Mapeamento do sistema de governança e seus componentes – Fatores de projeto

Fatores do projeto – pg 21

- ➔ Estratégia da empresa
  - Foco no cliente / estabilidade: empresa possui foco em entrega de serviço consistente e de qualidade se preocupando menos com crescimento, mas sim com uma relação mais próxima com o cliente e sua manutenção (Client Service/Stability)
- ➔ Objetivos da empresa (ranqueado de acordo com o foco da empresa na área)
  - Compliance com as leis externas: por se tratar de uma empresa de contabilidade existe uma preocupação com as leis específicas aplicadas a esse tipo de serviço (CFC), associado a necessidade de constante atualização dos deveres de acordo com as mudanças do regime tributário (Governo / União) (Compliance with external laws and regulations)
    - Se a empresa é preocupada com o alinhamento a órgãos como o CFC é necessário garantir a segurança dos dados
  - Cultura orientada ao cliente: foco na aproximação das relações com o cliente para como estratégia de manutenção, foco em entregas de serviços com qualidade e de modo rápido. (Customer-oriented service culture)
  - Gerenciamento de risco: por se tratar de um perfil conservador a empresa busca manter um monitoramento ativo em mudanças no mercado que possam impactar seu cenário atual, tomando medidas que garantam o fluxo da empresa em caso de mudanças. (Managed business risk)
  - Disponibilidade dos serviços (Business service continuity and availability)
- ➔ Perfil de risco (ranqueado de acordo com a chance do cenário se materializar)
  - Tomada decisões relacionadas a TI: falha dos investimentos em TI para suportar a estratégia da TI na empresa
  - Incidentes relacionados a infreaestrutura
  - Ações não autorizadas
  - Ataques lógicos
  - Não compliance
  - Gerenciamento de dados e informações
- ➔ Problemas relacionados a informação e tecnologia
  - Incidentes relacionados a TI, perda de dados/documentos, indisponibilidade
  - Falha da TI no atendimento de regulamentações das stakeholders
  - Relutancia dos membros executivos no processo de melhoria da TI
  - Não compliance com leis relacionadas a segurança e privacidade de dados
- ➔ Cenário das ameaças
  - Alto
- ➔ Compliance
  - Alto
- ➔ Papel da TI

- Fábrica: a TI não faz parte no processo de inovação das práticas e serviços oferecidos pelo negócio, no entanto é essencial para seu funcionamento, tornando o processo indisponível caso algum problema ocorra

➔ Métodos de implementação de TI (IT Implementation Method)
- Não aplicável: não existe mecanismos implementação de software na empresa (utilização de softwares contratados e serviços tercerizados)

➔ Technology Adoption Strategy
- Slow adopter: perfil reativo em relação a aquisição de novas tecnologias (somente quando ocorre algum problema a empresa se preocupa com manutenção e aquisição)

➔ Entreprise size
- Médio e pequeno porte: possui doze funcionários

Sistema de Governança sob medida

Passo 1: Contexto e estratégia da empresa

- ➔ Estratégia da empresa
  - Foco no cliente / estabilidade: empresa possui foco em entrega de serviço consistente e de qualidade se preocupando menos com crescimento, mas sim com uma relação mais próxima com o cliente e sua manutenção (Client Service/Stability)

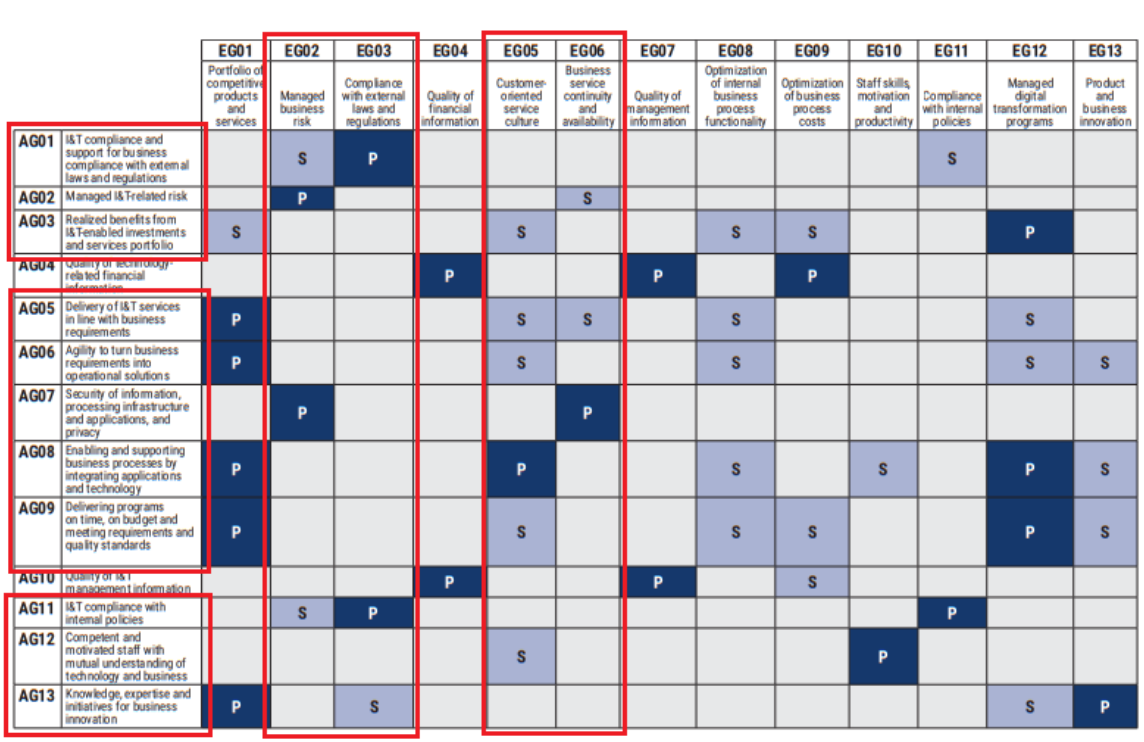
- ➔ Objetivos da empresa (ranqueado de acordo com o foco da empresa na área)
  - Compliance com as leis externas: por se tratar de uma empresa de contabilidade existe uma preocupação com as leis específicas aplicadas a esse tipo de serviço (CFC), associado a necessidade de constante atualização dos deveres de acordo com as mudanças do regime tributário (Governo / União) (Compliance with external laws and regulations)
    - Se a empresa é preocupada com o alinhamento a órgãos como o CFC é necessário garantir a segurança dos dados
  - Cultura orientada ao cliente: foco na aproximação das relações com o cliente para como estratégia de manutenção, foco em entregas de serviços com qualidade e de modo rápido. (Customer-oriented service culture)
  - Gerenciamento de risco: por se tratar de um perfil conservador a empresa busca manter um monitoramento ativo em mudanças no mercado que possam impactar seu cenário atual, tomando medidas que garantam o fluxo da empresa em caso de mudanças. (Managed business risk)
  - Disponibilidade dos serviços (Business service continuity and availability)

- ➔ Perfil de risco (ranqueado de acordo com a chance do cenário se materializar)
  - Tomada decisões relacionadas a TI: falha dos investimentos em TI para suportar a estratégia da TI na empresa
  - Incidentes relacionados a infreaestrutura
  - Ações não autorizadas
  - Ataques lógicos
  - Não compliance
  - Gerenciamento de dados e informações

- ➔ Problemas relacionados a informação e tecnologia
  - Incidentes relacionados a TI, perda de dados/documentos, indisponibilidade (Significant IT related incidents, such as data loss, security breaches, project failure, application errors, etc. linked to IT)
  - Falha da TI no atendimento de regulamentações das stakeholders (Failures to meet IT related regulatory or contractual requirements)
  - Relutancia dos membros executivos no processo de melhoria da TI (Reluctance by board members, executives or senior management to engage with IT, or lack of committed business sponsors for IT)
  - Não compliance com leis relacionadas a segurança e privacidade de dados (Ignorance and/or noncompliance with security and privacy regulations)

- ➔ Considerar a estratégia da empresa
  - Objetivos de governança e gerenciamento:
    - EDM02
    - APO08, APO09, APO11
    - BAI04
    - DSS02, DSS03, DSS04

- ➔ Considerar os objetivos da empresa e aplicar a cascata de objetivos
  - Seleção e ranqueamento de 3 a 5 principais objetivos:
    - Compliance com as leis externas (Compliance with external laws and regulations)
    - Cultura orientada ao cliente (Customer-oriented service culture)
    - Gerenciamento de risco (Managed business risk)
    - Disponibilidade dos serviços (Business service continuity and availability)
  - Mapeamento dos objetivos da empresa para objetivos de alinhamento



		EG01 Portfolio of competitive products and services	EG02 Managed business risk	EG03 Compliance with external laws and regulations	EG04 Quality of financial information	EG05 Customer-oriented service culture	EG06 Business service continuity and availability	EG07 Quality of management information	EG08 Optimization of internal business process functionality	EG09 Optimization of business process costs	EG10 Staff skills, motivation and productivity	EG11 Compliance with internal policies	EG12 Managed digital transformation programs	EG13 Product and business innovation
AG01	I&T compliance and support for business compliance with external laws and regulations		S	P								S		
AG02	Managed I&T-related risk		P				S							
AG03	Realized benefits from I&T-enabled investments and services portfolio	S				S			S	S			P	
AG04	Quality of technology-related financial information				P			P		P				
AG05	Delivery of I&T services in line with business requirements	P				S	S		S				S	
AG06	Agility to turn business requirements into operational solutions	P				S			S				S	S
AG07	Security of information, processing infrastructure and applications, and privacy		P				P							
AG08	Enabling and supporting business processes by integrating applications and technology	P				P			S		S		P	S
AG09	Delivering programs on time, on budget and meeting requirements and quality standards	P				S			S	S			P	S
AG10	Quality of I&T management information				P			P		S				
AG11	I&T compliance with internal policies		S	P								P		
AG12	Competent and motivated staff with mutual understanding of technology and business					S					P			
AG13	Knowledge, expertise and initiatives for business innovation	P		S									S	P

Figure A.2—Mapping Enterprise Goals to Alignment Goals

- The value “P” indicates there is an important relationship, i.e., the COBIT 5 process is a primary support for the achievement of an IT-related goal.
  The value “S” indicates there is still a strong, but less important, relationship, i.e., the COBIT 5 process is a secondary support for the IT-related goal

  - Objetivos de Alinhamento importantes: AG01, AG02, AG07, AG08, AG11
  - Objetivos de Alinhamento com menor importância: AG03, AG05, AG06, AG09, AG12, AG13
- Mapeamento dos objetivos de alinhamento mais importantes para objetivos de governança e gerenciamento

Figure A.3—Mapping Alignment Goals to Governance and Management Objectives

		AG01 I&T compliance and support for business compliance with external laws and regulations	AG02 Managed I&T-related risk	AG03 Realized benefits from I&T-enabled investments and services portfolio	AG04 Quality of technology-related financial information	AG05 Delivery of I&T services in line with business requirements	AG06 Agility to turn business requirements into operational solutions	AG07 Security of information, processing infrastructure and applications, and privacy	AG08 Enabling and supporting business processes by integrating applications and technology	AG09 Delivering programs on time, on budget and meeting requirements and quality standards	AG10 Quality of I&T management information	AG11 I&T compliance with internal policies	AG12 Competent and motivated staff with mutual understanding of technology and business	AG13 Knowledge, expertise and initiatives for business innovation
EDM01	Ensured governance framework setting and maintenance	P	S	P					S			S		
EDM02	Ensured benefits delivery			P		S	S		S					S
EDM03	Ensured risk optimization	S	P					P				S		
EDM04	Ensured resource optimization			S		S	S		S	P			S	
EDM05	Ensured stakeholder engagement				S						P	S		
APO01	Managed I&T management framework	S	S	P		S		S	S	S	S	P		
APO02	Managed strategy			S		S	S		P				S	S
APO03	Managed enterprise architecture			S		S	P	S	P					
APO04	Managed innovation			S			P		S				S	P
APO05	Managed portfolio			P		P	S		S	S				
APO06	Managed budget and costs			S	P					P	S			
APO07	Managed human resources			S		S				S			P	P
APO08	Managed relationships			S		P	P		S	S			P	P
APO09	Managed service agreements					P			S					
APO10	Managed vendors					P	S			S				
APO11	Managed quality			S	S	S				P	P			
APO12	Managed risk		P					P						
APO13	Managed security	S	S					P						
APO14	Managed data	S	S		S			S			P			
BAI01	Managed programs			P			S		S	P				
BAI02	Managed requirements definition			S		P	P		S	P			S	
BAI03	Managed solutions identification and build			S		P	P		S	P				
BAI04	Managed availability and capacity					P		S		S				
BAI05	Managed organizational changes			P		S	S		P	P			S	
BAI06	Managed IT changes		S			S	P		S					
BAI07	Managed IT change acceptance and transitioning		S				P			S				
BAI08	Managed knowledge			S			S		S	S			P	P
BAI09	Managed assets				P						S			
BAI10	Managed configuration					S		P						
BAI11	Managed projects			P		S	P			P				
DSS01	Managed operations					P			S					
DSS02	Managed service requests and incidents		S			P		S						
DSS03	Managed problems		S			P		S						
DSS04	Managed continuity		S			P		P						
DSS05	Managed security services	S	P			S		P				S		
DSS06	Managed business process controls		S			S		S	P			S		
MEA01	Managed performance and conformance monitoring	S		S		P				S	P	S		
MEA02	Managed system of internal control	S	S		S	S		S		S	S	P		
MEA03	Managed compliance with external requirements	P										S		
MEA04	Managed assurance	S	S		S	S		S			S	P		

- Objetivos de governança importantes:
  - EDM01, EDM03
  - APO01, APO02, APO03, APO12, APO13
  - BAI05, BAI10
  - DSS04, DSS05, DSS06

        - MEA02, MEA03, MEA04
- Menos importantes:
    - EDM02, EDM04, EDM05
    - APO04, APO05, APO08, APO09, APO14
    - BAI01, BAI02, BAI03, BAI04, BAI06, BAI07, BAI08
    - DSS01, DSS02, DSS03
    - MEA01

➔ Considerar o perfil de risco da empresa

Figure A.4—Mapping IT Risk to Governance and Management Objectives

DF3	RISKCAT01 IT Investment Decision Making, Portfolio Definition & Maintenance	RISKCAT02 Program & Projects Life Cycle Management	RISKCAT03 IT Cost & Oversight	RISKCAT04 IT Expertise, Skills & Behavior	RISKCAT05 "Enterprise/ IT Architecture"	RISKCAT06 IT Operational Infrastructure Incidents	RISKCAT07 Unauthorized Actions	RISKCAT08 "Software Adoption/ Usage Problems"	RISKCAT09 Hardware Incidents	RISKCAT10 Software Failures
EDM01	3	2	3	0	0	0	2	0	0	0
EDM02	3	2	0	0	2	0	0	0	0	0
EDM03	2	2	0	0	0	0	0	0	0	1
EDM04	3	0	4	3	2	0	0	0	0	0
EDM05	3	1	3	0	0	0	2	0	0	1
APO01	2	3	2	0	2	2	4	2	0	2
APO02	2	0	0	0	3	0	0	2	1	0
APO03	2	0	0	0	4	0	0	2	0	2
APO04	0	0	0	0	1	0	0	0	0	0
APO05	4	2	2	0	2	0	0	2	2	0
APO06	2	3	4	0	0	0	0	0	0	0
APO07	0	0	0	4	0	2	3	3	0	0
APO08	0	0	0	2	2	0	0	4	0	0
APO09	0	0	2	0	0	0	2	3	0	1
APO10	0	2	3	0	0	0	2	2	3	2
APO11	0	3	0	0	0	0	0	2	0	4
APO12	0	0	0	0	0	0	3	0	0	2
APO13	0	0	0	0	0	0	4	0	0	0
APO14	0	0	0	0	0	0	3	2	0	0
BIA01	0	4	0	0	2	0	0	3	0	0
BAI02	2	2	0	0	2	0	0	3	0	2
BAI03	0	3	0	0	2	0	0	2	0	3
BAI04	0	1	0	0	0	0	0	0	0	0
BAI05	0	2	0	2	0	0	0	4	0	0
BAI06	0	0	0	0	0	3	4	0	0	2
BAI07	0	0	0	0	0	2	3	2	0	4
BAI08	0	0	0	2	0	3	0	3	0	3
BAI09	0	0	0	0	0	1	3	0	0	0
BAI10	0	0	0	0	0	2	4	0	0	2
BAI11	0	4	0	0	0	0	0	0	0	0
DSS01	0	0	0	0	0	4	3	0	4	0
DSS02	0	0	0	0	0	3	2	3	2	2
DSS03	0	0	0	0	0	3	1	4	0	3
DSS04	0	0	0	0	0	3	3	0	3	0
DSS05	0	0	0	0	0	3	4	0	2	0
DSS06	0	0	0	0	0	3	4	2	0	0
MEA01	1	2	2	0	0	2	2	0	0	2
MEA02	1	2	2	0	0	3	3	0	0	2
MEA03	0	1	0	0	0	1	2	0	0	0
MEA04	1	2	0	0	0	0	3	0	0	2

Figure A.4—Mapping IT Risk to Governance and Management Objectives *(cont.)*

DF3	RISKCAT11 Logical Attacks (Hacking, Malware, etc.)	RISKCAT12 "Third-Party/ Supplier Incidents"	RISKCAT13 Noncompliance	RISKCAT14 Geopolitical Issues	RISKCAT15 Industrial Action	RISKCAT16 Acts of Nature	RISKCAT17 Technology-Based Innovation	RISKCAT18 Environmental	RISKCAT19 Data & Information Management
EDM01	0	0	3	2	0	0	2	2	2
EDM02	0	0	1	0	0	0	3	1	3
EDM03	2	0	3	3	0	0	0	2	3
EDM04	0	2	1	0	2	0	0	2	3
EDM05	0	1	3	3	0	0	0	2	2
APO01	3	3	3	0	0	0	3	2	3
APO02	1	2	0	0	0	0	2	2	1
APO03	2	2	0	0	0	0	2	0	3
APO04	0	0	0	0	0	0	4	0	0
APO05	0	0	0	0	0	0	2	0	0
APO06	0	2	0	2	0	0	2	2	0
APO07	2	0	0	2	4	0	2	2	0
APO08	2	2	0	0	0	0	3	0	2
APO09	2	3	0	0	0	0	0	0	0
APO10	2	4	2	2	0	0	0	0	0
APO11	0	0	0	0	0	0	0	0	2
APO12	3	0	0	0	0	2	0	0	0
APO13	4	0	3	0	0	0	0	0	0
APO14	2	0	3	0	2	4	2	0	4
BIA01	0	0	0	0	0	0	0	0	0
BAI02	2	0	0	0	0	0	0	0	0
BAI03	3	0	0	0	0	0	0	0	0
BAI04	0	0	0	0	0	0	0	0	0
BAI05	0	0	0	0	0	0	0	0	0
BAI06	3	0	0	0	0	0	0	0	3
BAI07	2	0	0	0	0	0	0	0	0
BAI08	0	0	0	0	2	0	0	0	2
BAI09	0	0	0	0	0	0	0	0	0
BAI10	3	0	0	0	0	0	0	0	0
BAI11	0	0	0	0	0	0	0	0	0
DSS01	2	0	0	0	0	0	0	2	0
DSS02	4	0	0	0	0	0	0	0	0
DSS03	1	0	0	0	0	0	0	0	0
DSS04	4	0	2	0	3	4	0	0	2
DSS05	4	0	3	0	3	2	0	0	3
DSS06	2	0	2	0	0	0	0	0	3
MEA01	3	2	2	2	0	2	0	0	2
MEA02	3	2	2	3	0	2	0	0	2
MEA03	3	2	4	2	0	0	0	0	2
MEA04	3	2	2	4	0	2	2	0	2

Prioridades: 4 (APO05, APO01, APO13, BAI06, BAI10, DSS05, DSS06, DSS02, DSS04, DSS05, MEA03, APO14)

Prioridades: 3 (EDM01, EDM02, EDM04, EDM05, APO07, APO12, APO14, BAI06, BAI07, DSS01, DSS03, DSS04 DSS05, DSS06, MEA02, APO01, APO12, BAI06, MEA01, MEA02, MEA03, MEA04, EDM01, EDM03, EDM05, APO01, APO13, APO14, DSS05)

➔ Considerar problemas de tecnologia e informação na empresa

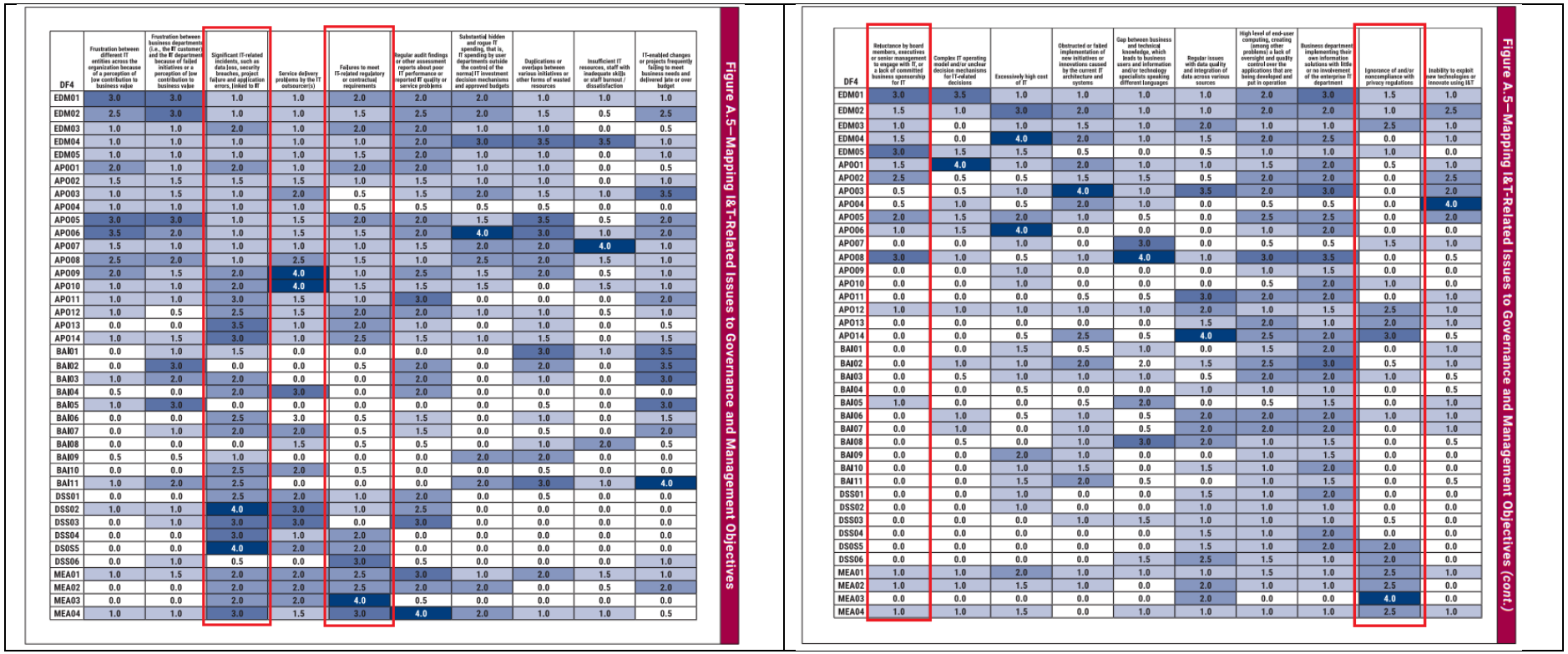


Figure A.5—Mapping I&T-Related Issues to Governance and Management Objectives

DF4	Frustration between different IT entities across the organization because of a perception of low contribution to business value	Frustration between business departments (i.e., the IT customer) and the IT department because of failed initiatives or a perception of low contribution to business value	Significant IT-related incidents, such as data loss, security breaches, project failure and application errors, linked to IT	Service delivery problems by the IT outsourcer(s)	Failures to meet IT-related regulatory or contractual requirements	Regular audit findings or other assessment reports about poor IT performance or reported IT quality or service problems	Substantial hidden and rogue IT spending, that is, IT spending by user departments outside the control of the normal IT investment decision mechanisms and approved budgets	Duplications or overlaps between various initiatives or other forms of wasted resources	Insufficient IT resources, staff with inadequate skills or staff burnout / dissatisfaction	IT-enabled changes or projects frequently failing to meet business needs and delivered late or over budget
EDM01	3.0	3.0	1.0	1.0	2.0	2.0	2.0	1.0	1.0	1.0
EDM02	2.5	3.0	1.0	1.0	1.5	2.5	2.0	1.5	0.5	2.5
EDM03	1.0	1.0	2.0	1.0	2.0	2.0	1.0	1.0	0.0	0.5
EDM04	1.0	1.0	1.0	1.0	1.0	2.0	3.0	3.5	3.5	1.0
EDM05	1.0	1.0	1.0	1.0	1.5	2.0	1.0	1.0	0.0	1.0
APO01	2.0	1.0	2.0	1.0	2.0	2.0	1.0	1.0	0.0	0.5
APO02	1.5	1.5	1.5	1.5	1.0	1.5	1.0	1.0	0.0	1.0
APO03	1.0	1.5	1.0	2.0	0.5	1.5	2.0	1.5	1.0	3.5
APO04	1.0	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.0	0.0
APO05	3.0	3.0	1.0	1.5	2.0	2.0	1.5	3.5	0.5	2.0
APO06	3.5	2.0	1.0	1.5	1.5	2.0	4.0	3.0	1.0	2.0
APO07	1.5	1.0	1.0	1.0	1.0	1.5	2.0	2.0	4.0	1.0
APO08	2.5	2.0	1.0	2.5	1.5	1.0	2.5	2.0	1.5	1.0
APO09	2.0	1.5	2.0	4.0	1.0	2.5	1.5	2.0	0.5	1.0
APO10	1.0	1.0	2.0	4.0	1.5	1.5	1.5	0.0	1.5	1.0
APO11	1.0	1.0	3.0	1.5	1.0	3.0	0.0	0.0	0.0	2.0
APO12	1.0	0.5	2.5	1.5	2.0	2.0	1.0	1.0	0.5	1.0
APO13	0.0	0.0	3.5	1.0	2.0	1.0	0.0	1.0	0.0	0.5
APO14	1.0	1.5	3.0	1.0	2.5	1.5	1.0	1.5	0.0	1.5
BAI01	0.0	1.0	1.5	0.0	0.0	0.0	0.0	3.0	1.0	3.5
BAI02	0.0	3.0	0.0	0.0	0.5	2.0	0.0	2.0	0.0	3.5
BAI03	1.0	2.0	2.0	0.0	0.0	2.0	0.0	1.0	0.0	3.0
BAI04	0.5	0.0	2.0	3.0	0.0	2.0	0.0	0.0	0.0	0.0
BAI05	1.0	3.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	3.0
BAI06	0.0	0.0	2.5	3.0	0.5	1.5	0.0	1.0	0.0	1.5
BAI07	0.0	1.0	2.0	2.0	0.5	1.5	0.0	0.5	0.0	2.0
BAI08	0.0	0.0	0.0	1.5	0.5	0.5	0.0	1.0	2.0	0.5
BAI09	0.5	0.5	1.0	0.0	0.0	0.0	2.0	2.0	0.0	0.0
BAI10	0.0	0.0	2.5	2.0	0.5	0.0	0.0	0.5	0.0	0.0
BAI11	1.0	2.0	2.5	0.0	0.0	0.0	2.0	3.0	1.0	4.0
DSS01	0.0	0.0	2.5	2.0	1.0	2.0	0.0	0.5	0.0	0.0
DSS02	1.0	1.0	4.0	3.0	1.0	2.5	0.0	0.0	0.0	0.0
DSS03	0.0	1.0	3.0	3.0	0.0	3.0	0.0	0.0	0.0	0.0
DSS04	0.0	0.0	3.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0
DSS05	0.0	0.0	4.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0
DSS06	0.0	1.0	0.5	0.0	3.0	0.5	0.0	0.0	0.0	1.0
MEA01	1.0	1.5	2.0	2.0	2.5	3.0	1.0	2.0	1.5	1.0
MEA02	0.0	0.0	2.0	2.0	2.5	2.0	2.0	0.0	0.5	2.0
MEA03	0.0	0.0	2.0	2.0	4.0	0.5	0.0	0.0	0.0	0.0
MEA04	1.0	1.0	3.0	1.5	3.0	4.0	2.0	1.0	1.0	0.5

Figure A.5—Mapping I&T-Related Issues to Governance and Management Objectives (cont.)

DF4	Reluctance by board members, executives or senior management to engage with IT, or a lack of committed business sponsorship for IT	Complex IT operating model and/or unclear decision mechanisms for IT-related decisions	Excessively high cost of IT	Obstructed or failed implementation of new initiatives or innovations caused by the current IT architecture and systems	Gap between business and technical knowledge, which leads to business users and information and/or technology specialists speaking different languages	Regular issues with data quality and integration of data across various sources	High level of end-user computing, resulting (among other problems) in a lack of oversight and quality control over the applications that are being developed and put in operation	Business department implementing their own information solutions with little or no involvement of the enterprise IT department	Ignorance of and/or noncompliance with privacy regulations	Inability to exploit new technologies or innovate using I&T
EDM01	3.0	3.5	1.0	1.0	1.0	1.0	2.0	3.0	1.5	1.0
EDM02	1.5	1.0	3.0	2.0	1.0	1.0	2.0	2.0	1.0	2.5
EDM03	1.0	0.0	1.0	1.5	1.0	2.0	1.0	1.0	2.5	1.0
EDM04	1.5	0.0	4.0	2.0	1.0	1.5	2.0	2.5	0.0	1.0
EDM05	3.0	1.5	1.5	0.5	0.0	0.5	1.0	1.0	1.0	0.0
APO01	1.5	4.0	1.0	2.0	1.0	1.0	1.5	2.0	0.5	1.0
APO02	2.5	0.5	0.5	1.5	1.5	0.5	2.0	2.0	0.0	2.5
APO03	0.5	0.5	1.0	4.0	1.0	3.5	2.0	3.0	0.0	2.0
APO04	0.5	1.0	0.5	2.0	1.0	0.0	0.5	0.5	0.0	4.0
APO05	2.0	1.5	2.0	1.0	0.5	0.0	2.5	2.5	0.0	2.0
APO06	1.0	1.5	4.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0
APO07	0.0	0.0	1.0	0.0	3.0	0.0	0.5	0.5	1.5	1.0
APO08	3.0	1.0	0.5	1.0	4.0	1.0	3.0	3.5	0.0	0.5
APO09	0.0	0.0	1.0	0.0	0.0	0.0	1.0	1.5	0.0	0.0
APO10	0.0	0.0	1.0	0.0	0.0	0.0	0.5	2.0	1.0	0.0
APO11	0.0	0.0	0.0	0.5	0.5	3.0	2.0	2.0	0.0	1.0
APO12	1.0	1.0	1.0	1.0	1.0	2.0	1.0	1.5	2.5	1.0
APO13	0.0	0.0	0.0	0.0	0.0	1.5	2.0	1.0	2.0	1.0
APO14	0.0	0.0	0.5	2.5	0.5	4.0	2.5	2.0	3.0	0.5
BAI01	0.0	0.0	1.5	0.5	1.0	0.0	1.5	2.0	0.0	1.0
BAI02	0.0	1.0	1.0	2.0	2.0	1.5	2.5	3.0	0.5	1.0
BAI03	0.0	0.5	1.0	1.0	1.0	0.5	2.0	2.0	1.0	0.5
BAI04	0.0	0.0	0.5	0.0	0.0	1.0	1.0	1.0	0.0	0.5
BAI05	1.0	0.0	0.0	0.5	2.0	0.0	0.5	1.5	0.0	1.0
BAI06	0.0	1.0	0.5	1.0	0.5	2.0	2.0	2.0	1.0	1.0
BAI07	0.0	1.0	0.0	1.0	0.5	2.0	2.0	2.0	0.0	1.0
BAI08	0.0	0.5	0.0	1.0	3.0	2.0	1.0	1.5	0.0	0.5
BAI09	0.0	0.0	2.0	1.0	0.0	0.0	1.0	1.5	0.0	0.0
BAI10	0.0	0.0	1.0	1.5	0.0	1.5	1.0	2.0	0.0	0.0
BAI11	0.0	0.0	1.5	2.0	0.5	0.0	1.0	1.5	0.0	0.5
DSS01	0.0	0.0	1.0	0.0	0.0	1.5	1.0	2.0	0.0	0.0
DSS02	0.0	0.0	1.0	0.0	0.0	1.0	1.0	1.0	0.0	0.0
DSS03	0.0	0.0	0.0	1.0	1.5	1.0	1.0	1.0	0.5	0.0
DSS04	0.0	0.0	0.0	0.0	0.0	1.5	1.0	2.0	0.0	0.0
DSS05	0.0	0.0	0.0	0.0	0.0	1.5	1.0	2.0	2.0	0.0
DSS06	0.0	0.0	0.0	0.0	1.5	2.5	1.5	1.0	2.0	0.0
MEA01	1.0	1.0	2.0	1.0	1.0	1.0	1.5	1.0	2.5	1.0
MEA02	1.0	1.0	1.5	1.0	0.0	2.0	1.0	1.0	2.5	0.0
MEA03	0.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	4.0	0.0
MEA04	1.0	1.0	1.5	0.0	1.0	1.0	1.0	1.0	2.5	1.0

Prioridades: DSS02, DSS05, MEA03, APO13, EDM01, EDM05, APO08, APO14, DSS06, MEA04, DSS03, DSS04

Passo 3: Refinamento do escopo do sistema de governança

- ➔ Considerando o cenário de ameaças (alto)
  - Objetivos de gerenciamento de governança importantes:
    - EDM01, EDM03
    - APO01, APO03, APO10, APO12, APO13, APO14
    - BAI06, BAI10
    - DSS02, DSS04, DSS05, DSS06
    - MEA01, MEA03, MEA04

- ➔ Considerando os requerimentos de compliance (alto)
  - Objetivos de gerenciamento de governança importantes:
    - EDM01, EDM03
    - APO12
    - MEA03, MEA04

- ➔ Considerando o papel da TI (fábrica)
  - Objetivos de gerenciamento de governança importantes:
    - APO02, APO04
    - BAI02, BAI03

- ➔ Considerando a fonte da TI

- ➔ Considerando os métodos de implementação de TI

- ➔ Considerando a estratégia de adoção de tecnologia (adotante lento)
  - Sem objetivos específicos

- ➔ Considerando o tamanho da empresa
  - Sem objetivos específicos

Mapeamento da Cascata

Etapa 2:

- ➔ **Considerar a estratégia**
  - EDM02
  - APO08, APO09, APO11
  - BAI04
  - DSS02, DSS03, DSS04
- ➔ **Considerar os objetivos da empresa e aplicar a cascata de objetivos**
  - AG01, AG02, AG07, AG08, AG11 (alinhamento)
  - EDM01, EDM03
  - APO01, APO02, APO03, APO12, APO13
  - BAI05, BAI10
  - DSS04, DSS05, DSS06
  - MEA02, MEA03, MEA04
- ➔ **Considerar o perfil de risco da empresa**
  - APO01, APO05, APO13, APO14
  - BAI06, BAI10
  - DSS02, DSS04, DSS05, DSS06
  - MEA03
- ➔ **Considerar problemas de tecnologia e informação na empresa**
  - APO08, APO13, APO14
  - EDM01, EDM05
  - DSS02, DSS04, DSS05, DSS06
  - MEA03, MEA04

Etapa 3 – Refinamento:

- ➔ **Considerar cenário de ameaças**
  - EDM01, EDM03
  - APO01, APO03, APO10, APO12, APO13, APO14
  - BAI06, BAI10
  - DSS02, DSS04, DSS05, DSS06
  - MEA01, MEA03, MEA04
- ➔ **Considerar requerimentos de compliance**
  - EDM01, EDM03
  - APO12
  - MEA03, MEA04
- ➔ **Considerar o papel da TI**
  - APO02, APO04
  - BAI02, BAI03

Sistema de Governança sob medida