Evaluation of Information Technology Service Governance Using the ITIL Method : A Strategy for Improving Business Intelligence Efficiency at Bank Rakyat Indonesia

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Abstract. Information Technology (IT) service management plays a critical role in supporting the efficiency and effectiveness of business intelligence processes within modern organizations. This study aims to evaluate IT service governance in Bank Rakyat Indonesia using the Information Technology Infrastructure Library (ITIL) framework. This approach focuses on improving operational efficiency, service management, and aligning IT services with business needs. The research method involves a detailed analysis of service processes and activities based on ITIL stages, ranging from service strategy to continuous improvement. The findings indicate that ITIL implementation significantly enhances IT service management and promotes business intelligence effectiveness within the organization. Recommendations for further development are also provided to improve the quality and speed of IT services in the future.

Keywords: ITIL, IT, service, governance, business, intelligence.

1. INTRODUCTION

Information Technology (IT) has become a key pillar in the operations of modern organizations, especially in facing increasingly complex and dynamic competition in the digital era. Organizations in various sectors, both private and public, rely heavily on reliable and efficient IT services to support business strategies and daily operations (Laudon & Laudon, 2020). Optimal IT services can increase productivity, support data-based decision-making, and drive innovation through comprehensive business intelligence (BI). BI itself plays an important role in providing relevant, accurate, and timely information to strengthen the organization's analytical and predictive capabilities (Turban et al., 2018).

However, unstructured and suboptimal IT service management can hinder organizations from achieving their strategic goals. This is due to the mismatch between business needs and the services provided, inefficiencies in operational processes, and the potential for increased information security risks (Heikkinen et al., 2020). Therefore, good IT service governance is needed to ensure that IT services not only support business strategies but are also able to adapt to changing organizational needs.

One of the widely used frameworks in IT service management is the Information Technology Infrastructure Library (ITIL). ITIL provides comprehensive, structured guidance

to improve IT service management with a service lifecycle approach, from planning to continuous improvement (Axelos, 2019). ITIL implementation focuses on five main stages: service strategy, service design, service transition, service operation, and continuous improvement. Thus, ITIL seeks to create services that are oriented to user needs, efficient in process, and sustainable in development.

Bank Rakyat Indonesia, like many other organizations, faces challenges in aligning business strategies with complex and diverse IT services. ITIL implementation is expected to be an effective solution to optimize IT services, which will ultimately increase the efficiency of the business intelligence process. This efficiency is reflected in the organization's ability to process data into meaningful information, and support better strategic decision making (Marnewick & Labuschagne, 2020).

Bank Rakyat Indonesia (BRI) is one of the largest banks in Indonesia that focuses on empowering the micro, small, and medium enterprises (MSMEs) sector. In supporting this vision, BRI has adopted various information technology innovations to strengthen digital banking services and provide the best experience to customers. With an extensive branch network, continuously developing digital services, and a focus on financial inclusion, BRI requires structured and efficient information technology management to maintain consistent service quality.

As the need for business intelligence in analyzing transaction data, customer behavior, and strategic decision making increases, information technology governance becomes one of the main pillars that supports the achievement of organizational goals. ITIL (Information Technology Infrastructure Library) as a framework that focuses on information technology service management, offers a systematic approach to improving service quality, optimizing operations, and supporting technology integration with business needs.

The implementation of ITIL in BRI is very relevant considering the high dependence of this organization on information technology to manage large amounts of transaction data, run digital-based services such as BRImo and Internet Banking, and support data analytics to boost business intelligence. IT service governance in accordance with ITIL principles can help BRI manage technology risks, improve operational efficiency, and ensure that the technology solutions implemented are aligned with business needs.

However, the success of ITIL implementation is not without challenges that need to be faced, such as resistance to change, lack of employee training, and the need for adequate

resource investment. According to a study conducted by Pratama et al. (2021), the key to successful ITIL implementation lies in top management support, ongoing training, and periodic evaluation and measurement of service performance. Evaluation of the implementation of IT service governance using ITIL is very important to assess whether the method can provide the expected benefits and to highlight areas that need improvement.

This study aims to evaluate the implementation of IT service governance at Bank Rakyat Indonesia using the ITIL framework. The main focus of the study is to analyze the impact of ITIL implementation on improving IT service efficiency and supporting business intelligence in the organization. Thus, the results of this study are expected to provide strategic insights for organizations in designing, managing, and improving IT services sustainably.

2. RESEARCH METHOD

This study was conducted observationally with a qualitative approach and literature analysis to evaluate the governance of Information Technology (IT) services at Bank Rakyat Indonesia using the ITIL framework. This method is designed to analyze the effect of implementing IT service governance on the efficiency of business intelligence processes in organizations. The literature study used includes various relevant digital sources, including books, journal articles, research reports, and case studies that focus on ITIL and improving IT service efficiency. The main contribution of this study is the use of literature reviews related to the implementation of ITIL in IT service governance, which is then aligned with the needs of business intelligence efficiency in organizations.

The literature review process includes the following stages. First, identifying phenomena related to IT services and business intelligence by collecting facts and data from reliable sources to confirm the relevance and urgency of this research. Second, using relevant middle theory to explain variables and concepts related to IT governance and the ITIL framework. Third, developing a critical literature review of previous theories and research results related to ITIL and its impact on IT service efficiency. Furthermore, a critical analysis is carried out on the suitability of the theory or framework used and adjustments to the concept if necessary. Finally, the conclusion of this study is drawn based on a thorough analysis and critical thinking of the literature reviewed, which is presented in the form of a structured description and using clear and non-plagiaristic language.

3. RESULTS AND DISCUSSION

Research result

This study evaluates the implementation of Information Technology (IT) service governance at Bank Rakyat Indonesia through the Information Technology Infrastructure Library (ITIL) framework. From the results of observations and literature analysis, several findings were obtained that reflect the positive impact of ITIL implementation in improving IT service efficiency and supporting business intelligence (BI). The main findings show significant improvements in IT operational processes, especially in terms of service responsiveness, incident management, and operational cost efficiency (Axelos, 2019).

Optimization of IT Service Processes

The implementation of ITIL at Bank Rakyat Indonesia has a positive impact on increasing the speed and reliability of IT services. Service management processes, such as incident management and request management, have significantly increased efficiency, reducing problem resolution time and making services run more optimally. This provides direct benefits to business intelligence activities by supporting smooth data flow and faster access to information (Heikkinen et al., 2020). For example, the ability to resolve critical incidents quickly allows the BI team to process data more consistently and provide important insights in less time, which increases the organization's competitiveness in the market. BRI has developed various digital platforms, such as BRImo and Internet Banking, which integrate various customer needs. This shows BRI's commitment to adopting technology to support the transformation of banking services.

Aligning IT Service Strategy with Business Needs

The ITIL framework focuses on the service lifecycle that includes service strategy, service design, service transition, service operation, and continual improvement (Axelos, 2019). In the context of Bank Rakyat Indonesia, this approach has proven effective in adapting IT strategy to evolving business needs. By involving all stakeholders and using a data-driven approach to planning and evaluation, the organization is able to maintain the relevance and flexibility of its services. This approach is in line with the objectives of business intelligence, which requires relevant and timely data to support fast and accurate decision making (Turban et al., 2018). The information technology infrastructure at BRI has been designed to handle large transaction volumes, especially in supporting services in urban and remote areas. This

management includes the provision of data centers, network management, and system integration to ensure services run smoothly.

Effective Change Management

The results of the study show that one of the keys to successful ITIL implementation is the commitment of top management and effective change management. In the implementation process, Bank Rakyat Indonesia faced challenges such as employee resistance to changes in work systems, the need for additional training, and adjustments to internal policies. However, with strong support from management and the provision of continuous training, resistance can be minimized. A study by Pratama et al. (2021) emphasized that training and management involvement in IT service development are essential to ensure successful adoption of ITIL principles.

Increased Operational Efficiency and Risk Reduction

The implementation of ITIL helps reduce the time required to respond to IT incidents, reduce service error rates, and improve the quality standards of services provided. This operational efficiency not only increases productivity but also reduces operational risks that may occur due to IT service disruptions (Marnewick & Labuschagne, 2020). In the context of business intelligence, better risk management means that the data used for analysis is more reliable, as well as the integrity of the information is more assured. Thus, business decisions made based on data are more accurate and strategic. BRI's information system utilizes big data and analytics technology to understand customer behavior patterns. With this business intelligence, BRI can create more personalized products and services and provide a quick response to market needs.

4. DISCUSSION

ITIL implementation has a broad and strategic impact on IT service governance in organizations. As a framework that prioritizes service lifecycle management, ITIL enables organizations to integrate IT services with their business strategies efficiently and effectively. One important aspect highlighted by this study is the importance of a data-driven approach in every stage of the IT service process. Data is a key element in analyzing customer needs, evaluating service performance, and planning future service development (Laudon & Laudon, 2020).

This study also highlights that ITIL implementation requires flexibility to be tailored to the specific needs of the organization. Each organization has a different work culture, resources, and goals, so the ITIL approach needs to be adapted to be relevant and effective. Research from Heikkinen et al. (2020) emphasized that one of the main challenges in implementing ITIL is the lack of adaptation to organizational characteristics, which can cause obstacles in implementation. The implementation of information technology governance at BRI shows strong relevance to ITIL principles, especially in improving service quality and operational efficiency. Through a service-based approach, BRI is able to align technology with the company's strategic needs and customer expectations.

One of the main elements of ITIL is user-centric service management. Platforms such as BRImo reflect the application of this principle, where ease of access, speed of service, and user experience are top priorities. Through service request management, BRI can monitor and respond to customer needs in real-time. By using ITIL principles, BRI ensures that its technology services are managed optimally. Functions such as incident management and problem management enable BRI to detect and address technical issues before they impact customers, thereby maintaining system reliability and increasing user trust.

BRI has utilized business intelligence to process transaction data and customer behavior into useful information for decision making. With the help of analytics, the bank is able to identify market opportunities, create product innovations, and develop effective marketing strategies. This shows the synergy between good IT governance and the application of business intelligence. ITIL-based IT governance provides a strong foundation for BRI to remain competitive in the era of digital banking. By implementing a systematic framework, BRI can innovate quickly without sacrificing service reliability, thereby increasing competitiveness in both domestic and international markets.

The success of ITIL implementation is not only seen from the increase in operational efficiency but also from the increase in added value provided to customers. Business intelligence as part of an organizational strategy is highly dependent on the efficiency of IT services. By integrating BI into an IT governance strategy based on ITIL, Bank Rakyat Indonesia can increase its competitiveness through decision making based on accurate data and insights (Turban et al., 2018). Thus, ITIL is not only a service management framework, but also a strategy for continuous service quality improvement. The implementation of ITIL at Bank Rakyat Indonesia shows that this framework is able to optimize IT services by increasing

operational efficiency and aligning services with changing business needs. One of the key factors to the success of ITIL is customer orientation and the ability to provide IT services that focus on end-user needs. With this approach, organizations are able to provide more responsive, measurable, and efficient services that contribute to improving business intelligence performance (Zarvić & Stolze, 2020).

Business Intelligence (BI) requires accurate, relevant, and quickly accessible data. ITIL helps create a stable and trusted IT environment that supports good data management and enables more efficient data-driven decision making. Through the continuous improvement process set out in the ITIL service lifecycle, Bank Rakyat Indonesia can continue to optimize IT service performance by adjusting services according to business needs and the latest technology trends (Brinkkemper et al., 2021). This has implications for BI's ability to provide quality strategic insights to strengthen the organization's competitiveness in the market.

ITIL implementation also plays a role in risk management and information security management. In the context of Bank Rakyat Indonesia, structured IT governance helps reduce security risks and ensures compliance with applicable standards and regulations. Processes such as incident management, change management, and capacity management enable organizations to respond to security threats more quickly and reduce their potential impact (Disterer, 2019). Thus, business intelligence can operate in a secure and reliable environment, allowing for more consistent and reliable data processing.

The ITIL framework recommends periodic service performance evaluation to ensure that IT services continue to evolve and remain relevant to business needs. In the context of business intelligence, IT service performance evaluation includes analysis of infrastructure performance, effectiveness of data management processes, and service user satisfaction. This measurement and evaluation allows organizations to identify areas for improvement and implement appropriate changes (Van Bon et al., 2020). Bank Rakyat Indonesia, through the implementation of this evaluation process, can continue to improve service quality and better utilize data to support sustainable business strategies.

The implementation of ITIL in IT service governance opens up opportunities for further development, including integration with new technologies such as artificial intelligence (AI) and machine learning (ML). By integrating these technologies, Bank Rakyat Indonesia can further strengthen its analytical capabilities, improve business predictions, and accelerate data-

based decision-making processes. This will support smarter, more adaptive business intelligence that is better able to respond to market changes (Schmarzo, 2019).

5. CONCLUSION

This study evaluates the governance of Information Technology (IT) services at Bank Rakyat Indonesia using the ITIL framework to improve the efficiency of IT services in supporting business intelligence (BI) processes. The results of the study indicate that the implementation of ITIL has a significant impact on improving the operational efficiency of IT services, risk management, and alignment of IT service strategies with dynamic business needs. The ITIL framework enables organizations to improve responsiveness, reduce problem resolution time, and increase service reliability, which contribute to better business intelligence performance. The implementation of effective change management, ongoing training, and management and employee involvement are important factors in the success of this implementation.

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