*it*SMF

2013 Global Survey

On
IT Service Management

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Introduction

<u>Background</u>

This global survey is conducted by itSMF International with the assistance of the National University of Singapore and the various itSMF chapters.

It was conducted from 12 Mar to 30 Apr 2013 to obtain feedback from itSMF professionals on the state of IT service management including the use of ITIL.

738 respondents from 49 countries/regions participated in the survey.

<u>Survey Report Part I - 2013 vs 2013 Survey</u>

The previous global survey by itSMF was conducted in 2010. Opportunity was taken to retain key questions from 2010 so as to be able to carry out trend analysis between then and now. This analysis between the 2013 survey and the 2010 survey forms the first part of the survey report.

<u>Survey Report Part II – Large vs Small Organisations</u>

For the 2013 survey, data was obtained on the size of the organisation that the respondent was providing data on. This has been used to compare the survey responses between large and small organisations – where organisations with 500 employees or less have been treated as small organisations and those with > 500 employees have been treated as large organisations. This forms the second part of the survey report.

<u>Survey Report Part III – ITIL 2011 Edition and Comments</u>

As the ITIL 2011 Edition had been implemented for more than one year with the major change being an update of the Service Strategy book, the survey also obtained feedback on the perceived effectiveness of the changes in that book. This, together, with free-text comments, form the third part of the survey report.

Care in use of Survey Results

While the survey results can provide useful information on the perceived trends and state of IT service management, caution must be used in reading too much into this survey.

For example, the respondents are not chosen at random but are self-selected as a result of marketing appeals from itSMF and others who have helped publicise the survey on Twitter, LinkedIn and other channels. However, there does seem to be some consistency in this self-selection over the 2 surveys in 2010 and 2013, as can be seen by the similar pattern of the 2013 results as compared to the 2010 results (as one example, see the radar chart for Tools Use).

For the population that the survey respondents represent, the estimated 95% confidence interval (i.e. margin of error) of the 2013 survey results is as follows (based on 2013 sample size of 738 out of an assumed population of around 10,000):

Survey results using % If % value is:	95% Confidence Interval		
	Full Survey (738 of 10,000)	Small Orgs (157 out of 2127)	Large Orgs (581 out of 7873)
10	+/- 2.08	+/- 4.52	+/- 2.35
20	+/- 2.78	+/- 6.02	+/- 3.13
30	+/- 3.18	+/- 6.90	+/- 3.59
40	+/- 3.40	+/- 7.38	+/- 3.83
50	+/- 3.47	+/- 7.53	+/- 3.91
60	+/- 3.40	+/- 7.38	+/- 3.83
70	+/- 3.18	+/- 6.90	+/- 3.59
80	+/- 2.78	+/- 6.02	+/- 3.13
90	+/- 2.08	+/- 4.52	+/- 2.35

For survey results using 1 to 5 index, if index value:	95% Confidence Interval		
	Full Survey (738)	Small Orgs (157)	Large Orgs (581)
1.00	+/- 0.14	+/- 0.30	+/- 0.16
1.50	+/- 0.16	+/- 0.35	+/- 0.18
2.00	+/- 0.17	+/- 0.37	+/- 0.19
2.50	+/- 0.17	+/- 0.38	+/- 0.20
3.00	+/- 0.17	+/- 0.37	+/- 0.19
3.50	+/- 0.16	+/- 0.35	+/- 0.18
4.00	+/- 0.14	+/- 0.30	+/- 0.16
4.50	+/- 0.10	+/- 0.23	+/- 0.12

For survey results using 0 to 4 index, If index value:	95% Confidence Interval		
	Full Survey (738)	Small Orgs (157)	Large Orgs (581)
0.50	+/- 0.09	+/- 0.20	+/- 0.10
1.00	+/- 0.12	+/- 0.26	+/- 0.14
1.50	+/- 0.13	+/- 0.29	+/- 0.15
2.00	+/- 0.14	+/- 0.30	+/- 0.16
2.50	+/- 0.13	+/- 0.29	+/- 0.15
3.00	+/- 0.12	+/- 0.26	+/- 0.14
3.50	+/- 0.09	+/- 0.20	+/- 0.10

The above should be taken into consideration when looking at the survey results – especially those that compare between large and small organisations, and between 2013 vs 2010 results. (The confidence level for the 2010 survey results will be in a similar range as 2013 full survey above). Where the difference between the results (say, 2013 vs 2010) is small and falls within

the confidence intervals (i.e. margins of error) of the statistics being compared, then what is seen in the sample (eg. 2013 result better than 2010) would not be conclusive enough (at 95% confidence) to apply to the population.

<u>Acknowledgement to Survey Participants</u>

itSMF International would like to thank all the participants and others who have helped to make the survey a success.

Part I
2013 vs. 2010 Survey

1. What countries/regions are the respondents from?

Top Ten Countries/Regions in terms of respondents

2010 Survey

Legend: Australia, U.S.A., Netherlands, N Zealand, South Africa, Japan, Norway, India, Belgium, France, Others

Values: 19%, 29%, 12%, 8%, 6%, 5%, 5%, 4%, 4%, 4%, 4%

2013 Survey

Legend: United States, Australia, Canada, United Kingdom, Germany, Poland, Belgium, Ireland, Russia, Singapore, Others

Values: 18%, 17%, 14%, 12%, 10%, 10%, 6%, 6%, 3%, 2%, 2%
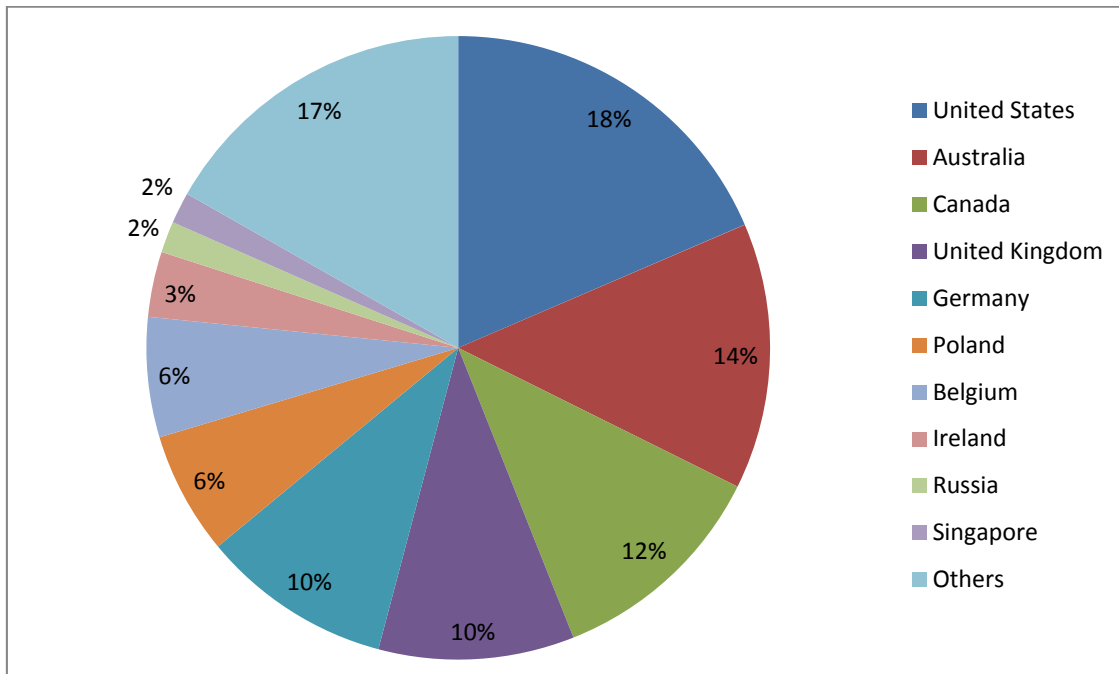
2010 Survey Top 3 countries/regions were Australia, USA and Netherlands

2013 Survey Top 3 countries/regions were US, Australia and Canada

2. Which Industries Are the Respondents from?

2010 Survey

2010 Survey pie chart with legend:
- IT — 42%
- finance and insurance — 13%
- consultancy — 12%
- public government — 10%
- education and research — 4%
- industry (manufactory) — 4%
- telecommunication — 3%
- health and social affairs — 3%
- energy and water — 3%
- transport and logistics — 1%
- Other — 5%

2013 Survey
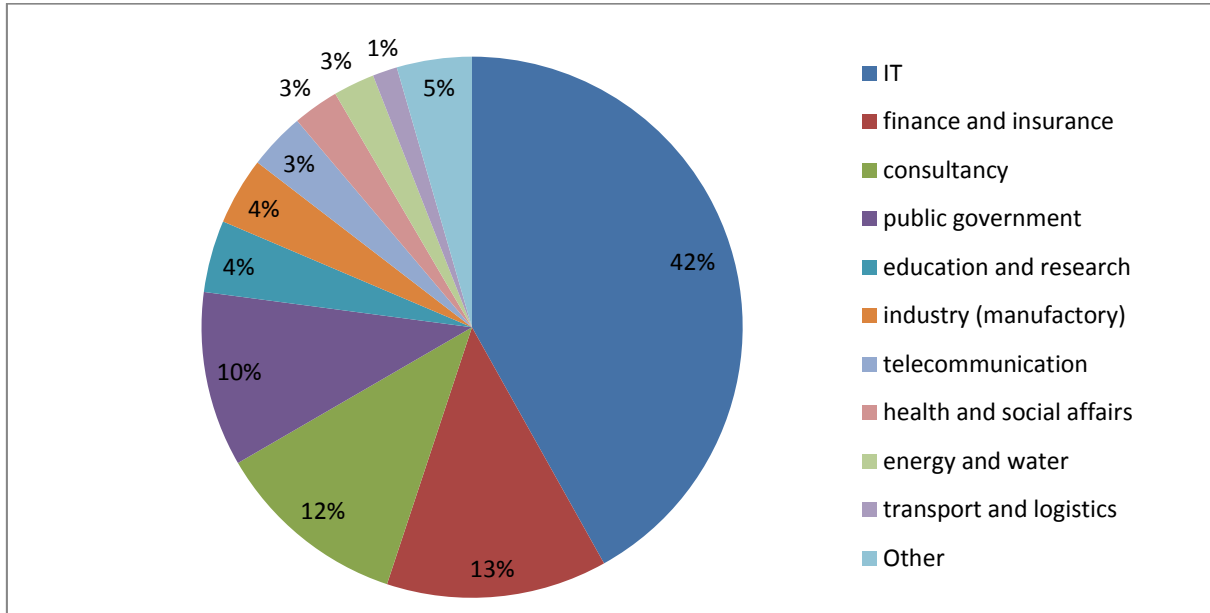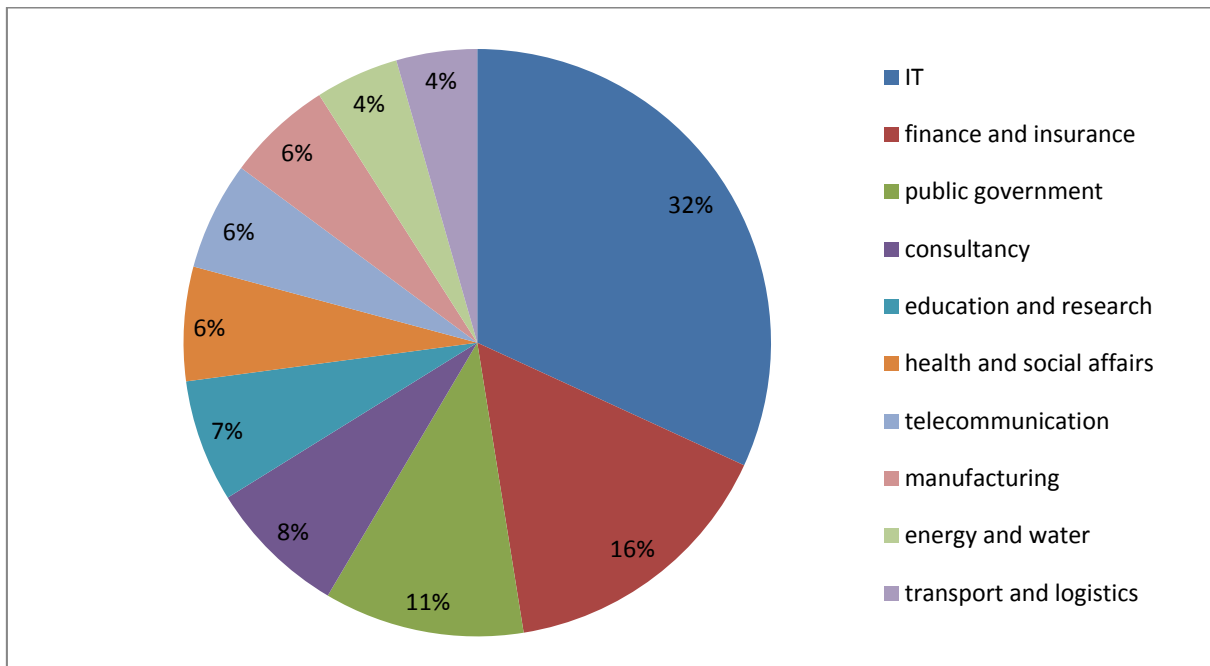

2013 Survey pie chart with legend:
- IT — 32%
- finance and insurance — 16%
- public government — 11%
- consultancy — 8%
- education and research — 7%
- health and social affairs — 6%
- telecommunication — 6%
- manufacturing — 6%
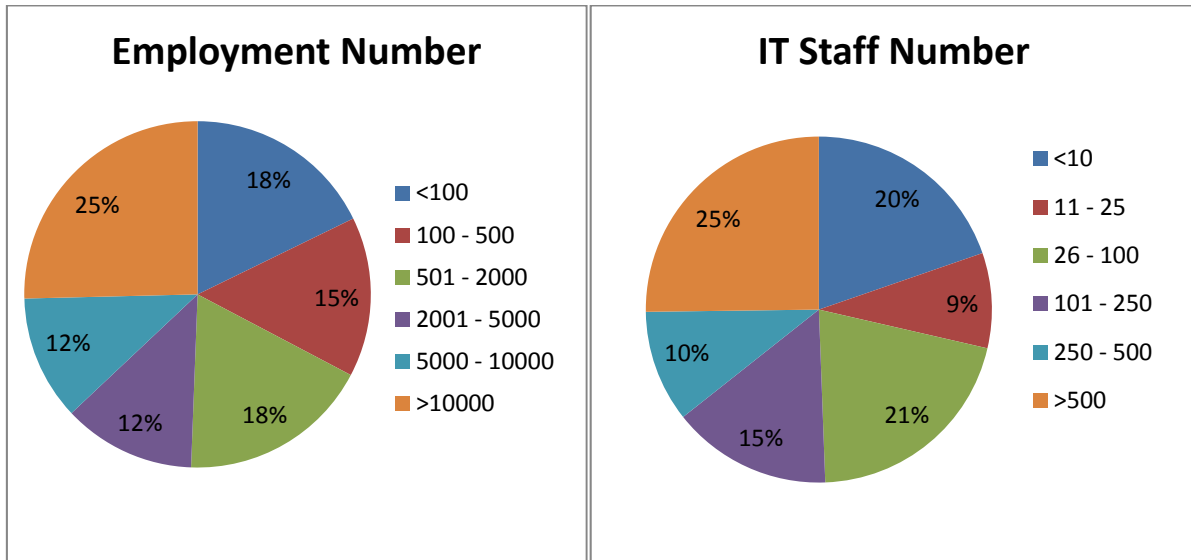- energy and water — 4%
- transport and logistics — 4%

Top 3 industries contributing to the survey in 2013 are similar to that in 2010 survey:

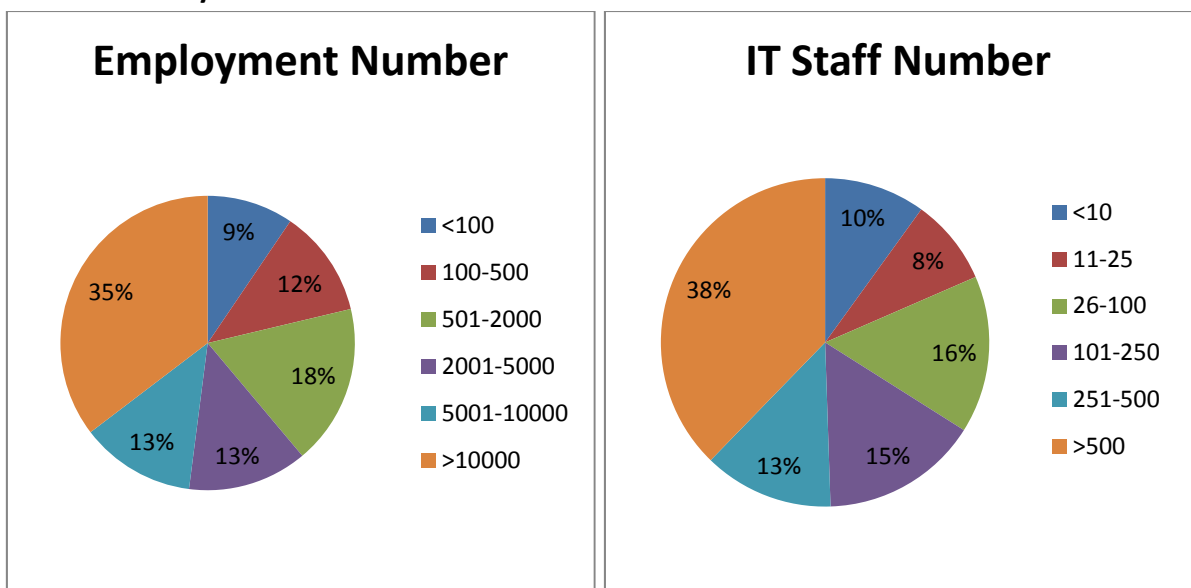2010 Survey Top 5 Industries – IT, Finance & Insurance, Consultancy

2013 Survey Top 5 Industries – IT, Finance & Insurance, Public Government

3. Employment and IT staff numbers of Respondent Organisations

2010 Survey

Employment Number

18%	■ <100
15%	■ 100 - 500
18%	■ 501 - 2000
12%	■ 2001 - 5000
12%	■ 5000 - 10000
25%	■ >10000

IT Staff Number

20%	■ <10
9%	■ 11 - 25
21%	■ 26 - 100
15%	■ 101 - 250
10%	■ 250 - 500
25%	■ >500

2013 Survey

Employment Number

9%	■ <100
12%	■ 100-500
18%	■ 501-2000
13%	■ 2001-5000
13%	■ 5001-10000
35%	■ >10000

IT Staff Number

10%	■ <10
8%	■ 11-25
16%	■ 26-100
15%	■ 101-250
13%	■ 251-500
38%	■ >500

In 2010 Survey, 49% of respondent organisations had > 2000 employees. This increased to 61% in the 2013 Survey (i.e. higher proportion of larger organisations participated in 2013). Similarly, for organisations with > 100 IT Staff, 2013 survey had 64% compared to 50% in 2010 survey.

4. Respondents' job positions

2010 Survey

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).

2013 Survey

Service Delivery Manager	14	Manager IT Service Management	2
Senior Consultant	14	Lead Trainer	2
Consultant	13	md	2
Project Manager	12	Configuration Manager	2
Service Manager	11	Managing Director	2
IT Service Manager	11	Solution Consultant	2
Operations Manager	7	IT Service Delivery Manager	2
Service Level Manager	7	Team leader	2
Director	6	Team leader	2
Manager	6	Practice Manager	2
Change Manager	6	IT Consultant	2
Principal Consultant	6	Program Manager	2
CEO	5	Delivery Project Executive	2
ITSM Consultant	5	Service Operations Manager	2
IT Director	5	ITSM Process Manager	2
Manager, IT Service Management	4	IT Process Consultant	2
IT Change Manager	4	Service Desk Manager	2
Process Manager	4	Application Manager	2
IT Manager	4	Infrastructure Strategy & Architecture Manager	2
Service Management Consultant	4	Systems Analyst	2
Vice President	3	Programme Manager	2
Senior Manager	3	System engineer	2
IT Operations Manager	3	Technical Service Manager	2
CIO	3	Head of Service Delivery	2
Release Manager	3	Service Improvement Manager	2
Head of IT	3	IT Service Management Consultant	2
Senior IT Specialist	3	ITSM Manager	2
President	3	Solution architect	2
Business Consultant	3	Associate Director IT Support	2
Incident Manager	3	Process Engineer	2
Senior Project Manager	3	ICT Service Manager	2
ITIL Consultant	2	Principal	2
Head of Consulting	2	Risk Manager	2

Roles shared by two or more contributors shown. There were 557 job descriptions that were unique. Of these, the most common keywords were:

manager(217), service(171), IT(146), operation(58), director(50), consultant(43), process(40), analyst(25), specialist(19), system(16), support(14), systems(13), engineer(7), itil(7)
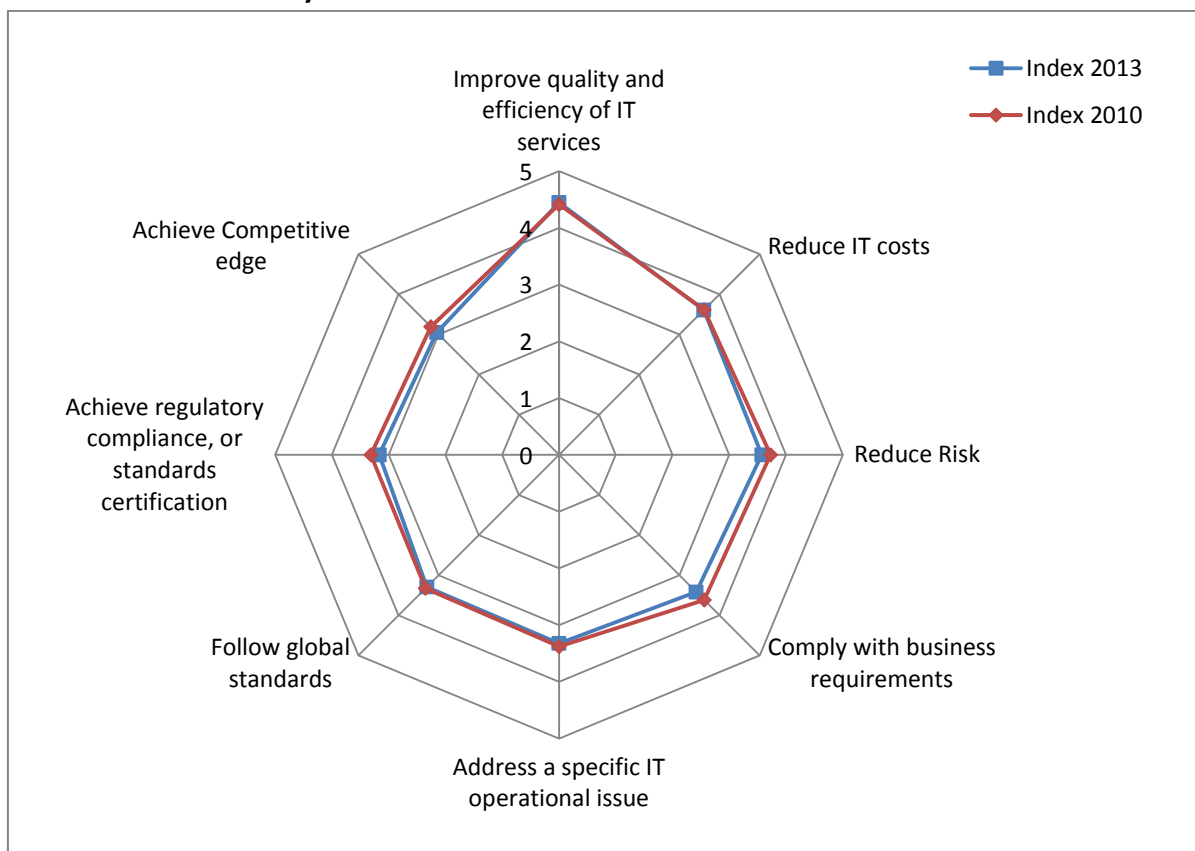
5. Reason for using IT Service Management

The chart below shows the relative importance of various reasons for using IT Service Management. For each reason (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1) [where level 5 is major importance, and level 1 is minor importance – see question 7 in the copy of the survey form attached in the Annex]

Importance Index of 5 below means major reason while Index of 1 below means minor reason.

2010 vs 2013 Survey

The reasons for using IT Service Management as obtained from the 2013 survey are very similar to that from the 2010 survey. The top reason for using IT Service Management is to "Improve quality and efficiency of IT services" with index value of 4.4. The other reasons (the 2nd to 7th reasons) are generally similar in importance - the index value of the 2nd the 7th reasons for the 2013 survey respondents being 3.6 and 3.0 respectively.
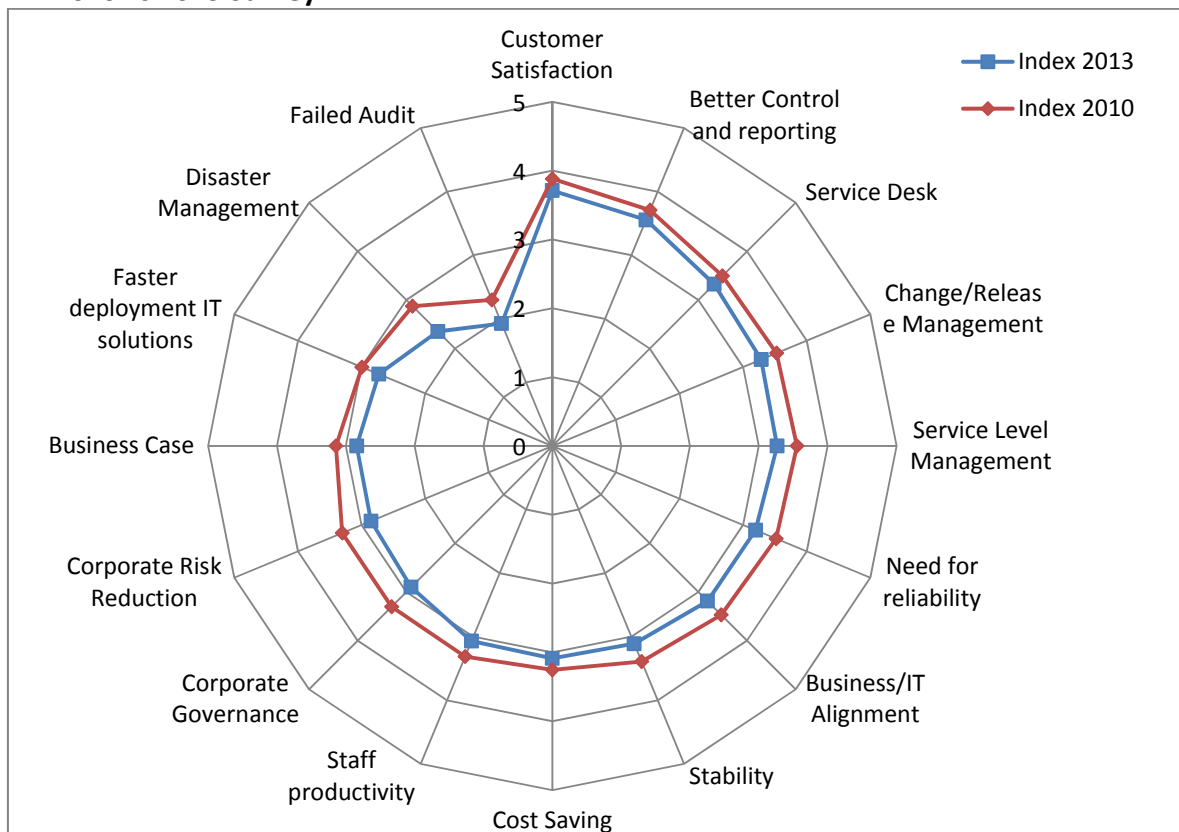
6. IT Service Management project justification

The chart below shows the relative importance of various justifications for IT Service Management projects. For each justification (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1) [where level 5 is major importance, and level 1 is minor importance]

Importance Index of 5 below means major justification while Index of 1 below means minor justification.

2010 vs 2013 Survey

The justifications for IT Service Management projects in 2013 are very similar to 2010. The top 3 justifications are:

2010 Survey – Customer Satisfaction, Service Level Management, Change/Release Management

2013 Survey – Customer Satisfaction, Control and Reporting, Service Desk
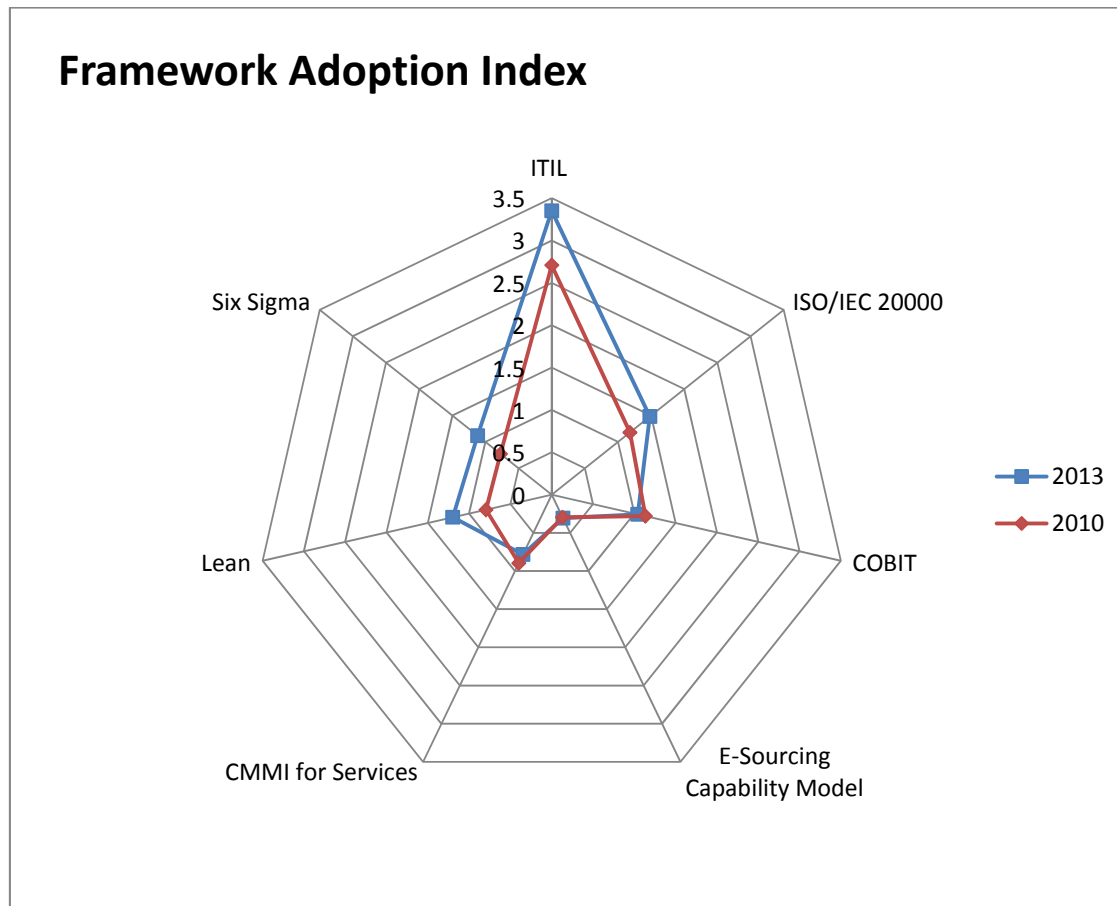
7. Best Practices Framework adoption

2013 vs 2010 Survey

Adoption Index calculated in terms of % respondents in each category of adoption below multiplied by weightage as show below.

Adoption Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]

(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")

Adoption Index of 4 means fully adopted while 0 means not adopted and no plans to adopt.

Among the above frameworks surveyed, ITIL is the most widely adopted by the respondents. The relative level of adoption among the frameworks has remained relatively similar between 2013 and 2010 surveys.

For the respondents, 2013 seem to have seen a higher level of adoption for almost all frameworks as compared to 2010. The only exceptions are CMMI for Services and COBIT which seem to have lower level of adoption in 2013.

8. ITIL Processes Implementation

Implementation Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

Implementation Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]

(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")
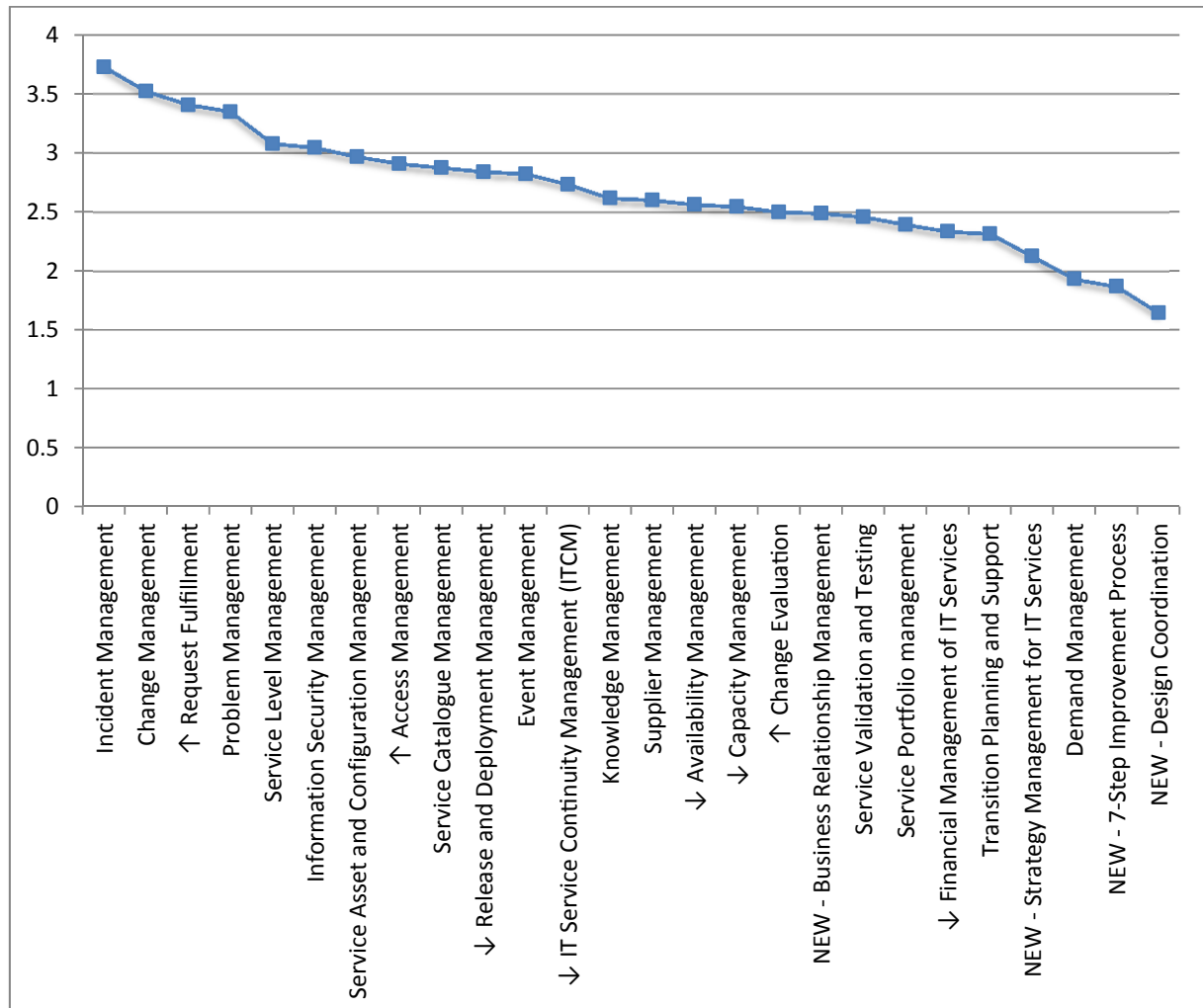
2010 Survey Implementation Index

(Nb: 4 means fully implemented and 0 means not implemented and no plans to implement)
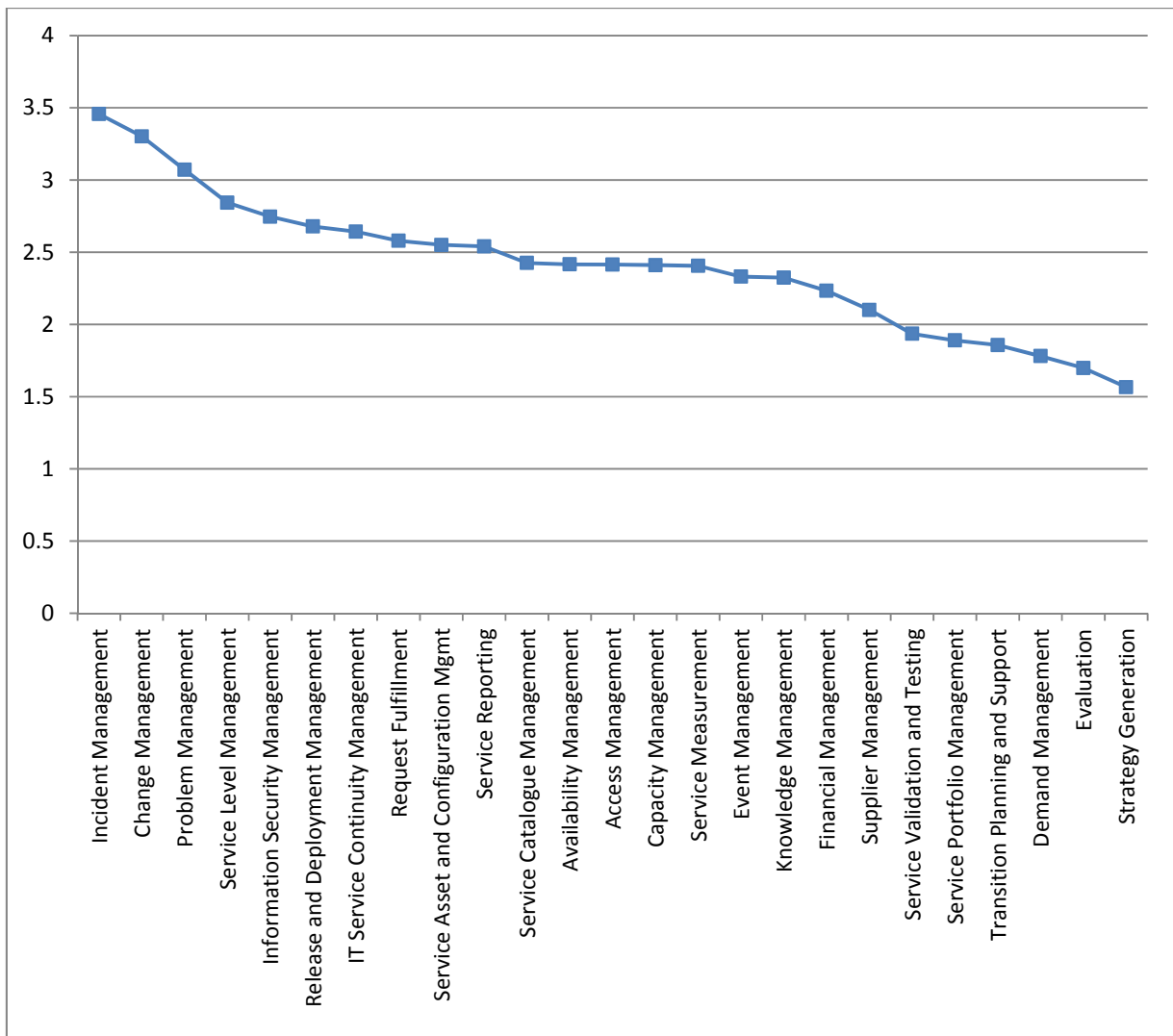
2013 Survey Implementation Index

(Nb: 4 means fully implemented and 0 means not implemented and no plans to implement)

Comparing 2013 and 2010 survey results, the level of implementation for the respondents is generally similar with slight increase in implementation especially for the top few ITIL processes of Incident, Change, Request Fulfillment, Problem and Service Level Management (statistically significant for Request Fulfillment and borderline significant for the other 4).

For the relative changes in the ranking of the ITIL processes in the 2013 survey as compared to 2010, please refer to the 2013 chart where arrows next to the process names indicate which ITIL processes have moved up or down for the survey respondents.

The 2013 chart also includes NEW processes introduced in the 2011 Edition of ITIL which was not part of the 2010 survey.

9. Tool use

Usage Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

Usage Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]

(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")

Usage Index of 4 means fully used (by all respondents) while 0 means no respondent using or planning to use.


Tool Use - 2013 vs 2010 Survey
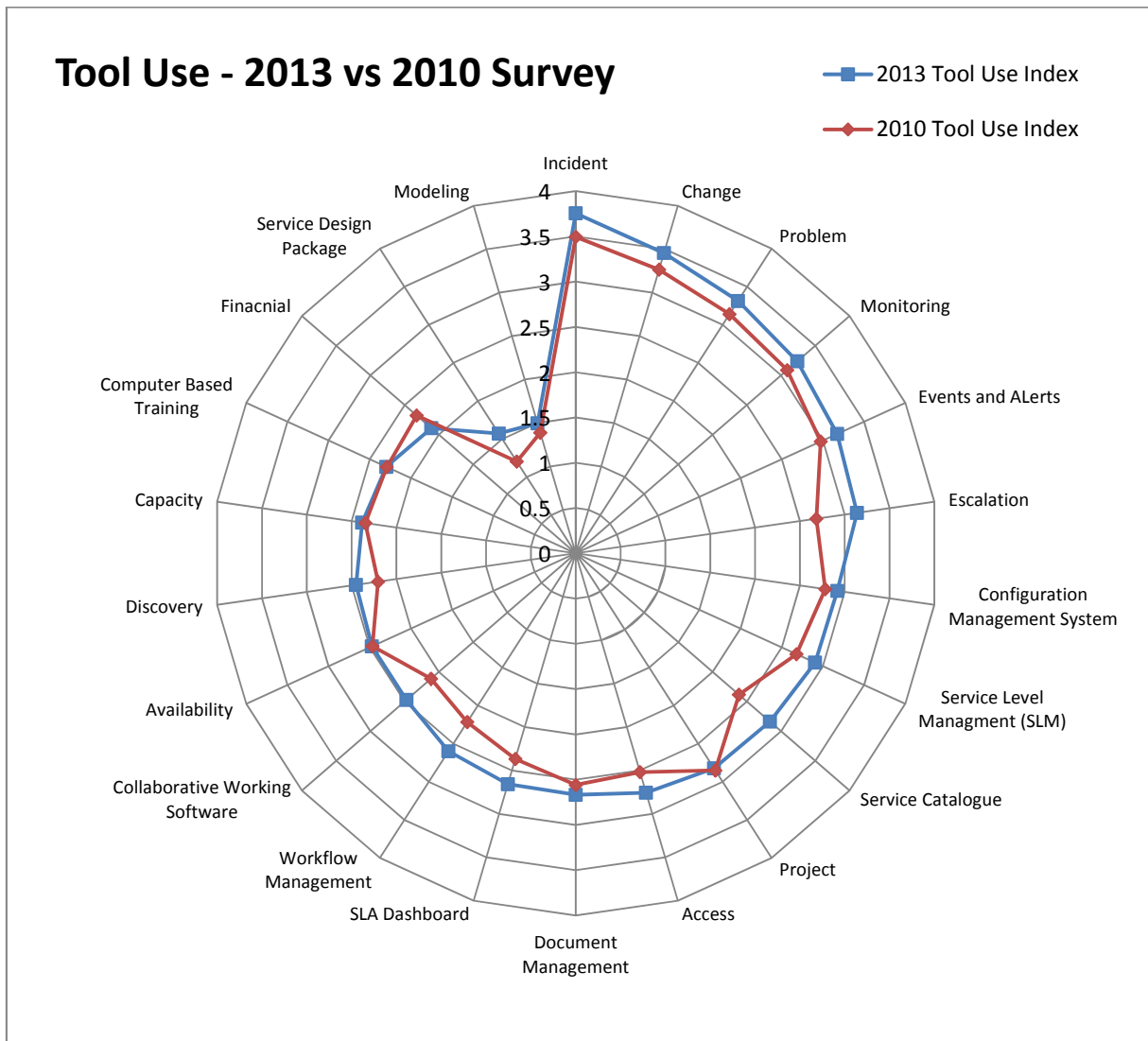
Based on the survey respondents' feedback, the usage patterns in 2013 and 2010 are very similar. The top 3 widest use of tools in both years' surveys are for:

Incident Management, Change Management & Problem Management

10. Important Skills for IT Service Management

The chart below shows the relative importance of various skills for IT Service Management projects. For each skill (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1)

[where level 5 is major importance, and level 1 is minor importance]

Importance Index of 5 means most important skills for all respondents while 1 means least important skills for all respondents.
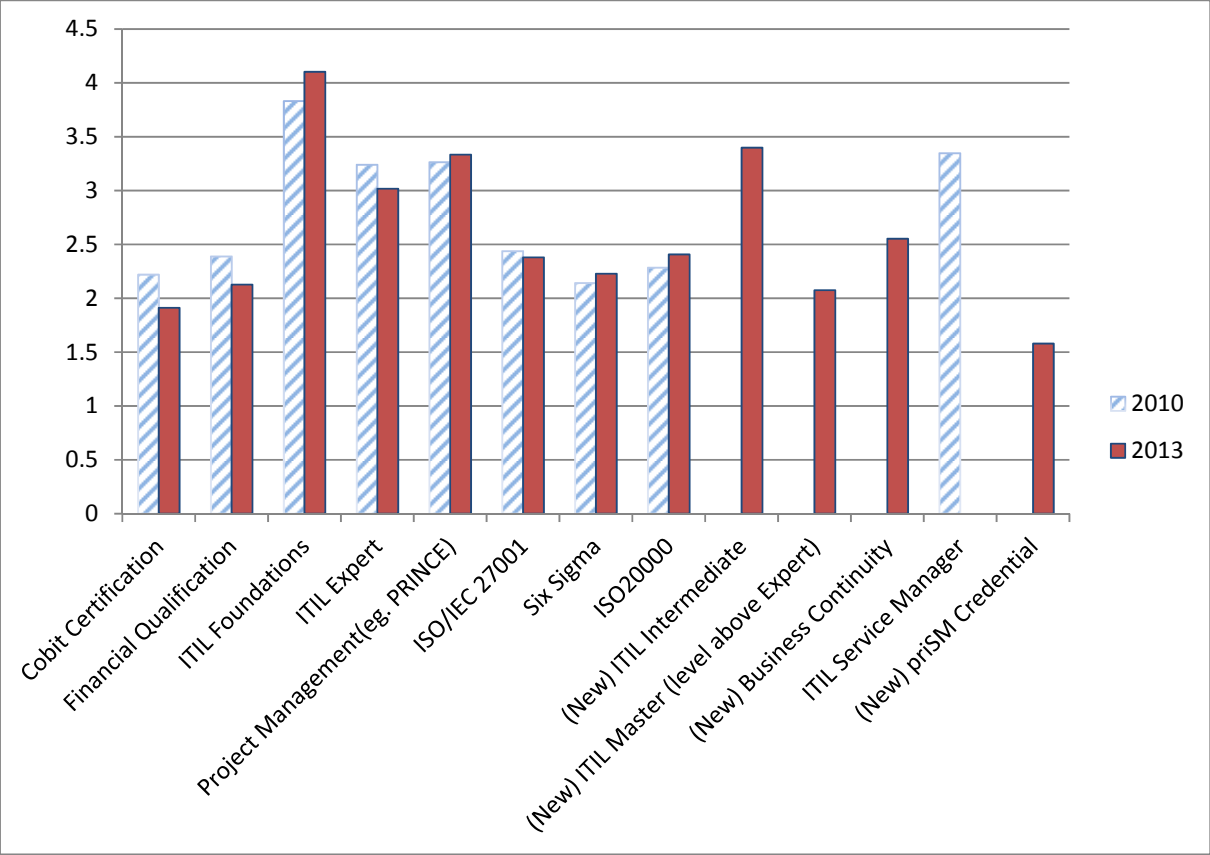
The ITIL Foundation skill is the most important skill from both 2010 and 2013 survey.

It is also the skill with the greatest increase in importance with a scale of 3.83 in 2010 compared to 4.10 in 2013.

The other increases are very small and are for Project Management, Six Sigma and ISO 20000.

All the others skills from 2010 Survey have lower importance in 2013 as compared to 2010.

For the NEW skills added to the 2013 Survey, ITIL Intermediate has the highest importance.

11. Success of last Service Management project

Satisfaction Score	2010 Respondents		2013 Respondents		Project Result
	Counts	Percentage	Counts	Percentage	
>100%	80	7.3%	104	14.1%	Extremely Successful - Better than expected
80-100%	479	43.9%	350	47.4%	Very successful - but within expected range
20-80%	464	42.5%	237	32.1%	Successful
0-20%	56	5.1%	45	6.1%	Marginal result
<0%	12	1.1%	2	0.3%	Unsuccessful - a failed project

Both results from 2010 and 2013 respondents are encouragingly positive. More than half of the projects are very or extremely successful.

The extremely successful percentage is doubled; and there are fewer failed projects, from 1.1% in 2010 to 0.3% in 2013.

12. Project effectiveness

2013 vs 2010 Survey

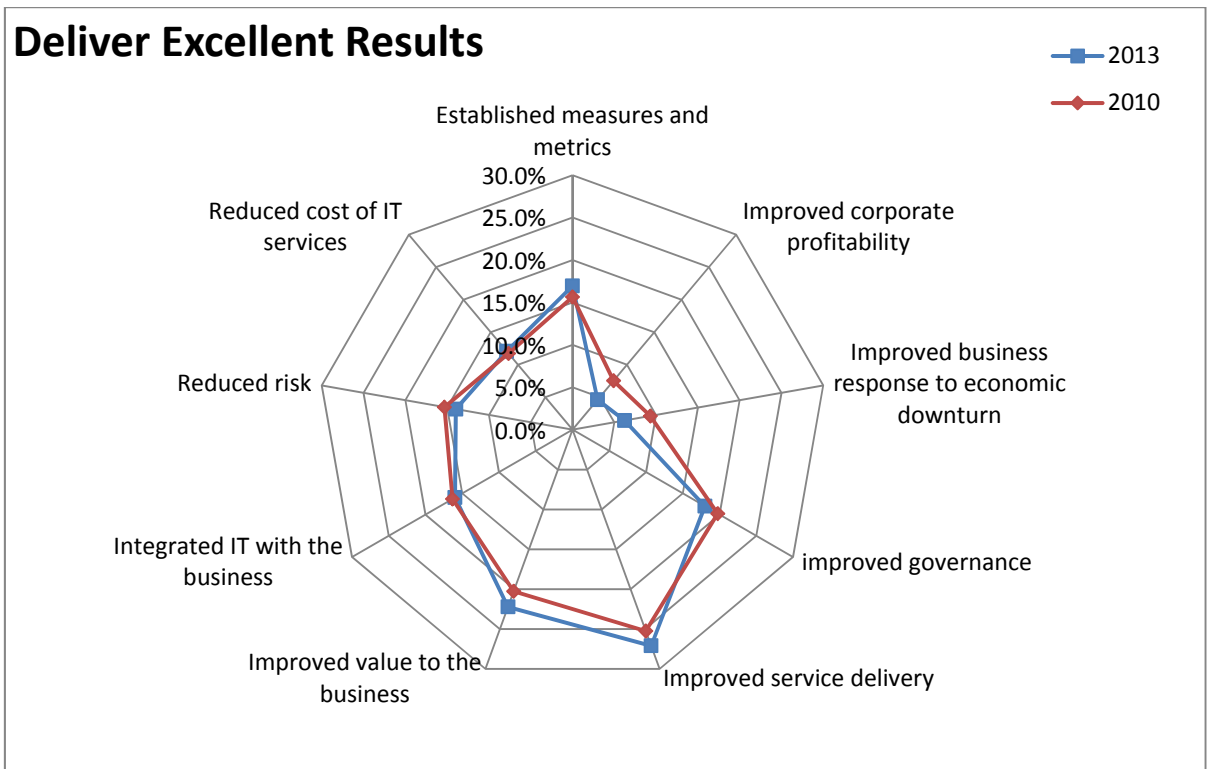## Deliver Badly in These Areas
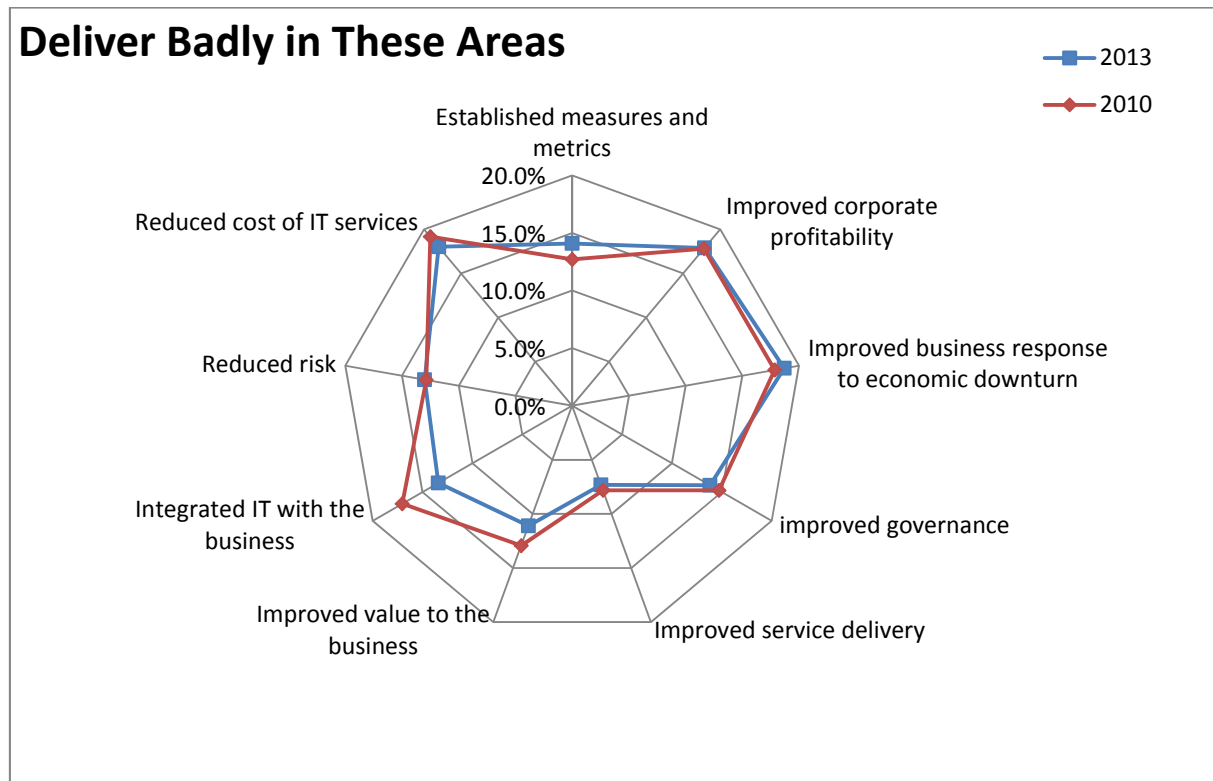
For the 2013 respondents whose projects deliver badly, the pattern of areas delivered badly remain similar to those from 2010.   The top 3 areas delivered badly in the 2013 survey were "Improved Business Response to Economic Downturn", "Reduced cost of IT Services" and "Improved Corporate Profitability".

Deliver As Expected
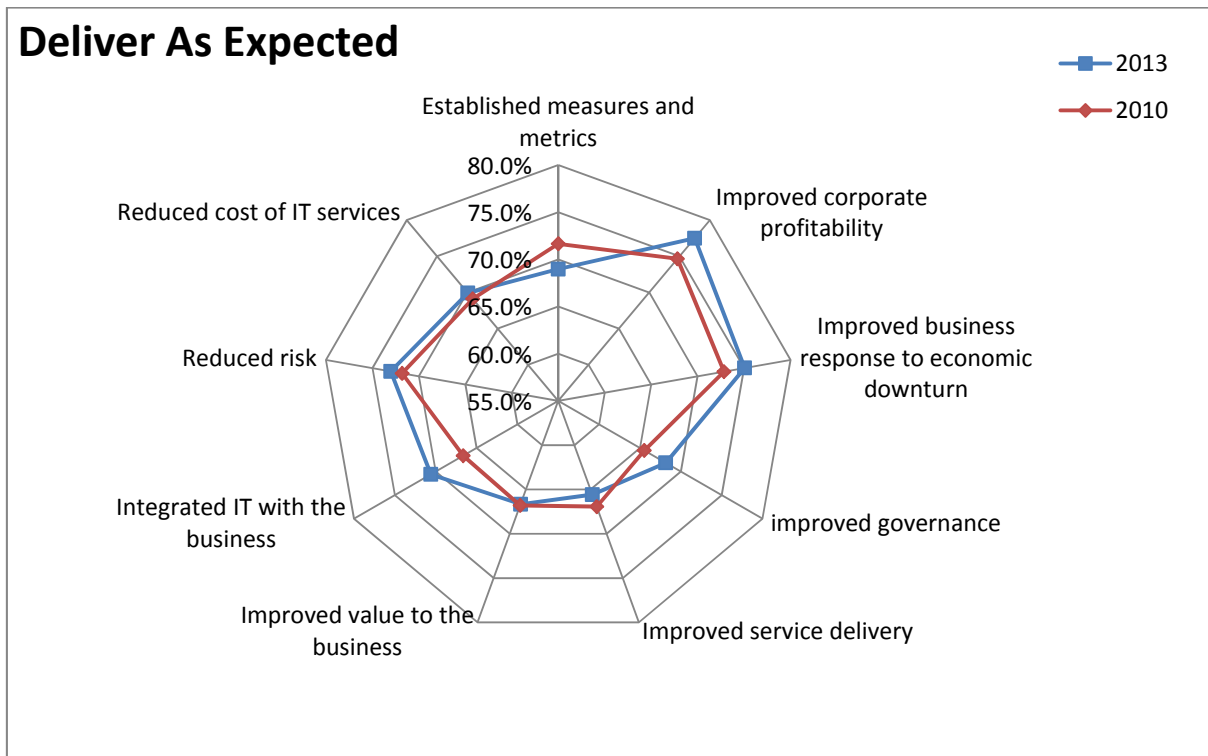
For the 2013 respondents whose projects deliver as expected, the pattern of areas delivered as expected remains similar to those from 2010.   For the 2013 survey, the top 3 areas delivered as expected are "Improved Corporate Profitability", "Improved Business Response to Economic Downturn" and "Reduced risks".

Deliver Excellent Results

For the 2013 respondents whose projects deliver excellent results, the pattern of areas delivering excellent results remain similar to those from 2010.

For the 2013 survey, the top 3 areas delivered as expected are "Improved Service Delivery", "Improved Value to Business" and "Improved Governance".

Part II –
2013
Large Organization (>500 Employees)
vs.
Small Organization (≤500 Employees)

13. Reason for using Service Management

The chart below shows the relative importance of various reasons for using IT Service Management. For each reason (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1) [where level 5 is major importance, and level 1 is minor importance – see question 7 in the copy of the survey form attached in the Annex]

**Importance Index of 5 below means major reason while Index of 1 below means minor reason.**
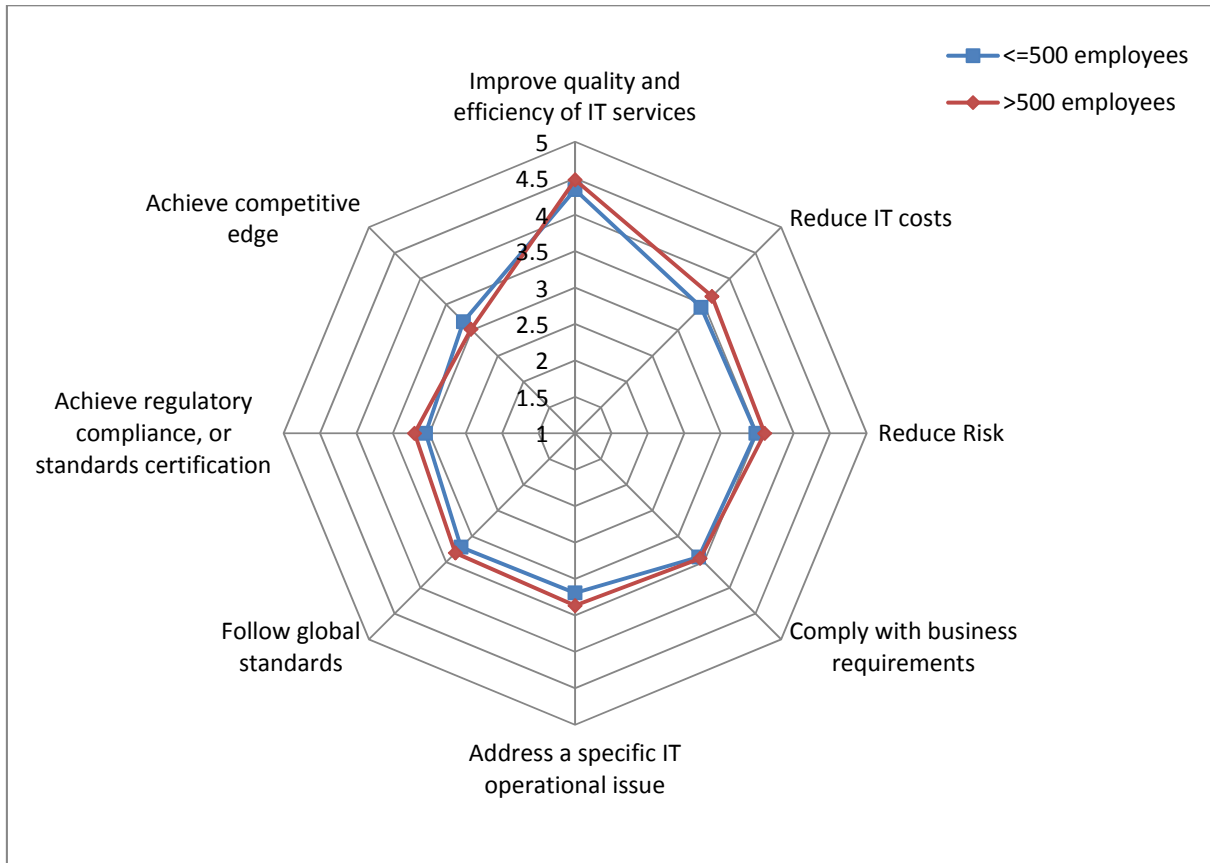
For the 2013 survey respondents, the reason for adopting IT service management is very similar for large and small organisations.

14. Service Management project justification

The chart below shows the relative importance of various justifications for IT Service Management projects. For each justification (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1) [where level 5 is major importance, and level 1 is minor importance]

Importance Index of 5 below means major justification while Index of 1 below means minor justification.
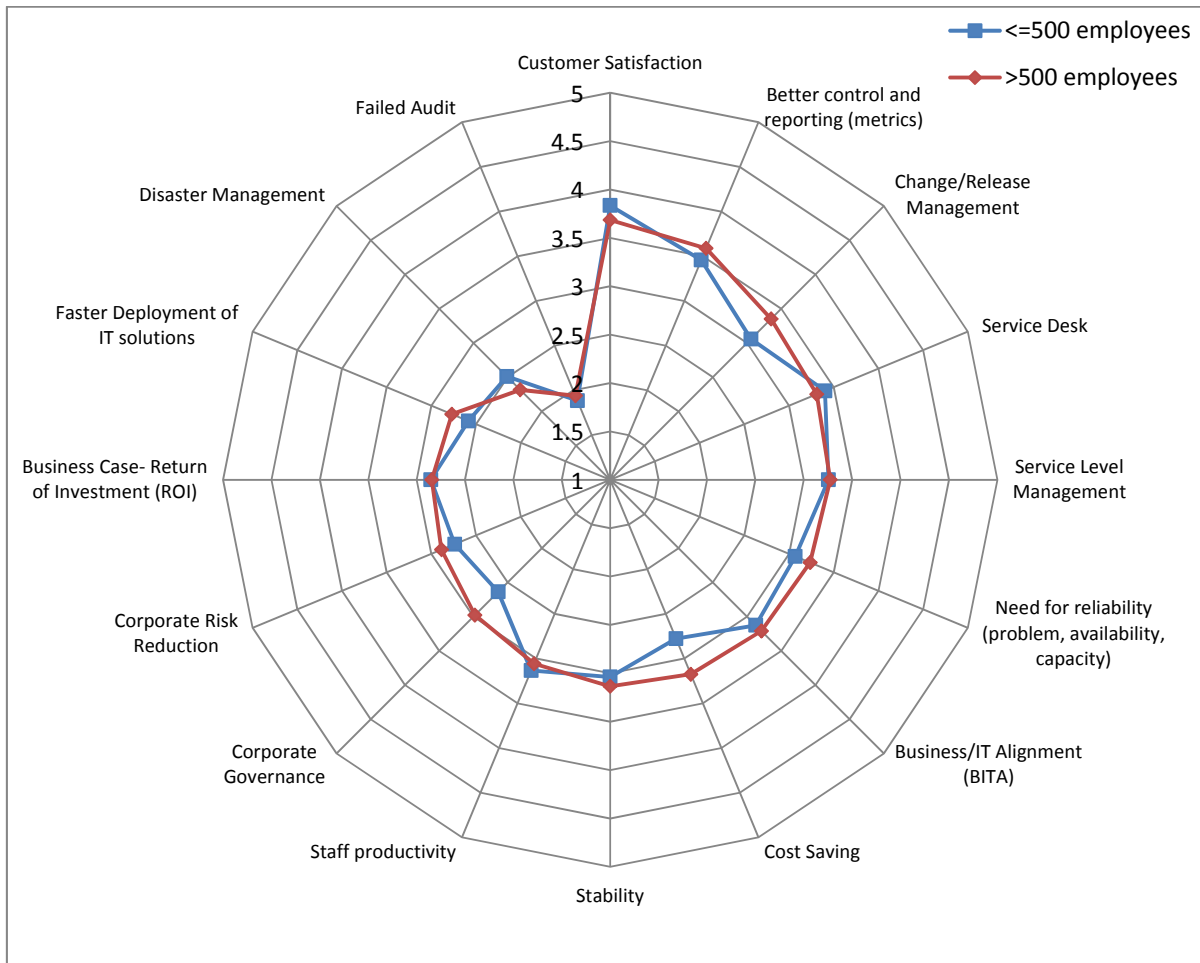
For the 2013 survey respondents, the justification for IT service management projects is very similar for large and small organisations.
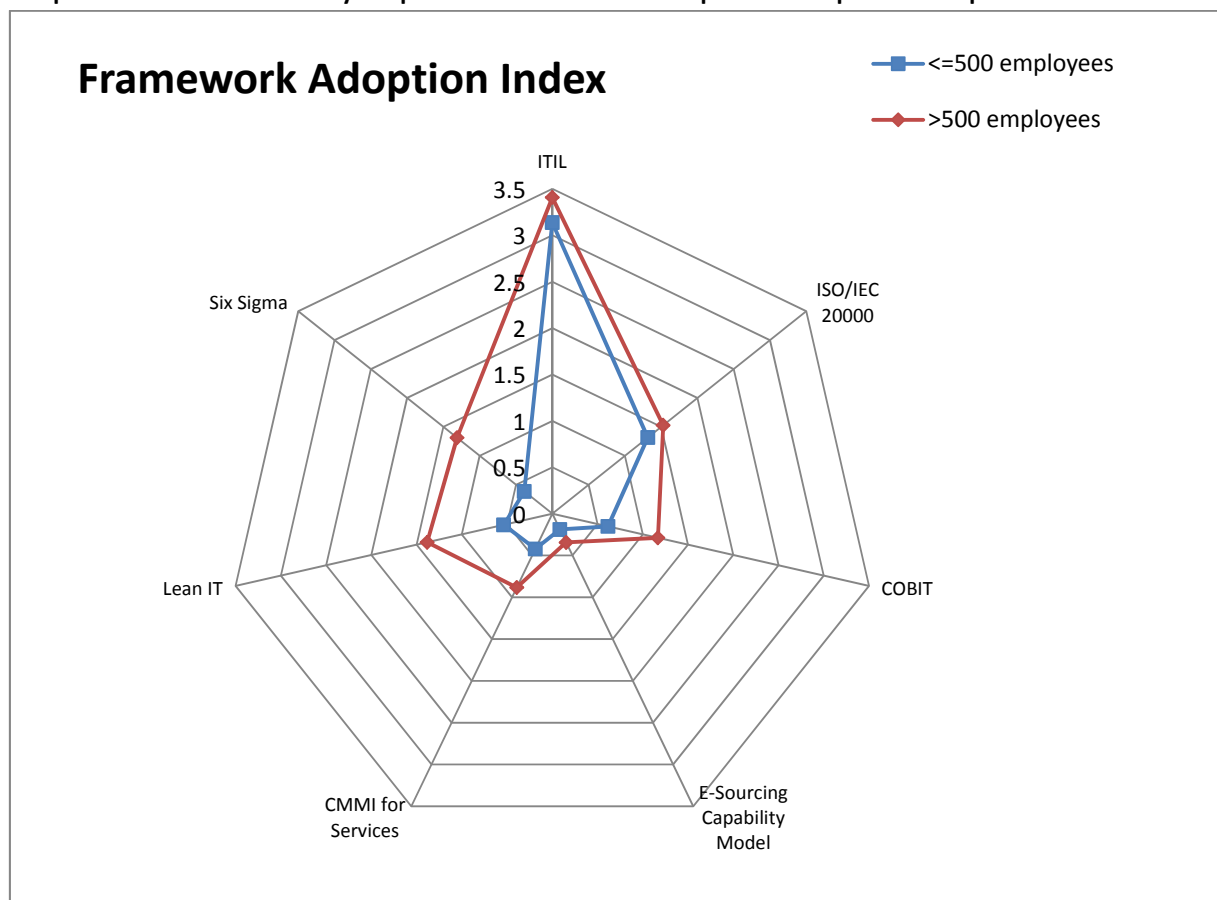
15. Best Practices Framework adoption

Adoption Index calculated in terms of % respondents in each category of adoption below multiplied by weightage as show below.
Adoption Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]
(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")

Adoption Index of 4 means fully adopted while 0 means not adopted and no plans to adopt.

For the 2013 respondents, the small organisations seem to have lower adoption of frameworks as compared to large organisations (statistically significant for Six Sigma, Lean IT, CMMI for Services and COBIT)
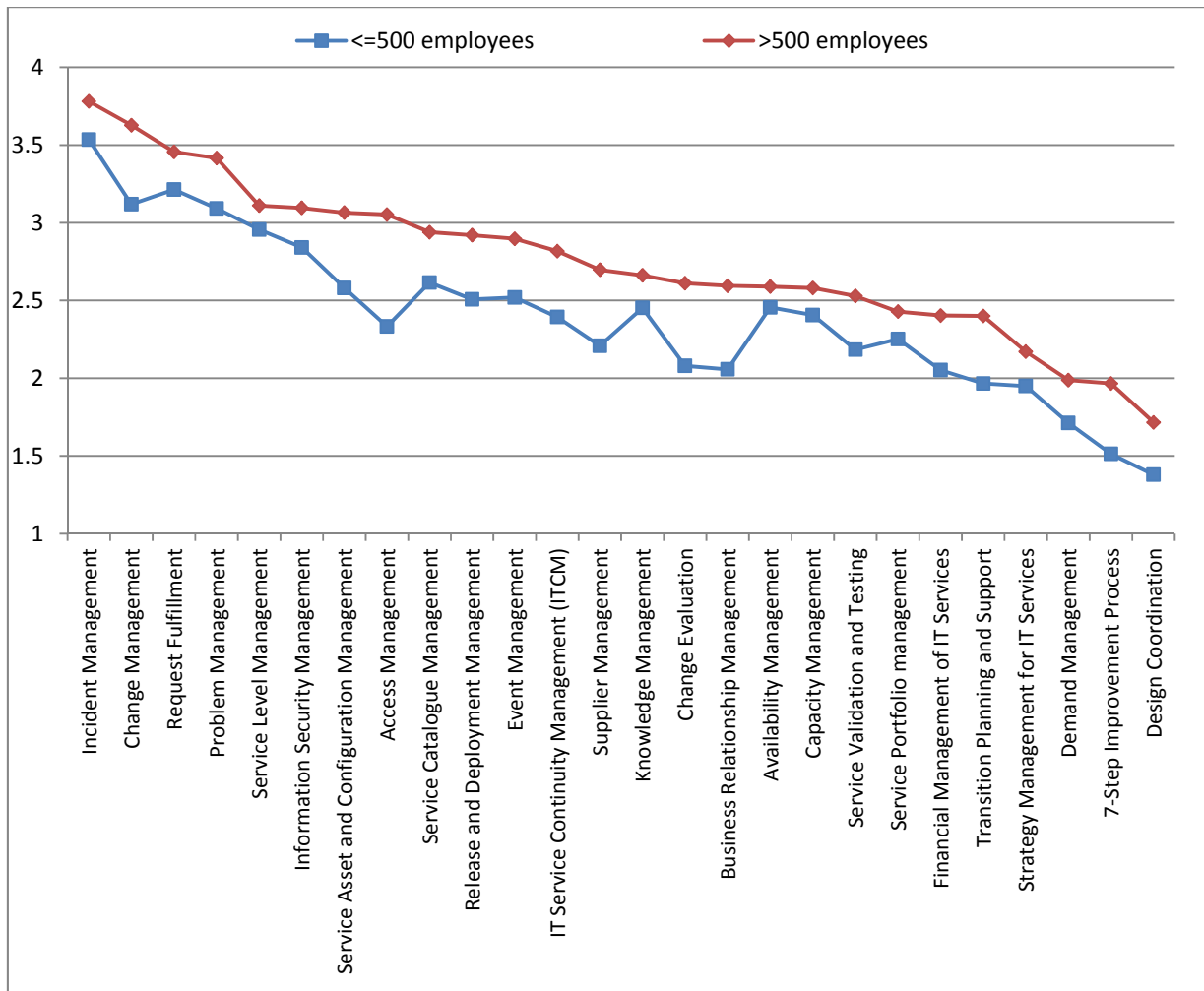
16. ITIL Processes Implementation

Implementation Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

Implementation Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]

(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")

(Nb: 4 means fully implementated and 0 means not implemented and no plans to implement)

For 2013 respondents, smaller organisations seem to have lower level of implementation of ITIL processes as compared to large companies (generally statistically significant). The relative ranking of the different processes is generally similar between large and small organisations.
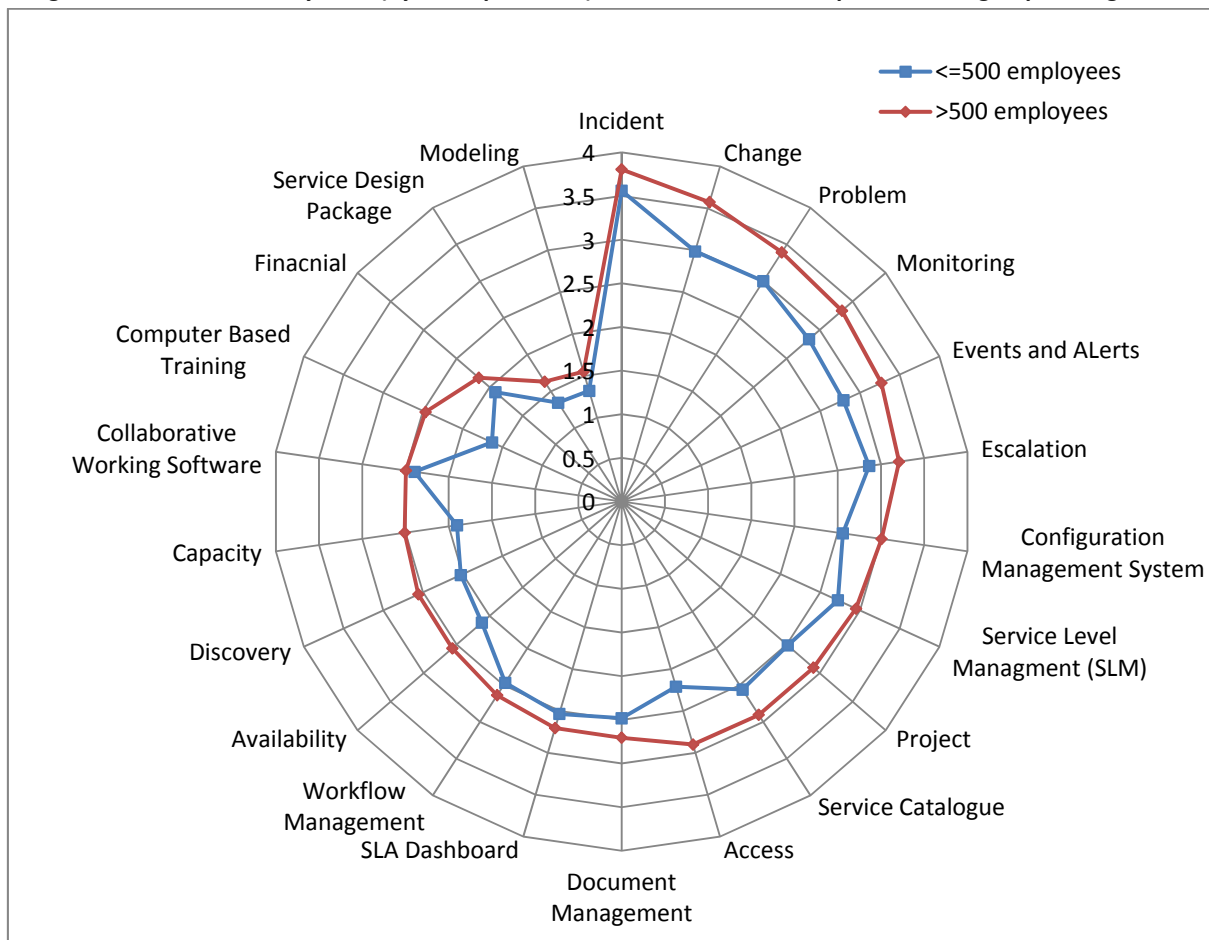
17. Tool use

Usage Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

Usage Index = [%In place*(4) + %In progress*(3) + %Planned next quarter*(2) + %Planned next year*(1) + %Not Planned*(0)]

(where % is in relation to total responses of in place, in progress, planned and not planned – i.e. excludes the "don't knows")

Usage Index of 4 means fully used (by all respondents) while 0 means not respondent using or planning to use.


For the 2013 survey respondents, the pattern of tool use is generally similar between large and small organisations with higher level of use for the larger organisations (larger differences are generally borderline statistically significant).

18. Important skills for IT Service Management

The chart below shows the relative importance of various skills for IT Service Management projects. For each skill (see chart below), the overall importance is calculated in terms of % of respondents choosing a specific level (of importance) multiplied by weightage as show below:

Importance Index = %Level5*(5) +%Level4*(4) + %Level3 *(3) + %Level2*(2) + %Level1*(1) [where level 5 is major importance, and level 1 is minor importance]

Importance Index of 5 means most important skills for all respondents while 1 means least important skills for all respondents.
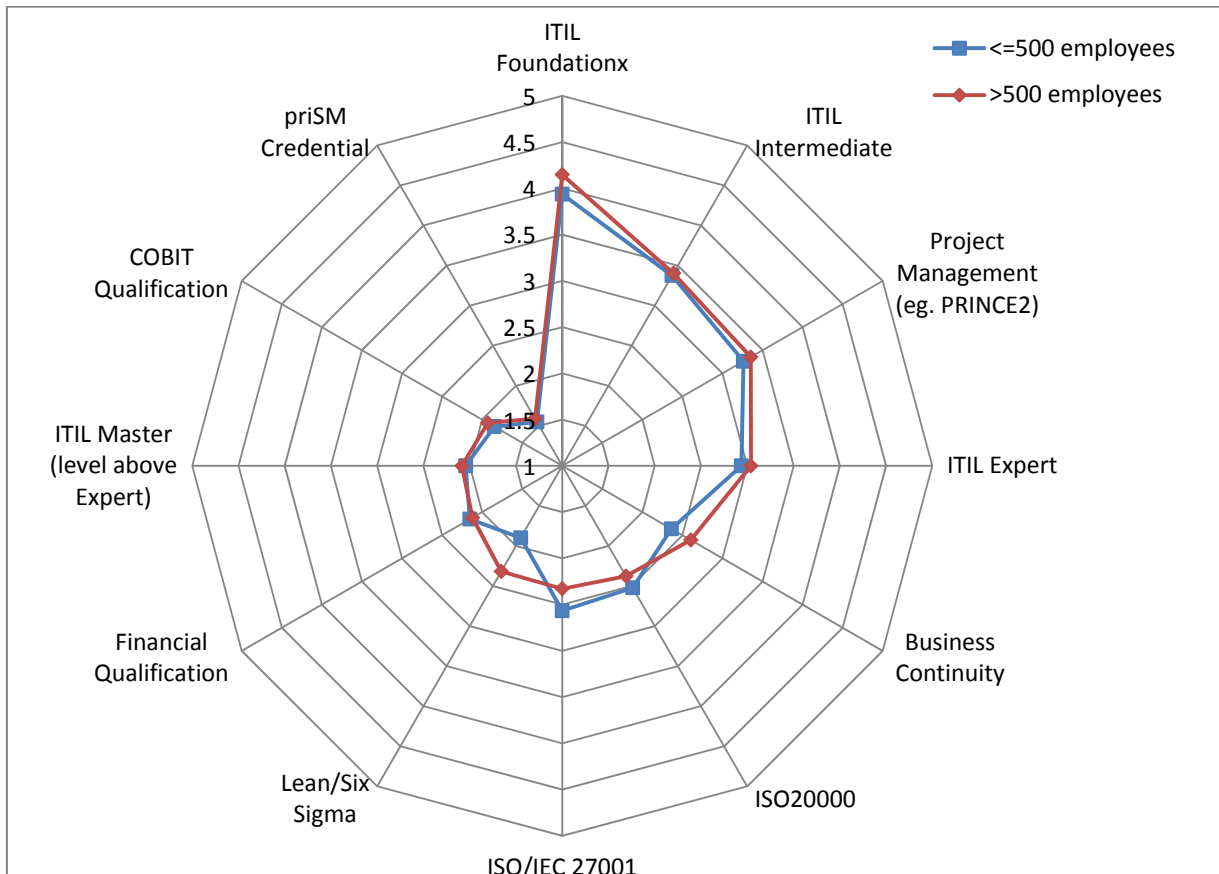

The pattern for very important skills is generally similar for large and small organisations with only Lean/Six Sigma being a more significant difference (where large organisations have more need for it).

19. Success of last Service Management project

Satisfaction Score	<=500 employees		>500 employees		Project Result
	Counts	Percentage	Counts	Percentage	
>100%	30	19.1%	74	12.7%	Extremely Successful - Better than expected
80-100%	65	41.4%	285	49.1%	Very successful - but within expected range
20-80%	47	29.9%	190	32.7%	Successful
0-20%	14	8.9%	31	5.3%	Marginal result
<0%	1	0.6%	1	0.2%	Unsuccessful - a failed project

For the 2013 survey respondents, the small organisations have a larger % of extremely successful projects as compared to large organisations (19.1% vs 12.7% but this might be statistically inconclusive to apply to the overall population). Overall, small organisations in the 2013 survey seem to have higher % of unsuccessful and marginal projects as compared to large organisations (9.5% vs 5.5% - again, it might be statistically inconclusive to apply to the overall population).
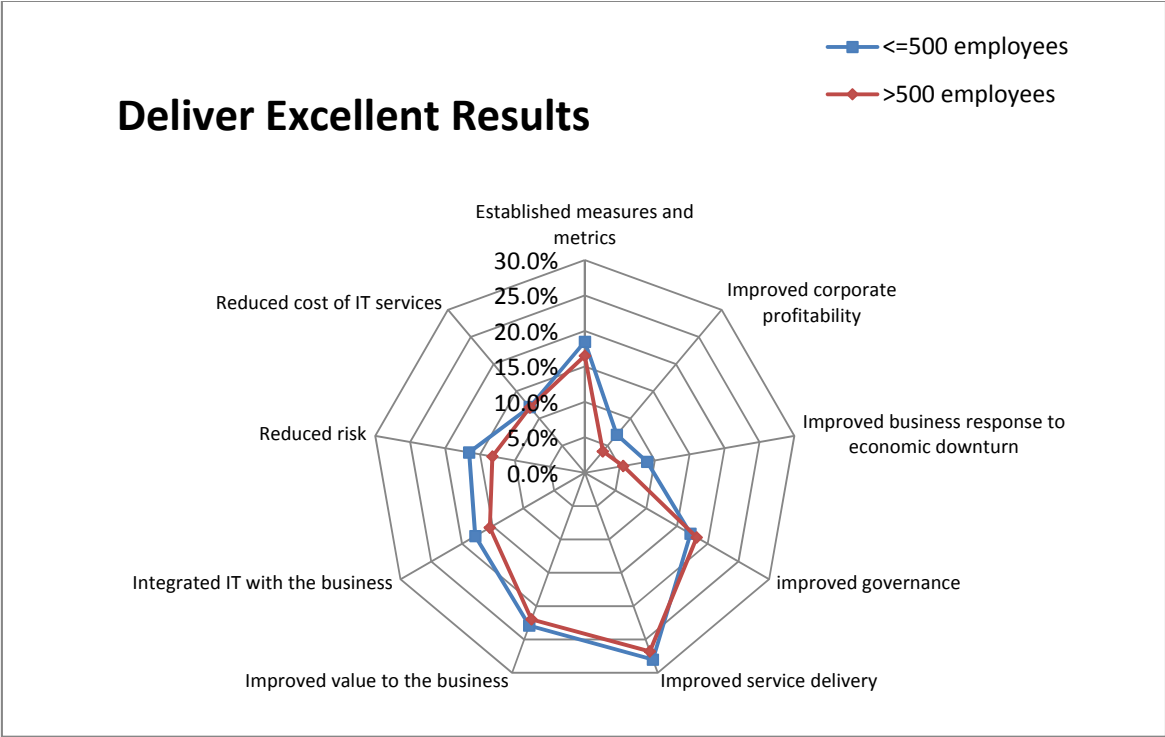
20. Project effectiveness

Deliver Badly in These Areas
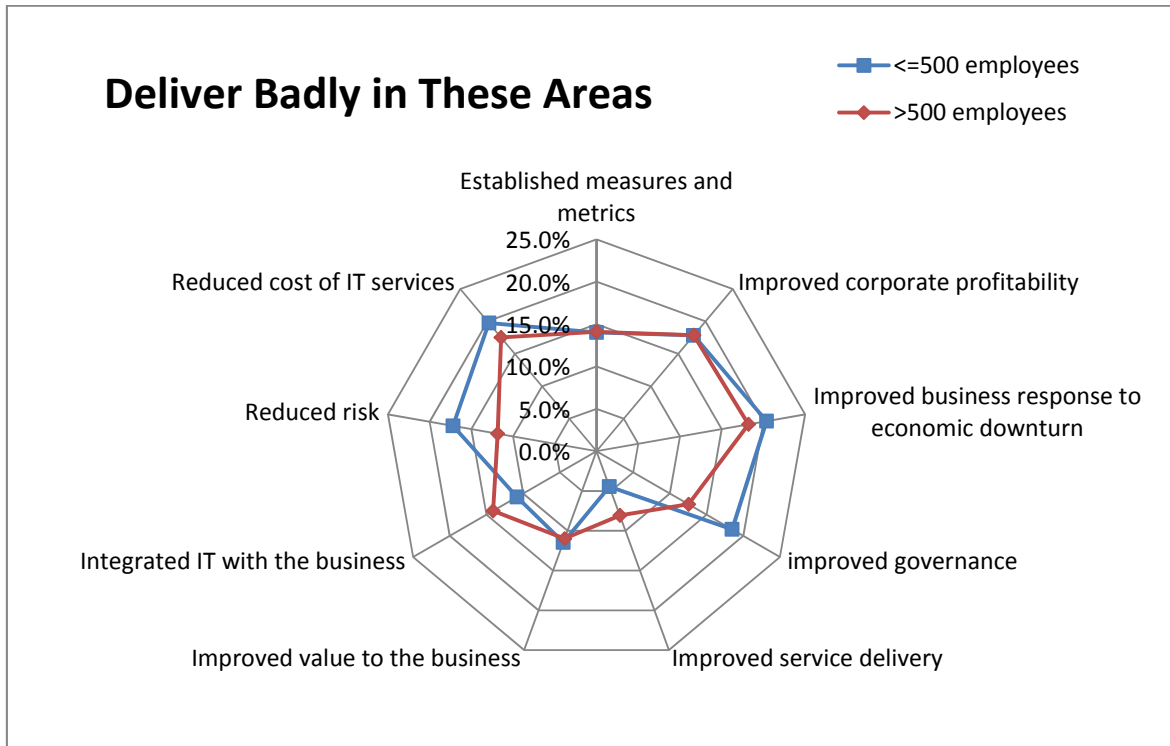
For the 2013 Survey respondents whose projects delivered badly, the pattern is generally similar for large and small organisations. For the 2013 survey, the largest difference is in "Improved governance" and "Reduced risk" which the smaller organisations did more badly than the larger organisations in these areas (thought the results are not statistically significant).

Deliver As Expected in These Areas
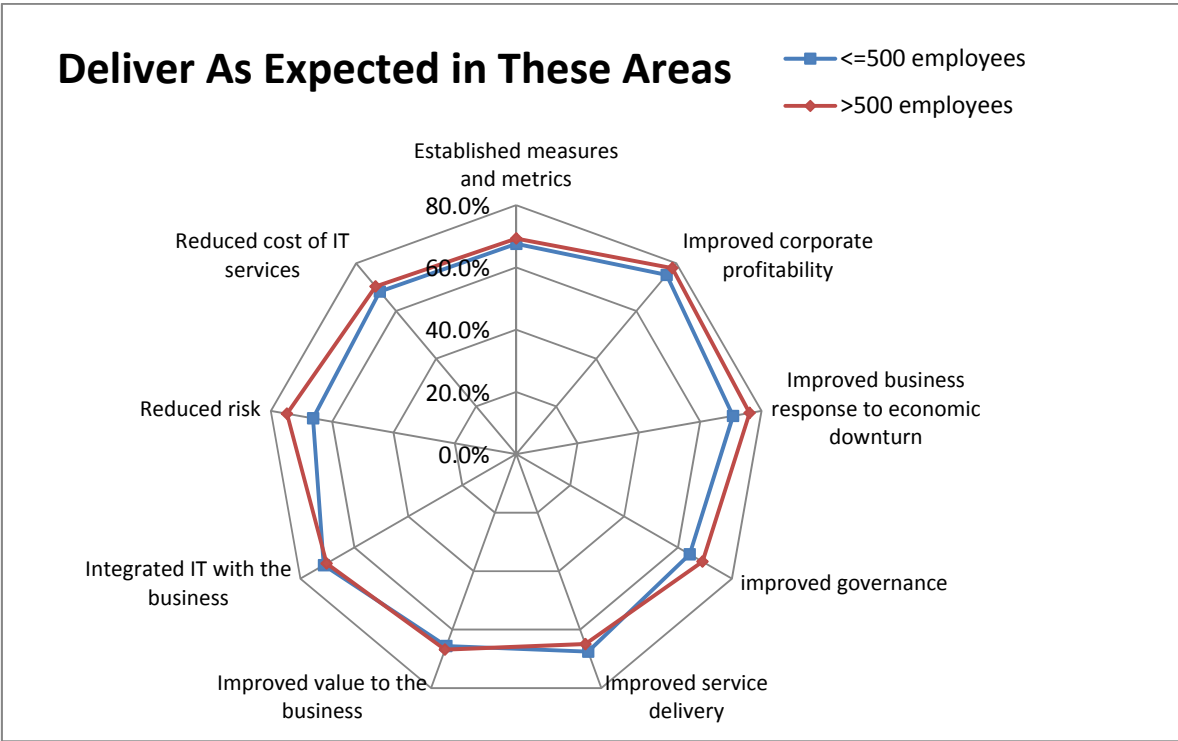
For the 2013 Survey respondents whose projects delivered as expected, the pattern is generally similar for large and small organisations with insignificant differences.
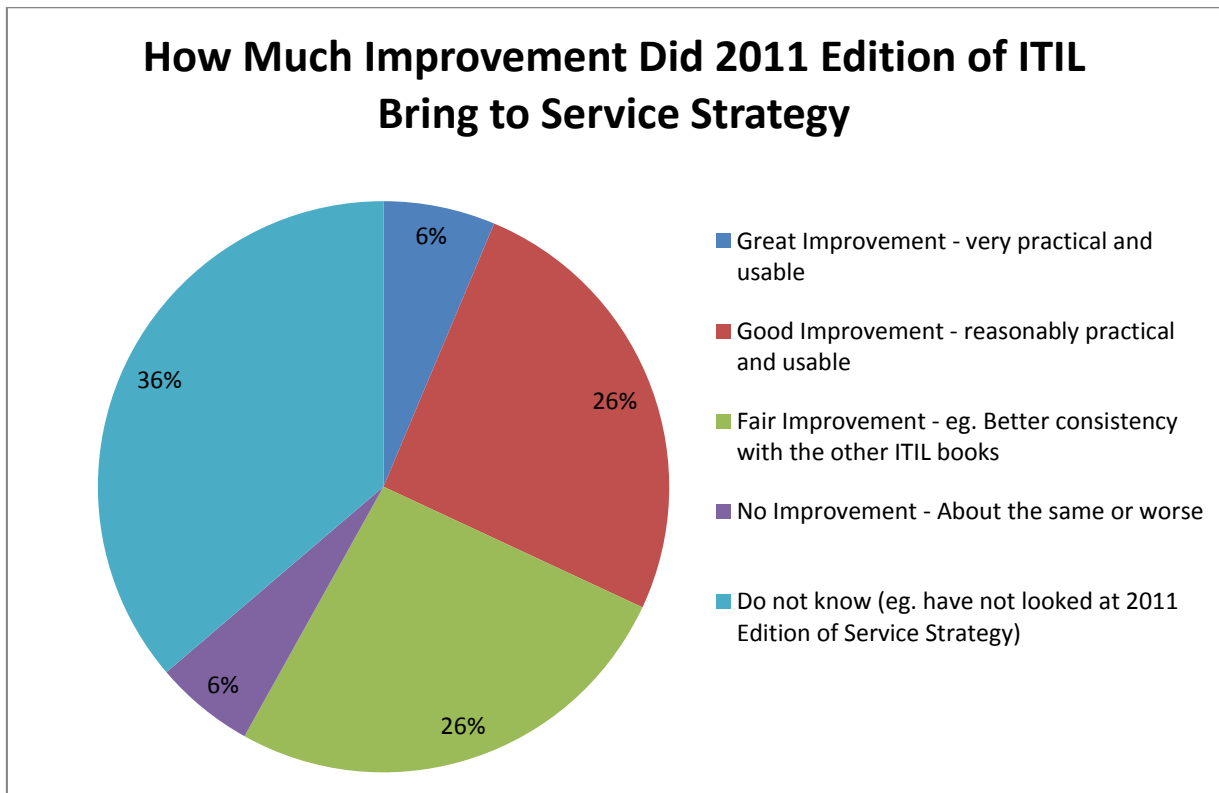
Deliver Excellent Results

For the 2013 Survey respondents whose projects delivered excellent results, the pattern is generally similar for large and small organisations with insignificant differences.

ITIL 2011 & Comments

21. ITIL 2011 Edition and Service Strategy

2013

How Much Improvement Did 2011 Edition of ITIL Bring to Service Strategy

6%

26%

36%

6%

26%

■ Great Improvement - very practical and usable

■ Good Improvement - reasonably practical and usable

■ Fair Improvement - eg. Better consistency with the other ITIL books

■ No Improvement - About the same or worse

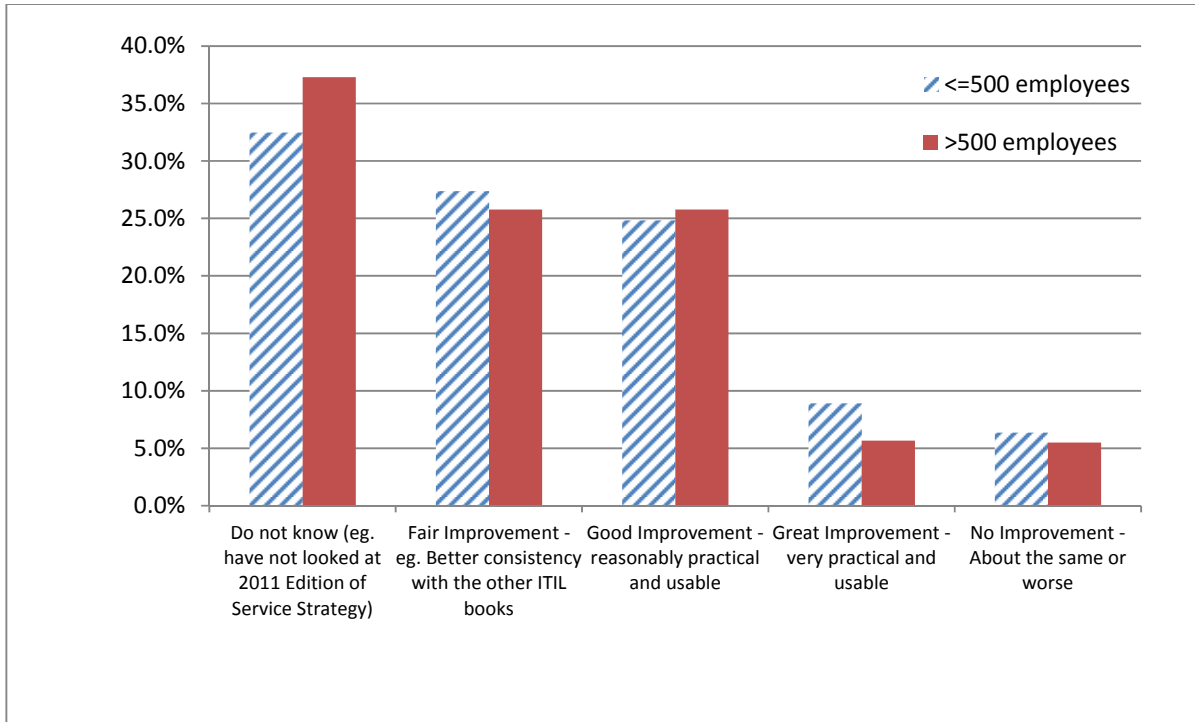■ Do not know (eg. have not looked at 2011 Edition of Service Strategy)

Most respondents (58%) felt that the 2011 Edition of ITIL brought fair to great improvements to Service Strategy.

About 30% of the respondents have not had the opportunity to compare the 2011 Edition with the earlier version of the Service Strategy.

Large Organization vs. Small Organization

For the 2013 Survey respondents, the pattern is generally similar for large and small organisations. (Differences may not be statistically significant)

22. Comments from Survey Respondents

Below are comments given by survey respondents on IT Service Management / ITIL. They are a valuable addition as they give more of a feeling for issues on the ground. The only editing done to the comments are for the purpose of producing some degree of anonymity for the respondents and to correct obvious typographical errors.

- Need to move away from terminology 'Business IT Alignment' toward something like 'Business IT Function'. We don't say Business Sales Alignment; or Business Marketing alignment... we say Sales, Marketing, IT, ...
- There need to be better ITIL overview pictures (all processes/phases/inputs/outputs etc). The packaging, of some things into the books they are in, still doesn't make sense. Why are functions part of Service Operations and not functions that support the lifecycle - maybe put into a book that supports every phase (kind of like CSI). Also, having change, config and knowledge as "lifecycle" processes in the middle of the lifecycle is odd. They should be in strategy and support the entire lifecycle (or in a separate lifecycle book that again, supports every phase)
- A great deal has happened so far and the transformation to lifecycles is a better more holistic approach. It is though a mixture of practical and theoretical guidance that needs to be more balanced. Some processes are very detailed yet some others are very theoretical and superfluous.
- COBIT 5.0 has enriched to the point where in future updates will incorporates the whole ITIL. Unless there is a strategic decision to merge with COBIT, we need to act fast.
- As an independent consultant I feel like the industry hangs their hat on high level ITIL qualifications when an basic understanding of ITIL and broader knowledge of other methods may in fact be a better starting point.
- As IT Service Management turns more to process management, you should employ better process and automation managers than ITIL skilled people
- As proposed before, introduce BPMN as modeling language to draw the (process) flows in the documents.
- Blended models seem to work better.
- Cost of reference materials is extremely high compared to other BOKs or Best Practice materials.
- Easy for implementation, but need time to create culture in the organization.
- Folks not yet seeing ITIL/SM as strategic advantage - say they "hate' ITIL in one breath, then in the next say "it would be nice to have customer interface to select IT stuff they

want", "it would be nice to have an itemized list of IT items that link", "it would be nice to have a better understanding of what we might break ahead of a change". All despite appropriate education.

- I would say the ITIL content is improved, and the alignment of Business Architecture, Business Capabilities, IT Value Stream and other key strategic focus areas is greatly improved.
- Getting into diminishing returns now. The explosion of complexity in ITIL V3 is feeding an industry of licensed …, with lower value added relative to the increased volume of material and complexity.
- Great philosophy to take advantage of.
- Here, ITSM is being used within IT department with no noticeable support nor pressure from organization's high authorities.
- I expect an ITIL COBIT merge
- I think ITIL should be translated to Russian. Only foundation is available or Russian specialists now. They need to improve their knowledge in ITIL
- I wish the books were re-written in English (U.S.). The statements are overly complicated for the intent.
- If we can club ITIL with Lean to remove the waste, that will increase the productivity of any organization.
- I'm interested in the ITIL complementary guides. I don't know if there will be a set of guides with the 2011 version. In my opinion is highly recommended.
- Importance diminishes as there are a variety of competing models. Larger organizations require more forceful leadership and strategic individuals. These go beyond models.
- In commercial companies, the ROI is hard to justify and TCO is high. In general, IT is not easily to adopt a framework (like ITIL) as most of them are not practical and hard to implement.
- In my org, ITIL is viewed as a once-good standard that has been turned into a consulting cash cow. It is looked upon with skepticism.
- It is hard to convince my organization to set up ITIL practices starting from the fundaments up. The processes are implemented but not complete. Because of a few different processes it is hard to get united metrics,
- It is still being applied poorly by 90% of users.
- It is working well as the best practice we are implementing
- ITIL getting more and more service-oriented in contrary to "hard" IT is a correct path. I would be interested to see in the future a bit more connections into Project Management as well.

- ITIL is a base framework, all the revisions, etc... do not impact the core. We pick and choose the pieces in ITIL that work for us and omit the rest.
- ITIL is losing face since V3 and the change in the ITSM. Half the jury feel that V3 & 2011 and the recent new qualifications have resulted in the ITSM being a money making machine. Makes my job of ITIL & ISO20k implementation very difficult
- ITIL is no objective but just one way of getting somewhere.
- ITIL is not relevant in cloud environment
- ITIL is reaching a level of maturity where the … are becoming involved and overcomplicating it to the point it will not be used.
- ITIL is still too much focused on Infra.
- Trying to follow ITIL principles and best practices is difficult is your customer doesn't understand what it is or what it does.
- ITIL is very abstract. I miss concrete best practices e.g. which priorities a change can have.
- ITIL needs to focus on more practical use in real world.
- ITIL performs great on operational themes. The service aspects (definition, specification, delivery, even catalogue) needs improvement.
- ITIL V3 is not better than V2, it is easy to implement.
- It's getting too complicated. We need to go back to less processes.
- itSMF, PRISIM and ITIL 'BOK' should merge into one entity and step up governance of Service Management specialists.
- Latest 2011 slight update was just that
- Looking forward to ITIL lite
- More ISO20000 and ISO27001 and less ITIL.
- My Impression: We, Customers and Providers, are far away from an "industry standard" of IT-Services (compared with more established industries which use IT).
- No commitment from the business
- Organization I had been working for is currently going backwards, with focus away from ITIL, mostly due to lack of commitment from senior management.
- Overall (still) trend with ITSM customers having a continued disconnect between business/IT and dev/IT.
- In my experience, some company's do Service Management because they know it is good to do, but perhaps don't know why they're doing it.
- Quand les livres seront-ils tous disponibles en français ? Tout comme ce sondage d'ailleurs ! C'est regrettable ! (When will the books be available in French? And surveys too! This is unfortunate!)
- Still content mainly for Service Providers Type 1,2; for me it is not much for Type 3 SP

- The content in the books is slightly disjointed and it is sometimes obvious that different authors have tackled different parts of the ITIL framework. It would have been beneficial if the overall framework would have been reviewed for flow, consistency and integration. In addition, I consider that a major disadvantage is not explaining the project management integration within the overall service life cycle.
- The previous project was done with resources who did not understand process or the ITIL framework. The ITSM project is currently underway to correct the erroneous work previously done and improve staff efficiency and customer experience.
- The quality of Polish translation of ITIL Foundation exams is low. Putting a number of examples in the ITIL books is good practice, because some of the processes or activities are difficult to understand the purpose for organisations.
- There should be official matrix of roles that might be integrated in smaller organizations (500 employees-IT customers, 40 in IT department) and roles that are not allowed to combine. Also mini ITIL with necessary initial processes.
- There's a lot more to service management that ITIL
- ITIL has its place but does not get IT Service management to the top table
- Translations too late, some important ones are not even started after almost 2 years (French)
- Very valuable framework
- We are concerned on the future property of ITIL trademark and its evolution.
- itSMF should focus more in sharing experiences and real cases between countries.
- We did use a combination of COBIT and ITIL, COBIT as the leading framework
- We felt the ITIL 2011 Edition was unnecessary. Added to confusion about ITIL v3, ITIL v2, etc. Should have waited to include significant changes in ITIL v4, ITIL 2011 added very little (except confusion) to ITSM with our organization, partners and vendors.
- We fully support the approach of the USMBOK. It does give a better practical approach then the ITIL books. As well as the priSM approach to provide a Credential which could act as a Quality Stamp for the customer and the organization itself
- For access and configuration management why we don't adapt PAS 55
- Need to see tighter linkage between Service Lifecycle Mgt and Asset Mgt. For example, when customer orders service (composed of one or many components), the distribution and tracking of assets begins at time of order, and engages configuration mgt when the asset(s) are going thru change mgt and being configured or de-configured / removed-archived.
- Design coordination introduction to ITIL was really needed
- How to incorporate 'project'-based or driven business into SM? E.g. Service portfolio vs. Project portfolio mngt

- I would appreciate to enhance the perspective of organizational change which is needed to bring the method to life.
- I would be interested to know if any have other use of elements of ITSM & ITIL outside of the IT area. We have and achieved positive outcomes.
- In the Service Strategy books there are still charts that are not OK
- It would be nice to have more details on organizational change in the ITIL books
- Misses a process assessment method to complete the 7-step improvement cycle
- More Improvement on CSI e.g. How does the aspect - measurement system of Service Design contribute to CSI?
- Please drop service asset as everybody looks to the configuration manager to deliver asset management
- Security event monitoring & incident process may require actions to take a service down/offline which contradicts the ""service availability"" main focus of ITIL. (with SIEM, SOC) =>In practise there are conflicts between IT Ops vs. Sec INC Mgr.
- Still missing Integration of Application Management and IT Compliance Integration.
- The improvements to Service Strategy have greatly helped with the design of the Strategy Management for IT Services and Service Portfolio Management processes.
- Would like to see greater emphasis on CMDB Benefits and early adoption.

23. Recommendations for future surveys

The below comments were received to improve the current or future surveys (as a reference, the full set of 2013 Survey Questions can be found in Appendix A – i.e. see later pages):

- To email the finalised survey report to the respondents to share the knowledge gained with the participants
- To design and word future surveys in such a way that would reduce any misconception that IT service management is very expensive and prescriptive
- To provide some guideline on what the survey response choices mean (e.g. "in place" vs "in progress" – Is a process that is already in place but undergoing some improvement considered in place or in progress?)
- To consider including "Don't Know" as a survey response in relevant questions
- To translate the survey to other languages

Appendix A – 2013 Survey Questions

itSMF International
The IT Service Management Forum

The Knowledge Network for IT Service Management

http://www.itsmfi.org/

This survey is open to all IT service management professionals.

We appreciate your help in filling in this survey.

There will be a lucky draw for those who participate.
The prize is an iPad 4.

Respondents, who are consultants, can do multiple submissions (one for each of their client organisations).

The deadline for the survey is 30 Apr 2013.

(Please see footer for trade mark acknowledgements for ITIL®, PRINCE2®, COBIT® and CMMI®)

itSMF International - 2013 Survey

1. Which country or region are you working in (in relation to the organisation being reported below)?
[If you are a consultant, you can fill in this survey multiple times - one for each different organisation that you have helped]

[▼]

If the country or region is not listed above, please indicate the country or region here: [   ]

2. Select the industry that the organisation (you are reporting on) belongs to:

[▼]

If the industry of the organisation is not listed above, indicate the industry here: [   ]

3. How many Employees in the organisation?

	<100	100-500	501-2000	2001-5000	5001-10000	>10000
Number:	○	○	○	○	○	○

4. How many IT Staff in the organisation?

	<10	11-25	26-100	101-250	251-500	>500
Number:	○	○	○	○	○	○

5. What is your position in the organization?

[▼]

6. Job Title

Title [   ]

7. Why does the organisation use Service Management?
[1 minor reason-->5 major reason]

	1	2	3	4	5
Comply with business requirements	○	○	○	○	○
Follow global standards	○	○	○	○	○
Achieve regulatory compliance, or standards certification	○	○	○	○	○
Improve quality and efficiency of IT services	○	○	○	○	○
Reduce IT costs	○	○	○	○	○
Address a specific IT operational issue	○	○	○	○	○
Reduce Risk	○	○	○	○	○
Achieve competitive edge	○	○	○	○	○
Don't know	○	○	○	○	○

Any Other Reason: [   ]

8. How was the last service management project (that you know of) justified for this organisation?
[1 don't know or minor justification --> 5 major justification]

	1	2	3	4	5
Better control and reporting (metrics)	—	—	—	—	—
Business Case- Return of Investment (ROI)	—	—	—	—	—
Business/IT Alignment (BITA)	—	—	—	—	—
Change/Release Management	—	—	—	—	—
Corporate Governance	—	—	—	—	—
Corporate Risk Reduction	—	—	—	—	—
Cost Saving	—	—	—	—	—
Customer Satisfaction	—	—	—	—	—
Disaster Management	—	—	—	—	—
Failed Audit	—	—	—	—	—
Faster Deployment of IT solutions	—	—	—	—	—
Need for reliability (problem, availability, capacity)	—	—	—	—	—
Service Desk	—	—	—	—	—
Service Level Management	—	—	—	—	—
Stability	—	—	—	—	—
Staff productivity	—	—	—	—	—

Other Justification: _____

9. What are the plans of this organisation for:

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
ITIL	—	—	—	—	—	—
ISO/IEC 20000	—	—	—	—	—	—
COBIT	—	—	—	—	—	—
eSourcing Capability Model (<- click link)	—	—	—	—	—	—
CMMI for Services (<- click link)	—	—	—	—	—	—
Lean IT	—	—	—	—	—	—
Six Sigma	—	—	—	—	—	—

Other Best Practices: _____

10. Tick any of these (latest set of ITIL processes) that you know the organisation is/will be doing:
[The ITIL processes below are quoted from ITIL® Service Strategy, ITIL® Service Design, ITIL® Service Transition, ITIL® Service Operation and ITIL® Continual Service Improvement all © Crown Copyright 2011. Reproduced under licence from the Cabinet Office.]

	In place	In progress	Planned next quarter	Planned next year	Not Planned	Don't know
Strategy Management for IT Services	—	—	—	—	—	—
Service Portfolio management	—	—	—	—	—	—
Financial Management of IT Services	—	—	—	—	—	—
Demand Management	—	—	—	—	—	—
Business Relationship Management	—	—	—	—	—	—
Design Coordination	—	—	—	—	—	—
Service Catalogue Management	—	—	—	—	—	—
Service Level Management	—	—	—	—	—	—
Availability Management	—	—	—	—	—	—
Capacity Management	—	—	—	—	—	—
IT Service Continuity Management (ITCM)	—	—	—	—	—	—
Information Security Management	—	—	—	—	—	—
Supplier Management	—	—	—	—	—	—
Transition Planning and Support	—	—	—	—	—	—
Change Management	—	—	—	—	—	—
Service Asset and Configuration Management	—	—	—	—	—	—
Release and Deployment Management	—	—	—	—	—	—
Service Validation and Testing	—	—	—	—	—	—
Change Evaluation	—	—	—	—	—	—
Knowledge Management	—	—	—	—	—	—
Event Management	—	—	—	—	—	—
Incident Management	—	—	—	—	—	—
Request Fulfillment	—	—	—	—	—	—
Problem Management	—	—	—	—	—	—
Access Management	—	—	—	—	—	◉

	In place	In progress	Planned next quarter	Planned next year	Not Planned	Don't know
7-Step Improvement Process	○	○	○	○	○	○

11. Where does the organisation make use of Service Management tools?

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
Access	○	○	○	○	○	○
Availability	○	○	○	○	○	○
Capacity	○	○	○	○	○	○
Change	○	○	○	○	○	○
Collaborative Working Software	○	○	○	○	○	○
Computer Based Training	○	○	○	○	○	○
Configuration Management System	○	○	○	○	○	○
Discovery	○	○	○	○	○	○
Document Management	○	○	○	○	○	○
Escalation	○	○	○	○	○	○
Events and ALerts	○	○	○	○	○	○
Finacnial	○	○	○	○	○	○
Incident	○	○	○	○	○	○
Modeling	○	○	○	○	○	○
Monitoring	○	○	○	○	○	○
Problem	○	○	○	○	○	○
Project	○	○	○	○	○	○
Service Level Managment (SLM)	○	○	○	○	○	○
SLA Dashboard	○	○	○	○	○	○
Service Catalogue	○	○	○	○	○	○
Service Design Package	○	○	○	○	○	○
Workflow Management	○	○	○	○	○	○

Other tool usage: [   ]

12. How important are the following skill-sets/qualifications in your ITSM project?
[1 not important -->5 very important]

	1	2	3	4	5
COBIT Qualification	○	○	○	○	○
Financial Qualification	○	○	○	○	○
ITIL Foundation	○	○	○	○	○
ITIL Intermediate	○	○	○	○	○
ITIL Expert	○	○	○	○	○
ITIL Master (level above Expert)	○	○	○	○	○
ISO20000	○	○	○	○	○
ISO/IEC 27001	○	○	○	○	○
Project Management (eg. PRINCE2)	○	○	○	○	○
Lean/Six Sigma	○	○	○	○	○
Business Continuity	○	○	○	○	○
priSM Credential	○	○	○	○	○

Other skill/qualification [   ]

13. How did your last service management project/programme go?
[▼]

14. How well did the service management deliver in these areas?

	Badly	As expected	Excellent result
Established measures and metrics	○	○	○
Improved corporate profitability	○	○	○
Improved business response to economic downturn	○	○	○
improved governance	○	○	○
Improved service delivery	○	○	○
Improved value to the business	○	○	○
Integrated IT with the business	○	○	○
Reduced risk	○	○	○
Reduced cost of IT services	○	○	○

Other Benefits: [   ]

**15. One of the main changes in the latest 2011 Edition of ITIL was in the Service Strategy Book.
How much improvement did 2011 Edition of ITIL bring to Service Strategy as compared to earlier v3 Edition?**

○ Great Improvement - very practical and usable
○ Good Improvement - reasonably practical and usable
○ Fair Improvement - eg. Better consistency with the other ITIL books
○ No Improvement - About the same or worse
○ Do not know (eg. have not looked at 2011 Edition of Service Strategy)

16. Do you have any other comments (eg. on IT Service Management or ITIL) ?

[   ]

17. Contact details (optional)- you only need to fill this in if you are interested in the lucky draw

Name   [   ]
Company   [   ]
City/Town [   ]
Email   [   ]

18. Would you be willing to be contacted for further clarifications relating to the survey?

○ Yes
○ No

[* * Please click Submit button at bottom of the page]

Study conducted with the assistance of the Institute of Systems Science, National University of Singapore

http://www.iss.nus.edu.sg/
With advice from Peter Brooks on the 2010 survey.
And the assistance of the various itSMF Chapters as well as the Company Secretary to itSMF International for the distribution of the survey to itSMF members and other participants.

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