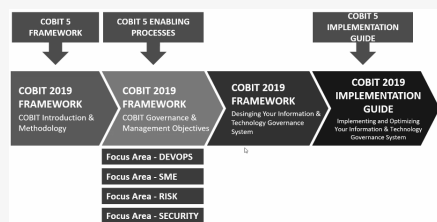## Kegagalan Tata Kelola TI

High Cost, Low Impact

Matang Tapi Tidak Bermanfaat

Kebijakan yang Tidak Konkret

Melupakan Tujuan "Tata Kelola"

Ambisus namun Tidak Terukur

Tata Kelola Hanya untuk Formalitas

Gagal Memahami Kebutuhan

Cobit 5 vs Cobit 2019

Cobit 2019 Improves

Flexibility and openness

Currency and relevance

Prescriptive application

Performance management of IT

What Is COBIT and What Is It Not?

COBIT IS	COBIT IS NOT
A **framework** for the **governance** and **management** of enterprise I&T	A **full description** of the whole IT environment of an enterprise
COBIT defines the **components** to build and sustain a governance system	A framework to **organize business processes**
COBIT defines the **design factors** that should be considered by the enterprise to build a best fit governance system	An (IT-) **technical framework** to manage all technology

What Is COBIT and What Is It Not? (cont)

COBIT is flexible and allows **guidance** on new topics to be added	COBIT does **not make** or **prescribe** any IT-related decisions

Cobit Principles

Governance System	Governance Framework
Provide Stakeholder Value	Based on Conceptual Model
Holistic Approach	Open and Flexible
Dynamic Governance System	Aligned to Major Standards
Governance Distint From Mgmt	
Tailored to Enterprise Needs	
E2E Governance System	

Governance and Management Objectives

• A governance or management objective **always relates to one process** (with an identical or similar name) and a series of related components of other types to help achieve the objective
• A governance objective relates to a governance process while a management objective relates to a management process.

Governance and Management Objectives

Governance Objectives	Management objectives

Governance and Management Objectives (cont)

EDM	APO	BAI
Evaluate, Direct and Monitor	Align, Plan and Organize	Build, Acquire and Implement
DSS	MEA	
Deliver, Service and Support	Monitor, Evaluate and Assess	

Components of the Governance System

Processes

Organizational Structures

Principles, Policies and Frameworks

Information

Culture, Ethics and Behavior

People, Skills and Competencies

Services, Infrastructure and Applications

Types of Components

• **Generic** components are described in the **COBIT core model** and apply in principle to any situation.
• **Variants** are based on generic components but are tailored for a specific purpose or context within a **focus area** (e.g., for information security, DevOps, a particular regulation)

Focus Areas

DevOps	SME
RISK	SECURITY

Goals Cascade

The goals cascade further supports translation of enterprise goals into priorities for alignment goals.

Goals Cascade (cont)

• Enterprise goals have been consolidated, reduced, updated and clarified

• Alignment goals emphasize the alignment of all IT efforts with business objectives.

COBIT Performance Management (CPM) Principles

The CPM should be **simple** to understand and use

The CPM should be **consistent** with, and support, the COBIT conceptual model

The CPM should provide **reliable, repeatable and relevant** results

The CPM must be **flexible**, so it can support the requirements of different organizations with different priorities and needs

The CPM should support **different** types of assessment, from self-assessments to formal appraisals or audits

COBIT Performance Management (CPM) Overview

Process activities are associated to **capability** levels

Other governance and **management** component types (e.g., organizational structures, information) may also have capability levels defined for them in future guidance

Maturity levels are associated with **focus areas** (i.e., a collection of governance and management objectives and underlying components) and will be achieved if all required capability levels are achieved
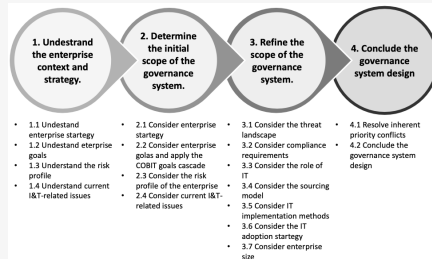
Capability Levels for Processes

0	Didn't do
1	Adhoc
2	Regulated
3	Have template
4	Quantative calculated

Capability Levels for Processes (cont)

| 5	Continuous Improvement

Governance System Design Workflow

Impact of Design Factors

1	Management Objective Priority and Target Capability Levels
2	Component Variations
3	Specific Focus Areas

Maturity Levels for Focus Areas

0	**Incomplete**—Work may or may not be completed toward achieving the purpose of governance and management objectives in the focus area.
1	**Initial**—Work is completed, but the full goal and intent of the focus area are not yet achieved.
2	**Managed**—Planning and performance measurement take place, although not yet in a standardized way.
3	**Defined**—Enterprisewide standards provide guidance across the enterprise.
4	**Quantitative**—The enterprise is data driven, with quantitative performance improvement.
5	**Optimizing**—The enterprise is focused on continuous improvement.

Implementation Road Map
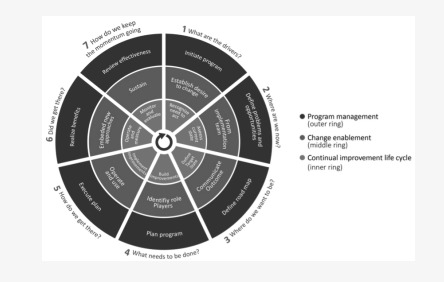
COBIT Implementation Approach

| 1	What are the drivers?
2	Where are we now?
3	Where do we want to be?
4	What needs to be done?
5	How do we get there?
6	Did we get there?
7	How do we keep the momentum going?

Roles and Organizational Structures

Board	Group of the most senior executives and/or nonexecutive directors accountable for governance and overall control of enterprise resources
Executive Committee	Group of senior executives appointed by the board to ensure that the board is involved in, and kept informed of, major decisions
Chief Executive Officer	Highest-ranking officer charged with the total management of the enterprise

Roles and Organizational Structures (cont)

Chief Information Officer	Most senior official responsible for aligning IT and business strategies and accountable for planning, resourcing and managing delivery of I&T services and solutions
Chief Technology Officer	Most senior official tasked with technical aspects of I&T, including managing and monitoring decisions related to I&T services, solutions and infrastructures

Cobit Objectives
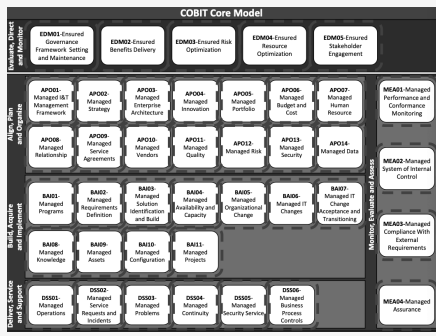
EDM

EDM01 - Ensured Governance Framework Setting and Maintenance	Provide a consistent approach integrated and aligned with the enterprise governance approach. I&T-related decisions are made in line with the enterprise's strategies and objectives and desired value is realized. To that end, ensure that I&T-related processes are overseen effectively and transparently; compliance with legal, contractual and regulatory requirements is confirmed; and the governance requirements for board members are met.

EDM (cont)

EDM02 - Ensured Benefits Delivery	Secure optimal value from I&T-enabled initiatives, services and assets; cost-efficient delivery of solutions and services; and a reliable and accurate picture of costs and likely benefits so that business needs are supported effectively and efficiently.
EDM03 - Ensured Risk Optimization	Ensure that I&T-related enterprise risk does not exceed the enterprise's risk appetite and risk tolerance, the impact of I&T risk to enterprise value is identified and managed, and the potential for compliance failures is minimized.
EDM04 - Ensured Resource Optimization	Ensure that the resource needs of the enterprise are met in the optimal manner, I&T costs are optimized, and there is an increased likelihood of benefit realization and readiness for future change.

EDM (cont)

EDM05 - Ensured Stakeholder Engagement	Ensure that stakeholders are supportive of the I&T strategy and road map, communication to stakeholders is effective and timely, and the basis for reporting is established to increase performance. Identify areas for improvement, and confirm that I&T-related objectives and strategies are in line with the enterprise's strategy.

APO

APO01 - Managed I&T Management Framework	Implement a consistent management approach for enterprise governance requirements to be met, covering governance components such as management processes; organizational structures; roles and responsibilities; reliable and repeatable activities; information items; policies and procedures; skills and competencies; culture and behaviour; and services, infrastructure and applications.

APO (cont)

APO02 - Managed Strategy	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.
APO03 - Managed Enterprise Architecture	Represent the different building blocks that make up the enterprise and its interrelationships as well as the principles guiding their design and evolution over time, to enable a standard, responsive and efficient delivery of operational and strategic objectives.

APO (cont)

APO04 - Managed Innovation	Achieve competitive advantage, business innovation, improved customer experience, and improved operational effectiveness and efficiency by exploiting I&T developments and emerging technologies.
APO05 - Managed Portfolio	Optimize the performance of the overall portfolio of programs in response to individual program, product and service performance and changing enterprise priorities and demand.

APO (cont)

APO06 - Managed Budget and Costs	Foster a partnership between IT and enterprise stakeholders to enable the effective and efficient use of I&T-related resources and provide transparency and accountability of the cost and business value of solutions and services. Enable the enterprise to make informed decisions regarding the use of I&T solutions and services.
APO07 - Managed Human Resources	Optimize human resources capabilities to meet enterprise objectives
APO08 - Managed Relationships	Enable the right knowledge, skills and behaviors to create improved outcomes, increased confidence, mutual trust and effective use of resources that stimulate a productive relationship with business stakeholders.

APO (cont)

APO09 - Managed Service Agreements	Ensure that I&T products, services and service levels meet current and future enterprise needs
APO10 - Managed Vendors	Optimize available I&T capabilities to support the I&T strategy and road map, minimize the risk associated with nonperforming or noncompliant vendors, and ensure competitive pricing.
APO11 - Managed Quality	Ensure consistent delivery of technology solutions and services to meet the quality requirements of the enterprise and satisfy stakeholder needs
APO12 - Managed Risk	Integrate the management of I&T-related enterprise risk with overall enterprise risk management (ERM) and balance the costs and benefits of managing I&T-related enterprise risk

APO (cont)

APO13 - Managed Security	Keep the impact and occurrence of information security incidents within the enterprise's risk appetite levels.
APO14 - Managed Data	Ensure effective utilization of the critical data assets to achieve enterprise goals and objectives.

BAI

BAI01- Managed Programs	Realize desired business value and reduce the risk of unexpected delays, costs and value erosion. To do so, improve communications to and involvement of business and end users, ensure the value and quality of program deliverables and follow up of projects within the programs, and maximize program contribution to the investment portfolio
BAI02 - Managed Requirements Definition	Create optimal solutions that meet enterprise needs while minimizing risk.

BAI (cont)

BAI03 - Managed Solutions Identification and Build	Ensure agile and scalable delivery of digital products and services. Establish timely and cost-effective solutions (technology, business processes and workflows) capable of supporting enterprise strategic and operational objectives.
BAI04 - Managed Availability and Capacity	Maintain service availability, efficient management of resources and optimization of system performance through prediction of future performance and capacity requirements.
BAI05 - Managed Organizational Change	Prepare and commit stakeholders for business change and reduce the risk of failure.
BAI06 - Managed IT Changes	Enable fast and reliable delivery of change to the business. Mitigate the risk of negatively impacting the stability or integrity of the changed environment.

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BAI (cont)

BAI07 - Managed IT Change Acceptance and Transitioning	Implement solutions safely and in line with the agreed expectations and outcomes
BAI08 - Managed Knowledge	Provide the knowledge and information required to support all staff in the governance and management of enterprise I&T and allow for informed decision making.
BAI09 - Managed Assets	Account for all I&T assets and optimize the value provided by their use.
BAI10 - Managed Configuration	Provide sufficient information about service assets to enable the service to be effectively managed. Assess the impact of changes and deal with service incidents

BAI (cont)

BAI11 - Managed Projects	Realize defined project outcomes and reduce the risk of unexpected delays, costs and value erosion by improving communications to and involvement of business and end users. Ensure the value and quality of project deliverables and maximize their contribution to the defined programs and investment portfolio.

BAI06 - Change Types

- Standard changes
- Normal Changes
- Emergency Changes

BAI06 - The Purpose of the Change Control

• Change is the addition, modification, or removal of anything that could have a direct or indirect effect on services
• The purpose of the change control practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule

BAI06 - The Purpose of the Change Control (cont)

• The scope of change control is defined by each organization. It will typically include all IT infrastructure, applications, documentation, processes, supplier relationships, and anything else that might directly or indirectly impact a product or service
• The person or group who authorizes a change is known as a change authority
• The change schedule is used to help plan changes, assist in communication, avoid conflicts and assign resources

DSS

DSS01 - Managed Operations	Deliver I&T operational product and service outcomes as planned.
DSS02 - Managed Service Requests and Incidents	Achieve increased productivity and minimize disruptions through quick resolution of user queries and incidents. Assess the impact of changes and deal with service incidents. Resolve user requests and restore service in response to incidents.

DSS (cont)

DSS03 - Managed Problems	Increase availability, improve service levels, reduce costs, improve customer convenience and satisfaction by reducing the number of operational problems, and identify root causes as part of problem resolution.
DSS04 - Managed Continuity	Adapt rapidly, continue business operations and maintain availability of resources and information at a level acceptable to the enterprise in the event of a significant disruption (e.g., threats, opportunities, demands).
DSS05 - Managed Security Services	Minimize the business impact of operational information security vulnerabilities and incidents.
DSS06 - Managed Business Process Controls	Maintain information integrity and the security of information assets handled within business processes in the enterprise or its outsourced operation.

MEA

MEA01 - Managed Performance and Conformance Monitoring	Provide transparency of performance and conformance and drive achievement of goals.
MEA02 - Managed System of Internal Control	Obtain transparency for key stakeholders on the adequacy of the system of internal controls and thus provide trust in operations, confidence in the achievement of enterprise objectives and an adequate understanding of residual risk
MEA03 - Managed Compliance With External Requirements	Ensure that the enterprise is compliant with all applicable external requirements.
MEA04 - Managed Assurance	Enable the organization to design and develop efficient and effective assurance initiatives, providing guidance on planning, scoping, executing and following up on assurance reviews, using a road map based on well-accepted assurance approaches.

Design factors

Design factors are factors that can influence the design of an enterprise's governance system and position it for success in the use of I&T

Design Factors

Enterprise Startegy	Organizations typically have a primary strategy and, at most, one secondary strategy
Enterprise Goals	supporting the enterprise strategy— Enterprise strategy is realized by the achievement of (a set of) enterprise goals. These goals are defined in the COBIT framework, structured along the Balanced Scorecard (BSC) dimensions
Risk Profile	of the enterprise and current issues in relation to I&T—The risk profile identifies the sort of I&Trelated risk to which the enterprise is currently exposed and indicates which areas of risk are exceeding the risk appetite

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Design Factors (cont)

I&T-Related Issues	A related method for an I&T risk assessment for the enterprise is to consider which I&Trelated issues it currently faces, or, in other words, what I&T-related risk has materialized
Threat Landscape	The threat landscape under which the enterprise operates can be classified
Compliance Requirements	The compliance requirements to which the enterprise is subject can be classified according to the categories
Role of IT	The role of IT for the enterprise can be classified
Source Model for IT	The sourcing model the enterprise adopts can be classified
IT Implementation Methods	The methods the enterprise adopts can be classified
Technology Adoption Startegy	The technology adoption strategy can be classified
Enterprise Size	Two categories, as are identified for the design of an enterprise's governance system

DF - Enterprise Strategy

Strategy Archetype	Explanation
Growth/Acquisition	The enterprise has a focus on growing (revenues).
Innovation/Differentiation	The enterprise has a focus on offering different and/or innovative products and services to their clients.
Cost Leadership	The enterprise has a focus on short-term cost minimization.
Client Service/Stability	The enterprise has a focus on providing stable and client-oriented service.

DF - Enterprise Goals

Reference	Balanced Scorecard (BSC) Dimension	
EG01	Financial	Portfolio of competitive products and services
EG02	Financial	Managed business risk
EG03	Financial	Compliance with external laws and regulations
EG04	Financial	Quality of financial information
EG05	Customer	Customer-oriented service culture

DF - Enterprise Goals (cont)

EG06	Customer	Business-service continuity and availability
EG07	Customer	Quality of management information
EG08	Internal	Optimization of internal business process functionality
EG09	Internal	Optimization of business process costs
EG10	Internal	Staff skills, motivation and productivity
EG11	Internal	Compliance with internal policies
EG12	Growth	Managed digital transformation programs
EG13	Growth	Product and business innovation

DF - Threat Landscape

Normal	The enterprise is operating under what are considered normal threat levels.
High	Due to its geopolitical situation, industry sector or particular profile, the enterprise is operating in a high- threat environment.

DF - Role of IT

Support	Not crucial
Factory	Running and continuity
Turnaround	Driver for innovating

DF - Role of IT (cont)

Strategic	Critical for both running and innovating

DF - Sourcing Model for IT

Outsourcing	Cloud
Insourced	Hybrid

DF - IT Implementation Methods

Agile	DevOps
Traditional	Hybrid

DF - Technology Adoption Strategy

First mover	Follower
Slow adopter	