itSMF Australia 2009 Conference: Summary Report of ITSM Standards and Frameworks Survey

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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 Sydney in 2009. Two surveys were conducted: the Corporate survey for organisations and the other for Consultants and Trainers. For the Corporate survey 65 responses were received but only eight 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 whose staff 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, change management and incident management processes. Some of the processes in v3 which were not in v2 show low levels of awareness and adoption. Many organisations are also advanced in their implementation of Prince 2, Balanced Scorecard, ISO 9001, ISO/IEC 27001 (Information Security), Government standards and the Project Management Body of Knowledge (PMBOK). The strongest motivating factor to implement IT Service Management is to improve the focus on IT service. The maturity level of ITSM processes is generally rated higher than in previous years with many reporting as repeatable (level 2) and defined (level 3). Most of the respondents have completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. Commitment from senior management is identified as the most critical factor for successful ITSM implementation. Almost one half believe ITSM has met or exceeded their expectations although many stated it is too early to tell if ITSM has delivered benefits. There is 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 improved IT service continuity.

Unfortunately, most of the consultants and trainers who attended the conference as delegates or exhibitors did not complete the questionnaire, therefore the analysis of the eight responses may not be representative and care should be exercised in interpreting the results. 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. The success factors favoured by the Consultants varied compared to those of the Corporate respondents. Compared to the responses to the Corporate survey, the Consultants and Trainers gave a higher ranking to the importance of sufficient funding for ITSM initiatives and documentation and integration of processes. Another difference was in the Consultants' perceptions of the effectiveness of ITSM wherein the Corporate respondents gave a more positive view that ITSM met or exceeded expectations. As for the benefits from ITSM, only two of the top benefits reported by the Consultants were in the top five in the Corporate survey.

Introduction to Report

In August 2009, a survey of ITSM standards and frameworks was conducted at the itSMF National Conference in Sydney. Including delegates, exhibitors, speakers and itSMF staff, 412 participants registered for the conference, a large drop compared to 680 participants in the previous year. 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. In the same manner as the 2008 survey, 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 3 discusses limitations and provides closing remarks.

Part 1 – Corporate Survey Results

1.1 Introduction to Corporate Survey

The questionnaire used in the Corporate survey comprised 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	1
C	ITSM initiative, progress and green IT	5
D	Perceptions of factors contributing to success	1
E	Perceptions of ITSM effectiveness	2
F	Training and itSMF membership	3

As delegates exited from the Keynote presentations, they were provided with a copy of the Corporate questionnaire and requested to complete it at the conference. In total, 65 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, corrected 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 go into the prize draw and/or 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, 2008 Canberra) 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 (28%), followed by IT Service/Support Manager (8%), CIO/IT Manager (6%) and service desk manager (4%), and operations managers (4%). There were a large number 'other' positions, most were recoded into existing categories. The remaining eight 'other' positions were General Manager, service design & transition team leader, solutions architect, knowledge manager, business improvement & process management, IT operations analyst, state and govt director, and business analyst.

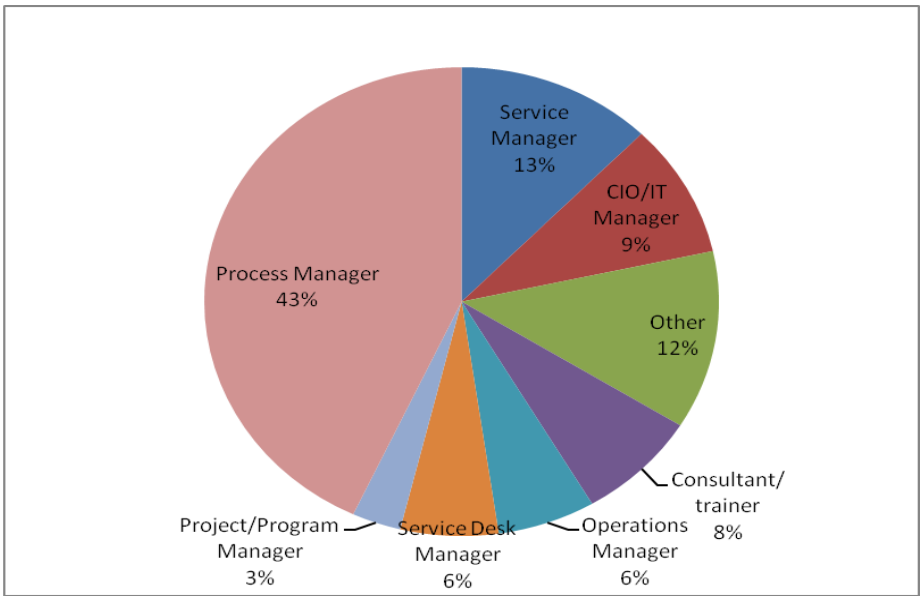

Figure 1.1: Distribution of respondent position in organisation

As shown in Figure 1.2, large contingents of respondents were from the Victoria (26%) and Australian Capital Territory (23%). Also well represented were Queensland (15%). New South Wales (14%), Western Australia (11%), and Tasmania (8%). It is surprising that NSW did not represent the largest cohort: in previous years the host state accounted for the largest proportion of respondents: 2008 Canberra ACT 21%; 2007 Melbourne Victoria 37%; 2006 Sydney NSW 24%; 2005 Brisbane QLD 27%.

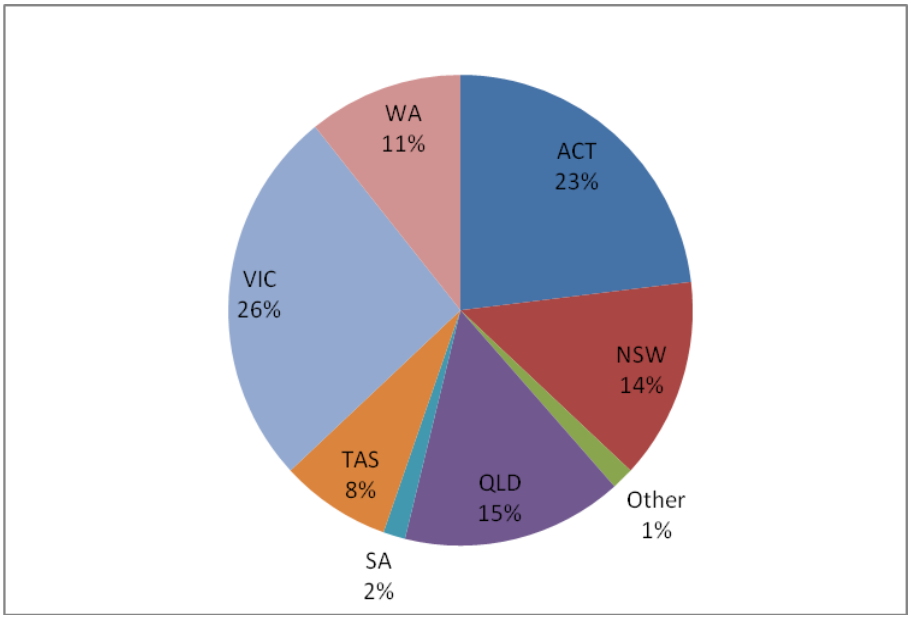

Figure 1.2: Distribution of responses by state

As shown in Figure 1.3, the Government Admin and Defence sector was strongly represented accounting for 43 percent. The Education sector (17%) and Property and Business Services (includes IT firms) (15%) sector were also well represented. Other sectors with smaller cohorts were Finance and Insurance (8%), Manufacturing, Construction & Mining, (8%), Hospitality & Tourism (3%), and Healthcare (3%). Other sectors recorded were Science and Technology, and Utilities.

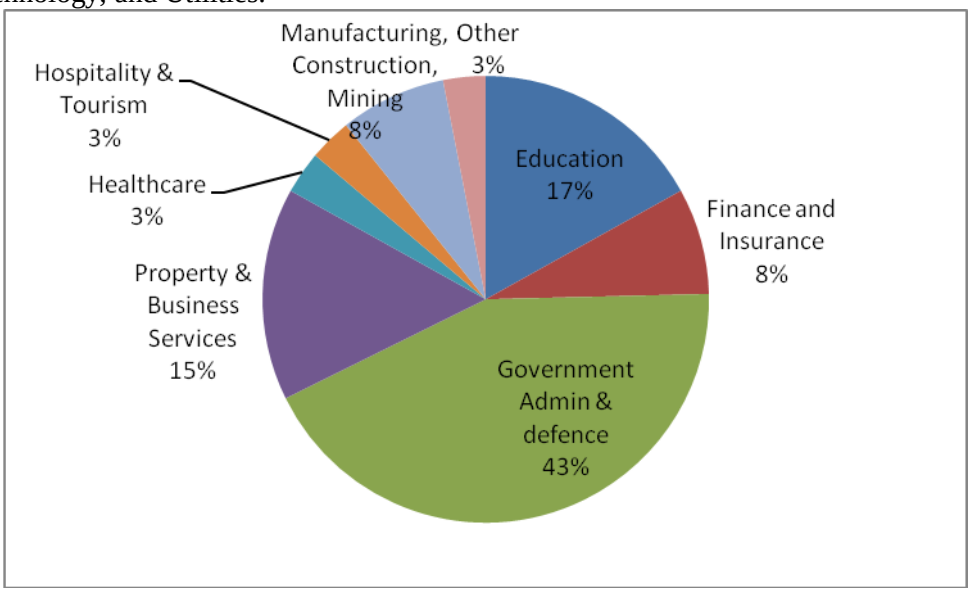

Figure 1.3: Distribution by industry sector

When asked about the ownership of the organisation, as shown in Figure 1.4, the large majority (77%) of respondents worked for wholly national owned organisations, not surprising considering the high proportion of responses from the education and government sectors.

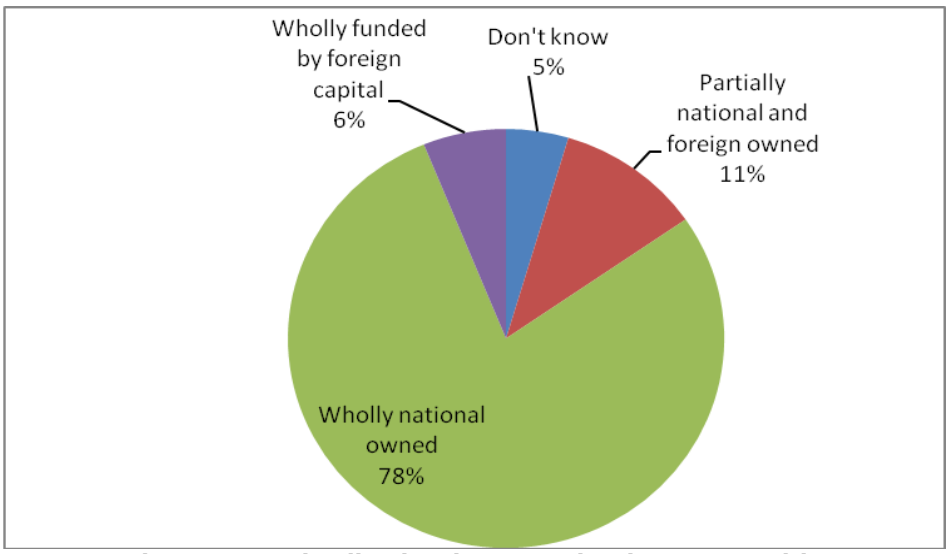

Figure 1.4: Distribution by organisation ownership

Most of the organisations were large with more than one half reporting an annual budget/turnover in excess of $150 million, and 70.7 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 almost nine percent of respondents reporting less than 20 IT staff, while 38 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	6.2%
$10m - $49m	2	3.1%
$50m - $149m	4	6.2%
$150m - $500m	7	10.7%
> $500m	28	43.1%
Don't Know	19	29.2%
Blank	1	1.5%
Total	65	100.0%
Total number of employees (Full Time)		
<20	2	3.1%
20-199	4	6.2%
200-499	3	4.6%
500-999	5	7.7%
1,000-1,999	5	7.7%
2,000-,4999	16	24.6%
5,000-9,999	13	20%
>10,000	17	26.1%
Total	65	100.0%
Number of IT professionals (Full Time)		
<20	3	4.6%
20-99	14	21.5%
100-199	7	10.8%
200-399	16	24.6%
>400	25	38.5%
Blank	0	0.0%
Total	65	100.0%

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 (9% of respondents), partially (30%), largely (51%) or fully (8%) 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. More than half of the respondents who answered this question are in the process of implementing the Prince 2 framework, and five respondents reported that such a framework was fully implemented. Many organisations are in the mature adoption stage of implementing Balanced Scorecard, ISO 9001, ISO/IEC 27001 (Information Security), Government standards and the Project Management Body of Knowledge (PMBOK).

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	65	1	6	20	33	5	0	0	2.54
ISO/IEC 20000 ITSM	65	25	9	10	4	3	12	2	1.04
Proprietary Frameworks									
HP ITSM	65	38	1	5	2	0	10	9	0.37
Microsoft MOF	65	36	3	2	1	1	13	9	0.33
IBM SMSL	65	42	3	1	0	0	10	9	0.11
Internally developed ITSM framework	65	29	6	7	2	8	6	7	0.37
Other Frameworks									
CobiT	65	22	10	4	3	1	19	6	0.78
ISO/IEC 38500	65	22	7	4	0	1	23	8	0.56
ISO 9001	65	22	1	4	3	9	21	5	1.38
ISO/IEC 15504	65	29	0	0	0	1	27	8	0.13
ISO/IEC 19770	65	26	1	1	3	0	25	9	0.39
ISO/IEC 27001/AS7799	65	16	5	6	7	3	20	8	1.35
SEI CMMI	65	21	3	3	1	2	26	9	0.67
Balance Scorecard	65	12	9	9	4	5	17	9	1.51
Prince 2	65	14	5	9	15	5	12	6	1.83
PMBOK	65	22	4	8	4	5	16	6	1.21
Six Sigma	65	29	4	4	2	2	16	8	0.63
Federal/State Govt IT standards	65	25	2	6	9	4	12	7	1.24
Other	65	6	1	3	0	1	9	45	1.00

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 the IT service focus was overwhelming in its motivation, selected by 49 of the 65 respondents (75%), followed by IT/business process integration (46%), cost reduction (22%), internal compliance (18%), and external compliance (17%). Other sources of motivation reported were to improve the ability to work with third parties, and to consult in ITSM.

Table 1.4: Motivation to adopt ITSM

Motivation Factor	Frequency	Percent
To improve IT/business process integration	30	46.2%
To improve IT service focus	49	75.4%
To reduce costs	14	21.5%
Internal compliance (management or business)	12	18.4%
External compliance(government or client)	11	16.9%
Other	3	4.6%
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 (32%). A substantial number of respondents were sponsors (9%), process team members (18%), consultants (17%) and project managers (6%). Respondents also recorded other roles: Architect; Leader; and 'Victim'!

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.

In previous years, ITIL v2 processes were listed. ITIL Version 3, the latest version was released in May 2007. As most respondents indicated last year that they were upgrading to ITIL v3 the ITIL implementation questions were changed to reflect v3 processes. The implementation progress is reported in Tables 1.5-1.9 reflecting the structure of the five ITIL v3 books.

The service operation processes and functions (Table 1.8) are most advanced in implementation, followed by the service transition group of processes (Table 1.7). The service desk function is the most fully implemented, followed by change management and incident management processes. Some of the processes in v3 which were not in v2 show low levels of awareness and adoption, for example, evaluation, supplier management, the 7-step improvement process, and service management.

Table 1.5: Extent of implementation of ITIL service strategy processes

ITIL V3 components	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 portfolio management	4	15	22	11	3	1	5	4	1.95
Demand management	3	15	15	14	11	4	8	5	2.44
Financial management	1	9	23	14	8	3	4	3	2.48

Table 1.6: Extent of implementation of ITIL service design processes

ITIL V3 components	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 catalogue management	1	9	23	14	8	3	4	3	2.48
Service Level Management	1	8	21	11	14	4	3	3	2.69
Supplier Management	0	15	21	7	3	3	12	3	2.14
Capacity Management	2	20	18	4	11	2	5	3	2.14
Availability Management	2	17	21	6	8	2	5	4	2.13
IT Service Continuity Management	1	8	21	12	14	3	3	3	2.66
Information Security Management	2	10	16	3	14	10	5	5	2.85

Table 1.7: Extent of implementation of ITIL service transition processes

ITIL V3 components	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		
Change Management	1	2	11	9	24	14	0	2	3.56
Service Asset & Configuration Management	2	13	26	7	4	6	4	3	2.28
Service Knowledge Management	2	18	22	4	5	4	6	4	2.07
Transition Planning and Support	2	19	18	5	7	3	7	4	2.09
Release and Development Management	1	7	21	14	9	9	1	3	2.82
Service Testing and Validation	3	16	15	10	7	4	7	3	2.25
Evaluation	4	18	19	4	4	3	10	3	1.90

Table 1.8: Extent of implementation of ITIL service operation processes and functions

ITIL V3 components	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		
Incident Management	2	3	11	7	25	14	1	2	3.48
Problem Management	1	9	20	15	9	9	0	2	2.78
Request Fulfilment	2	12	18	14	6	8	3	2	2.57
Access Management	1	11	21	3	14	7	6	2	2.68
Event Management	3	17	18	10	6	3	5	3	2.14
Function: Service Desk	1	3	4	11	21	21	2	2	3.82
Function: IT Operations Management	2	11	10	11	11	11	8	1	2.91
Function: Technical Management	2	12	9	12	12	9	7	2	2.84
Function: Applications Management	4	11	7	12	13	8	7	2	2.78

Table 1.9: Extent of implementation of ITIL service design processes

ITIL V3 components	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		
The 7 – Step Improvement Process	3	21	13	6	2	2	16	3	1.77
Service Measurement	3	11	24	7	5	3	11	1	2.17
Service Reporting	1	8	28	9	6	4	7	2	2.41

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.

As shown in Figure 1.5, the largest proportion reported was for level 2 (repeatable) with almost one third of responses for level 3 (defined).

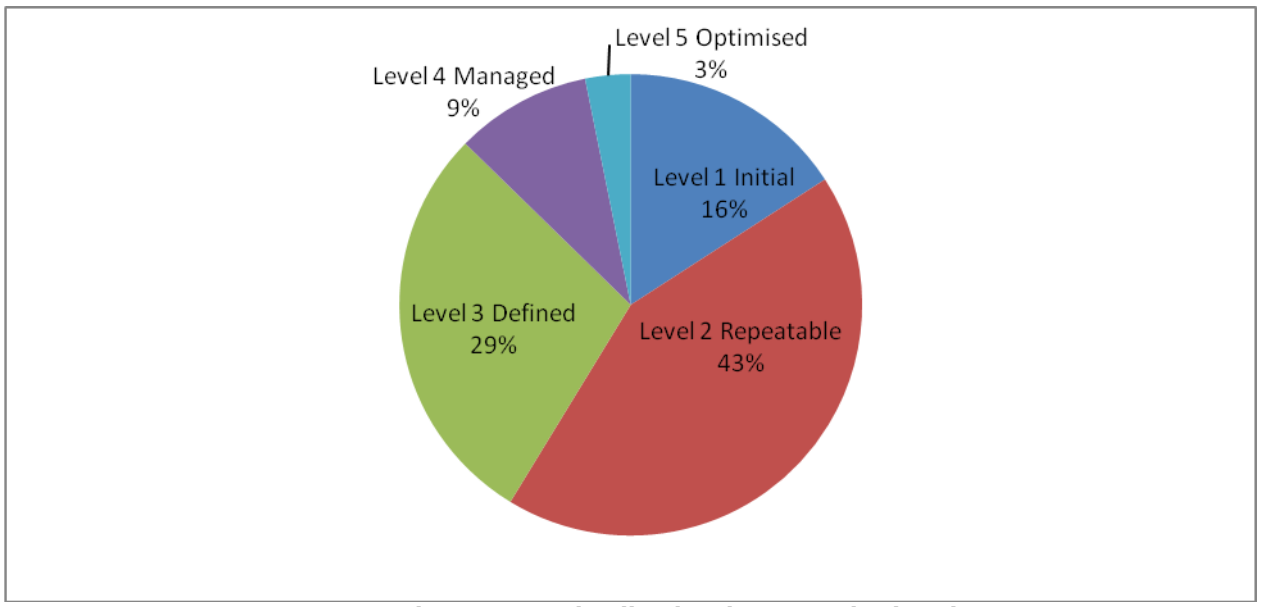

Figure 1.5: Distribution by maturity level

For the first time, the questionnaire included a section on Green IT initiatives. As shown in Table 1.10, respondents reported a large variation regarding efforts towards implementation of IT Green activities. Although a handful of organisations had fully implemented most of the initiatives listed, at the other extreme a larger proportion did not know if their organisation was undertaking these Green IT actions.

The initiative exhibiting the most mature level of implementation related to waste disposal with 93 percent of respondents indicating a policy was at some stage of implementation to dispose of IT wastes in the most environmentally friendly way possible. Two thirds of respondents reported that their organisation had a Green IT policy but it was fully implemented in only two organisations. The question relating to the ability of the configuration management database (CMDB) and configuration management system (CMS) to drive green goals drew a positive response from 66 percent of respondents. Power consumption analysis of IT equipment is on the agenda for more than half the respondents.

Table 1.10: Extent of implementation of Green IT initiatives

Green IT Initiatives	Progress of implementation							Average Status
	No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't know	Blank	
Does your organisation have a Green-IT policy?	8	16	18	8	2	12	1	1.62
Have you included Green IT goals in the defined service levels?	15	17	7	5	1	17	3	1.11
Do you have a process for analysing power consumption of IT equipment?	9	16	14	4	4	18	0	1.53
Do you track cost-savings associated with Green tactics and strategies?	14	14	8	0	3	25	1	1.08
Do you ensure that your suppliers meet Green criteria and their products support the business's Green objectives?	24	13	2	2	1	22	1	1.29
Does your CMDB/CMS store information that helps drive Green goals?	4	12	11	17	3	18	0	.66
Do you have a policy to dispose of IT wastes in the most environmentally friendly way possible?	1	6	22	28	5	3	0	2.06
Is your organisation shifting towards virtualisation to reduce the number of servers?	3	1	0	1	0	20	40	2.48

Two comments were recorded for other green IT initiatives: no business cards for most staff; have a policy for destruction in most effective way (not efficient).

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 indicate the importance of 10 factors on a scale from 1 (high importance) to 5 (low). In order to evaluate perceptions relating to success factors, a five-point Likert scale was used to weight the responses by coding the responses from five for the most important factor to one for the lowest in importance. From a total list of 10 factors, the top 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. Understanding of business needs was recognised as the second most important factor and effective change management for user/customer was also highly favoured. ITSM training for IT staff received the fourth highest weighted score. Involvement of business staff came in fifth position of importance.

In addition to the factors provided, respondents recorded additional success factors: assign accountability; understanding/alignment with business strategy; ability to demonstrate value; client/contractual requirements; and culture.

Table 1.11: Importance of Success factors by weighted score

Success factors	Importance of success factors					Weighted Score
	1 High	2	3	4	5 Low	
Commitment from senior management	39	16	9	0	0	286
Understanding of business needs	25	26	11	3	0	268
Effective change management for user/customer	25	25	12	2	0	265
ITSM training provided for IT staff	24	26	11	3	0	263
Involvement of business staff	24	24	12	5	0	262

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 (33%). 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, eight percent of respondents reported that ITIL had exceeded their expectations, and a further 41 percent felt that ITSM had met their expectations. However, there was some dissent – five percent were disappointed with the effectiveness of ITSM.

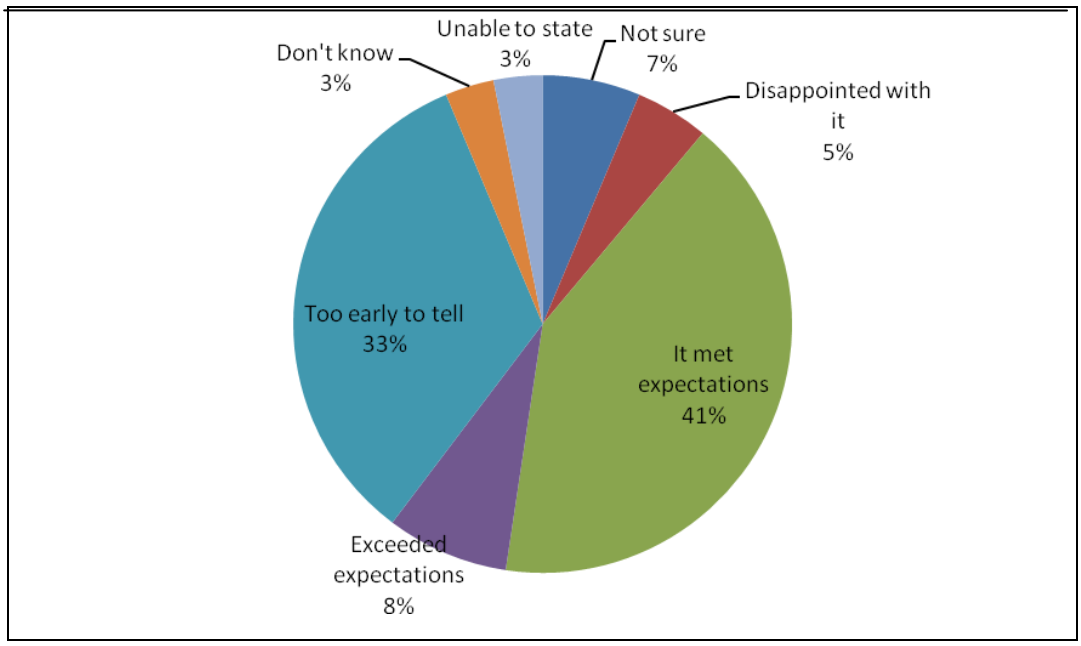

Figure 1.6: Perceptions of satisfaction with ITSM

Respondents were asked to consider nine statements related to benefits of ITSM and then record on a scale of 1 (highly) to 5 (low) the significance of the benefits to their organisation. 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 significance to one for the least significant. From the total list of nine benefits, the most significant six benefits are shown in Table 1.12 with the complete list included in the appendix (Table A1.2).

The most significant benefit selected by the respondents was that ITSM provides improved customer satisfaction, followed by improved response and resolution. Equally scored were clear identification of roles and responsibilities, and improved IT service continuity. The fourth benefit is that IT services are coordinated, followed by better IT resources use in fifth position. The five selected benefits and rank order are the same as those selected by respondents in the 2007 and 2008 survey. Respondents suggested another benefits as being important: improved system design.

Table 1.12: Perceived benefits of ITSM

Perceived benefits	Relative significance of benefits					Weighted Score
	1 High	2	3	4	5 Low	
Improved customer satisfaction	16	23	15	1	0	219
Improved response & resolution	9	33	10	2	1	212
Roles/responsibilities clear	11	21	18	3	2	201
Improved IT service continuity	10	21	19	5	0	201
Reduced cost/incident	10	14	22	9	10	200
Improved IT employee productivity	6	25	20	5	0	200

1.7 Training and itSMF Membership – Survey Section F

The survey enquired about the extent of ITSM training and certification undertaken by each respondent. As shown in Table 1.13, most of the respondents (89%) had achieved a Foundation certificate. At the intermediate level, almost one quarter had completed a Professional certificate (25%), and more than that proportion had achieved the ITIL advanced/manager certificate (28%). A small number of respondents reported achieving certificates for non-ITIL training such as ISO/IEC 20000, and Prince2.

Table 1.13: Training and examinations

Training Qualification	Frequency	Percent
Foundation		
Achieved Foundation Certificate– Yes	58	89%
Not achieved Foundation Certificate	6	9%
Foundation Certificate Framework – ITIL	54	83%
Foundation Certificate Framework - ISO/IEC 20000	1	2%
Other	0	0%
Blank	11	17%
Intermediate		
Intermediate / Professional Certificate – Yes	16	25%
Intermediate / Professional Certificate – No	40	62%
Intermediate / Professional Certificate Framework - ITIL	13	2%
Intermediate / Professional Certificate Framework - ISO/IEC 20000	1	2%
Other– Prince2, HDI/HDAA, Change Management	1	2%
Blank	50	
Advanced		
Advanced/Manager Certificate – Yes	18	28%
Advanced/Manager Certificate – No	39	60%
Advanced/Manager Certificate Framework – ITIL	16	25%
Advanced/Manager Certificate Framework – ISO/IEC 20000	1	5%
Advanced/Manager Certificate Framework – AIPM CPPD	1	5%

Most of the respondents (88%) are members of itSMF. Corporate membership is popular and held by 68 percent of respondents and 11 respondents hold individual membership.

1.8 Other Comments – Survey Section G

Two respondents commented that they represented ITSM consultant firms and that the questionnaire was not appropriate for them. Unfortunately they were not aware that a separate questionnaire was provided to be completed by consultants and trainers. Improved methods of distribution of forms and ways to promote awareness of the survey will be considered by the research team to improve the survey for next year.

1.9 Corporate Survey Conclusions

In summary, the survey conducted at the 2009 itSMF National conference in Sydney produced similar results as previous surveys (2005, 2006, 2007 and 2008). It was surprising that the number of responses from the conference host state (NSW) was less than the number from Victoria, ACT and Queensland. 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, change management and incident management processes. Some of the processes in v3 which were not in v2 show low levels of awareness and adoption. Many organisations are also advanced in their implementation of Prince 2, Balanced Scorecard, ISO 9001, ISO/IEC 27001 (Information Security), Government standards and the Project Management Body of Knowledge (PMBOK).

The strongest motivating factor to implement IT Service Management is to improve the focus on IT service. This represents a shift in focus as the 2008 survey reported improving IT/business process integration 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. 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, almost one half 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 improved IT service continuity.

Part 2 Consultants and Trainers Survey Results

2.1 Introduction to Consultants and Trainers Survey

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 81 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	4
C	Perceptions of factors contributing to success	11
D	Perceptions of ITSM effectiveness	11
E	itSMF membership	5

In total, only eight completed questionnaires were returned. This was very disappointing, especially as two consultants who answered the Corporate questionnaire commented that the questions were not suitable for consultants and trainers. The completed questionnaires 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 (2), Victoria (4), Queensland (1), Western Australia (1). Although many of the respondents reported that their firm serviced clients from a wide range of sectors, two respondents represented firms which specifically focussed on the Education sector, and selected Property and business services, as shown in Table 2.2.

Table 2.2: Industry sector of clients

Industry Sector	Frequency	Percent
Property & business Services incl. IT firms	2	25%
Education	2	25%
Other - all industries	2	25%
Other - MSA and MSP	2	25%

Most of the respondents were from small firms, with seven responses from organisations with less than 20 full-time staff, and one from a large firm 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 the same as the Corporate survey: to improve IT service focus. Internal compliance attracted 2 responses, with external compliance, reduce costs and improving IT/business process integration each scoring one response. Six respondents recorded their role as trainer, and four included consultant as their role. There was one response for each of these roles: Project Manager, Program Manager, Mentor Coach and Vendor.

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 who have upgraded to ITIL V3 (B3)		
All	2	25.0%
Most	1	12.5%
Some	4	50.0%
None	1	12.5%
General timeframe upgrading to V3		
less than 3 months	-	-
3 - 6 months	3	37.5%
more than 6 - 12 months	1	12.5%
more than 12 months	2	25.0%
Blank	2	25.0%

Although there was interest reported in achieving certification to the international standard on IT service management, the timeframe was generally more than 6 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	0	0.0%
Most clients	0	0.0%
Some clients	5	62.5%
No clients	3	37.5%
Blank	0	0.0%
Timeframe for ISO/IEC 20000 Certification		
Less than 3 months	0	0.0%
3 - 6 months	0	0.0%
More than 6 - 12 months	3	37.5%
More than 12 months	2	25.0%
Blank	3	37.5%

2.4 Perceptions Related to Success Factors – Survey Section C

The ranking of factors reported as critical to a successful ITSM implementation varied compared to those reported in the corporate survey. As shown in Table 2.5, the most important success factors were effective change management, commitment from senior management, and ITSM training for IT staff. Compared to the responses to the Corporate survey, the Consultants and Trainers gave a higher ranking to the importance of sufficient funding for ITSM initiatives and documentation and integration of processes. The complete list is provided in the appendix (Table A2.1).

Table 2.5: Importance of success factors by weighted scores

Success factors	Importance of success factors					Weighted Score
	1 High	2	3	4	5 Low	
Effective change management for user/customer(*#3)	4	4	0	0	0	36
Commitment from senior management (*#1)	5	2	0	1	0	35
ITSM training provided for IT staff (*#4)	4	3	1	0	0	35
Sufficient funding for ITSM initiative (*#10)	3	3	2	0	0	33
Understanding of business needs (*#2)	3	3	0	2	0	31
Documentation and integration of processes (*#8)	1	5	2	0	0	31

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

2.5 Clients' Perceptions about ITSM Effectiveness – Section D

Consultants and trainers were permitted to provide multiple responses in regards to their clients' satisfaction with the effectiveness of ITSM. There were three responses for ITSM meeting expectations. Three respondents were not sure of their clients' views, one responded that clients were disappointed and one was unable to state due to confidentiality.

The top five significant benefits provided to clients are shown in Table 2.6 and the full list is provided in the appendix (Table A2.2). Only two of the top benefits reported by the consultants were in the top five reported in the corporate survey. Another benefit mentioned by a consultant was alignment to business goals.

Table 2.6: Perceived benefits of ITSM

Perceived benefits	Relative significance of benefits					Weighted Score
	1 High	2	3	4	5 Low	
Improved customer satisfaction(*#1)	2	6	0	0	0	34
Better IT resource use (*#9)	1	4	2	1	0	29
Improved systems/apps availability (*#7)	1	4	2	1	0	29
Coordinated organisation-wide IT service (*#8)	1	4	2	1	0	29
Improved response and resolution time (*#2)	1	4	2	1	0	29

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

2.6 Training and itSMF Membership – Survey Section E

In regards training, seven of the eight respondents had achieved an ITIL Foundation Certificate and four of these also gained the ISO/IEC 20000 Foundation Certificate. More than half had also completed advanced qualifications: ITIL intermediate certificate (50%); ISO/IEC 20000 (25%). For the Advanced/Manager certificates, five respondents had achieved this level ITIL and one also with ISO/IEC 20000.

All respondents were members of itSMF, with the half covered by Corporate membership.

2.7 Other Comments – Survey Section F

No other comments were recorded.

2.8 Consultants and Trainers Survey Conclusions

Unfortunately, most of the consultants and trainers who attended the conference as delegates or exhibitors did not complete the questionnaire, therefore the analysis of the eight responses may not be representative. The Consultants and Trainers questionnaire was completed by representatives of mainly small organisations who were focussed on either many sectors, or primarily the Education or Property and Business Services. 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. The success factors favoured by the Consultants varied compared to those of the Corporate respondents. The most importance success factors identified were effective change management, commitment from senior management, and ITSM training for IT staff. Compared to the responses to the Corporate survey, the Consultants and Trainers gave a higher ranking to the importance of sufficient funding for ITSM initiatives and documentation and integration of processes. Another difference was in the client's perceptions of the effectiveness of ITSM wherein the Corporate respondents gave a more positive view that ITSM met or exceeded expectations. As for the benefits from ITSM, only two of the top benefits reported by the Consultants were in the top five reported in the corporate survey: improved customer satisfaction and improved response and resolution time. The Consultants and Trainers reported that they had high levels of training and experience in ITSM.

3.0 Survey Limitations and Closing Comments

As with any study, there are limitations to this research. As mentioned previously, the distribution of the questionnaire forms was not effective in gaining responses from Consultants and Trainers. As the data was collected only from attendees at the itSMF conference in Sydney, 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 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.

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Appendix: Further tables summarising survey results

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

Success factors	Importance of success factors					Weighted Score
	1 High	2	3	4	5 Low	
Involvement of business staff	24	24	12	5	0	262
Sufficient funding for ITSM initiative	22	21	14	5	1	247
Effective change management for user/customer	25	25	12	2	0	265
Commitment from senior management	39	16	9	0	0	286
ITSM training provided for IT staff	24	26	11	3	0	263
Understanding of business needs	25	26	11	3	0	268
Sufficient allocation of IT staff to ITSM implementation	25	19	14	5	2	255
Champion to advocate and promote the ITSM framework	24	22	14	5	0	260
Ability of IT staff to adapt to change	16	31	14	3	1	253
Documentation and integration of processes	21	22	19	2	0	254
Other	5	2	3	1	2	46

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

Perceived benefits	Relative significance of benefits					Weighted Score
	1 High	2	3	4	5 Low	
Improved customer satisfaction	16	23	15	1	0	219
Better IT resource use	7	19	22	6	1	190
Improved IT service continuity	10	21	19	5	0	201
Improved IT employee productivity	6	25	20	5	0	200
Improved systems/apps availability	7	25	18	5	0	199
Reduced cost/incident	10	14	22	9	10	200
Clear identification of roles/responsibilities	11	21	18	3	2	201
Coordinated organisation-wide IT service	11	18	18	6	2	195
Improved response and resolution time	9	33	10	2	1	212
Other	1	2	3	0	1	23

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

Success factors	Importance of success factors					Weighted Score
	1 High	2	3	4	5 Low	
Involvement of business staff	2	2	3	1	0	29
Sufficient funding for ITSM initiative	3	3	2	0	0	33
Effective change management for user/customer	4	4	0	0	0	36
Commitment from senior management	5	2	0	1	0	35
ITSM training provided for IT staff	4	3	1	0	0	35
Understanding of business needs	3	3	0	2	0	31
Sufficient allocation of IT staff to ITSM implementation	0	6	2	0	0	30
Champion to advocate and promote the ITSM framework	1	3	4	0	0	29
Ability of IT staff to adapt to change	0	5	3	0	0	29
Documentation and integration of processes	1	5	2	0	0	31
Other	1	0	0	0	0	5

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

Perceived benefits	Relative significance of benefits					Weighted Score
	1 High	2	3	4	5 Low	
Improved customer satisfaction	2	6	0	0	0	34
Better IT resource use	1	4	2	1	0	29
Improved IT service continuity	2	2	2	1	1	27
Improved IT employee productivity	0	4	4	0	0	28
Improved systems/apps availability	1	4	2	1	0	29
Reduced cost/incident	2	1	4	1	0	28
Clear identification of roles/responsibilities	1	3	3	1	0	28
Coordinated organisation-wide IT service	1	4	2	1	0	29
Improved response and resolution time	1	4	2	1	0	29
Other- aligned to business goals	1	0	0	0	0	5