*it***SMF** 2010 Global Survey

Service Management experience

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1. Summary

This survey is a reflection of the times. It is clear to see the effects of the global recession on Service Management. Despite this, there is much in this survey that is encouraging showing that Service Management is not only alive and well, but also delivering effectively in difficult times.

The response to this survey has been most encouraging. There is an active interest in contributing to the itSMF community and in knowing what the reality is on the ground.

This survey also gave the opportunity for negative comments about projects that failed or Service Management initiatives that were disappointing. A number of such negative experiences are included and analysed in this report. What is remarkable is how few they are in number and how positive changes are reported despite the overall project being a disappointment. The commonly expressed ITIL mantra that Senior Management commitment is required for successful projects is amply borne out by both the successful and unsuccessful experiences.

Caution must be used in reading too much into this survey. The trends are strong and the massive response to the survey request means that the trends are global and a pretty accurate reflection of how things actually are. However, the respondents are not chosen at random, they are self-selected as a result of marketing appeals on the itSMF and ISACA web-sites as well as on twitter and LinkedIn.

Most of those who responded were in senior positions. There are Company Directors, CEOs, CIOs, IT Managers as well as many Service Managers and Consultants. This is an indication of how seriously Service Management is being taken today.

Many people have been interested in how the move from using ITIL Version 2 as a framework to V3 is going. The migration is by no means complete. However, there is a very strong trend to move towards V3.

It is hoped that this survey will be repeated in 2011. This will enable a comparison to be made, using this survey as a benchmark. Let us hope that a more positive business climate exists then, and that the level of adoption of more business orientated activities, such as Service Strategy and Design will have increased.

Peter Brooks
itSMF Director Marketing & Business Development

1. Who responded to the survey

1.1. Countries
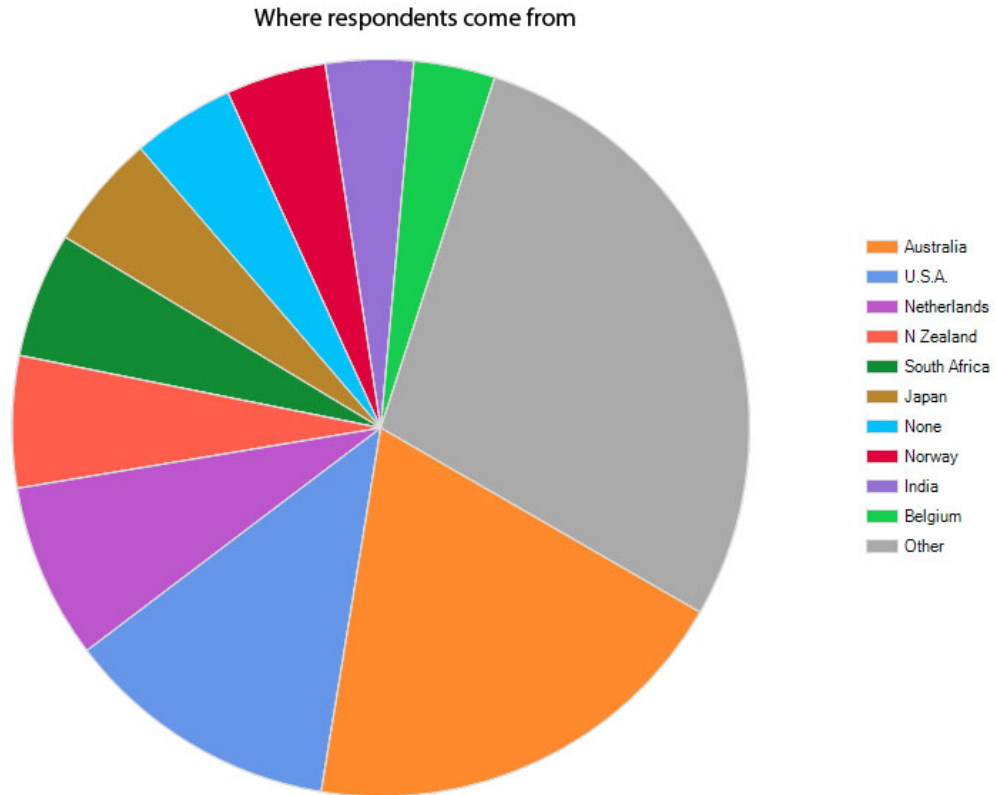
Where respondents come from

Legend:
- Australia
- U.S.A.
- Netherlands
- N Zealand
- South Africa
- Japan
- None
- Norway
- India
- Belgium
- Other

Figure 1 Who Responded

1.2. Industries

Industry

Legend:
- IT
- finance and insurance
- consultancy
- public government
- education and research
- industry
- telecommunication
- health and social affairs
- energy and water
- transport and logistics
- Other
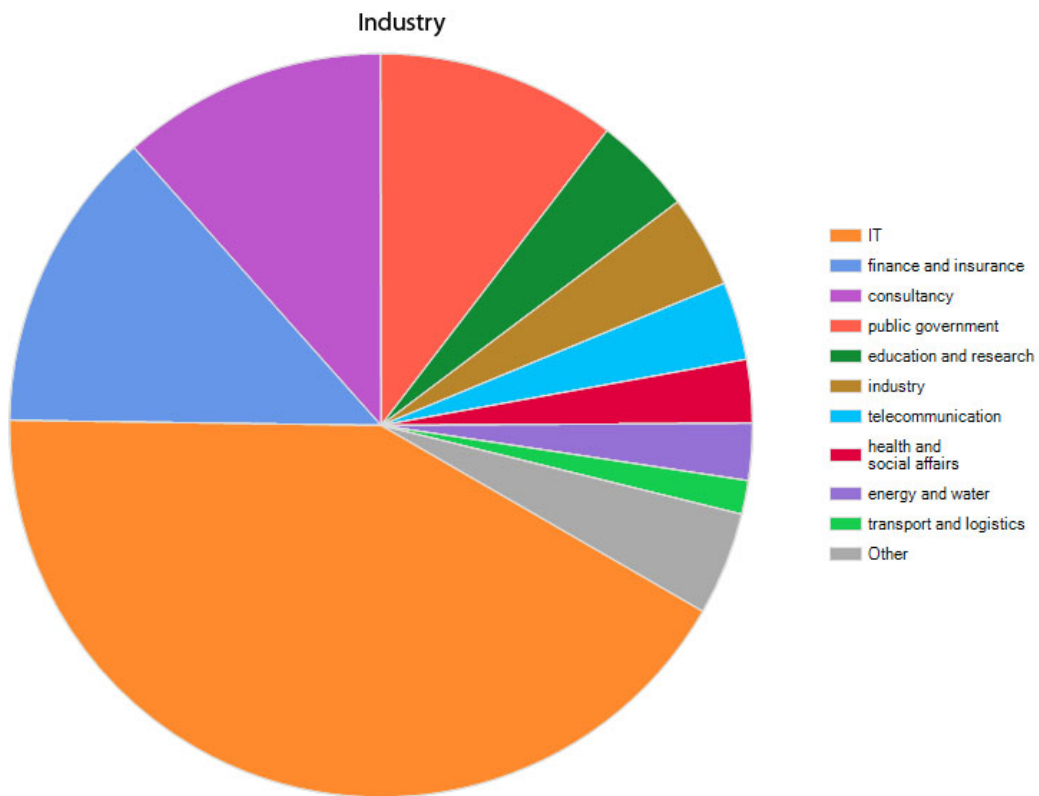
Figure 2 Industries Represented in Survey

1.3. Roles

service manager	73	managing director	6	csi	2
manager	66	security consultant	6	dsi	2
director	51	systems analyst	6	education manager	2
consultant	45	systems manager	6	governance manager	2
auditor	35	architect	5	infrastructure manager	2
service delivery manager	27	governance	5	internal auditor	2
project manager	22	product manager	5	itil service manager	2
process manager	20	release manager	5	itsm manager	2
change manager	17	support manager	5	lecturer	2
analyst	12	global	4	managing consultant	2
csi manager	12	process consultant	4	network manager	2
operations manager	12	relationship manager	4	operations director	2
quality manager	12	strategy	4	practice head	2
security	12	system administrator	4	president	2
service desk manager	12	application manager	3	process analyst	2
configuration manager	11	ciso	3	process architect	2
incident manager	11	cto	3	process engineer	2
risk manager	11	database administrator	3	production manager	2
problem manager	10	delivery manager	3	quality assurance	2
service level manager	10	developer	3	risk	2
vice president	10	finance manager	3	sales director	2
ceo	8	help desk manager	3	security architect	2
compliance	8	partner	3	security specialist	2
advisor	7	project leader	3	solution architect	2
cio	7	risk consultant	3	solution manager	2
itsm consultant	7	sales	3	specialist	2
program manager	7	applications manager	2	team manager	2
security manager	7	assurance manager	2	technical consultant	2
service support manager	7	audit manager	2	training manager	2
development manager	6	availability manager	2	transition manager	2
general manager	6	compliance manager	2		
head of it	6	contributor	2		

Roles shared by two or more contributors shown. There were 179 job descriptions that were unique. Of these, the most common keywords were:

manager (59), service (25), consultant (15), specialist (10), itil (10), engineer (9), systems (8), support (8), security (8), network (8), system (6), process (6), operations (6), analyst (6)

2. **Success of Last Service Management Project**

Satisfaction score	% of respondents	# of respondents	Project Result
>100	7.30%	80	Extremely successful - Better than expected
80-100%	43.90%	479	Very successful – but within expected range
20-80%	42.50%	464	Successful
0-20%	5.10%	56	Marginal result
<0%	1.10%	12	Unsuccessful – a failed project

The results are encouragingly positive. Nearly 94% of Service Management projects have returned benefits, with over half, 51% being substantial successes.

Comments given for those projects that failed were:
- As a result of poor implementation.,
- Project was cut just before rollout due to contract issues with 3rd party, Although the itSMF project never came to fruition, the process allowed us to see the gaps and deficiencies in our current processes that must be rectified before the processes flow correctly.
- Results are negatively influenced by one major IT project really going wrong.,

So, of the 12 negative reports, only 10 were actual failures. With these 10, as can be seen, one was the case where one recent project went badly, against a background of reasonable results, and the other, a result of a contractual problem, still was seen to give reasonable results. Only 8, were unqualified failures.

The most successful projects had the following comments:

- Won 2008 ITSMF Project of the year award
- We had high expectations and met them
- Instead of the classical approach we went with an Alignability Process Model. This has had a huge positive impact on our ITSM initiatives and I can recommend this to all fellow members.
- Improved management of workflow and workload with business process automation for the supply chain of IT
- We have been able to accomplish much more with less through automation using the industry leading BPMS.
- ITIL V3 Foundation is a requirement for all employees within 1 year of hire.

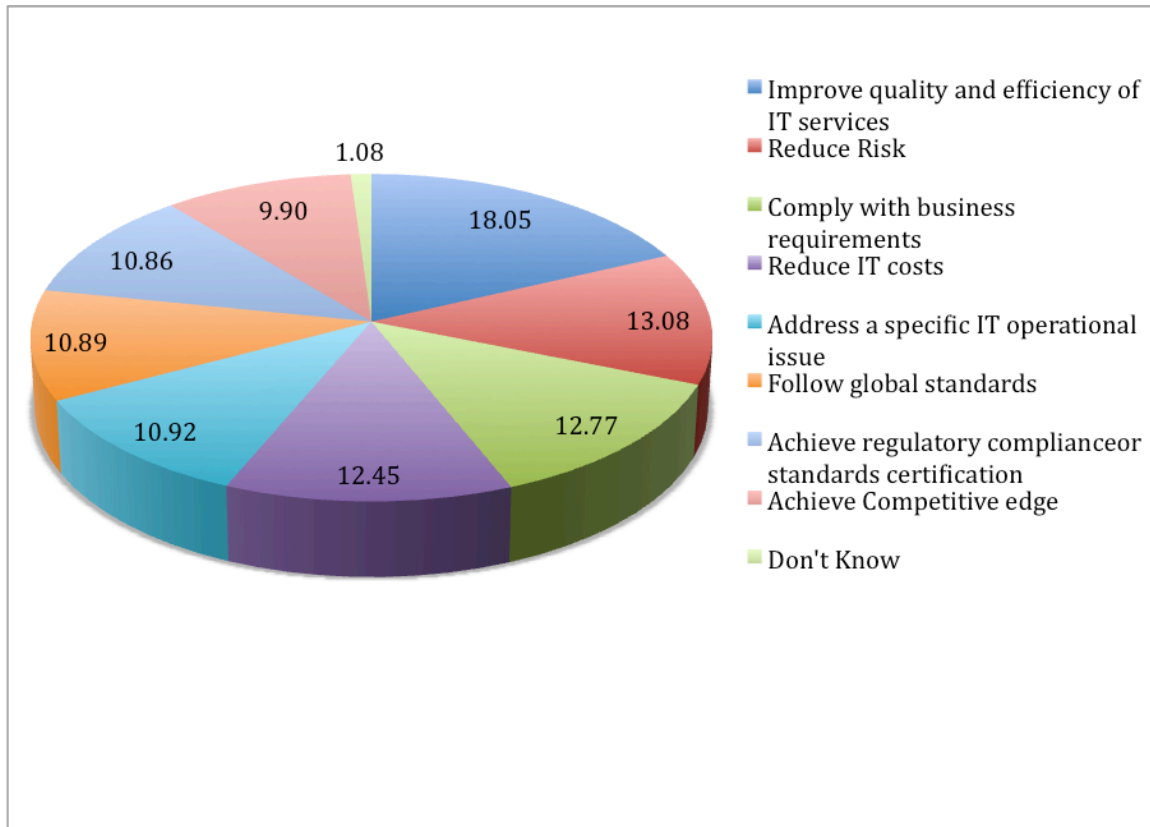### 3. Reasons for using Service Management

Figure 3 Reasons for using Service Management

The first four reasons cover over half the respondents it can be seen that these mainly involve IT, rather than Business or Strategic goals.

It is significant that 13.08% of Service Management users do, though, exist because of Business Requirements.

The economic downturn is evident from the emphasis on cost and risk reduction.
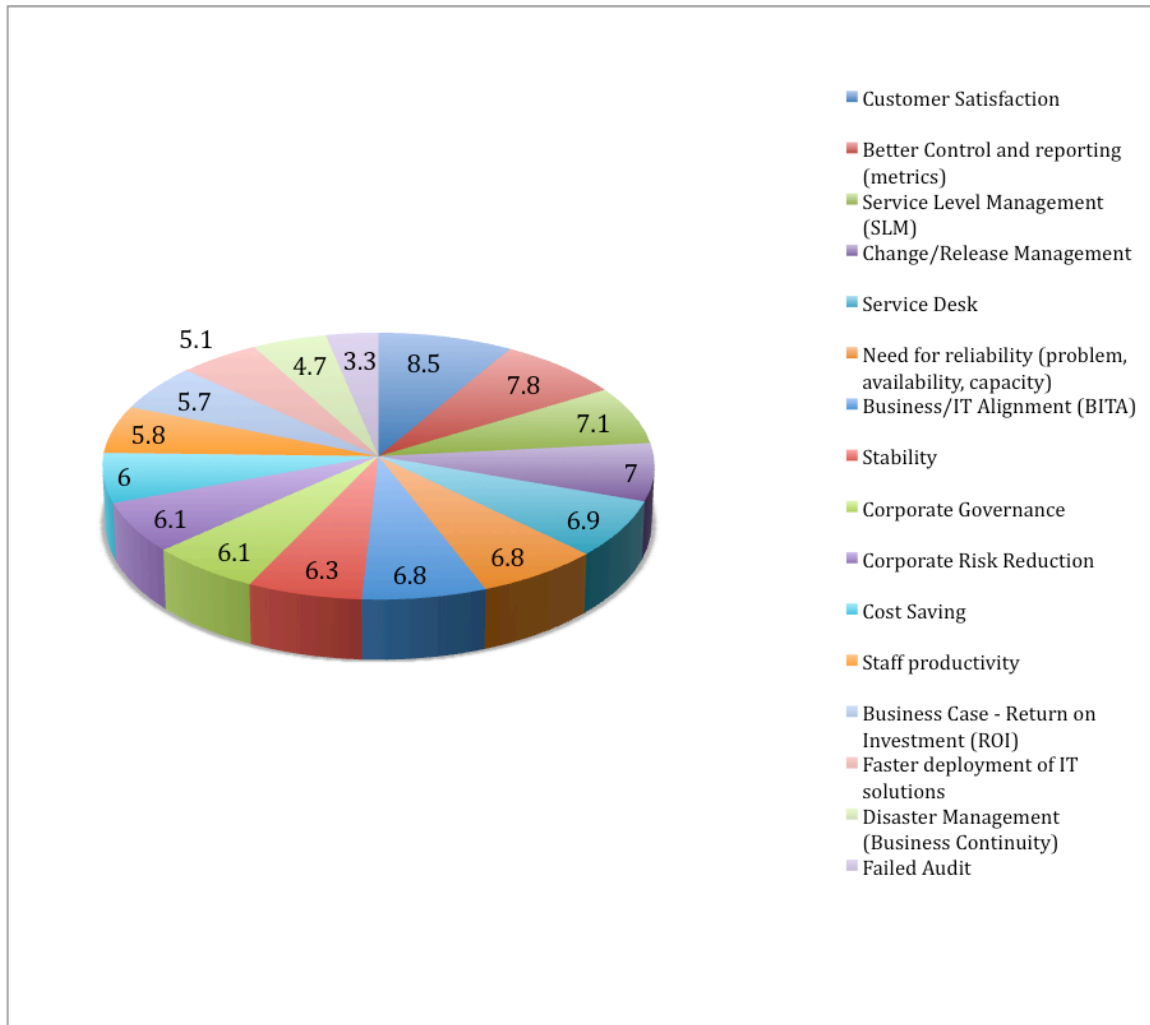
4. Service Management project justifications

Figure 4 Justifications for previous Service Management Project

4.1. Other justifications used

- Access to specialist skills not available internally
- Based on the rollout of Problem Management
- Completive advantage
- Contractual requirement
- Create service values to customers
- Culture and staff moral
- Developing SD function and boosting incident and problem management processes
- ISO/IEC 20000 certification
- KPI and SLA Alignment with our Outsourcing partners
- Marketing
- Need for global consistency/standards to integrate multiple companies/infrastructure
- Our business is currently changing so much that we need to create a new service strategy
- Process flow - All processes. Adding Request and Knowledge processes

- Process review
- Project for clients
- Service Management program within the company is a Group initiative to support business model better
- Strategic Alignment, ITIL as a means to become partner of our customers
- To ensure great audit results (and we got the highest score)
- Value Case (as opposed to Business Case)
- Want to go to Best-Practice methodologies and models

There is a wider spread of justifications, without clear leaders. The top eight, though, that account for more than half the projects, are, in order:

Customer Satisfaction
Better Control and Reporting (Metrics)
Service Level Management (SLM)
Change/Release Management
Service Desk
Need for Reliability (Problem, Availability, Capacity)
Business/IT Alignment (BITA)
Stability

These have a very ITIL V2 feel about them, indicating that progress towards ITIL V3 (see next section) is very much work-in-progress.

It is significant that these justifications,endorsed by the business, are so strongly led by Customer Satisfaction and Management Control areas. This must be a reflection of the general business climate.
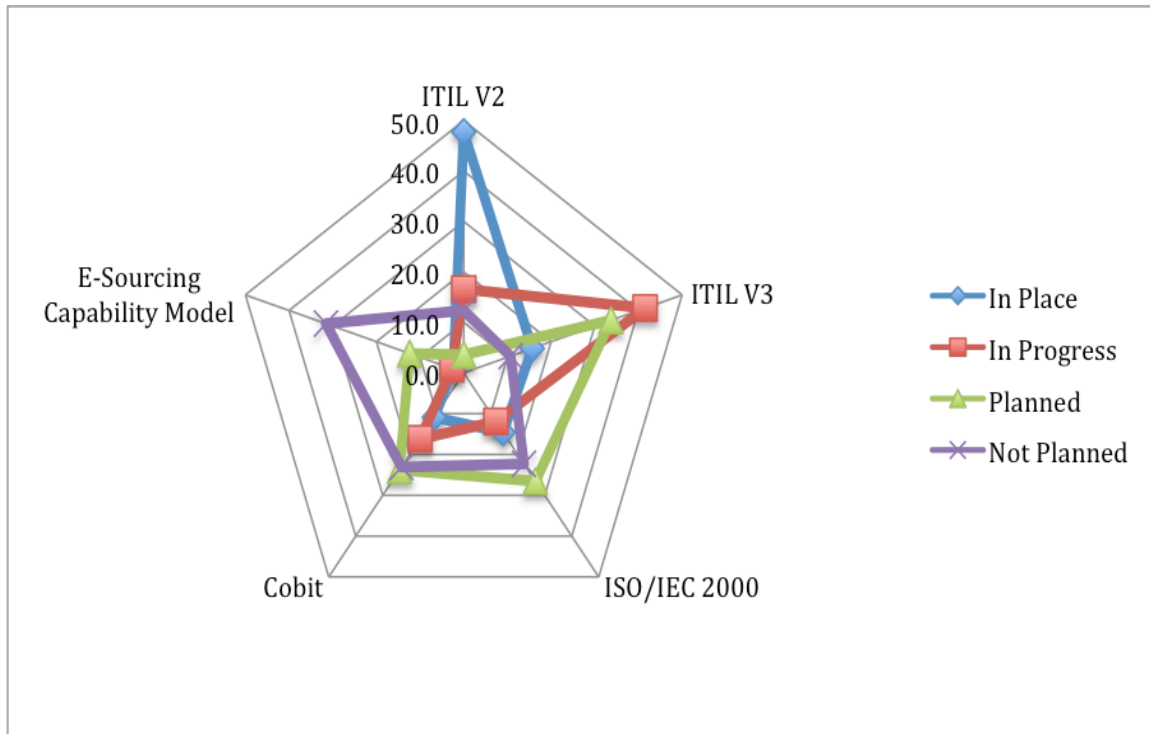
5. **Framework Adoption**

Figure 5 Framework adoption

This shows the take up of ITIL V3 as the most significant shift.

Planning for both ITIL V3 and ISO/IEC 2000 are strong trends, with plans for Cobit adoption not that far behind.

The 'not planned' graph provides some confirmation that the trends are genuine as it mirrors the 'planned' and 'in progress' graphs.

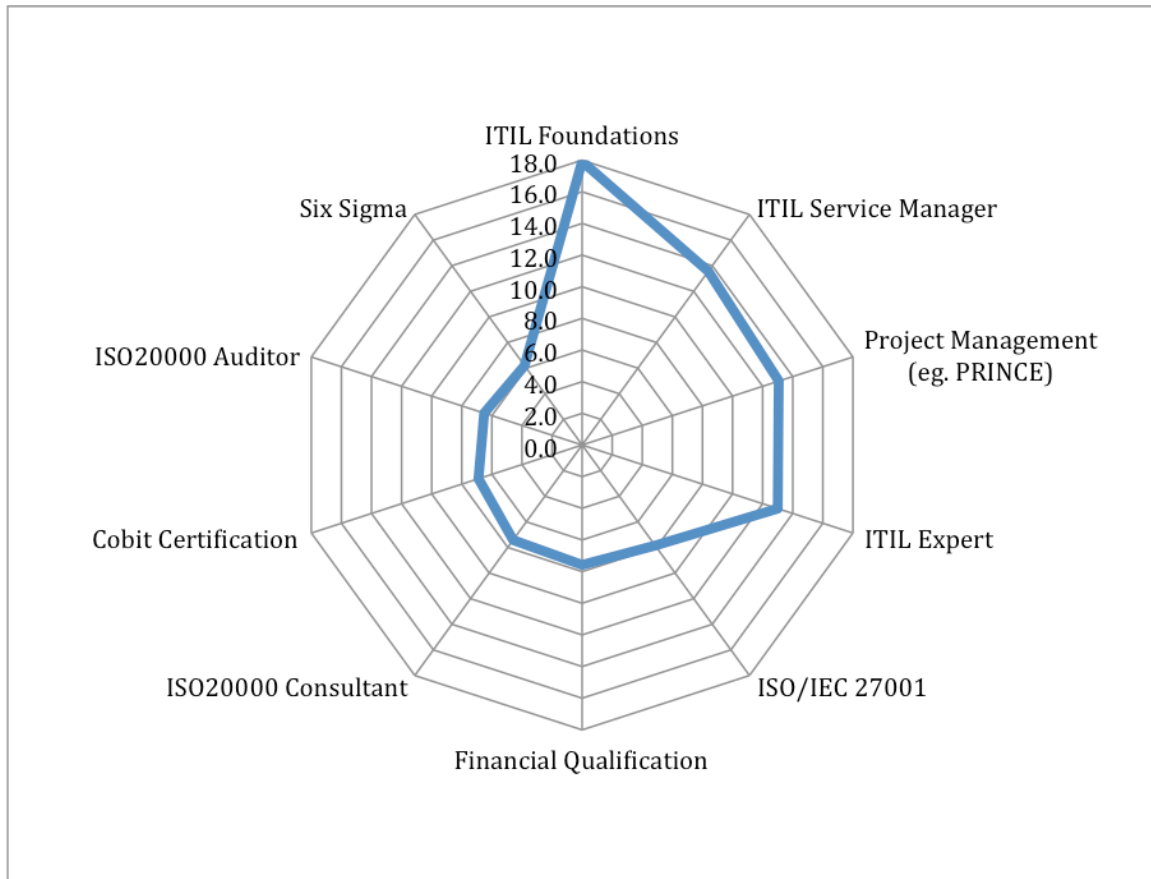## 6. Importance placed on particular skills

Figure 6 The value of skills

Other skills mentioned:
- ASL and BiSL
- Business Continuity
- CISA
- I-Cubed
- Internal Governance / Requirement Management
- ISO 14001, OHS 18001, ISO 31000, CMMi, ISO 19011, ISO 9001: 2005/8
- ISO9001 certification
- ITIL Practitioners
- KCS
- LEAN (Six mentions)
- NIST, FISMA, FISCAM, Expert - 5, IT Subject Matter Expert - 5
- PMP
- priSM Credential
- Project Management(e.g. PRINCE): Company has own best practice methodology project management
- Real world experience
- RISK IT
- Soft skills (Communication etc. 4), Organizational Change Management (4), Trainer Capabilities (4)

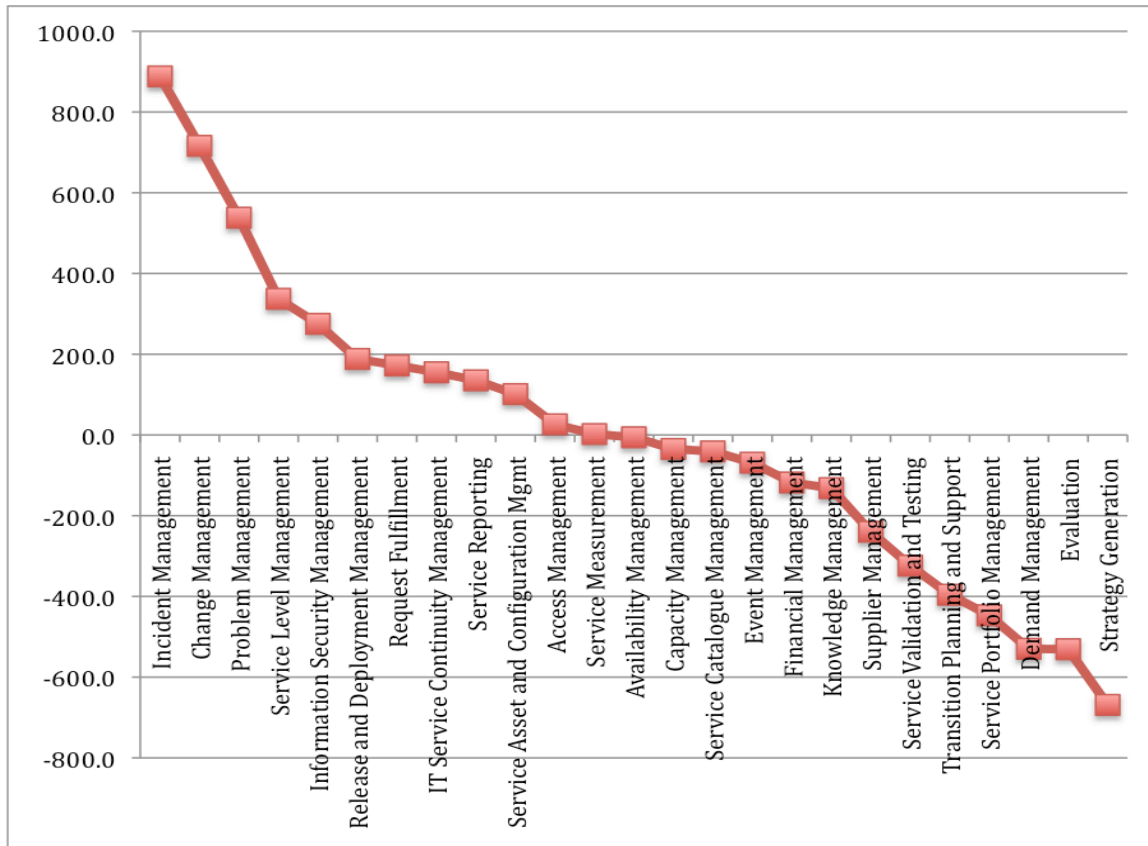## 7. **Activities in place, or in progress, vs. unplanned**

Figure 7 Activities

Positive results show a majority either have these in place or plan them soon. A negative shows the majority have few or no plans for these at present.

Almost all respondents have Incident Management actually in place. Almost all respondents have no plans at all for Strategy Generation.

Other activities mentioned:
- Transition Planning and Support: Company has own best practice methodology for transition and transformation projects
- Training
- Service Improvement (CSI)
- Really good at this for Customers' managed services; not so good at applying these items to our own internal practices (i.e. what do WE define as an INCIDENT to providing service ... for example Remedy7 going down)
- Order management (in progress), Skill management (in place) Continual Service Improvement (for processes in place), Organizational Training (in place), Software/System Development Process (in place)
- Dashboard and BI
- Continuous process improvement
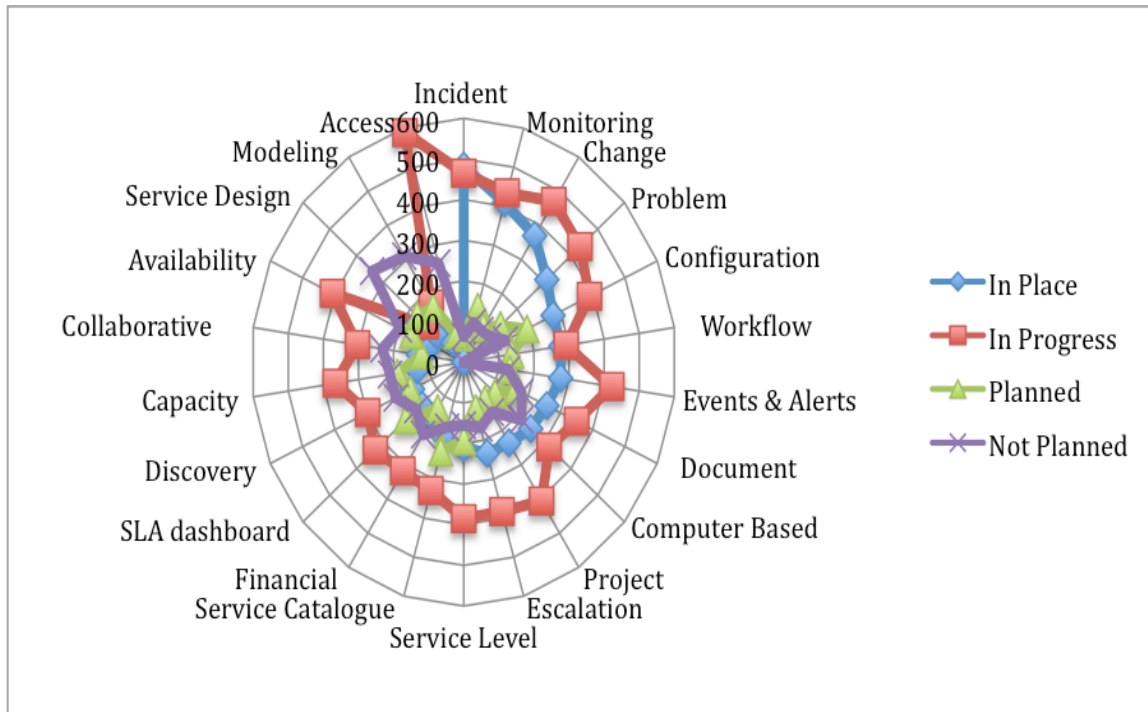
8. Tool use

Figure 8 Tool implementation

A good many implementations are in the 'in progress' state. Access Management is the most common tool that is in progress, but not in place.

There are surprisingly few plans for a Service Design Package, given its importance, particularly where there is a reasonably healthy interest in the Service Catalogue.

Other tools mentioned:

- BPMS
- e-engine products
- IT Architecture, Design, Build, Test, Release, IT Solution Delivery management.
- Knowledge Management
- Process design-Tools (ADONIS), Deployment Tools
- Request
- Service Desk
- Vendor Management

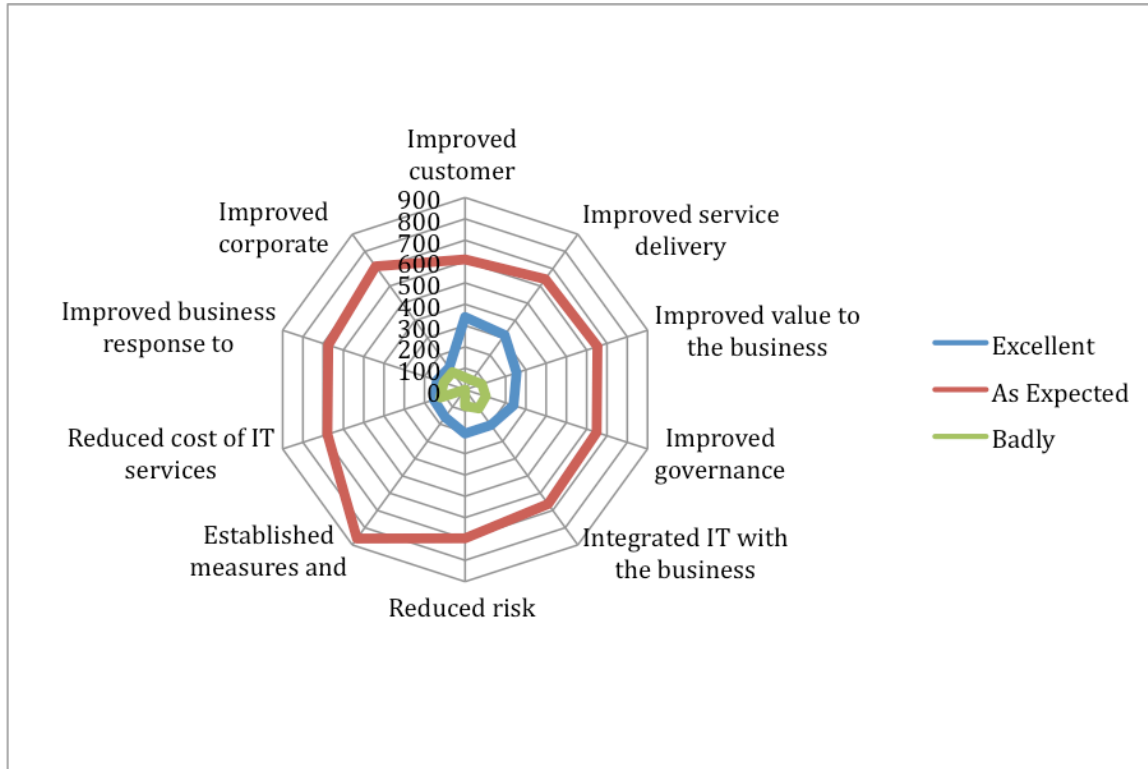## 9. Service Management project effectiveness

9.1. All projects

Figure 9 Results for all projects

What is impressive is how many projects delivered excellent, better than expected, results in Customer Satisfaction, Service Delivery, value to the business and governance.

The consistency of the delivery of Service Projects appears high. The 'As Expected' graph is almost circular, indicating that all areas of implementation have been similarly effective.

The one area that stands out in the 'As Expected' projects is Measures and Metrics. So, even where Service Management projects do not exceed expectations greatly, they do deliver more management control.

Almost all projects, even those that have not gone well, improve Customer Satisfaction. This is consistent with the justification of both Service Management and Projects. It shows that improved Customer Satisfaction is a sound basis for justifying investment in Service Management capability because it does deliver this effectively.

9.2. Unsuccessful Projects

Badly

Reduced cost of IT services

Integrated IT with the business

Improved business response to economic downturn

Improved governance

Improved corporate profitability

Improved value to the business

Reduced risk

Improved customer satisfaction

Improved service delivery

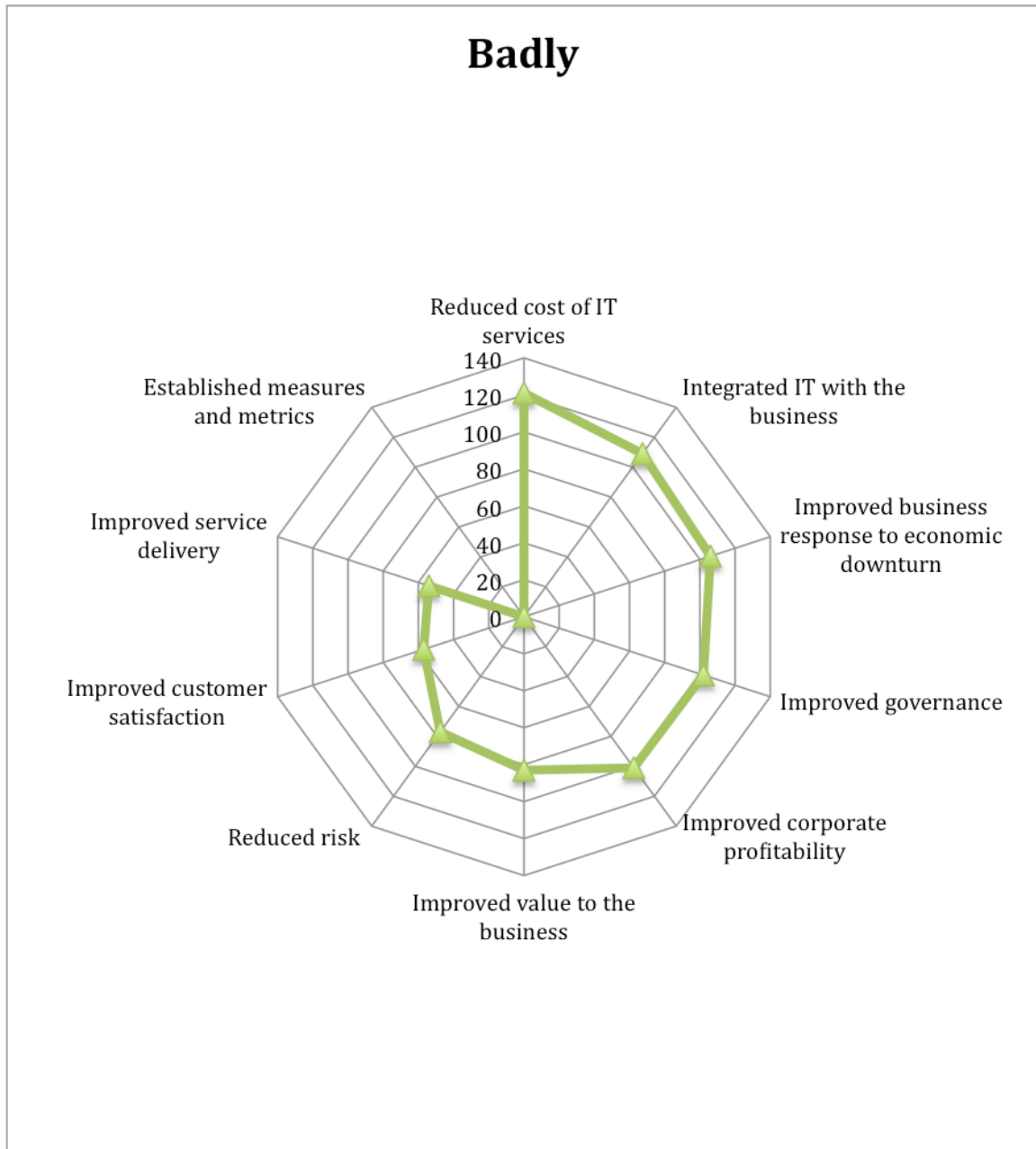Established measures and metrics

Figure 10 Pojects that have gone badly

The major issues are cost and working with the business. Even failed projects have established measures and metrics and improved both Service Delivery and Customer Satisfaction, albeit at too high a cost. This is useful information for building a 'worst case scenario'. Service Management projects have value to an organisation even if they don't deliver as intended.

Comments on the recent Service Management project:

- Improved Awareness
- Didn't do what the Sales people claimed was its 'bread and butter'
- Improved management of workflow and workload with business process automation for the supply chain of IT
- Increased knowledge of ITSM
- Abandoned

10. **Notable comments on projects**

These comments have been edited to produce some degree of anonymity. They are a valuable addition to the responses giving more of a feeling for issues on the ground.

- A project has started but never finalised. A reorganisation didn't really help the problems are in siloing the processes and lack of accountability and championship from higher management
- Although the itSMF project never came to fruition, the process allowed us to see the gaps and deficiencies in our current processes that must be rectified before the processes flow correctly.
- Driving Service Management projects in one division of a very large multinational is achievable, but the biggest issue you face is the integration to other parts of the organization such as external vendors, outsourcing partners, other application development groups, or suppliers of service. ITIL is much easier to "sell" in real terms in a 70K company than it is in a 350K employee company.
- I am contracting to a Bank and the Executive management have a culture of customizing everything. The problem is they customise the wrong thing. ITIL is a Buzzword and if you ask the exec why they are aligning to ITIL they will give you a blank stare or a fluffy answer. ITIL is frameworks not play dough/putty, a concept that is lost in the organization.
- Instead of the classical approach we went with an Alignability Process Model, delivered to. This has had a huge positive impact on our ITSM initiatives and I can recommend this to all fellow members.
- IT Service Management's Service Operation, Service Transition is very well matured in many parts of the world. It is time for itSMF to aggressively work with Corporates to get them to embark on next milestones.   There are not enough tools that can really calculate some of the questions asked in #14. Vendors also play a vital role in this.   And lastly, I believe in coming months/years itSMF will play an important role to bring all these processes to reality.
- ITIL V3 politics, role of Exin/APMG destroyed the Dutch market. People are still waiting for a workable solution. ITIL is not longer leading and due to the politics, business is lost. I prefer a situation that the client is leading in the decision for tooling and/or metrics. Now APMG is (by stopping ITIL v2).
- ITSM seems to be an issue that should be covered as a whole, setting targets for individual areas independently but thinking of big picture the whole time. Service Lifecycle model of ITILv3 is really nicely built and adds value to our functions. I hope itSMF International would push forwards common education of ITSM in universities (tech/biz) to make our profession a real profession, not just a practice.
- ITSM is something the company is doing globally, but initiatives from the local offices are in play. For me, responsible for Australia and New Zealand Technical Services for the company, many of these service management areas of ITIL are extremely important.
- My organisation outsources a significant portion of its IT operations and IT Service Management processes to a global IT service provider. I think a question to identify this should have been added. The performance of my organisation's IT service management is underpinned by the performance of this global IT service provider.
- One of our capacity development projects was to roll out IT training to all IT practitioners (staff in IT departments). We have trained approx 60 % at foundation level, 20 % at practitioners level and 6% at manager's level using donor funds. This has irrevocably changed the IT landscape at all the universities. Change and release management in some form is now present and all institutions have incident and problem management

and a service desk in action. For our own organisation is has allowed us to transition from a bandwidth agency to one in which we now supply IT services ourselves. We are have now transformed to a fully-fledged NREN. The only member of staff who does not hold any ITIL qualification is the CEO, but we have "deemed" him to be at the Foundation level and so have excused him from attendance on a course. Our company is an NGO not for Profit Company.

- Overall it was good to have Best practices of ITIL. The Service Delivery has now become predictable and has improved the efficiency of overall IT. Achieving benchmarking by complying with ISO 20000 has given tangible benefits. The KPIs for different process helps monitor the health of the IT Services.
- Service Management got from initiation stage where we trained more than 50 staff in ITIL foundation. After a year, we are still at a planning stage. Not at execution or implementation yet. It's hard to get the commitment from the senior management level to see its relevance to IT, where time and effort need to be spent.   There need to be an active focus group and meeting the primary needs first not wants. If Service Management projects want to take off it should be managed as small and multiple projects and in stages. There are too many distractions and CIO need to be the owner and support this fully.   There are too many blocks - especially the culture and stating he objective and ROI clearly to get buy in.
- Service Management projects are not as successful as they should be due to the skill set of the manager responsible for the area. The SME's are not listened to or respected by 1980's attitude of SM manager thinking he is the only one that can think strategically about SM concepts
- Some issues I see are getting all departments on the same page and realizing we work for the same company.   Poor managing of client expectations and I suspect poor interaction between client and our Service Managers and CRMs. SM outcomes and client interactions varies wildly depending on the SM involved. Poor implementation of tools to support IT processes. We seem to make the same mistakes over and over again. e.g. instead of purchasing a tools and using it off the shelf, we modify to the hilt and disable useful features, before going live. With the natural outcome of a hostile reception to the process, because the tools doesn't support the process.   Where the tools support the process, one normally has a happy triad of People, Process and technology.
- The adoption of a new Service Management toolset for aspects of the organisation's ITSM efforts has been well received, but sadly other aspects of business governance have not kept pace. There has been a marked lack of emphasis on certification (ISO27001, ISO20000 etc), the results of which would go far to reassure observers that corporate governance is taken seriously. If governance and certification fail to go hand in hand, an opportunity will have been missed to deliver management results that are transparent to outside stakeholders and provide assurance, within and without, that all is well. Such an oversight has the potential to harm the organisation's reputation - and viability - in the long run.
- The company has many Service Management solutions even though they are aligned to ITIL v2 & v3 they are still areas we need to concentrate in the integration side, cloud and neutralization.
- The current project is showing improvements by means of enabling standard practices, efficient master data management for decision making, agile reporting. The business value from the project are expected to be realised by end of Q4 2010 or Q1 2011
- The organisation has under invested & too many short term goals aimed for
- There are many specialised teams across three ICT groups (the organisation has clusters (deputy secretary), groups (group managers, branches (branch managers, sections (senior directors and directors), teams (assistant directors)) so a lot of the questions

have different answers depending on what part of the broader ICT organisation you analyse.

- There is no instrument to identify that an ITSM project is the reason for cost reduction in service delivery, since at the same time there are several other initiatives that also lead to higher or lower costs. There is a lack of benchmarks for processes. Today we can only benchmark products.
- To be successful with Service management maturity the organisation needs to setup an independent process maturity team that is respected by the executors of the processes to review and track process maturity team and report to CIO and leadership team.
- We have had cultural problems.
- We have very well defined processes in place. We have organization wide ISO27001 & CPMM level 5. We follow Six Sigma methodology based upon client's requirement. We believe in 'Customer Delight' and put our best efforts to achieve that.
- We lead with ITIL v3, and need to incorporate more regulatory ISO and ISACA practices (Cobiit, for one)
- Whilst we would like to believe that service management and customer satisfaction are directly correlation, the connection to business value is a soft one. The awareness of shortcomings became more widely known. A problem shared is not necessarily a problem halved. The return will be longer term as the ad hoc behaviours mature. It will be hard to associate improved performance on the balance sheet. Financial measures reign.
- With no real understanding from senior management, projects are doomed to fail.

11. **Recommendations for 2011 survey**

The questions in this survey were generally well understood, so the design seems, essentially sound. The design objectives were:

- It should be as easy to understand as possible for those whose first language is not English
- It should be as short as possible
- It should be as easy to fill in as possible
- It should provide as much useful information about Service Management in its current state as possible
- It should be general enough to be repeatable annually without much modification
- To take as little time to fill in as possible

Comments were received suggesting that the survey should be provided in Japanese and Spanish.

Some users found some of the questions unclear. In particular, questions were received seeking clarification on whether a consultant should fill it in for himself, or for an organisation where he had delivered a project. This should be clarified in the 2011 survey.

Preparation of the survey and the analysis of the results are fairly time-consuming. For 2011 it would make sense for funds to be budgeted for this to be contracted out.

A number of comments indicate difficulty with measurement. It might be productive to ask about metrics in the 2011 survey. A question relating to in-sourcing or out-sourcing might be valuable as well.