itSMF Australia 2008 Conference: Summary of ITSM Standards and Frameworks Survey Responses

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Abstract: This report provides a summary of responses from surveys related to adoption of Information Technology Service Management (ITSM) frameworks. The surveys were conducted at the itSMF National Conference in Canberra in 2008. Two surveys were conducted: the Corporate survey for organisations and the other for Consultants and Trainers. For the Corporate survey 80 responses were received and 28 for the Consultant and Trainers survey.

The responses for the Corporate survey came mainly from large organisations representing both the public and private sectors. The vast majority of organisations who responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Priority has been given to implementing the service desk function, incident management and change management processes. Many organisations are also implementing Prince 2, government standards and ISO 9000. The strongest motivating factor to implement IT Service Management is to improve IT/business process integration. The maturity level of ITSM processes was generally rated higher than in previous years with many reporting as repeatable (level 2) and defined (level 3). Most of the respondents had completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. Many organisations have made significant progress in upgrading their ITIL version from V2 to V3. Commitment from senior management is identified as the most critical factor for successful ITSM implementation. Although many stated it is too early to tell if ITSM has delivered benefits, more than one third believes it has met or exceeded their expectations. There was strong consensus that the major benefit of ITSM is improved customer satisfaction. Many further benefits have been realised including improved response and resolution, clarification of roles and responsibilities, and coordinated IT service.

The Consultants and Trainers survey was completed by representatives of large and small organisations who were focussed primarily on the Government, Administration and Defence sector, or multiple sectors. Generally, the views expressed by the consultants echoed those of the Corporate respondents and confirmed the strong move towards ITIL V3, as well as growing interest in ISO/IEC 20000 certification. In regards motivation to adopt ITSM, the responses were markedly different. The Consultants believed improving the IT Service focus was the driver for clients, and gave little support for the top factor selected by the Corporate respondents, i.e. improving IT/Business integration. The success factors favoured by the Consultants were similar to those ranked highly by the Corporate respondents except that the Consultants ranked highly the importance of a champion to advocate and promote the ITSM framework. The Consultants saw this as much more important (ranked #3) compared to the Corporate respondents (ranked #7). Another difference was in the client's perceptions of the effectiveness of ITSM wherein the Consultants gave a much more positive view that ITSM met or exceeded expectations. As far as the benefits from ITSM, there was consensus except for better staff morale and satisfaction ranked #5 by Consultants but #11 by the Corporate respondents.

Introduction to Report

In August 2008, a survey of ITSM standards and frameworks was conducted at the itSMF National Conference in Canberra. Including delegates, exhibitors, speakers and itSMF staff, 680 participants registered for the conference. This is the fourth time the survey has been conducted at the National Conference. Since June 2006, based on an agreement with itSMF (IT Service Management Forum) Australia, researchers from USQ have conducted research into the adoption of IT service management frameworks in Australia. Based on comments received from the last survey, it became apparent that there are two distinct stakeholders represented at the itSMF conference: ITSM staff of corporate entities implementing ITSM at their own organisation; and consultants and trainers who

are engaged by many different organisations. These consultants mentioned that the format of the ITSM survey was focused on individual organisations and did not provide the opportunity for them to comment fully on their diverse experience at multiple organisations. Consequently, two questionnaires were used: one for Corporate delegates and the other for Consultants and Trainers. In this report, the results are split into two parts. Part 1 of this report provides the results of the Corporate survey and Part 2 shows the results from the Consultant survey.

Part 1 – Corporate Survey Results

1.1 Introduction to Corporate Survey

The questionnaire used in the survey was comprised of five sections as shown in Table 1.1.

Table 1.1: Composition of corporate survey questionnaire

Section	Topic	Number of questions
A	Organisational demographics	7
B	Current initiatives and progress	18
C	ITSM motivation, budget, progress, training	9
D	Perceptions of factors contributing to success	1
E	Perceptions of ITSM effectiveness	2
F	itSMF membership	2

Each of the 439 conference delegates was provided with a questionnaire in their conference pack and requested to complete it at the conference. In total, 80 completed questionnaires were returned. These were scanned by itSMF staff using an optical mark recognition (OMR) system. The resulting Excel file was checked against the survey forms and used to perform statistical analysis. Where respondents wrote responses in the 'other' category, these responses were examined and where possible recoded into existing categories. The survey responses were anonymous, but respondents were invited to record their name, address and email address if they wished to receive a summary report of the results of the survey.

In this report, the responses to the survey are compiled in a series of tables and figures. Important findings are highlighted. In future research, these results will be compared with the results from the surveys from previous conferences (2005 Brisbane, 2006 Sydney, 2007 Melbourne) to identify progress and trends.

1.2 Respondent Profile – Survey Section A

There were many different position titles selected and recorded by respondents. To reduce the variety for reporting purposes, all responses naming management of individual processes (e.g. service level, incident, capacity etc.) were summarised as 'Process Manager'. As shown in Figure 1.1, this was the most frequently reported position (26%), followed by IT Service/Support Manager (22.5%), CIO/IT Manager (10%) and Project Manager (7.5%). There were a large number 'other' positions, most were recoded into existing categories. The remaining six 'other' positions were Director ICT Quality Office, Application/Account Manager, GM Administration, Strategic Change Manager, Partner Operations Manager, and Business Manager.

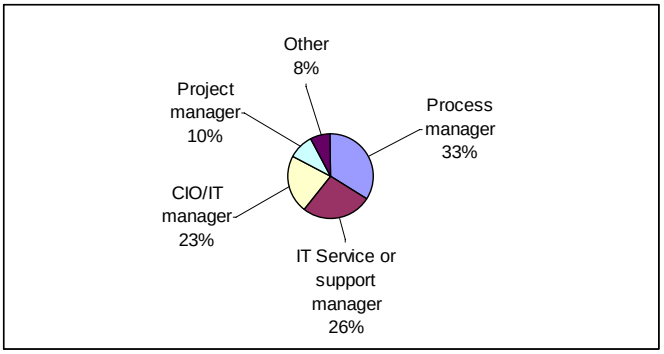

Figure 1.1: Distribution of Respondent Position in Organisation

As shown in Figure 1.2, large contingents of respondents were from the Australian Capital Territory (21%) and Queensland (20%). Also well represented were New South Wales (18%), Victoria (14%), and Tasmania (11%). The large proportion of respondents from the ACT was probably due to the convenience and lower cost for Canberra residents. To compare with previous conferences, in 2007, when the national conference was held in Melbourne, the two largest cohorts were 37 percent of respondents from Victoria and 20 percent from Queensland. In 2006, when the national conference was held in Sydney, the two largest cohorts were 24 percent of respondents from NSW and 22 percent from the ACT. In 2005, in Brisbane, 27 percent were from Queensland and 21 percent Victoria.

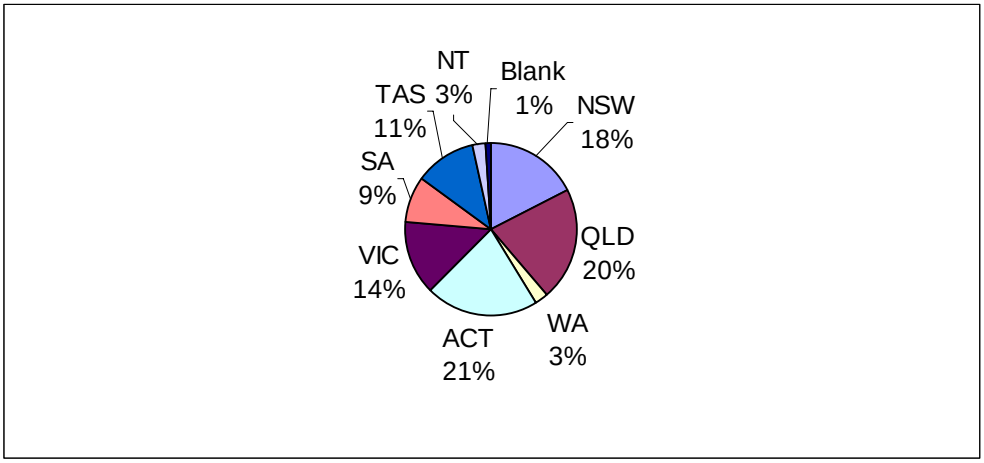

Figure 1.2: Distribution of Responses by State

As shown in Figure 1.3, the Government Admin and Defence sector was strongly represented accounting for 38 percent. The Education sector and Property and Business Services (includes IT firms) sectors were also well represented with 18 percent each of respondents. Other sectors with smaller cohorts were Utilities (8%), Finance and Insurance (6%), Tourism and Transport (6%), and Mining, Manufacturing and Construction (5%).

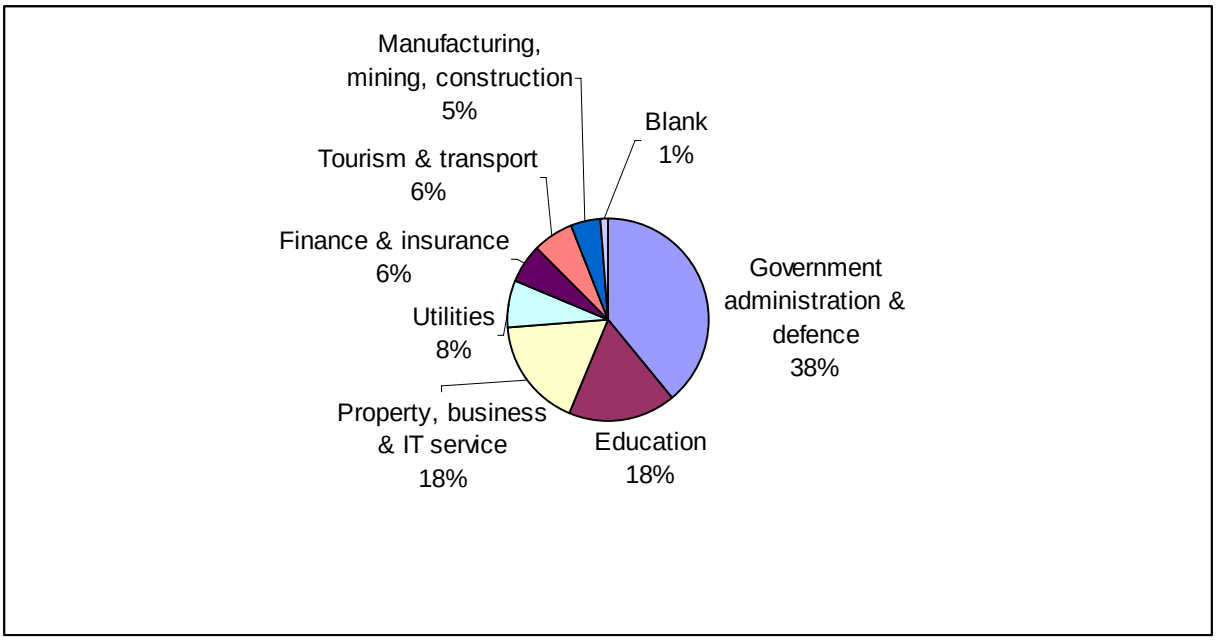

Figure 1.3: Distribution by Industry Sector

When asked about the ownership of the organisation, as shown in Figure 1.4, the large majority (78%) of respondents worked for wholly national owned organisations, not surprising considering the high proportion of responses from the education and government sectors.

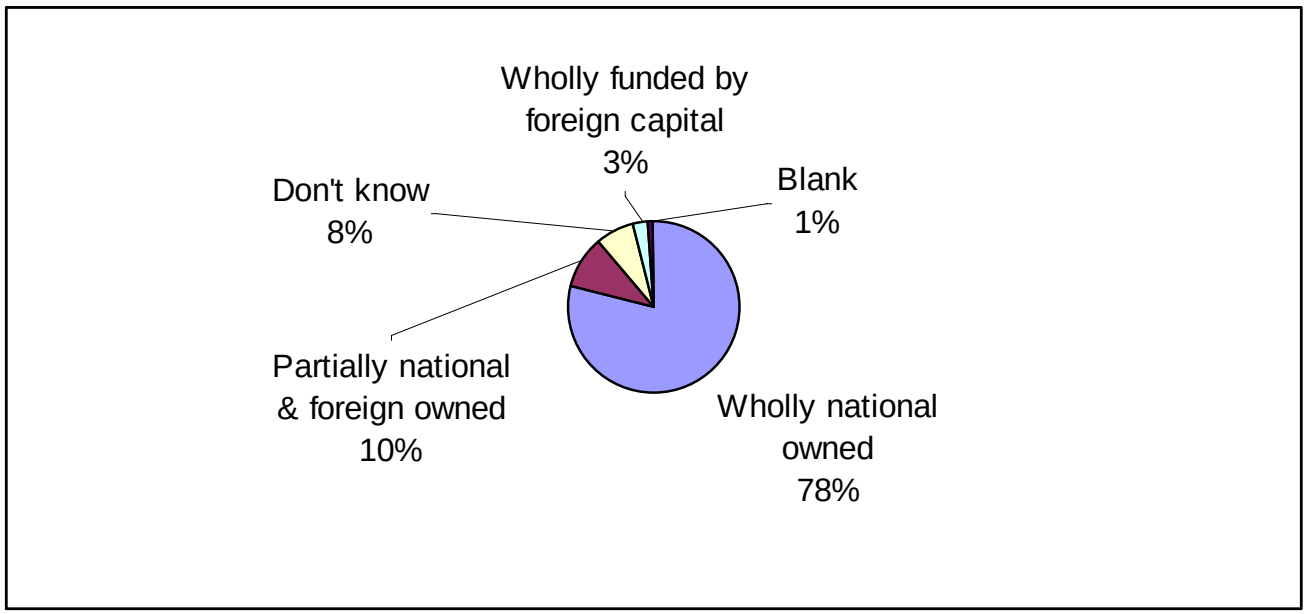

Figure 1.4: Distribution by Ownership

Most of the organisations were large with almost one half reporting an annual budget/turnover in excess of $150 million, and 57 percent represented organisations with more than 2,000 staff, as shown in Table 1.2. There was wide variation in the size of the IT departments with nine percent of respondents reporting less than 20 IT staff, while 35 percent represented organisations with large IT departments of more than 400 staff.

Table 1.2: Summary of organisation budget, total number of employees and number of IT staff

	Frequency	Percent
Annual turnover/budget		
< $10M	4	5%
$10m - $49m	3	4%
$50m - $149m	12	15%
$150m - $500m	9	11%
> $500m	27	34%
Don't Know	23	29%
Blank	2	3%
Total	80	100%
Total number of employees (Full Time)		
<20	0	0%
20-199	2	3%
200-499	4	5%
500-999	11	14%
1,000-1,999	18	23%
2,000-,4999	12	15%
5,000-9,999	10	13%
>10,000	23	29%
Blank	0	0%
Total	80	100%
Number of IT professionals (Full Time)		
<20	7	9%
20-99	19	24%
100-199	9	11%
200-399	17	21%
>400	28	35%
Blank	0	0%
Total	80	100%

1.3 Service Management and Related Frameworks – Survey Section 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 the IT Infrastructure Library (ITIL) with only one respondent reporting that they had no plans to implement ITIL. The others had either started (19% of respondents), partially (56%), largely (20%) or fully (4%) 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. 'Don't know' and blank responses were excluded from the calculation of the average status. As shown in Table 1.3, recent strong adoption was reported for the Prince 2 project management framework. Prince 2 and ITIL are stable mates both originating from the OGC. Almost half of the respondents who answered this question were in the process of implementing the Prince 2 framework, and six respondents reported that such a framework was fully implemented. Many organisations were in the mature adoption stage of Government standards and ISO 9001. Implementation of IT service management frameworks developed internally within the organisations was also strongly reported with more than half the respondents implementing such frameworks.

Table 1.3: Implementation of ITSM and other frameworks

ITSM and other frameworks	N	Status of Implementation						Blank	Average Status
		No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't Know		
IT Service Management Frameworks									
ITIL	80	1	15	45	16	3	0	0	2.1
ISO/IEC 20000 ITSM	80	38	9	10	2	0	14	7	0.6
Proprietary Frameworks									
HP ITSM	80	44	0	3	3	0	11	19	0.3
Microsoft MOF	80	45	2	1	2	0	11	19	0.2
IBM SMSL	80	45	1	0	0	0	14	20	0.0
Internally developed ITSM framework	80	23	7	22	13	3	4	8	1.5
Other Frameworks									
CobiT	80	27	11	7	2	0	15	18	0.7
AS8015	80	35	6	0	0	0	17	22	0.1
ISO 9001	80	28	7	4	4	9	11	17	1.2
ISO/IEC19770	80	33	4	1	0	0	21	21	0.2
ISO/IEC27001/AS7799	80	27	1	5	2	0	24	21	0.5
SEI CMMI	80	34	3	1	0	1	21	20	0.2
Balanced scorecard	80	18	6	12	10	3	15	16	1.5
Prince 2	80	16	3	15	13	6	10	17	1.8
PMBOK	80	28	4	9	3	4	13	19	1.0
Six Sigma	80	33	5	5	1	4	11	21	0.7
Government standards	80	18	3	4	15	8	14	18	1.8
Other	80	10	1	0	0	2	7	60	0.7

1.4 ITSM Initiatives and Progress – Survey Section C

The question exploring the organisation's motivation to adopt ITSM allowed for multiple responses. As shown in Table 1.4, the desire to improve IT/business process integration was overwhelming in its motivation, selected by 49 of the 80 respondents, closely followed by improving the quality of service (44 responses), and to a lesser degree cost reduction (23%), internal compliance (10%), and external compliance (8%). Other sources of motivation reported were to be competitive in the market, contracted to clients, executive engagement and to better manage service providers.

Table 1.4: Motivation to Adopt ITSM

Motivation Factor	Frequency	Percent
To improve IT/business process integration	49	61%
To improve IT service focus	44	55%
To reduce costs	23	29%
Internal compliance (management or business)	10	13%
External compliance(government or client)	8	10%
Other	3	4%
Don't know	0	0%

In considering the results of this survey, the role of the respondent in the ITSM implementation may have some bearing, especially when it comes to evaluating perceptions of success factors and satisfaction. More than one third of respondents reported that their role was that of process owner (38%). A substantial number of respondents were sponsors (18%), process team members (16%), project managers (14%), and program managers (13%). Respondents also recorded other roles: champion/advocate (4%), service delivery manager/team leader (4%), trainer (3%) and consultant (3%).

When asked about the implementation budget for ITSM (excluding software tools), the two most frequent responses, as shown in Table 1.5, were that there was no specific budget (23%) or that the respondent did not know the budget (21%). However, some respondents were able to estimate the budget, with 16 percent reporting the budget exceeded $400,000. In regards expenditure on software tools, responses favoured the higher end of the scale with 43 percent reporting more than $100,000.

Table 1.5: Budget and costs for ITSM implementation

	Frequency	Percent
ITSM Implementation Budget		
less than $100,000	10	13%
$100,000 - $200,000	8	10%
$200,000 - $300,000	1	1%
$300,000 - $400,000	5	6%
more than $400,000	13	16%
There is no specific budget	18	23%
Don't know	17	21%
Unable to state due to confidentiality	6	8%
Blank	2	3%
Total	80	100%
Software Tools		
less than $100,000	8	10%
$100,000 - $250,000	18	23%
more than $250,000	16	20%
There is no specific budget	13	16%
Don't know	11	14%
Unable to state due to confidentiality	10	13%
Blank	4	5%
Total	80	100%

To compare adoption progress of specific ITIL processes, the implementation progress of the processes was ranked using a six-point Likert scale to recode the responses to a numerical value: 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. 'Don't know' and blank responses were excluded from the calculation of the average progress stage.

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 (OGC, 2002b). As shown in Table 1.6, overall, the service desk function is the most advanced in implementation, closely followed by incident management. Implementation of the change management process is also advanced in many organisations.

Table 1.6: Extent of implementation of ITIL service support functions & processes

ITIL service support functions/processes	N	Progress of Implementation							Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service Desk	80	2	3	6	17	25	26	0	1	3.7
Incident Management	80	2	2	7	23	23	21	0	2	3.6
Problem Management	80	2	11	25	25	9	6	0	2	2.6
Change Management	80	3	5	13	25	21	11	0	2	3.1
Release Management	80	4	23	25	14	8	2	0	4	2.1
Configuration Management	80	4	22	26	11	9	5	0	3	2.2

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 (OGC, 2002a). As shown in Table 1.7, implementation of service level management and IT service continuity management are the most advanced of the five ITIL service delivery processes, followed by IT financial management process.

Table 1.7: Extent of implementation of service delivery processes

ITIL service delivery processes	N	Progress of Implementation							Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service Level Management	80	3	15	31	18	10	2	0	1	2.3
IT Financial Management	80	5	21	20	7	12	3	8	4	2.1
Capacity Management	80	4	21	27	15	5	0	4	4	1.9
Availability Management	80	4	27	24	10	5	2	5	3	1.9
IT Service Continuity Management	80	4	18	21	19	9	4	3	2	2.3

Respondents were asked about their progress towards upgrading to ITIL V3. As shown in Table 1.8, there is strong progress made in all five version 3 components with service operation the most advanced.

Table 1.8: Extent of implementation of ITIL V3 functions

ITIL V3 components	N	Progress of Implementation							Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service strategy	80	10	28	19	7	1	0	8	7	1.4
Service design	80	10	30	18	6	2	0	8	6	1.4
Service transition	80	10	32	18	5	2	0	7	6	1.4
Service operation	80	9	28	15	10	4	0	7	7	1.6
Continual service improvement	80	10	27	23	5	1	0	7	7	1.4

ITIL Version 3, the latest version was released in May 2007. Respondents were asked about their intention to upgrade from version 2 to version 3. Almost two thirds of respondents indicated that they intend to upgrade to version 3 (65%) but as shown in Table 1.9, only 20 were planning to do so within the next six months.

Table 1.9: Upgrade intentions for ITIL version 3

Timeframe to upgrade	Frequency	Percent
Now or within the next 3 months	13	16
Next 3-6 months	7	9
Next 6-12 months	20	25
More than 12 months	12	15
No plans	17	21
Don't know	10	13
Blank	1	1
Total	80	100%

Respondents were asked to estimate the overall current level of maturity of their organisation's ITSM processes. Maturity levels were provided as follows:

Level 1 Initial	processes are ad hoc and disorganised
Level 2 Repeatable	processes follow a regular pattern
Level 3 Defined	processes are documented and communicated
Level 4 Managed	processes are monitored and measured
Level 5 Optimised	processes are followed and automated.

One respondent indicated that the level was between level 2 (repeatable) and level 3 (defined). This was recoded as level 2. As shown in Figure 1.5, the largest proportion reported was for level 2 (repeatable) with almost one third of responses for level 1 (initial) and level 3 (defined).

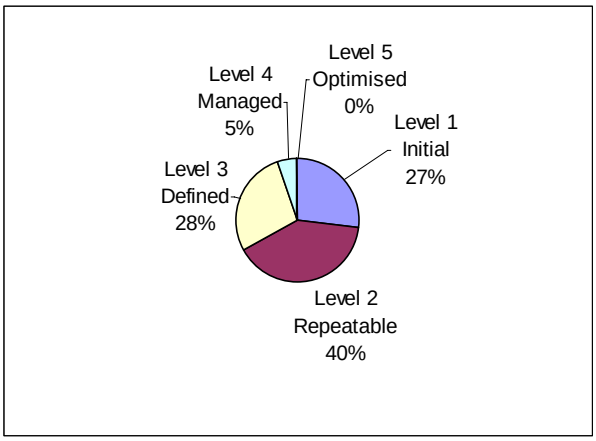

Figure 1.5: Distribution by Maturity Level

The survey enquired about the extent of ITSM training and certification undertaken by each respondent. As shown in Table 1.10, most of the respondents (85%) had achieved a Foundation certificate. At the intermediate level, more than one quarter had completed the ITIL professional certificate (26%), and many had achieved the ITIL manager certificate (23%). A small number of respondents reported achieving certificates for non-ITIL training such as ISO/IEC 20000, Prince2, and HDI/HDAA.

Table 1.10: Training and examinations

Training Qualification	Frequency	Percent
Foundation		
Achieved Foundation Certificate– Yes	68	85%
Not achieved Foundation Certificate	8	10%
Foundation Certificate Framework – ITIL	66	83%
Foundation Certificate Framework - ISO/IEC 20000	0	0%
Other – Prince2	2	3%
Blank	14	18%
Intermediate		
Intermediate / Professional Certificate – Yes	21	26%
Intermediate / Professional Certificate – No	44	55%
Intermediate / Professional Certificate Framework - ISO/IEC 20000	1	1%
Other– Prince2, HDI/HDAA, Change Management	4	5%
Blank	15	19%
Advanced		
Advanced/Manager Certificate – Yes	18	23%
Advanced/Manager Certificate – No	51	64%
Advanced/Manager Certificate Framework – ITIL	18	23%

1.5 Perceptions Related to Success Factors – Survey Section D

To gauge their perceptions about the importance of success factors of ITIL implementation, the respondents were requested to select five from a list of 20 statements and then rank on a scale of 1 (high) to 5 (low) the importance of the five selected statements.

In order to evaluate perceptions relating to success factors, a five-point Likert scale was used to weight the ranked responses by coding the responses from five for the highest rank to one for the least rank. From a total list of 20 factors, the top rated five are shown in Table 1.11 with the complete list included in the appendix (Table A1.1). 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, by far the most important factor identified by the respondents was the commitment of senior management (selected by 63 respondents). Understanding of business needs was recognised as the second most important factor (selected by 45 respondents) and providing ITSM training for IT staff was also highly ranked (also selected by 45 respondents). Sufficient funding for ITSM initiatives was selected by 37 respondents and received the fourth highest weighted score. Involvement of business staff was selected by 41 respondents and came in fifth ranked position.

In addition to the factors provided, respondents recorded additional success factors: communication of progress reporting hurdles; cultural change and organisation transition; ITSM education level; and the ability to identify and deliver a compelling value proposition.

Table 1.11: Success factors by weighted score

Success factors	N	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Score
Commitment from senior management	63	48	8	4	2	1	289
Understanding of business needs	45	22	13	2	5	3	181
ITSM training provided for IT staff	45	14	14	6	5	6	160
Sufficient funding for ITSM initiative	37	16	15	3	3	0	155
Involvement of business staff	41	11	16	9	3	2	154

1.6 ITSM Effectiveness and Benefits – Survey Section E

In regards to perceptions held by respondents regarding the effectiveness of ITSM, a large group of respondents felt that it was too early to tell if their expectations were met (41%). As the respondents were attending the itSMF conference, it was not surprising that many reported a positive response when asked about their perceptions regarding the effectiveness of ITSM. As shown in Figure 1.6, five percent of respondents reported that ITIL had exceeded their expectations, and a further 27 percent felt that ITSM had met their expectations. However, there was some dissent – 8 percent were disappointed with the effectiveness of ITSM.

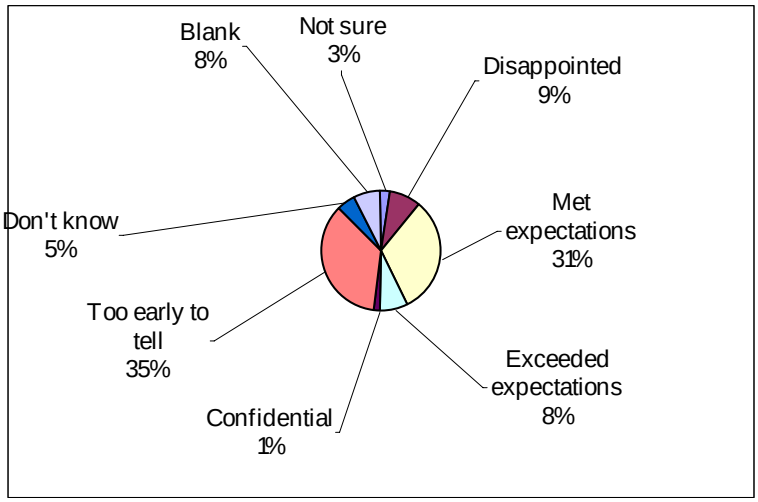

Figure 1.6: Perceptions of satisfaction with ITSM

Respondents were asked to select the top five benefits from a list of 12 statements related to benefits of ITSM and then on a scale of 1 (high) to 5 (low) rank the importance of the five selected statements. Using the same coding for benefits as previously applied to the success factors, a five-point Likert scale was used to weight the responses from five for the highest rank to one for the least important. From the total list of 12 benefits, the top rated five benefits are shown in Table 1.12 with the complete list included in the appendix (Table A1.2).

The highest rating benefit, selected by 60 respondents was that ITSM provides improved customer satisfaction. More than half the respondents selected improved response and resolution, and clear identification of roles and responsibilities. The fourth ranked benefit is that IT services are coordinated, followed by better IT resources use in fifth ranked position. The five selected benefits and rank order are the same as those selected by respondents in the 2007 survey. Respondents suggested other benefits as being important: identify cost at service, and coordinated management of external service provider.

Table 1.12: Perceived benefits of ITSM

Perceived benefits	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Rank
Improved customer satisfaction	60	28	17	10	4	1	247
Improved response & resolution	46	16	18	9	2	1	184
Roles/responsibilities clear	47	15	20	5	5	2	182
Coordinated IT service	42	14	14	7	5	2	159
Better IT resource use	37	6	15	7	4	5	124

1.7 itSMF Membership – Survey Section F

Most of the respondents (77%) are members of itSMF. Corporate membership is popular and held by 66 percent of respondents and 9 respondents hold individual membership.

1.8 Other Comments – Survey Section G

Valuable feedback was provided by one respondent regarding the questions ranking the success factors and benefits. A second comment concerned the length of the questionnaire. This feedback will be considered by the research team to improve the survey for next year.

1.9 Conclusions

In summary, the survey conducted at the 2008 itSMF National conference in Canberra produced similar results as previous surveys (2005, 2006 and 2007). Many public sector organisations and private sector firms have adopted ITSM and are making substantial progress in implementing the ITIL framework. Large government organisations, especially those with a large IT workforce are leading the implementation. The vast majority of people who responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Priority has been given to implementing the service desk function, incident management and change management processes. Many organisations are also implementing Prince 2, government standards and ISO 9000. The strongest motivating factor to implement IT Service Management is to improve IT/business process integration. This represents a shift in focus as previous years' surveys reported improving the focus on IT service as the prime motivator. The maturity level of ITSM processes was generally rated higher than in previous years with many reporting as repeatable (level 2) and defined (level 3). Most of the respondents had completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. Many organisations have already made significant progress in upgrading their ITIL version from V2 to V3. It is not surprising that commitment from senior management is identified as the most critical factor for successful ITSM implementation, followed by understanding the business needs. Although many stated it is too early to tell if ITSM has delivered benefits, more than one third believe it has met or exceeded their expectations, an increase from last year's survey. There was strong consensus that the major benefit of ITSM is improved customer satisfaction. Many further benefits have been realised including improved response and resolution, clarification of roles and responsibilities, and coordinated IT service.

Part 2 Consultants and Trainers Survey Results

2.1 Introduction to Consultants and Trainers Survey

Conference delegates were informed that a survey of consultants and trainers was being conducted. Conference delegates from USQ distributed the questionnaire to exhibitor staff at the stands in the exhibition hall of the conference and requested they complete it at the conference. There were 158 exhibitors registered at the conference. The questionnaire used to survey the Consultants and Trainers was comprised of five sections as shown in Table 2.1

Table 2.1: Composition of consultant/trainer survey questionnaire

Section	Topic	Number of questions
A	Organisational demographics	3
B	Your clients' ITSM initiatives and progress	5
C	Perceptions of factors contributing to success	20
D	Perceptions of ITSM effectiveness	2
E	itSMF membership	3

In total, 28 completed questionnaires were returned. These were scanned by itSMF staff using an optical mark recognition (OMR) system. The resulting Excel file was checked against the survey forms and used to perform statistical analysis. 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.

2.2 Respondent Profile – Survey Section A

The respondents to the consultants' survey were from New South Wales (6), Australian Capital Territory (6), Victoria (6), Queensland (4), Western Australia (4) with one each from South Australia and the Northern Territory. Although many of the respondents reported that their firm serviced clients from a wide range of sectors, one third of respondents represented firms which specifically focussed on the Government Administration and Defence sector, as shown in Table 2.2.

Table 2.2: Industry Sector of Clients

Industry Sector	Frequency	Percent
Government administration & defence	10	36
No specific industry focus	7	25
Property & business Services incl. IT firms	6	21
Education	3	11
Finance & insurance	1	4
Utilities, resources, airlines	1	4

Most of the respondents were from small firms, with half from organisations with less than 20 full-time staff, and six from firms with 20-49 staff. However, there were eight respondents from large firms with more than 200 staff.

2.3 Clients' ITSM Initiatives and Progress – Survey Section B

As far as the motivation of clients to adopt ITSM, the overwhelming response was to improve IT service focus (61%). Internal and external compliance both attracted 14 percent each of responses, followed by the desire to reduce costs (7%) and improving IT/business process integration (4%).

Half the respondents reported that their role in ITSM implementations was that of Consultant. The other major role was Trainer (39%). There was one response for each of these roles: Project Manager, Process Team Member, and Centre of Excellence and Service Management Planning.

As shown in Table 2.3, consultants reported that their clients had varied intentions about moving to ITIL V3 and that the timeframe was not immediate.

Table 2.3: Clients' intentions to upgrade to V3

	Frequency	Percent
Proportion of clients likely to upgrade to V3		
All	2	7%
Most	5	18%
Some	18	64%
None	2	7%
Blank	1	4%
Likely timeframe to upgrade to V3		
less than 3 months	0	0%
3 - 6 months	3	11%
less than 6 - 12 months	9	32%
more than 12 months	12	43%
Blank	4	14

Although there was interest reported in achieving certification to the international standard on IT service management the timeframe was mainly more than 12 months as shown in Table 2.4.

Table 2.4: Clients' intentions to achieve ISO/IEC 20000 certification

	Frequency	Percent
Clients Seeking ISO/IEC 20000 Certification		
All clients	1	4
Most clients	0	0
Some clients	14	50
No clients	12	43
Blank	1	4
Timeframe for ISO/IEC 20000 Certification		
Less than 3 months	1	4
3 - 6 months	1	4
6 - 12 months	4	14
More than 12 months	9	32
Blank	13	46

In regards training, all respondents had achieved a Foundation Certificate with 93 percent certified to ITIL Foundation level, 25 percent ISO/IEC 20000, and two respondents reporting Prince 2, CobiT and MOF. More than half had also completed advanced qualifications: ITIL intermediate certificate (32%); ISO/IEC 20000 (18%); Prince2 and CobiT (1 response each). For the Advanced/Manager certificates, 79 percent had achieved this level, mainly with ITIL (71%). Other advanced certificates reported were ISO/IEC 20000 (1 response) and others mentioned were MBA, Six Sigma, BB, PMP and BPM.

2.4 Perceptions Related to Success Factors – Survey Section C

The ranking of factors reported as critical to a successful ITSM implementation were very similar to those reported in the corporate survey with senior management commitment selected by 19 respondents as the most important factor, as shown in Table 2.6. Understanding business needs was selected in the top five by 18 respondents. The need for a champion to advocate and promote ITSM received support, followed by involvement of business staff and sufficient funding for ITSM initiative. Compared to the responses to the Corporate survey, the Consultants and Trainers gave a higher ranking to the importance of a champion to advocate and promote the ITSM framework. The complete list is provided in the appendix (Table A2.1).

Table 2.6: Success factors by weighted scores

Success factors	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Rank
Commitment from senior management (*#1)	24	19	1	1	2	1	107
Understanding of business needs (*#2)	18	8	5	4	0	1	73
Champion to advocate and promote the ITSM framework (*#7)	13	8	2	1	2	0	55
Involvement of business staff (*#5)	12	4	5	1	1	1	46
Sufficient funding for ITSM initiative (*#3)	13	5	4	0	2	1	46

*Note: *# denotes the ranking of the item by the Corporate survey respondents*

2.5 Clients' Perceptions about ITSM Effectiveness – Section D

Generally very positive perceptions were reported about the client's satisfaction with their ITSM progress. As shown in Figure 2.1, 41 percent of respondents believe ITSM met expectations and a further 18 percent said it exceeded the expectations of their clients. The Consultants and Trainers appear to hold much more positive views than their clients as the Corporate survey reported 39 percent were satisfied with ITSM. In a similar vein to the Corporate survey results, a large proportion felt it was too early to tell (26%).

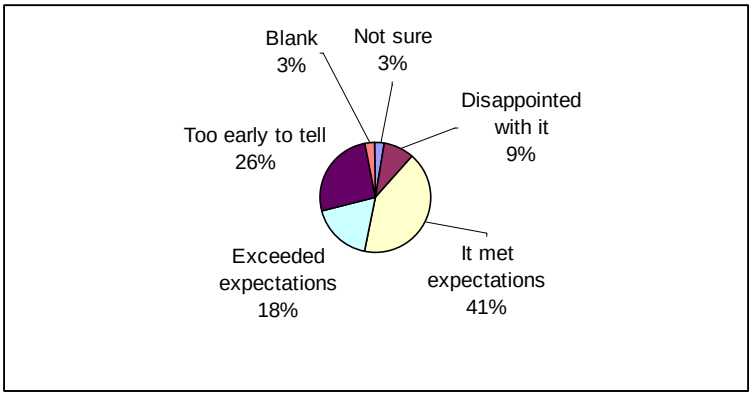

Figure 2.1: Clients perceptions of satisfaction with ITSM

The top five benefits are shown in Table 2.7 and the full list is provided in the appendix (Table A2.2). Three of the top benefits reported by the consultants were in the top five reported in the corporate survey. Other benefits mentioned by consultants were Consistent IT Service & better alignment of IT & business; Better business appreciation for value provided by IT; Better integration with business; Alignment to business.

Table 2.7: Perceived benefits of ITSM

Perceived benefits	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Rank
Improved customer satisfaction(*#1)	22	9	5	7	1	0	88
Clear identification of roles/ responsibilities (*#3)	17	7	5	1	1	3	63
Improved response and resolution time (*#2)	15	6	4	4	1	0	60
Better IT resource use (*#5)	14	3	4	3	2	2	46
Better staff morale and satisfaction (*#11)	12	3	2	4	2	1	40

*Note: *# denotes ranking of item by Corporate survey respondents*

2.6 itSMF Membership – Survey Section E

The cohort of consultants/trainers had considerable experience in ITSM consulting/training as shown in Table 2.8. In total, 89 percent of respondents were members of itSMF, with the majority covered by Corporate membership (57%).

Table 2.8: Experience in ITSM consulting/training

Years in ITSM consulting/training	Frequency	Percent
1 - 5 years	8	29%
6 - 10 years	13	46%
11 - 15 years	3	11%
More than 15 years	3	11%
Blank	1	4%

2.7 Other Comments – Survey Section F

Four of the respondents recorded comments about the conference and survey. One respondent felt the survey questions didn't seem suitable to the consulting activities and the manner in which the consultant engaged with the customers. More focus on business/IT integration was requested by one respondent. These comments will be considered by the research team and used to enhance the questionnaire for the next conference.

2.8 Conclusions

The Consultants and Trainers survey was completed by representatives of large and small organisations who were focussed on either many sectors, or primarily the Government, Administration and Defence sector. Generally, the views expressed by the Consultants echoed those of the Corporate respondents and confirmed the strong move towards ITIL V3, as well as growing interest in ISO/IEC 20000 certification. In regards motivation to adopt ITSM, the responses were markedly different. The Consultants believed improving the IT Service focus was the driver for clients, and gave little support for the top factor selected by the Corporate respondents, i.e. improving

IT/Business integration. The success factors favoured by the Consultants were similar to those ranked highly by the Corporate respondents except for the importance of a champion to advocate and promote the ITSM framework. The Consultants saw this as much more important (ranked position 3) compared to the Corporate respondents (ranked position 7). Another difference was in the client's perceptions of the effectiveness of ITSM wherein the Consultants gave a much more positive view that ITSM met or exceeded expectations. As far the benefits from ITSM, there was consensus except for better staff morale and satisfaction ranked #5 by Consultants but #11 by the Corporate respondents. The Consultants and Trainers reported that they had high levels of training and experience in ITSM.

As with any study, there are limitations to this research. As the data was collected only from attendees at the itSMF conference in Canberra, 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 based in Canberra which have the financial resources to fund staff to attend the conference.

The preliminary analysis of the survey has consolidated the reference benchmark for the implementation progress of ITSM in Australian organisations. 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.

Acknowledgements

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References

OGC (2002a) *IT Infrastructure Library- Service Delivery,* London, Stationery Office.

OGC (2002b) *IT Infrastructure Library- Service Support,* London, Stationery Office.

Appendix: Further tables summarising survey results

Table A1.1: Corporate survey - complete list of success factors

Success factors	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Score
Commitment from senior management	63	48	8	4	2	1	289
Understanding of business needs	45	22	13	2	5	3	181
ITSM training provided for IT staff	45	14	14	6	5	6	160
Sufficient funding for ITSM initiative	37	16	15	3	3	0	155
Involvement of business staff	41	11	16	9	3	2	154
Ability of IT staff to adapt to change	41	13	13	9	2	4	152
Champion to advocate and promote the ITSM framework	36	16	8	7	5	0	143
Effective change management for user/customer	31	9	13	6	2	1	120
Documentation and integration of processes	32	11	9	3	4	5	113
Project manager to manage ITSM implementation	27	12	8	3	3	1	108
Culture of TQM and continuous improvement	30	8	11	4	3	4	106
Ability of the IT department to adopt best practices	28	6	9	11	2	0	103
Availability of ITSM software tools	28	6	11	7	3	1	102
Sufficient allocation of IT staff to ITSM implementation	24	8	10	1	4	1	92
Quality of IT staff allocated to ITSM implementation	23	6	12	2	2	1	89
Competent ITSM consultants at early stage of implementation	22	5	8	6	3	0	81
ITSM training provided for user/customer	21	2	11	5	2	1	74
Commitment from implementation team	18	5	8	4	0	1	70
Staff retention during ITSM implementation	17	2	8	4	3	0	60

Table A1.2: Corporate survey - complete list of perceived benefits

Perceived benefits	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Score
Improved customer satisfaction	60	28	17	10	4	1	247
Improved response and resolution time	46	16	18	9	2	1	184
Clear identification of roles/responsibilities	47	15	20	5	5	2	182
Coordinated organisation-wide IT service	42	14	14	7	5	2	159
Better IT resource use	37	6	15	7	4	5	124
Improved systems/apps availability	29	9	12	3	4	1	111
Reduced cost/incident	31	8	8	11	2	2	111
Improved IT service continuity	31	8	10	6	3	4	108
Improved IT employee productivity	30	2	16	6	3	3	101
Improved ROI of IT	23	8	8	2	2	3	85
Better staff morale and satisfaction	25	5	7	8	2	3	84
Lower costs of training IT and user	12	0	3	5	2	2	33
Other	4	2	1	1	0	0	17

Table A2.1: Consultants/trainers survey - complete list of success factors

Success factors	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Score
Commitment from senior management	24	19	1	1	2	1	107
Understanding of business needs	18	8	5	4	0	1	73
Champion to advocate and promote the ITSM framework	13	8	2	1	2	0	55
Involvement of business staff	12	4	5	1	1	1	46
Sufficient funding for ITSM initiative	13	5	4	0	2	1	46
Effective change management for user/customer	11	3	5	2	1	0	43
Competent ITSM consultants at early stage of implementation	9	4	3	2	0	0	38
ITSM training provided for IT staff	11	3	2	3	1	2	36
Ability of IT staff to adapt to change	10	3	2	2	2	1	34
Project manager to manage ITSM implementation	8	2	4	1	1	0	31
Culture of TQM and continuous improvement	7	5	0	1	1	0	30
Documentation and integration of processes	8	2	2	2	1	1	27
Ability of the IT department to adopt best practices	7	1	2	2	2	0	23
Sufficient allocation of IT staff to ITSM implementation	6	1	2	2	1	0	21
Quality of IT staff allocated to ITSM implementation	5	1	1	2	0	1	16
ITSM training provided for user/customer	4	1	0	1	2	0	12
Staff retention during ITSM implementation	4	0	1	2	1	0	12
Commitment from implementation team	4	0	1	2	1	0	12
Availability of ITSM software tools	5	0	0	1	3	1	10
Other	3	1	0	1	1	0	10

Table A2.2: Consultants/trainers survey - complete list of perceived benefits

Perceived benefits	Selected	Rank 1st	Rank 2nd	Rank 3rd	Rank 4th	Rank 5th	Weighted Score
Improved customer satisfaction	22	9	5	7	1	0	88
Clear identification of roles/responsibilities	17	7	5	1	1	3	63
Improved response and resolution time	15	6	4	4	1	0	60
Better IT resource use	14	3	4	3	2	2	46
Better staff morale and satisfaction	12	3	2	4	2	1	40
Coordinated organisation-wide IT service	10	5	1	2	1	1	38
Improved IT employee productivity	12	1	4	2	5	0	37
Reduced cost/incident	12	1	4	4	1	2	37
Improved systems/apps availability	9	2	1	3	2	1	28
Improved IT service continuity	7	2	1	2	1	1	23
Improved ROI of IT	6	2	2	0	1	1	21
Other	4	4	0	0	0	0	20
Lower costs of training IT and user	3	0	1	1	1	0	9