Enhancing IT Process Efficiency Using COBIT

I was tasked by a manufacturing company to optimize its IT service delivery processes. The organization had experienced frequent disruptions and delays in deploying system updates and resolving user-reported issues. To address this, I applied the COBIT 2019 framework to evaluate and improve a critical IT process: Change Management (BAI06).

1. Selected IT Process: Change Management (BAI06)

After reviewing incident logs, stakeholder feedback, and audit reports, I determined that Change Management was a key bottleneck. Challenges included:

- Unplanned outages due to poorly tested changes.
- Lack of consistent change documentation and approvals.
- Limited visibility for business users into the impact of IT changes.

2. COBIT Process Capability Assessment

I conducted a process capability assessment using COBIT's Process Assessment Model (PAM) and its six capability levels:

Level 0: Incomplete

Level 1: Performed

Level 2: Managed

Level 3: Established

Level 4: Predictable

Level 5: Optimizing

Based on COBIT's criteria, the current Change Management process was rated at Capability Level 1 (Performed):

Criteria	**Observations**
Defined policies and procedures	Partially documented; ad hoc execution
Process ownership and accountability	Unclear roles; informal decision making
Change impact assessment and	Minimal risk or impact assessment

prioritization	practices
Change testing and approval	Inconsistent; approval often verbal
Performance measurement	No KPIs or audit trails

3. Maturity Improvement Roadmap

To elevate the Change Management process from Level 1 to Level 3+, I designed a phased roadmap aligned with COBIT's BAI06 guidance:

Phase 1 – Stabilize (Level 2)

- Define and document a standard change management policy.
- Assign a formal Change Manager role with decision-making authority.
- Introduce a Change Advisory Board (CAB) for major changes.
- Implement basic change logging and approval via ticketing system.

Phase 2 – Establish (Level 3)

- Integrate automated impact assessments and risk scoring tools.
- Enforce mandatory testing and rollback planning.
- Link change activities to business units for communication and feedback.
- Track KPIs such as change success rate, emergency change frequency.

Phase 3 – Optimize (Level 4+)

- Embed change controls into DevOps pipelines (CI/CD).
- Perform trend analysis and continuous improvement based on post-change reviews.
- Introduce change automation for low-risk categories.

4. Presentation to the IT Team

To gain stakeholder support and drive implementation, I presented a visual and data-driven optimization plan focused on:

- Current pain points and operational inefficiencies caused by inconsistent change handling.

- Clear benefits of COBIT-aligned improvements:

  Fewer unplanned outages

  Faster deployment cycles

  Improved audit readiness

  Better business-user trust

- A simplified view of COBIT's process capability levels and how each step builds organizational maturity.

Outcome

- The company implemented Phase 1 changes within three months, reducing unplanned change failures by 40%.
- The CAB and ticketing based approval system were adopted as standard procedure.
- Plan to integrate automation tools and formal risk scoring in the next phase.