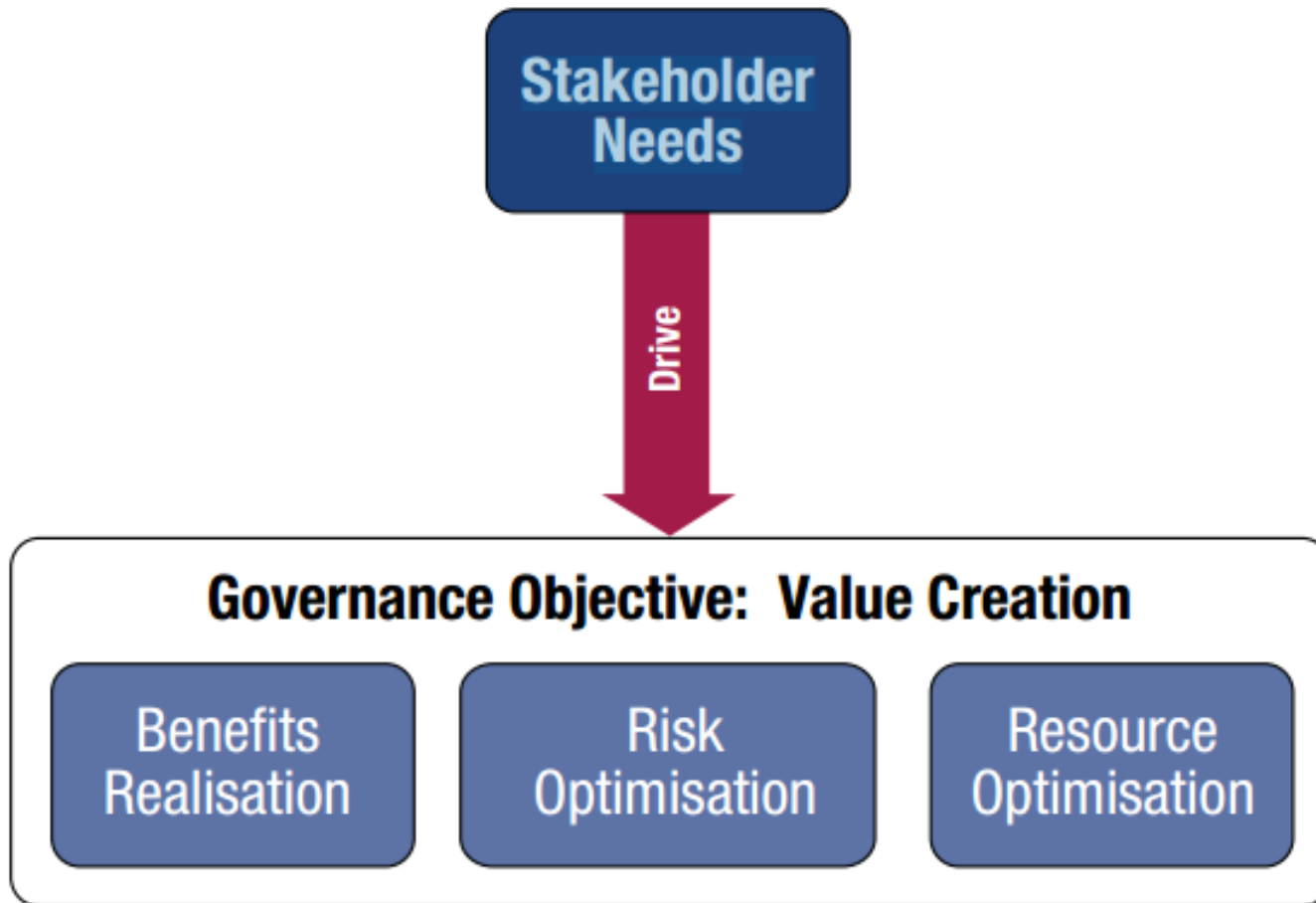
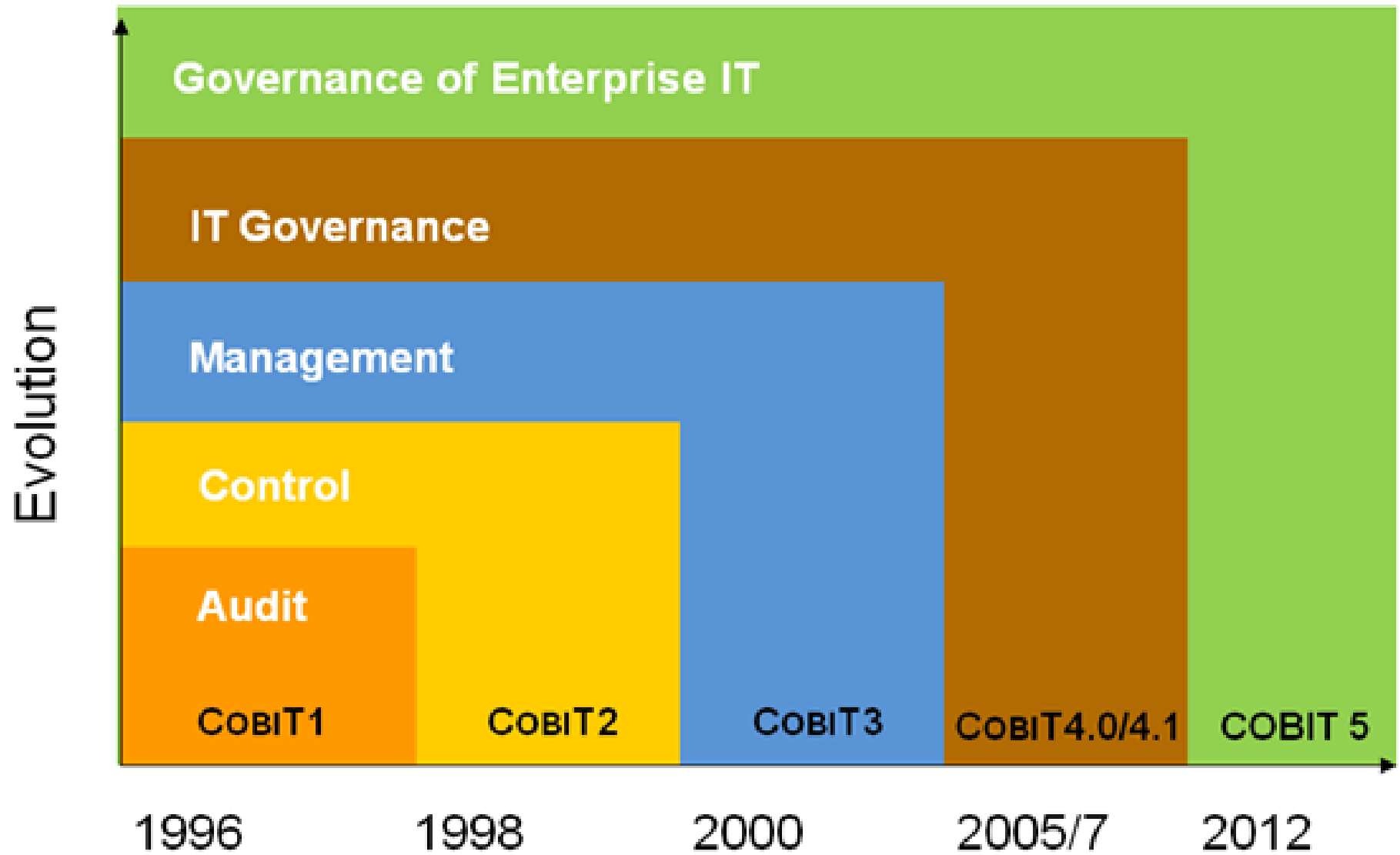


COBIT Workshop

IT governance creates value for the enterprise by:





Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor

EDM01 Ensure Governance Framework Setting and Maintenance

EDM02 Ensure Benefits Delivery

EDM03 Ensure Risk Optimisation

EDM04 Ensure Resource Optimisation

EDM05 Ensure Stakeholder Transparency

Align, Plan and Organise

AP001 Manage the IT Management Framework

AP002 Manage Strategy

AP003 Manage Enterprise Architecture

AP004 Manage Innovation

AP005 Manage Portfolio

AP006 Manage Budget and Costs

AP007 Manage Human Resources

AP008 Manage Relationships

AP009 Manage Service Agreements

AP010 Manage Suppliers

AP011 Manage Quality

AP012 Manage Risk

AP013 Manage Security

Monitor, Evaluate and Assess

MEA01 Monitor, Evaluate and Assess Performance and Conformance

Build, Acquire and Implement

BAI01 Manage Programmes and Projects

BAI02 Manage Requirements Definition

BAI03 Manage Solutions Identification and Build

BAI04 Manage Availability and Capacity

BAI05 Manage Organisational Change Enablement

BAI06 Manage Changes

BAI07 Manage Change Acceptance and Transitioning

BAI08 Manage Knowledge

BAI09 Manage Assets

BAI10 Manage Configuration

MEA02 Monitor, Evaluate and Assess the System of Internal Control

Deliver, Service and Support

DSS01 Manage Operations

DSS02 Manage Service Requests and Incidents

DSS03 Manage Problems

DSS04 Manage Continuity

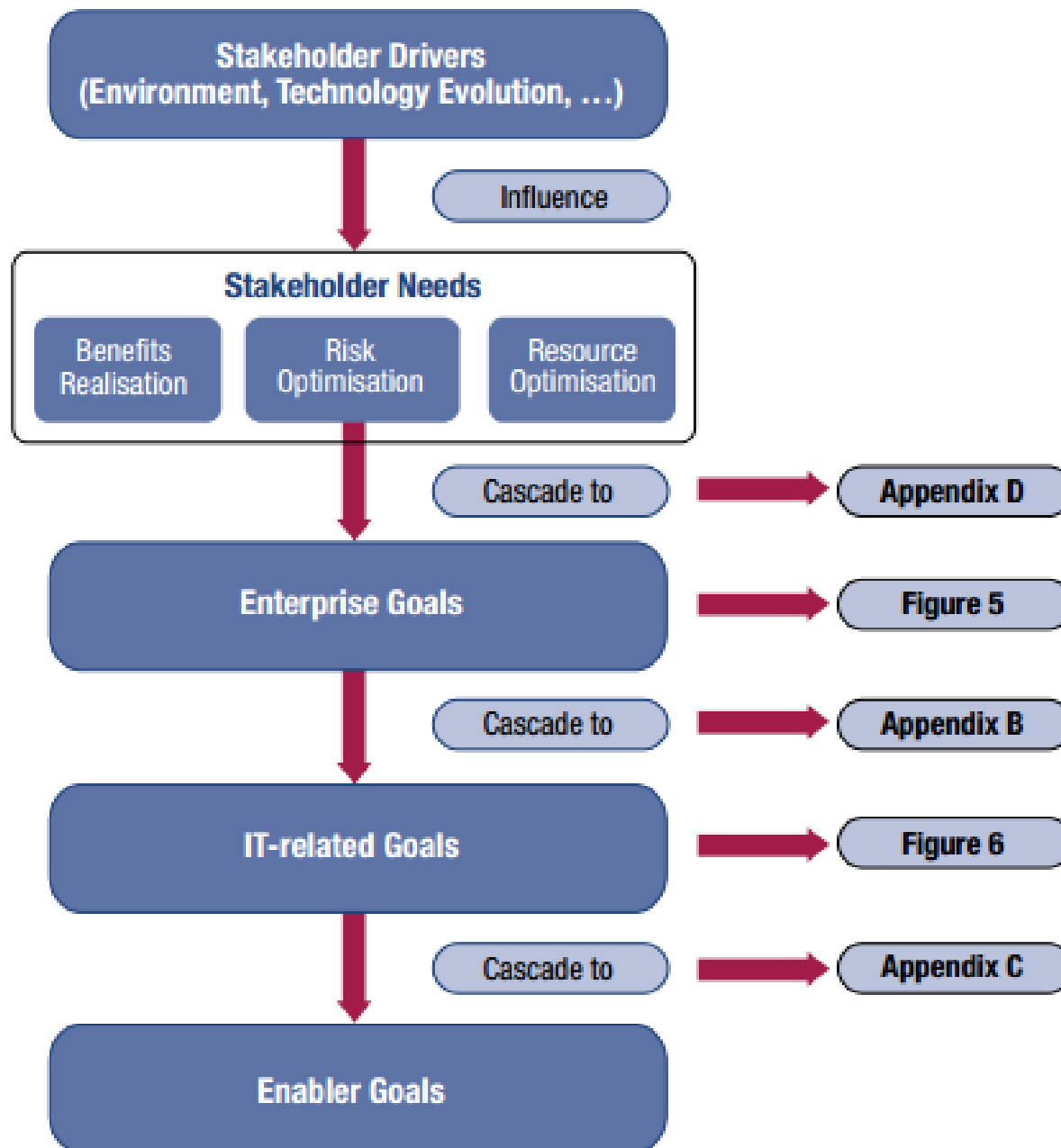
DSS05 Manage Security Services

DSS06 Manage Business Process Controls

MEA03 Monitor, Evaluate and Assess Compliance With External Requirements

Processes for Management of Enterprise IT

Figure 4—COBIT 5 Goals Cascade Overview



Workshop :Stakeholder Needs

- How do I get value from the use of IT? Are end users satisfied with the quality of the IT service?
- How do I manage performance of IT?
- How can I best exploit new technology for new strategic opportunities?
- How do I best build and structure my IT department?
- How dependent am I on external providers? How well are IT outsourcing agreements being managed? How do I obtain assurance over external providers?
- What are the (control) requirements for information?
- Did I address all IT-related risk?
- ฉันจะได้รับคุณค่าจากการใช้ไอทีหรือไม่ ผู้ใช้พอใจกับคุณภาพของบริการไอที?
- ฉันจะจัดการประสิทธิภาพการทำงานของไอทีได้อย่างไร
- ฉันจะใช้ประโยชน์จากเทคโนโลยีใหม่เพื่อโอกาสในเชิงยุทธศาสตร์ใหม่ได้ดีที่สุดได้อย่างไร
- ฉันจะสร้างและโครงสร้างของแผนกไอทีของฉันให้ดีที่สุดได้อย่างไร
- ฉันพึ่งพาผู้ให้บริการภายนอกมากแค่ไหน ข้อตกลงการจ้างIT ภายนอกมีการจัดการได้ดีเพียงใด ฉันจะเชื่อมั่นผู้ให้บริการภายนอกได้มากน้อยเพียงใด
- ความต้องการการควบคุมข้อมูลเป็นอย่างไร?
- ฉันระบุความเสี่ยงทั้งหมดที่เกี่ยวข้องกับ IT ครบหรือยัง?

Workshop :Stakeholder Needs

- Am I running an efficient and resilient IT operation?
- How do I control the cost of IT? How do I use IT resources in the most effective and efficient manner? What are the most effective and efficient sourcing options?
- Do I have enough people for IT? How do I develop and maintain their skills, and how do I manage their performance?
- How do I get assurance over IT?
- ฉันดำเนินงาน IT ที่มีประสิทธิภาพและมีความยืดหยุ่นหรือไม่?
- ฉันจะควบคุมค่าใช้จ่ายของไอทีได้อย่างไร ฉันใช้ทรัพยากรไอทีอย่างมีประสิทธิภาพและมีประสิทธิภาพสูงสุดหรือไม่? **Sourcing** แบบใด มีประสิทธิภาพและมีประสิทธิภาพสูงสุดในงานของฉัน?
- ฉันมีคนพอสำหรับไอทีหรือไม่ ฉันจะพัฒนาและรักษาทักษะของพวกเขาและจัดการประสิทธิภาพการทำงานของพวกเขาได้อย่างไร
- ฉันจะมั่นใจในไอทีได้อย่างไร

Workshop :Stakeholder Needs

- Is the information I am processing well secured?
 - How do I improve business agility through a more flexible IT environment?
 - Do IT projects fail to deliver what they promised—and if so, why? Is IT standing in the way of executing the business strategy?
 - How critical is IT to sustaining the enterprise? What do I do if IT is not available?
 - What concrete vital primary business processes are dependent on IT, and what are the requirements of business processes?
- ข้อมูลที่ประมวลผลมีการรักษาความปลอดภัยดีหรือไม่
 - ฉันจะปรับปรุงธุรกิจให้คล่องตัวโดยใช้ITให้มีความคล่องตัวยืดหยุ่นมากขึ้นได้อย่างไร
 - มีโครงการด้านไอทีที่ไม่สามารถส่งมอบสิ่งที่พวกเขาสัญญาใหม่และถ้ามี ทำไม หรือ ไอทีขัดขวางการดำเนินกลยุทธ์ทางธุรกิจเสียเอง
 - ไอทีมีความสำคัญต่อองค์กรเพียงใด? ถ้าไอทีไม่สามารถใช้ได้จะเป็นอย่างไร
 - งานที่สำคัญหลักของกระบวนการทางธุรกิจมีอะไรบ้างขึ้นอยู่กับไอที และอะไรคือสิ่งที่ธุรกิจต้องการจากไอที?

Workshop :Stakeholder Needs

- What has been the average overrun of the IT operational budgets? How often and how much do IT projects go over budget?
- How much of the IT effort goes to fighting fires rather than to enabling business improvements?
- Are sufficient IT resources and infrastructure available to meet required enterprise strategic objectives?
- How long does it take to make major IT decisions?
- Are the total IT effort and investments transparent?
- Does IT support the enterprise in complying with regulations and service levels? How do I know whether I am compliant with all applicable regulations?
- เงินที่ใช้เกินงบประมาณ เฉลี่ยแล้วเป็นที่เปอร์เซ็นต์ของงบประมาณในการดำเนินงาน IT? ปอยแค่ไหนและมากเท่าไรที่โครงการด้านไอทีที่มักใช้เงินเกินงบประมาณ?
- ไอทีใช้ความพยายามไปแก้ปัญหาฉุกเฉินมากกว่าที่จะช่วยให้การปรับปรุงธุรกิจมากเพียงใด
- ทรัพยากรไอทีและโครงสร้างพื้นฐานที่มีอยู่เพียงพอที่จะตอบสนองวัตถุประสงค์เชิงกลยุทธ์ขององค์กรหรือไม่
- ใช้เวลานานแค่ไหนในการตัดสินใจเรื่องใหญ่ๆทางไอที?
- การใช้ทรัพยากรไอทีทั้งหมดและการลงทุนไอทีโปร่งใสหรือไม่
- ไอที สนับสนุนองค์กรในการปฏิบัติตามกฎระเบียบและระดับการให้บริการหรือไม่ ฉันจะรู้ว่าฉันสอดคล้องกับกฎระเบียบที่บังคับใช้ทั้งหมดได้อย่างไร

Appendix D

Figure 24—Mapping COBIT 5 Enterprise Goals to Governance and Management Questions

STAKEHOLDER NEEDS	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
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
How do I get value from the use of IT? Are end users satisfied with the quality of the IT service?	■	■				■	■						■			■	■
How do I manage performance of IT?		■			■				■	■	■	■		■			
How can I best exploit new technology for new strategic opportunities?	■	■						■					■			■	■
How do I best build and structure my IT department?								■		■	■	■		■	■	■	

STAKEHOLDER NEEDS	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
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
How dependent am I on external providers? How well are IT outsourcing agreements being managed? How do I obtain assurance over external providers?																	
What are the (control) requirements for information?																	
Did I address all IT-related risk?																	
Am I running an efficient and resilient IT operation?																	
How do I control the cost of IT? How do I use IT resources in the most effective and efficient manner? What are the most effective and efficient sourcing options?																	
Do I have enough people for IT? How do I develop and maintain their skills, and how do I manage their performance?																	
How do I get assurance over IT?																	

STAKEHOLDER NEEDS	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
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
Is the information I am processing well secured?																	
How do I improve business agility through a more flexible IT environment?																	
Do IT projects fail to deliver what they promised—and if so, why? Is IT standing in the way of executing the business strategy?																	
How critical is IT to sustaining the enterprise? What do I do if IT is not available?																	

Enterprise goals

- Enterprise goals are structured as a balanced scorecard:
 - Financial
 - Customer
 - Internal
 - Learning and growth
- The 17 generic enterprise goals identified by COBIT span these 4 dimensions

Figure 5—COBIT 5 Enterprise Goals

BSC Dimension	Enterprise Goal	Relation to Governance Objectives		
		Benefits Realisation	Risk Optimisation	Resource Optimisation
Financial	1. Stakeholder value of business investments	P		S
	2. Portfolio of competitive products and services	P	P	S
	3. Managed business risk (safeguarding of assets)		P	S
	4. Compliance with external laws and regulations		P	
	5. Financial transparency	P	S	S
Customer	6. Customer-oriented service culture	P		S
	7. Business service continuity and availability		P	
	8. Agile responses to a changing business environment	P		S
	9. Information-based strategic decision making	P	P	P
	10. Optimisation of service delivery costs	P		P
Internal	11. Optimisation of business process functionality	P		P
	12. Optimisation of business process costs	P		P
	13. Managed business change programmes	P	P	S
	14. Operational and staff productivity	P		P
	15. Compliance with internal policies		P	
Learning and Growth	16. Skilled and motivated people	S	P	P
	17. Product and business innovation culture	P		

Figure 6—IT-related Goals

IT BSC Dimension	Information and Related Technology Goal	
Financial	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
Customer	07	Delivery of IT services in line with business requirements
	08	Adequate use of applications, information and technology solutions
Internal	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
Learning and Growth	16	Competent and motivated business and IT personnel
	17	Knowledge, expertise and initiatives for business innovation

Goals Cascade (Appendix B)

- The COBIT 5 goals cascade is the mechanism that translates stakeholders' needs into specific, actionable, and customized goals within the context of the enterprise.
- Achieving IT-related goals requires the successful application and use of a number of enablers.
- You can select specific enablers and their related goals for each enabler type in support of your IT-related goals.

			Enterprise 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
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
IT-related Goal			Financial				Customer					Internal					Learning and Growth		
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		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	P		S			S
	06	Transparency of IT costs, benefits and risk	S		S		P				S	P		P					

			Stakeholder value of	Portfolio of competi	Managed business ri	Compliance with exte	Financial transparenc	Customer-oriented s	Business service con	Agile responses to a	Information-based st	Optimisation of servic	Optimisation of busin	Optimisation of busin	Managed business c	Operational and staff	Compliance with inter	Skilled and motivated	Product and business
			1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.
IT-related Goal			Financial				Customer				Internal				Learning and Growth				
Customer	07	Delivery of IT services in line with business requirements	P	P	S	S		P	S	P	S		P	S	S			S	S
	08	Adequate use of applications, information and technology solutions	S	S	S			S	S		S	S	P	S		P		S	S
Internal	09	IT agility	S	P	S			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	P	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

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

			IT-related Goal																
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
																	Learning and		
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	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																
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
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				

			<p>Alignment of IT and business strategy</p> <p>IT compliance and support for business compliance with external laws and regulations</p> <p>Commitment of executive management for making IT-related decisions</p> <p>Managed IT-related business risk</p> <p>Realised benefits from IT-enabled investments and services portfolio</p> <p>Transparency of IT costs, benefits and risk</p> <p>Delivery of IT services in line with business requirements</p> <p>Adequate use of applications, information and technology solutions</p> <p>IT agility</p> <p>Security of information, processing infrastructure and applications</p> <p>Optimisation of IT assets, resources and capabilities</p> <p>Enablement and support of business processes by integrating applications and technology into business processes</p> <p>Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards</p> <p>Availability of reliable and useful information for decision making</p> <p>IT compliance with internal policies</p> <p>Competent and motivated business and IT personnel</p> <p>Knowledge, expertise and initiatives for business innovation</p>																
			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	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		

			IT-related Goal																
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
COBIT 5 Process			Financial					Customer			Internal						Learning and Growth		
Deliver, Service and Support	DSS01	Manage Operations		S		P	S		P	S	S	S	P			S	S	S	S
	DSS02	Manage Service Requests and Incidents				P			P	S		S				S	S		S
	DSS03	Manage Problems		S		P	S		P	S	S		P	S		P	S		S
	DSS04	Manage Continuity	S	S		P	S		P	S	S	S	S	S		P	S	S	S
	DSS05	Manage Security Services	S	P		P			S	S			S	S		S	S		
	DSS06	Manage Business Process Controls		S		P			P	S		S	S	S		S	S	S	S

			IT-related Goal																
			Alignment of IT and business strategy	IT compliance and support for business compliance with external laws and regulations	Commitment of executive management for making IT-related decisions	Managed IT-related business risk	Realised benefits from IT-enabled investments and services portfolio	Transparency of IT costs, benefits and risk	Delivery of IT services in line with business requirements	Adequate use of applications, information and technology solutions	IT agility	Security of information, processing infrastructure and applications	Optimisation of IT assets, resources and capabilities	Enablement and support of business processes by integrating applications and technology into business processes	Delivery of programmes delivering benefits, on time, on budget, and meeting requirements and quality standards	Availability of reliable and useful information for decision making	IT compliance with internal policies	Competent and motivated business and IT personnel	Knowledge, expertise and initiatives for business innovation
			01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17
COBIT 5 Process			Financial					Customer			Internal						Learning and Growth		
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