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Corporates Governance : A Complementary Model for Multi Frameworks and tools

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Organization became highly needed to transform and convert the available legacy of fragmented solutions and applications, based on the structure of the organization and its related processes (either traditionally manual and/or automated) into an integrated operational environment with an optimized set of processes that are working to change and deliver the business objectives and strategy. Organizations always need a real interrelationship for different frameworks and reliable approach to be able to enhance. Such reason where EA framework / TOGAF in a successful practice. apparently, Enterprise architecture is the core and the heart of the corporate enhancement. to Align the EA "Enterprise Architecture" with a complementary framework is important to make sure for better change. The most common frameworks such as "TOGAF®", "PRINCE2®", "ITIL®" "COBIT®" give a proper approach in selecting and executing the suitable processes. TOGAF as one of the "Enterprise Architecture" entities can be considered as "Best-practice framework" for EA "enterprise architecture", as a change framework to set the principles that guide for Corporate/Enterprise Governance, that includes distinction between "Information (IG)", "Information technology (IT)", and "Data governance". They are all a supportive subset of process of the corporate. Also Data considered as a vital part of the . In the discipline of EA "Open Group Foundation" TOGAF the leader standard framework. Other IT frameworks process that have proofed major enhancement are "COBIT" (as an IT framework), "PRINCE2" (Framework for PM) and "ITIL" (Framework for management IT service). This paper, therefore, shows how TOGAF supports enterprise architecture and corporate governance, and how it relates to these other frameworks in supporting of the IT processes. It introduces the frameworks, and provides insight into their interrelationships. Also the paper shows the tools and programs that is completely difference from the concept of the tools and programs that always be used in developing the IT such as ERP , SCM, CRM, BSC, KPI and Dashboards. The focus, however, is on enterprise architecture and TOGAF and its affiliated frameworks, tools and programs.

Key words: EA, Enterprise Architecture, Governance, TOGAF, COBIT, ITIL PRINCE2, BSC, KPI.

1. INTRODUCTION

A. Importance of the Research

In the Organization / Corporate frameworks, there are different framework, models and standards to select from. Most of corporate / organizations challenge for better perception of what all of these are and what are the most appropriate and applicable for their operational environment. On the other hand some common questions include : if we choose TOGAF are we in need to set our eyes on COBIT? How do ITIL standard more workable in a harmony with the selected model?. Should I have to use any project management models in case we are already using COBIT? Which tools should be included in the selected model (ITIL, PRINCE2, SOA, etc..) [1] In this explanatory paper on different common frameworks and tools for a complementary integrated operational environment , explore the most available frameworks, tools that are currently well known : what about and how they make best used of it and why they select it as a framework, most importantly , we will use which framework COBIT or better to use TOGAF, what is the integration criteria to support creating a holistic methodology to use the best practice under a single model. The importance of this paper is to gain an understanding of various applicable frameworks that exist in the business societies and how to understand , position and integrate multiple frameworks using single suggested model.

B. The Scope of the Research.

The scope of the research is dedicated to corporate including most of the frameworks and tools such as COBIT, ITIL, and TOGAF: [2] four frameworks mainly related to the "IT Governance" researches rather than other frameworks, models and "Best Practices" to get a complementary approach such as "RASI", "SOA", "BSC", "PRINCE2", "ITIL" etc.

C. Debates.

Always there is a huge debate in the corporates / organizations business areas among CEO, IT managers, and IT professionals and even academy staff for a specific statement "we use "TOGAF", and we do not need "CoBIT 5". Why work on another framework? This small note is an effort to point out that while "CoBIT" and "TOGAF" have a deep relationship; are very complimentary and have a fundamental synergy, they are not the same.

To understand the relationship one needs to get a high level view of both "CoBIT" and "TOGAF". "COBIT 5" is a corporate/business framework to get better management by using such framework for enterprise IT process. Created by "ISACA" it support all enterprises / organizations business at all sizes**:** [3]

- To preserve a qualified information for better business decisions
- To support achieving the corporate strategic goals by giving an effective and creative usage of IT
- To guide to achieve an operational excellence through reliable, efficient application of technology
- To control the Risk related to IT operation environment and cost optimization for technological services.
- To adapt all policies, laws , regulations including agreements and SLA.

The basic focus is in business management and IT. IT is just a Solution., a Solution is an answer to a business problem and generally goes through some or all of:

- New system(s)
- Changes to existing systems
- Changes to existing data model and data storage
- Data migration/conversion
- System and data interfaces
- New business processes
- Documentation
- User training
- Changes to existing business processes
- Operational infrastructure
- Operational and support processes

A solution very, rarely consists of a single stand-alone, newly developed system, but the system should be the tools to fulfill the corporate goal and objectives, of course that may need to restructure all the available resources in the form of "Enterprise Architecture" within a specific framework and best practice as TOGAF.

TOGAF is an EA "Enterprise Architecture" Global Framework; and best practice by "The Open Group" that gives a comprehensive framework to implement the corporate "Enterprise Architecture" including strategic planning phase, implementation toward the corporate governing.

One can say that Architecture is about giving structure to a system. So we can look at Enterprise Architecture or TOGAF as a means of giving structure to a business by and Management. One of the means of doing so is by providing an insight to the current state of the business through IT. An efficient and well governed IT would greatly assist in the and Management of the enterprise. Thus CoBIT could be a key component for the enterprise. Taking a step further one could say that CoBIT covers many of the activities of TOGAF (or vice-versa) as they both are responsible for and Management in their own way. However the coverage is mainly from an IT perspective for CoBIT.

Other way of seeing how CoBIT can be considered complimentary is that it helps in providing a lot of Metrics which are very useful from the KPI perspective. CoBIT also defines the roles and responsibilities through a RACI matrix. This helps in implementing Enterprise Architecture, by defining the role, responsibilities and set of activities of the IT people.

Overall, in the context of CoBIT Processes, if one were to remove the word "IT" , one would suddenly see that the processes were not only relevant to IT, but to the whole enterprise. Examples are processes on how to "Align, Plan and Organize"; such as Manage Strategy etc.

Thus we see that while both have great complimentary features, are like two sides of the same coin, they cannot replace each other. Just because you use one framework in your organizations does not mean that you do not need the other.

The main paper objectives is to Disengagement of the Corporate through business analysis and development parties and to give a clear vision for such terminologies that that always be used such as EA, Enterprise Architecture, Governance, TOGAF, COBIT, PRINCE2, ITIL, ERP, SCM, CRM, BSC, KPI [4].

2. LITERATURE REVIEW

Researches on Corporate mostly were oriented to the financial / law part, and rarely to find out an academic researches oriented to the global integrated operation environment for the Corporates. "TOGAF" and "COBIT" as a leaders of frameworks, below summary of wat was mentioned as a literature review as follows:

- The practice of based on an IT operational environment is the core to specify the demand for based on IT.[5]
- Most of the corporate businesses do not have enough control over IT operational environment. [6]
- A lot of external threat caused by IT operational environment including Fraud, Cybercrime and Omissions [7]
- Corporate in need to have a certain degree of compliance to apply the legislation and regulations successfully[8].
- Ensuring system software (system trust) avoid infringement [9].
- The big problem for the corporate is how to organize and merge between manual system and computer system (IT environment) [10].
- A big gap between academic researches and the professional practice for of IT. [11].

3. DEFINITIONS RELATED TO GOVERNANCE

A. **Corporate Governance**

"Corporate is a broad topic, beyond the scope of an enterprise architecture framework such as TOGAF. The corporate structure specifies the distribution of rights and responsibilities among different participants in the corporation - such as the board, managers, shareholders, and other stakeholders - and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance" (OECD) [12].

B. **TOGAF "Global framework for Enterprise Architecture"**

"The Open Group Architecture Framework (TOGAF) is a framework, a detailed method and a set of supporting tools for developing an enterprise architecture. TOGAF is developed and maintained by members of The Open Group, working within the Architecture Forum" [13].

TOGAF can be used to enable all corporate users to gain benefits of getting an open system solution , and applying an open system planning and design then implementation , all that would reduce the cost and give more trusted operational environment to support achieving the corporate strategy and goals.

"TOGAF" as a domain for the "Enterprise Architecture" based an architecture framework including four domain as follows :

• "Business   Architecture" (TOGAF):

• Include corporate governance, that works closely with the   or   business   process architecture which defines the business strategy, governance, organization, and key business processes of the organization

• Data (Functionalities) architecture (TOGAF,COBIT):

• Based on the corporate strategy , It deploy the physical and logical data, which describes the architecture of the corporate and the data structed to formulate the proper functionality of the structure

• Applications   architecture   (COBIT,PRINCE2,BSC,ITS M):[14]

• It is the real blueprint the application and systems solution that will be implemented to manage the relationship between the core of the business process and the framework of the services as functions integrator.

• Technical architecture (COBIT, PRINCE2, ITSM, ITIL) : [15]

• On the other hand Technology Architecture , including the innovation design which depicts the equipment, programming and system framework expected to bolster the organization of center, mission-basic applications.
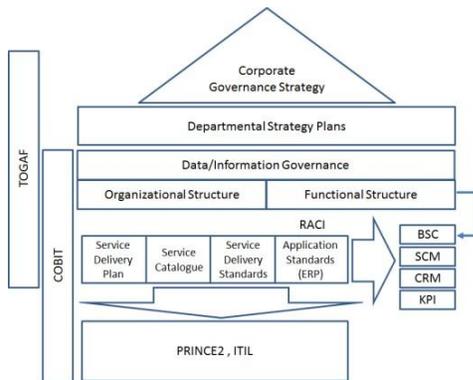
4.   SUGGESTED MODEL OF CORPORATE

Figure. 1: Hierarchy of structures

According the suggested model of the Structure (figure 1) that define the characterize and implementation level of the corporate and clarify why it is utilized to screen and control supervisors' vital choices based on the following :
• Disclose how proprietorship came to be isolated from corporate control in the present daily operation of the enterprise.

• Characterize an organization relationship and corporate advantage and portray their vital ramifications.

• Clarify how the internal tools are utilized to screen and control implementation management choices.

• Get the impact on the key choices of implementation.

• Depict how the outside corp. governance instrument goes about as a restriction on top level supervisors choices.

• Depict how corporate framework encourages moral choices and the significance of such practices from administrators.

Based on the above it is clear that the corporate is a relationship among stakeholders that is utilized to decide and control the vital course and execution of associations, so they will not feel worried with distinguishing approaches to guarantee that key choices are made successfully, since they can utilized - as a part of organizations to build up- more trust between the company's proprietors and its top-level chiefs, description of the components of the suggested model "hierarchy structure" shown below:

A.   Hierarchy of Structures (TOGAF)

Corporate is an expansive point, past the extent of a venture engineering system, for example, TOGAF. The corporate structure indicates the conveyance of rights and obligations among various members in the organization -, for example, the board, chiefs, shareholders, and different partners - and illuminates the standards and strategies for settling on choices on corporate undertakings. By doing this, it likewise gives the structure through which the organization goals are set, and the methods for achieving those targets and checking execution" (OECD)[16]. At last in few words
, the is basically about guaranteeing that business is led legitimately. It is less about plain control and strict adherence to tenets, and more about direction and successful and impartial utilization of assets to guarantee manageability of an association's vital goals. The accompanying frameworks the essential standards of corporate governance , as distinguished by the Organization for Economic Co-operation and Development (OECD):

• Focuses on the rights, parts, and fair treatment of shareholders
• Disclosure and straightforwardness and the obligations of the board
• Ensures: Sound key direction of the association
• Effective checking of governance by the board
• Board responsibility for the organization and to the shareholders
• Board's obligations: Reviewing and controlling corporate procedure
• Setting   and   checking   accomplishment   of governance   's execution destinations

B.   Hierarchy of Structures (Information / Data Governance)

Information/Data gives a working control to overseeing information and data as a key undertaking resource including association (figure 2), procedures and instruments for building up and practicing choice rights with respect to valuation and governance of information. Data/information experiences   particular   components   of   information governance as takes after: [17]

- Decision making support specialist
- Compliance
- Policies and principles
- Data mining "data warehouse/data mart"
- Full lifecycle governance
- Content governance
- Records governance ,
- Preservation and transfer
- Data quality
- Data priority order
- Data security
- Data chance governance
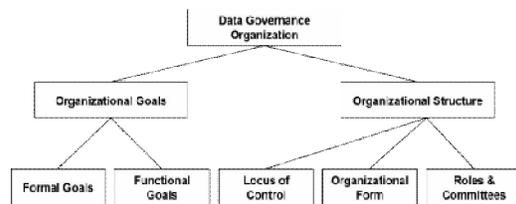- Data cleansing and data valuation

Figure 2: Data structures

C. Data / Information is an Organization Asset

- Tangible association resources are viewed as having an esteem and are

- overseen and controlled utilizing stock and resource governance

- frameworks and strategies

- Data, in light of the fact that it is less substantial, is less broadly seen as a genuine resource, appointed a genuine esteem and oversaw as though it had an esteem (figure 3)

- High quality, precise and accessible data is a pre-essential to viable operation of any association

- Information is a high-esteem resource of any endeavor

- What do you do when you have something important, obviously Retain it , ensure it and oversee it.
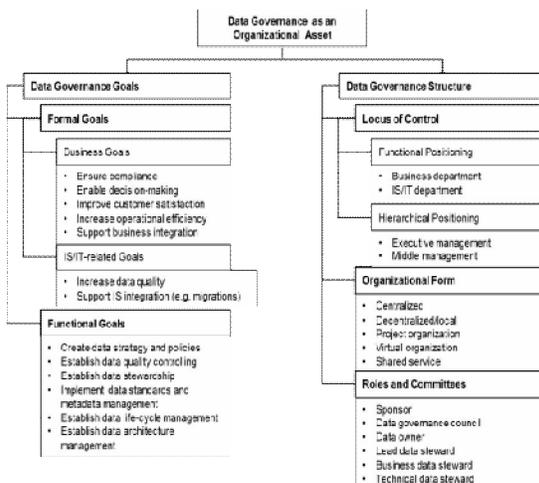

Figure 3: Data Organization

D. Hierarchy of Structures (Application/IT Governance)

Application /IT governance gives the system and structure that connections IT assets and data to big business objectives and methodologies. Besides, IT governance standardizes best practices for arranging, obtaining, executing, and checking IT execution, to guarantee that the undertaking's IT resources bolster its business targets. Lately, IT governance has turned out to be vital to the powerful governance of the cutting edge endeavor. Organizations are progressively subject to IT to bolster basic business capacities and forms; and to effectively increase upper hand, organizations need to oversee adequately the mind boggling innovation that is unavoidable all through the association, with a specific end goal to react rapidly and securely to business needs. [18]

Furthermore, administrative conditions far and wide are progressively commanding stricter undertaking control over data, driven by expanding reports of data framework catastrophes and electronic misrepresentation. The governance of IT-related hazard is currently generally acknowledged as a key some portion of big business governance .

It takes after that an IT governance procedure, and a fitting association for executing the system, must be set up with the sponsorship of top governance , clearing up who claims the venture's IT assets, and, specifically, who has extreme obligation regarding their endeavor wide incorporation.

E. COBIT An IT Framework

Similarly as with corporate governance , IT governance is a wide point, past the extent of an undertaking engineering structure, for example, TOGAF. A decent wellspring of itemized data on IT governance is the COBIT structure (Control OBjectives for Information and related Technology). This is an open standard for control over IT, created and advanced by the IT Institute, and distributed by the Information Systems Audit and Control Foundation (ISACF). [19]

COBIT likewise gives a for the most part acknowledged standard to great IT security and control practices to bolster the requirements of big business governance in deciding and checking the fitting level of IT security and control for their associations.

The IT Institute has likewise formed and incorporated with the COBIT structure an arrangement of Management Guidelines for COBIT, which comprise of Maturity Models, Critical Success Factors (CFSs), Key Goal Indicators (KGIs), and Key Performance Indicators (KPIs). The structure reacts to governance 's requirement for control and quantifiability of IT, by giving governance apparatuses to evaluate and measure their association's IT condition against the IT forms that COBIT recognizes.

F. Hierarchy of Structures (ITSM) [20]

Conveying reliable and quality IT Services for corporate is difficult – and can be significantly all the more difficult – on the off chance that they are not served successfully. For instance, in what manner can an IT association hope to enhance in the event that it doesn't quantify the measure of governance affecting episodes legitimately?

Take the prominent governance blackouts of a few noteworthy banks as of late for instance. Their clients were not able make exchanges or get to governance s for timeframes. Indeed, even in such a profoundly directed condition as money related governance s, where IT is governance is for the most part more tightly, there are no ensures that the blackouts could've been forestalled by governance alone.

Similarly, an excess of governance could be viewed as excessively bureaucratic. A confused – and protracted – change control process could drive the wrong conduct from a few individuals from the IT association in that they may essentially sidestep the procedure.

G. How is ITSM governance executed?

Accordingly to considering corporate into ITSM governance framework, it is similarly imperative to consider how to plan and execute it. The accompanying are a few proposals you might need to consider while actualizing ITSM governance.

Firstly, distinguish the sorts of systems and techniques to be utilized – especially on the off chance that you are beginning starting with no outside help. While not comprehensive, the accompanying are some basic techniques and how they can be connected:

COBIT is an IT governance system that spotlights on what ought to be shrouded in procedures and strategies and they can be coordinated and controlled.

ISO/IEC norms like 20000 (Service Management), 27000 (Security) and 38500 (IT Governance) are universal gauges give particular guidance and controls IT can be reviewed against to pick up industry perceived accreditation.

TOGAF is a system for big business engineering that gives a way to deal with outlining, arranging, actualizing, and representing an endeavor and governance orientated design.

Other particular accepted procedures for governance , for example, PRINCE2 for undertakings; USMBOK and ITIL for governance ; MoR for hazard governance ; CMMI for benchmarking and development.[21].

Furthermore, ITSM should be included with – or even claim – certain inner representing bodies like:

- IT Pipeline and Portfolio Board to comprehend the forthcoming tasks and be prepared to configuration, move and work the governance s being conveyed as important

- Engineering Governance Board to impact and approve all engineering outlines and choices

- Change Advisory Board to audit/affirm changes – especially to the live creation condition

- Other Governance or Steering Groups including the business to guarantee IT is spoken to suitably

At last, and seemingly, the most essential thing is to assemble a change culture that includes the support of the entire IT association. By building up fast wins; including staff in the strategy advancement; and engaging them to take proprietorship as proper; and utilizing change methods Deming's Plan Do Check Act cycle; ITSM governance will probably be set up acknowledged and followed up on by the IT association.

The key things to recollect while executing ITSM governance are to:

- Guarantee it is proper for your association and breaking point organization were conceivable

- Keep in mind that governance is not governance and is fundamentally about driving viable basic leadership and guaranteeing control and execution of governance s

- Ensure it adjusts to the key and corporate governance and targets of your association

- Control, enhance and develop governance through arrangement, process, benchmarks and estimations utilizing industry best practice if practicable to do as such.

- Create and keep up a change culture inside the IT association so staff comprehend the estimation of – and add to the accomplishment of – ITSM governance

H. Hierarchy of Structures (ITIL)

With the ultimate goal of this paper, structure alludes to your association's basic leadership handle identified with setting up approach and ITSM/ITIL-related enhancements. Numerous associations as of now have some type of set up. For instance, a typical zone of includes overseeing activities and venture portfolios. Despite the fact that an association may apply some type of size point of confinement (e.g., extend cost, IT work exertion, and so on.) to their activities, all undertakings meeting this cutoff frequently are required to maintain a larger amount of assessment criteria and documentation prerequisites than littler tasks. [22]. ITSM/ ITIL references the whole administration lifecycle including Strategy, Design and Transition - the center accentuation of generally activities. Setting up your ITSM/ITIL system in a way that supplements your current structures will help encourage future incorporation of the different structures as you develop your ITSM/ITIL abilities.

Different elements to consider when arranging and outlining your ITSM/ITIL structure incorporate the basic leadership prepare, special case rules and impetus/disincentive projects. In huge associations, the initial two of these give the system to distinguishing choice level specialist inside your structure and additionally deciding the required supporting documentation and audits. Building up special case rules likewise empowers ID and administration of exemptions.

An incredible approach to encourage the basic leadership process and record key choices is to outline every choice with a "choice paper." A choice paper is a layout used to present subjects to the chiefs in a steady way, outfitting them with the data they have to settle on the current choice.

Key components of the choice paper format include:

- Author - who drafted the choice paper and is showing the point for choice.

- Approval Body - who will the choice paper be displayed to for settling on a choice.

- Decision portrayal - a straightforward expression giving a title to the choice subject.

- Recommendation - portrayal what the creator is suggesting.

- Alternatives - portrayals of choices the creator considered and also why every option wasn't suggested.

- Assumptions - distinguishing proof of any key presumptions made while assessing and framing the proposal.

- Background - a concise depiction of any relevant history that may add to the proposal.

- Rationale/Benefit - a portrayal of how the prescribed arrangement will profit the association.

- Impact - distinguishing proof of any extra contemplations that may impact the choice.

- Decision - documentation of the chief's choice (e.g., endorsement, denied, or additionally activity required).

5. CONCLUSION

TOGAF, COBIT can be presented as an independent governance framework with little maturity of corporate operational environment , for better IT benefit most of the framework work in the governance discipline like TOGAF, COBIT, ITSM, BSC, ITIL, SOA should endeavors to adjust IT ventures to business goals. "Enterprise Architecture" (EA) is additionally alluded as a general structure for outlining business and IT/IS models of associations and it likewise endeavors to adjust these designs to business procedures. Our exploration has a tendency to give an governance based structure to EA keeping in mind the ultimate goal to meet IT Service Architecture prerequisites of ITIL. Respect to this issue our Integrated Service Architecture Framework (ISAF) is delineated here to be produced through principle explore. One of our objectives is to give an answer for experts in use of EA designs in ITIL. Creators additionally trust this review would contribute in scholarly area through connecting software engineering and data framework trains because of administration arranged innovation and administration parts of the exploration.

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