

# COBIT®

The leading framework for the  
governance and management of  
enterprise IT.

**2 de marzo de 2021**

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[www.isaca.org/resources/cobit](http://www.isaca.org/resources/cobit)

# COBIT<sup>®</sup>

An ISACA<sup>®</sup> Framework

Effective IT Governance  
at Your Fingertips>

Build your expertise in the globally accepted framework for  
optimizing enterprise IT governance.

**Why COBIT**

**Publications**

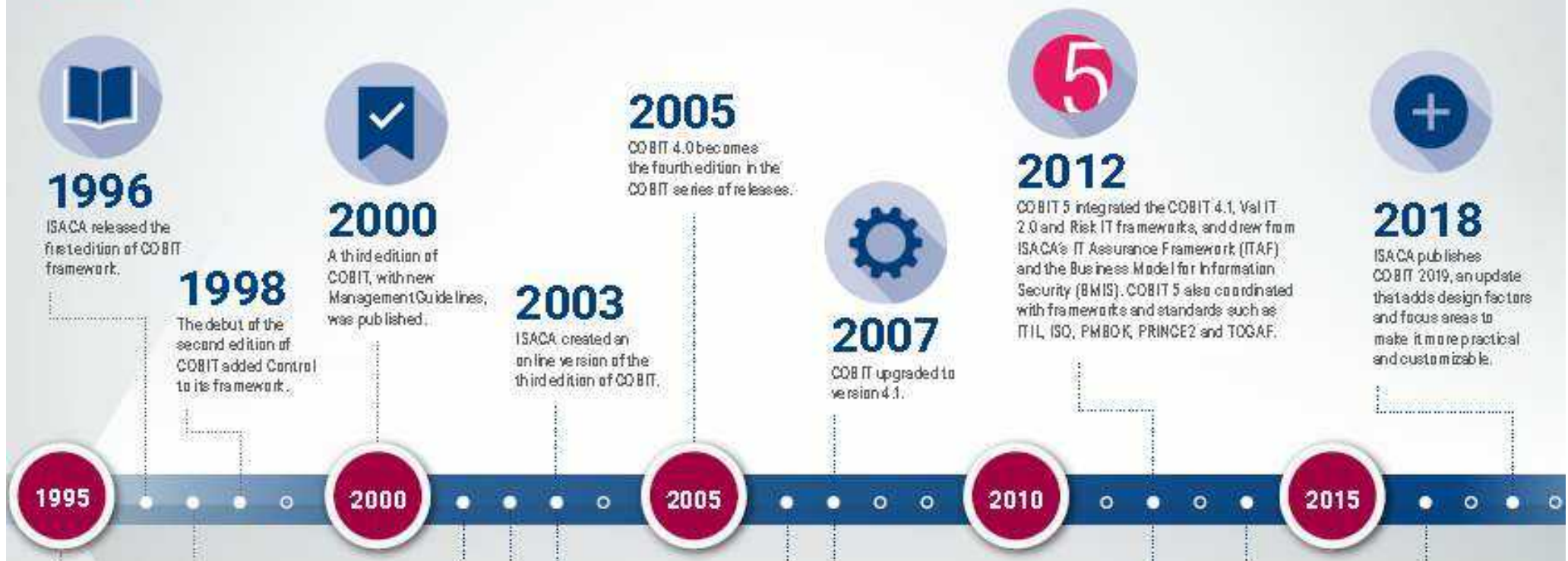
**Certification and Training**

## PROCESO DE ACTUALIZACIÓN DE COBIT



A HISTORICAL TIMELINE

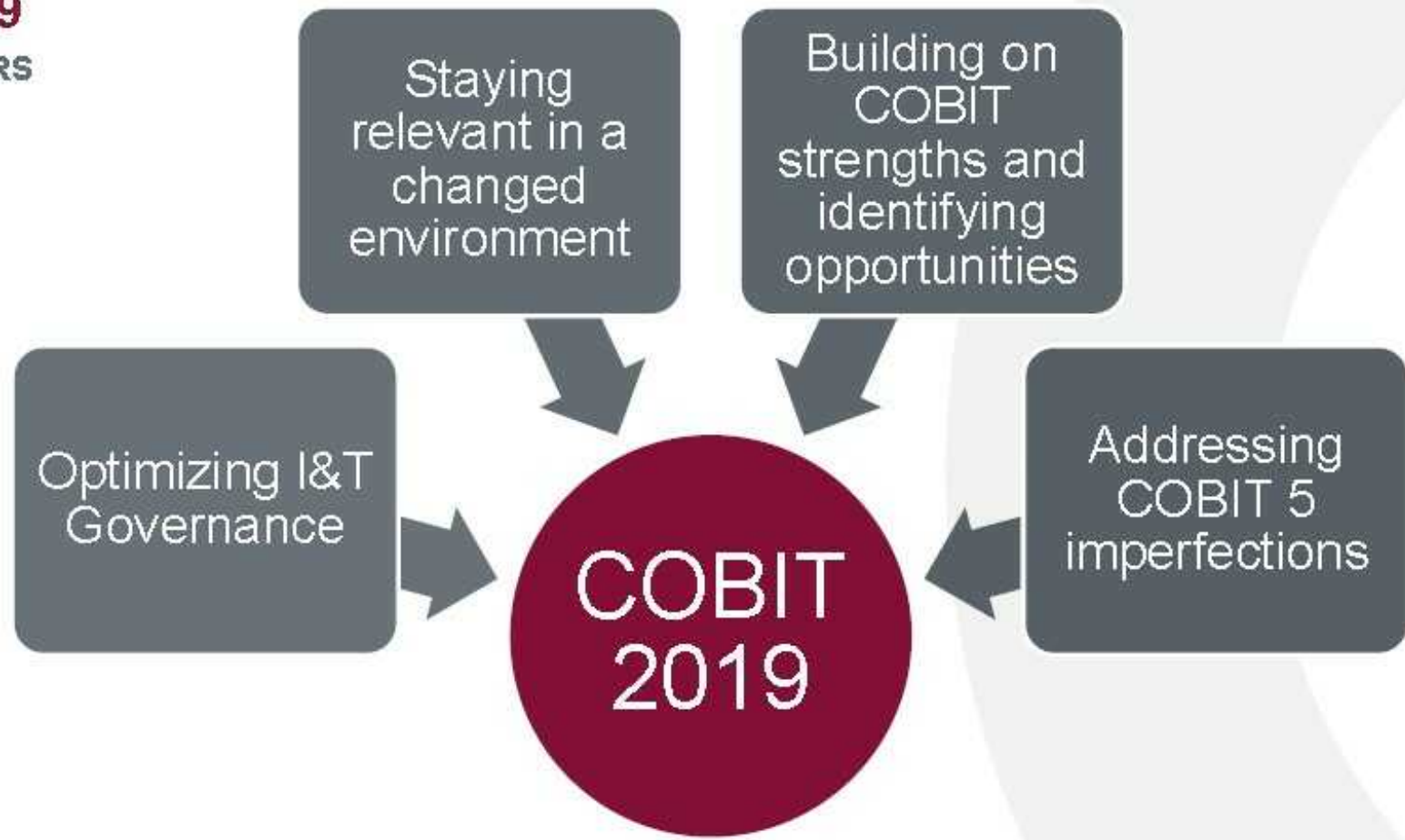
# The COBIT® Framework



**El framework COBIT, que ayuda a asegurar un gobierno efectivo de la información y la tecnología de las organizaciones, ha sido actualizado con información y guías, facilitando una implementación más fácil y personalizada. Y a la vez, reforzando el rol continuado de COBIT como impulsor de la innovación y la transformación del negocio**

## COBIT 2019

UPDATE DRIVERS





## COBIT 2019

OPTIMIZING I&T GOVERNANCE



The diagram illustrates the COBIT 2019 framework as a sequence of three steps within a large, light blue arrow pointing to the right. The first step is a blue rounded rectangle containing the text 'Enterprise Governance of I&T'. The second step is a green rounded rectangle containing the text 'Business/IT Alignment'. The third step is a green rounded rectangle containing the text 'Value Creation'. The entire sequence is set against a light gray background.

Enterprise  
Governance of  
I&T

Business/IT  
Alignment

Value Creation

# COBIT 2019

## STAYING RELEVANT IN A CHANGED ENVIRONMENT



The COBIT 2019 development team looked at following standards/frameworks to align COBIT 2019 with:

- US National Institute of Standards and Technology (NIST) standards:
  - NIST Cybersecurity Framework v1.1
  - NIST SP 800 53 Rev 5
  - NIST SP 800 37 Rev 2 (Risk Management Framework)
- ISO/IEC 20000
- ISO/IEC 27000 family:
  - ISO/IEC 27001
  - ISO/IEC 27002
  - ISO/IEC 27004
  - ISO/IEC 27005
- ISO/IEC 31000:2018
- ISO/IEC 38500
- ISO/IEC 38502
- A Guide to the Project Management Book of Knowledge: PMBOK® Guide, Sixth Edition, 2017
- The TOGAF® Standard, The Open Group
- The Open Group IT4IT™ Reference Architecture, version 2.0
- CIS® Critical Security Controls, Center for Internet Security
- King IV Report on Corporate Governance™, 2016
- Scaled Agile Framework (SAFe®)
- Cloud standards and good practices:
  - Amazon Web Services (AWS®)
  - Security Considerations for Cloud Computing, ISACA
  - Controls and Assurance in the Cloud: Using COBIT® 5, ISACA
- Enterprise Risk Management (ERM)—Integrated Framework, Committee of Sponsoring Organizations of the Treadway Commission (COSO), June 2017
- The TBM Taxonomy, The TBM Council
- "Options for Transforming the IT Function Using Bimodal IT," MIS Quarterly Executive (white paper)
- ITIL V3
- HITRUST® Common Security Framework, version 9, September 2017
- Change Management Methodology, Prosci
- Skills Framework for the Information Age (SFIA®) V6
- The Standard of Good Practice for Information Security, Information Security Forum (ISF), 2016
- CMMI V2.0
- The CMMI Cybermaturity Platform, 2018
- The Data Management Maturity Model, CMMI Institute, 2014



# COBIT 2019

## BUILDING ON COBIT STRENGTHS AND IDENTIFYING OPPORTUNITIES

### STRENGTHS

- COBIT is a unique overarching IT Governance framework
- COBIT process guidance has matured and has reached its best quality level yet
- COBIT's business perspective on IT brings a unique opportunity to further expand its impact

### OPPORTUNITIES

- The current (target) audience for COBIT is still very much IT- and Assurance oriented
- There is an opportunity to re-discover or re-launch some of COBIT *hidden gems*
- More prescriptive implementation guidance such as incorporating specific design factors

## COBIT 2019

### ADDRESSING COBIT 5 IMPERFECTIONS

- COBIT users find it hard to locate relevant contents for their needs
- Perceived as complex and challenging to apply in practice
- The enabler model is incomplete in terms of development and guidance, and thus often ignored
- A challenging process capability model and general lack of support of performance management for other enablers
- The perceived reputation of IT Governance itself as an inhibitor of change and (administrative) overhead – not per se a COBIT weakness but an IT Governance problem at large

## **ENTERPRISE GOVERNANCE OF INFORMATION AND TECHNOLOGY (EGIT)**

In the light of digital transformation, information and technology (I&T) have become crucial in the support, sustainability and growth of enterprises.

- Previously, governing boards and senior management could delegate, ignore or avoid I&T-related decisions
- In most sectors and industries, such attitudes are now ill advised
- Digitized enterprises are increasingly dependent on I&T for survival and growth
- Stakeholder value creation is often driven by a high degree of digitization in new business models, efficient processes, successful innovation, etc.



# INTRODUCTION

## ENTERPRISE GOVERNANCE OF INFORMATION AND TECHNOLOGY (EGIT)

Fundamentally, EGIT is concerned with value delivery from digital transformation and the mitigation of business risk that results from digital transformation.

More specifically, three main outcomes can be expected after successful adoption of EGIT.







**ISACA®**

Barcelona Chapter

**Governance**  
(Board Level)

**Management**  
(Executive Level)

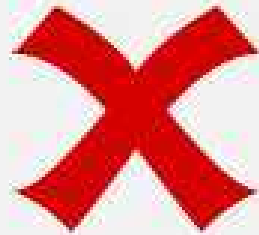
## COBIT IS



- A **framework** for the governance and management of enterprise I&T
- COBIT defines the components to build and sustain a governance system
- COBIT defines the design factors that should be considered by the enterprise to build a best fit governance system
- COBIT is flexible and allows guidance on new topics to be added



**ISACA®**  
Barcelona Chapter

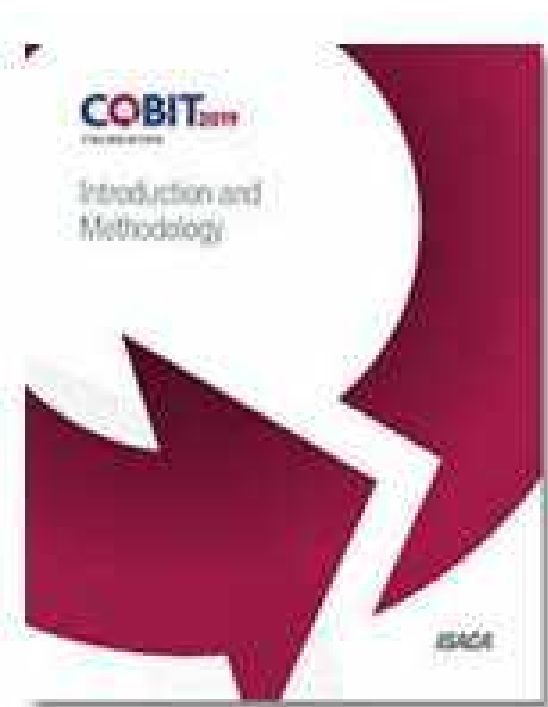


## **COBIT IS NOT**

- A full description of the whole IT environment of an enterprise
- A framework to organize business processes
- An (IT-) technical framework to manage all technology
- COBIT does not make or prescribe any IT-related decisions

## **PUBLICACIONES DISPONIBLES**





## COBIT 2019 Framework:

### **Introduction and Methodology**

The heart of the COBIT framework incorporates an expanded definition of governance and updates COBIT principles while laying out the structure of the overall framework.

- New concepts are introduced and terminology is explained—the COBIT Core Model and its 40 management objectives provide the platform for establishing your governance program
- The performance management system is updated and allows the flexibility to use maturity measurements as well as capability measurements
- Introductions to design factors and focus areas offer additional practical guidance on flexible adoption of COBIT 2019, whether for specific projects or full implementation.



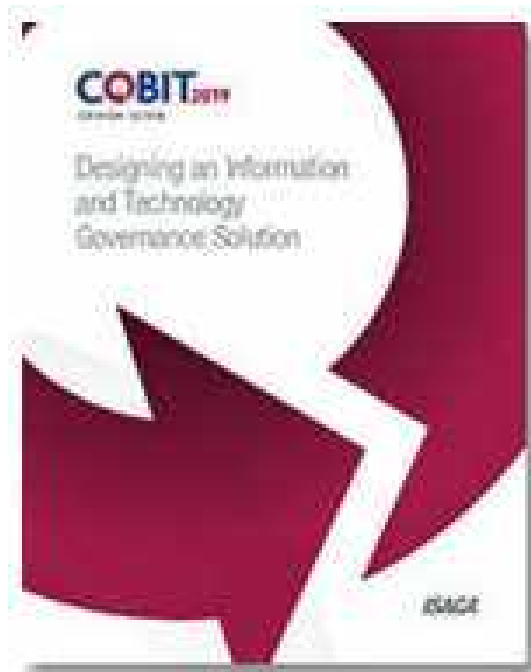
## COBIT 2019 Framework:

### **Governance and Management Objectives**

This publication contains a detailed description of the COBIT Core Model and its 40 governance/management objectives. Each governance/management objective and its purpose are defined and then matched up with the related process, Alignment Goals and Enterprise Goals.

[Learn More](#)





## COBIT 2019 DESIGN GUIDE:

### **Designing an Information and Technology Governance Solution**

This new publication fills an important need for COBIT users—how to put COBIT to practical use. It offers prescriptive how-to information for the user, such as:

- Tailoring a governance system to the enterprise's unique circumstances and context
- Defining and listing various design factors and how they relate to the new COBIT 2019 concepts
- Describing the potential impact these design factors have on implementation of a governance system, and
- Recommending workflows for creating the right-sized design for your governance system

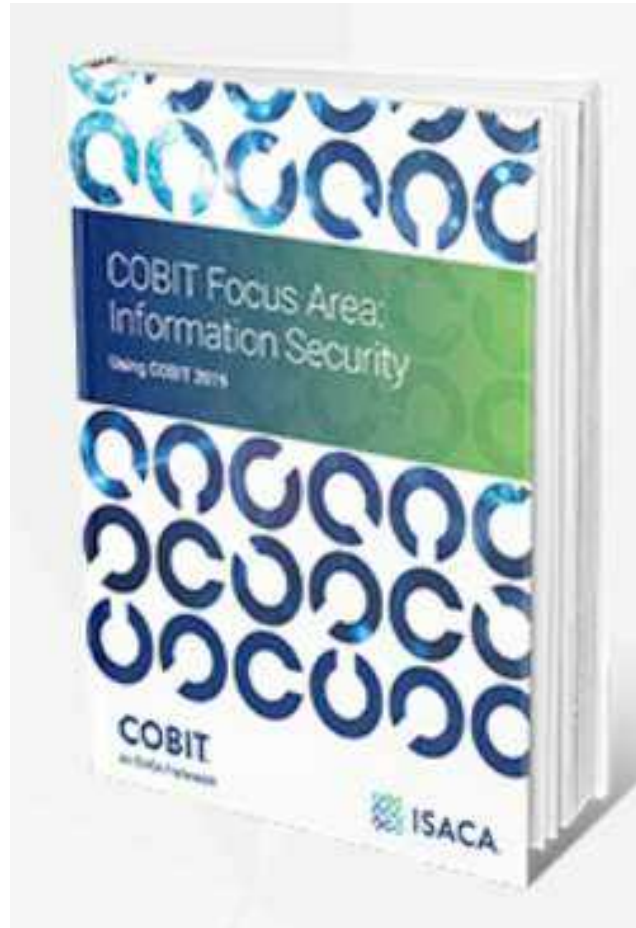
## COBIT 2019 IMPLEMENTATION GUIDE:

### **Implementing and Optimizing an Information and Technology Governance Solution**

This guide is an updated version of the previous *COBIT 5 Implementation Guide*, taking a similar approach to implementation. However, the new terminology and concepts of COBIT 2019, including the design factors, are built into this guidance. When combined with the *COBIT 2019 Design Guide*, COBIT implementation has never been more practical and custom-tailored to specific governance needs.

[Learn More](#)





## COMPONENTES DE COBIT



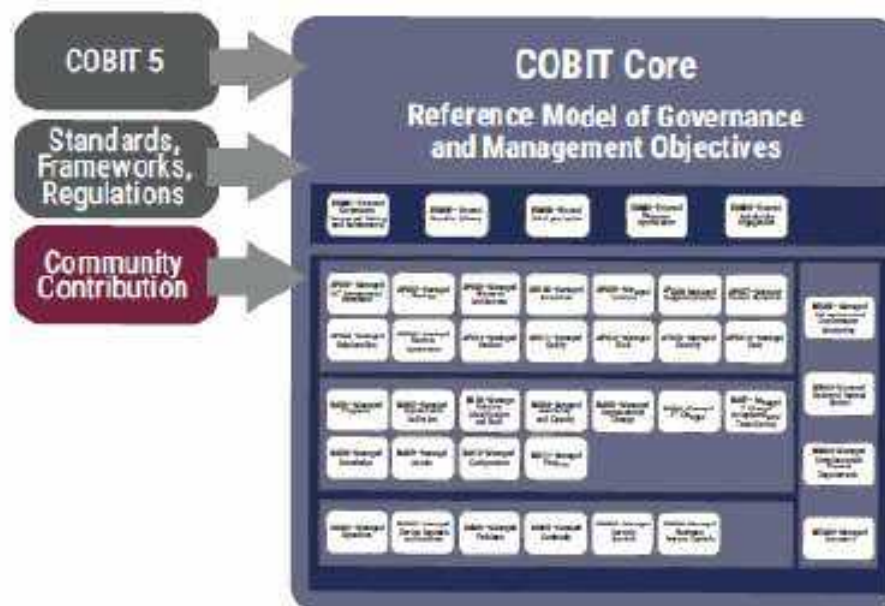


# COBIT OVERVIEW

## COBIT® 2019 Product Architecture

Inputs to COBIT 2019

COBIT 2019



- Enterprise strategy
- Enterprise goals
- Enterprise size
- Role of IT
- Sourcing model for IT
- Compliance requirements
- Etc.

Design Factors



Focus Area

- SME
- Security
- Risk
- DevOps
- Etc.

**Tailored Enterprise Governance System for Information and Technology**

- Priority governance and management objectives
- Specific guidance from focus areas
- Target capability and performance management guidance

COBIT Core Publications

**COBIT® 2019 Framework:**  
Introduction and Methodology

**COBIT® 2019 Framework:**  
Governance and Management Objectives

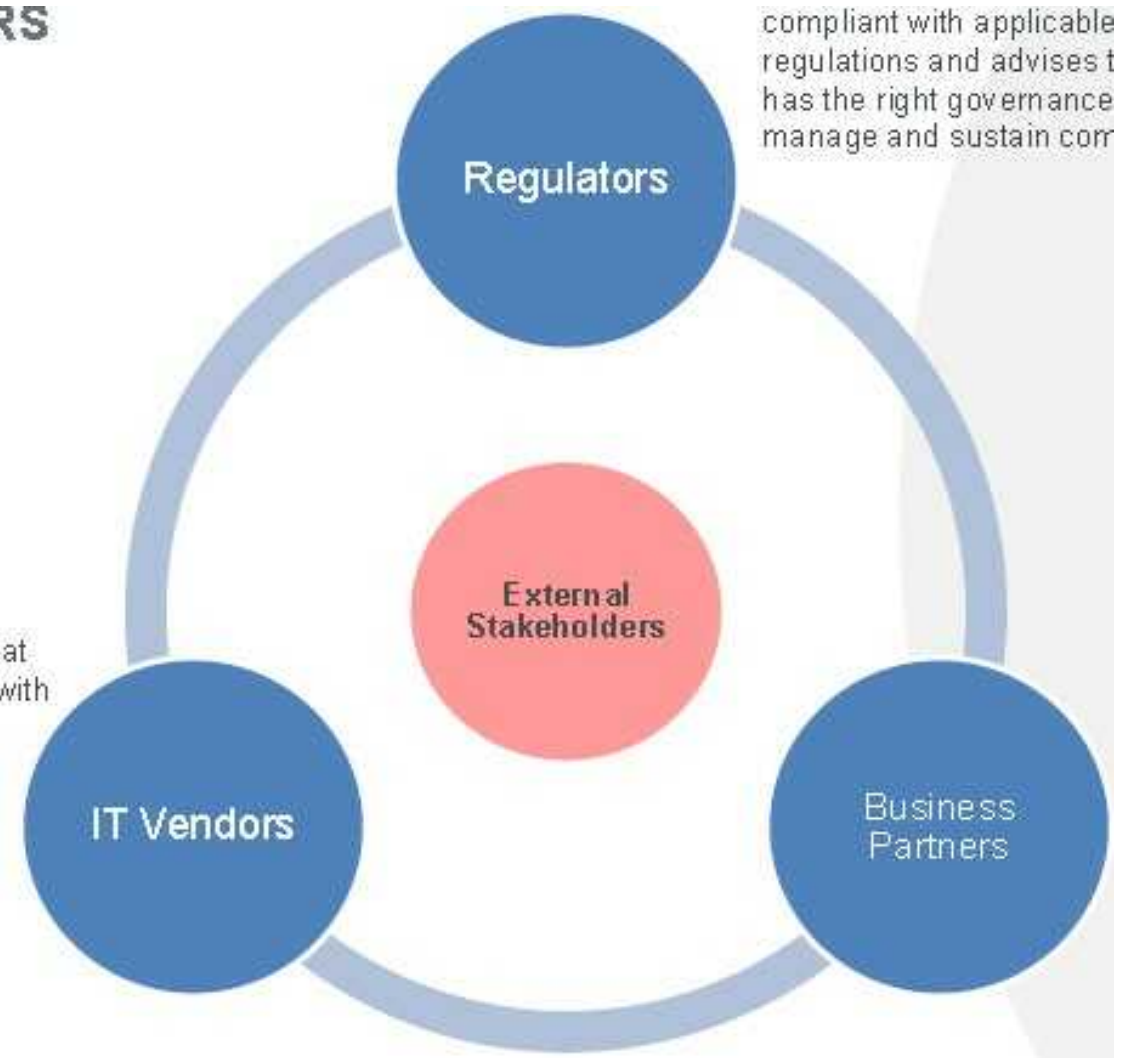
**COBIT® 2019 Design Guide:**  
Designing an Information and Technology Governance Solution

**COBIT® 2019 Implementation Guide:**  
Implementing and Optimizing an Information and Technology Governance Solution



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## PRINCIPLES Governance System

1. Provide  
Stakeholder  
Value

2. Holistic  
Approach

3. Dynamic  
Governance  
System

4. Governance  
Distinct From  
Management

5. Tailored to  
Enterprise  
Needs

6. End-to-End  
Governance  
System

## PRINCIPLES Governance Framework

1. Based on  
Conceptual  
Model

2. Open and  
Flexible

3. Aligned to  
Major Standards

Governance  
objectives

Management objectives

**EDM**

Evaluate, Direct  
and Monitor

**APO**

Align, Plan and  
Organize

**BAI**

Build, Acquire and  
Implement

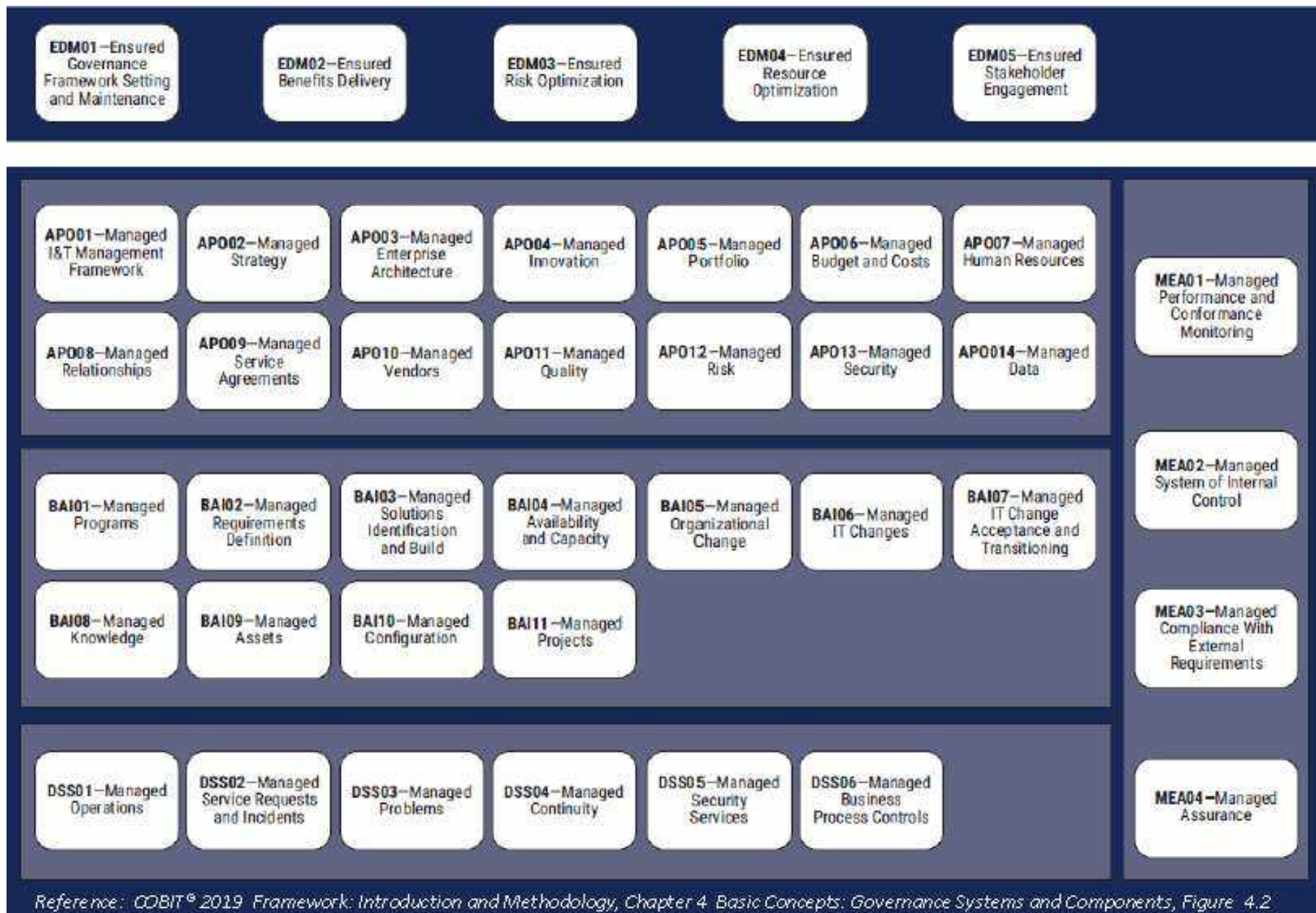
**DSS**

Deliver, Service and  
Support

**MEA**

Monitor, Evaluate  
and Assess

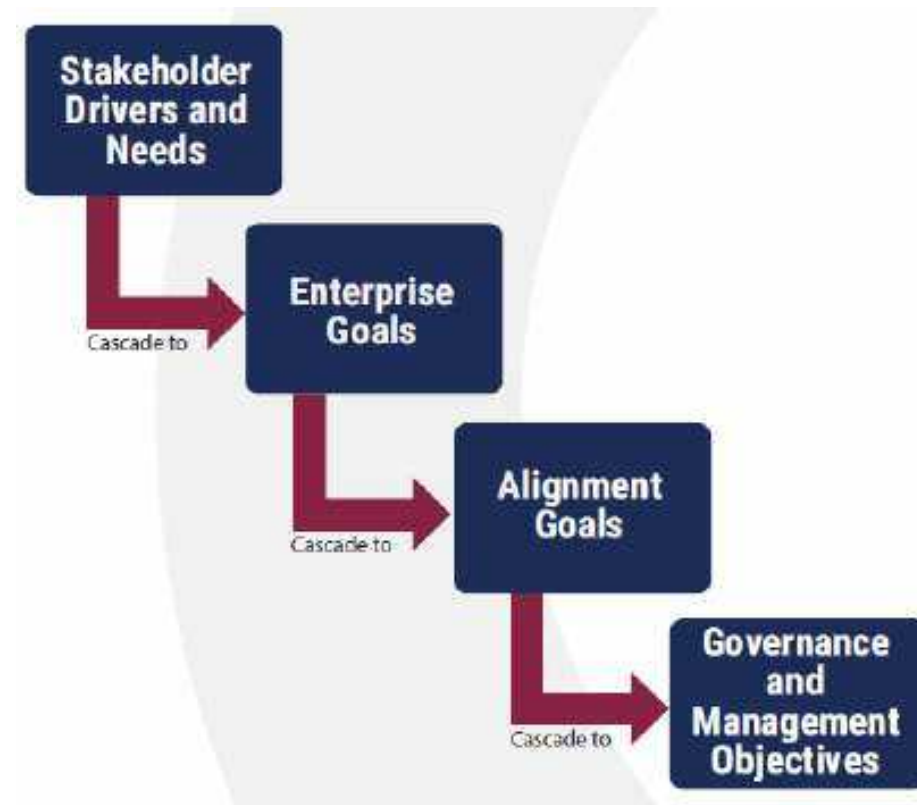




## KEY CONCEPTS

### GOALS CASCADE

- Enterprise goals have been consolidated, reduced, updated and clarified.
- Alignment goals emphasize the alignment of all IT efforts with business objectives
  - These were IT-related goals in COBIT 5
  - The update seeks to avoid the frequent misunderstanding that these goals indicate purely internal objectives of the IT department within an enterprise
  - Alignment goals have also been consolidated, reduced, updated and clarified where necessary



## KEY CONCEPTS

### COMPONENTS OF A GOVERNANCE SYSTEM

- Each enterprise's governance system is built from a number of components
- Components can be of different types
- Components interact with each other, resulting in a holistic governance system for I&T
- These were known as enablers in COBIT 5





## KEY CONCEPTS

### FOCUS AREAS

A Focus Area describes a certain governance topic, domain or issue that can be addressed by a collection of governance and management objectives and their components.

Focus Areas can contain a combination of generic governance components and variants

The number of focus areas is virtually unlimited. That is what makes COBIT open-ended. New focus areas can be added as required or as subject matter experts and practitioners contribute.

### EXAMPLES OF FOCUS AREAS

- Small and medium enterprises
- Information Security
- Risk
- DevOps

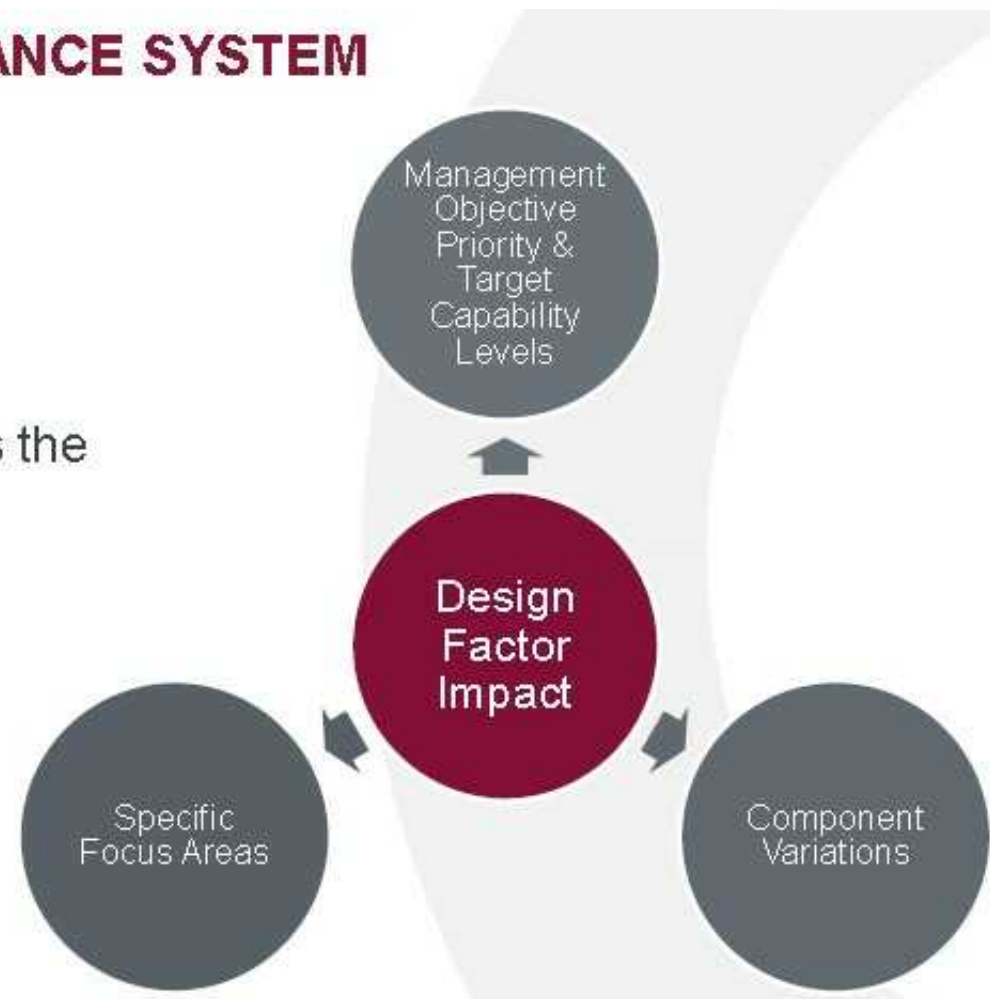
## COBIT 2019 Design Factors



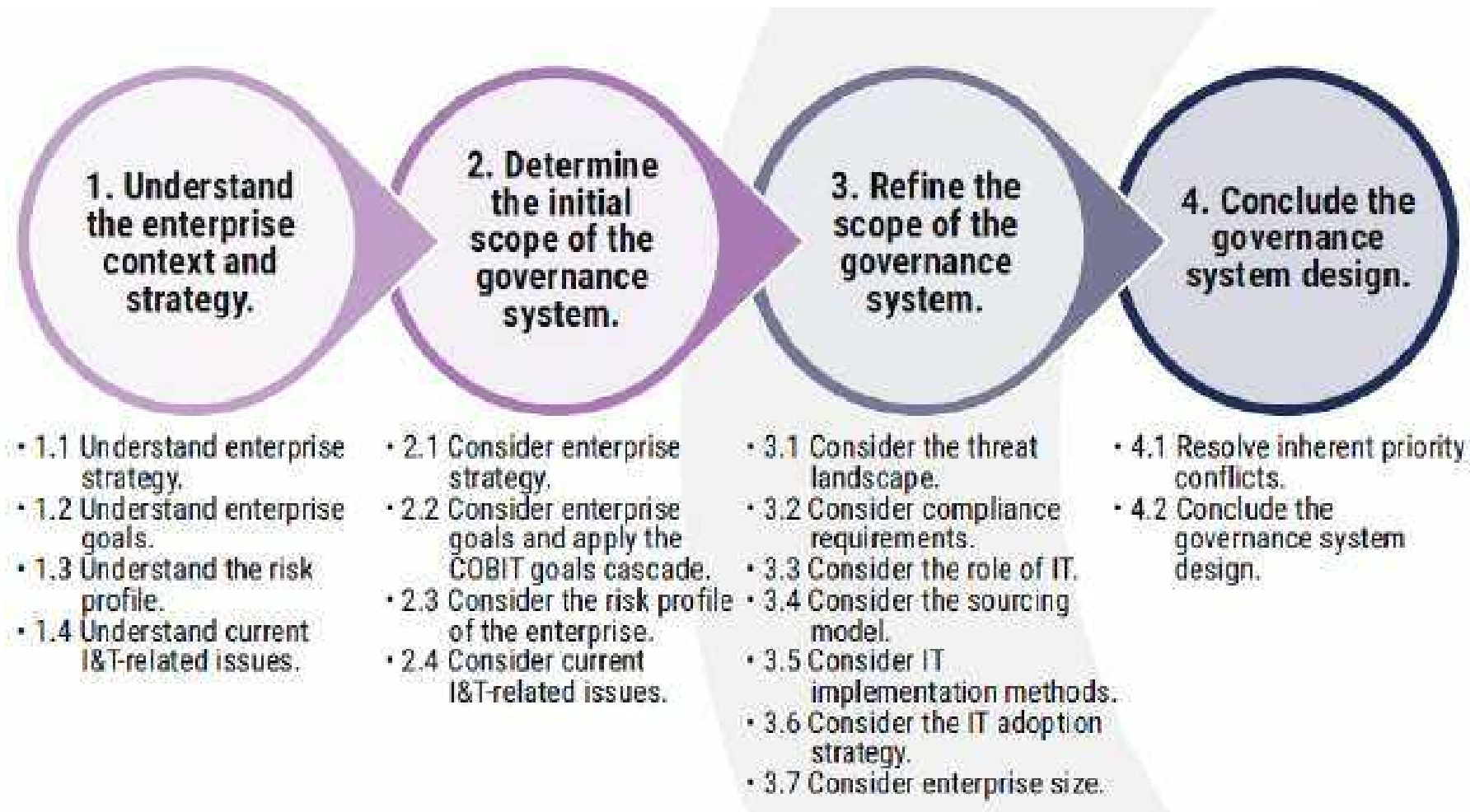
## DESIGNING A TAILORED GOVERNANCE SYSTEM

### IMPACT OF DESIGN FACTORS

Design factors influence in different ways the tailoring of the governance system of an enterprise.



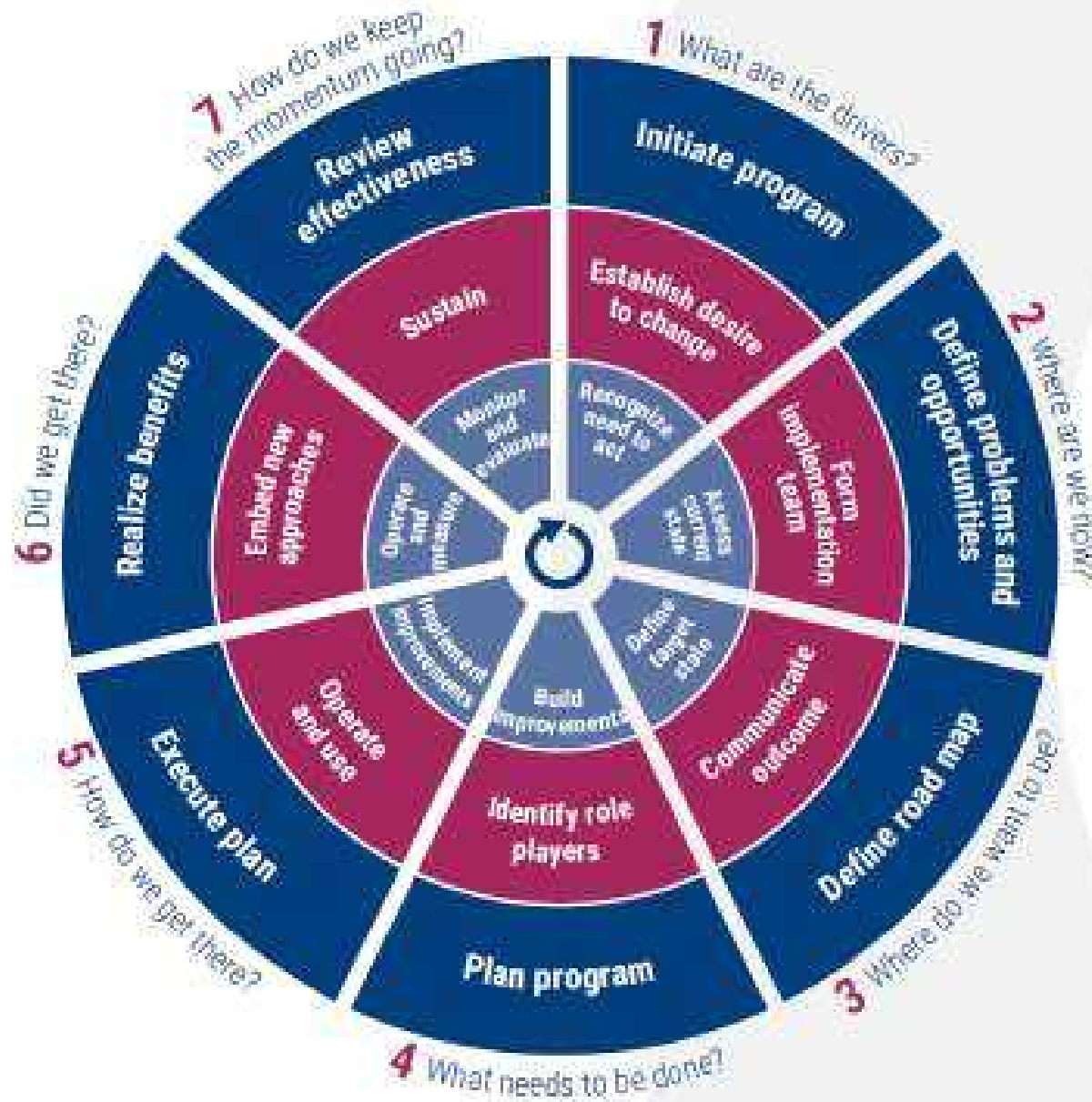




## IMPLEMENTING A TAILORED GOVERNANCE SYSTEM

The implementation approach is based on empowering business and IT stakeholders and role players to take ownership of IT-related governance and management decisions and activities by facilitating and enabling change.

- Implementation guide is a phased approach with three perspectives
  - Continual Improvement
  - Program Management
  - Change Enablement



- **Program management** (outer ring)
- **Change enablement** (middle ring)
- **Continual improvement life cycle** (inner ring)

# PERFORMANCE MANAGEMENT

## OVERVIEW

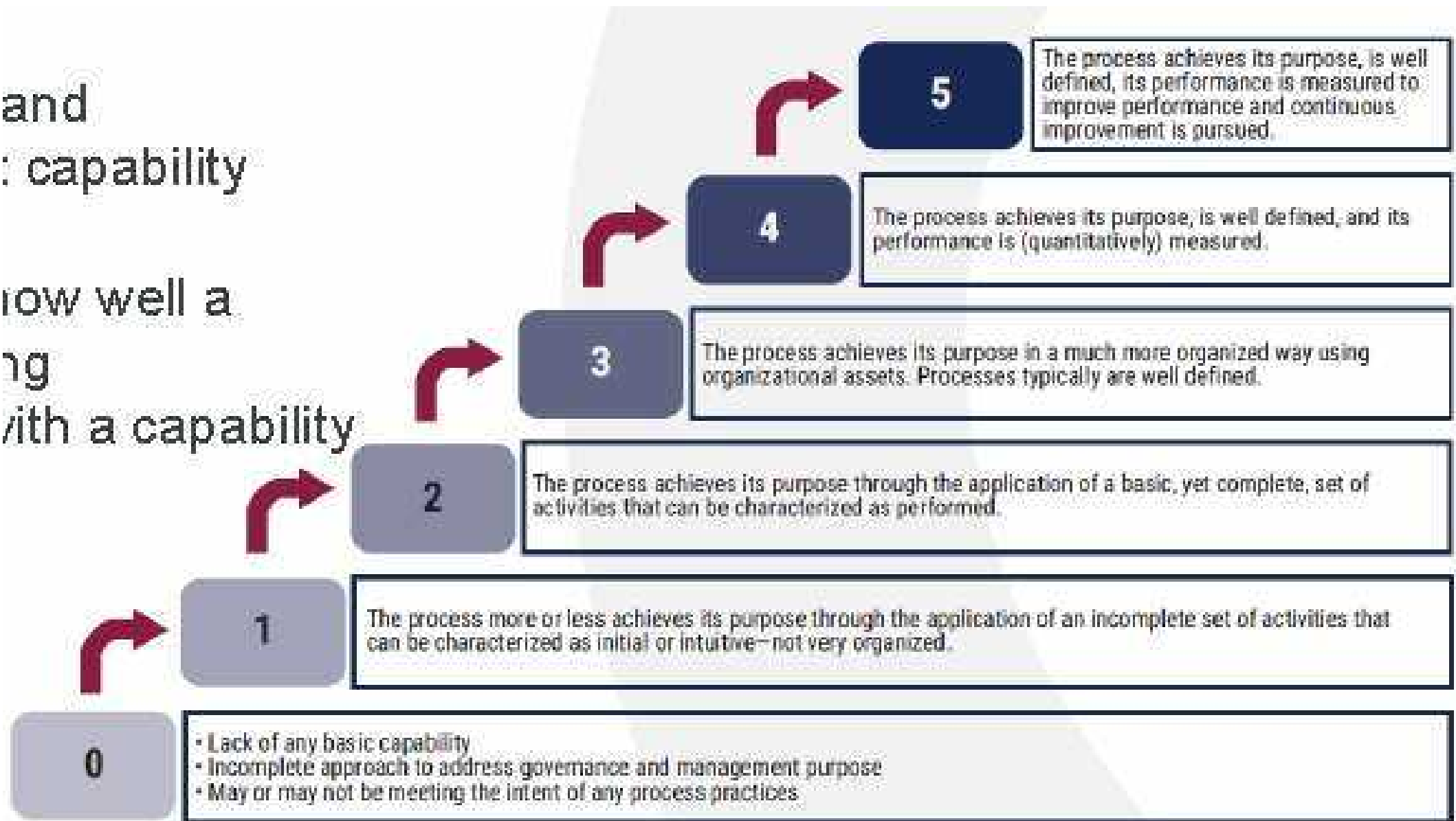
COBIT Performance Management (CPM) refers to how well the governance and management system and all the components of an enterprise work, and how they can be improved up to the required level. It includes concepts and methods such as capability levels and maturity levels.

COBIT 2019 is based on the following principles:

- Simple to understand and use
- Consistent with, and support the COBIT conceptual model
- Provide reliable, repeatable and relevant results
- Must be flexible
- Should support different types of assessments

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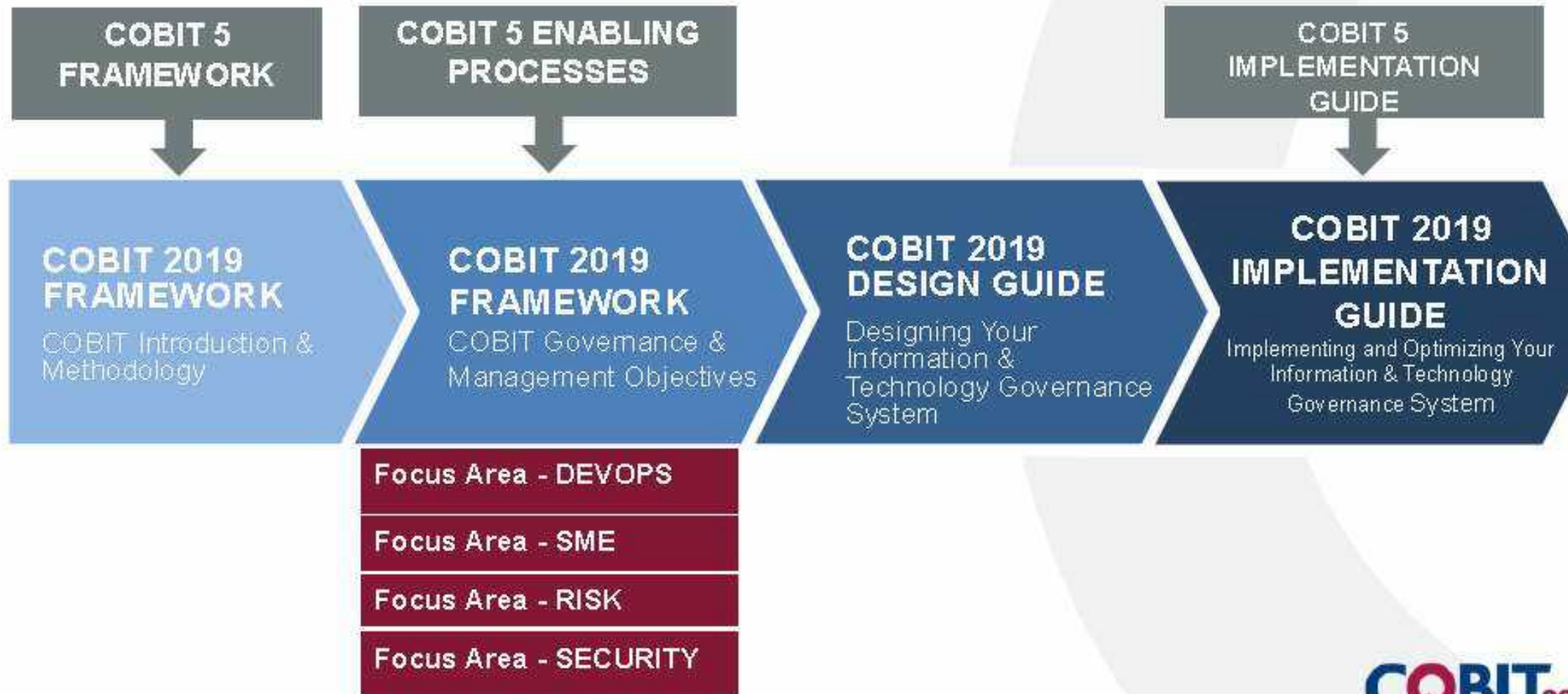


## **DIFERENCIAS COBIT 2019 y COBIT 5**



# MAJOR DIFFERENCES

ALIGNMENT TO COBIT 5



# MAJOR DIFFERENCES WITH COBIT5


## THINGS REMOVED



- The generic enabler model has been removed from the Framework
  - Similar structures will still be part of the COBIT conceptual model, but will remain hidden and hence make COBIT look less complex
- The detailed 'Enabler Guidance' has also been removed, further simplifying COBIT
- Process Goals have been removed
  - Their role is taken over by the process practice statements
- The COBIT 5 PAM and the ISO15504 (now ISO33000) based process capability assessment model have been replaced by a CMMI inspired capability model.
- **Note: those who want to keep using that model can do so, but there is no separate PAM publication provided with COBIT 2019**

## MAJOR DIFFERENCES WITH COBIT5

### THINGS RENAMED OR CHANGED

- 
- Enablers' have been renamed 'Components of the Governance System', better expressing what they are
  - The COBIT Principles for Governance Systems and for Governance Frameworks have been renamed and changed
  - 'IT Related Goals' have been renamed to 'Alignment Goals'
  - The structure of the 'process' guidance, now structured as 'Governance/Management Objectives', with process guidance being (only) part of it, complemented with other governance components



## MAJOR DIFFERENCES WITH COBIT5

THINGS UPDATED OR REFRESHED



- The Goals Cascade
- Process related guidance (practices and activities) for most processes
- Standards cross-referencing
- COBIT Implementation Guide has been updated to work in conjunction with the Design Guide
- The COBIT Reference Model now contains 40 governance management objectives [processes] instead of 37 processes in COBIT 5
- I&T Related Risk Scenarios

# MAJOR DIFFERENCES WITH COBIT5

## THINGS THAT ARE NEW

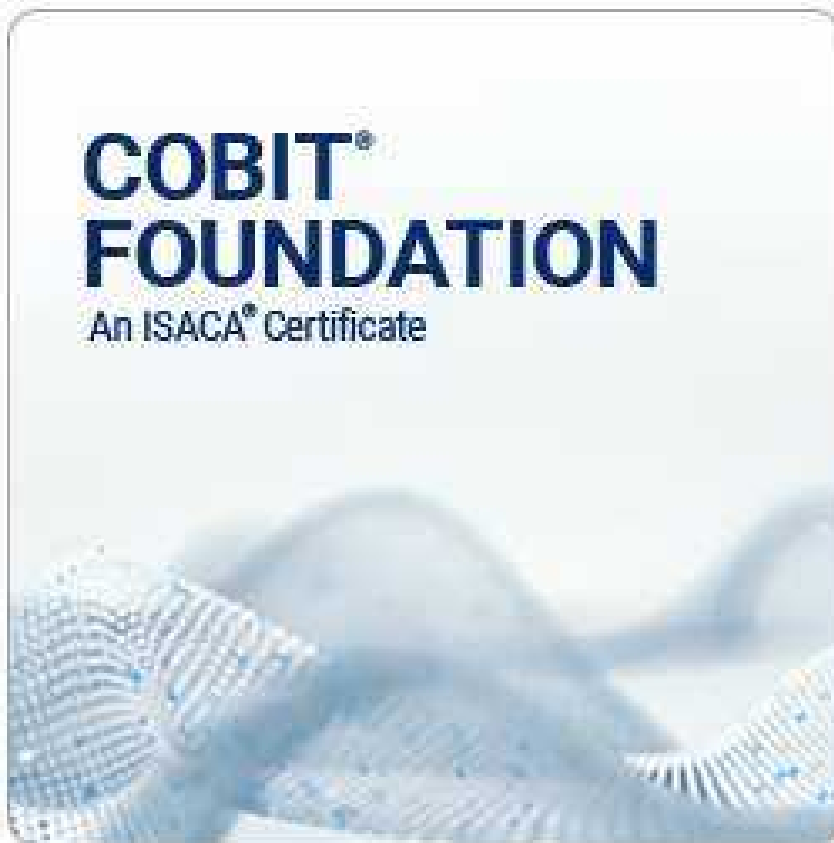


- The Governance and Management Objectives concept
- 3 additional Management Objectives
  - APO14 – Managed Data
  - BAI11 – Managed Projects
  - MEA04 – Managed Assurance
- The Focus Area concept, making COBIT flexible and more practical
- The Design Factor concept, allowing to build better tailored governance systems
- Process Capability Assessment based on the CMMI approach, process activities assigned a capability level
- The COBIT® 2019 Design Guide

**CERTIFICADOS**







Certificate



Certificate

**The COBIT Foundation Certificate Exam ensures that you understand:**

- How to align IT goals with strategic business objectives using tools designed to give governance a wider perspective, and practitioners more flexibility.
- The value derived from IT, necessary resources, and potential risks in the process of building a mature relationship between the business and IT.
- The different types of IT governance frameworks such as ITIL, NIST etc., including the benefits of each and how they work.



**GRACIAS**