



consulting-portal  
Improving IT  
Reliability and Productivity

# ITSM Industry Survey

---

State of ITSM implementations in 2005

March 31, 2006

# ITSM Industry Survey - 2005

## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
<b>ITSM SURVEY METHODOLOGY .....</b>	<b>2</b>
<b>CONSULTING-PORTAL APPROACH .....</b>	<b>2</b>
<b>ITSM (IT Service Management) .....</b>	<b>2</b>
<b>BSM (Business Service Management) .....</b>	<b>2</b>
<b>Managed Process Environment .....</b>	<b>2</b>
<b>SURVEY DESIGN.....</b>	<b>2</b>
<b>THE QUESTIONS .....</b>	<b>2</b>
<b>ORGANIZING FOR ITIL .....</b>	<b>2</b>
<b>ASSESSING YOUR CURRENT STATE.....</b>	<b>2</b>
<b>ESTABLISHING A ROADMAP / TIMELINE .....</b>	<b>2</b>
<b>TRAINING YOUR PEOPLE.....</b>	<b>2</b>
<b>BEST PRACTICES FRAMEWORK .....</b>	<b>2</b>
<b>MEASURING AND AUDITING .....</b>	<b>2</b>
<b>CONTINUOUS IMPROVEMENT .....</b>	<b>2</b>
<b>SELECTING THE SUPPORTING TOOLS.....</b>	<b>2</b>
<b>SUMMARY OF RESPONSES .....</b>	<b>2</b>
<b>ORGANIZING FOR ITIL .....</b>	<b>2</b>
<b>ASSESSING YOUR CURRENT STATE.....</b>	<b>2</b>
<b>ESTABLISHING A ROADMAP / TIMELINE .....</b>	<b>2</b>
<b>TRAINING YOUR PEOPLE.....</b>	<b>2</b>
<b>BEST PRACTICES FRAMEWORK .....</b>	<b>2</b>
<b>MEASURING AND AUDITING .....</b>	<b>2</b>
<b>CONTINUOUS IMPROVEMENT .....</b>	<b>2</b>
<b>SELECTING THE SUPPORTING TOOLS.....</b>	<b>2</b>
<b>INTERPRETATION OF RESULTS .....</b>	<b>2</b>
<b>ORGANIZING FOR ITIL .....</b>	<b>2</b>
<b>ASSESSING YOUR CURRENT STATE.....</b>	<b>2</b>
<b>BEST PRACTICES FRAMEWORK .....</b>	<b>2</b>
<b>MEASURING AND AUDITING .....</b>	<b>2</b>
<b>CONTINUOUS IMPROVEMENT .....</b>	<b>2</b>
<b>SELECTING THE SUPPORTING TOOLS.....</b>	<b>2</b>

**Consulting-Portal, Inc**  
9075 Bluffview Trace  
Roswell, Georgia  
USA  
30076

770-992-2270  
770-993-9684 (fax)

For more information contact us at:  
[info@cportalinc.com](mailto:info@cportalinc.com)

Visit us on the web at:  
[www.cportalinc.com](http://www.cportalinc.com)

You can also reach us toll free at:  
1-866-560-4941

## Executive Summary

**Consulting-Portal Inc.** is pleased to release our first annual ITSM Industry Survey for 2005. We would like to thank all those who took the time to complete the survey questions.

### Goal

The goal of our survey was to assess the state of ITSM implementation within the North American IT community and to share that information with the survey participants and all other interested parties.

### Structure of the survey

To this end, we designed a set of 31 questions around what we believe are the critical success factors in any ITSM initiative:

Sponsorship; Organization and Governance; Best Practices; Training; Measurement and Audit; Continuous Improvement; the use of state-of-the-art supporting tools.

### Participants

There were 71 participants who completed our survey and submitted their responses. These participants represent a diverse cross-section of industries and include many of the largest users of IT, including banks and other financial services companies, government agencies, healthcare providers, a wide range of industrial users and education providers.

In publishing the results of this ITSM Industry Survey, we have faithfully tabulated the responses of all 71 participants. We make no claim that the responses are the official responses of the organizations that the participants represent. We present the results anonymously, without any specific attribution. We have tried to both report the results as submitted by the participants and also to add some of our own commentary, drawn from our experience, where we felt it appropriate.

### Key messages

The key messages and conclusions drawn from the survey are:

- ITSM implementation is in its infancy.
- ITSM implementation is significantly more rigorous and successful when it has senior management sponsorship and participation.
- Only 24% of the participating companies have dedicated ITSM resources.
- Just 21% have formal ITSM Governance in place that is defined, implemented and enforced.
- Only 34% of the organizations embracing ITSM have a formal roadmap and timeline for implementation.
- Just one third of the companies have an ITSM training program in place.
- Of the 71 respondents, 54% are not leveraging the advantages of one of the high quality recognized ITSM frameworks available in the marketplace.
- Few organizations diligently measure the effectiveness of their processes and use the results to drive continuous improvement.
- Only 27% are routinely auditing their ITSM processes.
- Without the diligent application of metrics, routine auditing of processes, careful examination of results, follow up of incidents and continuous improvement of processes, organizations will not realize the full benefit of their ITSM implementation and their quality programs.

- Appropriately the main focus of ITSM implementation continues to be on Service Support processes (service desk, incident and problem management, process change management, configuration and release management).
- While CMDB (Configuration Management Database) is clearly one of the “hottest” areas of interest, there seems to be some confusion about its place in an ITSM program.

#### **About Consulting-Portal**

Since 1999 CP has been helping Fortune 500 companies enhance their IT processes and IT Service Management tools in order to improve efficiency and support regulatory compliance. Our practical ITOptimizer methodology, along with our extensive implementation experience, accelerates design and implementation while producing tangible results. You can visit our web site at [www.cportalinc.com](http://www.cportalinc.com) for more information.

#### **Conclusion**

We would be happy to discuss any or all aspects of the survey with our customers or any readers of this document. Please contact [info@cportalinc.com](mailto:info@cportalinc.com) to make arrangements.

Once again, thanks to those who participated and we look forward to next year's survey.

Karl Bietsch  
EVP, Co-Founder

David Mainville  
EVP, Co-Founder

# ITSM Survey Methodology

The 2005 ITSM Industry Survey conducted by Consulting-Portal Inc. was designed using our extensive experience in helping Fortune 500 companies enhance their IT processes in order to both improve efficiency and support regulatory compliance. The survey questions were based on our proven **approach** to ITSM implementation which applies the principles of a **Managed Process Environment**.

## The Consulting-Portal Approach

There is a lot of evidence to show that those organizations that focus on continuous improvement of the reliability and productivity of their business processes will reap significant benefits. These benefits come principally in the form of cost savings, employee efficiency and customer satisfaction.

CP offers clients a proven method for improving IT reliability and productivity using industry best practices of ITSM and BSM:

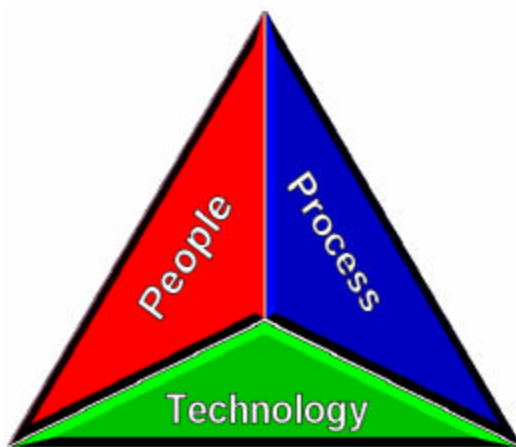
### ITSM (IT Service Management)

When an IT department takes a structured approach to service management, the entire organization benefits. ITSM will help you build a customer-oriented culture within your organization. Using the CP ITSM methodology, you will be able to record, track and process incidents and requests, you will manage problems and changes in a timely manner, and you will also monitor and improve your service levels. This will make your entire organization more effective, efficient and customer focused.

### BSM (Business Service Management)

The quality of your critical business services can determine success or failure. These services span multiple processes, applications, databases and networks across the IT infrastructure. You need to thoroughly understand critical relationships between your business needs and those IT services. BSM will help you to align your IT processes so that they are directly driven by your most critical business objectives. With BSM in place, you will identify the best technology solutions to support your business, and make the most effective use of your current IT investments. You will deliver faster, more consistent and comprehensive services.

**OUR APPROACH FOCUSES ON THE FOLLOWING ELEMENTS:**



**PEOPLE**

IT governance; organizational structure; process ownership; roles and responsibilities; skills and training.

**PROCESS**

Design and documentation; consistent execution; links to other inter-dependent processes; metrics to monitor performance.

**TECHNOLOGY**

Tools supporting the processes; customization to support processes; integration amongst tools; exploitation of product features.

Fig. 1: Our Approach

## Managed Process Environment

Consulting-Portal believes that it is most effective to implement ITSM in a **Managed Process Environment** in which the following conditions are met:

- There is committed executive sponsorship and an active ITSM steering committee;
- All key processes have officially recognized owners;
- Roles and responsibilities at all levels are clearly defined and fully communicated;
- Processes are built on Best Practices in a standard manner;
- Monitoring of progress and audit controls are in place;
- Measurements are taken and results are acted upon;
- Processes are continuously improved.

## Managed Process Environment

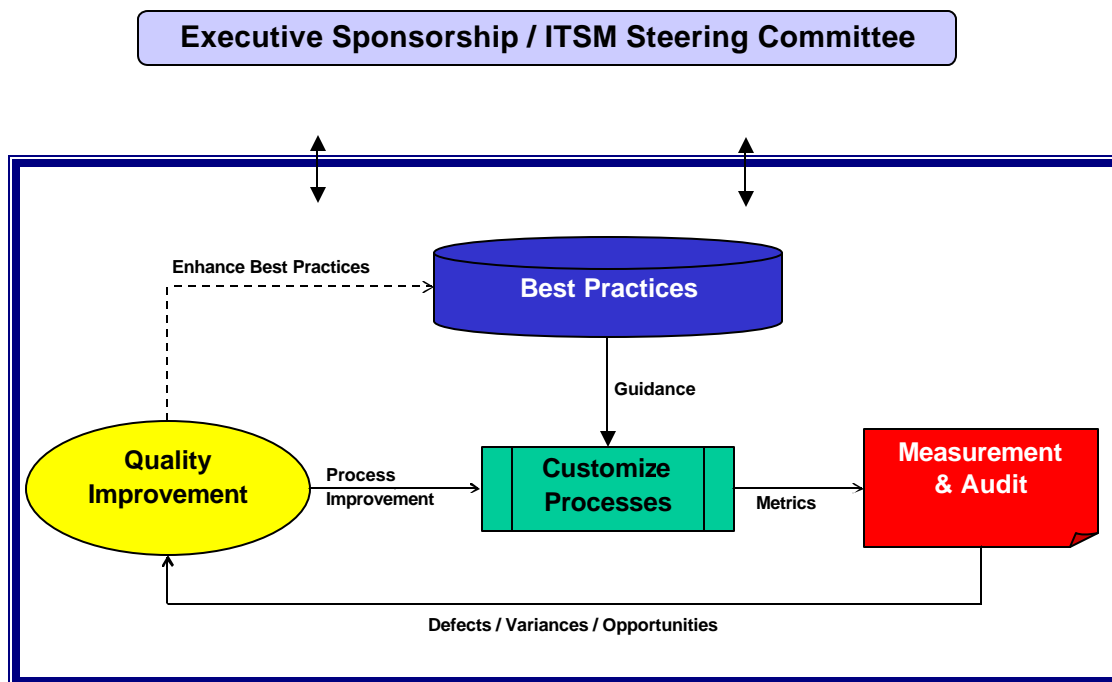


Fig 2: Managed Process Environment

We believe that sustained success will only be ensured by putting in place and maintaining rules of organizational governance that include all the elements of a managed process environment. There are many excellent tools available around which to build your ITSM program and we recommend using elements of each to custom design a program that will work for your organization. For example:

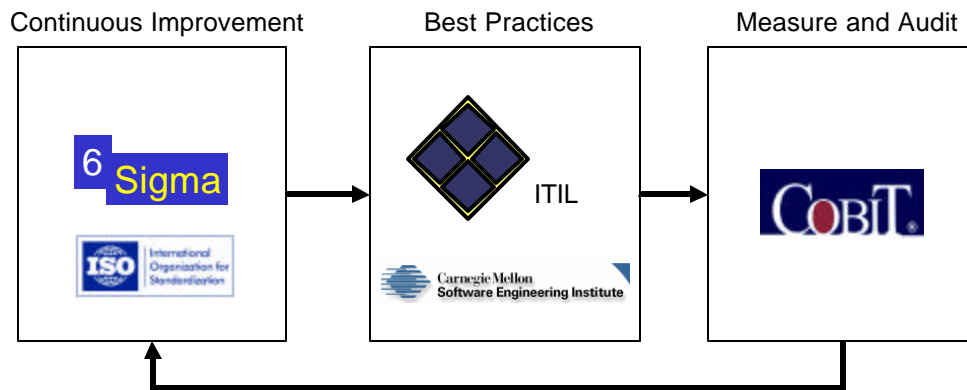


Fig. 3: Elements of a Managed Process Environment

## Survey Design

The questions in our ITSM Industry Survey were written with the principles of a **Managed Process Environment** in mind. They were organized to provide information to us and to the participants about how well companies are:

- Organizing for ITIL;
- Assessing their current state and creating a benchmark;
- Establishing a roadmap and timelines for implementation;
- Developing skills and training their people;
- Applying industry best practices to their ITSM programs;
- Measuring and auditing their own performance and progress;
- Dedicating themselves to a program of continuous improvement;
- Selecting and using the available supporting tools.

In the next section of this report we list, under the above headings, the 31 questions that were included in our survey.

# The Questions

The following is a complete list of all 31 questions that were included in our 2005 ITSM Industry Survey.

## Organizing for ITIL

1. What is the highest level of active sponsorship for ITSM (IT Service Management) at your company?  
President; CXO; VP; Director; No active sponsorship
  
9. How are you organized to support ITSM?  
Dedicated ITSM organization with full-time resources  
Dedicated ITSM organization with part-time resources  
Part-time resources only  
No resources allocated
  
10. Do you have formal ITSM governance in place?  
Defined, implemented and enforced  
Defined but not implemented  
Implemented but not enforced  
No IT process governance

## Assessing your current state

2. Have you conducted an ITSM assessment / benchmark within the last 18 months?
  
3. How did you conduct the assessment / benchmark?  
Self assessment  
On-line tool  
Hardware or software vendor  
Professional services firm
  
4. Was the assessment of value?
  
5. Do you see value in conducting an ITSM assessment / benchmark?

## Establishing a roadmap / timeline

6. Do you have a documented roadmap / timeline for the implementation of ITSM?
  
7. What is your implementation timeline?  
0 - 6 months  
6 - 12 months  
12 - 18 months  
18 - 24 months  
Over 24 months
  
8. Do you see value in having such a roadmap?

## Training your people

11. Do you have an ITIL training program in place?
12. What is the highest level of ITIL training you provide to your staff?
  - ITIL Foundation
  - ITIL Practitioner
  - ITIL Service Manager
13. What is your preferred location for training?
  - Onsite
  - Offsite at a vendor location
  - Offsite delivered by in-house trainers
14. Who currently delivers your ITIL training?
  - In-house staff
  - Hardware / software vendor
  - Training vendor
15. Are you planning on implementing an ITIL training program?
16. When do you expect to implement your ITIL training program?
  - 0 – 6 months
  - 6 – 12 months
  - Over 12 months

## Best practices framework

17. Are you utilizing a recognized process framework for ITSM?
18. Which ITSM framework are you using?
  - ITIL
  - IBM proprietary (ITPM)
  - HP Proprietary (ITSM)
  - Microsoft Proprietary (MOF)
  - Other
19. On which ITIL processes are you currently placing focus?
  - Service Support (Service Desk, Incident, Problem, Change, Configuration and Release Management)
  - Service Delivery (Service Level, Capacity, Availability, IT Service Continuity and IT Financial Management)

## Measuring and Auditing

20. Do you have defined metrics for your ITSM processes?
  - No metrics
  - Many metrics defined, little actionable data
  - Actionable data, little to no follow-up
  - Actionable data used for continuous improvement

21. Are your ITSM processes audited?

22. Who performs the audit?

External auditors

Internal auditors

A mixture of external and internal

23. What framework do you use to audit your processes?

CobiT

Not sure

Other

24. Will you be required, or are there plans in place, to formally audit your processes?

### **Continuous improvement**

25. Is continuous improvement of your IT Processes formally part of a company-wide quality program?

26. Which program do you follow?

Six Sigma

TQM

ISO

Other

27. Do you see value in linking your IT Process initiative to a quality program?

### **Selecting the supporting tools**

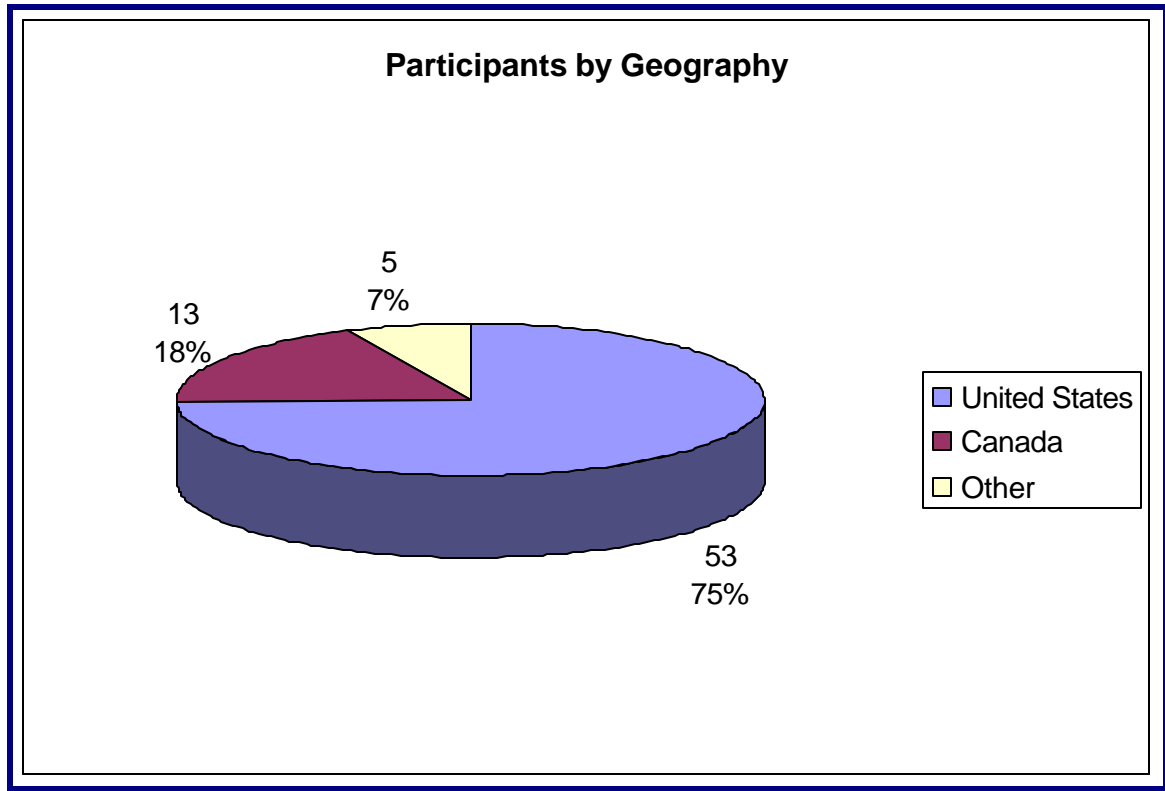
28. Who is your primary ITSM tool vendor?

29. What product do you use for Service Desk, Incident Management, Problem Management and Change Management?

30. Have you implemented a CMDB (Configuration Management Database)?

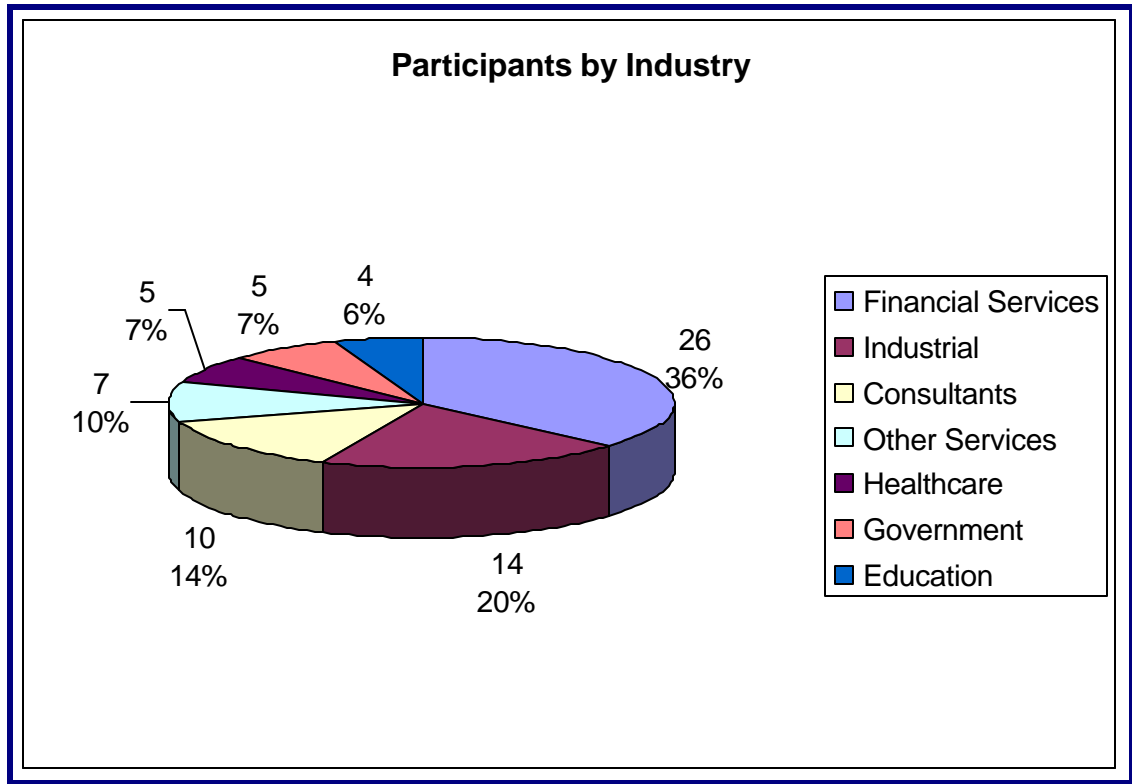
31. Which vendor have you chosen, or do you plan to choose, for your CMDB?

## The Participants



In total 71 people responded to the Consulting-Portal ITSM Industry Survey and submitted all their responses to the polling company. Over 90% of the respondents were based in North America but there were 5 from places as far apart as Panama, South Africa, Denmark, Sweden and the United Kingdom.

## The Participants



There were participants from companies in many different industries, with the strongest representation, 36%, coming from the Financial Services sector.






**The following is a full list of the 71 survey participants:**





<b>Industry</b>	<b>Type of Company</b>
<b>FINANCIAL SERVICES</b>	
Insurance	11 - Major insurance corporations
Banking	5 - Multi-national banks 2 - Regional banks
Investment	4 - Leading investment managers
Service Support	4 - Major corporations serving the financial sector
<b>INDUSTRIAL</b>	
Manufacturing	9 - Major manufacturers/wholesalers
Retail	2 - Major retailer
Technology	1 - Global leader in technology sector
Pharmaceutical	2 - Global pharmaceutical corporation
<b>HEALTHCARE</b>	
Service Providers	4 - Regional healthcare providers 1 - Major health insurance provider
<b>EDUCATION</b>	
Internet	2 - Internet based educators
Institutions	1 - Major university
Science	1 - Industry association
<b>OTHER SERVICES</b>	
Transport and Delivery	3 - Major transport corporations
Employment	1 - Leading employment service
Software	1 - Major software provider
Hospitality	1 - Regional hotel chain
Entertainment	1 - International entertainment group
<b>GOVERNMENT</b>	
Legislative	1 - US government agency 1 - Canadian provincial government agency
Defense	3 - US defense agencies
<b>CONSULTANTS</b>	
IT Related	9 - IT related consulting firms
Other	1 - People and productivity specialists





## Summary of Responses

We display below the responses of the participants in the Consulting-Portal 2005 ITSM Industry Survey in a format that we think you will find informative and easy to follow. The responses are grouped under the same familiar headings as the questions to make the results easier to follow.



### Organizing for ITIL




Question #1:			Voters: 57
<b>What is the highest level of active sponsorship for ITSM (IT Service Management) at your company?</b>			
			<b>Votes</b>
President		14.9%	10
CXO		10.4%	9
VP		29.9%	20
Director		16.4%	11
No active sponsorship		25.4%	17


Question #9:		Time: 17 sec	Voters: 67
<b>How are you organized to support ITSM?</b>			
			<b>Votes</b>
Dedicated ITSM organization with full-time resources		23.9%	16
Dedicated ITSM organization with part-time resources		19.4%	13
Part-time resources only		23.9%	16
No resources allocated		32.8%	22



Question #10:		Time: 15 sec	Voters: 67
<b>Do you have formal ITSM governance in place?</b>			
			<b>Votes</b>
Defined, implemented and enforced		20.9%	14
Defined but not implemented		23.9%	16
Implemented but not enforced		14.9%	10
No IT Process governance		40.3%	27

## Assessing your current state



Question #2:			Time: 20 sec	Voters: 67
<b>Have you conducted an ITSM assessment / benchmark within the last 18 months?</b>				
				<b>Votes</b>
Yes		43.3%	29	
No		56.7%	38	






Question #3:			Time: 12 sec	Voters: 29
<b>How did you conduct the assessment / benchmark?</b>				
				<b>Votes</b>
Self assessment		48.3%	14	
On-line tool		6.9%	2	
Hardware or software vendor		0.0%	0	
Professional services firm		44.8%	13	



Question #4:			Time: 7 sec	Voters: 29
<b>Was the assessment of value?</b>				
				<b>Votes</b>
Yes		100.0%	29	
No		0.0%	0	

Question #5:			Time: 11 sec	Voters: 38
<b>Do you see value in conducting an ITSM assessment / benchmark?</b>				
				<b>Votes</b>
Yes		81.6%	31	
No		18.4%	7	



## Establishing a roadmap / timeline




Question #6:		Time: 24 sec	Voters: 67
<b>Do you have a documented roadmap / timeline for the implementation of ITSM?</b>			
			<b>Votes</b>
Yes		34.3%	23
No		65.7%	44



Question #7:		Time: 8 sec	Voters: 23
<b>What is your implementation timeline?</b>			
			<b>Votes</b>
0-6 months		13.0%	3
6-12 months		21.7%	5
12-18 months		17.4%	4
18-24 months		8.7%	2
24 months and greater		39.1%	9




Question #8:		Time: 6 sec	Voters: 44
<b>Do you see value in having such a roadmap?</b>			
			<b>Votes</b>
Yes		97.7%	43
No		2.3%	1



## Training your people




Question #11:		Time: 22 sec	Voters: 67
<b>Do you have an ITIL training program in place?</b>			
			<b>Votes</b>
Yes		32.8%	22
No		67.2%	45

Question #12:		Time: 10 sec	Voters: 22
<b>What is the highest level of ITIL training you provide to your staff?</b>			
			<b>Votes</b>
ITIL Foundation		45.5%	10
ITIL Practitioner		27.3%	6
ITIL Service Manager		27.3%	6



Question #13:		Time: 10 sec	Voters: 22
<b>What is your preferred location for training?</b>			
			<b>Votes</b>
Onsite		81.8%	18
Offsite at a vendor location		18.2%	4
Offsite - delivered by in-house trainers		0.0%	0





Question #14:		Time: 8 sec	Voters: 22
<b>Who currently delivers your ITIL training?</b>			
			<b>Votes</b>
In-house staff		36.4%	8
Hardware or software vendor		9.1%	2
Training vendor		54.5%	12




Question #15:		Time: 6 sec	Voters: 45
<b>Are you planning on implementing an ITIL training program?</b>			
			<b>Votes</b>
Yes		31.1%	14
No		68.9%	31

Question #16:		Time: 7 sec	Voters: 14
<b>When do you expect to implement your ITIL training program?</b>			
			<b>Votes</b>
0 to 6 months		7.1%	1
6 to 12 months		57.1%	8
12 months or greater		35.7%	5





## Best practices framework



Question #17:		Time: 13 sec	Voters: 67
<b>Are you utilizing a recognized process framework for ITSM?</b>			
			<b>Votes</b>
Yes		46.3%	31
No		53.7%	36




Question #18:		Time: 1 min 32 sec	Voters: 31
<b>Which ITSM framework are you using?</b>			
			<b>Votes</b>
ITIL		61.3%	19
IBM Proprietary (ITPM)		9.7%	3
HP Proprietary (ITSM)		0.0%	0
Microsoft Proprietary (MOF)		16.1%	5
Other		12.9%	4




Question #19:		Time: 44 sec	Voters: 67
<b>On which ITIL processes are you currently placing focus?</b>			
<b><u>Service Support</u> (Service Desk, Incident, Problem, Change, Configuration and Release Management)</b>			
<b><u>Service Delivery</u> (Service Level , Capacity, Availability, IT Service Continuity and IT Financial Management)</b>			
			<b>Votes</b>
Service Support		71.6%	48
Service Delivery		16.4%	11
Other Combinations		11.9%	8

## Measuring and Auditing

Question #20:		Time: 30 sec	Voters: 67
<b>Do you have defined metrics for your ITSM processes?</b>			
			<b>Votes</b>
No metrics		35.8%	24
Many metrics defined, little actionable data		26.9%	18
Actionable data, little to no follow-up		19.4%	13
Actionable data used for continuous improvement		17.9%	12



Question #21:		Time: 13 sec	Voters: 67
<b>Are your ITSM processes audited?</b>			
			<b>Votes</b>
Yes		26.9%	18
No		73.1%	49





Question #22:		Time: 7 sec	Voters: 18
<b>Who performs the audit?</b>			
			<b>Votes</b>
External auditors		16.7%	3
Internal Auditors		27.8%	5
A mix of both internal and external		55.6%	10


Question #23:		Time: 10 sec	Voters: 18
<b>What framework do you use to audit your processes?</b>			
			<b>Votes</b>
CobiT		27.8%	5
Not sure		55.6%	10
Other		16.7%	3

Question #24:		Time: 13 sec	Voters: 49
<b>Will you be required, or are there plans in place, to formally audit your processes?</b>			
			<b>Votes</b>
Yes		32.7%	16
No		67.3%	33









## Continuous improvement







Question #25:		Time: 9 sec	Voters: 67
<b>Is continuous improvement of your IT Processes formally part of a company-wide quality program?</b>			
			<b>Votes</b>
Yes		55.2%	37
No		44.8%	30



Question #26:		Time: 19 sec	Voters: 37
<b>Which program do you follow?</b>			
			<b>Votes</b>
Six Sigma		29.7%	11
TQM		16.2%	6
ISO		24.3%	9
Other		29.7%	<a href="#">11</a>








Question #27:		Time: 21 sec	Voters: 30
<b>Do you see value in linking your IT Process initiative to a quality program?</b>			
			<b>Votes</b>
Yes		66.7%	<a href="#">20</a>
No		33.3%	10

## Selecting the supporting tools

Question #28:		Time: 17 sec	Voters: 67
<b>Who is your primary ITSM tool vendor?</b>			
			<b>Votes</b>
BMC		13.4%	9
CA		6.0%	4
HP		7.5%	5
IBM		13.4%	9
Mercury		17.9%	12
Microsoft		9.0%	6
Peregrine		6.0%	4
Other		26.9%	<a href="#">18</a>

Question #29:		Time: 20 sec	Voters: 67
<b>What product do you use for Service Desk, Incident Management, Problem Management and Change Management?</b>			
			<b>Votes</b>
BMC - Remedy		26.9%	18
CA - Unicenter ServicePlus		9.0%	6
HP - Service Desk		7.5%	5
Mercury - ITG		3.0%	2
Peregrine - Service Center		10.4%	7
Other		43.3%	<a href="#">29</a>

Question #30:		Time: 8 sec	Voters: 67
<b>Have you implemented a CMDB (Configuration Management Database)?</b>			
			<b>Votes</b>
Yes		31.3%	21
No		68.7%	46

Question #31:		Time: 13 sec	Voters: 67
<b>Which vendor have you chosen, or plan to choose, for your CMDB?</b>			
			<b>Votes</b>
BMC		9.0%	6
CA		6.0%	4
HP		3.0%	2
IBM		13.4%	9
Mercury		14.9%	10
Peregrine		4.5%	3
Other		49.3%	<a href="#">33</a>

## Interpretation of Results

Below we offer a full commentary on and some interpretation of the responses to the Consulting-Portal 2005 ITSM Industry Survey. We have tabulated the responses of the participants who submitted to us a full text of their submissions. *Our commentary is presented in italics.*

### Organizing for ITIL

#### 1. What is the highest level of active sponsorship for ITSM (IT Service Management) at your company?

- *Of the 67 respondents, 39 (58%) have active support for ITSM from the level of President, CXO or Vice President. A full 25% of our respondents state that within their organization there is "no active sponsorship".*
- *The responses to this question are instructive because it seems very clear from the rest of the survey that ITSM programs are significantly more successful when actively sponsored by senior management (President, CXO and VP levels) and active Presidential sponsorship is clearly the most effective.*

#### 9. How are you organized to support ITSM?

- *Only 16 (24%) of the respondents have a dedicated ITSM organization with full-time resources, 43% have part-time resources and a full 33% have no resources allocated.*
- *While it may be necessary for successful ITSM implementation to have some full-time dedicated resources, in our opinion, it is important that both part-time resources and general staff are involved in the program. The more widely spread the ITSM program, the more successful it will be. Change driven solely by a group of full-timers from an "ivory tower" will not achieve sustainable improvement.*

#### 10. Do you have formal ITSM governance in place?

- *Surprisingly only 14 (21%) of the respondents said that their organizations have ITSM governance "defined, implemented and enforced" and a full 40% say they have no IT process governance at all. This disappointing outcome was true across the board, regardless of the level of sponsorship.*
- *In our experience, without ITSM governance, both defined and enforced, processes will tend to breakdown and inconsistencies will develop in processes and in their adherence across all areas of the company.*

### Assessing your current state

#### 2. Have you conducted an ITSM assessment / benchmark within the last 18 months?

- *29 (43%) of the respondents have conducted an assessment in the last 18 months.*

#### 3. How did you conduct the assessment / benchmark?

- *Of the 29 who conducted an assessment, it is about evenly split between those using a professional services firm and those using self-assessment.*

#### 4. Was the assessment of value?

- *All 29 respondents believe that their assessment process was of value.*

#### 5. Do you see value in conducting an ITSM assessment / benchmark?

- *60 (90%) of all respondents see value in conducting an ITSM assessment to create a benchmark with which to measure future progress.*

- *Many organizations struggle with measuring the benefits of their ITSM program. It is easy to see the cost and effort that is required in such a comprehensive and long-term project but the benefits come in many forms and need careful monitoring. In our experience, it is essential to carry out an assessment at the outset so that you have a benchmark (a starting point) against which to measure progress and benefits as the program is implemented. The assessment will also reveal to you the areas in greatest need of attention and help identify those where significant benefit can be achieved for relatively little effort (the quick wins that will give the project momentum).*

## Establishing a roadmap / timeline

### 6. Do you have a documented roadmap / timeline for the implementation of ITSM?

- *Only 34% have a roadmap / timeline for the implementation of ITSM, although it was 70% among those with active support at the President level.*
- *The answers to this question were disappointing. CP believes that if an organization does not create a roadmap with clear timelines, their ITSM program will not be effective.*
- *We see the relative absence of roadmaps and timelines as a lack of whole-hearted commitment to ITSM, which is probably an indication that ITSM is still a “young science”.*

### 7. What is your implementation timeline?

- *Among the 23 respondents with a roadmap, the timelines were quite varied, with 39% of them being over 24 months.*
- *This is not surprising, as an ITSM program is a long-term commitment to change. It will take an extended period to properly and fully implement ITSM.*

### 8. Do you see value in having such a roadmap?

- *Virtually all respondents, i.e. the 23 who already have a roadmap and 43 of the 44 who don't, can see the value of having one.*
- *It is our experience that having a roadmap, with timelines that identify the key milestones, the expected results and the quick wins, really lends credibility to the project and improves buy-in throughout the organization.*

## Training your people

### 11. Do you have an ITIL training program in place?

- *Just 22, i.e. one third of the respondent organizations, have an ITSM training program in place.*
- *In our experience, a training program not only involves and empowers a broader group of people, thereby building grass roots support for the ITSM program, but it also helps to develop and disseminate a “common language” throughout the organization.*

### 12. What is the highest level of ITIL training you provide to your staff?

- *Of the 22 companies with an ITSM training program, all three levels of training (Foundation, Practitioner and Service Manager) are being well used.*

### 13. What is your preferred location for training?

- *The overwhelming preference seems to be for Onsite training.*
- *CP sees enormous value in getting groups of people together from within an organization for training. The issues discussed in such groups are specifically relevant to the organization and the problem solving that ensues is an excellent way to build teams with*

*a common purpose, to get people involved in the solution and thereby, to build support for the organizational and process changes that are necessary.*

**14. Who currently delivers your ITIL training?**

- *About 55% of the training programs are delivered by a third party training vendor and 36% are in-house programs.*
- *We believe that a combination of third party and in-house training will enable you to ensure that your content incorporates the latest industry standards and is properly tailored to the specific needs of your organization, while at the same time helping you to retain knowledge and experience within the company and manage costs more effectively.*

**15. Are you planning on implementing an ITIL training program?**

- *In addition to the 22 companies with an ITSM training program, a further 14 are planning to implement. This means a total of 54% either have implemented, or plan to implement, an ITSM training program. In other words, a full 46% have no training plans.*
- *For the reasons set out in our commentary under question 11, we believe strongly that ITSM training will deliver significant benefits to your organization.*

**16. When do you expect to implement your ITIL training program?**

- *The timeframes for training seem reasonable but overall there does not seem to be enough emphasis on the need to train people.*
- *We believe that training is an essential feature of any ITSM program; not only is the knowledge required at all levels in an organization but, for change to be effective and to yield the expected benefits, the whole organization needs to be moving in harmony. A well crafted training program is the way to achieve this cohesion and a common sense of purpose.*

## **Best practices framework**

**17. Are you utilizing a recognized process framework for ITSM?**

- *Of the 67 respondents, only 31 (46%) are utilizing a recognized ITSM framework.*
- *This means that 54% of respondents are not leveraging the abundant, high quality industry knowledge that is available in the marketplace.*
- *Using a recognized ITSM framework will ensure that your program is being guided by industry best practices and enable you to take ITSM experience into consideration in all future hiring.*

**18. Which ITSM framework are you using?**

- *The majority (61%) of those using a recognized ITSM framework are using ITIL.*
- *This supports our belief that a vendor neutral, non-proprietary approach to ITSM is the best choice because it enables you to choose the solution best suited to the needs of your organization.*

**19. On which ITIL processes are you currently placing focus?**

- *Almost 72% of respondents are focusing their efforts on Service Support (service desk, incident and problem management, process change management, configuration and release management).*
- *We find this distribution appropriate. Not surprisingly, organizations are focusing on getting the basics right (service support) before moving on to service delivery.*
- *This holds true amongst our clients in all industries – without confidence in the “basics”, everything else is a luxury.*

## Measuring and Auditing

### 20. Do you have defined metrics for your ITSM processes?

- *We found the answers to this question the most surprising of all. Some 24 of 67 respondents (36%) said that they have no metrics at all. Only 12 (18%) have actionable data that is used for continuous improvement. There were many respondents (31, i.e. 46%) who have metrics, but they are not used diligently.*
- *We are reminded of the adage that you cannot manage what you don't measure. We believe that it is essential to put in place metrics that will serve as an ongoing index of progress and a basis from which to identify opportunities to continuously improve your processes.*
- *We are also aware that increasingly, organizations are expected to meet the new higher standards being legislated and imposed (like Sarbanes-Oxley, SOXA, in the USA, for example). ITSM is a way to meet these requirements while, at the same time, turning them to your business advantage by improving customer service and lowering costs.*

### 21. Are your ITSM processes audited?

- *Only 18 respondents (27%) are auditing their ITSM processes.*
- *This was a disappointing result. We cannot emphasize enough that good governance of IT processes is impossible if you do not audit, validate and improve those processes on an ongoing basis.*

### 22. Who performs the audit?

- *Audits are being performed by both internal and external auditors, but in most cases by a combination of the two, which we believe is the most effective approach.*

### 23. What framework do you use to audit your processes?

- *Among those respondents who knew about the audit framework, CobiT was the most common, although the majority of respondents were not sure about the audit framework being used in their organization.*
- *Increasingly we are seeing the close links between SOXA, CobiT, ITIL and Six Sigma. Not only are all these frameworks interlinked, but adherence to one will help you to comply with the requirements of the others. These important industry best practices are not mutually exclusive; far from it. In fact, used in combination with one another, they will ensure that you are equipped to meet the most rigorous regulatory requirements and that you are positioned to deliver excellent customer service in the most efficient way.*

### 24. Will you be required, or are there plans in place, to formally audit your processes?

- *Together with the 18 respondents already auditing, there were a further 16 with audit plans, giving a total of 34 (51%) planning formal audits.*
- *This means that 49% have no formal audit plans at present which, with all the new pressures on reliability, accuracy and control, was a surprising result.*
- *It has been our experience that without audit and correction, a Managed Process Environment cannot be achieved and ultimately the ITSM program fails.*

## Continuous improvement

### 25. Is continuous improvement of your IT Processes formally part of a company-wide quality program?

- 37 respondents (55%) said that their organizations have a company-wide quality program which includes continuous improvement of IT processes.

**26. Which program do you follow?**

- Although Six Sigma was the most popular quality program, ISO and TQM were not far behind. Out of the 37 respondents, 11 were using a program other than Six Sigma, ISO or TQM.

**27. Do you see value in linking your IT Process initiative to a quality program?**

- A full 85% of respondents see value in linking IT processes to an overall quality program.
- While the percentage sounds high, it was a shock to us that, in today's computer-dependent business world, there were any "no" answers to this question.
- When we look back at the answers to question 20 about metrics, we must observe that, while a high percentage of respondents see value in a comprehensive quality program, it is essential to any quality initiative to establish metrics and follow-up. Without them the quality program is incomplete and will not survive.

## Selecting the supporting tools

**28. Who is your primary ITSM tool vendor?**

- There was a wide range of answers to this question. The list included vendors such as Mercury, BMC, IBM, Microsoft, HP, CA and Peregrine but no one vendor dominated and there was a large number of "others".
- In our experience, most of the leading ITSM tools can do the job. However, what is more important is the quality of the process, the customizing of the tools around the process and adherence to a comprehensive system of governance.

**29. What product do you use for Service Desk, Incident Management, Problem Management and Change Management?**

- In this case, while there was a wide range of answers, the leader was BMC Remedy but "other products" was the most popular answer. In addition to BMC Remedy, the list included Peregrine Service Center, CA Unicenter Service Plus, HP Service Desk and Mercury ITG.
- There is a series of new products available in the North American market such as Axios Assyst, Hornbill Supportworks and Infra Corporation InfraEnterprise.
- As we said in 28 above, most of the leading tools can do the job but it is how you use them that determines the difference between success and failure.

**30. Have you implemented a CMDB (Configuration Management Database)?**

- 21 respondents (31%) said their organizations have implemented a CMDB.

**31. Which vendor have you chosen, or do you plan to choose, for your CMDB?**

- Once again there was a wide range of answers with no dominant player and almost half of the replies were in the "other" category. Vendors specified included Mercury, IBM, BMC, CA, Peregrine and HP.

The answers to 30 and 31 confirm our belief that there is some confusion about CMDB and its place in an ITSM program. We advise companies to seek expert and independent input in this area.