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IT Governance Capability Analysis in Digital Service Improvement at Pizza Hut Sunset Point: COBIT 5 Approach

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ABSTRACT

The development of digitization makes the success of an organization is greatly influenced by the ability to manage information technology (IT) to improve digital services. Pizza Hut Sunset Point faces great challenges in ensuring that their IT systems are able to support optimal service. This study aims to measure IT governance capability at Pizza Hut Sunset Point using the COBIT 5 framework and identify areas that require improvement to improve digital services. The methods used include surveys and GAP analysis to assess the maturity level of various COBIT 5 domains, including EDM, APO, BAI, DSS, and MEA. The results show that although some domains such as BAI and some EDM have reached the maturity target, there are still some domains that require improvement, especially DSS and MEA. Recommendations for improvement include improving performance measurement metrics, strengthening IT strategy, and regularly evaluating vendors and IT partners. With the implementation of these recommendations, it is expected that Pizza Hut Sunset Point can improve their IT governance capabilities, thereby supporting more efficient digital services and increasing customer satisfaction. This research provides practical guidance for management to improve IT governance and develop effective digital strategies in the F&B industry.

1. Introduction

In an increasingly advanced digital era, the success of an organization is greatly influenced by the ability to manage information technology (IT) to improve digital services. Pizza Hut Sunset Point as one of the well-known fast food restaurants, faces a big challenge in ensuring that their IT system is able to support optimal service. Efficient digital services not only improve customer experience but also strengthen the company's competitive position in the food and beverage industry. Therefore, measuring IT governance capability is crucial to identify areas of improvement and ensure that digital strategies are in line with business objectives (Bernanda & Michelle, 2021). COBIT 5 (Control Objectives for Information and Related Technologies) is an internationally recognized framework for IT governance and management that can be used to measure these capabilities (Tangka et al., 2020).

The problem faced by Pizza Hut Sunset Point was how to measure and improve their IT governance capabilities to support optimal digital services. This problem arises from various challenges such as system integration, data security, customer satisfaction, and operational efficiency. In addition, the lack of clear standards in measuring IT governance effectiveness often leads to a mismatch between IT and business objectives. Without a deep understanding of IT governance capabilities, it is difficult

for organizations to make significant and sustainable improvements. Thus, there is an urgent need to implement a comprehensive framework such as COBIT 5 to evaluate and improve IT governance capabilities at Pizza Hut Sunset Point.

Existing literature shows that good IT governance plays an important role in organizational success. According to (Anggrain et al., 2024; Judijanto et al., 2024; Sirat et al., 2023) explained that organizations with good IT governance tend to have better business performance. COBIT 5 as a framework has been widely used in various sectors to manage and control IT assets. COBIT 5 provides clear guidelines for achieving business goals through effective IT governance and management. The framework includes five key principles: meeting stakeholder needs, covering the entire organization, applying an integrated framework, enabling a holistic approach, and separating governance from management (Susanto, 2023). COBIT implementation can assist organizations in identifying strengths and weaknesses in corporate IT governance, as well as providing a clear path for improvement (Hertina et al., 2023; Jabid et al., 2023b).

The urgency of this research is driven by the need to ensure that IT systems at Pizza Hut Sunset Point can effectively support business strategies. In a highly competitive business environment, the ability to deliver superior digital services can be a key differentiator. With increasing customer expectations for a seamless and secure digital experience, Pizza Hut Sunset Point needed to ensure that their IT systems were able to meet and exceed these expectations. Without strong IT governance, the risk of system failure, data leakage and customer dissatisfaction increases significantly (Winarko, 2024). Therefore, this research is important to help Pizza Hut Sunset Point identify areas of improvement and develop effective strategies to improve their IT governance capabilities.

The purpose of this study is to measure IT governance capability at Pizza Hut Sunset Point using the COBIT 5 framework and identify areas that require improvement to enhance digital services. This research aims to provide a comprehensive analysis of how IT governance is currently functioning, as well as provide practical recommendations for improvement. Using COBIT 5, this research will assess various aspects of IT governance, including management processes, organizational structure, and control mechanisms. The results of this research are expected to help Pizza Hut Sunset Point in developing more effective strategies to improve digital services, which in turn will improve customer satisfaction and overall business performance.

Literature Review

IT governance is essential for ensuring that IT activities are in line with business objectives and meet stakeholder needs. The COBIT 5 framework offers a comprehensive approach to IT management and governance, providing tools for performance measurement, fault identification, process improvement, and strategic alignment with business goals (Bakri & Alfiah, 2024). Organizations can utilize COBIT 5 to evaluate their IT governance capabilities, assess competency levels, and support risk management to enhance internal control systems (Susanto, 2023). Moreover, the application of COBIT 5 governance mechanisms can help reduce data processing risks and enhance security in automated systems (Al-Fatlawi et al., 2021) Research has demonstrated the effectiveness of the COBIT 5 framework in evaluating IT governance maturity, developing competency models for IT personnel, conducting risk analysis, and assessing information security management capabilities. (Ashari, 2020; Bahri, 2024; Syahputra, 2023) . The principles of COBIT 5, such as meeting stakeholder needs, providing end-to-end support, integrating frameworks, enabling a holistic approach, and differentiating governance from management, contribute to its efficacy in governance and management (Jabid et al., 2023a; Kraugusteeliana, 2024; Michael, 2023). Additionally, COBIT 5 can offer guidance in risk assessment and governance across various areas, including supply chain risk management and digital government services (Andry et al., 2023; Naswir et al., 2019). In summary, the COBIT 5 framework is a valuable tool for organizations aiming to enhance their IT governance capabilities, improve security, and align IT activities with business objectives. By leveraging the principles and mechanisms provided by COBIT 5, organizations can fortify their governance structures, mitigate risks, and ensure that IT investments contribute to overall business success.

2. Research Methods

This study employs both qualitative and quantitative methodologies to collect research data (Ibrahim et al., 2023; Sudipa et al., 2023). The employed data collection approaches include observation, interviews, documentation, and distribution of questionnaires to the research participants. Researchers can gather data in descriptive and numerical formats by employing qualitative and quantitative methods (Lin, 2024; Oktaviana et al., 2022; Suryadana & Sarasvananda, 2024). Qualitative methodologies offer a comprehensive comprehension of the context and intricacies associated with the research, whereas quantitative methodologies enable statistical measures and analysis that can empirically substantiate the findings. This study employs the EDM (Evaluation, Direct, Monitor), APO (Align, Plan, Organize), BAI (Build, Acquire, Implement), and DSS (Deliver, Service, Support) domains within the COBIT 5 framework to assess the use of enterprise information systems.

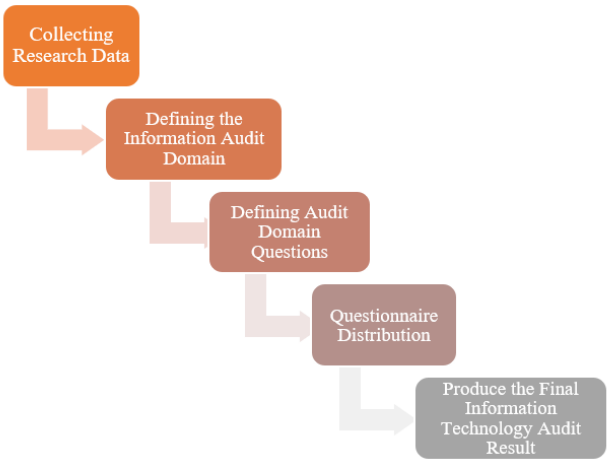

Fig. 1 . Research Stages

According to Figure 1, the first step involves gathering data through observations, interviews, and documentation at the study location. This is done to determine the Enterprise Goal, which is based on the previously analyzed Mission and Objectives. Subsequently, we establish the IT-related objective by considering the enterprise goal of the organization. Once the IT-related goal has been established, the next step is to identify the suitable domain for conducting an information technology audit. Moreover, at this juncture, it is necessary to formulate information technology audit questions that can be tailored to the specific audit area. The method of disseminating surveys involves utilizing Google Forms to administer the survey questions. Upon completing the construction of the questionnaire and thereafter disseminating it to the research participants. The final step involves analyzing the results of the questionnaire assessment and producing the conclusive findings of the information technology audit.

Data Collection Technique

The data collection technique used by researchers is the questionnaire method, there are 38 questions based on the COBIT 5 domain. The respondents involved in this study amounted to 3 respondents. Respondents were asked to give their opinions regarding the level of IT maturity that refers to the COBIT 5 framework. The questionnaire that we made was distributed online using google form And in the questionnaire there are 38 questions from each audit domain that has been analyzed.

Enterprise Goal Mapping of the Company

Pizza Hut's enterprise goals lie in the integration of elements such as value delivery to customers, competitive advantage through an attractive menu, financial transparency, a strong customer service

culture, operational continuity, adaptability to consumer trends, cost optimization, operational and staff productivity, compliance with internal standards, and growth and learning through employee development and innovation in food service.

Cobit 5 Domain Selection

Based on the mapping of the company's enterprise goals, it can then determine the Cobit 5 domain that will be used in the governance audit process.

Table 1. Cobit 5 domains

Cobit Domain	COBIT 5 Process
EDM	EDM01, EDM02, EDM03, EDM04, EDM05
APO	APO01, APO02, APO03, APO04, APO05,APO06 APO07, APO08, APO09, APO010, APO011, APO012, APO013
BAI	BAI01, BAI02, BAI03, BAI04, BAI05, BAI06, BAI07, BAI09 BAI10
DSS	DSS01, DSS02, DSS03, DSS04, DSS05, DSS06
MEA	MEA01, MEA02, MEA03
EDM	EDM01, EDM02, EDM03, EDM04, EDM05

Based on table 1, it can be explained that the COBIT 5 EDM Domain handles evaluating, steering, and monitoring IT strategies and tactics through processes EDM01 to EDM05, including policy and framework management. The APO domain focuses on planning, organizing, procuring, and managing IT risks through processes APO01 to APO013. BAI, the next domain, centers on building, deploying, and acquiring IT systems and infrastructure through processes BAI01 to BAI10. The DSS domain handles service delivery, support, and availability management of IT systems through processes DSS01 to DSS06. While MEA, the last domain, handles monitoring, evaluation, and assessment of IT performance and compliance through MEA01 to MEA03 processes. Overall, COBIT 5 provides comprehensive guidance for IT management in organizations.

3. Results and Discussions

EDM Domain Maturity Level Analysis

After conducting a survey and performing calculations on each process in the domain, there are GAP analysis results obtained from the expected maturity assessment value minus the current maturity so as to produce a GAP from the value of each EDM domain.

Table 2. EDM Domain GAP Analysis

No.	Domain	Current Maturity	Expected Maturity	GAP Analysis
1	EDM01	4,67	5,00	0,33
2	EDM02	4,67	5,00	0,33
3	EDM03	5,00	5,00	0
4	EDM04	4,67	5,00	0,33
5	EDM05	5,00	5,00	0
Average		4,60	5.00	

Based on the EDM domain in the table above EDM01, EDM02, and EDM04 currently have a value of 4.67, and the target is 5.00 so an increase of about 0.33 is needed to achieve the goal then in EDM03 and EDM05 it has reached the target with the current Expected Maturity value of 5 so it is appropriate and can be maintained.

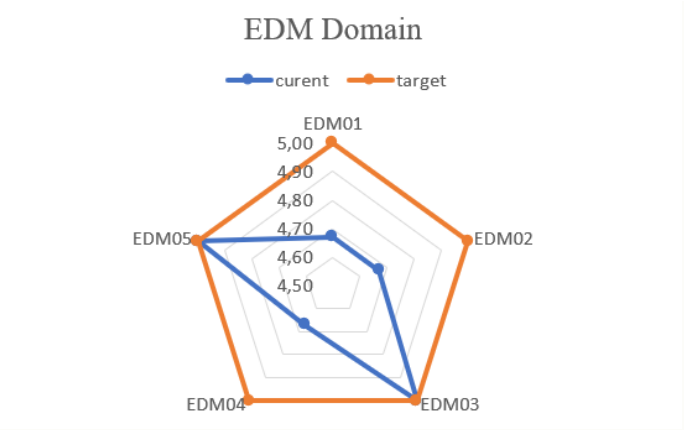

Fig. 2. EDM Domain Audit Chart

Suggested improvements: Based on the results of the EDM domain graph, suggestions can be given, namely Improving Performance Measurement: Deepen performance measurement metrics to understand the impact of IT on business operations and strategies in more detail. Strengthening Benefits: Develop a stronger strategy for identifying, measuring, and reporting the benefits derived from IT investments, including their impact on competitive advantage and customer satisfaction.

Maturity Level Analysis of APO Domain

After conducting a survey and performing calculations on each process in the domain, there are GAP analysis results obtained from the expected maturity assessment value minus the current maturity so as to produce a GAP from the value of each APO domain.

Table 3. APO Domain GAP Analysis

No.	Domain	Current Maturity	Expected Maturity	GAP Analysis
1	APO01	5,00	5,00	0,00
2	APO02	4,67	5,00	0,33
3	APO03	4,67	5,00	0,33
4	APO04	4,67	5,00	0,33
5	APO05	4,67	5,00	0,33
6	APO06	4,67	5,00	0,33
7	APO07	4,67	5,00	0,33
8	APO08	4,67	5,00	0,33
9	APO09	5,00	5,00	0,00
10	APO010	4,67	5,00	0,33
11	APO011	4,67	5,00	0,33
12	APO012	4,33	5,00	0,67
13	APO013	4,00	5,00	1,00
Average		4,69	5.00	

Based on this APO domain, the APO1 to APO10 domains have shown consistency with a difference of around 0.33. This indicates that Pizza Hut Sunset Point has reached the target set, In addition, there are several processes that need to be improved in the APO11 - APO13 domain where this domain has a considerable difference of around 0.67 so that the overall process of the APO domain has not yet reached the value set so that more improvement needs to be made in order to meet the set value.

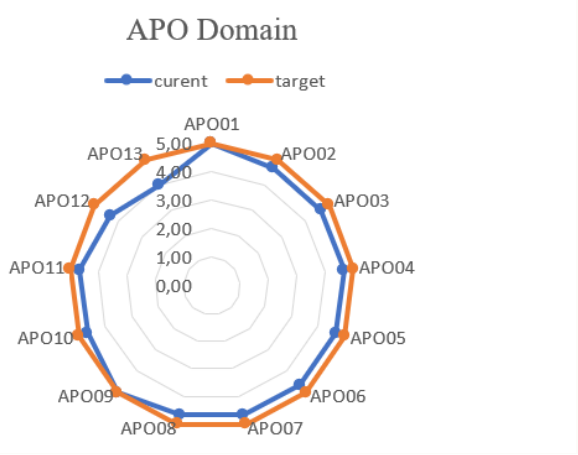

Fig. 3. APO Domain Audit Chart

Suggestions for Improvement: Based on the results of the APO domain graph, suggestions can be given, namely IT Strategy Update: Pizza Hut needs to update their IT strategy to ensure alignment with long-term business goals. This may include adjusting IT plans to industry developments and changes in the company's business model. Improved Organization: It may be necessary to strengthen the internal organization related to IT, including more effective resource allocation and leadership, to ensure successful strategy implementation.

BAI Domain Maturity Level Analysis

After conducting a survey and performing calculations on each process in the domains, there are GAP analysis results obtained from the expected maturity assessment value minus the current maturity so as to produce a GAP from the value of each BAI domain.

Table 4. BAI Domain GAP Analysis

No.	Domain	Current Maturity	Expected Maturity	GAP Analysis
1	BAI01	5,00	5,00	0,00
2	BAI02	5,00	5,00	0,00
3	BAI03	5,00	5,00	0,00
4	BAI04	5,00	5,00	0,00
5	BAI05	5,00	5,00	0,00
6	BAI06	4,67	5,00	0,33
7	BAI07	5,00	5,00	0,00
8	BAI08	5,00	5,00	0,00
9	BAI09	5,00	5,00	0,00
10	BAI010	5,00	5,00	0,00
Average		4,9	5.00	

In the BAI Domain, the current and target values for entities from domain BAI01 to BAI10 show that most processes are performing as expected. BAI01 to BAI05 have reached the desired target (5.00), signaling good performance. Although BAI06 has a slight difference with the current value being slightly below the target (4.67 compared to 5.00), this difference is still considered small. BAI07 has also reached the target (5.00), indicating a positive achievement. BAI09 and BAI10 are also performing well with current values already in line with the target (5.00) so these processes are showing satisfactory results and are in line with expectations.

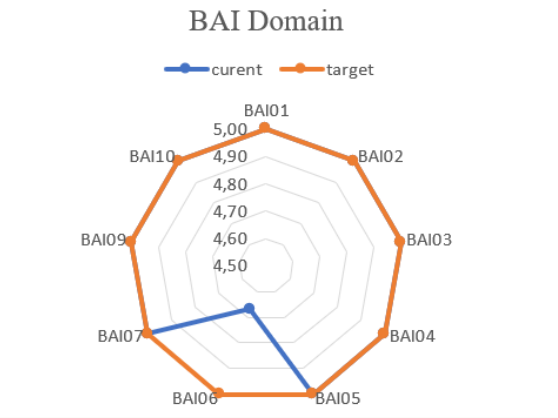

Fig. 4. BAI Domain Audit Chart

Improvement Suggestion: Based on the results of the BAI domain chart, suggestions can be given, namely the Project Risk Management Plan: Strengthen IT project risk management plans to identify and address potential risks from the start. This includes aspects of security, reliability, and availability of the system being built or implemented. Vendor and Partner Evaluation: Conduct regular evaluations of IT vendors and partners to ensure that they continue to meet the quality and security standards required by Pizza Hut.

DSS Domain Maturity Level Analysis

After conducting a survey and performing calculations on each process in the domain, there are GAP analysis results obtained from the expected maturity assessment value minus the current maturity so as to produce a GAP from the value of each DSS domain.

Table 5. DSS Domain GAP Analysis

No.	Domain	Current Maturity	Expected Maturity	GAP Analysis
1	DSS01	4,33	5,00	0,67
2	DSS02	4	5,00	1
3	DSS03	4	5,00	1
4	DSS04	4,67	5,00	0,33
5	DSS05	4,33	5,00	0,67
6	DSS06	4,33	5,00	0,67
Average		4,28	5.00	

In the DSS Domain, the current values for entities DSS01 to DSS06 show values of 4.00 to 4.67, while the desired target is 5.00. Thus, there is a difference between the current and target values for each entity, indicating that these processes have not reached the desired level. Further evaluation of IT may be required to identify the causes of the discrepancies and take corrective actions to improve performance and achieve the desired targets.

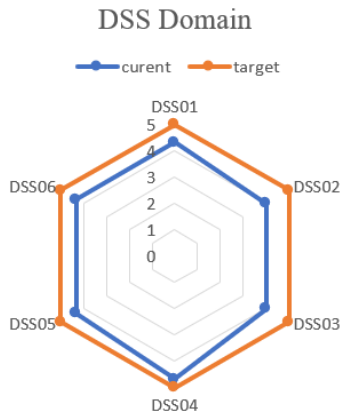

Fig. 5. DSS Domain Audit Chart

Suggestions for Improvement: Based on the results of the DSS domain graph, suggestions can be given, namely Customer Service Optimization: Improve IT customer service by providing more effective support channels, self-guidance, and proactive solutions to frequently occurring problems.Improved Problem Management: Implement a more sophisticated problem management system to ensure faster and more effective identification, response, and resolution of IT problems.

MEA Domain Maturity Level Analysis

After conducting a survey and performing calculations on each process in the domain, there are GAP analysis results obtained from the expected maturity assessment value minus the current maturity so as to produce a GAP from the value of each DSS domain.

Table 5. MEA Domain GAP Analysis

No.	Domain	Current Maturity	Expected Maturity	GAP Analysis
1	MEA01	4,33	5,00	0,67
2	MEA02	4,67	5,00	0,33
3	MEA03	4,33	5,00	0,67
Average		4,44	5.00	

The current domain values for domains MEA01, MEA02, and MEA03 are 4.33, 4.67, and 4.33, while the desired target is 5.00. There is a difference between the current and target values in each entity, indicating that these processes have not reached the desired level. Further evaluation may be required to identify the factors causing these differences and take corrective actions to improve performance and achieve the desired targets.

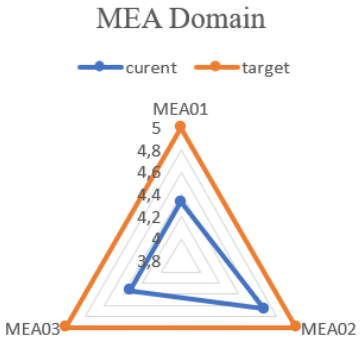

Fig. 6. MEADomain Audit Chart

Suggestions for Improvement: Based on the results of the MEA domain graph, suggestions can be given, namely Expansion of Monitoring: Pizza Hut can improve their IT performance monitoring by expanding the scope of monitoring, including critical aspects such as system response time, availability levels, and data security. Analytics Implementation: Integrating analytics solutions to analyze monitoring data can help Pizza Hut identify trends, predict potential problems, and respond proactively to changing IT conditions.

4. Conclusion

The conclusion of this study is that information technology (IT) governance capabilities are critical to the success of organizations in the digital age. Pizza Hut Sunset Point faces the challenge of ensuring their IT systems are capable of supporting optimal digital services, which not only improve customer experience but also strengthen the company's competitive position. Therefore, measuring IT governance capability is crucial to identify areas of improvement and ensure digital strategies are in line with business objectives. The use of the COBIT 5 framework has proven effective in measuring and improving IT governance capabilities. The analysis conducted shows that there are several COBIT 5 domains that still require improvement to achieve the expected maturity level. In particular, the EDM, APO, BAI, DSS, and MEA domains show variations in the current maturity level compared to the expected target. For the EDM domain, processes EDM01, EDM02, and EDM04 still need improvement to reach the target. The APO domain shows that some processes such as APO11 to APO13 require more attention to reach the expected level. The BAI domain has mostly reached the target, but BAI06 requires improvement. The DSS domain shows significant gaps across processes, indicating the need for further evaluation and corrective action. Finally, the MEA domain also requires improvement in the MEA01 and MEA03 processes to reach the maturity target.

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