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COBIT[®] 2019

COBIT 2019 Case
Study Resource Pack



COBIT[®] 2019

[Webinar handout]
COBIT 2019 Use Cases
Tailoring Governance of Your
Enterprise IT

With thanks to: Mark Thomas, Escoute



COBIT 2019 Use Cases

- ▶ 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

Use COBIT as a “framework to manage frameworks”

Use COBIT to determine which industry standards are applicable to a selected process

Use COBIT to identify an organizational structure for EGIT

Use COBIT to create a tailored governance system

Understand the key differences between COBIT 5 and COBIT 2019

Update an existing capability assessment to the COBIT 2019 performance management guidance

Select the appropriate COBIT measures to ensure proper information protection

Use COBIT to determine appropriate information protection policies

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

3. 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	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">• End to end governance system• Provides stakeholder value• Holistic approach• Dynamic governance system• Governance distinct from management• Tailored to meet enterprise needs	<ol style="list-style-type: none">1 Understand principles<ul style="list-style-type: none">• Determine your governance system principles• Determine your governance framework principles2 Conduct a goals cascade<ul style="list-style-type: none">• Understand stakeholder drivers and needs• Map enterprise goals, alignment goals and governance and management objectives3 Determine design factors and focus areas<ul style="list-style-type: none">• Select design factors and focus areas• Conduct a tool analysis using the design tool kit to select governance and management objectives4 Map to industry frameworks<ul style="list-style-type: none">• Refer to the applicable standards section of each governance and management objective• Determine what frameworks are most applicable5 Document and implement<ul style="list-style-type: none">• Implement a tailored governance system using applicable industry standards	<ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 3 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4• COBIT 2019 Design guide, Mapping Appendix• COBIT 2019 Objectives guide, Ch. 4 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4, 5• COBIT 2019 Design guide, Ch 4, 6• COBIT 2019 Toolkit (Excel tool) <ul style="list-style-type: none">• COBIT 2019 Objectives guide, Ch. 4• Refer to the related guidance section for each governance or management objective <ul style="list-style-type: none">• COBIT 2019 Design guide• COBIT 2019 Implementation guide

Use Case 1.2: Use COBIT to determine which industry standards are applicable to a selected process

Pre conditions

- An understanding of the current processes used in the IT organization

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

Success Scenario

- 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

- 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

COBIT 2019 References

- COBIT 2019 Framework guide, Ch. 4
- COBIT 2019 Objectives guide, Ch 4

- COBIT 2019 Objectives guide, Ch 4

- COBIT 2019 Objectives guide, Ch 4

Use Case 2.1: Use COBIT to identify an organizational structure for EGIT

Pre conditions	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">• RACI chart for EGIT governance and management objectives• Related guidance (standards, frameworks, compliance requirements) associated with organizational structures	<ol style="list-style-type: none">1 Identify governance and management objectives<ul style="list-style-type: none">• Identify the potential governance and management objectives for EGIT structures within your defined scope• Examples: EDM01 through EDM052 Conduct a goals cascade<ul style="list-style-type: none">• Validate that these governance and management objectives are consistent with enterprise goals and stakeholder needs and alignment goals3 Locate the details for selected objectives<ul style="list-style-type: none">• Locate the details of the selected governance or management objectives• Identify the organizational structures component and guidance for each selected objective4 Design the organizational structure<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4.2• COBIT 2019 Objectives guide, Ch 4 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4• COBIT 2019 Design guide, Mapping Appendix <ul style="list-style-type: none">• COBIT 2019 Objectives guide, Ch 4 <ul style="list-style-type: none">• COBIT 2019 Objectives guide, Ch 3, 4, Appendix B

Use Case 2.2: Use COBIT to create a tailored governance system

Pre conditions	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">• End to end governance system• Provides stakeholder value• Holistic approach• Dynamic governance system• Governance distinct from management• Tailored to meet enterprise needs	<ol style="list-style-type: none">1 Understand principles<ul style="list-style-type: none">• Determine your governance system principles• Determine your governance framework principles2 Conduct a goals cascade<ul style="list-style-type: none">• Understand stakeholder drivers and needs• Map enterprise goals, alignment goals and governance and management objectives3 Determine design factors and focus areas<ul style="list-style-type: none">• Select design factors and focus areas• Understand your relationship with each design factor4 Analyze design factors and focus areas<ul style="list-style-type: none">• Conduct a tool analysis using the design tool kit to select governance and management objectives• Determine target capability levels5 Document governance components<ul style="list-style-type: none">• Understand the governance components for each governance or management objective selected• Modify the tailored governance system as required	<ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 3 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4• COBIT 2019 Design guide, Mapping Appendix• COBIT 2019 Objectives guide, Ch. 4 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 4• COBIT 2019 Design guide, Ch 2, 3 <ul style="list-style-type: none">• COBIT 2019 Toolkit (Excel tool)• COBIT 2019 Design guide, Ch. 4• COBIT 2019 Framework guide, Ch. 6 <ul style="list-style-type: none">• 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	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">Updated knowledge of the changes between COBIT5 and COBIT 2019	<ol style="list-style-type: none">1 Understand modified principles<ul style="list-style-type: none">Recognize the differences between COBIT5 principles and COBIT 2019 principles2 Understand governance system and components<ul style="list-style-type: none">These were known as enablers in COBIT5Review the seven components3 Understand governance and management objectives<ul style="list-style-type: none">5 domains (1 governance, 4 management)40 objectives, each is related to one process4 Understand new design factors and focus areas<ul style="list-style-type: none">11 design factors6 focus areas5 Understand the updated performance management<ul style="list-style-type: none">Capability vs. maturityCMMI based	<ul style="list-style-type: none">COBIT 2019 Framework guide, Ch. 3COBIT 2019 Framework guide, Ch. 4COBIT 2019 Framework guide, Ch. 5COBIT 2019 Objectives guideCOBIT 2019 Objectives guide, Ch. 4COBIT 2019 Design guideCOBIT 2019 Toolkit (Excel tool)COBIT 2019 Framework guide, Ch. 6

<h3>Pre conditions</h3> <ul style="list-style-type: none">• Process capabilities assigned using the COBIT5 Process Assessment Model	<h3>Success Scenario</h3> <ol style="list-style-type: none">1 Conduct a design factor analysis<ul style="list-style-type: none">• Use the design tool to determine the most appropriate governance and management objectives based on the design factor analysis2 Understand COBIT2019 Performance Management<ul style="list-style-type: none">• Review performance management for processes and other governance system components3 Understand current and target capability ratings<ul style="list-style-type: none">• Determine current and target capability ratings for activities associated with each process4 Select process practices and activities<ul style="list-style-type: none">• Activities are associated with capability levels• Select improvements for activities that will support the target capability5 Implement improvements<ul style="list-style-type: none">• Implement selected improvements to meet target capability levels• Continuously improve through iterations	<h3>COBIT 2019 References</h3> <ul style="list-style-type: none">• COBIT 2019 Toolkit (Excel tool)• COBIT 2019 Design guide, Ch. 4 <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch. 6 <ul style="list-style-type: none">• COBIT 2019 Design guide, Ch. 4• COBIT 2019 Framework guide, Ch. 6• <i>COBIT5 Process Assessment Model</i> <ul style="list-style-type: none">• COBIT 2019 Framework guide, Ch 6• COBIT 2019 Objectives guide, Ch 4• Design guide tool results <ul style="list-style-type: none">• COBIT 2019 Implementation guide
<h3>Post conditions</h3> <ul style="list-style-type: none">• 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		

Use Case 4.1: Select the appropriate COBIT measures to ensure proper information protection

Pre conditions	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">• 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	<ol style="list-style-type: none">1 Determine scope<ul style="list-style-type: none">• Using the design guide tool, determine the appropriate inputs for each design factor2 Select governance and management objectives<ul style="list-style-type: none">• These will be a result of the design guide tool calculations• Examples: APO13, DSS04, APO12, MEA033 Determine target capability level<ul style="list-style-type: none">• Based on the data entered into the tool, a suggested target capability level will be identified4 Analyze components for each objective<ul style="list-style-type: none">• Process practices, Policies, Organizational structures, Culture, Information, Services, People5 Refer to industry standards and frameworks<ul style="list-style-type: none">• Plan and implement the appropriate actions required to attain the appropriate capability level	<ul style="list-style-type: none">• Framework guide, Ch. 4• Design guide, Ch 2-4, 6• Design guide tool <ul style="list-style-type: none">• Framework guide, Ch. 4• Design guide, Ch. 6• Objectives guide, Ch. 4• Design guide tool <ul style="list-style-type: none">• Framework guide, Ch. 6• Design guide Ch. 6• Objectives guide, Ch. 4• Design guide tool <ul style="list-style-type: none">• Framework guide, Ch. 4• Objectives guide, Ch. 4 <ul style="list-style-type: none">• Objectives guide, Ch. 4

Pre conditions	Success Scenario	COBIT 2019 References
Post conditions <ul style="list-style-type: none">• Relevant and updated information security policies• Policies consistent with COBIT 2019 and industry related guidance	<ol style="list-style-type: none">1 Select security related governance or management objectives<ul style="list-style-type: none">• Select using the goals cascade• Include enterprise and alignment goals to pick security related objectives2 Review the policies and procedures component<ul style="list-style-type: none">• For each selected governance and management objective• Includes relevant policy, description, related guidance and detailed reference3 Research related guidance<ul style="list-style-type: none">• Related guidance offers industry standards and frameworks relevant to the process and can provide further guidance on potential policies4 Review additional components<ul style="list-style-type: none">• Additional components may offer ideas for potential policies	<ul style="list-style-type: none">• COBIT 2019 objectives guide, Appendix A• Objectives guide, Ch. 4• Objectives guide, Ch. 4• Objectives guide, Ch. 4

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