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itSMF Australia 2005 Conference: Summary of ITIL Adoption Survey Responses
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***Abstract:** This report provides a summary of responses from a survey of ITIL adoption and benefits conducted at the itSMF National Conference in Brisbane. Many public sector organisations and private sector firms have adopted ITIL and are making substantial progress in implementing the framework. Although all the ITIL core functions and processes are being implemented by most of the respondents, priority has been given to implementing the service desk function and incident management process. Factors identified as most critical to successful ITIL implementation are senior management commitment and an effective ITIL champion. Important issues relate to the ability of IT staff to adapt to change, the quality of IT staff, and training for IT staff.*

1. Introduction

In August 2005, a survey of ITIL adoption and benefits was conducted at the itSMF National Conference in Brisbane. The questionnaire was comprised of five parts as shown in Table 1.

Table 1: Composition of survey questionnaire

Part	Topic	Number of questions
A	Organisational demographics	8
B	Current initiatives and progress	14
C	ITIL motivation, budget and progress	21
D	Perceptions of factors contributing to success	23
E	Perception of ITIL effectiveness	14

Each conference delegate was provided with a questionnaire at registration and requested to complete it at the conference. Over the three days of the conference, 506 questionnaires were distributed. In total, 110 completed questionnaires were scanned by an optical mark recognition (OMR) system. The resulting excel file was checked against the survey forms and then converted SPSS to enable statistical analysis to be performed.

The survey responses were anonymous, but respondents were invited to record their name, address and email address if they wished to receive a summary of the results of the survey. Interest of the respondents in the survey outcome was evidenced by the large proportion of respondents (62%) who provided contact details.

2. Preliminary Findings

The preliminary findings presented here provide an insight into what promises to be important and interesting final results of the study.

2.1 Respondent profile – Survey Part A

As shown in Table 2, more than half the respondents were either Service Managers or IT Managers.

Table 2: Position in the organisation

Position title	Number
Service manager	29
IT Manager	26
Consultant	12

Project/program manager	10
Operations manager	8
Analyst/architect	7
Senior Manager/Executive/Director	4
Quality/process improvement manager	3
Other: including IT Contract Manager, Change Manager, Configuration Manager, Lecturer	6
Not Answered	5
Total	110

As shown in Figure 1, most of the respondents were from Queensland, Victoria, New South Wales and the Australian Capital Territory. The large proportion of Queensland respondents was probably due to the convenience and lower cost of the conference location in Brisbane as well as the enthusiastic support of Queensland itSMF members.

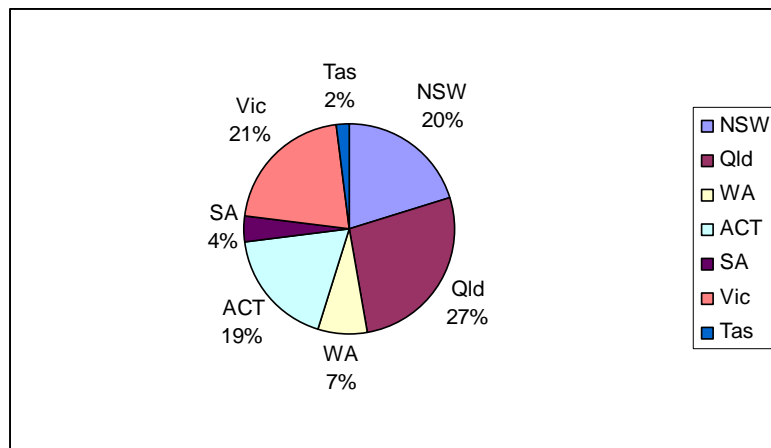


Figure 1: Distribution of Responses by State

The Australian and New Zealand Standard Industry Classification (ANZSIC) was used to determine which industries are represented by the responses (ABS 1993). Almost 32 percent of survey respondents came from the Government Administration and Defence sector. Other sectors with at least ten percent of responses were Education (16%), Property and Business Services (includes IT firms) (13%), and Finance and Insurance (10%). From the contact details provided by respondents, it was clear that the large number of education sector responses was due to the high representation from university IT departments.

Most of the respondents were from wholly-Australian-owned organisations (Table 3). This is not surprising in light of the high Government representation.

Table 3:Ownership of Organisation

Ownership of Organisation	Frequency	Percent
1 Wholly Australian owned	86	78.2
2 Wholly foreign owned	6	5.5
3 Partially foreign owned	11	10.0
4 Don't know	3	2.7
Total	106	96.4
Missing	4	3.6
TOTAL	110	100.0

Most of the organisations were large with almost half reporting an annual budget/turnover in excess of \$150 million (Figure 2), and 55 percent represented organisations with more than 2000 staff (Figure 3).

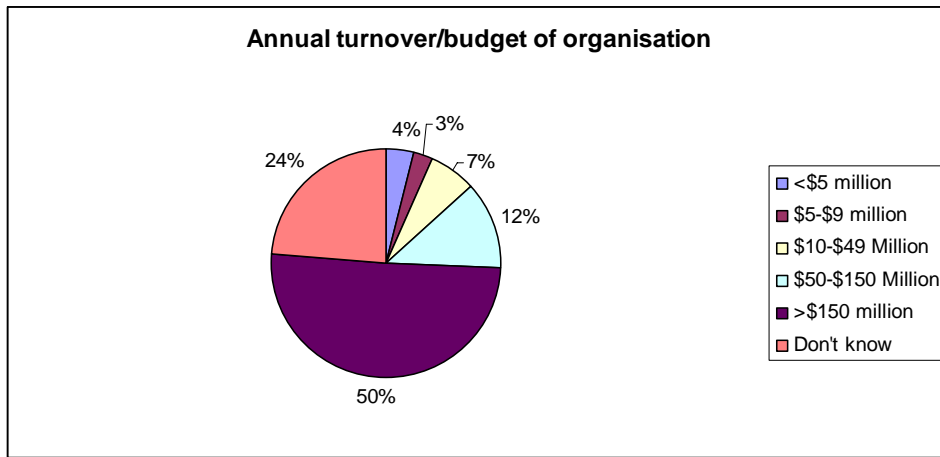


Figure 2: Budget/turnover

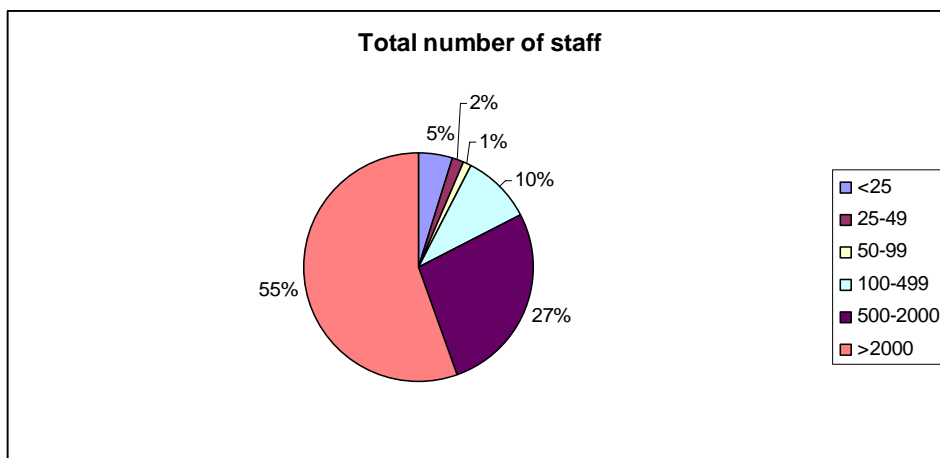


Figure 3: Number of Staff



Figure 4: Years in operation

As shown in Figure 4, most of the organisations were well established with three quarters having been in operation for more than 15 years.

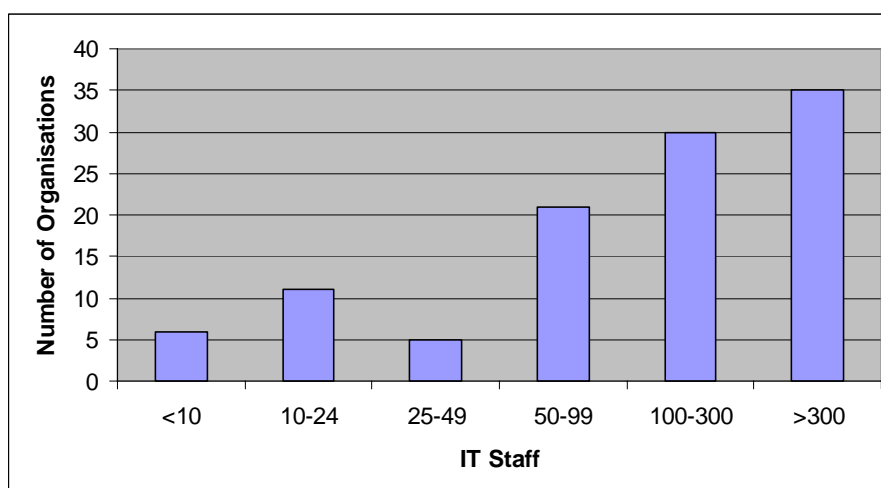


Figure 5: Summary of organisations by IT staff headcount

As shown in Figure 5, there was wide variety in the size of the IT departments with 15 percent of respondents reporting less than 25 IT staff, while almost 32 percent represented organisations with large IT departments of more than 300 staff.

2.2 Service Management Frameworks – Survey Part B

When asked about current initiatives related to service management, governance and quality management, considering the focus of the itSMF conference, it was not surprising that the most popular initiative was ITIL with all respondents reporting that they had either started (24% of respondents), partially (58%), largely (15%) or fully (3%) implemented the ITIL framework.

In order to compare the relative implementation of various frameworks, a five point Likert scale was used to code the responses: no plans to implement initiative - 0; starting to implement the initiative - 1; the initiative is partially implemented: 2; the initiative is largely implemented- 3; the initiative is fully implemented - 4. As shown in Table 4, strong adoption was also reported for IT service management frameworks developed internally within the organisations. Half of the respondents who answered this question were in the process of implementing an internally developed framework, and six respondents reported that such a framework was fully implemented.

Table 4: Implementation of IT service management frameworks

IT service management framework	N	Status of implementation					Mean	Std. Deviation
		No plans 0	Starting 1	Partially 2	Largely 3	Fully 4		
<i>ITIL</i>	110	0	26	64	17	3	1.97	0.710
<i>AS 8018</i>	93	58	22	12	0	1	0.54	0.802
<i>HP ITSM</i>	90	79	3	6	1	1	0.24	0.724
<i>MOF</i>	89	75	5	7	1	1	0.29	0.757
<i>IBM SMSL</i>	89	88	0	0	1	0	0.03	0.318
<i>CobiT</i>	91	63	20	7	1	0	0.41	0.683
<i>Internally developed framework</i>	90	45	5	22	12	6	1.21	1.362

As shown in Table 5, although 59 organisations did not plan to adopt ISO 9001, it was fully implemented by 16 firms. Strong support was also reported for Balanced Scorecard. Project management methodologies, such as Prince 2 and PMBOK were also found in various stages of implementation.

Table 5: Implementation of other frameworks

Other frameworks	N	Status of implementation					Mean	Std. Deviation
		No plans 0	Starting 1	Partially 2	Largely 3	Fully 4		
<i>ISO 9001</i>	94	59	4	10	5	16	1.10	1.580
<i>CMM/CMMI</i>	86	63	10	12	0	1	0.44	.820
<i>Balanced Scorecard</i>	92	36	11	20	19	6	1.43	1.361
<i>Prince 2</i>	95	49	8	18	13	7	1.17	1.381
<i>PMBOK</i>	88	52	6	14	12	4	0.98	1.313
<i>Six Sigma</i>	85	67	6	5	4	3	0.47	1.042
<i>Other</i>	9	0	1	1	3	4	3.11	1.054

Respondents also mentioned other frameworks such as iAPT; informal/internal project model; On-Q project management methodology; ISMS; AS7799; LEAN; and Adaptive ESP project management methodology.

2.3 ITIL Initiative and Progress – Survey Part C

The question exploring the organisation’s motivation to adopt ITIL allowed for multiple responses. As illustrated in Figure 6, the desire to improve the quality of service was overwhelming in its motivation, selected by 95 of the 110 respondents. Support was also found for cost savings (41 responses), internal compliance (34 responses) and external compliance (30 responses). Other sources of motivation reported by respondents were IT service focus, to survive rapid growth, and business process initiative.

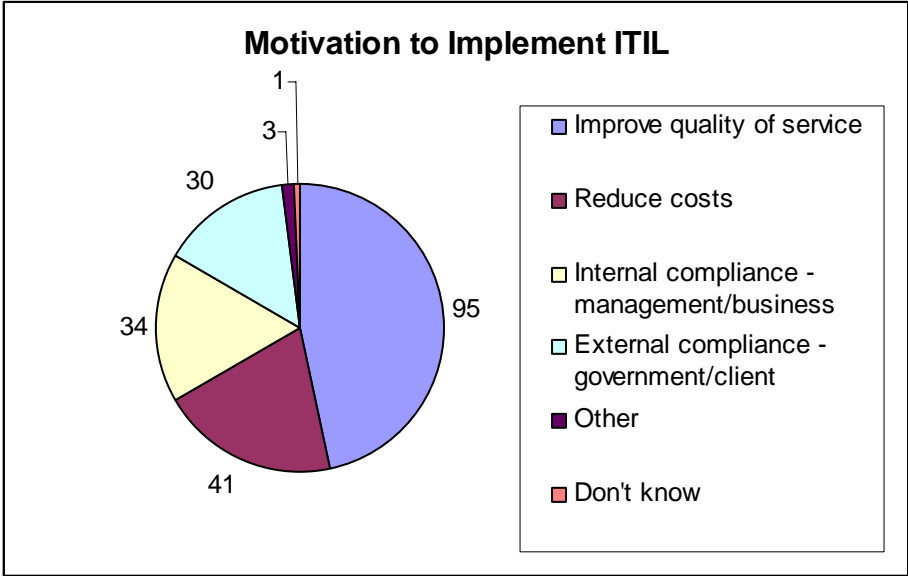


Figure 6: Distribution of sources of motivation to implement ITIL

In considering the results of this survey, the role of the respondent in the ITIL implementation may have some bearing, especially when it comes to evaluating perceptions of success factors and satisfaction. Almost 40 percent of respondents considered their role to be that of key stakeholder, with almost one third as project manager (27%). The other roles reported were trainer/consultant (14%) and ITIL sponsor (5%).

Although 40 percent responded that no specific budget had been allocated to ITIL, more than one third reported that the budget for ITIL exceeded \$50,000. In breaking the budget into its component parts, it was estimated that, on average, ITIL software tools accounted for 32 percent of costs, closely followed by training IT staff (31%). Costs associated with external consultants averaged 16 percent of budget, and many respondents recorded other costs (accounting on average for 12% of budget) such as internal staff, project management and computer hardware.

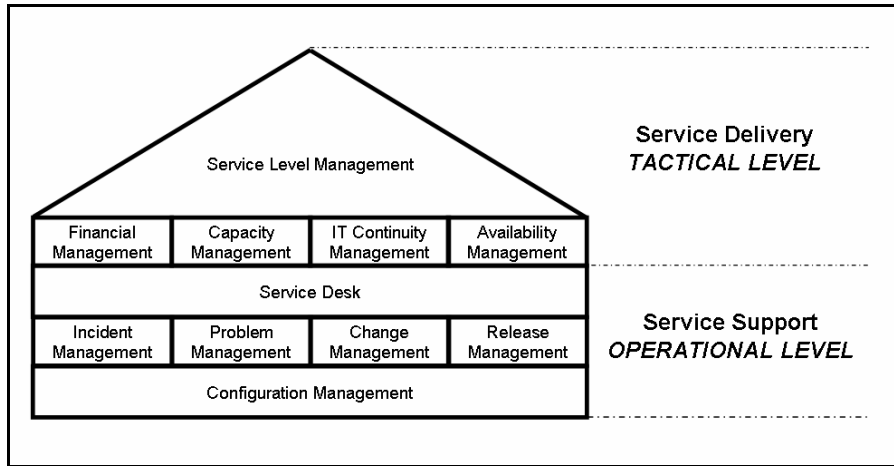


Figure 7: ITIL core service management functions and processes

As shown in Figure 7, the core of ITIL comprises six service support processes and five service delivery processes. Service support processes are used by the operational level of the organisation whereas the service delivery processes are tactical in nature.

In order to compare the implementation progress of the ITIL processes, a six point Likert scale was used to recode the responses: no plans to implement process - 0; not yet started to implement the process - 1; in early stage of implementation of process - 2; half-way stage of implementation - 3; advanced stage of implementation – 4; and completed implementation - 5.

The service support processes are intended to help companies gain control of the incident lifecycle, from when an incident first develops until a system change or a new release permanently fixes it (Worthen 2005). As shown in Table 6, the service support process in the most advanced stage of implementation is incident management (mean 3.5), closely followed by the service desk function (mean 3.4). Implementation of the change management process is also advanced in many organisations with 18 respondents claiming to have completed the implementation of that process.

Table 6: Extent of implementation of service support functions/processes

ITIL service support functions/processes	N	Progress of implementation						Mean	Std Dev
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5		
<i>Service desk</i>	105	1	5	23	19	35	22	3.41	1.230
<i>Incident management</i>	107	1	2	25	19	35	25	3.50	1.193
<i>Problem management</i>	105	1	18	39	20	14	13	2.64	1.287
<i>Change management</i>	107	0	13	27	21	28	18	3.10	1.295
<i>Release management</i>	107	1	43	27	18	9	9	2.17	1.299
<i>Configuration management</i>	105	0	34	40	15	9	7	2.19	1.177

Service delivery covers the processes required for the planning and delivery of quality IT services, and looks at the longer-term processes associated with improving the quality of IT services delivered (Worthen 2005). As shown in Table 7, implementation of service level management is the most advanced of the five ITIL service management processes. Although most respondents intend to implement all the ITIL processes, nine percent of respondents had no plans to implement the IT financial management process.

Table 7: Extent of implementation of service delivery processes

ITIL service delivery processes	N	Progress of implementation						Mean	Std Dev
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5		
<i>Service level management</i>	106	2	22	46	18	13	5	2.31	1.133
<i>IT financial management</i>	105	10	47	23	17	5	3	1.70	1.168
<i>Capacity management</i>	106	6	47	33	12	6	2	1.73	1.056
<i>Availability management</i>	106	6	49	35	8	7	1	1.66	1.004
<i>IT Service continuity management</i>	103	5	39	31	17	8	3	1.93	1.148

As shown in Table 8, the security management process is viewed as important with strong implementation reported.

Table 8: Extent of implementation of other ITIL processes

Other ITIL processes	N	Progress of implementation						Mean	Std Dev
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5		
<i>Security Management</i>	99	5	30	26	16	14	8	2.28	1.378
<i>ICT Infrastructure Management</i>	104	9	37	28	15	11	4	1.94	1.276
<i>Application Management</i>	103	10	38	28	12	11	4	1.88	1.286

Respondents reported implementation of some processes not listed in the questionnaire: risk management, controls management, continual improvement, project management/service deployment; supplier management, management resources.

2.4 Perceptions related to success factors – Survey Part D

The respondents were requested to record their agreement with 18 statements to gauge their perceptions about the importance of success factors of ITIL implementation. Respondents seemed very interested in this part of the questionnaire: there were few missing responses, additional comments and opinions were written on a number of the survey forms, and many respondents selected the extreme options of the scale. The opinions recorded provide an interesting picture of the views held by practitioners regarding ITIL.

In order to evaluate perceptions relating to success factors, a five point Likert scale was used to convert the qualitative responses to a numerical scale by coding the responses from 1 for strongly disagree to 5 for strongly agree. From a total of 18 success factors, the five top rating factors are presented in Table 9. It is widely recognised that management commitment and support is essential for any major process improvement initiative. Top management can take a leadership role and adopt a longer-range perspective of the benefits thus ensuring sufficient allocation of resources and

overcoming organisational resistance. Consistent with this view, the most important factors identified by the respondents were the commitment of senior management (95% agreement) and having a champion to promote the project (97% agreement). The importance of factors related to IT staff also gained strong agreement: the ability of IT staff to adapt to change, and also the quality of IT staff and training for IT staff.

Table 9: Top five ranked success factors

Success factor	N	Extent of importance					Mean	Std. Dev
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5		
<i>Commitment from senior management</i>	108	2	0	3	22	81	4.67	0.71
<i>Champion to advocate and promote ITIL</i>	109	1	0	2	29	77	4.66	0.612
<i>Ability of IT staff to adapt to change</i>	108	0	2	7	31	68	4.53	0.703
<i>Quality of IT staff allocated to ITIL</i>	108	1	0	5	37	65	4.53	0.676
<i>ITIL training for IT staff</i>	108	2	1	2	44	59	4.45	0.754

Complete lists of the perception of success factors are provided in the appendix as Tables A1 to A5.

2.5 ITIL effectiveness – Survey Part E

The final part of the questionnaire focussed on the perceptions held by respondents regarding the effectiveness of ITIL. As the respondents were attending the itSMF conference, it was not surprising that most respondents reported a positive response when asked about their perceptions regarding the effectiveness of ITIL. As shown in Figure 8, 46 percent of respondents reported that ITIL had exceeded their expectations, and a further 10 percent felt that ITIL had met their expectations. However, there was some dissent – 28% were disappointed with the effectiveness of ITIL.

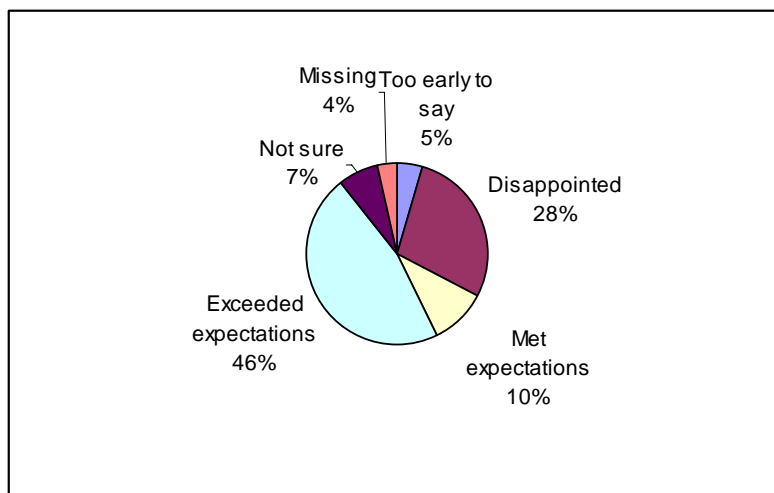


Figure 8: Perceptions of satisfaction with ITIL

Respondents were asked to record their agreement with a list of 11 statements related to benefits of ITIL. Using the same coding for benefits as previously applied to the success factors, a five point Likert scale was used to recode the responses from 1 for strongly disagree to 5 for strongly agree. Table 10 shows the five highest ranked benefits in order by mean. The highest rating benefit, gaining

strong agreement from 33 respondents was that ITIL provides clear identification of roles and responsibilities. The benefits of a coordinated organisation-wide IT service were also strongly endorsed, as was improved customer satisfaction.

Table 10: Top five ranked perceived benefits

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Clear identification of roles and responsibilities</i>	92	0	3	17	39	33	4.11	0.818
<i>Coordinated organisation-wide IT service</i>	88	1	7	21	35	24	3.84	0.958
<i>Improved customer satisfaction</i>	90	0	4	23	50	13	3.80	0.737
<i>Improved IT service continuity</i>	89	1	3	30	38	17	3.75	0.843
<i>Improved systems/apps availability</i>	90	1	1	33	40	15	3.74	0.787

The complete list of all the benefits is provided in the appendix in Table A6.

In the space provided at the end of the questionnaire, 31 respondents recorded additional comments. In total, nine respondents said it was too early in their ITIL implementation to fully answer the questionnaire. Three respondents provided more detail specific to questions in the questionnaire. Suggestions for future research in ITIL were provided by 4 respondents. The other comments were positive about ITIL, or provided personal opinions about ITIL implementation in general, or specific comments about implementation issues pertaining to a particular organisation.

3. Preliminary Analysis

This section presents analysis performed for a research paper which has been accepted for presentation at the IT Governance International Conference in Auckland in November 2005.

3.1 ITIL implementation and organisation factors

It has been suggested that organisation factors such as size and sector are associated with adoption and implementation of ITIL. Firstly, an ordinal variable representing the extent of implementation of ITIL was cross-tabulated with three organisational size factors: the annual budget or turnover of the organisation, the total number of staff employed, and the number of IT staff. To ensure adequate cell sizes for the correlation calculations, responses for ITIL implementation 'largely' and 'fully' were combined.

As can be seen in Table 11, significant associations were found for ITIL implementation progress with both total staff and IT staff, providing support for the proposition that larger organisations are more likely to implement ITIL. The association of ITIL implementation with budget/turnover is not supported.

Table 11: Organisation factors and ITIL implementation

Size Factor	ITIL Implementation Progress			Total
	Starting	Partially	Largely/fully	
Budget/turnover				
<i>Less than \$50 million</i>	7	4	3	14
<i>\$50 million to \$150 million</i>	3	8	2	13
<i>>\$150 million</i>	9	35	10	54
Spearman's rho=0.169; p=0.065(1-tailed), N=81				
Total employment				
<i>Less than 100 staff</i>	4	1	3	8
<i>100-500</i>	4	5	2	11
<i>500-2000 staff</i>	11	13	5	29
<i>>2000</i>	6	45	9	60
Spearman's rho=0.179*; p=0.032(1-tailed), N=108				
Number of IT staff				
<i>Less than 50</i>	9	8	5	22
<i>50-99</i>	8	12	1	21
<i>100-300</i>	7	18	5	30
<i>>300</i>	2	25	8	35
Spearman's rho=0.262*; p=0.003(1-tailed), N=108				

* Correlation is significant at the 0.05 level.

Prior research suggests that public sector organisations would be more advanced in adoption of ITIL compared to private sector firms. To test this proposition, responses from the education, government administration and defence, and health and community services sectors were classified as public sector organisations, and the remainder were labelled private sector firms. As shown in Table 12, a significant difference was found in ITIL adoption of public sector organisations compared to private sector firms, however, public sector organisations are not leading but lagging behind private sector firms in ITIL implementation.

Table 12: ITIL implementation comparison for public and private sector respondents

	ITIL Implementation Progress			Total
	Starting	Partially	Largely/fully	
Public/private sector				
<i>Public sector</i>	12	39	6	57
<i>Private sector</i>	14	24	13	51
<i>Total</i>	26	63	19	108
Pearson $\chi^2=5.989^*$; p=0.050 (2-tailed), N=108				

* Correlation is significant at the 0.05 level

3.2 ITIL association with CobiT

It was expected that organisations implementing ITIL would also be implementing CobiT. However, as shown in Table 13, 64 of the 91 respondents who answered both questions, had no plans to adopt CobiT even though they all have commenced ITIL implementation. Therefore, the notion that implementation of ITIL is associated with implementation of CobiT is not supported.

Table 13: ITIL implementation by CobiT implementation

ITIL Implementation	CobiT Implementation				Total
	No Plans	Starting	Partially	Largely	
<i>Starting</i>	16	4	1	0	21
<i>Partially</i>	34	16	4	0	54
<i>Largely</i>	10	0	2	1	13
<i>Fully</i>	3	0	0	0	3
Total	63	20	7	1	91

Furthermore, it is interesting to note that of the 28 respondents whose organisations are implementing both frameworks, there was only one case where CobiT implementation was more advanced than ITIL implementation (CobiT 'partially' implemented while ITIL at 'starting' stage). Therefore, it appears that organisations which are adopting both frameworks are implementing ITIL prior to adopting CobiT.

3.3 ITIL implementation and satisfaction

As discussed earlier and presented in Figure 8, 85 percent of respondents provided their opinion as to whether or not ITIL was effective: had it met their expectations? An ordinal variable representing satisfaction was derived from these responses with a value of 1 for 'disappointed', 2 for 'met expectations', and 3 for 'exceeded expectations' (for 93 responses). Respondents who felt it was too early to comment on the effectiveness, or were not sure, or did not answer, were excluded from this analysis. Despite the fact that 56 percent of respondents felt that ITIL met or exceeded their expectations, as shown in Table 14, support was not found for the proposition that satisfaction with ITIL is associated with ITIL implementation progress. In fact, there is support for the notion that satisfaction decreases as ITIL implementation progresses. However, as four of the cells had values less than 5, caution is advised in interpreting this result.

Table 14: ITIL implementation and satisfaction

	ITIL implementation progress			Total
	Starting	Partially	Largely/fully	
Met Expectations				
<i>Disappointed</i>	4	21	6	31
<i>Expectations met</i>	0	4	7	11
<i>Expectations exceeded</i>	19	31	1	51
Total	23	56	14	93
Spearman's rho=-0.365**; p=0.000 (1-tailed), N=93				

** Correlation is significant at the 0.01 level.

4. Conclusions

In summary, this research has established that many public sector organisations and private sector firms have adopted ITIL and are making substantial progress in implementing the framework. Large organisations, especially those with a large IT workforce are leading the implementation. Although all the ITIL core functions and processes are being implemented by most of the respondents, priority has been given to implementing the service desk function and incident management process. Factors identified as most critical to successful ITIL implementation are senior management commitment and an effective ITIL champion. Issues related to clients, external consultants and technology were not rated as importantly as IT staff issues such as the ability of IT staff to adapt to change, and also the quality of IT staff and training for IT staff. Contrary to the view advocated by consultants and practitioner magazines, CobiT is not being widely adopted with ITIL, and when CobiT is implemented, it is usually preceded by ITIL.

As with any study, there are limitations to this research. As the data was collected only from attendees at the itSMF conference, the findings cannot be generalised to all Australian organisations. Further empirical studies are required to replicate this study in different contexts. It is possible that the data collected is skewed to reflect the views of organisations which have the financial resources to fund staff to attend the conference.

The preliminary analysis of the survey has established a reference benchmark for the implementation progress of ITIL in Australian organisations. As the survey was conducted very recently, this is late-breaking research. Further analysis of the survey data is underway to explore adoption of related IT control frameworks such as AS 8018, practitioners' perceptions of the benefits from ITIL, the implementation of the non-core ITIL processes, and the qualitative analysis of the written comments provided by respondents. The dissemination of this research will better equip practitioners and consultants to understand issues related to IT service management and hence increase the potential for IT to sustain and extend the strategy and objectives of organisations.

Acknowledgement

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Appendix: Further tables summarising survey results

Table A1: Success factors - Organisation management

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Commitment senior management</i>	108	2	0	3	22	81	4.67	.710
<i>ITIL champion</i>	109	1	0	2	29	77	4.66	.612
<i>Funding for ITIL</i>	109	1	3	10	38	57	4.35	.832
<i>Other</i>	8	0	0	0	1	7	4.88	.354

Other responses: Supplier (outsourcer) buy-in; Cultural change; Staff consultation in development & implementation; Programme & Project Manager to manage ITIL projects; Training & understand of ITIL by management; Managers to deal with obstructive employees; Appetite to move to best practice.

Table A2: Success factors - Client/customer organisation

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Involvement of client/customer</i>	109	1	3	20	49	36	4.06	.842
<i>Training client</i>	109	1	8	32	42	26	3.77	.929
<i>Change management for client/customer</i>	107	1	4	15	35	52	4.24	.899
<i>Other</i>	1	0	0	0	1	0	4.00	.000

Other response: Looking for an opportunity that may also directly meet customers' business goals.

Table A3: Success factors - IT Management

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Deviation
<i>Culture of TQM</i>	108	2	2	10	43	51	4.29	.854
<i>Ability to adopt best practice</i>	108	1	1	11	41	54	4.35	.777
<i>ITIL training for IT staff</i>	108	2	1	2	44	59	4.45	.754
<i>IT can change systems</i>	107	0	7	23	39	38	4.01	.916
<i>Centralisation of IT service</i>	108	0	15	27	29	37	3.81	1.060
<i>IT Staff allocation</i>	104	1	2	8	41	52	4.36	.787
<i>Ability of IT staff adapt to change</i>	108	0	2	7	31	68	4.53	.703
<i>Quality of IT staff</i>	108	1	0	5	37	65	4.53	.676
<i>Other</i>	3	0	0	0	0	3	5.00	.000

Other response: Commitment from software development teams and vendors etc.; Staff retention; Understanding of business needs.

Table A4: Success factors - External consultants

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Competent IT consultants</i>	105	3	3	26	30	43	4.02	1.019
<i>Consultants ongoing assistance</i>	104	4	8	28	45	18	3.63	.990
<i>Other</i>	3	0	0	0	2	1	4.33	.577

Other responses: Culturally aware consultant; Benchmarking.

Table A5: Success factors - Technology

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Availability of software/tools</i>	106	0	3	17	47	39	4.15	.790
<i>Tools ease of use</i>	106	1	1	19	37	48	4.23	.843
<i>Other</i>	1	0	0	0	0	1	5.00	.000

Other response: Demonstrable cost benefit.

Table A6: Complete list of benefits

	N	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Mean	Std. Dev
<i>Improved customer satisfaction</i>	90	0	4	23	50	13	3.80	.737
<i>Better IT resource use</i>	85	0	4	36	33	12	3.62	.786
<i>Improved IT service continuity</i>	89	1	3	30	38	17	3.75	.843
<i>Better staff morale and satisfaction</i>	86	1	7	38	29	11	3.49	.864
<i>Improved IT employee productivity</i>	88	2	7	30	37	12	3.57	.907
<i>Improved systems/ apps availability</i>	90	1	1	33	40	15	3.74	.787
<i>Lower costs of training- IT and client/customer</i>	84	4	17	46	16	1	2.92	.795
<i>Reduced cost/incident</i>	83	1	9	33	27	13	3.51	.929
<i>Improved ROI of IT</i>	79	1	4	40	19	15	3.54	.903
<i>Clear identification of roles/ responsibilities</i>	92	0	3	17	39	33	4.11	.818
<i>Coordinated organisation-wide IT service</i>	88	1	7	21	35	24	3.84	.958
<i>Other1</i>	1	0	0	0	0	1	5.00	.000
<i>Other2</i>	1	0	0	0	0	1	5.00	.000

Other responses: End user satisfaction; Improved response & resolution times.