แนวทางการบริหารด้าน IT
IT Management

using COBIT5 & ITIL

How to make IT and Business align?

How can I do IT better?

How can I manage IT cheaper?

How can I fix IT faster?

How can I control change of IT smoother?

What is IT Components?

Best Practices

ITIL
IT Infrastructure Library

Frameworks

COBIT 5
Control Objectives for Information and Related Technology

Business view
NOT only IT view

IT does not understand Business.

UNDERSTAND

IT have to learn how business run
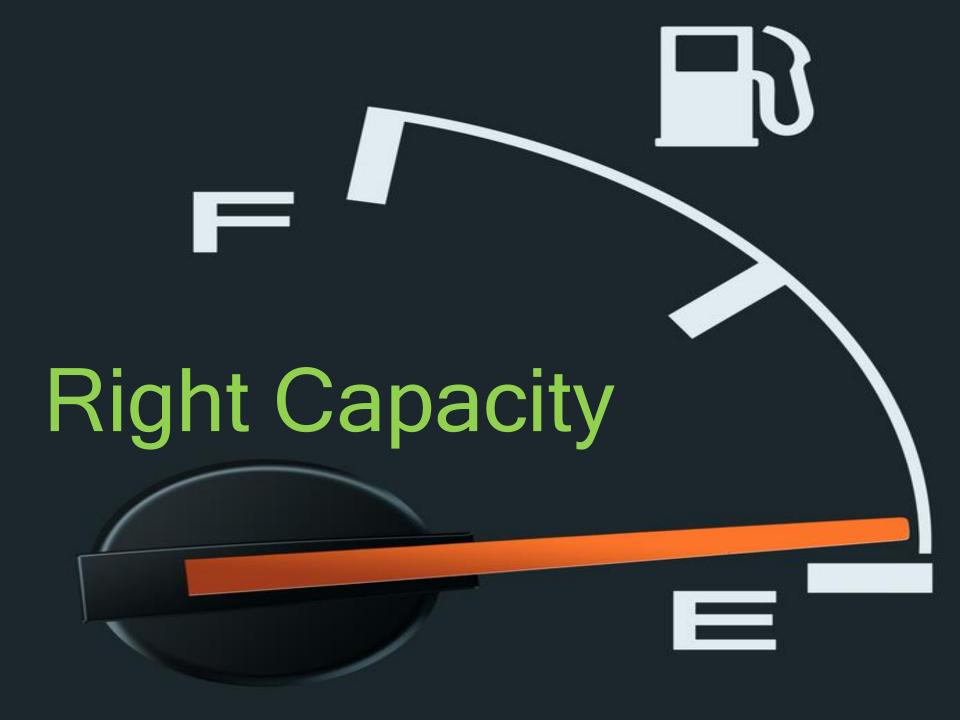
LEARN

Value

Mastering complexity

Security | Regulatory compliance

Aligning IT with business

Optimizing costs

Keeping IT running

Challenges

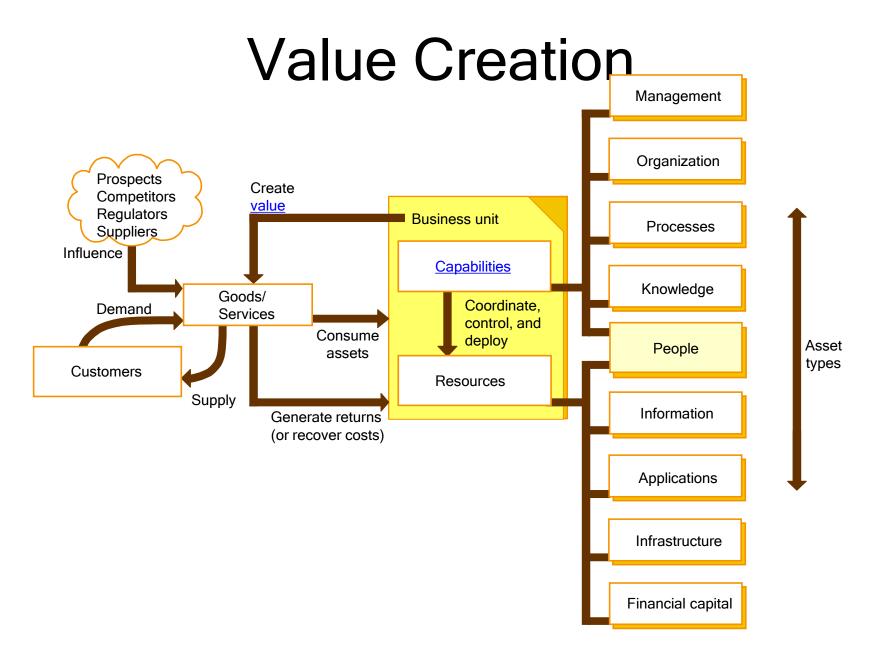Right Capacity

Operational excellence

Enable business success factors

Do it well and do it once

Continuous improvement targets

Value Creation

IT AGE

- งานสนับสนุน (เงินเดือน / พิมพ์)

- กระบวนการทางธุรกิจ (ธุรกิจหลัก / การคำนวณ)

- ธุรกิจที่ใช้ไอทีในการสร้างตลาดใหม่ / ผลิตภัณฑ์ใหม่และการสร้างกำไร
  - จองห้องพักผ่านทาง**internet**ไม่ใช้คนมากขึ้น
  - แปลก แต่การทำงานได้
  - บัตรเอทีเอ็ม
  - เติมน้ำมันด้วยตนเองที่สถานีบริการน้ำมัน
  - ซื้อ**/**ขายผ่าน **Internet**

What is ITIL   ?

- Bring into line IT services with business wishes

- A set of best practises not fixed instructions

- Provides guidance not a step-by step manual

- Providing optimal service provision at a reasonable cost

- A non-proprietary set of best practices – public domain

Benefits

- ลดค่าใช้จ่าย (ค่าใช้จ่ายที่เหมาะสมโครงสร้างพื้นฐานด้านไอที)

- บริการไอทีที่ดี ผ่านการใช้กระบวนการที่พิสูจน์ว่าดีที่สุดในการปฏิบัติ

- มาตรฐานและแนวทาง

- **Support** เชื่อถือได้มากขึ้นโดยกระบวนการเช่น Incident Mgt Problem Mgt เคาน์เตอร์เซอร์วิส,

- ผลผลิตที่เพิ่มขึ้นของธุรกิจและ พึงพอใจของลูกค้าที่เพิ่มขึ้

- พนักงานทำงานได้ดีขึ้น

Businesses are turning to...

- Framework กรอบกระบวนการ

- การปรับปรุงกระบวนการ การปรับปรุงคุณภาพอย่างต่อเนื่อง

- การปฏิบัติที่ดีที่สุด ที่มีคุณภาพ ได้รับการพิสูจน์

- เข้าใจวัตถุประสงค์ร่วมกัน

Process best practices

- Pay sufficient attention to (allocation of) roles
- Clearly define tasks, authorities and responsibilities
- Ensure inputs and outputs are established
- Do not allow process by-passing
- Do not reinvent the wheel

DO NOT FORGET COMMUNICATION!

Adopt and Adapt

- Not just adopt
- Please also adapt

An Introduction to
IT Service Management

Why IT Service Management

- Increased dependency on IT services
- Higher visibility of IT service failure
- Increased complexity of IT services
- Higher level of customer expectations
- External influences due to untied customers
- Charging for IT services

Goals of IT Service Management

- ความเข้าใจที่ชัดเจนของความสามารถด้านไอที

- เข้าใจความต้องการของลูกค้า

- การใช้วิธีการเป็นมืออาชีพและกระบวนการ

- มุ่งเน้นคุณค่าทางธุรกิจด้วยคุณภาพและความพร้อมของการให้บริการ

- การปรับปรุงระดับความพึงพอใจของลูกค้า

- แรงบันดาลใจในการพัฒนาพนักงานด้านไอทีให้ทำงานดียิ่งขึ้น

- ช่วยเพิ่มผลกำไรขององค์กร

Why ITIL for Service Management?

- Best Practices
- Non-Proprietary/Non-Prescriptive
- Guidance, not regulations
- Innovative

ITIL v3

Overview of ITIL Key Concepts

RACI Model

R – Responsible

- The person or people responsible for getting the job done

A – Accountable

- Only 1 person can be accountable for each task

C – Consulted

- Involvement through input of knowledge and information

I – Informed

- Receiving information about process execution and quality

Lifecycle: Five phases

Strategy
- Working with the business to plan appropriately for both long- and short- term service needs

Design
- Planning and architecting services that fall within the business's strategy

Transition
- Moving planned business initiatives to live status
- Retiring old services no longer of value to the business
- Improving services to keep required competitive levels

Operation
- Managing the services currently utilized by the business

Continual Service Improvement
- Implemented as part of every process

Benefits of ITIL

- Best Practices
- Lifecycle Approach
- Better Integration
  - Business Services
  - IT Services
  - IT Functions
- Focus on Value of Service
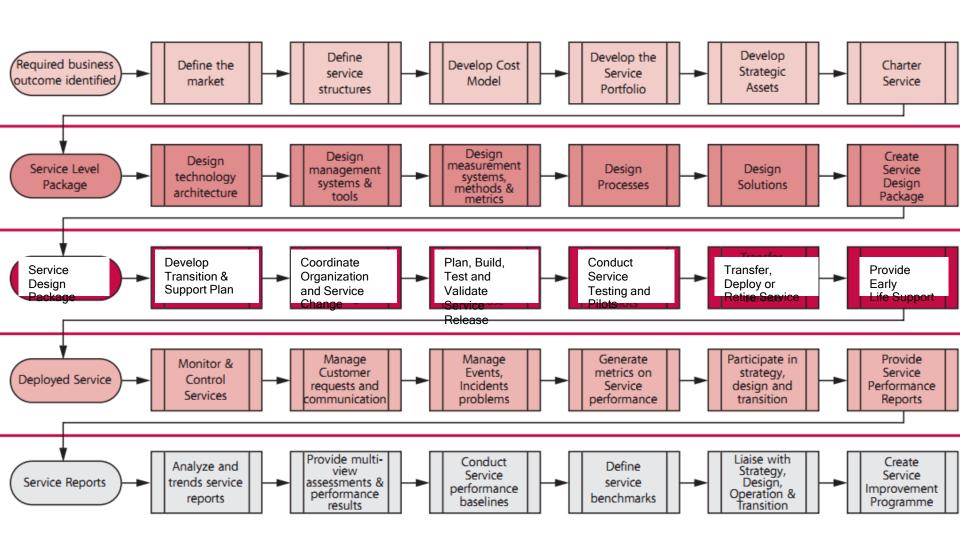
Process Model

Process Control

Process Policy

Process Owner

Process Objectives

Triggers

Process Documentation

Process Feedback

Process

Process Metric

Process Activities

Process Roles

Process Inputs

Process Procedures

Process Improvements

Process Outputs

Process Work Instructions

Including process reports and reviews

Process Enablers

Process Resources

Process Capabilities

ITIL 3

- Strategy
  - Working with the business to plan appropriately for both long- and short-term service needs
- Design
  - Planning and architecting services that fall within the business's strategy
- Transition
  - Moving planned business initiatives to live status
  - Retiring old services no longer of value to the business
  - Improving services to keep the business at or above required competitive levels
- Operation
  - Managing the services currently utilized by the business
- Continual Service Improvement
  - Implemented as part of every process

Main practice elements

Required business outcome identified	Define the market	Define service structures	Develop Cost Model	Develop the Service Portfolio	Develop Strategic Assets	Charter Service
Service Level Package	Design technology architecture	Design management systems & tools	Design measurement systems, methods & metrics	Design Processes	Design Solutions	Create Service Design Package
Service Design Package	Develop Transition & Support Plan	Coordinate Organization and Service Change	Plan, Build, Test and Validate Service Release	Conduct Service Testing and Pilots	Transfer, Deploy or Retire Service	Provide Early Life Support
Deployed Service	Monitor & Control Services	Manage Customer requests and communication	Manage Events, Incidents problems	Generate metrics on Service performance	Participate in strategy, design and transition	Provide Service Performance Reports
Service Reports	Analyze and trends service reports	Provide multi-view assessments & performance results	Conduct Service performance baselines	Define service benchmarks	Liaise with Strategy, Design, Operation & Transition	Create Service Improvement Programme

Service Strategy

- Financial Management
- Service Portfolio Management
- Demand Management

Service Portfolio Management

Service Pipeline

- The Service Pipeline contains details of business needs, such as Services that have yet to be released into the live environment.
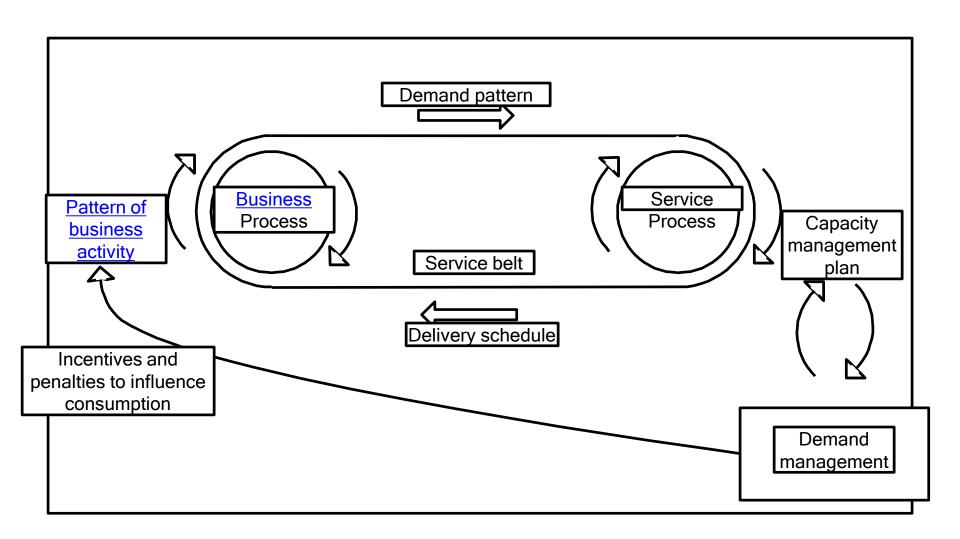
Service Catalogue

- The Service Catalogue contains details of all Services that are visible to the customer.

Retired Services

- Retired services are those Services that are no longer available or are in use.

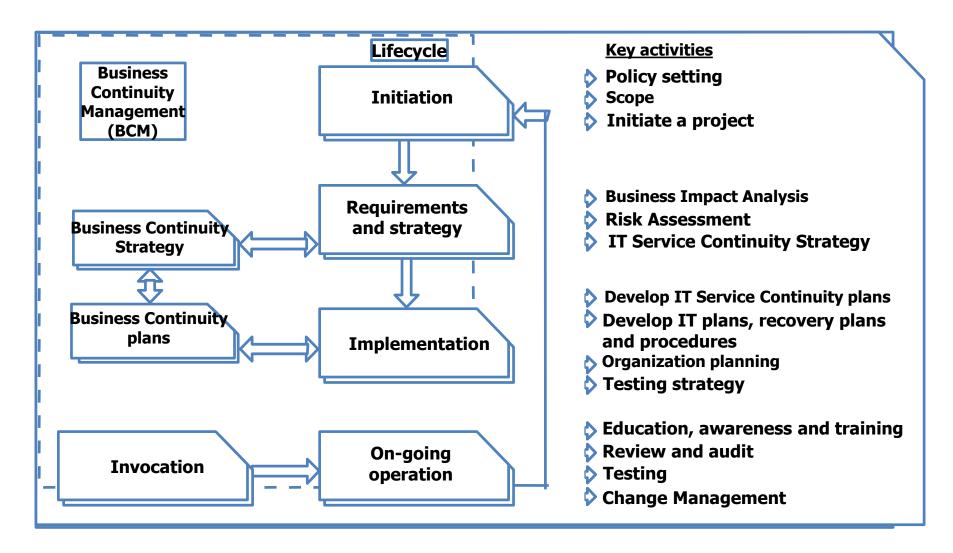# Demand Management

Service Design

- Service Catalog Management
- Service Level Management
- Availability Management
- Capacity Management
- IT Service Continuity Management
- Supplier Management
- Information Security Management

IT Service Continuity Management

Business Continuity Management (BCM)

Lifecycle

- Initiation
- Requirements and strategy
- Implementation
- On-going operation

Business Continuity Strategy

Business Continuity plans

Invocation

Key activities

- Policy setting
- Scope
- Initiate a project

- Business Impact Analysis
- Risk Assessment
- IT Service Continuity Strategy

- Develop IT Service Continuity plans
- Develop IT plans, recovery plans and procedures
- Organization planning
- Testing strategy

- Education, awareness and training
- Review and audit
- Testing
- Change Management

Service Transition

- Asset and Configuration Management
- Change Management
- Knowledge Management
- Transition Planning and Support
- Release and Deployment Management
- Validation and Testing
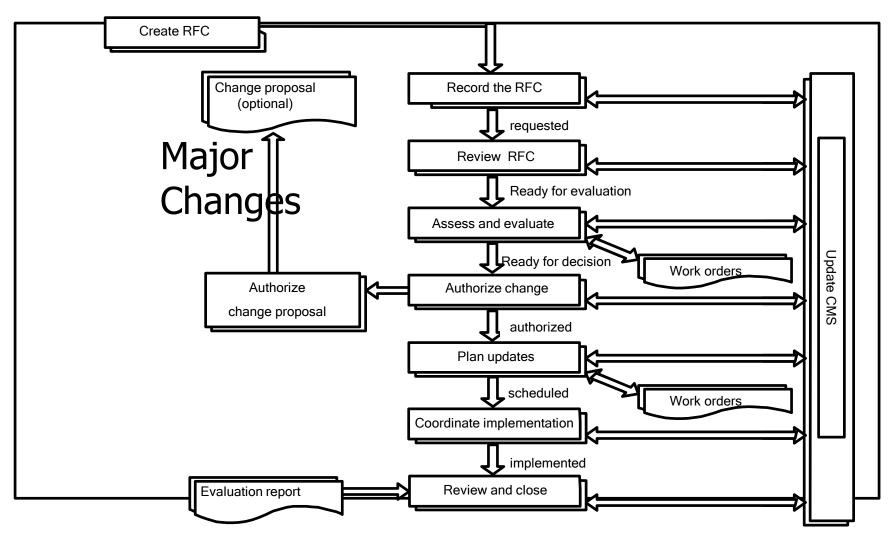- Evaluation

DML (Definitive Media Library)

Licenses

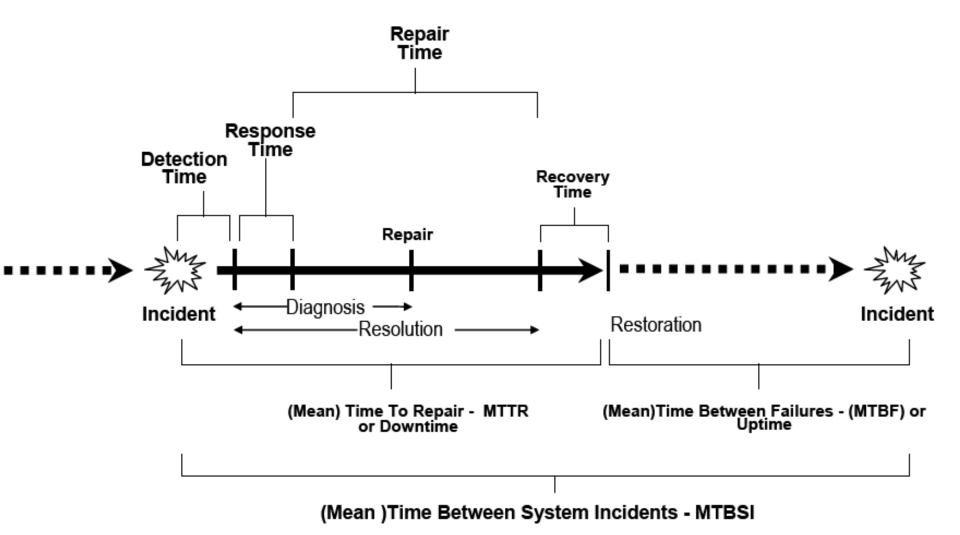Authorized

Document & Configuration

Single Logical Storage

Normal change

Create RFC

Change proposal
(optional)

Record the RFC

requested

Review RFC

Ready for evaluation

Major
Changes

Assess and evaluate

Ready for decision

Work orders

Authorize
change proposal

Authorize change

authorized

Plan updates

scheduled

Work orders

Coordinate implementation

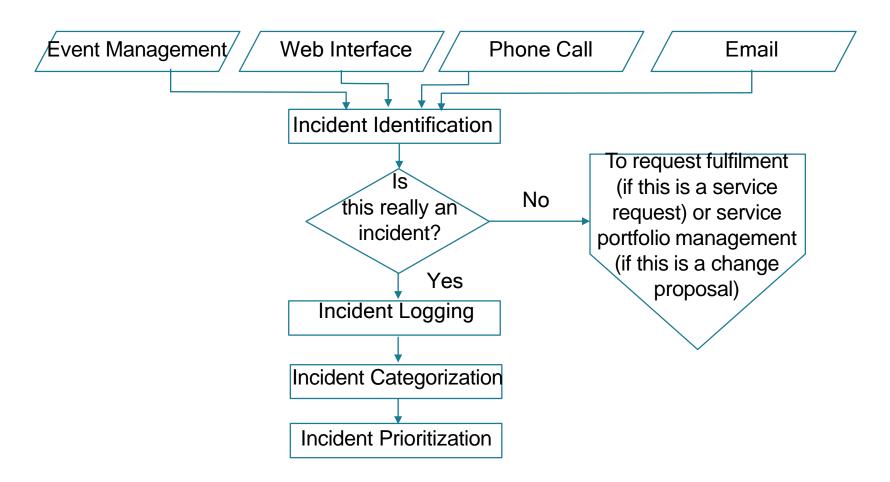implemented

Evaluation report

Review and close

Update CMS

Service Operation

- Incident Management

- Problem Management

- Request Fulfillment

- Event Management

- Access Management

Incident Life Cycle Map
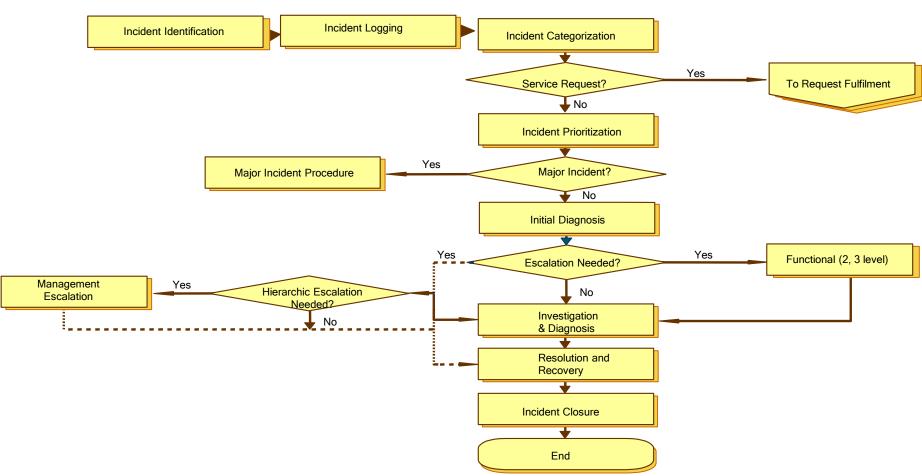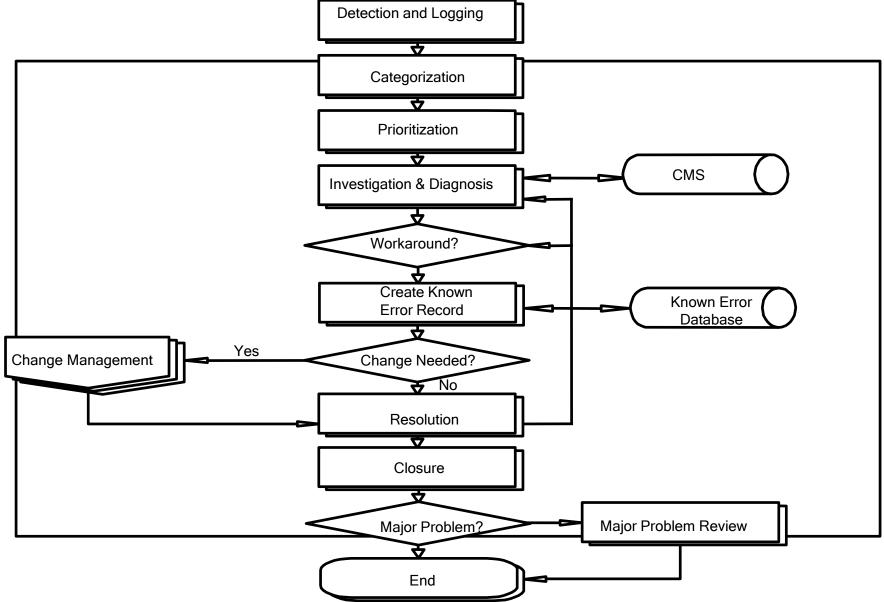
Different Channel for Report Incident

Event Management | Web Interface | Phone Call | Email

↓

Incident Identification

↓

Is this really an incident? ──No──→ To request fulfilment (if this is a service request) or service portfolio management (if this is a change proposal)

│ Yes
↓

Incident Logging

↓

Incident Categorization

↓

Incident Prioritization

Incident Management Workflow

Problem Management

Detection and Logging

↓

Categorization

↓

Prioritization

↓

Investigation & Diagnosis → CMS

↓

Workaround?

↓

Create Known Error Record → Known Error Database

↓

Change Needed? — Yes → Change Management

No ↓

Resolution

↓

Closure

↓

Major Problem? → Major Problem Review

↓

End

กระบวนการ Event Management

- Scope focused on specific events vs. general monitoring
  - Early Detection – Preventative
- Basis for key automated operations
  - Detect
  - Make sense of
  - Act on
- Classifications based on significance:
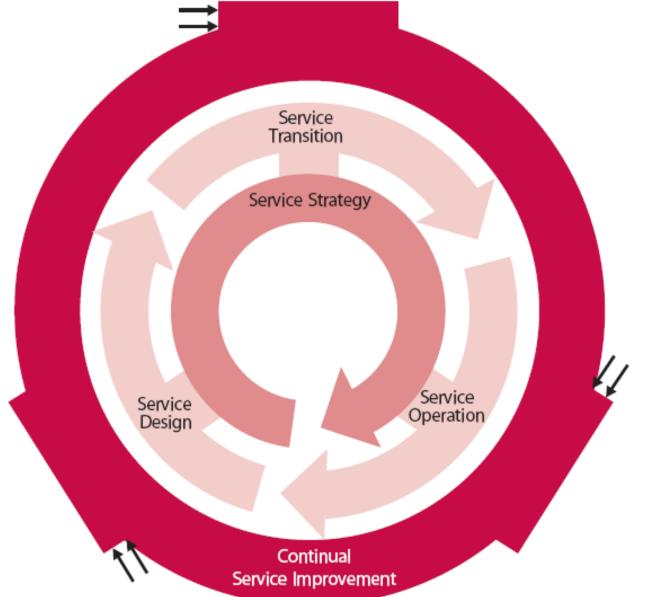 - Informational
  - Warnings
  - Exceptions

กระบวนการ Access Management

- Access Rights
  - Verification of legitimacy of requests
  - Monitoring Identity Status
  - Logging and Tracking Access
  - Granting/Removing/Restricting
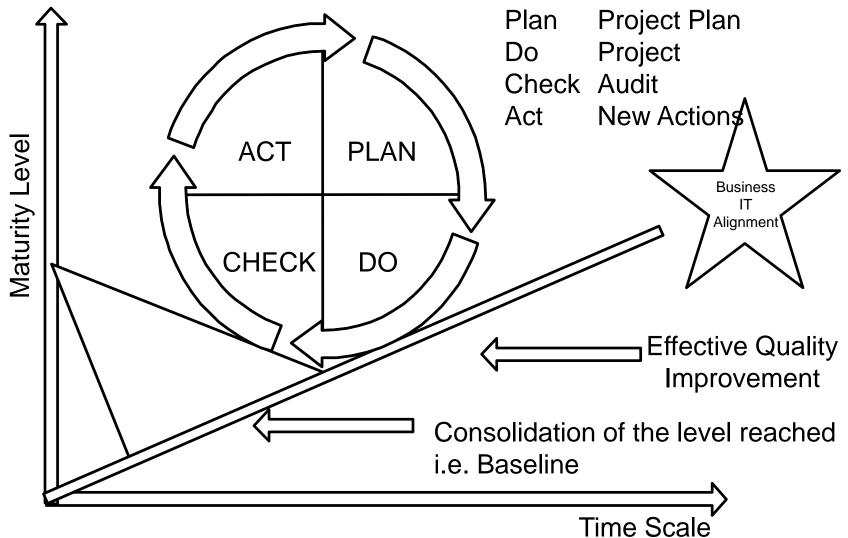
Service Desk

- Single Point of Contact for User Community

- Manages Incidents and Service Requests
  - First level of support
  - Escalates as agreed
  - Keeps users informed
  - Closes

- Conducts Satisfaction Surveys

- Communicates with Users

Continual Service Improvement

Constant Improvement: Deming

Continuous quality control and consolidation
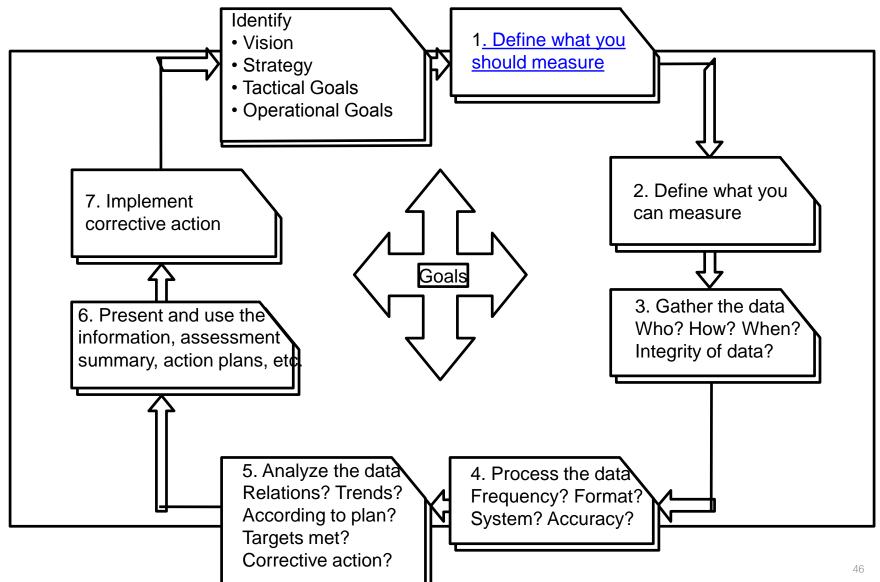
Plan   Project Plan
Do   Project
Check Audit
Act   New Actions

ACT   PLAN

CHECK   DO

Business
IT
Alignment

Maturity Level

Effective Quality Improvement

Consolidation of the level reached i.e. Baseline

Time Scale

CSI Model 6Step!!!

What is the vision? ⇄ Business vision, mission, goals and objectives

Where are we now? ⇄ Baseline assessments

Where do we want to be? ⇄ Measurable targets

How do we get there? ⇄ Service & process improvement

Did we get there? ⇄ Measurements & metrics

How do we keep the momentum going?

45

7 Steps of Improvement

Identify
- Vision
- Strategy
- Tactical Goals
- Operational Goals

1. Define what you should measure

2. Define what you can measure

7. Implement corrective action

Goals

3. Gather the data
Who? How? When?
Integrity of data?

6. Present and use the information, assessment summary, action plans, etc.

5. Analyze the data
Relations? Trends?
According to plan?
Targets met?
Corrective action?

4. Process the data
Frequency? Format?
System? Accuracy?

Governance

Enterprise Governance

Corporate Governance
i.e. Conformance

Business Governance
i.e. Performance

Accountability
Assurance

Value Creation
Resource Utilization

IT governance creates value for the enterprise by:

IT Reality Period

IT Honeymoon Period

Human Ability

IT Complexity

1998

Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor

EDM01 Ensure Governance Framework Setting and Maintenance	**EDM02** Ensure Benefits Delivery	**EDM03** Ensure Risk Optimisation	**EDM04** Ensure Resource Optimisation	**EDM05** Ensure Stakeholder Transparency

Align, Plan and Organise

APO01 Manage the IT Management Framework	**APO02** Manage Strategy	**APO03** Manage Enterprise Architecture	**APO04** Manage Innovation	**APO05** Manage Portfolio	**APO06** Manage Budget and Costs	**APO07** Manage Human Resources
APO08 Manage Relationships	**APO09** Manage Service Agreements	**APO10** Manage Suppliers	**APO11** Manage Quality	**APO12** Manage Risk	**APO13** Manage Security	

Build, Acquire and Implement

BAI01 Manage Programmes and Projects	**BAI02** Manage Requirements Definition	**BAI03** Manage Solutions Identification and Build	**BAI04** Manage Availability and Capacity	**BAI05** Manage Organisational Change Enablement	**BAI06** Manage Changes	**BAI07** Manage Change Acceptance and Transitioning
BAI08 Manage Knowledge	**BAI09** Manage Assets	**BAI010** Manage Configuration				

Deliver, Service and Support

DSS01 Manage Operations	**DSS02** Manage Service Requests and Incidents	**DSS03** Manage Problems	**DSS04** Manage Continuity	**DSS05** Manage Security Services	**DSS06** Manage Business Process Controls

Monitor, Evaluate and Assess

MEA01 Monitor, Evaluate and Assess Performance and Conformance
MEA02 Monitor, Evaluate and Assess the System of Internal Control
MEA03 Monitor, Evaluate and Assess Compliance With External Requirements

Processes for Management of Enterprise IT

Figure 4—COBIT 5 Goals Cascade Overview

Workshop :Stakeholder Needs

- How do I get value from the use of IT? Are end users satisfied with the quality of the IT service?

- How do I manage performance of IT?

- How can I best exploit new technology for new strategic opportunities?

- How do I best build and structure my IT department?

- How dependent am I on external providers? How well are IT outsourcing agreements being managed? How do I obtain assurance over external providers?

- What are the (control) requirements for information?

- Did I address all IT-related risk?

- ฉันจะได้รับคุณค่าจากการใช้ไอทีหรือไม่ ผู้ใช้พอใจกับคุณภาพของบริการไอที?

- ฉันจะจัดการประสิทธิภาพการทำงานของไอทีได้อย่างไร

- ฉันจะใช้ประโยชน์จากเทคโนโลยีใหม่เพื่อโอกาสในเชิงยุทธศาสตร์ใหม่ได้ดีที่สุดได้อย่างไร

- ฉันจะสร้างและโครงสร้างของแผนกไอทีของฉันให้ดีที่สุดได้อย่างไร

- ฉันพึ่งพาผู้ให้บริการภายนอกมากแค่ไหน ข้อตกลงการจ้างIT ภายนอกมีการจัดการได้ดีเพียงใด ฉันจะเชื่อมั่นผู้ให้บริการภายนอกได้มากน้อยเพียงใด

- ความต้องการการควบคุมข้อมูลเป็นอย่างไร?

- ฉันระบุความเสี่ยงทั้งหมดที่เกี่ยวข้องกับ ITครบหรือยัง?

Workshop :Stakeholder Needs

- Am I running an efficient and resilient IT operation?

- How do I control the cost of IT? How do I use IT resources in the most effective and efficient manner? What are the most effective and efficient sourcing options?

- Do I have enough people for IT? How do I develop and maintain their skills, and how do I manage their performance?

- How do I get assurance over IT?

- ฉันดำเนินงาน IT ที่มีประสิทธิภาพและมีความยืดหยุ่นหรือไม่?

- ฉันจะควบคุมค่าใช้จ่ายของไอทีได้อย่างไร ฉันใช้ทรัพยากรไอทีอย่างมีประสิทธิผลและมีประสิทธิภาพ สูงสุดหรือไม่? Sourcingแบบใดมีประสิทธิผลและมีประสิทธิภาพสูงสุดในงานของฉัน?

- ฉันมีคนพอสำหรับไอทีหรือไม่ ฉันจะพัฒนาและรักษาทักษะของพวกเขาและจัดการประสิทธิภาพการทำงานของพวกเขาได้อย่างไร

- ฉันจะมั่นใจในไอทีได้อย่างไร

Workshop :Stakeholder Needs

- Is the information I am processing well secured?
- How do I improve business agility through a more flexible IT environment?
- Do IT projects fail to deliver what they promised–and if so, why? Is IT standing in the way of executing the business strategy?
- How critical is IT to sustaining the enterprise? What do I do if IT is not available?
- What concrete vital primary business processes are dependent on IT, and what are the requirements of business processes?

- ข้อมูลที่ประมวลผลมีการรักษาความปลอดภัยดีหรือไม่

- ฉันจะปรับปรุงธุรกิจให้คล่องตัวโดยใช้ITให้มีความคล่องตัวยืดหยุ่นมากขึ้นได้อย่างไร

- มีโครงการด้านไอทีที่ไม่สามารถส่งมอบสิ่งที่พวกเขาสัญญาไหมและถ้ามี ทำไม หรือ ไอทีขัดขวางการดำเนินกลยุทธ์ทางธุรกิจเสียเอง

- ไอทีมีความสำคัญต่อองค์กรเพียงใด? ถ้าไอทีไม่สามารถใช้ได้จะเป็นอย่างไร

- งานที่สำคัญหลักของกระบวนการทางธุรกิจมีอะไรบ้างขึ้นอยู่กับไอที และอะไรคือสิ่งที่ธุรกิจต้องการจากไอที?

Workshop :Stakeholder Needs

- What has been the average overrun of the IT operational budgets? How often and how much do IT projects go over budget?

- How much of the IT effort goes to fighting fires rather than to enabling business improvements?

- Are sufficient IT resources and infrastructure available to meet required enterprise strategic objectives?

- How long does it take to make major IT decisions?

- Are the total IT effort and investments transparent?

- Does IT support the enterprise in complying with regulations and service levels? How do I know whether I am compliant with all applicable regulations?

- เงินที่ใช้เกินงบประมาณ เฉลี่ยแล้วเป็นกี่เปอร์เซนต์ของงบประมาณในการดำเนินงาน IT? บ่อยแค่ไหนและมากเท่าไรที่โครงการด้านไอทีที่มักใช้เงินเกินงบประมาณ?

- ไอทีใช้ความพยายามไปแก้ปัญหาฉุกเฉินมากกว่าที่จะช่วยให้การปรับปรุงธุรกิจมากเพียงใด

- ทรัพยากรไอทีและโครงสร้างพื้นฐานที่มีอยู่เพียงพอที่จะตอบสนองวัตถุประสงค์เชิงกลยุทธ์ขององค์กรหรือไม่

- ใช้เวลานานแค่ไหนในการตัดสินใจเรื่องใหญ่ๆทางไอที?

- การใช้ทรัพยากรไอทีทั้งหมดและการลงทุนไอทีโปร่งใสหรือไม่

- ไอที สนับสนุนองค์กรในการปฏิบัติตามกฎระเบียบและระดับการให้บริการหรือไม่ ฉันจะรู้ว่าฉันสอดคล้องกับกฎระเบียบที่บังคับใช้ทั้งหมดได้อย่างไร

Appendix D

Figure 24—Mapping COBIT 5 Enterprise Goals to Governance and Management Questions																	
STAKEHOLDER NEEDS	Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process functionality	Optimisation of business process costs	Managed business change programmes	Operational and staff productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
How do I get value from the use of IT? Are end users satisfied with the quality of the IT service?	■	■				■	■						■			■	■
How do I manage performance of IT?		■			■				■	■	■	■		■			
How can I best exploit new technology for new strategic opportunities?	■	■						■					■				■
How do I best build and structure my IT department?								■			■	■	■		■	■	■

STAKEHOLDER NEEDS	Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process functionality	Optimisation of business process costs	Managed business change programmes	Operational and staff productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
How dependent am I on external providers? How well are IT outsourcing agreements being managed? How do I obtain assurance over external providers?			■	■						■							
What are the (control) requirements for information?				■					■						■		
Did I address all IT-related risk?			■				■		■						■		
Am I running an efficient and resilient IT operation?					■		■										
How do I control the cost of IT? How do I use IT resources in the most effective and efficient manner? What are the most effective and efficient sourcing options?										■		■		■			
Do I have enough people for IT? How do I develop and maintain their skills, and how do I manage their performance?										■		■		■			
How do I get assurance over IT?				■											■		

STAKEHOLDER NEEDS	Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process functionality	Optimisation of business process costs	Managed business change programmes	Operational and staff productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
Is the information I am processing well secured?				■			■								■		
How do I improve business agility through a more flexible IT environment?	■							■								■	■
Do IT projects fail to deliver what they promised—and if so, why? Is IT standing in the way of executing the business strategy?	■	■	■					■			■	■	■				
How critical is IT to sustaining the enterprise? What do I do if IT is not available?	■						■										

STAKEHOLDER NEEDS	Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process functionality	Optimisation of business process costs	Managed business change programmes	Operational and staff productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
What concrete vital primary business processes are dependent on IT, and what are the requirements of business processes?	■	■									■	■					
What has been the average overrun of the IT operational budgets? How often and how much do IT projects go over budget?					■					■		■		■			
How much of the IT effort goes to fighting fires rather than to enabling business improvements?		■	■									■					
Are sufficient IT resources and infrastructure available to meet required enterprise strategic objectives?		■			■					■		■					
How long does it take to make major IT decisions?	■	■			■			■									
Are the total IT effort and investments transparent?		■		■	■										■		

Enterprise goals

- Enterprise goals are structured as a balanced scorecard:
  - Financial
  - Customer
  - Internal
  - Learning and growth
- The 17 generic enterprise goals identified by COBIT span these 4 dimensions

Figure 5—COBIT 5 Enterprise Goals

BSC Dimension	Enterprise Goal	Relation to Governance Objectives		
		Benefits Realisation	Risk Optimisation	Resource Optimisation
Financial	1. Stakeholder value of business investments	P		S
	2. Portfolio of competitive products and services	P	P	S
	3. Managed business risk (safeguarding of assets)		P	S
	4. Compliance with external laws and regulations		P	
	5. Financial transparency	P	S	S
Customer	6. Customer-oriented service culture	P		S
	7. Business service continuity and availability		P	
	8. Agile responses to a changing business environment	P		S
	9. Information-based strategic decision making	P	P	P
	10. Optimisation of service delivery costs	P		P
Internal	11. Optimisation of business process functionality	P		P
	12. Optimisation of business process costs	P		P
	13. Managed business change programmes	P	P	S
	14. Operational and staff productivity	P		P
	15. Compliance with internal policies		P	
Learning and Growth	16. Skilled and motivated people	S	P	P
	17. Product and business innovation culture	P		

Figure 6—IT-related Goals		
IT BSC Dimension	**Information and Related Technology Goal**	
Financial	01	Alignment of IT and business strategy
	02	IT compliance and support for business compliance with external laws and regulations
	03	Commitment of executive management for making IT-related decisions
	04	Managed IT-related business risk
	05	Realised benefits from IT-enabled investments and services portfolio
	06	Transparency of IT costs, benefits and risk
Customer	07	Delivery of IT services in line with business requirements
	08	Adequate use of applications, information and technology solutions
Internal	09	IT agility
	10	Security of information, processing infrastructure and applications
	11	Optimisation of IT assets, resources and capabilities
	12	Enablement and support of business processes by integrating applications and technology into business processes
	13	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards
	14	Availability of reliable and useful information for decision making
	15	IT compliance with internal policies
Learning and Growth	16	Competent and motivated business and IT personnel
	17	Knowledge, expertise and initiatives for business innovation

Goals Cascade (Appendix B)

- The COBIT 5 goals cascade is the mechanism that translates stakeholders' needs into specific, actionable, and customized goals within the context of the enterprise.

- Achieving IT-related goals requires the successful application and use of a number of enablers.

- You can select specific enablers and their related goals for each enabler type in support of your IT-related goals.

		IT-related Goal	Enterprise Goal																
			Stakeholder value of business investments	Portfolio of competitive products and services	Managed business risk (safeguarding of assets)	Compliance with external laws and regulations	Financial transparency	Customer-oriented service culture	Business service continuity and availability	Agile responses to a changing business environment	Information-based strategic decision making	Optimisation of service delivery costs	Optimisation of business process functionality	Optimisation of business process costs	Managed business change programmes	Operational and staff productivity	Compliance with internal policies	Skilled and motivated people	Product and business innovation culture
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
			Financial					Customer					Internal					Learning and Growth	
Financial	01	Alignment of IT and business strategy	P	P	S			P	S	P	P	S	P	S	P			S	S
	02	IT compliance and support for business compliance with external laws and regulations			S	P											P		
	03	Commitment of executive management for making IT-related decisions	P	S	S					S	S		S		P			S	S
	04	Managed IT-related business risk			P	S		P	S		P				S		S	S	
	05	Realised benefits from IT-enabled investments and services portfolio	P	P				S		S		S	S	P		S			S
	06	Transparency of IT costs, benefits and risk	S		S		P				S	P		P					

65

		IT-related Goal	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
			Financial					Customer					Internal					Learning and Growth	
Customer	07	Delivery of IT services in line with business requirements	P	P	S	S		P	S	P	S		P	S	S			S	S
	08	Adequate use of applications, information and technology solutions	S	S	S			S	S		S	S	P	S		P		S	S
Internal	09	IT agility	S	P	S			S		P			P		S	S		S	P
	10	Security of information, processing infrastructure and applications			P	P		P									P		
	11	Optimisation of IT assets, resources and capabilities	P	S						S		P	S	P	S	S			S
	12	Enablement and support of business processes by integrating applications and technology into business processes	S	P	S			S		S		S	P	S	S	S			S
	13	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	P	S	S			S				S		S	P				
	14	Availability of reliable and useful information for decision making	S	S	S	S			P		P		S						
	15	IT compliance with internal policies			S	S										P			
Learning and Growth	16	Competent and motivated business and IT personnel	S	S	P			S		S						P		P	S
	17	Knowledge, expertise and initiatives for business innovation	S	P				S		P	S		S		S			S	P

Figure 23—Mapping COBIT 5 IT-related Goals to Processes

		IT-related Goal																
		Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
Evaluate, Direct and Monitor	EDM01 Ensure Governance Framework Setting and Maintenance	P	S	P	S	S	S	P		S	S	S	S	S	S	S	S	S
	EDM02 Ensure Benefits Delivery	P		S		P	P	P	S			S	S	S	S		S	P
	EDM03 Ensure Risk Optimisation	S	S	S	P		P	S	S		P			S	S	P	S	S
	EDM04 Ensure Resource Optimisation	S		S	S	S	S	S	S	P		P		S			P	S
	EDM05 Ensure Stakeholder Transparency	S	S	P			P	P						S	S	S		S

67

			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
Align, Plan and Organise	APO001	Manage the IT Management Framework	P	P	S	S			S		P	S	P	S	S	S	P	P	P
	APO002	Manage Strategy	P		S	S	S		P	S	S		S	S	S	S	S	S	P
	APO003	Manage Enterprise Architecture	P		S	S	S	S	S	S	P	S	P	S		S			S
	APO004	Manage Innovation	S			S	P			P	P		P	S		S			P
	APO005	Manage Portfolio	P		S	S	P	S	S	S			S		P				S
	APO006	Manage Budget and Costs	S		S	S	P	P	S	S			S		S				
	APO007	Manage Human Resources	P	S	S	S			S		S	S	P		P		S	P	P
	APO008	Manage Relationships	P		S	S	S	S	P	S			S	P	S		S	S	P
	APO009	Manage Service Agreements	S		S	S	S	S	P	S	S	S	S		S	P	S		
	APO010	Manage Suppliers		S		P	S	S	P	S	P	S	S		S	S	S		S
	APO011	Manage Quality	S	S		S	P		P	S	S		S		P	S	S	S	S
	APO012	Manage Risk		P		P		P	S	S	S	P			P	S	S	S	S
	APO013	Manage Security		P		P		P	S	S		P				P			

			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
	BAI01	Manage Programmes and Projects	P		S	P	P	S	S	S			S		P			S	S
	BAI02	Manage Requirements Definition	P	S	S	S	S		P	S	S	S	S	P	S	S			S
	BAI03	Manage Solutions Identification and Build	S			S	S		P	S			S	S	S	S			S
	BAI04	Manage Availability and Capacity				S	S		P	S	S		P		S	P			S
Build, Acquire and Implement	BAI05	Manage Organisational Change Enablement	S		S		S		S	P	S		S	S	P				P
	BAI06	Manage Changes			S	P	S		P	S	S	P	S	S	S	S	S		S
	BAI07	Manage Change Acceptance and Transitioning				S	S		S	P	S			P	S	S	S		S
	BAI08	Manage Knowledge	S				S		S	S	P	S	S			S		S	P
	BAI09	Manage Assets		S		S		P	S			S	P			S	S		
	BAI10	Manage Configuration		P		S		S			S	S	S	P		P	S		

	COBIT 5 Process		Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
			Financial						Customer			Internal						Learning and Growth	
Deliver, Service and Support	DSS01	Manage Operations		S		P	S		P	S	S	S	P			S	S	S	S
	DSS02	Manage Service Requests and Incidents				P			P	S			S			S	S		S
	DSS03	Manage Problems		S		P	S		P	S	S		P	S		P	S		S
	DSS04	Manage Continuity	S	S		P	S		P	S	S	S	S	S		P	S	S	S
	DSS05	Manage Security Services	S	P		P			S	S			S	S		S	S		
	DSS06	Manage Business Process Controls		S		P			P	S		S	S	S		S	S	S	S

70

			IT-related Goal																
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
	COBIT 5 Process		Financial						Customer		Internal							Learning and Growth	
Monitor, Evaluate and Assess	MEA01	Monitor, Evaluate and Assess Performance and Conformance	S	S	S	P	S	S	P	S	S	S	P		S	S	P	S	S
	MEA02	Monitor, Evaluate and Assess the System of Internal Control		P		P		S	S	S		S				S	P		S
	MEA03	Monitor, Evaluate and Assess Compliance With External Requirements		P		P	S		S			S					S		S

Do Not Stop Improvement

Reference

- ITIL OGC
- COBIT5 ISACA