

## IT GOVERNANCE SURVEY

Company: _____	Sector : _____
Number of employees: _____	Company Size: <input type="checkbox"/> Micro <input type="checkbox"/> Small <input type="checkbox"/> Medium <input type="checkbox"/> Big
Name of respondent: _____	Position: _____

### IT Governance

#### *IT Governance Generalities*

1. What does the organization understand as IT Governance?
  
2. What agents (important elements) have been critical in the implementation of IT governance in the organization? **z**
  - ☐ Frameworks or Standards (COBIT, ITIL ...)
  - ☐ Trained/Certified IT Staff (PMP, TOGAF, etc)
  - ☐ Investments on the IT area (As assigned Budget and on key assets: infrastructure, licenses, software, hardware, etc.)
  - ☐ Business Sponsors (Business managers supporting IT projects and initiatives)
  
3. What noticeable benefits has IT governance brought to the organization?
  - ☐ Economic (profits)                      ☐ New services or products                      ☐ Opening of new markets
  - ☐ Strategic alliances                      ☐ Better adaptation to the environment and change                      ☐ All of the above
 Other, please specify \_\_\_\_\_
  
4. What is the existing relation between corporate governance and IT governance in the organization? Are decisions made at the headquarters, regionally or locally? **z**
  - ☐ Headquarters (Main office)    ☐ Regional office    ☐ Local Office

#### **IT relation with corporate governance through:**

- ☐ Strategic alignment (ensure that IT investments are aligned with business strategy)
  - ☐ Value delivery to the company (ensure that IT projects create value to the company)
  - ☐ Risk management (design and implement mechanisms to manage the risks of the company)
  - ☐ Resources management (optimal investments and proper management of IT resources)
  - ☐ Performance measurement (measure, evaluate and monitor IT related projects)
5. Do the company outsource some of the IT processes? ☐ Yes ☐ No Specify two of them \_\_\_\_\_

#### *IT Management*

6. How important is IT for the organization and its growth?
  - ☐ Not important    ☐ Fairly important    ☐ Important    ☐ Very important    ☐ Extremely important
  
7. What is the organization doing about leverage their knowledge to increase shareholder value?
  - ☐ Data Mining    ☐ Predictive analysis    ☐ Knowledge management    ☐ None of the above    ☐ Other, please specify \_\_\_\_\_
  
8. Which of the following technologies you have? **z**

<input type="checkbox"/> Transport management applications	<input type="checkbox"/> Applications for tracking and tracing	<input type="checkbox"/> Social Media Applications
<input type="checkbox"/> Business intelligence	<input type="checkbox"/> CRM	<input type="checkbox"/> Virtualization
<input type="checkbox"/> Mobile technologies	<input type="checkbox"/> Cloud solutions	<input type="checkbox"/> Big Data solutions
<input type="checkbox"/> Warehouse management applications	<input type="checkbox"/> Route Planning	<input type="checkbox"/> ERP
<input type="checkbox"/> Electronic Data Interchange (EDI)	<input type="checkbox"/> GPS	<input type="checkbox"/> RFID
	<input type="checkbox"/> Cyber security	<input type="checkbox"/> Other

#### *IT governance practices*

9. Is the board aware of the latest developments in technology from a business perspective?
  - ☐ Yes    ☐ No    How do they do it?
  
10. Is it a standing item on the agenda of the board, and is run in a structured way? ☐ Yes ☐ No    How do they do it?

11. Does the board communicates and coordinates the management of the business and that IT should be aligned? [ ] Yes [ ] No How do they do it?
12. Is the board aware of possible conflicts between business areas and IT function? [ ] Yes [ ] No How do they do it?
13. Does the board have a view on how and to what extent the company invests in IT compared to its competitors? [ ] Yes [ ] No How do they do it?
14. Does the board have a clear view of the major investments in IT from a return perspective? [ ] Yes [ ] No How do they do it?
15. Does the board get regular reports on the progress of major IT projects? [ ] Yes [ ] No How do they do it?
16. Does the IT board obtain performance reports illustrating the value of IT from the perspective of a Business Driver (customer, cost, speed, quality, etc.)? [ ] Yes [ ] No How do they do it?

17.

	What technology issues or related issues, if any, <b>do you think</b> are the most important and should be addressed by the board of the organization?	What technology issues or related issues, if any, are <b>currently</b> the most important and are being directed by the board of the organization?	What technology issues or issues, if any, are the most important and which would be ideal that they were directed by the board of the organization?
Prospective discussion of how technology affects their industry			
Approval or review of major IT projects			
Annual debate on how IT facilitates the overall business strategy			
Security-related risks and issues			
Talent, certifications and mentoring IT people should have			
he board should not be occupied or technology issues			

18. Identify the importance for business (B-I), the importance for IT (IT-I), and performance (P) of IT governance in your organization or business area. Consider a scale of 1 (not important / unsuccessful) to 5 (very important / successful).

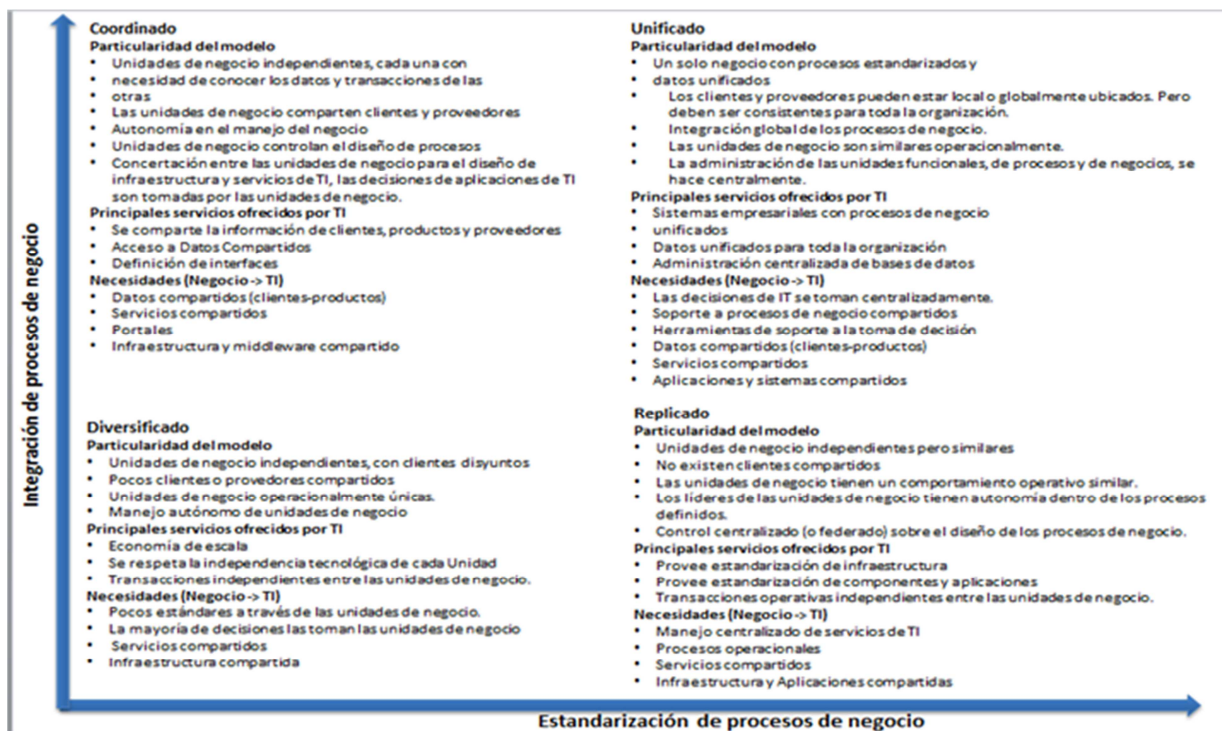
Criteria	B-I	IT-I	P
<b>Strategic alignment</b>			
Ensure that investments and IT services (applications or tools) are aligned with strategic and business objectives of the company			
<b>Value delivery</b>			
Ensure that projects and other investments in IT deliver business value			
Promote certification of key IT people (Project manager, CIO, Technical managers, etc.) to deliver value to the company			
Improve coaching and mentoring using IT to deliver business value			
Implement or improve internal training programs that deliver value to the company			
Increase customer satisfaction score			
<b>Risk management</b>			
Design and implement programs to identify, control and mitigate risks within the organization			
Promote the certification of persons in Risk Management			
Implement or improve internal training programs to mitigate risks			
Improve understanding of services provided by the business and identify potential risks involved			
Prevent and reduce the occurrence of incidents and risks in the core business processes			
<b>Resources management</b>			
Optimize IT services offered to business units			
Optimize IT services offered to business customers			
Increase speed to quickly resolve incidents in core business processes			
Reduce costs throughout the value chain using IT			
Reduce response time caused by changes to new business needs			
<b>Performance measurement</b>			
Improve delivery of projects on time			
Improve delivery of projects within budget			
Improve supervision in project delivery			
Improve assessment in the delivery of projects			

## IT Problems

19. Are end users satisfied with the quality of IT service?  
☐ Totally disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Totally agree
20. How often IT projects go over budget year? ☐ Very rarely ☐ Rarely ☐ Occasionally ☐ Frequently ☐ Very frequently
21. How many IT projects or deliveries are over the budget each year?  
☐ 1 ☐ 2 ☐ 3 ☐ More than 3
22. How long does it take to make major IT decisions?  
☐ 1 day ☐ 1 week ☐ 1 month ☐ More than 1 month
23. What are the biggest challenges to deliver an IT solution to its customers? ☐ Integration with IT systems of customers ☐ Difficulty in providing tailored solutions ☐ Commodification of logistics services ☐ Decrease in demand for premium services ☐ significant analysis of data ☐ Cyber Security

## Operational model

24. What are the business units of the company? (Courier parcel, bulk cargo, goods exchange, etc)  
 \_\_\_\_\_
25. Do the business units share information as part of the daily operation? ☐ Yes ☐ No What information?  
 \_\_\_\_\_
26. Are the core processes are standard and transverse to the business units?  
☐ Yes ☐ No What process? \_\_\_\_\_ On what units? \_\_\_\_\_
27. Among the following models, what is the one best suited to your Company?



## IT Governance Archetypes

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28. Indicate who is the specific responsible (role, business unit, group) to take the following decisions / IT activities and through what mechanism (process, committee, project office, etc.) are taken. If there is no specific responsible please indicate with an x in another.

### IT Principles

- a. Who defines the operating model? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- b. What is the role of IT in business? [ ☐ ] Make the most efficient operation [ ☐ ] satisfy customer needs [ ☐ ] Innovation [ ☐ ] Reduce operating costs [ ☐ ] Other What? \_\_\_\_\_
- c. What are the desired IT behavior?
- d. How IT financed? [ ☐ ] Contributions of each unit [ ☐ ] % of the budget of the organization [ ☐ ] Other What? \_\_\_\_\_
- e. Who provides the information to design IT principles? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- f. Who or who take (n) decision (s) on the principles of IT? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- g. Who monitors the IT principles are being met? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process

### IT Architecture

- a. Who provides the information to design IT architecture? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- b. What are the company's core business processes? How are they related?
- c. In the core processes is standardized information across business units, i.e., the different business units understand the same for a concept or definition (e.g. Product) and handle the same descriptive information for that concept? [ ☐ ] Yes [ ☐ ] No Name 2 Units comply with this
- d. For core processes information is integrated across business units? [ ☐ ] Yes [ ☐ ] No Name 2 Units comply with this
- e. How to consolidate information from business units?  
[ ☐ ] Data Warehouse that takes information from the different UN  
[ ☐ ] Data Warehouse for each of the A and then consolidate it into another tool  
[ ☐ ] SOA Platform integrates information from UN via Web services  
[ ☐ ] Other What? \_\_\_\_\_
- f. What technology decisions guide the focus of the company in terms of IT initiatives?
- g. Who makes the decision about the IT architecture? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- h. Who monitors that IT architecture is being complied with? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process

### IT Infrastructure

- a. Who provides the information to design strategies infrastructure? [ ☐ ] Other [ ☐ ] Executive Corporate Level IT [ ☐ ] Executive Corporate Level (CXO) [ ☐ ] CIO or IT manager in business unit with other managers [ ☐ ] CIO or IT manager in business unit [ ☐ ] Manager Business Unit or head of IT processes [ ☐ ] business Unit Manager or chief process
- b. What infrastructure services are most critical to achieving the strategic objectives of the organization?
- c. How is the plan to have the latest technologies and keep them updated?
- d. What infrastructure services should be handled by outsourcing?

- e. Who makes the decision about the infrastructure? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or chief process
- f. Who monitors that infrastructure strategies are being met or performing? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or head of processes.

#### IT Applications

- a. Who provides information about the needs of business applications? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or chief process
- b. Are the applications are mostly focused on the objectives and / or needs of the organization? ☐ Yes ☐ No How to do it?
- c. Are the applications are largely shaped by the objectives of each business unit? ☐ Yes ☐ No How to do it?
- d. Who makes the decision on what business needs to acquire or develop? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or chief process
- e. Who monitors that applications are fulfilling their role and purpose in the company? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or chief process

#### IT Portfolio

- a. Who provides information about when and where to invest in IT? ☐ Other ☐ Executive Corporate Level IT ☐ Executive Corporate Level (CXO) ☐ CIO or IT manager in business unit with other managers ☐ CIO or IT manager in business unit ☐ Manager Business Unit or head of IT processes ☐ business Unit Manager or head of processes.
- b. What are the main reasons to invest in new technology? z  
☐ Make the most efficient operations ☐ Meet customer requirements ☐ Innovation ☐ Reduce operating costs ☐ To keep pace with competitors ☐ Low quality of existing systems  
 In which of the following technologies plan to invest over the next 12 months? z  
 Assign a % more than the technology that invest more you think

<input type="checkbox"/> Transport management applications	<input type="checkbox"/> Applications for tracking and tracing	<input type="checkbox"/> Social Media Applications
<input type="checkbox"/> Business intelligence	<input type="checkbox"/> CRM	<input type="checkbox"/> Virtualization
<input type="checkbox"/> Mobile technologies	<input type="checkbox"/> Cloud solutions	<input type="checkbox"/> Big Data solutions
<input type="checkbox"/> Warehouse management applications	<input type="checkbox"/> Route Planning	<input type="checkbox"/> ERP
<input type="checkbox"/> Electronic Data Interchange (EDI)	<input type="checkbox"/> GPS	<input type="checkbox"/> RFID
	<input type="checkbox"/> Cyber security	<input type="checkbox"/> Other

- c. Please state the approximate percentage that represents this type of investments within its portfolio of IT in the company, in the past 5 or 10 years  
☐ 1% ☐ Between 2% - 5% ☐ Between 6% -10% ☐ Greater than 10%
- d. You consider that this year IT investments will:  
☐ Decrease ☐ Growing up ☐ Staying the same
- e. Which method used to discover new IT solutions? z  
☐ Customer requirements ☐ Conferences ☐ Develop and create their own solutions ☐ Look what they have competitors ☐ Internet Search ☐ Innovation ☐ Upgrade existing systems ☐ Magazines ☐ Company IT consultancy ☐ Trade ☐ Request for tender (RFQs) ☐ Other
- f. Define the following ranges the annual budget of the organization (\$)  
☐ Under 500,000,000 ☐ Between 500,000,000 - 1,000,000,000 ☐ Between 1,000,000,000 - 5000,000,000 ☐ High to 5000,000,000
- g. Set within the following ranges of percentages IT budget for this year (2013)  
☐ Less than 2% of the annual income of 2012 ☐ Between 2% and 4% of annual income of 2012 ☐ Between 4% to 10% of annual income of 2012 ☐ Greater than 10% of annual income in 2012
- h. Given the following table, place the% for each of the areas in which it invests IT

Budget (Example: 2% of annual income for 2012)							
Operation (1%)				Investments on other projects (1%)			
Infra(0.25%)	Trans(0.25%)	Info(0.25%)	Stra(0.25%)	Infra (0.5%)	Trans(0.1%)	Info (0.2%)	Stra (0.2%)
HW (0.2%)	SW (0.6%)	Personnel (0.2%)		HW (0.6%)	SW(0.25%)	Personnel(0.15%)	

Infra: Infrastructure

Trans: Transactional applications

Info: Information

Stra: Strategy-Projects supporting strategic objectives of the organization

- i. When was the last time you had an IT investment?

Less than 3 months	Between 3 and 6 months	Between 6 months and 1 year	More than 1 year

How do you made the decision?

What is the expected value of the investment?

- f. Who makes the decision about IT investments? [ ] Other [ ] Executive Corporate Level IT [ ] Executive Corporate Level (CXO) [ ] CIO or IT manager in business unit with other managers [ ] CIO or IT manager in business unit [ ] Manager Business Unit or head of IT processes [ ] business Unit Manager or chief process
- g. Who monitors that IT investments are paying off? [ ] Other [ ] Executive Corporate Level IT [ ] Executive Corporate Level (CXO) [ ] CIO or IT manager in business unit with other managers [ ] CIO or IT manager in business unit [ ] Manager Business Unit or head of IT processes [ ] business Unit Manager or chief process

#### Priority Vs Time spent

29. Assign a value of 1 (highest priority) to 5 (lowest priority). For the time, assign the percentage dedicated to each area. The rows must add up to 100%.

**Example**

Domain/Criteria	Priority	Time
IT Principles	2	25%

Domain/Criteria	Priority	Time
IT Principles		
IT Architecture		
IT Infrastructure		
Applications		
IT Investmen		

#### Linking and articulation mechanisms

30. Who makes up the IT area?

At the corporate level \_\_\_\_\_

A level Business Unit \_\_\_\_\_

Members IT project team level \_\_\_\_\_

31. Who makes up the other areas?

At the corporate level \_\_\_\_\_

A level Business Unit \_\_\_\_\_

Members IT project team level \_\_\_\_\_

32. A linking mechanism is intended to connect the corporate level project management (Fonstad 2008). The following liaison mechanisms with which your company account? Mark with an x which of them are part of the organization and at what level.

Adjustment and participation mechanisms	Unused mechanism	Corporate level		Business level unit		Project team level	
		IT	Non-IT	IT	Non-IT	IT	Non-IT
<b>IT Governance</b>							
<b>GOB Executive Committee:</b> set goals and form a strategy for the entire organization							
<b>GOB Committee approved capital:</b> there is a group responsible for approving the capital to be invested in projects							
<b>GOB Enterprise Architecture Committee:</b> there is a group responsible for establishing the principles and objectives of the technological architecture of the company.							
<b>GOB prioritization process and IT Investment:</b> There are responsible for prioritizing IT projects to be executed, according to the objectives and business needs before allocating funds or resources							
<b>GOB Process renewal Infrastructure:</b> there are responsible for renewing the services of the IT infrastructure, servicing and monitoring services and resolve faults that arise							
<b>GOB formal process for tracking business value of IT:</b> there are responsible for monitoring the value IT provides to the business using a framework							
<b>Project Management</b>							
<b>PM Office program or project management (PMO):</b> a centralized group coordinates the projects and creates efficiencies related inter-project							
<b>PM Group to use standard industry methodologies:</b> one group is responsible for industry methodologies used in the projects of the company							
<b>PM Software to monitor projects:</b> They have software to monitor projects being implemented.							
<b>PM Project Manager team:</b> Person in charge of managing projects in the company							
<b>Risk management PM:</b> There is a person or group of people responsible for designing mitigation plans and contingency projects							
<b>Mechanism Business Link</b>							
<b>Sponsors ME Neg business project:</b> there are individuals or groups responsible for the project sponsor							
<b>ME Neg post-implementation review:</b> A group evaluates the performance of the key objectives of the project and its deliverables to the end of it?							
<b>ME Neg Incentives linked to the objectives of the organization:</b> project participants are rewarded for meeting the objectives of the organization.							
<b>Link Alignment Mechanism</b>							
<b>ME Alin Role Relationship Management Business-IT:</b> there is a role that connects TI and a specific part of the business.							
<b>ME Alin Approval of projects:</b> the Role of Relationship Management Business-IT along with other area manager approve projects							
<b>Mechanism Architecture Link</b>							
<b>ME Arq Inclusion of an architect in projects</b>							
<b>ME Arq Exception Management Architecture:</b> There is a detailed plan for handling exceptions in the enterprise architecture process.							
<b>Communication mechanism</b>							
<b>M Com Management Ads:</b> Ads clarifying the prioritization of a project or particular strategy							
<b>M Com Ad Hoc Committees:</b> Meetings that integrate different areas of the company and the customer to validate requirements or negotiations							
<b>M Com CIO Office or Office of Government:</b> Eases IT alignment with the other units of the company and to communicate the purposes and governance processes.							
<b>M Com Portals, Intranets, Wikis:</b> Facilitate communication and knowledge management IT governance							
<b>Government IT Shared</b>							
<b>GOB C service-level agreement -SLA:</b> There service levels previously agreed between the parties							
<b>GOB C Control panel:</b> there is a control panel or dashboard indicators to assess a							

project in conjunction with a third party.						
<b>GOB C Relations Manager Full time:</b> there is a person responsible for managing relationships with suppliers?						
<b>What is outsourcing?</b> <b>GOB C Headquarters management outsourcing:</b> there is a group of persons responsible for managing IT outsourcing company						
<b>GOB C Joint Committee between Supplier government and enterprise:</b> there is a joint committee for decision making between suppliers and signature.						

## COBIT and IT governance

33. Does the company use any framework for IT management and governance? z

<input type="checkbox"/> COBIT	<input type="checkbox"/> ISO 27001	<input type="checkbox"/> TOGAF
<input type="checkbox"/> ISO 38500	<input type="checkbox"/> BMIS	<input type="checkbox"/> ZACHMANN
<input type="checkbox"/> ITIL	<input type="checkbox"/> VAL IT	<input type="checkbox"/> PMBOK
<input type="checkbox"/> ISO 20000	<input type="checkbox"/> VALUE NETWORK	<input type="checkbox"/> PRINCE2
<input type="checkbox"/> ISO 15504	<input type="checkbox"/> RISK IT	<input type="checkbox"/> BCS
<input type="checkbox"/> CMM	<input type="checkbox"/> ISO 27005	<input type="checkbox"/> SIX SIGMA

34. Which of these IT processes (obtained from COBIT 4.1) have implemented or used?z

<input type="checkbox"/> Define a strategic IT plan <input type="checkbox"/> Define the information architecture <input type="checkbox"/> Determine technological direction <input type="checkbox"/> Define IT processes, organization and relationships <input type="checkbox"/> Management of IT investments <input type="checkbox"/> Communicate management aims and direction <input type="checkbox"/> Management of IT human resources <input type="checkbox"/> Communicate management aims and direction <input type="checkbox"/> Management of IT human resources <input type="checkbox"/> Quality Management <input type="checkbox"/> Assess and manage IT risks <input type="checkbox"/> Project Management <input type="checkbox"/> Identify automated solutions	<input type="checkbox"/> Acquire and maintain application software <input type="checkbox"/> Acquire and maintain IT infrastructure <input type="checkbox"/> Allow operations and use <input type="checkbox"/> Buy IT resources <input type="checkbox"/> Management changes <input type="checkbox"/> Install and accredit solutions and changes <input type="checkbox"/> Define and manage service level <input type="checkbox"/> Management of third party services <input type="checkbox"/> Performance and capacity management <input type="checkbox"/> To ensure continuous operation <input type="checkbox"/> To ensure that the system is safe <input type="checkbox"/> Identify and allocate costs <input type="checkbox"/> To educate and train users	<input type="checkbox"/> Manage service desk and incidents <input type="checkbox"/> Configuration Management <input type="checkbox"/> Handling problems <input type="checkbox"/> Data Handling <input type="checkbox"/> Management of the physical environment <input type="checkbox"/> Management Operations <input type="checkbox"/> Monitor and evaluate IT performance <input type="checkbox"/> Monitor and evaluate internal control <input type="checkbox"/> Ensure compliance with external requirements <input type="checkbox"/> Provide IT governance
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35. Which of these goals IT (obtained from COBIT 4.1) have referred in your company?z

<input type="checkbox"/> Respond to business requirements aligned with business strategy <input type="checkbox"/> Respond to governance requirements in line with the executive management <input type="checkbox"/> To ensure end-user satisfaction with service offerings and service levels <input type="checkbox"/> To optimize the use of information <input type="checkbox"/> Create IT agility <input type="checkbox"/> Set as business functionality and control requirements are transferred into effective solutions <input type="checkbox"/> Acquire and maintain integrated systems and standardized application <input type="checkbox"/> To acquire and maintain an integrated IT infrastructure and standardized <input type="checkbox"/> Acquire and maintain IT skills that respond to the IT strategy <input type="checkbox"/> To ensure the mutual satisfaction of relationships with third parties <input type="checkbox"/> Ensure seamless integration of applications within business processes	<input type="checkbox"/> To ensure transparency and understanding of IT cost, benefits, strategy, policies and SLA's <input type="checkbox"/> Ensure the proper use and performance of application solutions and technology <input type="checkbox"/> Take into account and protect all IT assets <input type="checkbox"/> Optimize infrastructure, IT resources and capabilities <input type="checkbox"/> Reduce defects and service delivery solution and rework <input type="checkbox"/> Protect the achievement of IT goals <input type="checkbox"/> Establish clarity of business impact on the risks to IT objectives and IT resources <input type="checkbox"/> Ensure that critical and confidential information is withheld to those who should not have access <input type="checkbox"/> Ensure that automated business transactions and changes to information are reliable	<input type="checkbox"/> Ensure that IT services and infrastructure can properly resist and recover from failures, errors attacks, etc. <input type="checkbox"/> Ensure minimum business impact in case of an interruption of IT services or changes <input type="checkbox"/> To be sure that IT services are available as required <input type="checkbox"/> To improve the efficiency of IT costs and contributions to business profitability <input type="checkbox"/> Deliver projects on time and on budget, meeting quality standards <input type="checkbox"/> To maintain the integrity of information and processing infrastructure <input type="checkbox"/> Ensure IT complies with laws, regulations and contracts <input type="checkbox"/> Ensure that IT demonstrates cost efficiency of service quality, continuous improvement and readiness for future changes
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36. Which of these business goals (obtained from COBIT 4.1) are covered by your company? z

Metas de Negocio	
Perspectiva Financiera	Proporcionar un buen retorno de inversión de TI-permitiendo inversión en negocio
	Gestionar los riesgos de TI que afecten a negocio
	Mejorar gobierno corporativo y transparencia
Perspectiva del cliente	Mejorar la orientación y servicio al cliente
	Ofrecer productos y servicios competitivos.
	Establecer continuidad y disponibilidad de servicios
	Crear agilidad en la respuesta a los cambios de los requerimientos de negocio
	Lograr optimización de costes de la entrega de servicios
Perspectiva Interna	Obtener información fiable y útil para tomar decisiones estratégicas
	Mejorar y mantener funcionalidad de procesos de negocio
	Reducir el coste de los procesos
	Proporcionar cumplimiento con leyes externas, regulaciones y contratos
	Proporcionar cumplimiento con políticas internas
	Gestionar cambios de negocio
Perspectiva de Aprendizaje y Crecimiento	Mejorar y mantener productividad operacional y de personal
	Gestionar productos e innovación de negocio.
	Adquirir y mantener personal cualificado y motivado

#### CIO Role

Questions	
37.	What is your role in the company and what are your responsibilities?
38.	What do the senior executives expect from you?
39.	How is measured your performance? (Internal customer satisfaction, peer review, external customers Satisfaction, Performance Improvements business processes)
40.	What is the communication mechanism between you and the other managers? Do you have daily, weekly, monthly meetings?
41.	Do you have a seat on the board to make strategic and operational decisions?
42.	Whose depends on IT in the organization (who is your boss)? Reports to someone else?
43.	Who do you think you should report to? (CEO, COO, CFO, someone outside of the board, Another person board)
44.	For each of the following activities, check the percentage to which you will spend more time. [ ] Management of IT Services [ ] Working with people outside the IT area [ ] Working with clients [ ] Business Process Management
45.	There is some cooperation between the other IT managers in the Logistics and Transport sector in Colombian?

#### Selecting a technology provider

46. Who is the person or persons responsible for choosing a technology vendor?  
 47. What does an executive transportation and logistics see to select a technology vendor? Assign a percentage of 0% -100%

Criterion	%
High quality product license purchase service	
Good customer service	
Easy to integrate with other platforms	
Low operating costs (license fee, etc.)	
Provide tailored solutions	
Low initial costs	

48. You think that the time to select a technology provider have changed in your company?  
 [ ] They have increased [ ] have decreased [ ] remains the same  
 49. What is the main reason why has increased? z  
 [ ] Greater control over decisions cost [ ] Number of people to make the decision has increased  
 [ ] The desire of the board to make part of the decision [ ] Major providers to choose [ ] There is not enough product information