structure

Validation Method. To ensure the robustness of the proposed framework, validation was conducted with five senior experts consisting of one EVP, one VP, and three AVPs. These experts were selected because they directly map to the RACI roles defined for APO10, DSS01, and MEA01 in Chapter 3, ensuring alignment between validation responsibilities and organizational governance structure.

Table 4.6 presents the validation results, showing unanimous agreement (100%) across capability assessment accuracy, framework design adequacy, and vendor scoring model fairness. This exceeds the acceptance benchmark of 80%.

The findings confirm three key points: (1) the NPFL assessment reflected PT. XYZ's actual conditions, (2) the G-O-E framework was practical for addressing SLA and governance gaps, and (3) the SWA vendor scoring model was transparent and replicable for rationalization decisions.

Table 4.6: Expert Validation Results

Validation Aspect	EVP	VP	AVP1	AVP2	AVP3	Agreement Rate
Capability Assessment (APO10, DSS01, MEA01)	5	5	5	5	5	100%
Proposed Framework Design (G-O-E, SOPs, RACI)	5	5	5	5	5	100%
Vendor Scoring Model (SWA criteria and weights)	5	5	5	5	5	100%

As shown in Table 4.6, all five experts rated each validation aspect with a score of 5 (strongly agree). This represents 100% agreement, well above the acceptance threshold of 80%. These results confirm that the capability assessment, framework design, and SWA vendor scoring model are not only academically valid but also practically endorsed by PT. XYZ’s governance stakeholders.



4.5 Roadmap

Table 4.7: Roadmap for Governance and Operational Improvement

Domain	Current Maturity	Target Maturity	Key Improvement Actions	Timeline
APO10 (Managed Vendors)	1.8	3.0	Develop standardized vendor qualification SOPs, Implement structured re-tendering every 5 years, Establish vendor risk register and monitoring checklist	Short Medium Term (2025–2026)
DSS01 (Managed Operations)	3.0	3.5–4.0	Enhance business continuity SOPs, Standardize training & certification for outsourced technicians, Implement regional escalation matrix for SLA breaches	Medium Long Term (2026–2027)
MEA01 (Performance and Conformance Monitoring)	1.7	3.0	Introduce SLA/KPI scorecards integrated with vendor dashboards, Conduct quarterly vendor performance reviews, Strengthen reporting mechanisms with automated alerts	Short Medium Term (2025–2026)

As shown in Table 4.7, the roadmap prioritizes APO10 and MEA01 improvements, aiming to raise both from below level 2 to level 3 (Defined Process) by 2026. These short–medium term actions address the governance and monitoring gaps most responsible for recurring SLA failures. DSS01, which already meets its expected maturity level, is targeted for incremental improvement to level 3.5–4 by 2027, ensuring operational processes continue to evolve toward quantitative management. This phased approach balances ambition with feasibility, aligning with COBIT’s continuous improvement philosophy.

4.6 Summary of Findings

This chapter implemented the Governance Operational Evaluation (G-O-E) framework and produced findings that directly address the research objectives and questions defined in Chapter 1.

Capability Assessment (RO2 / RQ1). Using COBIT 2019 NPFL thresholds, PT. XYZ’s maturity in APO10, DSS01, and MEA01 was assessed by an EVP, VP, and three AVPs. Results showed APO10 (1.8) and MEA01 (1.7) below level 2, and DSS01 at level 3, with an overall maturity of 2.17 (“Managed Process”). This confirmed RQ1 by identifying governance gaps—particularly weak vendor qualification, incomplete risk management, and inconsistent monitoring—that hinder SLA achievement.

Framework Design (RO1 / RQ2). The capability results were translated into a COBIT-aligned framework consisting of SOPs, RACI roles, and SLA/KPI scorecards. This demonstrated how structured governance mechanisms address the gaps found in APO10 and MEA01, thereby answering RQ2 and fulfilling RO1 by establishing a practical governance framework tailored to PT. XYZ.

Vendor Scoring and Rationalization (RO3 / RQ3). The Simple Weighted Average (SWA) method was applied to evaluate 10 vendors using historical performance, pricing, questionnaires, and bonus criteria. The analysis identified five high-performing vendors (C, D, I, K, B) for retention. This answered RQ3 by showing that SWA criteria and weights reliably differentiate vendor performance and provide a transparent basis for rationalization.

Expert Validation (RO4 / RQ4). Validation from one EVP, one VP, and three AVPs confirmed 100% agreement across capability results, framework design, and scoring model—exceeding the >80% acceptance threshold. This answered RQ4 and fulfilled RO4 by proving the framework is organizationally fit, feasible, and endorsed by decision-makers.

Roadmap for Improvement (RO2 / RQ2). To close identified gaps, a roadmap was developed targeting APO10 and MEA01 to reach Level 3 by 2026 and DSS01 to 3.5–4 by 2027. Actions include vendor qualification SOPs, SLA dashboards, risk registers, technician certification, and continuity planning. This strengthens the response to RQ2 by showing how the framework can evolve toward continuous improvement.

Conclusion. Overall, the chapter demonstrates that PT. XYZ's vendor governance immaturity is the root of SLA underperformance, but these challenges can be overcome through the proposed COBIT-based framework, SWA-driven vendor rationalization, and expert-validated roadmap. All four research objectives have been achieved, and all four research questions answered. These results provide the foundation for the conclusions and recommendations in Chapter 5.