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GCLC- ASSIGNMENT 2 (COBIT v5)

A mobile service provider has defined for itself a number of strategic goals, of which improving customer satisfaction through value-added service (VAS) is the most important. From there, it wants to know where it needs to improve in all things related to IT.

1. Identify the enterprise goals that relates to this strategic goal (Figure 5).
   - Stakeholder value of business investments
   - Customer oriented service culture
   - Business service continuity and availability
   - Product and business innovation culture
   - Agile responses to changing business environment

2. Now take the next step in the goals cascade: analyzing which IT-related goals correspond to these enterprise goals identified in '1'. A suggested mapping between them is listed in Appendix B. (Note: Only use 'Primary' Relationships).
   - Alignment of IT and business strategy 3P, 2S
   - Delivery of IT services in line with business requirement 3P, 2S
   - IT Agility 2P, 2S
   - Knowledge, expertise and initiatives for business innovation 2P, 2S
   - Availability of reliable and useful information for decision making 1S, 1P

Figure 22—Mapping COBIT 5 Enterprise Goals to IT-related Goals

			Enterprise Goal																
			Financial					Customer			Internal							Learning and Growth	
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
		IT-related 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
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		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		S			S
	06	Transparency of IT costs, benefits and risk	S		S		P				S	P		P					
Customer	07	Delivery of IT services in line with business requirements	P	P	S	S		P	S	P			P	S	S			S	S
	08	Adequate use of applications, information and technology solutions	S	S	S			S	S		S	S	P		S			S	S
Internal	09	IT agility	S	P				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	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

3. In the next step in the cascade, using the enabler concept (see chapter 5), and these IT-related goals drive a number of enabler goals, which include process goals. In Appendix C, a mapping is suggested between IT-related goals and COBIT 5 processes. Identify the most relevant IT-related processes that support the IT-related goals in '2. Note: Processes alone are not sufficient. The other enablers, such as culture, behavior and ethics; organizational structures; or skills and expertise are equally important and require a set of clear goals.

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

IT-related Goal

COBIT 5 Process		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	07 Delivery of IT services in line with business requirements	08 Adequate use of applications, information and technology solutions	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	16 Competent and motivated business and IT personnel	17 Knowledge, expertise and initiatives for business innovation
		Financial						Customer			Internal							Learning and Growth
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
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
Align, Plan and Organise AP001	Manage the IT Management Framework	P	P	S	S			S		P	S	P	S	S	S	P	P	P
AP002	Manage Strategy	P		S	S	S		P	S	S		S	S	S	S	S	S	P
AP003	Manage Enterprise Architecture	P		S	S	S	S	S	S	P	S	P	S		S			S
AP004	Manage Innovation	S			S	P			P	P		P	S		S			P
AP005	Manage Portfolio	P		S	S	P	S	S	S	S		S		P				S
AP006	Manage Budget and Costs	S		S	S	P	P	S	S			S		S				
AP007	Manage Human Resources	P	S	S	S			S		S	S	P		P		S	P	P
AP008	Manage Relationships	P		S	S	S	S	P	S			S	P	S		S	S	P
AP009	Manage Service Agreements	S			S	S	S	P	S	S	S	S		S	P	S		
AP010	Manage Suppliers		S		P	S	S	P	S	P	S	S		S	S	S		S
AP011	Manage Quality	S	S		S	P		P	S	S		S		P	S	S	S	S
AP012	Manage Risk		P		P		P	S	S	S	P			P	S	S	S	S
AP013	Manage Security		P		P		P	S	S		P				P			

Figure 23—Mapping COBIT 5 IT-related Goals to Processes *(cont.)*

IT-related Goal

IT-related Goal No.	Description
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
07	Delivery of IT services in line with business requirements
08	Adequate use of applications, information and technology solutions
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
16	Competent and motivated business and IT personnel
17	Knowledge, expertise and initiatives for business innovation

Categories: **Financial** (01–06), **Customer** (07–09), **Internal** (10–15), **Learning and Growth** (16–17)

Domain	COBIT 5 Process		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
Build, Acquire and Implement	BAI01	Manage Programmes and Projects	P		S	P	P	S	S	S			S		P				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
	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	S	P			S	S		
	BAI10	Manage Configuration		P		S		S		S	S	S	P			P	S		
Deliver, Service and Support	DSS01	Manage Operations		S		P	S		P	S	S	S	S			S	S	S	S
	DSS02	Manage Service Requests and Incidents				P			P	S		S				S	S		
	DSS03	Manage Problems		S		P	S		P	S	S		P	S		P	S		
	DSS04	Manage Continuity	S	S		P			S	S	S	S	S	S		P	S	S	S
	DSS05	Manage Security Services	S	P		P			S	S		P	S	S		S	S		
	DSS06	Manage Business Process Controls		S		P			P	S		S	S	S		S	S	S	S
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

Process			P (Primary)	S (Secondary)
Evaluate, Direct and Monitor	EDM01	Ensure Governance Framework Setting and Maintenance	2	3
	EDM02	Ensure Benefits Delivery	3	1
	EDM03	Ensure Risk Optimisation	-	4
	EDM04	Ensure Resource Optimisation	1	3
	EDM05	Ensure Stakeholder Transparency	1	3
Align, Plan and Organise	APO01	Manage the IT Management Framework	3	2
	APO02	Manage Strategy	3	2
	APO03	Manage Enterprise Architecture	2	3
	APO04	Manage Innovation	2	2
	APO05	Manage Portfolio	1	3
	APO06	Manage Budget and Costs	-	2
	APO07	Manage Human resources	2	2
	APO08	Manage Relationships	3	-
	APO09	Manage Service Agreements	2	2
	APO10	Manage Suppliers	2	2
	APO11	Manage Quality	1	4
	APO12	Manage Risk	-	4
	APO13	Manage Security	1	1
Build, Acquire and Implement	BAI01	Manage Programmes and Projects	2	3
	BAI02	Manage Requirements Definition	2	3
	BAI03	Manage Solutions	1	3

		Identification and Build		
	BAI04	Manage Availability and Capacity	2	2
	BAI05	Manage Organisational Change Enablement	1	3
	BAI06	Manage Changes	1	3
	BAI07	Manage Change Acceptance and Transitioning	-	4
	BAI08	Manage Knowledge	2	3
	BAI09	Manage Assets	-	3
	BAI10	Manage Configurations	1	1
Deliver, Service and Support	DSS01	Manage Operations	1	3
	DSS02	Manage Service Requests and Incidents	1	2
	DSS03	Manage Problems	2	2
	DSS04	Manage Continuity	2	3
	DSS05	Manage Security Services		3
	DSS06	Manage Business Process Controls	1	2
Monitor, Evaluate and Assess	MEA01	Monitor, Evaluate and Assess Performance and Conformance	1	4
	MEA02	Monitor, Evaluate and Assess the System of Internal Control	-	3
	MEA03	Monitor, Evaluate and Assess Compliance with External Requirements	-	2

The processes with more than 2 primary priorities were considered as the enabler goals.

- Ensure Benefits Delivery 3P, S
- Manage the IT Management Framework 3P, 2S
- Manage Strategy 3P, 2S
- Manage Relationships 3P