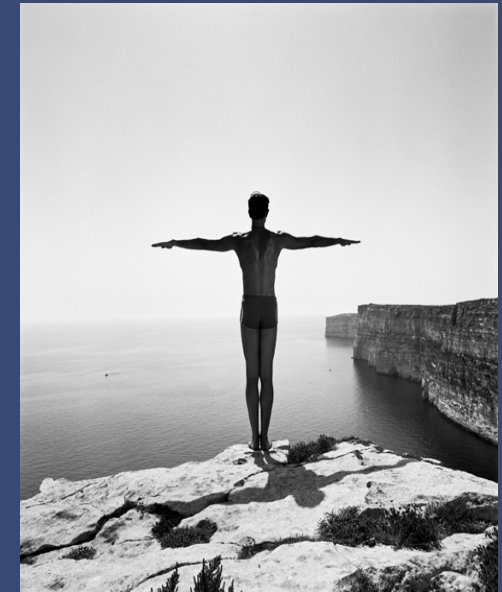


PwC IT Governance Toolkit*

Process maturity assessment

May 2008



*connectedthinking

PRICEWATERHOUSECOOPERS 

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1. PwC – Global



Audit And Assurance	PwC Advisory	Tax & Legal Services
<p>PwC offers services related to:</p> <ul style="list-style-type: none">> Financial audit en control> Leaders in the development of non-financial performance reporting> Complex financial accounting issues	<p>PwC offers strategic and operational advice and supports its clients with:</p> <ul style="list-style-type: none">> Strategy en regulation> Efficiency improvement> Transactions support> Risk management> Mergers & Acquisitions	<p>PwC develops management strategies and fiscal and juridical planning in the following domains:</p> <ul style="list-style-type: none">> Corporate Tax> Indirect Tax> VAT> Payroll services
<p>PwC Belgium : Key figures 1 336 people – 4 offices – 180 million EUR turnover in 2006-2007 (Brussels, Antwerp, Ghent and Liège)</p> <p>The PwC Network : Key figures 142 000 people – 800 cities in 149 countries - 22 billion USD turnover in 2007</p>		

At PwC we draw on our collective knowledge across the country borders to bring world class thinking to clients and to make connections that make businesses work.

We use our network, experience, industry knowledge and business understanding to build trust and to develop fresh perspectives and practical advice adapted to our clients' needs.

2. PwC and ITGI / ISACA

- PricewaterhouseCoopers has been a long-time contributor to COBIT and plays an active role in the further development of this framework
- PwC is the engagement partner for both strategic and operational assistance for ITGI
- Global IT Governance Status Report
- PwC is involved in:
 - ITGC
 - ValIT Steering Committee
 - CobiT Steering Committee
 - Future IT related risk management framework.



3. Objectives

- Based on the involvement in developing the framework and the experience of working with COBIT, a maturity assessment methodology and supporting tool was developed by PwC. The tool, called Tr-ICS (Technology Related In-Control Services), is based on COBIT (currently v4.1) and is used to measure IT process and control maturity
- We would like share some info on this tool, how it can be applied and how it can add value in an organisation.

5. Assessing process maturity

Core question: are my processes and controls performing as required...
 CobIT:



	Awareness and Communication	Policies, Standards and Procedures	Tools and Automation	Skills and Expertise	Responsibility and Accountability	Goal Setting and Measurement
1	Recognition of the need for the process is emerging. There is sporadic communication of the issues.	Ad hoc approaches to process and practices. The process and policies are undefined.	Some tools may exist, usage is based on standard desktop tools. There is no planned approach to the tool usage.	Skills required for the process are not identified. A training plan does not exist and no formal training occurs.	There is no definition of accountability and responsibility. People take ownership of issues based on their own initiative on reactive basis.	Goals are not clear and no measurement takes place.
2	There is awareness of the need to act. Management communicates the overall issues.	Similar and common processes emerge, but are largely intuitive because of individual expertise. Some aspects of the process are measurable because of individual expertise and some documentation and informal understanding of policy and procedures may exist.	Common approaches to use of tools exist but are based on policies, developed by key individuals. Vendor tools may have been acquired but are available not applied correctly and may even be self-were.	Minimum skill requirements are identified for critical areas. Training is provided in response to needs rather than on the basis of an agreed plan and informal training on the job occurs.	A person assumes higher responsibility, and is usually held accountable even if this is not formally agreed. There is responsibility when problems occur and a culture of blame tends to exist.	Some goal setting occurs; some financial measures are established but only known by senior management. There is inconsistent monitoring in isolated areas.
3	Understanding of the need to act. Management is more formal and involved in its communication.	Usage of best practices emerges. The process, policies and procedures are defined and documented for all key activities.	A plan has been defined for use and standardisation of tools to automate the process. Tools are being used for their basic purpose but may not all be in accordance with the agreed plan and may not be integrated with one another.	Skill requirements are defined and documented for all areas. A formal training plan has been developed but formal training is still based on individual initiative.	Process responsibility and accountability is defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities.	Some effectiveness goals and measures are set but not communicated and there is a clear link to business goals; measurement processes emerge but not consistently applied. IT Balanced Scorecard ideas are being adopted and occasional intuitive application of root cause analysis.
4	Understanding of the full requirements. Mature communication techniques are applied and standard communication tools are in use.	Process is sound and complete, informal best practices are applied. All aspects of the process are documented and measurable. Policies have been approved and signed-off by management. Standards for reviewing and maintaining the process and procedures are adopted and followed to.	Tools are implemented according to a standardised plan and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and maintain critical activities and controls.	Skill requirements are routinely updated for all areas and proficiency is ensured for all critical areas and certification is encouraged. Mature training techniques are applied according to the training plan and knowledge sharing is encouraged. All internal domain experts are involved and the effectiveness of the training plan is assessed.	Process responsibility and accountability is accepted and working in a way that enables process owner to fully discharge his responsibilities. A reward culture is in place that motivates positive action.	Efficiency and effectiveness are measured and communicated and linked to business goals and IT Strategic Plan. IT Balanced Scorecard is implemented in some areas with exceptions noted by management and root-cause analysis being standardised. Continuous improvement is emerging.
5	Advanced forward-looking understanding of requirements. Proactive communication of issues based on trends; mature communication techniques are applied and integrated communication tools are in use.	External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and	Standardised toolsets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control exceptions.	The organization formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support external best practices and use of leading edge concepts and techniques. Knowledge sharing is a company culture and knowledge based systems are being deployed. External experts and industry	Process owner or make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organization in a consistent fashion.	Integrated performance measurement system linking IT performance to business performance is in place. IT Balanced Scorecard, Dimensions are fully and consistently used by management and root-cause analysis is applied. Continuous improvement is a way of life.

But ...

.... keeping in mind organisational and IT goals and risk appetite

5. Assessing process maturity

You can do it at 2 levels

- High level, for the complete set of process practices
 - Based on the CobIT maturity statements

MATURITY MODEL

DS8 Manage Service Desk and Incidents

Management of the process of Manage service desk and incidents that satisfies the business requirement for IT of enabling effective use of IT systems by ensuring resolution and analysis of end-user queries, questions and incidents is:

0 Non-existent when

There is no support to resolve user questions and issues. There is a complete lack of an incident management process. The organisation does not recognise that there is an issue to be addressed.

- Detailed
 - Assess quality of the controls implemented
 - Look at the average quality

CONTROL OBJECTIVES

DS8 Manage Service Desk and Incidents

DS8.1 Service Desk

Establish a service desk function, which is the user interface with IT, to register, communicate, dispatch and analyse all calls, reported incidents, service requests and information demands. There should be monitoring and escalation procedures based on agreed-upon service levels relative to the appropriate SLA that allow classification and prioritisation of any reported issue as an incident, service request or information request. Measure end users' satisfaction with the quality of the service desk and IT services.

5.1 We do more than just process maturity assessment...

With our maturity assessment methodology we can help provide an answer to amongst others following questions:

- 1 Are Business Goals and IT Goals aligned?
- 2 What are the most important IT Processes for the organisation, taking into account business and IT Goals and IT Risks?
- 3 How mature are my IT processes and IT Controls?
- 4 Which IT process outputs need to be improved most urgently?
- 5 What is the yearly evolution of my processes?

5.1 From CobiT to Tr-ICS

CobiT is a generic IT process and control reference guide and framework



The IT processes and control framework has to be tailored into a model for a given (IT) organisation.

1. Assess strengths and weaknesses in IT process and control based on CobiT
2. Assist in setting priorities for IT process and control improvement
3. Provide valid overview of priorities when setting up:
 - Process documentation and measurement
4. Assist prioritization when “implementing” IT governance



5.1 Tr-ICS 4.1 Features

Fully compliant with CobiT 4.1 (and upcoming versions)

- New processes
- New and updated control objectives

Support of new CobiT 4.1 components:

- Business Goals, IT Goals and IT Processes relationships
- IT Process Input/Output relationships
- IT Governance Domain mapping



5.2 Maturity assessment – Workflow Explained

1 Focus

Business Goals

F.A1 Business Goals Questionnaire			Ready
Score each of the following business goals on a scale from 1 (not important) to 10 (most important)			Score
Financial	1	Expand market share	6
	2	Increase revenue	9
	3	Return on investment	7
	4	Optimize asset utilization	6
	5	Manage business risk	5
Customer	6	Improve customer orientation and service	6
	7	Offer competitive products and services	8
	8	Service availability	4
	9	Agility in responding to changing business requirements (time to market)	9
	10	Cost optimization of service delivery	7

IT Goals

F.A2: IT Goals Questionnaire			Ready
Score each of the following IT goals on a scale from 1 (not important) to 10 (most important)			Score
1	Respond to business requirements to align with the business strategy	5	
2	Respond to business requirements to be with broad direction	4	
3	Exceed satisfaction of end users with service offerings and service levels	8	
4	Optimize use of information	3	
5	Secure IT rights	4	
6	Define how business functional and control requirements are translated to effective and efficient technical solutions	7	
7	Analyze and assess integrated and stand-alone application systems	9	
8	Analyze and assess IT risks that represent the IT strategy	3	
9	Analyze and assess IT risks that represent the IT strategy	3	
10	Exceed external satisfaction of third party stakeholders	6	
11	Securely integrate applications and technology related into business processes	5	
12	Exceed transparency and understanding of IT cost, benefits, strategy, policies and service levels	9	
13	Exceed progress and performance of the applications and technology solutions	8	
14	Account for and protect all IT assets	7	
15	Optimize the IT infrastructure, resources and capabilities	5	
16	Reduce solution and service delivery defects and rework	9	
17	Protect the achievement of IT objectives	5	
18	Establish clarity of business impact of risks to IT objectives and resources	8	

IT Risks

F.A3: IT Risk Assessment			Ready
1	Business process	High	9
2	Business process	Medium	6
3	Business process	Low	3
4	Business process	High	9
5	Business process	Medium	6
6	Business process	Low	3
7	Business process	High	9
8	Business process	Medium	6
9	Business process	Low	3
10	Business process	High	9
11	Business process	Medium	6
12	Business process	Low	3
13	Business process	High	9
14	Business process	Medium	6
15	Business process	Low	3
16	Business process	High	9
17	Business process	Medium	6
18	Business process	Low	3

2 Evaluate

Control Quality (Self) Assessment

Process Maturity (Self) Assessment

Prioritised processes

3 Action

Remediation Report

High-Level CobiT Process Level Reporting

IT Governance Report

5.3 Maturity assessment – Detailed Control Quality Assessment

Clear Form		F.A5. High Level Control Assessment (*)						Read	
PO1 Define a strategic IT Plan									
Operating Effectiveness of the control : 0 - Not effective at all 1 - Largely ineffective 2 - Somewhat effective 3 - Mostly effective 4 - Effective									
Design of the control : 0 - Design not adequate 1 - Design adequate, some flaws 2 - Design adequate									
Formative M Assessments : 0 - Non-Existent 1 - Initial/Ad-Hoc 2 - Repeatable but Inconsistent 3 - Defined Process 4 - Managed and Measurable 5 - Optimized									
Key Control : Yes/No									
Control Existence : Yes/No, but not really required/ No, and required									
CobIT 4.0 Control Objective	Control Description OR justification for non-existence	In Place	Key Control	Documentation, Awareness, Monitoring	Design Effectiveness	Operating Effectiveness	Overall Quality/Maturity (0 to 5)	Priority for remediation	
PC1	Process Owner - Design an owner for each CobIT process such that responsibility is clear								
PC2	Responsibility - Define each CobIT process such that it is repeatable								
PC3	Goals and Objectives - Establish clear goals and objectives for each CobIT process for efficient execution								
PC4	Roles and Responsibilities - Define responsibilities, roles, activities and responsibilities for each CobIT process for efficient execution								
PC5									
PC6	Policy, Plans and Procedures - Document, create, keep up to date, sign off on and communicate in all involved parties operating plan procedures that define a CobIT process								
PO1.1	Work with the business to ensure that the strategic portfolio of IT-enabled investments includes programmes that have valid business cases. Recognize that there are mandatory, enabling and diversifying investments that differ in complexity and degree of freedom in allocating funds. IT processes should provide efficient and optimal delivery of the IT components of programmes and early warning of any deviation from plan, including cost, schedule or feasibility, that might impact the reported outcomes of the programme. IT services should be provided against repeatable and reference service level agreements. Responsibility for achieving the benefits and controlling the costs is clearly assigned and monitored. Establish clear, measurable, credible and comparable metrics of business cases including financial worth, the risk of not delivering a capability and the risk of not realizing the reported benefits.								
PO1.2	Educate executives on current technology capabilities and future directions, the opportunities that IT provides, and what the business has to do to capitalize on these opportunities. Make sure the business direction in which IT is aligned is understood. The business and IT strategies should be integrated, allowing enterprise-wide and IT-wide and cross-enterprise opportunities as well as overall capability limitations, and broadly communicated. Identify where the business (strategic) activities depend on IT and create business imperatives of the business and the technology, as agreed priorities can be established.								
PO1.3	Assess the performance of the existing plans and information systems in terms of contribution to business objectives, feasibility, stability, complexity, costs, strengths and weaknesses.								
PO1.4	Create a strategic plan that defines, in cooperation with the relevant stakeholders, how IT will contribute to the enterprise's strategic objectives (goals) and related costs and risks. It includes how IT will support IT-enabled operational programmes and operational services delivery. It defines how the objectives will be met and measured and will create formal sign-off from the stakeholders. The IT strategic plan should ensure increase of operational budget, funding sources, existing strategic, operational strategic, and legal and regulatory requirements. The strategic plan should be sufficiently detailed to allow the definition of tactical IT plans.								
PO1.5	Create a portfolio of tactical IT plans that are derived from the IT strategic plan. These tactical plans describe required IT initiatives, resource requirements, and how the use of resources and achievement of benefits will be monitored and managed. The tactical plans should be sufficiently detailed to allow the definition of project plans. Regularly assess the tactical IT plans and initiate the track on key objectives and service capabilities. This reassessment includes requirements and resources on a regular basis, comparing them to achievement of strategic and tactical goals and the reported benefits, and taking appropriate action on deviations.								
PO1.6	Regularly assess with the business the portfolio of IT-enabled operational programmes created to achieve specific strategic business objectives by identifying, defining, evaluating, prioritizing, initiating, initiating, monitoring and controlling achievement of the outcomes, understanding the full scope of effort required to achieve the outcomes, initiating other associated activities with supporting processes, defining projects within the programme, allocating resources and funding, delegating authority, and communicating required projects of programme launch.								
Comment									
Overall Maturity of all selected controls									
Overall Maturity of all selected KEY controls									
Target Maturity Level (All Controls)				0.0					
Target Maturity Level (Key Controls)				0.0					
Assessment Status				Open		Ready			

5.3 Maturity assessment – Detailed Control Quality Assessment

Formalism and awareness:

- The control has been properly documented
- People working in practice are knowledgeable on the set up and executing of the control

Design effectiveness:

- The control covers the CobIT control objective

Operating Effectiveness

- When looking at day to day practice we can see that the control is always performed when executing the process

5.3 Maturity assessment – High Level Process Maturity Assessment

Clear Form		F.A4. Detailed Process Maturity Assessment						Ready	
PO4		Define the IT processes, organisation and relationships							
Process Maturity Level		Autonomy and Externalisation	Public, Standards and Procedures	Tools and Automation	Skills and expertise	Responsibility & Accountability	Event Sourcing & Measurement		
		0	The IT organisation is not effectively established to focus on the achievement of business objectives.						
1	Recognition of the need for the process is emerging. There is sporadic communication of the need. IT is involved in business projects only in later stages.	There are ad hoc processes to process and practice. The process and practice are not defined. IT activities and functions are reactive and inconsistently implemented.	Some tools may exist, usage is based on standard desktop tools. There is no planned approach to the tool usage.	Skills required for the process are not identified. A training plan does not exist and no formal training occurs. The IT function is considered a support function, without an overall organisation perspective.	There is no definition of accountability and responsibility. People take ownership of issues based on their own initiative on a reactive basis. There is an implicit understanding of the need for an IT organisation, however, roles and responsibilities are neither formalised nor enforced.	Goals are not clear and no measurement takes place.			
2	There is awareness of the need to set. Management communicates the overall need. The need for a structured organisation and vendor management is communicated, but decisions are still dependent on the knowledge and skills of key individuals.	Similar and common processes emerge, but are largely initiative because of individual expertise. Some aspects of the process are repeatable because of individual expertise, and some documentation and informal understanding of policy and procedures exist. The IT function is organised to respond tactically, but inconsistently, to customer needs and vendor relationships.	Common approaches to use of tools exist but are based on solutions developed by key individuals. Vendor tools may have been acquired, but are probably not applied correctly, and may even be shelfware. There is an emergence of common techniques to manage the IT organisation and vendor relationships.	Minimum skill requirements are identified in critical areas. Training is provided in response to needs, rather than on the basis of an agreed plan, and formal training on the job occurs.	An individual assumes higher responsibility, and is usually held accountable, even if this is not formally agreed. There is confusion about responsibility when problems occur and a culture of blame tends to exist.	Some goal setting occurs; some financial measures are established but are known only by senior management. There is inconsistent monitoring in isolated areas.			
3	There is understanding of the need to set. Management is more formal and structured in its communication. The IT organisation is developed, documented, communicated and aligned with the IT strategy. The IT organisation is functionally complete.	Usage of good practice emerges. The process, policies and procedures are defined and documented for all key capabilities. There are definitions of the functions to be performed by IT personnel and those to be performed by users. There is a formal definition of relationships with users and third parties. There is formalisation of relationships with other parties, including steering committees, internal audit and vendor management.	A plan has been defined for use and standardisation of tools to automate the process. Tools are being used for their basic purposes, but may not all be in accordance with the agreed plan and may not be integrated with one another.	Skill requirements are defined and documented for all areas. A formal training plan has been developed, but formal training is still based on individual initiatives. Essential IT staffing requirements and expertise are defined and satisfied.	Process responsibility and accountability are defined and process owners have been identified. The process owner is unable to have the full authority to exercise the responsibilities. Defined roles and responsibilities for the IT organisation and third parties exist. Division of roles and responsibilities is defined and implemented.	Some effectiveness goals and measures are set, but are not communicated, and there is a clear link to business goals. Measurement processes emerge, but are not consistently applied. IT balanced scorecard ideas are being adopted, so occasional initiative application of metrics emerges. The internal control environment is defined.			
4	There is understanding of the full requirement. Mature communication techniques are applied and standard communication tools are in use. The IT organisation proactively responds to change and includes all roles necessary to meet business requirements.	Process is owned and complete; internal best practices are applied. All aspects of the process are documented and repeatable. Policies have been approved and signed off by management. Standards for developing and maintaining the process and procedures are defined and followed. Internal good practices have been applied in the organisation of the IT functions. The IT organisational structure appropriately reflects the business needs by providing services aligned with strategic business processes, rather than with isolated technologies.	Tools are implemented according to a standardised plan and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and monitor critical activities and controls.	Skill requirements are routinely updated for all areas; proficiency is ensured for all critical areas and certification is encouraged. Mature training techniques are applied according to the training plan and knowledge sharing is encouraged. All internal domain experts are involved and the effectiveness of the training plan is assessed. IT management has the appropriate expertise and skills to define, implement and monitor the preferred organisation and relationships. Skill inventories are available to support project staffing and professional development. The balance between the skills and resources available internally and those needed from external organisations is defined and enforced.	Process responsibility and accountability are accepted and working in a way that enables a process owner to fully discharge higher responsibilities. A reward culture is in place that motivates positive action. IT management, process ownership, accountability and responsibility are defined and balanced.	Efficiency and effectiveness are measured and communicated and linked to business goals and the IT strategic plan. The IT balanced scorecard is implemented in some areas with exceptions noted by management and root cause analysis is being standardised. Continuous improvement is emerging. Measurable metrics to support business objectives and user-defined critical success factors are standardised.			
5	There is advanced, forward-looking understanding of requirements. Proactive communication of issues based on trends exists; mature communication techniques are applied and integrated communication tools are in use. The IT organisational structure is flexible and adaptive.	External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and improved user experience. There is continuous improvement process in place. Industry best practices are deployed.	Standardised toolsets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control signals. There is extensive use of technology to assist in monitoring the performance of the IT organisation and processes. Technology is leveraged in line to support the complexity and geographic distribution of the organisation.	The organisation formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support internal best practices and use of leading-edge concepts and techniques. Knowledge sharing is an enterprise culture and knowledge-based problems are being deployed. External experts and industry leaders are used for guidance.	Process owners are empowered to make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organisation in a consistent fashion.	There is an integrated performance measurement system linking IT performance to business goals by global application of the IT balanced scorecard. Exceptions are globally and consistently noted by management and root cause analysis is applied. Continuous improvement is a way of life.			
Motivation									
Evidence									
Actions									
Target	0	0	0	0	0	0	0		
Assessment									
Overall Process Maturity		CobIT Score 0,0	Improvement Score 0,0	Final Assessment 0,0	Target 0,0				
Comment									
Assessment Status		Open	Ready						

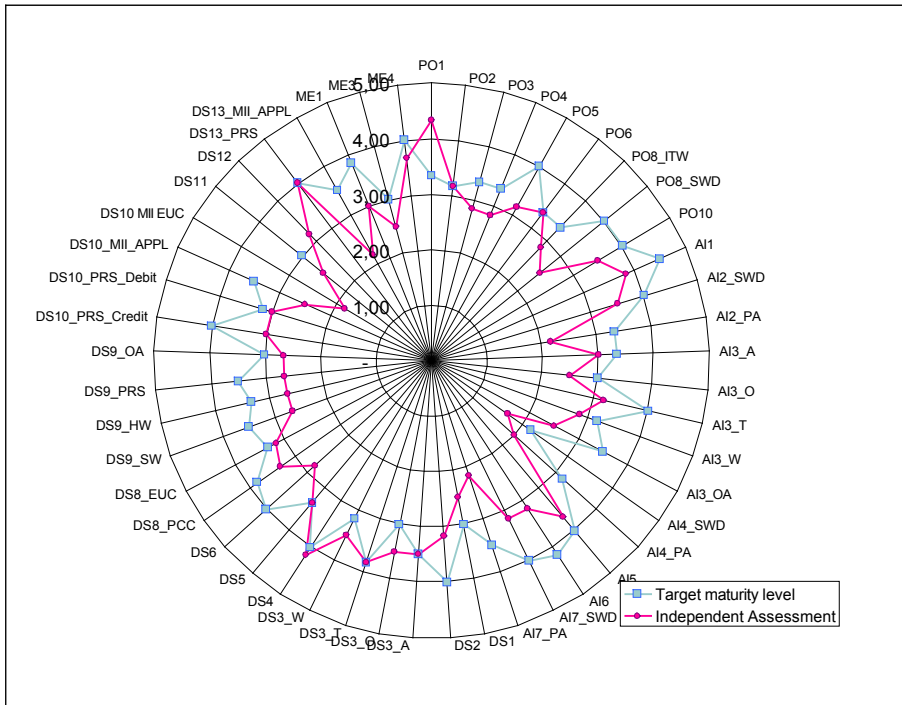
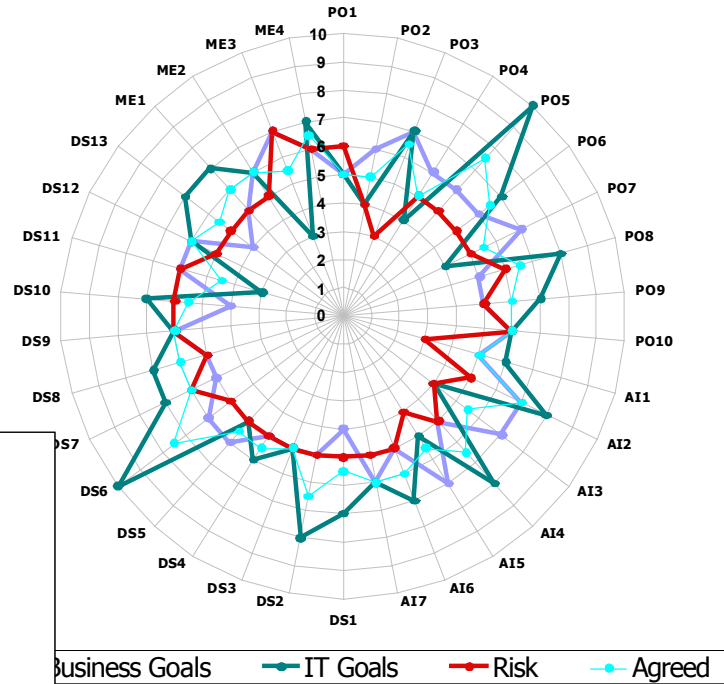
5.4 Outcomes – Remediation Report

Prioritized overview of processes / maturity dimensions that have to be improved.

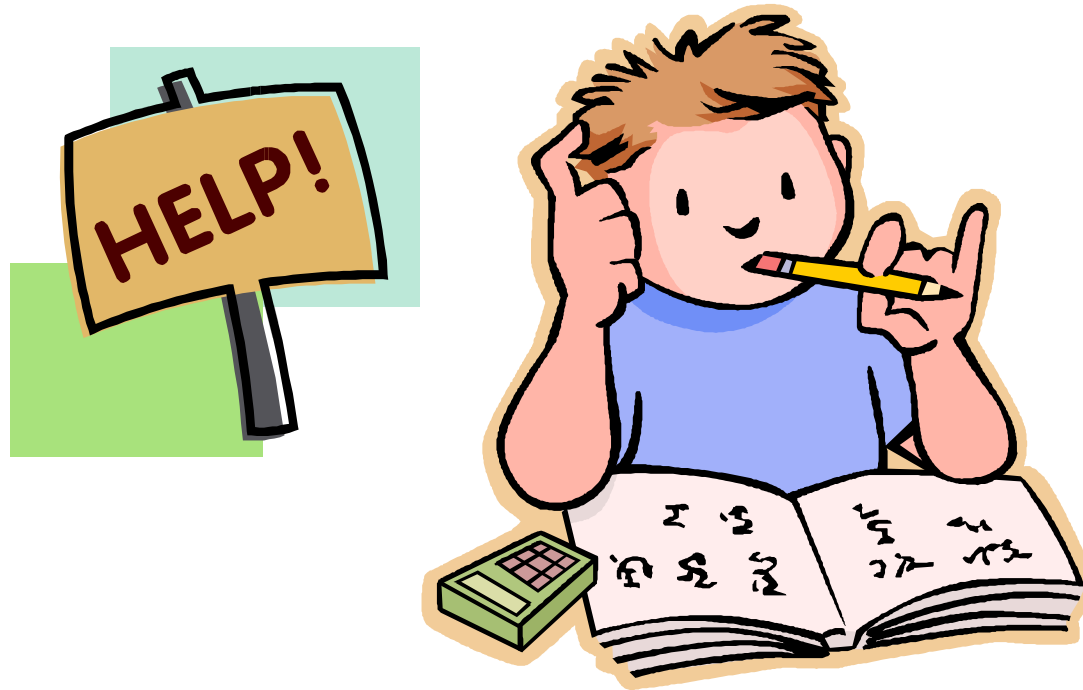
CobIT Process		
PO3 <i>...can be improved on maturity levels...</i>	Determine technological direction <i>...to reach target level...</i>	Priority
Awareness and Communication	There is understanding of the need to act. Management is more formal and structured in its communication. Management is aware of the importance of the technology infrastructure plan. The technology infrastructure plan development process is reasonably sound and is aligned with the IT strategic plan.	Medium
<i>Motivation</i>		
<i>Evidence</i>		
<i>Actions</i>		
Policies, Standards and Procedures	Usage of good practices emerges. The process, policies and procedures are defined and documented for all key activities. There is a defined, documented and well-communicated technology infrastructure plan, but it is inconsistently applied. Key vendors are selected based on the understanding of their long-term technology and product development plans, consistent with the organisation direction.	High
<i>Motivation</i>		
<i>Evidence</i>		
<i>Actions</i>		
Responsibility & Accountability	Process responsibility and accountability are defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities. There is formal training and communication of roles and responsibilities.	High
<i>Motivation</i>		
<i>Evidence</i>		
<i>Actions</i>		
<i>...can be improved on control objectives...</i>		
PC1	Process Owner - Assign an owner for each CobIT process such that responsibility is clear	Low
<i>Control description or justification for non-existence</i>		
PC2	Repeatability - Define each CobIT process such that it is repeatable	Low
<i>Control description or justification for non-existence</i>		
PC5	Process performance - Measure the performance of each CobIT process against its goals	Medium
<i>Control description or justification for non-existence</i>		
PO3.2	Create and maintain a technological infrastructure plan that is in accordance with the IT strategic and tactical plans. The plan is based on the technological direction and includes contingency arrangements and direction for acquisition of technology resources. It considers changes in the competitive environment, economies of scale for information systems staffing and investments, and improved interoperability of platforms and applications.	Low

5.4 Outcomes – Other

IT Process Importance



6. Exercise



Group discussion on the maturity assessment for a process

=> Read material that will be handed out

7. Conclusions

- CobIT can be used as guidance for performing maturity assessments... But:
 - CobIT needs to be interpreted (no 1:1 mapping to an organisation)
 - Not all processes are equally important for an organisation
 - Maturity of a process is debatable (rarely black on white view)
 - You don't deal with processes, you deal with the people behind the processes
- Tr-ICS and the maturity assessment methodology help to solve these issues by:
 - Prioritizing processes
 - Making assessments more objective / uniform (less argument)
 - Guides assessment logically showing link processes and goals / demonstrating the impact of actions on process maturity & control quality
 - Reports provide insight to management on process performance
- But remember: A fool with a tool remains a fool
 - ↳ Proper interpretation explanation of the results and approach needed



Tr-ICS 4.1 – The new IT Governance Tool

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