

Chapter 5

Conclusion and Recommendation

5.1 Conclusion

This research aimed to design and validate a COBIT 2019–based vendor governance framework to optimize vendor selection and standardization in PT. XYZ’s EDC supply chain. Four research objectives and questions were posed in Chapter 1, and all have been successfully addressed.

First (RO2 / RQ1). The maturity assessment of APO10, DSS01, and MEA01 using NPFL thresholds revealed an average score of 2.17 (“Managed Process”), with APO10 (1.8) and MEA01 (1.7) below level 2. These results confirmed that governance immaturity, particularly in vendor qualification and monitoring, is a root cause of SLA underperformance.

Second (RO1 / RQ2). The study designed a COBIT-aligned governance framework consisting of SOPs, RACI role assignments, and SLA/KPI scorecards. This framework provides structured governance mechanisms that directly address the capability gaps in APO10 and MEA01, offering PT. XYZ a pathway toward Level 3 maturity.

Third (RO3 / RQ3). Vendors were evaluated using the Simple Weighted Average (SWA) model, with criteria reflecting SLA achievement, pricing competitiveness, operational questionnaire feedback, and innovation bonuses. The analysis supported rationalization to five high-performing vendors (C, D, I, K, B), ensuring quality, efficiency, and standardization across regions.

Fourth (RO4 / RQ4). Validation by one EVP, one VP, and three AVPs confirmed 100% agreement across capability assessment, framework design, and vendor scoring. This surpassed the $\geq 80\%$ acceptance benchmark, demonstrating that the proposed framework is both academically rigorous and practically endorsed by governance stakeholders.

Roadmap. Finally, a roadmap was developed to close the maturity gaps, prioritizing APO10 and MEA01 improvements toward Level 3 (Defined Process) by 2026, and DSS01 continuous improvement toward Level 3.5–4 by 2027. Together, these findings demonstrate that all four research objectives have been achieved and all four research questions answered.

5.2 Recommendations

Based on the findings, the following recommendations are proposed:

For PT. XYZ:

- **Vendor Governance (APO10):** Implement standardized vendor qualification SOPs, establish a vendor risk register, and enforce structured re-tendering every five years.
- **Performance Monitoring (MEA01):** Introduce SLA/KPI dashboards, conduct quarterly vendor performance reviews, and strengthen reporting mechanisms with automated alerts.
- **Operations (DSS01):** Standardize training and certification for outsourced technicians, enhance continuity SOPs, and enforce regional escalation mechanisms for SLA breaches.
- **Vendor Rationalization:** Execute the rationalization plan by retaining the top five vendors (C, D, I, K, B) and phasing out weaker performers through corrective action plans or exit strategies.
- **Organizational Readiness:** Align EVP, VP, and AVP roles to RACI mapping for APO10, DSS01, and MEA01 to strengthen accountability and governance oversight.

For Academia:

- This research demonstrates the applicability of combining COBIT 2019 (APO10, DSS01, MEA01) with multi-criteria decision-making (SWA) for vendor governance. Future studies can expand this framework to other banking institutions, fintechs, or public-sector organizations.

5.3 Research Limitations and Future Work

While this research achieved its objectives, several limitations should be noted:

- **Scope of Data:** The study was limited to PT. XYZ, and results may not fully represent other institutions or industries.
- **Validation Sample:** Expert validation involved only one EVP, one VP, and three AVPs. A broader validation sample might yield more diverse perspectives.
- **Methodological Choice:** Vendor scoring used the Simple Weighted Average (SWA) method. Although transparent and easy to apply, future research could explore advanced methods such as AHP, ANP, or TOPSIS for richer analysis.

Future research opportunities include:

- Applying the proposed framework to other banks or fintech organizations to test its generalizability.
- Expanding validation by involving additional stakeholders such as procurement managers, field technicians, and regional managers.
- Integrating digital tools or AI-driven monitoring systems to automate SLA/KPI reporting and vendor performance analysis.

Closing Remark. This research provides PT. XYZ with a validated, COBIT-based framework for vendor governance and rationalization. It contributes to academia by demonstrating how governance frameworks and decision models can be combined, and it offers practical guidance for organizations facing similar challenges in vendor management and SLA performance.