



consulting-portal  
Improving IT  
Reliability and Productivity

# ITSM Industry Survey

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State of ITSM implementations in 2007



March 7, 2008

# ITSM Industry Survey - 2007

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# Executive Summary

**Consulting-Portal Inc.** is pleased to release our third annual ITSM Industry Survey for 2007. 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

We designed a set of 36 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 76 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 76 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.

## Preamble

IT Service Management (ITSM) is increasingly recognized as having a strategic benefit to the business. More and more organizations are investing in ITSM programs to bring the benefits back to the business. Senior management is getting involved, training programs are being put in place, ITSM support frameworks are being selected (primarily ITIL based) and integrated ITSM tools are being acquired.

However, it appears there is a lack of understanding of the importance that a Managed Process Environment plays in the successful implementation of ITSM. Governance, metrics and continuous process improvement are not getting the attention required to ensure the success of an ITSM program and in turn, will lead to dissatisfaction from the business community.

## Key messages

The key messages and conclusions drawn from the survey are:

### Sponsorship

- Interest in ITSM continues and is growing as can be seen from the maturing of the programs.
- Organizations are recognizing that senior management participation is a critical success factor in ITSM implementations; 51% of active ITSM sponsorship is at the CxO level and above
- Processes are maturing, there is a focus on the next generation processes like service level, service catalog and release/deployment management

### **Training**

- 60% of respondents have an ITSM training program in place
- There is a trend toward the more advanced levels of ITIL training and certification (51% Practitioner level, 16% Service Manager level) and there is a shift away from internal training with organizations engaging either a training vendor (36%), professional services firm (36%) or hardware/software vendor (6%).
- Of the 40% who do not currently provide ITIL training, 25% are planning to implement a training program within the next year

### **Organization and Governance**

- 51% of organizations have a dedicated ITSM organization in place, it is important to at least have part-time resources allocated in order to sustain continuous improvement
- While 63% have some form of ITSM governance in place only 21% have it defined, implemented and enforced. Without formal IT governance results are not measurable and IT is not aligned with the business
- While 77% see the value of having an ITSM roadmap/timeline, only 49% have one that will lead to ITSM implementation within the next 2 years.
- 75% have a recognized ITSM framework in place, 93% of these organizations use ITIL
- 80% of the respondents see value in conducting ITSM assessments. However, only 55% have conducted an assessment in the past 18 months. Assessments provide valuable info on how effective your IT processes and tools are.
- Of those doing assessments, 61% are engaging external professional services organizations to perform them.

### **Best Practices**

- 77% are still using ITIL V2, however 53% of those respondents are planning on migrating to ITIL V3 in the future
- 31% have implemented a CMDB, a fundamental component of the ITIL framework. This indicates that companies are laying the groundwork for ITIL implementation and are moving to the next generation of processes

### **Measurement and Audit**

- 30% do not have defined metrics for their ITSM processes. Only 17% have actionable data used for continuous improvement
- 35% of participants have their ITSM processes audited (63% use CobiT, 22% use ISO 20000 and 15% use other vendors). A mix of both internal and external vendors is preferred (63%), or just internal auditors (37%).

### **Continuous Improvement**

- 63% of respondents recognize the value of including IT process improvement as part of a company-wide quality program, however only 25% have been included in such a program.

### **Supporting Tools**

- Most respondents are using either BMC or HP as their primary ITSM tool vendor, tied at 27%. The remainder are using a variety of the smaller vendors (Heat, Infra, Hornbill, Magic, Numara) or home-grown solutions
- With respect to selecting a CMDB, HP and BMC are tied at 29% with 42% using other vendors
- Of those who implemented Service Catalog 24% are using HP, 14% BMC, 10% NewScale, 5% Oblicore, with the remaining 47% using a combination of smaller vendors and home-built solutions

### **About Consulting-Portal**

Since 1999 CP has been helping Fortune 500 and mid-size companies assess, design and implement robust IT Service Management processes. CP's Tactical and Practical approach distills "methodology" and "best practice" into real and tangible solutions that include:

- Strategies for a successful ITSM program
- BSM and Virtualization Initiatives
- Assessment and Roadmap
- IT Process Design
- ITSM Tool Selection and Technical Design
- Process and ITSM Tool Implementation.

CP offers a complete curriculum of ITIL, COBIT and ISO training. CP also offers custom training and ITSM workshops in the areas of Planning for Configuration Management, Planning for Incident Management, Planning for BSM, Planning for ITSM implementation and our latest workshop entitled Is ITIL V3 Right for Your Organization? Employees at CP have an average 25 years of IT experience and have worked in some of the largest and most demanding IT environments in North America. Visit our website at [www.cportalinc.com](http://www.cportalinc.com)

### **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.

**David Mainville**

# ITSM Survey Methodology

The 2007 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.

### Business Service Management

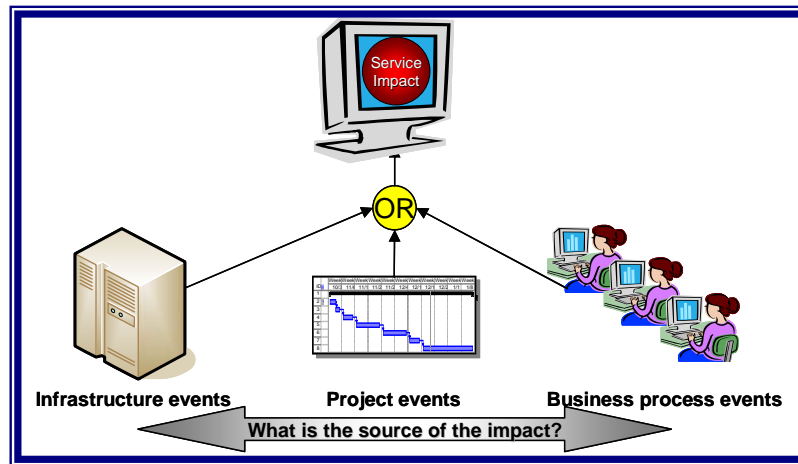


Fig. 1: Business Service Management

### OUR APPROACH FOCUSES ON THE FOLLOWING ELEMENTS:

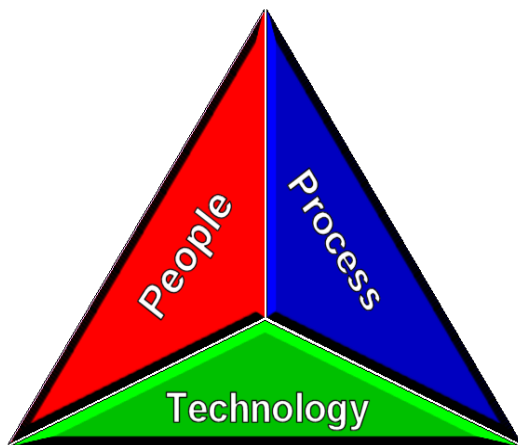


Fig. 2: Our Approach

#### 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.

## 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

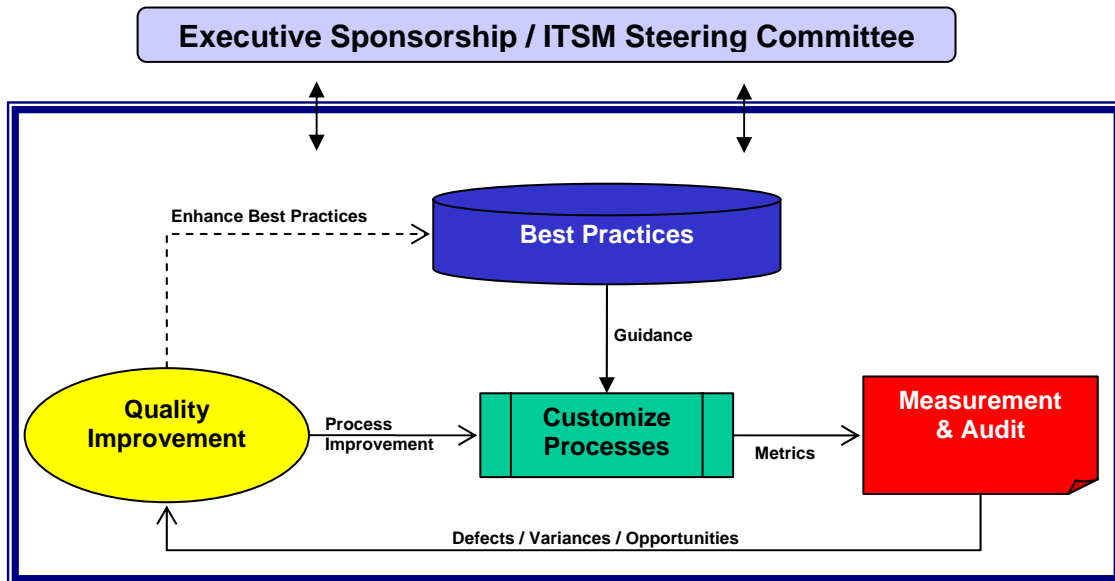


Fig 3: Managed Process Environment

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:

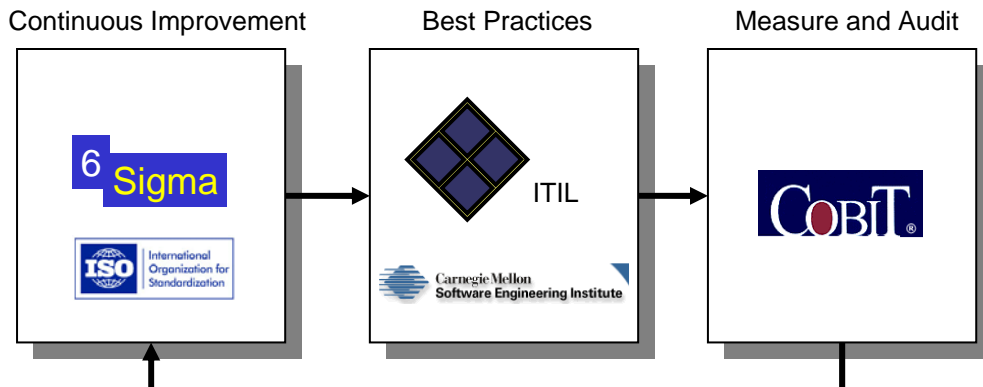


Fig. 4: Elements of a Managed Process Environment

## 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 36 questions that were included in our survey.

## The Questions

The following is a complete list of all 36 questions that were included in our 2007 ITSM Industry Survey.

### Organizing for ITIL

1. What is the highest level of active sponsorship for ITSM (IT Service Management) at your company?  
President & CEO; CXO; VP; Director (or lower); 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
15. 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

31. Do you have an ITSM training program in place?
32. What is the highest level of ITIL training you provide to your staff?  
ITIL Foundation  
ITIL Practitioner  
ITIL Service Manager
33. What is your preferred method of training your staff?  
Open enrollment  
Dedicated Classes
30. What is your level of ITIL certifications/training?  
ITIL Foundation  
ITIL Practitioner  
ITIL Service Manager  
Other ITSM related Certification (e.g. CobiT, ISO)
34. Who currently delivers your ITIL training?  
In-house staff  
Hardware / software vendor  
Dedicated Training vendor  
Professional Services Firm
35. Are you planning on implementing an ITIL training program?
36. When do you expect to implement your ITIL training program?  
0 – 6 months  
6 – 12 months  
Over 12 months

## Best practices framework

10. Are you utilizing a recognized process framework for ITSM?
11. Which ITSM framework are you using?  
ITIL  
IBM proprietary (ITPM)  
HP Proprietary (ITSM)  
Microsoft Proprietary (MOF)  
Other
12. Are you using ITIL Version 2 or Version 3?  
Version 2  
Version 3
13. Are you planning on adopting ITIL Version 3?

14. On which ITIL processes are you currently placing focus?  
Incident Management, Problem Management, Change Management, Asset / Configuration Management, Release / Deployment Management, Knowledge Management, Event Management, Request Fulfillment, Service Level Management, Service Catalog Management, Capacity Management, Availability Management, IT Service Continuity Management, Supplier Management, IT Financial Management, Other

## Measuring and Auditing

16. 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
17. Are your ITSM processes audited?
18. Who performs the audit?  
External auditors  
Internal auditors  
A mixture of external and internal
19. What framework do you use to audit your processes?  
CobIT  
ISO/IEC 20000  
Other
20. Will you be required, or are there plans in place, to formally audit your processes?

## Continuous improvement

21. Is continuous improvement of your IT Processes formally part of a company-wide quality program?
22. Which program do you follow?  
Six Sigma  
TQM  
ISO  
Other
23. Do you see value in linking your IT Process initiative to a quality program?

## Selecting the supporting tools

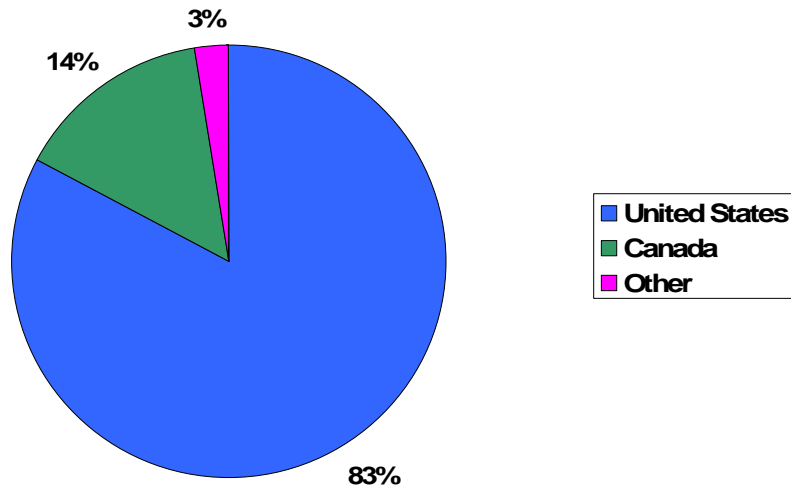
24. Who is your primary ITSM tool vendor?
25. What product do you use for Service Desk, Incident Management, Problem Management and Change Management?
26. Have you implemented a CMDB (Configuration Management Database)?

27. Which vendor have you chosen, or do you plan to choose, for your CMDB?
28. Have you implemented Service Catalog or Service Level Management?
29. Which vendor have you chosen, or plan to choose for Service Catalog or Service Level Management?

# The Participants

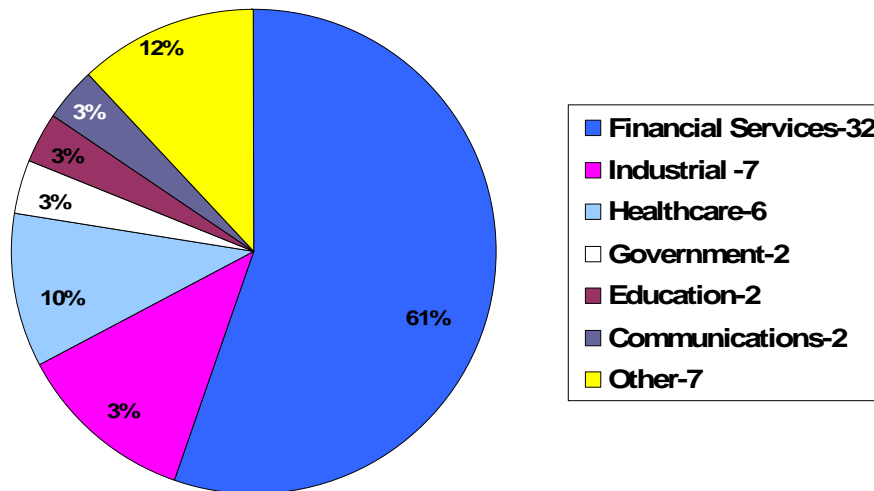
## Participants by Geography

In total 76 people responded to the Consulting-Portal ITSM Industry Survey and submitted all their responses to the polling company. The majority of respondents were based in North America and the remaining from Panama and South Africa.



## Participants by Industry

There were participants from companies in many different industries with strongest representation coming from Government and Financial Services sectors.



The following is a list of industries that the survey participants belong to:

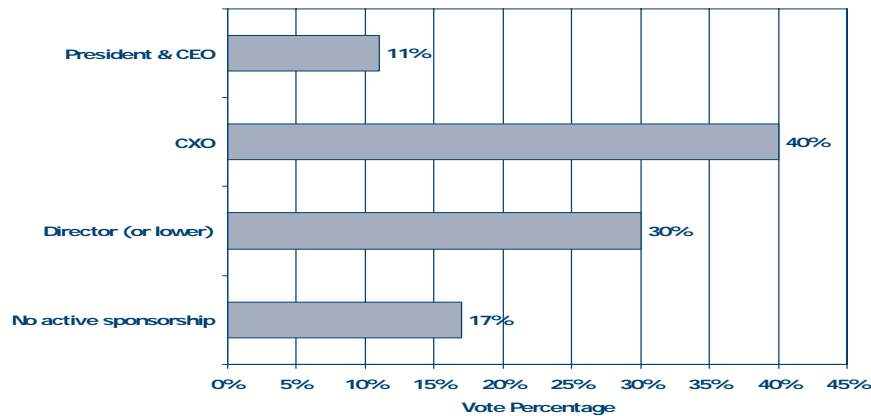
Industry	Type of Company	Breakdown
<b>Financial Services (32)</b>		
	Insurance	3
	Banking	9
	Investment	20
	Service Support	2
<b>Government (2)</b>		
	Legislative	2
<b>Other Services (7)</b>		
	Information Technology	1
	Software	1
	Entertainment	1
	Publishing	2
	Other (Waste, Recycling)	2
<b>Industrial (7)</b>		
	Manufacturing	5
	Transportation	2
<b>Healthcare (6)</b>		
	Service Providers	4
	Pharmaceutical	2
<b>Education (2)</b>		
	Institutions	2
<b>Communications (2)</b>		
	Telecommunications	2

## Summary of Responses

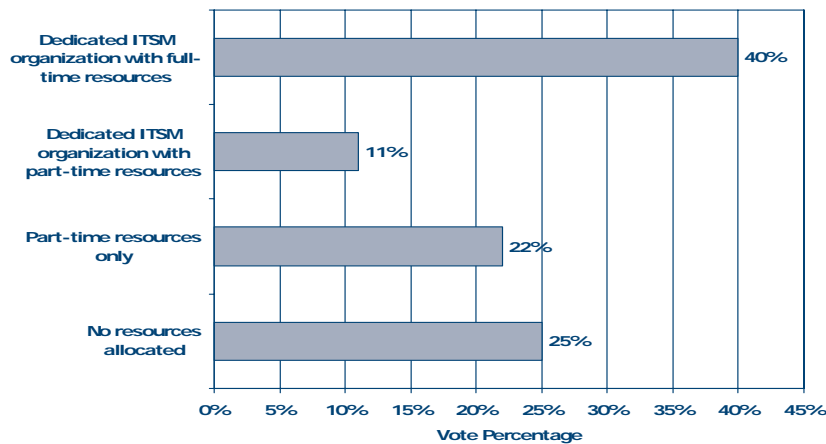
We display below the responses of the 76 participants in the Consulting-Portal 2007 ITSM Industry Survey in a format that we think you will find informative and easy to follow. The responses are grouped under the same familiar headings as the questions to make the results easier to follow.

### Organizing for ITIL

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

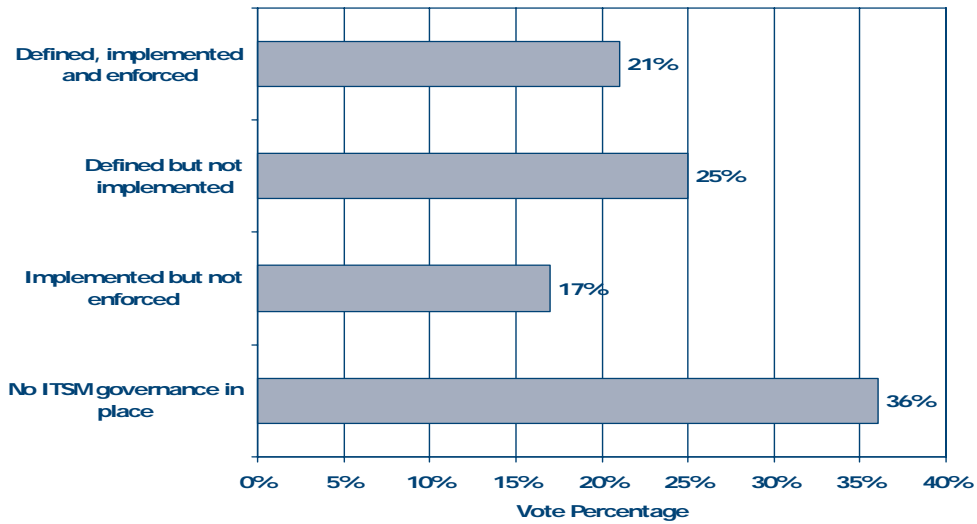


How are you organized to support ITSM?



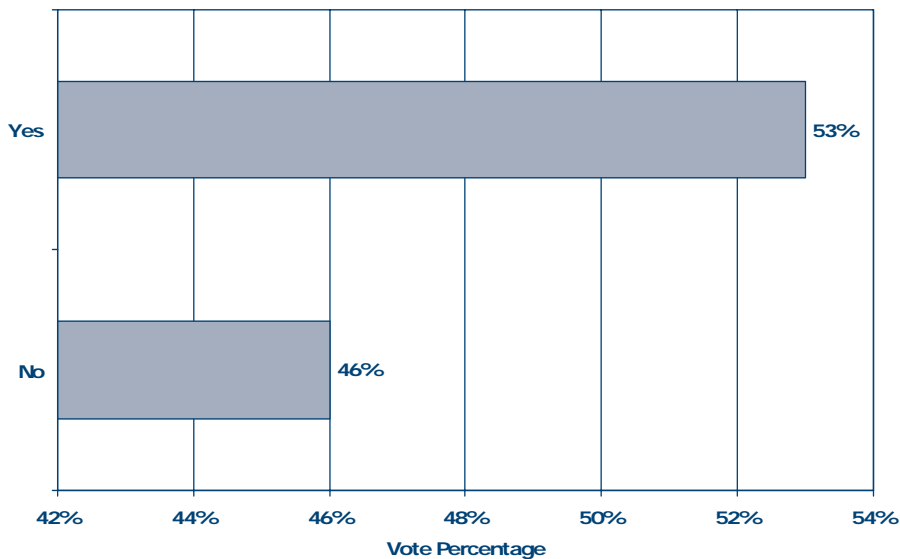


Do you have formal ITSM governance in place?



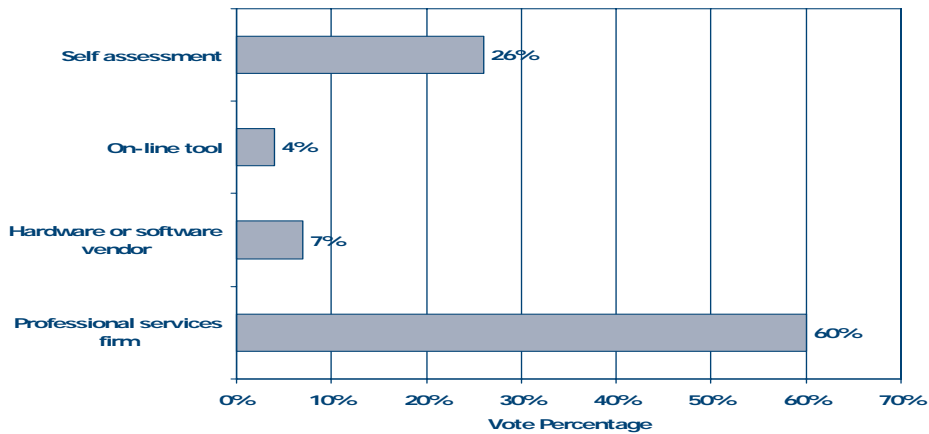
### Assessing your current state

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

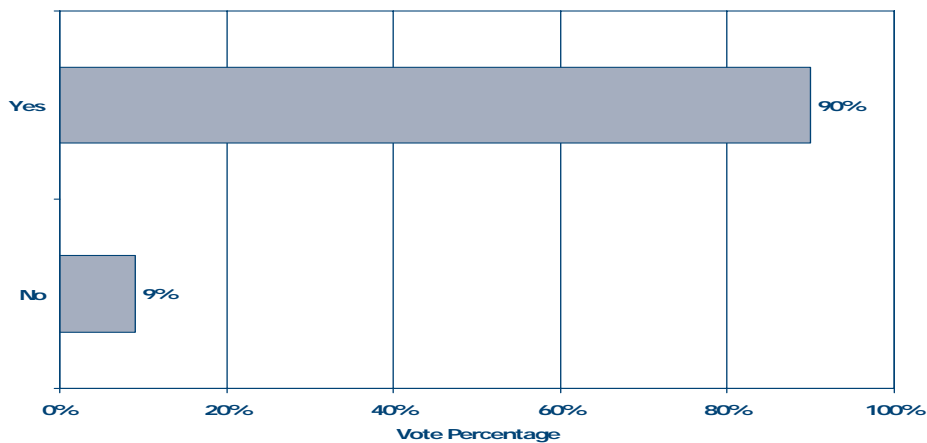




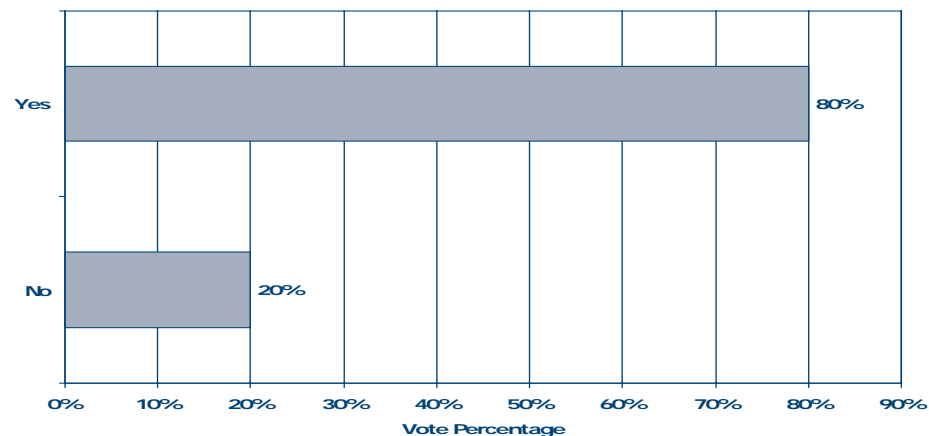
How did you conduct the assessment / benchmark?



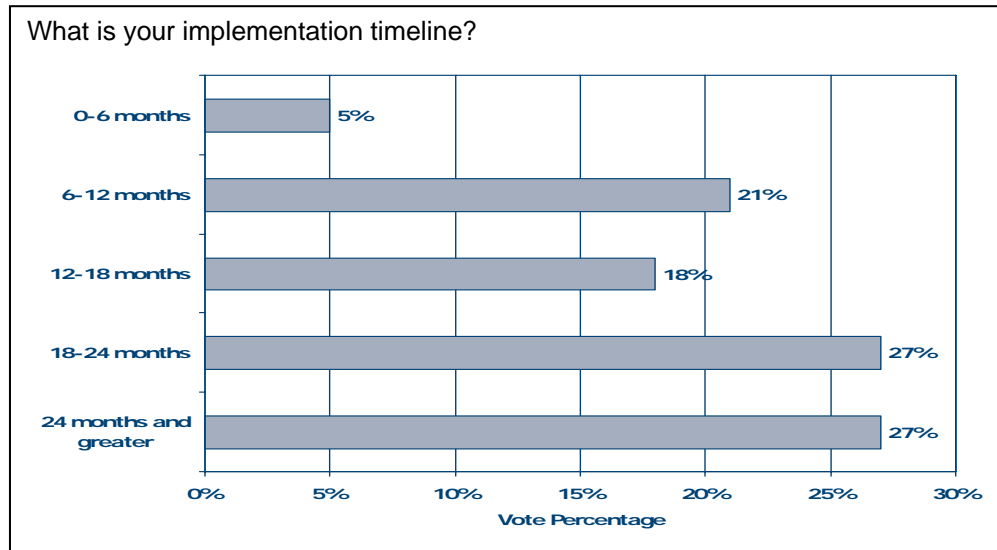
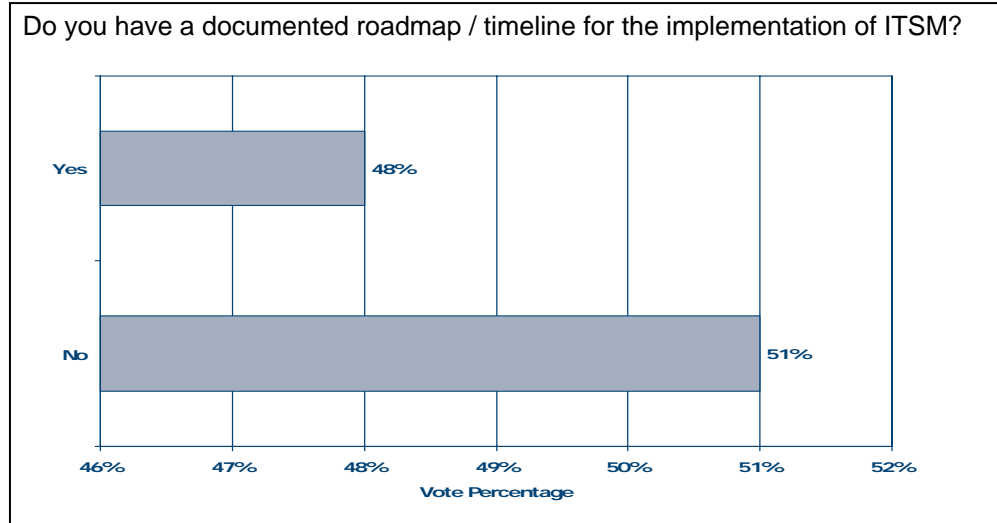
Was the assessment of value?



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

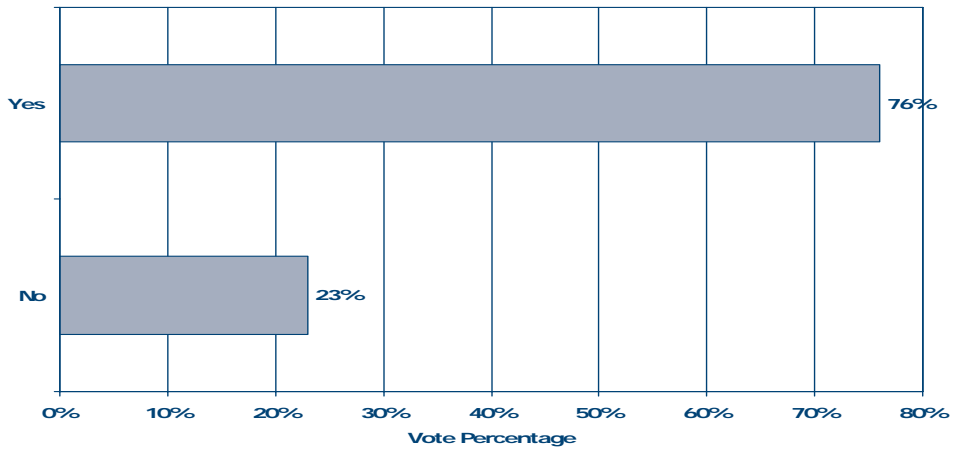


## Establishing a roadmap / timeline



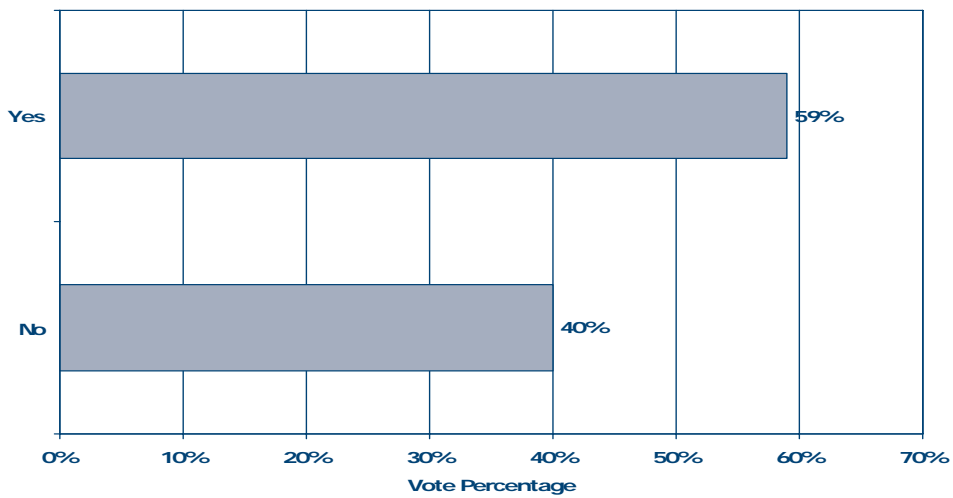


Do you see value in having such a roadmap?



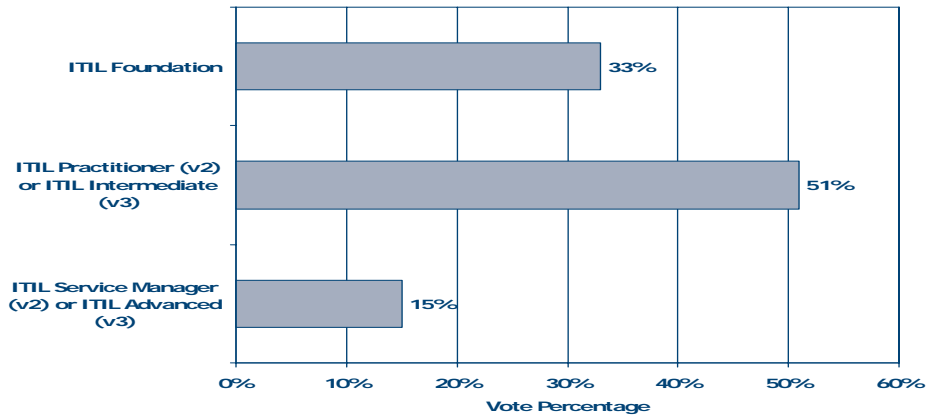
## Training your people

Do you have an ITSM training program in place?

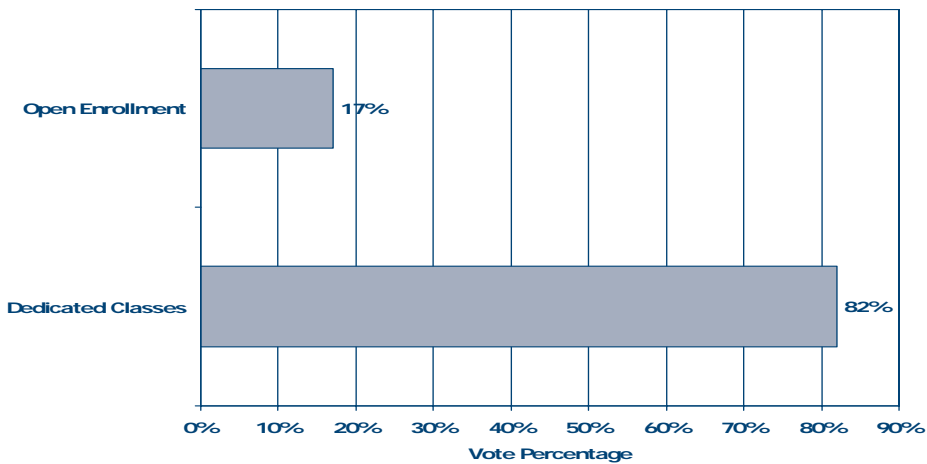




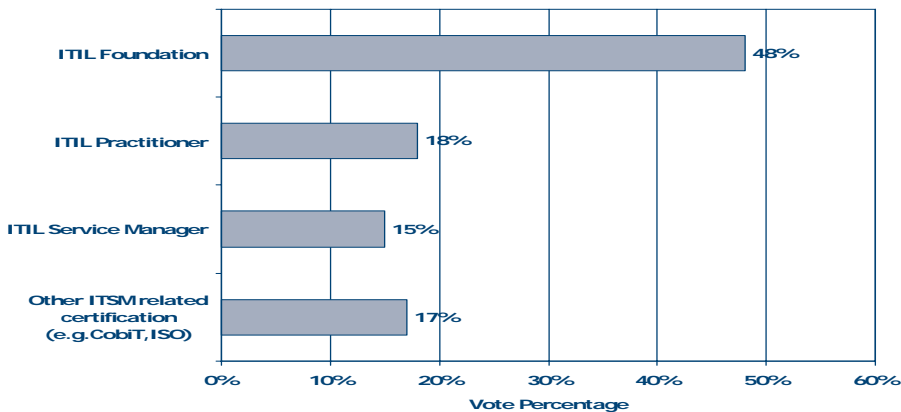
What is the highest level of ITSM training you provide to your staff?



What is your preferred method of training your staff?

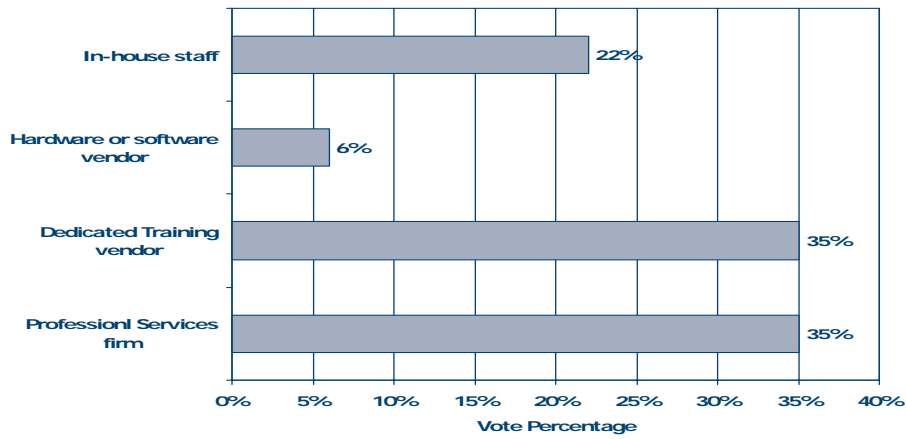


What is your level of ITIL certification/training?

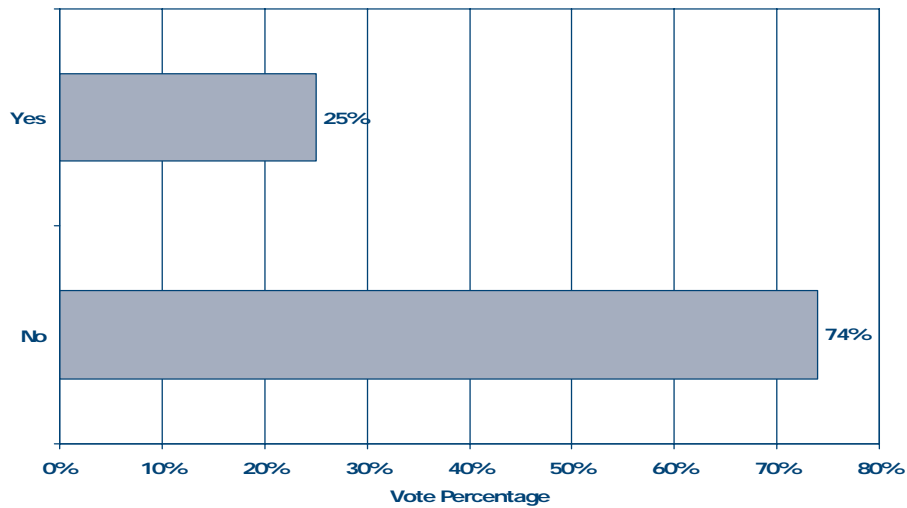




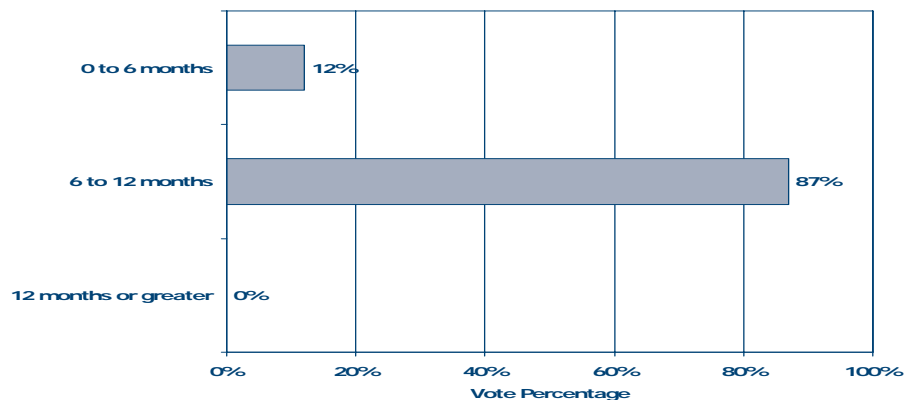
Who currently delivers your ITIL training?



Are you planning on implementing an ITIL training program?



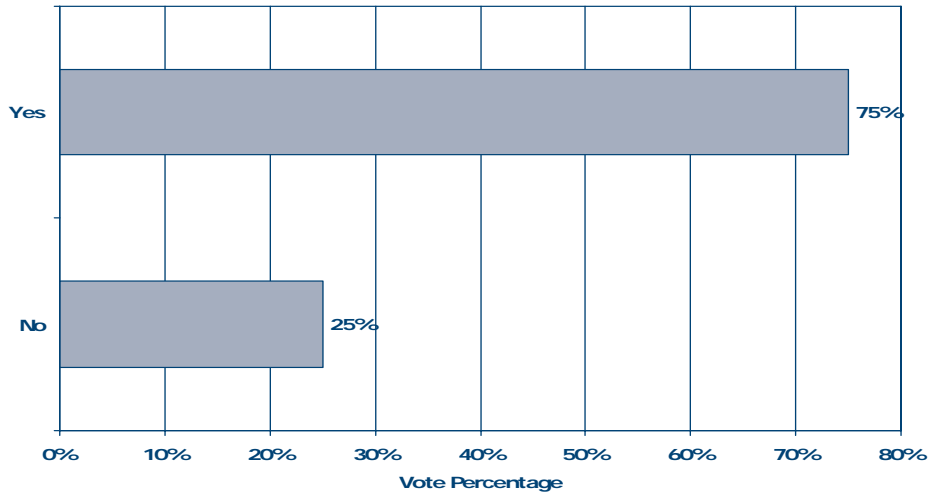
When do you expect to implement your ITIL training program?



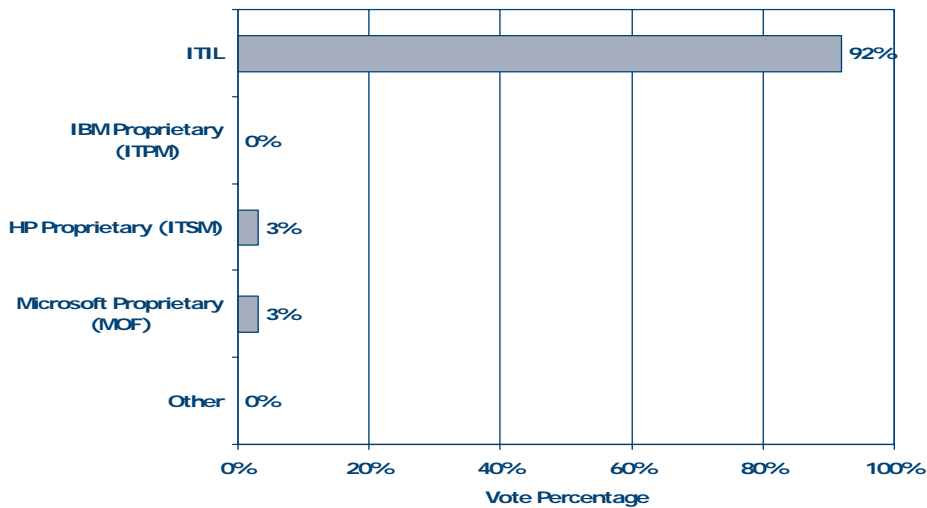


## Best practices framework

Are you utilizing a recognized process framework for ITSM?

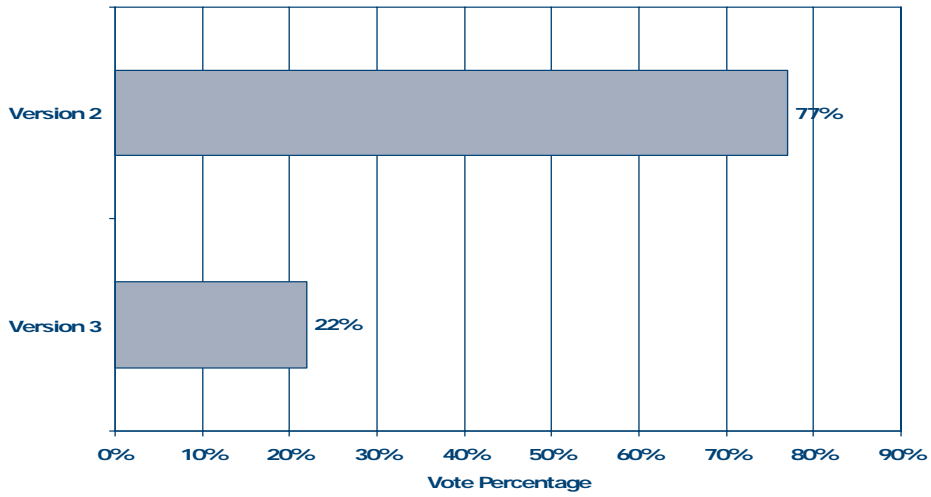


Which ITSM framework are you using?

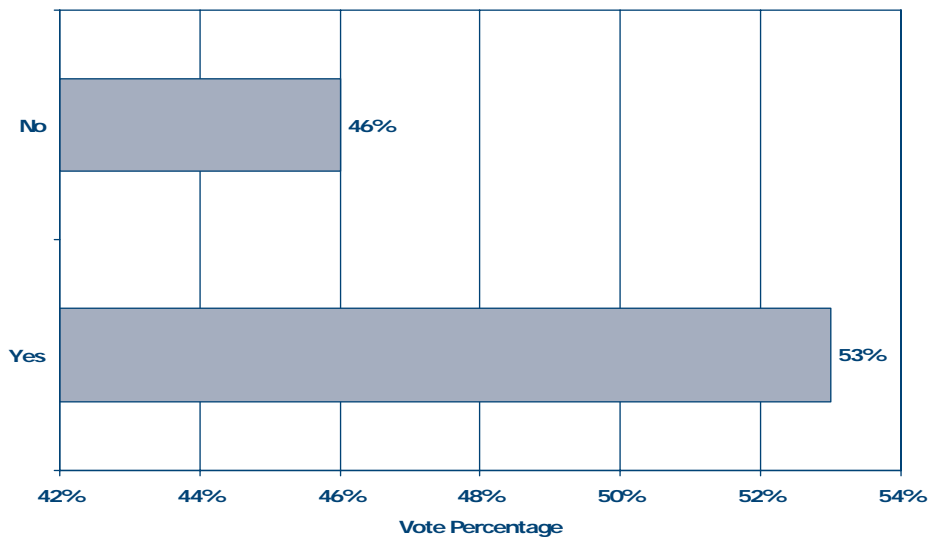




Are you using ITIL Version 2 or Version 3?

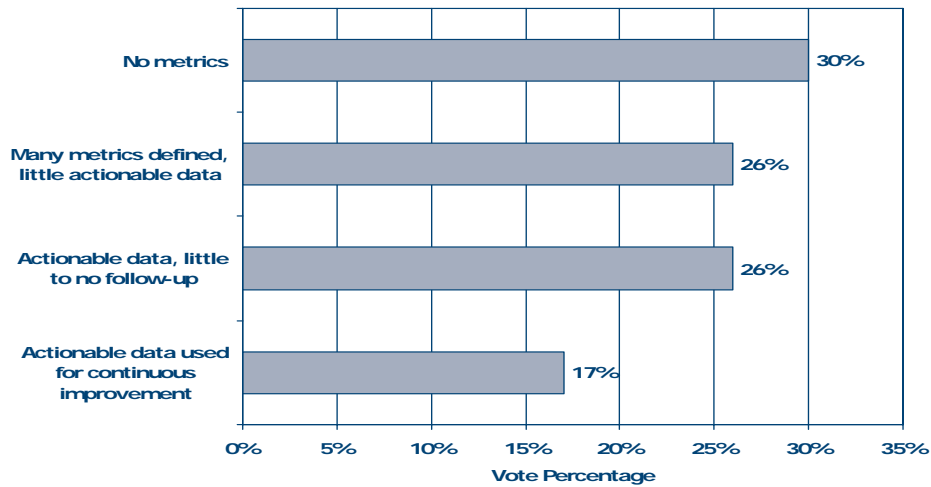


Are you planning on adopting ITIL Version 3?

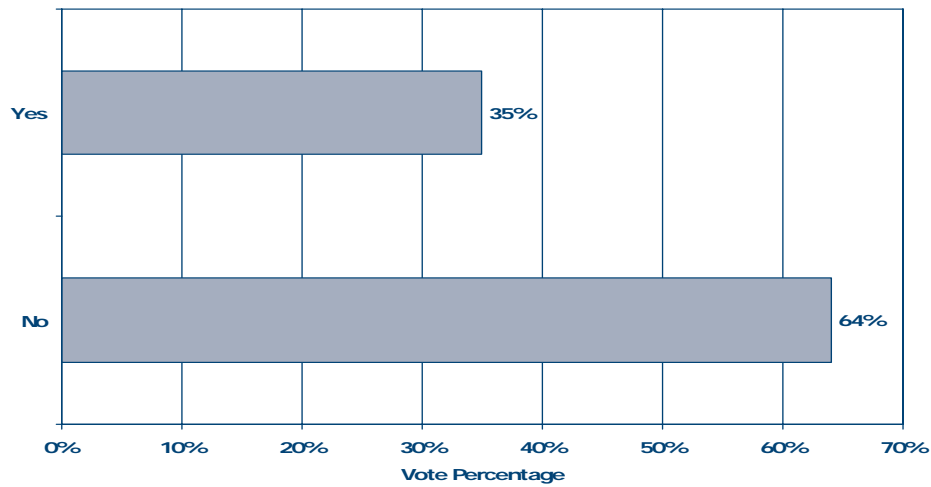


## Measuring and Auditing

Do you have defined metrics for your ITSM processes?

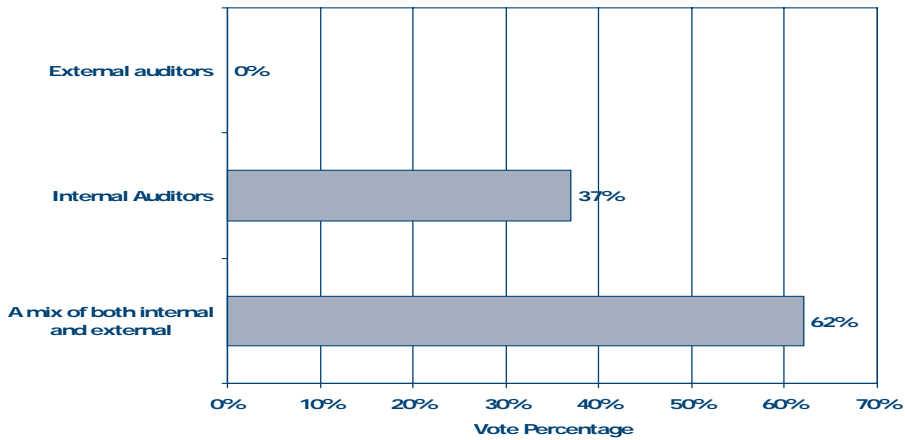


Are your ITSM processes audited?

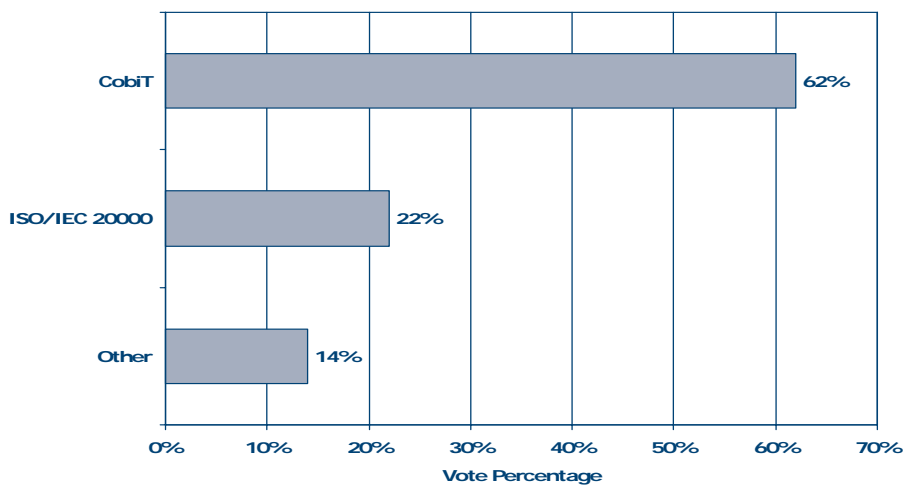




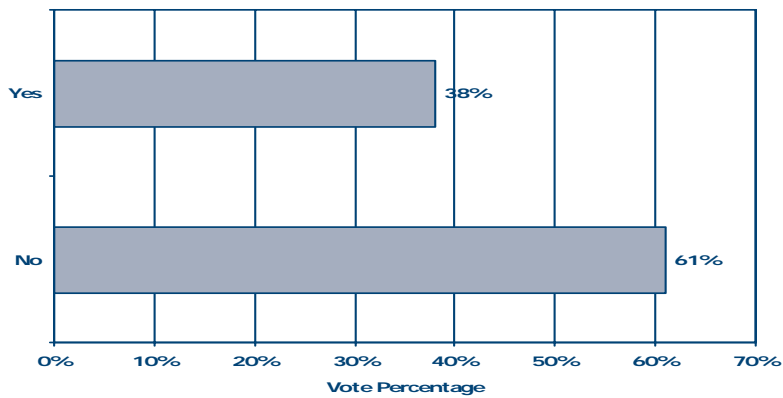
Who performs the audit?



What framework do you use to audit your processes?

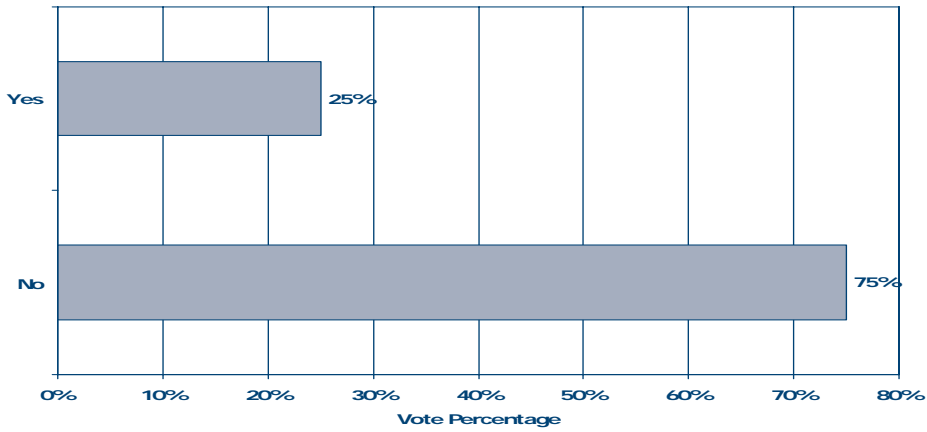


Will you be required, or are there plans in place, to formally audit your processes?

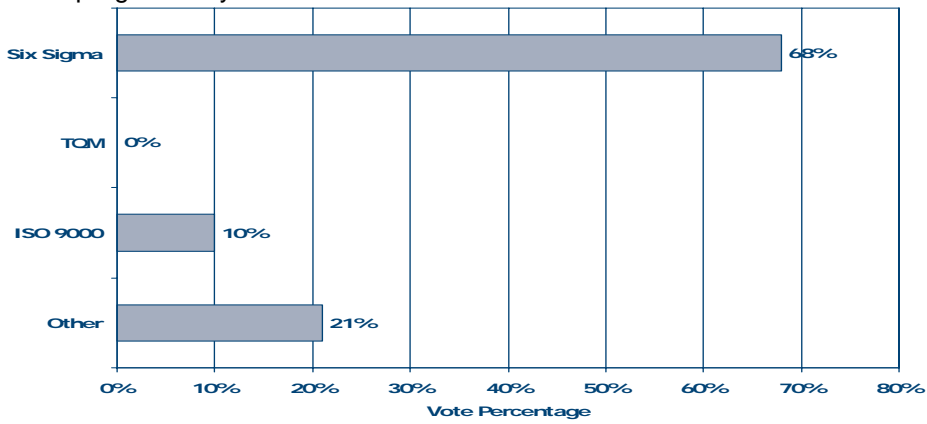


## Continuous improvement

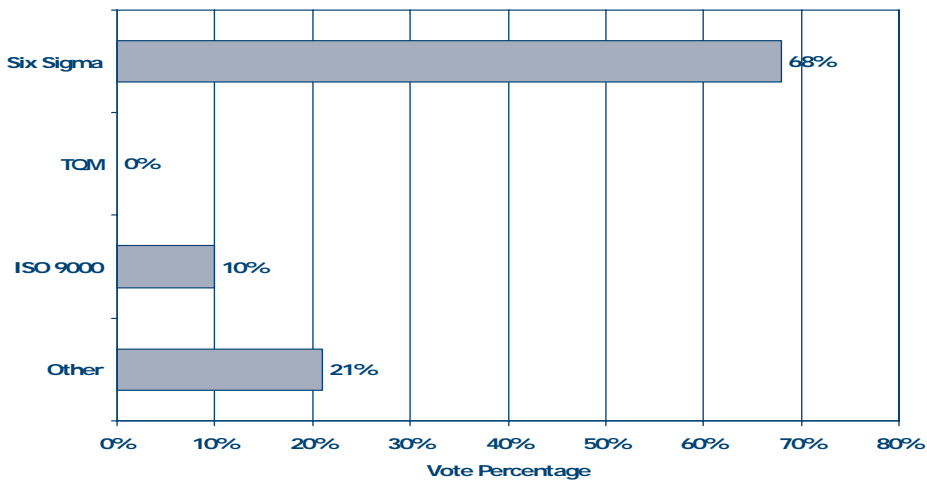
Is your IT Process Improvement part of a company-wide quality program?



Which program do you follow?

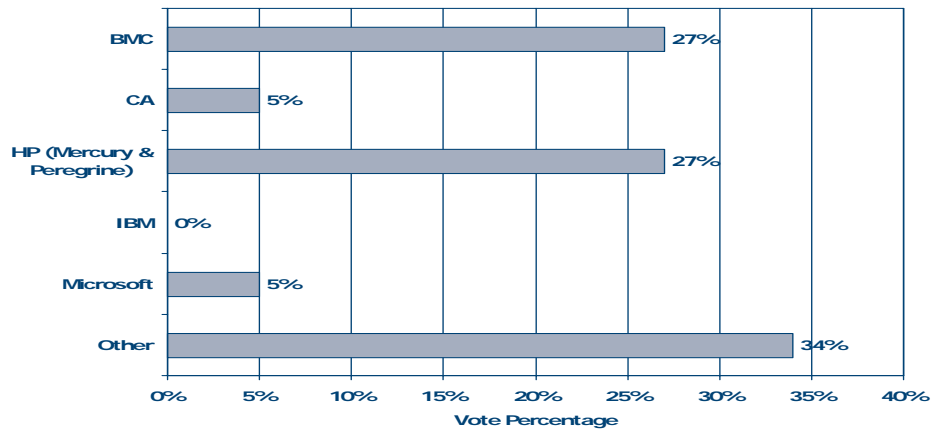


Which program do you follow?

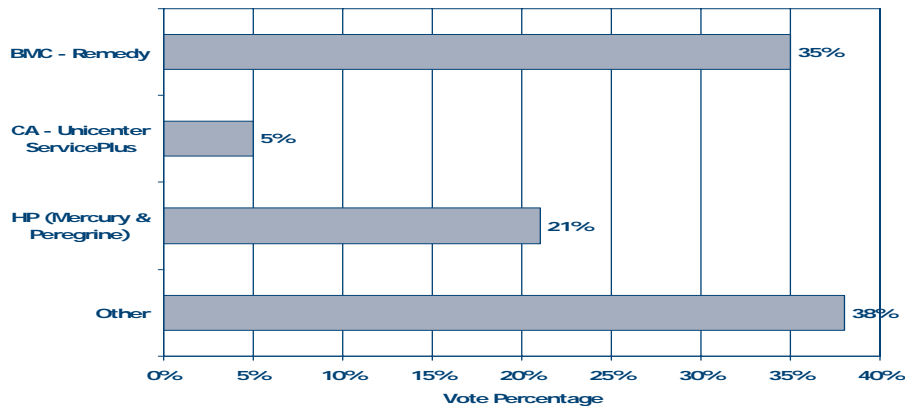


## Selecting the supporting tools

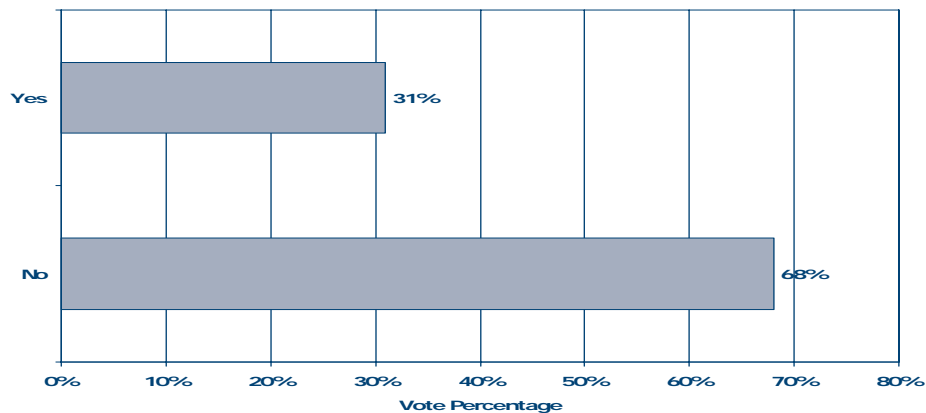
Who is your primary ITSM tool vendor?



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

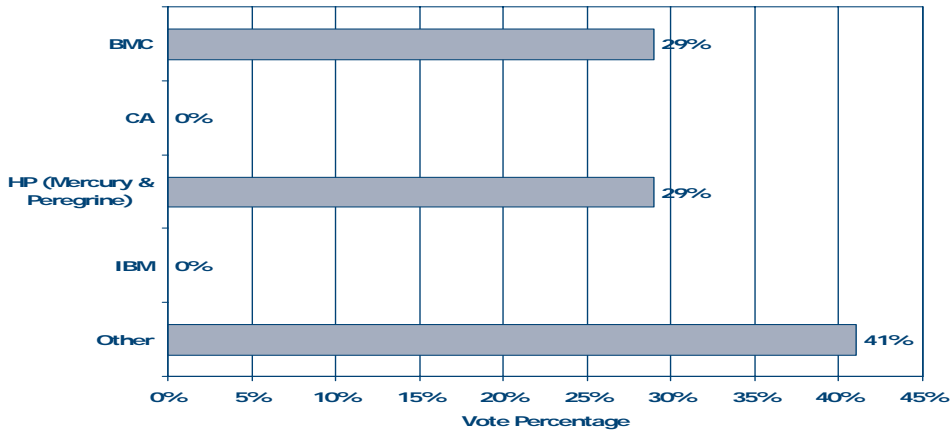


Have you implemented a CMDB (Configuration Management Database)?

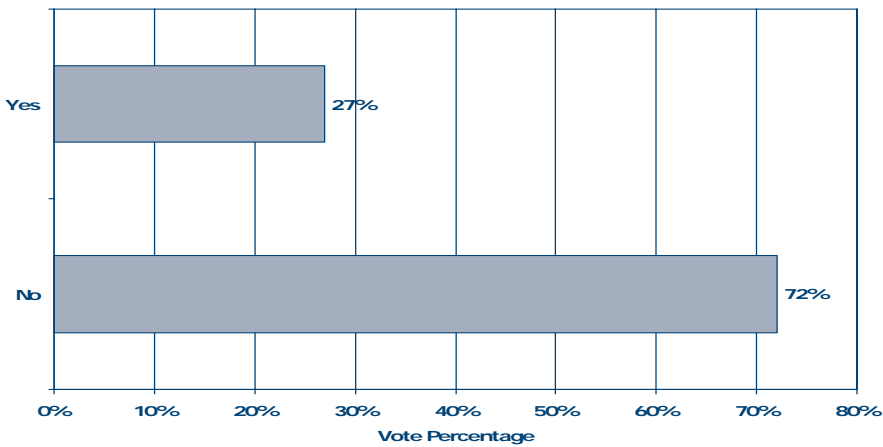




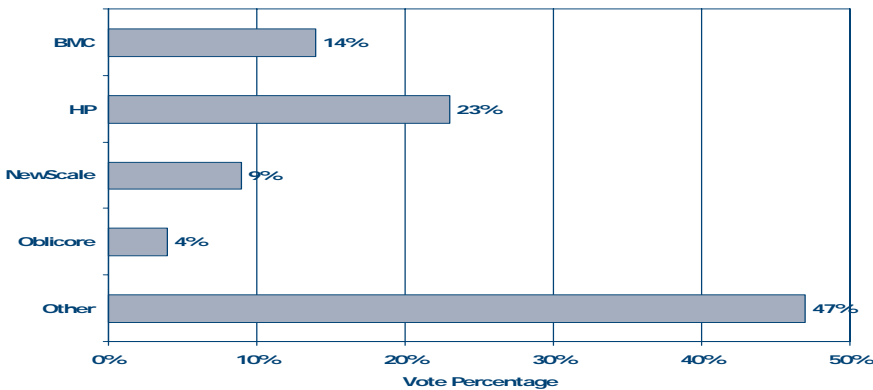
Which vendor have you chosen, or plan to choose, for your CMDB?



Have you implemented Service Catalog or Service Level Management?



Which vendor have you chosen, or plan to choose, for Service Catalog or Service Level Management?



## Interpretation of Results

Below we offer a full commentary on and some interpretation of the responses to the Consulting-Portal 2007 ITSM Industry Survey. We have tabulated the responses of the 76 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?

- 63 of 76 respondents, 83%, have active support for ITSM, 53% at the CXO level or above
- *This is important as there appears to be a direct correlation between the level of management sponsorship and the comprehensiveness of the governance, training program, implementation roadmap, staffing resources and actionable metrics components of a successful ITSM program.*

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

- 31 respondents, 41%, have dedicated ITSM organization with full time resources, 12% have dedicated ITSM with part time resources and 22% have just part time resources. However, 25% have no resources allocated.
- *Although it may be necessary to have some dedicated full time resources for a successful ITSM implementation, in our opinion it is important that both part time and general resources be included to avoid an "ivory tower" approach that will not sustain continuous improvement.*

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

- 63% have formal ITSM governance defined, only 21% are enforcing ITSM governance, and a disappointing 37% have no process governance in place
- *In our experience, without ITSM governance, both defined and enforced, processes will tend to break down 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?

- 41 respondents have conducted an assessment within the last 18 months, and 35 have not.

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

- *Of the 41 who conducted an assessment, the majority (73%) used a professional services firm and the remainder conducted self-assessments.*

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

- 90% of respondents believed the process assessment was of value.

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

- 28 (80%) of respondents who did not conduct an ITSM assessment see potential value in conducting an assessment to create a benchmark with which to measure future progress.
- *Assessments are of great value to a company especially those that are tailored to each organization. In our experience one-size-fits-all "scans" do not add value and may be inaccurate.*

## Establishing a roadmap / timeline

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

- 49% have a roadmap / timeline for the implementation of ITSM.
- There appears to be a correlation between the level of management sponsorship for ITSM and the existence of an implementation roadmap for ITSM.

### 7. What is your roadmap implementation timeline?

- Among the 37 respondents, approximately one quarter are implementing within one year, one half within two years, and the remaining quarter over two years.

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

- Most respondents that have a roadmap and 30 out of 39 who do not, 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

### 31. Do you have an ITSM training program in place?

- 59% of respondents have an ITSM training program in place
- This is encouraging because our experience has already shown that having a training program not only involves and empowers a broad group of people building grass roots support for the ITSM program, but also helps develop and disseminate a common language throughout the organization.

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

- There is a trend to the more advanced ITIL training levels. 51% of respondents train their staff with ITIL Practitioner training and 16% provide their staff with Service Manager training.

### 33. What is your preferred method of training your staff?

- 82% of respondents prefer a dedicated training class, while the remainder (18%) prefer open enrollment
- Most of the organizations that participated in this survey are large fortune 500 companies which may indicate why there is a preference for dedicated classes. Open enrollment is better suited to training smaller amounts of staff.

### 34. Who currently delivers your ITIL training?

- About 75% of training is being delivered by third party training vendors and the remainder delivered in-house.
- The advantage of third party training vendors is that they can bring years of relevant industry experience, adding more value to the courses they teach

### 35. Are you planning on implementing an ITIL training program?

- In addition to the 45 respondents that have training programs in place, an additional 8 are planning to implement one. This means a total of 70% either have implemented or plan to implement an ITIL training program. Only 30% have no training plan.
- It is our belief that ITSM training is critical to the success of an ITSM program implementation.

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

- *Of those who are planning to implement an ITIL training program, 100% expect to do it by the end of 2008.*

## **Best practices framework**

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

- *Of the 76 respondents, 75% are utilizing a recognized ITSM framework.*
- *This indicates that respondents are leveraging the abundant, high quality industry knowledge that is available in the marketplace.*

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

- *Of the respondents who use a recognized ITSM framework, 93% are using ITIL. This reflects the increasing popularity of ITIL as a vendor neutral, non-proprietary approach to ITSM.*

**12. Are you using ITIL Version 2 or Version 3?**

- *77% of respondents are still using ITIL version 2*

**13. Are you planning on adopting ITIL Version 3?**

- *19 of the 41 respondents who are still using ITIL Version 2 are planning on adopting Version 3 in the near future.*

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

- *The top 5 processes are Change Management (73%), Incident Management (67%), Problem Management (63%), Asset/Configuration Management (60%), and Service Level Management (51%)*

## **Measuring and Auditing**

**16. Do you have defined metrics for your ITSM processes?**

- *Only 17% are using metrics for continuous improvement, and 30% of respondents do not have defined metrics for their ITSM processes*
- *Although defining metrics may help organizations meet the higher standards being legislated and imposed (Sarbanes-Oxley and SOXA in USA for example), in our opinion, without actionable metrics driving continuous improvement, the business will not be able to demonstrate the value and reap the benefits of an ITSM program.*

**17. Are your ITSM processes audited?**

- *36% of respondents are auditing their ITSM processes. This is a disappointing number. It must be emphasized that good governance of ITSM processes is not possible if you do not audit, validate and improve the processes regularly.*

**18. 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.*
- *37% use internal auditors, we believe this is somewhat ineffective because internal audits do not offer the objective validation that external audits can*

**19. What framework do you use to audit your processes?**

- *63% of respondents who conduct ITSM process audits use the CobiT framework, the remainder use ISO/IEC 20000 (22%) or various other frameworks (15%)*

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

- 61% of the 55 respondents who are not currently auditing ITSM processes believe there is no requirement to audit ITSM processes.
- Referring to our response in question #17, it is our belief that good governance around ITSM processes is not possible if you do not audit the processes on a regular basis.

## Continuous improvement

**21. Is your IT Process Improvement part of a company-wide quality program?**

- 57 (75%) said that their organizations have a company-wide quality program which does not include continuous improvement of IT Processes.
- Many organizations do not realize that linking a continuous improvement program to IT Processes is not only possible, but it can dramatically increase the efficiency and effectiveness of the entire organization

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

- While Six Sigma and ISO remain strong quality programs, no respondents are utilizing TQM

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

- 63% of all respondents that do have their IT Process Improvement as part of a company wide program believe there is value in being part of a company-wide quality program.
- Without actionable metrics (see question #16) it is difficult for IT to demonstrate the value of continuous process improvement in the ITSM program. Without being able to demonstrate this value, it will be difficult for IT to gain inclusion in company-wide quality programs.

## Selecting the supporting tools

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

- Although BMC is taking a dominant position, there are a large number of vendors operating in this area with quality products.
- 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 tailoring of the tool around the process and the adherence to a comprehensive system of governance.

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

- BMC and HP are the leaders in this category, "Other" came in second place. Refer to comments in question #24, most of the leading tools can do the job but it is how you use them that determines the difference between success and failure.

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

- 24 respondents (32%) said their organization has implemented a CMDB.
- The implementation of a CMDB indicates companies are laying the ground work for standard ITIL-based service management (ITSM)
- A CMDB cultivates a foundation for continuous improvement

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

- Again HP and BMC have the dominant position, although the largest category of responses (47%) was "Other".

**28. Have you implemented Service Catalog or Service Level Management?**

- *Only 27% have implemented Service Catalog or Service Level Management*

**29. Which vendor have you chosen, or plan to choose, for Service Catalog or Service Level Management?**

- *In this category HP is the leader at 23% while the remainder uses BMC (14%), NewScale (10%), Oblicore (5%), or Other (48%)*