

BCC ICCREA S3/L2

TRACCIA:

L'Alta Direzione ha stabilito di aver bisogno che i dati sensibili degli utenti siano protetti, in conformità alle normative per migliorare anche la fiducia del cliente verso l'organizzazione (l'esigenza non si riferisce alla business continuity, non è richiesto Design Factors e Focus Area).

- collega a questo bisogno, un Enterprise Goal tra quelli in «A-Figure 4.17»

EG05	Customer	Customer-oriented service culture	<ul style="list-style-type: none"> • Number of customer service disruptions • Percent of business stakeholders satisfied that customer service delivery meets agreed levels • Number of customer complaints • Trend of customer satisfaction survey results
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- collega all'EG scelto, un Alignment Goal tra quelli in «A-Figure 4.18», può essere di aiuto la «B-Figure A.1»

AG05	Customer	Delivery of I&T services in line with business requirements	<ul style="list-style-type: none"> • Percent of business stakeholders satisfied that IT service delivery meets agreed service levels • Number of business disruptions due to IT service incidents • Percent of users satisfied with the quality of IT service delivery
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- collega all'AG scelto, un Governance and Management Objectives, tra quelli in «B-Chapter 4», può essere di aiuto la «B-Figure A.2»

Domain: Align, Plan and Organize		Focus Area: COBIT Core Model	
Management Objective: AP002 – Managed Strategy			
Description			
Provide a holistic view of the current business and I&T environment, the future direction, and the initiatives required to migrate to the desired future environment. Ensure that the desired level of digitization is integral to the future direction and the I&T strategy. Assess the organization's current digital maturity and develop a road map to close the gaps. With the business, rethink internal operations as well as customer-facing activities. Ensure focus on the transformation journey across the organization. Leverage enterprise architecture building blocks, governance components and the organization's ecosystem, including externally provided services and related capabilities, to enable reliable but agile and efficient response to strategic objectives.			
Purpose			
Support the digital transformation strategy of the organization and deliver the desired value through a road map of incremental changes. Use a holistic I&T approach, ensuring that each initiative is clearly connected to an overarching strategy. Enable change in all different aspects of the organization, from channels and processes to data, culture, skills, operating model and incentives.			
The management objective supports the achievement of a set of primary enterprise and alignment goals:			
Enterprise Goals		Alignment Goals	
<ul style="list-style-type: none">• EG01 Portfolio of competitive products and services• EG05 Customer-oriented service culture• EG08 Optimization of internal business process functionality• EG12 Managed digital transformation programs		AG08 Enabling and supporting business processes by integrating applications and technology	
Example Metrics for Enterprise Goals		Example Metrics for Alignment Goals	
EG01 <ul style="list-style-type: none">a. Percent of products and services that meet or exceed targets in revenues and/or market shareb. Percent of products and services that meet or exceed customer satisfaction targetsc. Percent of products and services that provide competitive advantaged. Time to market for new products and services		AG08 <ul style="list-style-type: none">a. Time to execute business services or processesb. Number of I&T-enabled business programs delayed or incurring additional cost due to technology-integration issuesc. Number of business process changes that need to be delayed or reworked because of technology-integration issuesd. Number of applications or critical infrastructures operating in silos and not integrated	
EG05 <ul style="list-style-type: none">a. Number of customer service disruptionsb. Percent of business stakeholders satisfied that customer service delivery meets agreed levelsc. Number of customer complaintsd. Trend of customer satisfaction survey results			

- scegli una pratica che possa concorrere a soddisfare l'esigenza dell'Alta Direzione tra le pratiche presenti all'interno dell'elemento scelto precedentemente. B/D

Activities	Capability Level
1. Summarize enterprise context and direction and identify specific I&T aspects of enterprise strategy (e.g., digitizing processes, implementing new technology, supporting legacy architecture, applying new digital business models, developing digital product portfolio, etc.).	2
2. Define high-level I&T objectives and goals and specify their contribution to enterprise objectives.	
3. Detail required I&T services and products to realize enterprise objectives. Consider validated emerging technology or innovation ideas, reference standards, competitor business and I&T capabilities, comparative benchmarks of good practice, and emerging I&T service provision.	3
4. Determine I&T capabilities, methodologies and organizational approaches required to realize the defined I&T product and service portfolio. Consider different development methodologies (Agile, scrum, waterfall, bimodal IT), depending on business requirements. Consider how each could help realize I&T objectives.	
Related Guidance (Standards, Frameworks, Compliance Requirements)	Detailed Reference
No related guidance for this management practice	

- Quali sono i ruoli e le responsabilità per questa pratica? B/C APO02.06

A. Component: Process (cont.)		
Management Practice	Example Metrics	
AP002.06 Communicate the I&T strategy and direction. Create awareness and understanding of the business and I&T objectives and direction, as captured in the I&T strategy, through communication to appropriate stakeholders and users throughout the enterprise.	a. Frequency of updates to the I&T strategy communication plan b. Percent of stakeholders aware of I&T strategy and direction	
Activities	Capability Level	
1. Develop a communication plan covering the required messages, target audiences, communication mechanisms/channels and schedules.	3	
2. Prepare a communication package that delivers the plan effectively, using available media and technologies.		
3. Develop and maintain a network for endorsing, supporting and driving the I&T strategy.		
4. Obtain feedback and update the communication plan and delivery as required.	4	
Related Guidance (Standards, Frameworks, Compliance Requirements)	Detailed Reference	
No related guidance for this management practice		

B. Component: Organizational Structures																																			
Key Management Practice		Chief Executive Officer		Chief Information Officer		Chief Technology Officer		Chief Digital Officer		I&T Governance Board		Business Process Owners		Project Management Office		Data Management Function		Relationship Manager		Head Architect		Head Development		Head IT Operations		Head IT Administration		Service Manager		Information Security Manager		Business Continuity Manager		Privacy Officer	
	AP002.01 Understand enterprise context and direction.		A	R	R									R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
	AP002.02 Assess current capabilities, performance and digital maturity of the enterprise.		A	R	R									R		R		R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
	AP002.03 Define target digital capabilities.		R	R	A			R					R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
	AP002.04 Conduct a gap analysis.		R	R	R	A		R					R		R		R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
	AP002.05 Define the strategic plan and road map.		R	R	R	A		R		R			R		R		R		R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
	AP002.06 Communicate the I&T strategy and direction.		R	R	R	R	A																												
	Related Guidance (Standards, Frameworks, Compliance Requirements)														Detailed Reference																				
ISO/IEC 38502:2017(E)														5.4 Responsibilities of managers																					

- Quali sono gli input/output per questa pratica? B

C. Component: Information Flows and Items (see also Section 3.6) (cont.)				
Management Practice	Inputs		Outputs	
	From	Description	Description	To
APO02.02 Assess current capabilities, performance and digital maturity of the enterprise.	APO06.05	Cost optimization opportunities	Gaps and risk related to current capabilities	APO12.01
	APO08.05	Definition of potential improvement projects	Capability SWOT analysis	Internal
	APO09.01	Identified gaps in IT services to the business	Baseline of current capabilities	Internal
	APO09.04	Improvement action plans and remediations		
	APO12.01	Emerging risk issues and factors		
	APO12.02	Risk analysis results		
	APO12.03	Aggregated risk profile, including status of risk management actions		
	APO12.05	Project proposals for reducing risk		
	BAI04.03	• Prioritized improvements • Performance and capacity plans		
	BAI04.05	Corrective actions		
	BAI09.01	Results of fit-for-purpose reviews		
	BAI09.04	• Results of cost optimization reviews • Opportunities to reduce asset costs or increase value		
	EDM04.03	Feedback on allocation and effectiveness of resources and capabilities		

- In quale documento aziendale dovrebbe essere descritta la policy o la procedura? B

E. Component: Principles, Policies and Procedures			
Relevant Policy	Policy Description	Related Guidance	Detailed Reference
I&T service strategy principles	For details, refer to related guidance.	ITIL V3, 2011	Service Strategy, 3. Service strategy principles
I&T strategy policy and principles	Provides holistic view of current business and I&T environment, strategic direction and initiatives required to transition to the desired future environment. Ensures that business and I&T strategy reflect target level of digitization.		

- Quali servizi/infrastrutture/applicazioni sono coinvolti? B

G. Component: Services, Infrastructure and Applications
<ul style="list-style-type: none"> • Customer analytics • Industry benchmarks • Performance measurement system (e.g., balanced scorecard, skills management tools) • Technology watch services and tools