COBIT 2019 Case Study Resource Pack
[Webinar handout] COBIT 2019 Use Cases
Tailoring Governance of Your Enterprise IT

With thanks to: Mark Thomas, Escoute
These use cases are examples of common questions regarding the use of COBIT 2019.

You will not find these use cases in COBIT 2019, they are based on the experience and interpretation of the presenter of the webinar.

Each use case indicates pre and post conditions, with a success scenario and applicable COBIT 2019 references.

To view the webinar that introduced these use cases, visit apmg-international.com
## Use Cases

<table>
<thead>
<tr>
<th>Use COBIT as a “framework to manage frameworks”</th>
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<tr>
<td>Use COBIT to determine which industry standards are applicable to a selected process</td>
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<tr>
<td>Use COBIT to identify an organizational structure for EGIT</td>
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<tr>
<td>Use COBIT to create a tailored governance system</td>
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<tr>
<td>Understand the key differences between COBIT 5 and COBIT 2019</td>
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<tr>
<td>Update an existing capability assessment to the COBIT 2019 performance management guidance</td>
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<tr>
<td>Select the appropriate COBIT measures to ensure proper information protection</td>
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<td>Use COBIT to determine appropriate information protection policies</td>
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</table>
## Use Cases

1. **My enterprise uses multiple frameworks, how does COBIT fit?**
   - **UC 1.1** Use COBIT as a “Framework to Manage Frameworks”
   - **UC 1.2** Use COBIT to determine which industry standards are applicable to a particular process

2. **I am launching a new IT Governance group at our company, where does COBIT say I should start?**
   - **UC 2.1** Use COBIT to identify an organizational structure for EGIT
   - **UC 2.2** Use COBIT to create a tailored governance system

3. **Our company uses previous versions of COBIT, how do we move to COBIT 2019?**
   - **UC 3.1** Understand the key differences between COBIT5 and COBIT 2019
   - **UC 3.2** Update an existing capability assessment to the COBIT 2019 performance management guidance

4. **With the increase in security compromises we are seeing in this industry, I’d like to leverage COBIT to help me. How do I do this?**
   - **UC 4.1** Select the appropriate COBIT measures to ensure proper information protection
   - **UC 4.2** Use COBIT to determine appropriate information protection policies
## Use Case 1.1: Use COBIT as a “framework to manage frameworks”

### Pre conditions
- Multiple frameworks across the organization
- Application of frameworks is inconsistent
- No (or weak) overarching framework for the governance and management of I&T

### Success Scenario

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Understand principles</td>
<td>COBIT 2019 Framework guide, Ch. 3</td>
</tr>
<tr>
<td>2</td>
<td>Conduct a goals cascade</td>
<td>COBIT 2019 Design guide, Mapping Appendix</td>
</tr>
<tr>
<td>3</td>
<td>Determine design factors and focus areas</td>
<td>COBIT 2019 Objectives guide, Ch. 4</td>
</tr>
<tr>
<td>4</td>
<td>Map to industry frameworks</td>
<td>COBIT 2019 Objectives guide, Ch. 4</td>
</tr>
<tr>
<td>5</td>
<td>Document and implement</td>
<td>COBIT 2019 Design guide</td>
</tr>
</tbody>
</table>

### Post conditions
- End to end governance system
- Provides stakeholder value
- Holistic approach
- Dynamic governance system
- Governance distinct from management
- Tailored to meet enterprise needs

### COBIT 2019 References

- COBIT 2019 Framework guide, Ch. 3
- COBIT 2019 Design guide, Mapping Appendix
- COBIT 2019 Objectives guide, Ch. 4
- COBIT 2019 Design guide, Ch 4, 6
- COBIT 2019 Toolkit (Excel tool)
- COBIT 2019 Objectives guide, Ch. 4
### Use Case 1.2: Use COBIT to determine which industry standards are applicable to a selected process

<table>
<thead>
<tr>
<th>Pre conditions</th>
<th>Success Scenario</th>
<th>COBIT 2019 References</th>
</tr>
</thead>
</table>
| - An understanding of the current processes used in the IT organization | 1. **Select the appropriate process**  
  - Determine the governance or management objective related to your process (each governance or management objective relates to one process)  
  - Select the process | - COBIT 2019 Framework guide, Ch. 4  
- COBIT 2019 Objectives guide, Ch 4 |
| | 2. **Understand COBIT guidance for each process**  
  - Locate the COBIT guidance for each process  
  - Review the details of the components | | |
| | 3. **Determine the applicable standards**  
  - For each component, locate the “Related Guidance” section | | |

### Post conditions
- Identified industry standards applicable to a selected process by governance component  
- Knowledge of which standards, best practices and bodies of knowledge will provide deeper information on how to manage and improve the process
### Use Case 2.1: Use COBIT to identify an organizational structure for EGIT

#### Pre conditions
- A current organization chart exists
- A desire to adopt an organization structure for EGIT

#### Success Scenario

<table>
<thead>
<tr>
<th>Step</th>
<th>Task Description</th>
<th>Details</th>
</tr>
</thead>
</table>
| 1 | Identify governance and management objectives | - Identify the potential governance and management objectives for EGIT structures within your defined scope  
  - Examples: EDM01 through EDM05 |
| 2 | Conduct a goals cascade | - Validate that these governance and management objectives are consistent with enterprise goals and stakeholder needs and alignment goals |
| 3 | Locate the details for selected objectives | - Locate the details of the selected governance or management objectives  
  - Identify the organizational structures component and guidance for each selected objective |
| 4 | Design the organizational structure | - Use the descriptions and RACI model provided in COBIT (only R and A are provided)  
  - Refer to COBIT roles and organizational structures table for applicable descriptions |

#### Post conditions
- RACI chart for EGIT governance and management objectives
- Related guidance (standards, frameworks, compliance requirements) associated with organizational structures

#### COBIT 2019 References
- COBIT 2019 Framework guide, Ch. 4.2
- COBIT 2019 Objectives guide, Ch 4
- COBIT 2019 Design guide, Mapping Appendix
## Pre conditions
- No (or weak) overarching framework for the governance and management of I&T
- Management supports the integration of a single integrated framework

## Post conditions
- End to end governance system
- Provides stakeholder value
- Holistic approach
- Dynamic governance system
- Governance distinct from management
- Tailored to meet enterprise needs

## Success Scenario

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
</table>
| 1 | Understand principles | - Determine your governance system principles  
- Determine your governance framework principles |
| 2 | Conduct a goals cascade | - Understand stakeholder drivers and needs  
- Map enterprise goals, alignment goals and governance and management objectives |
| 3 | Determine design factors and focus areas | - Select design factors and focus areas  
- Understand your relationship with each design factor |
| 4 | Analyze design factors and focus areas | - Conduct a tool analysis using the design tool kit to select governance and management objectives  
- Determine target capability levels |
| 5 | Document governance components | - Understand the governance components for each governance or management objective selected  
- Modify the tailored governance system as required |

## COBIT 2019 References

<table>
<thead>
<tr>
<th>Step</th>
<th>Reference 1</th>
<th>Reference 2</th>
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<tbody>
<tr>
<td>1</td>
<td>COBIT 2019 Framework guide, Ch. 3</td>
<td></td>
</tr>
</tbody>
</table>
| 2 | COBIT 2019 Design guide, Ch. 4  
- COBIT 2019 Design guide, Mapping Appendix  
- COBIT 2019 Objectives guide, Ch. 4 |
| 3 | COBIT 2019 Framework guide, Ch. 4  
- COBIT 2019 Design guide, Ch 2, 3 |
| 4 | COBIT 2019 Toolkit (Excel tool)  
- COBIT 2019 Design guide, Ch. 4  
- COBIT 2019 Framework guide, Ch. 6 |
| 5 | COBIT 2019 Framework guide, Ch. 4  
- COBIT 2019 Objectives guide, Ch. 4  
- Refer to the related guidance section for each governance or management objective |
### Use Case 3.1: Understand the key differences between COBIT5 and COBIT 2019

#### Pre conditions
- Basic understanding of the COBIT5 framework

#### Success Scenario

1. **Understand modified principles**
   - Recognize the differences between COBIT5 principles and COBIT 2019 principles

2. **Understand governance system and components**
   - These were known as enablers in COBIT5
   - Review the seven components

3. **Understand governance and management objectives**
   - 5 domains (1 governance, 4 management)
   - 40 objectives, each is related to one process

4. **Understand new design factors and focus areas**
   - 11 design factors
   - 6 focus areas

5. **Understand the updated performance management**
   - Capability vs. maturity
   - CMMI based

#### Post conditions
- Updated knowledge of the changes between COBIT5 and COBIT 2019

#### COBIT 2019 References

- **COBIT 2019 Framework guide, Ch. 3**
- **COBIT 2019 Framework guide, Ch. 4**
- **COBIT 2019 Framework guide, Ch. 5**
- **COBIT 2019 Objectives guide**
- **COBIT 2019 Objectives guide, Ch. 4**
- **COBIT 2019 Design guide**
- **COBIT 2019 Toolkit (Excel tool)**
- **COBIT 2019 Framework guide, Ch. 6**
### Use Case 3.2: Update an existing capability assessment to the COBIT 2019 performance management guidance

#### Pre conditions
- Process capabilities assigned using the COBIT5 Process Assessment Model

#### Success Scenario

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conduct a design factor analysis</td>
<td>Use the design tool to determine the most appropriate governance and management objectives based on the design factor analysis</td>
</tr>
<tr>
<td>2</td>
<td>Understand COBIT2019 Performance Management</td>
<td>Review performance management for processes and other governance system components</td>
</tr>
<tr>
<td>3</td>
<td>Understand current and target capability ratings</td>
<td>Determine current and target capability ratings for activities associated with each process</td>
</tr>
</tbody>
</table>
| 4    | Select process practices and activities | Activities are associated with capability levels  
 Select improvements for activities that will support the target capability |
| 5    | Implement improvements               | Implement selected improvements to meet target capability levels  
 Continuously improve through iterations |

#### Post conditions
- Updated capability or maturity based on COBIT 2019 guidance
- Note: this is for process capability – maturity levels are completed at the focus areas.
- Note: the COBIT5 PAM can still be used to assess capability levels with minor modifications to processes

#### COBIT 2019 References

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<tbody>
<tr>
<td>• COBIT 2019 Toolkit (Excel tool)</td>
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<td>• COBIT 2019 Process Assessment Model</td>
</tr>
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<td>• COBIT 2019 Framework guide, Ch 6</td>
</tr>
<tr>
<td>• COBIT 2019 Objectives guide, Ch 4</td>
</tr>
<tr>
<td>• Design guide tool results</td>
</tr>
<tr>
<td>• COBIT 2019 Implementation guide</td>
</tr>
</tbody>
</table>
### Use Case 4.1: Select the appropriate COBIT measures to ensure proper information protection

#### Pre conditions
- The need to protect enterprise information
- Stakeholder concerns over information security
- Compliance requirements related to information security

#### Success Scenario

<table>
<thead>
<tr>
<th>Step</th>
<th>Task Description</th>
<th>COBIT 2019 References</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Determine scope</strong>&lt;br&gt;Using the design guide tool, determine the appropriate inputs for each design factor</td>
<td>• Framework guide, Ch. 4&lt;br&gt;• Design guide, Ch 2-4, 6&lt;br&gt;• Design guide tool</td>
</tr>
<tr>
<td>2</td>
<td><strong>Select governance and management objectives</strong>&lt;br&gt;These will be a result of the design guide tool calculations&lt;br&gt;Examples: APO13, DSS04, APO12, MEA03</td>
<td>• Framework guide, Ch. 4&lt;br&gt;• Design guide, Ch. 6&lt;br&gt;• Objectives guide, Ch. 4&lt;br&gt;• Design guide tool</td>
</tr>
<tr>
<td>3</td>
<td><strong>Determine target capability level</strong>&lt;br&gt;Based on the data entered into the tool, a suggested target capability level will be identified</td>
<td>• Framework guide, Ch. 6&lt;br&gt;• Design guide Ch. 6&lt;br&gt;• Objectives guide, Ch. 4&lt;br&gt;• Design guide tool</td>
</tr>
<tr>
<td>4</td>
<td><strong>Analyze components for each objective</strong>&lt;br&gt;Process practices, Policies, Organizational structures, Culture, Information, Services, People</td>
<td>• Framework guide, Ch. 4&lt;br&gt;• Objectives guide, Ch. 4</td>
</tr>
<tr>
<td>5</td>
<td><strong>Refer to industry standards and frameworks</strong>&lt;br&gt;Plan and implement the appropriate actions required to attain the appropriate capability level</td>
<td>• Objectives guide, Ch. 4</td>
</tr>
</tbody>
</table>

#### Post conditions
- Documented and understood practices to ensure proper information protection
- Understanding of all components related to the governance or management objective
- Agreed on target capability levels
- Related industry standards and frameworks

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## Use Case 4.2: Use COBIT to determine appropriate information protection policies

### Pre conditions
- Lack of or insufficient information security policies
- The need to protect enterprise information
- Stakeholder concerns over information security

### Success Scenario

1. **Select security related governance or management objectives**
   - Select using the goals cascade
   - Include enterprise and alignment goals to pick security related objectives

2. **Review the policies and procedures component**
   - For each selected governance and management objective
   - Includes relevant policy, description, related guidance and detailed reference

3. **Research related guidance**
   - Related guidance offers industry standards and frameworks relevant to the process and can provide further guidance on potential policies

4. **Review additional components**
   - Additional components may offer ideas for potential policies

### Post conditions
- Relevant and updated information security policies
- Policies consistent with COBIT 2019 and industry related guidance

### COBIT 2019 References

- [COBIT 2019 objectives guide, Appendix A](#)
- [Objectives guide, Ch. 4](#)
- [Objectives guide, Ch. 4](#)
- [Objectives guide, Ch. 4](#)