



itSMF

2017 Global Survey

On

IT Service Management

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



<http://www.iss.nus.edu.sg/>

With support of the itSMF International Executive Board; itSMF coordination by Vinay Jain; advice from Peter Brooks on the 2010 survey and review by the itSMF International representatives. In addition, the assistance of the various itSMF Chapters and itSMF International for the distribution of the survey to itSMF members and other participants.

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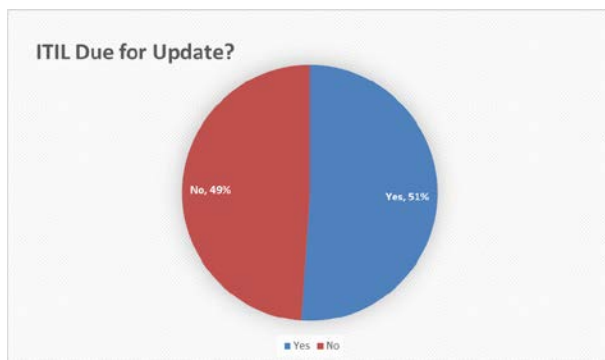
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Executive Summary

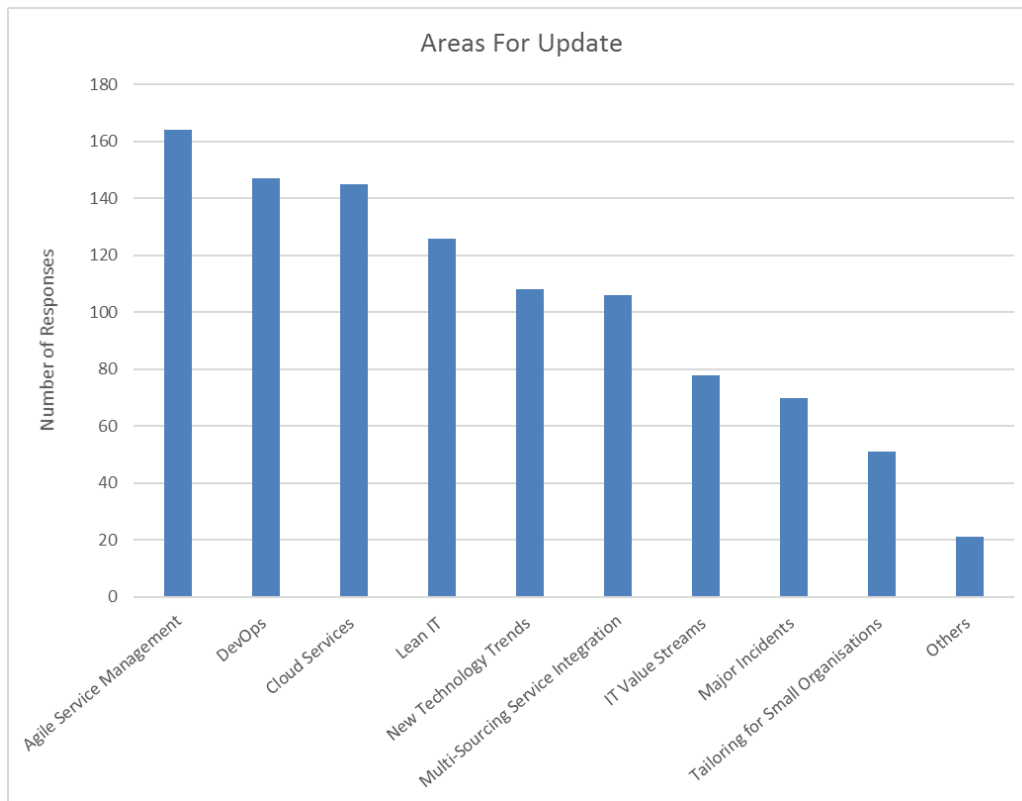
This global survey was conducted by itSMF International with the assistance of the National University of Singapore and the various itSMF chapters. It was conducted in 1Q2017 and obtained feedback from itSMF professionals on the state of IT service management including the use of ITIL. Some of the key findings from the survey are as follows:



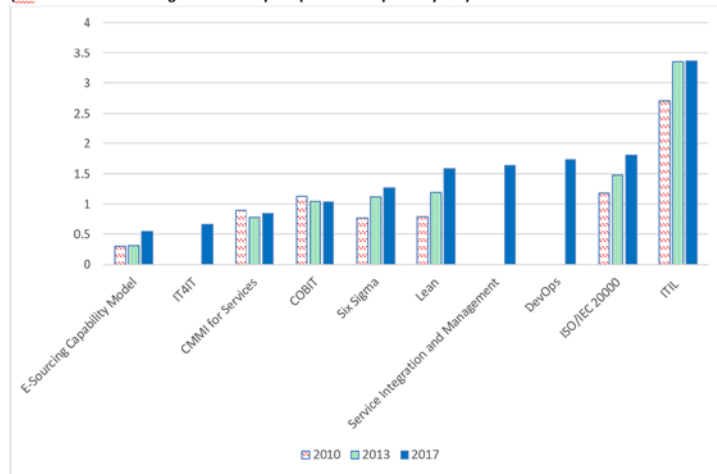
Out of the 484 respondents from 55 countries/regions, **51%** felt that ITIL due for update.

The **top 5** areas for **update** are

Agile Service Management / DevOps / Cloud Services / Lean IT / New Technology Trends



4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned
(Nb: Below are the average of the survey sample in the respective years)



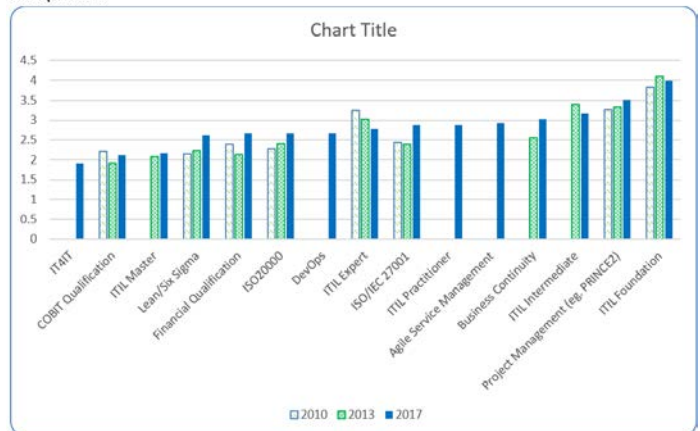
The top 5 best practice frameworks that are being adopted by organisations for ITSM-related work are ITIL, ISO/IEC20000, DevOps, SIAM and Lean

The top qualifications being sought for ITSM work are

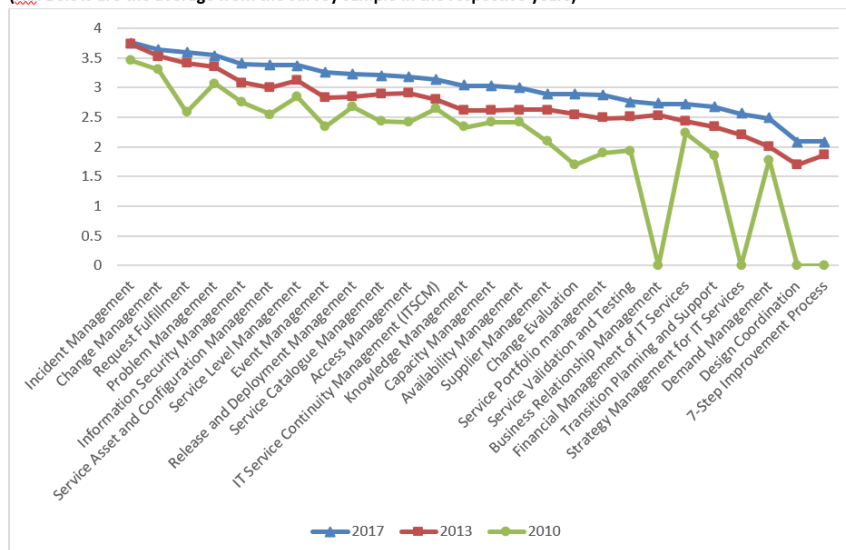
ITIL, ISO/IEC27001
Project Management
Business Continuity
Agile Service Management
DevOps

(SIAM skills has no certification currently)

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



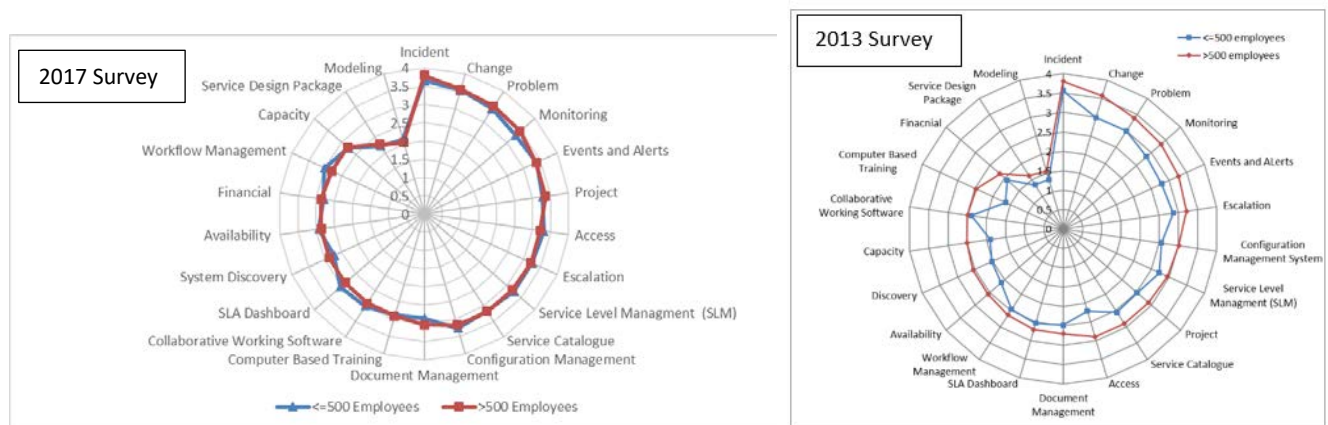
4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned
(Nb: Below are the average from the survey sample in the respective years)



ITIL process implementation worldwide has steadily matured from 2010 to 2013 to 2017.

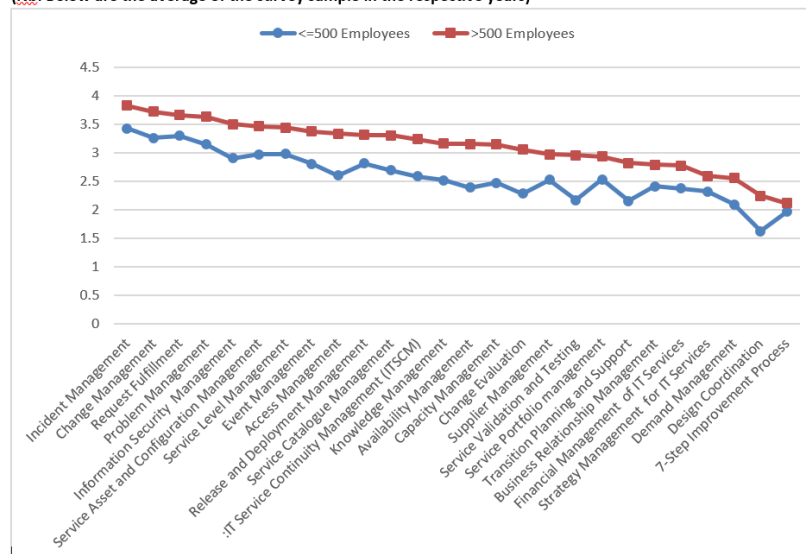
The most mature processes are for Incident, Change, Request, Problem and Info Security.

Gap has disappeared between Small and Large organisations for ITSM tools adoption. (Possibly, due to cloud-based tools that make it equally easy for small organisations to adopt such tools)



However, tools do not seem to help close the gap for actual ITIL process adoption. Small organisations still have a statistically significant gap in ITIL process adoption as compared to large organisations.

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned
(Nb: Below are the average of the survey sample in the respective years)



< Pl. see below for the full survey report for these and other findings. >

Introduction

Background

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

It was conducted in 1Q2017 to obtain feedback from itSMF professionals on the state of IT service management including the use of ITIL.

484 respondents from 55 countries/regions participated in the survey.

Survey Report Part I – 2017 vs 2013 vs 2010 Survey

The previous 2 global surveys by itSMF were conducted in 2010 and 2013. Opportunity was taken to retain key questions from 2013 and 2010 so as to be able to carry out trend analysis between then and now. This analysis between the 2017 survey, the 2013 survey and the 2010 survey forms the first part of the survey report.

Survey Report Part II – Large vs Small Organisations

For the 2017 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.

Survey Report Part III – “Is ITIL Due for Update?” and Any Other Comments

As the current version of ITIL is 10 years old (v3 was issued in 2007 with an update – mainly to Service Strategy - in 2011), the survey also obtained feedback on whether ITIL is due for an update and in which areas.

This together with a final section to obtain any other comments on IT service management 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 various channels (e.g. social media). However, there does seem to be some consistency in this self-selection over the 3 surveys in 2010, 2013 and 2017, as can be seen by the similar pattern of the 2017 results as compared to the 2013 and 2010 results (as one example, see the radar chart for “Reasons for Using IT Service Management”).

For the population that the survey respondents represent, the estimated 95% confidence interval (i.e. margin of error) of the 2017 survey results is as follows (based on 2017 sample size of 484 out of an assumed population of around 100,000¹):

Survey results using % If % value is:	95% Confidence Interval		
	Full Survey (484 of 100,000)	Small Orgs (115 out of 23760)	Large Orgs (369 out of 76240)
10	+/- 2.67	+/- 5.47	+/- 3.05
20	+/- 3.56	+/- 7.29	+/- 4.07
30	+/- 4.07	+/- 8.36	+/- 4.66
40	+/- 4.35	+/- 8.93	+/- 4.99
50	+/- 4.44	+/- 9.12	+/- 5.09
60	+/- 4.35	+/- 8.93	+/- 4.99
70	+/- 4.07	+/- 8.36	+/- 4.66
80	+/- 3.56	+/- 7.29	+/- 4.07
90	+/- 2.67	+/- 5.47	+/- 3.05

For survey results using 1 to 5 index, if index value:	95% Confidence Interval		
	Full Survey (484)	Small Orgs (115)	Large Orgs (369)
1.00	+/- 0.18	+/- 0.36	+/- 0.20
1.50	+/- 0.20	+/- 0.42	+/- 0.23
2.00	+/- 0.22	+/- 0.45	+/- 0.25
2.50	+/- 0.22	+/- 0.46	+/- 0.25
3.00	+/- 0.22	+/- 0.45	+/- 0.25
3.50	+/- 0.20	+/- 0.42	+/- 0.23
4.00	+/- 0.18	+/- 0.36	+/- 0.20
4.50	+/- 0.13	+/- 0.27	+/- 0.15

For survey results using 0 to 4 index, If index value:	95% Confidence Interval		
	Full Survey (484)	Small Orgs (115)	Large Orgs (369)
0.50	+/- 0.12	+/- 0.24	+/- 0.13
1.00	+/- 0.15	+/- 0.32	+/- 0.18
1.50	+/- 0.17	+/- 0.35	+/- 0.20
2.00	+/- 0.18	+/- 0.36	+/- 0.20
2.50	+/- 0.17	+/- 0.35	+/- 0.20
3.00	+/- 0.15	+/- 0.32	+/- 0.18
3.50	+/- 0.12	+/- 0.24	+/- 0.13

The above should be taken into consideration when looking at the survey results – especially those that compare between large and small organisations, and between 2017 vs 2013 vs 2010

¹ http://www.itsmf.org.sg/Press_Release_itSMF-AXELOS_Partnership.pdf - source of 100,000 assumption

results. (The confidence level for the 2013 and 2010 survey results will be within the range of the 2017 full survey above – as the 2017 survey, with a smaller sample, has a more conservative confidence level). Where the difference between the results (say, 2017 vs 2013) 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. 2017 result better than 2013) would not be conclusive enough (at 95% confidence) to apply to the population.

Acknowledgement to Survey Participants

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

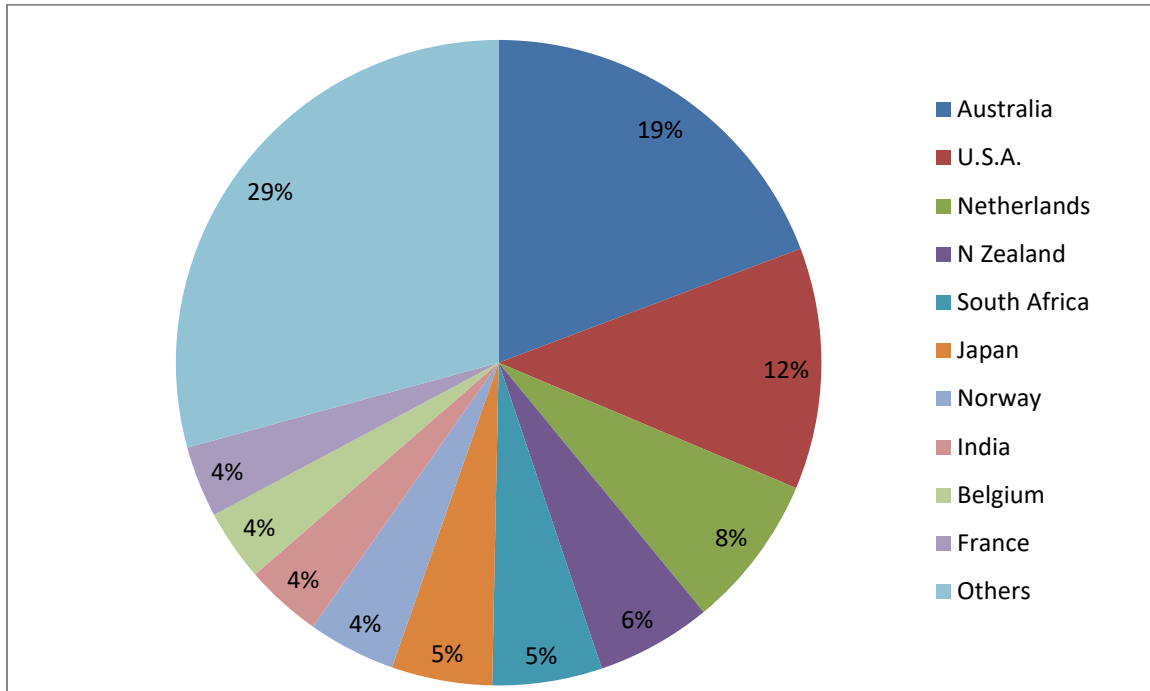
Part I

2017 vs. 2013 vs. 2010 Survey

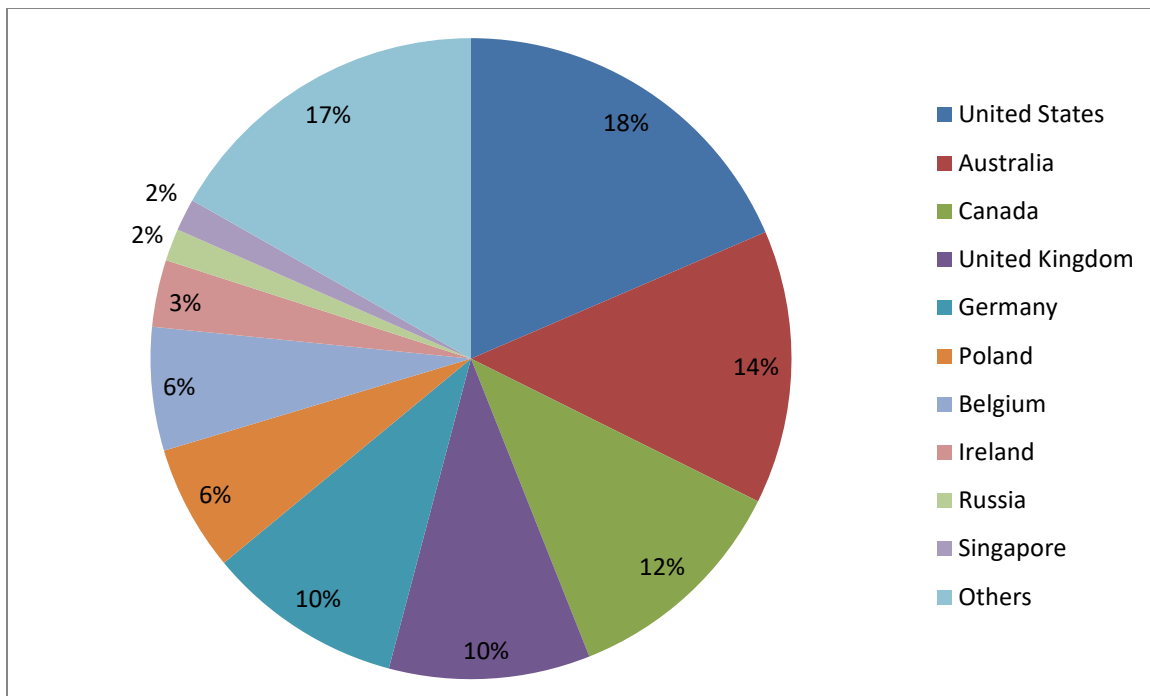
1. What countries/regions are the respondents from?

Top Ten Countries/Regions in terms of respondents

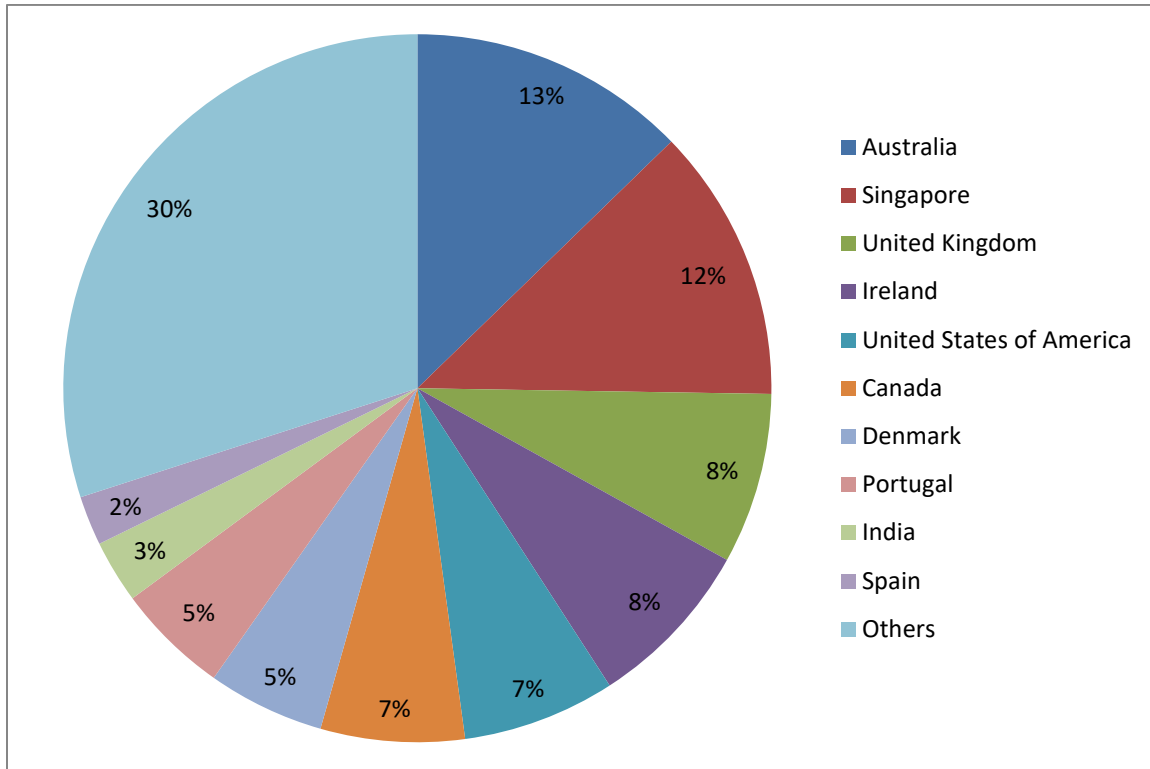
2010 Survey



2013 Survey



2017 Survey



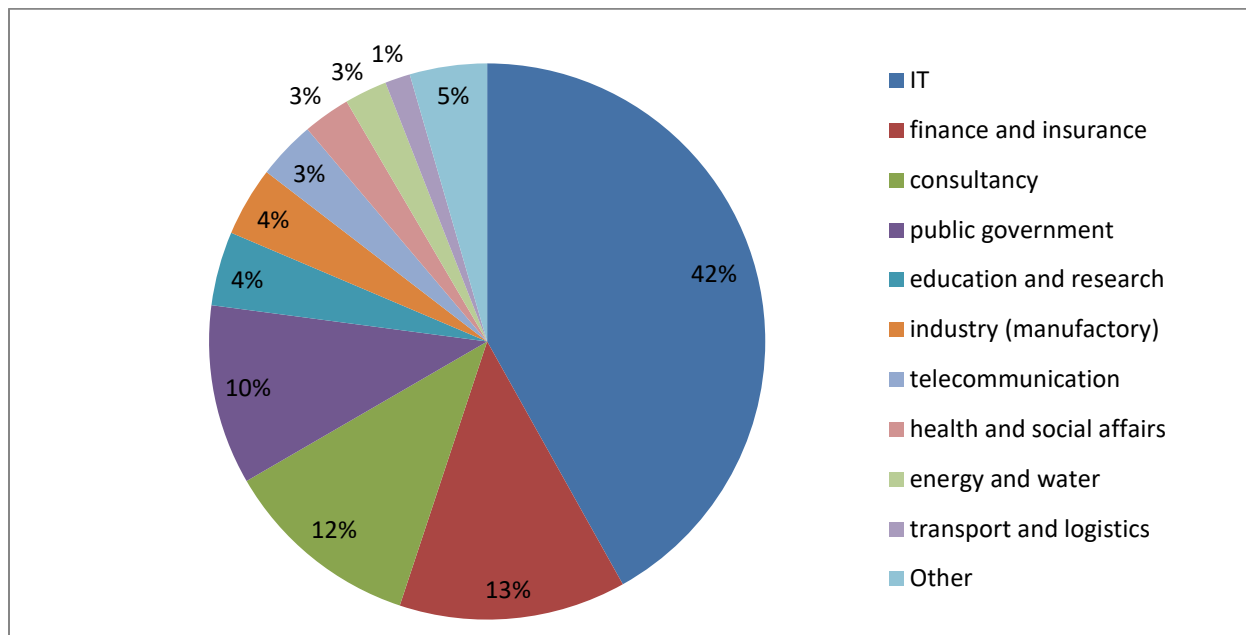
2010 Survey Top 3 countries/regions were Australia, USA and Netherlands

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

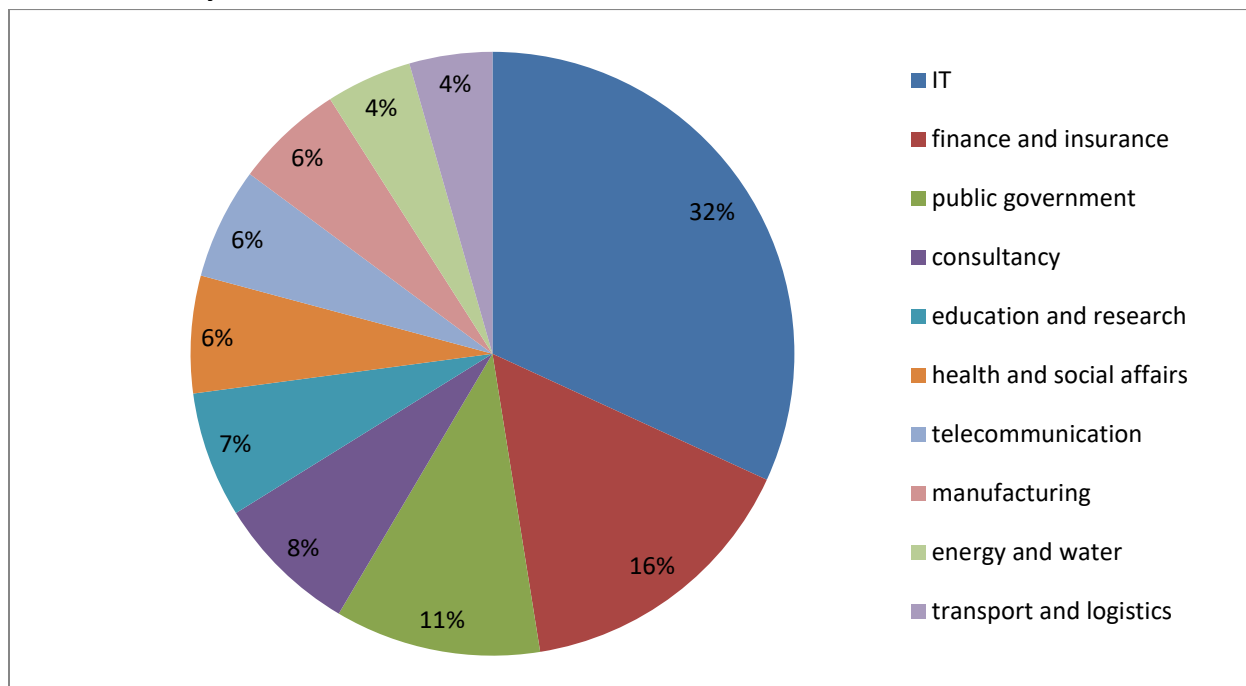
2017 Survey Top 3 countries/regions were Australia, Singapore, and United Kingdom

2. Which Industries Are the Respondents from?

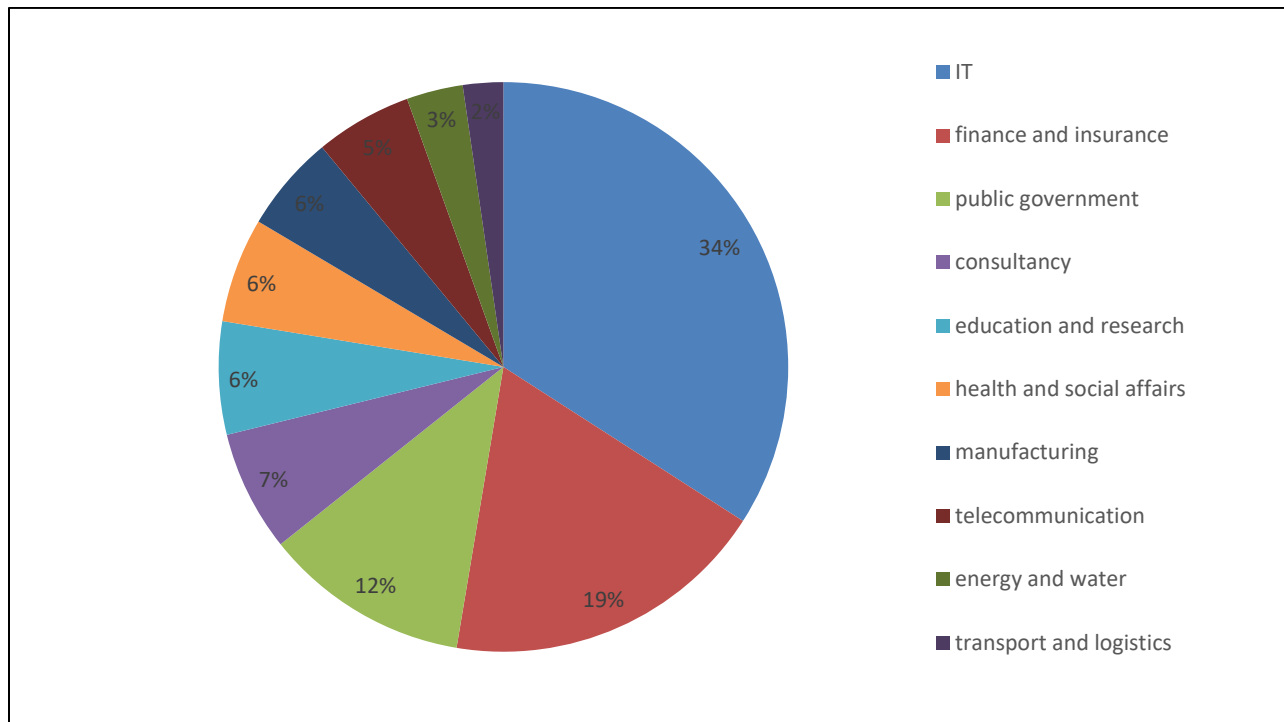
2010 Survey



2013 Survey



2017 Survey



Top 3 industries contributing to the survey in 2017 are similar to that in 2013 and 2010 survey:

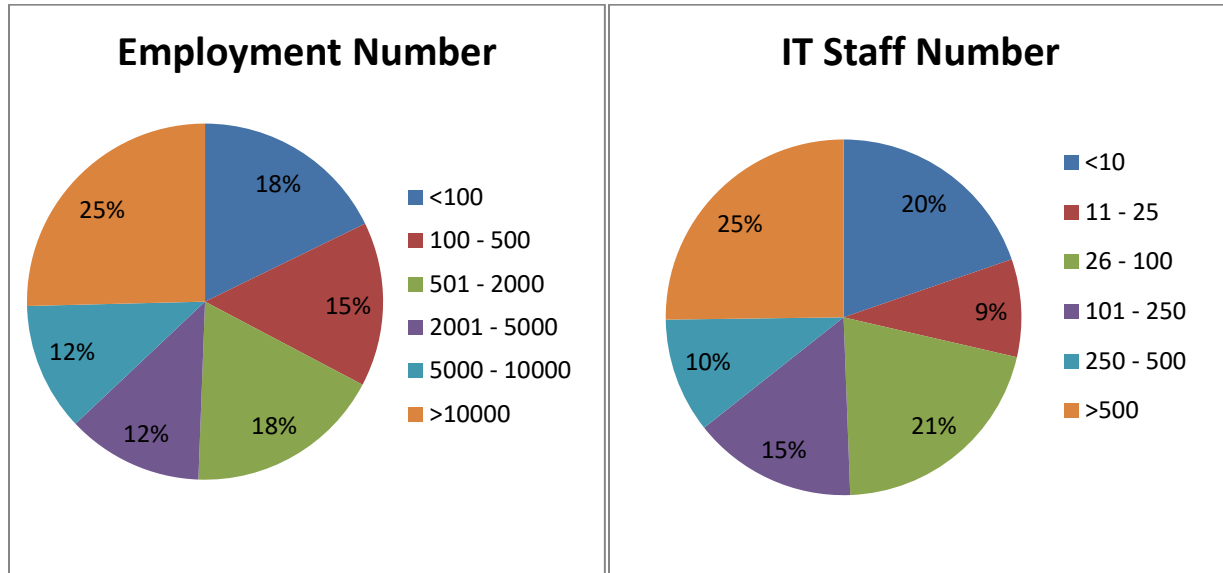
2010 Survey Top 5 Industries – IT, Finance & Insurance, Consultancy

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

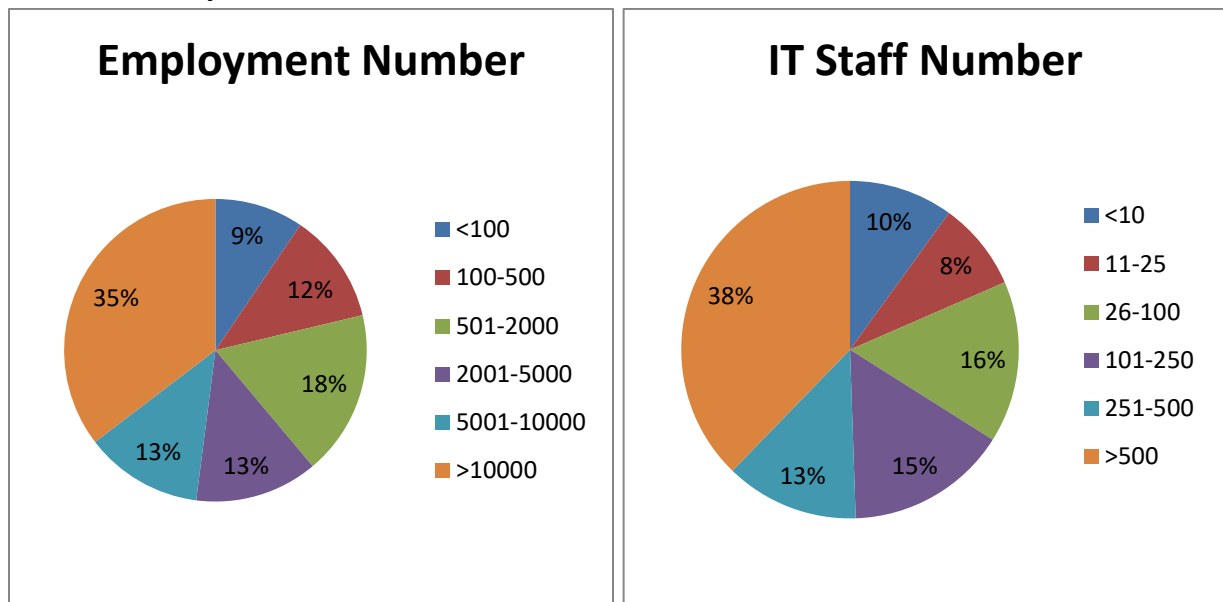
2017 Survey Top 5 Industries – IT, Finance & Insurance, Public Government

3. Employment and IT staff numbers of Respondent Organisations

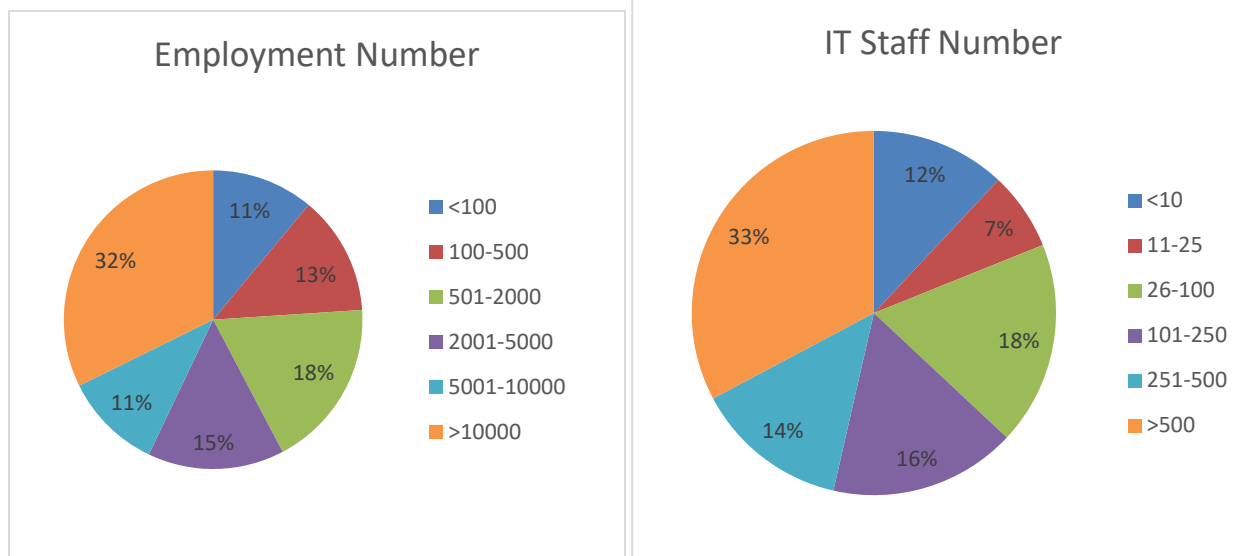
2010 Survey



2013 Survey



2017 Survey



The proportion of small organisations (≤ 500 employees) vs large organisations (> 500 employees), participating in this survey, is 24% to 76% in 2017. This is comparable to the 21% to 79% in 2013. 2010 saw a larger participation of small organisations vs larger organisations at 33% to 67% in 2010.

The proportion of small IT departments (≤ 25 staff) vs larger IT departments (> 25 staff), participating in this survey, is 19% to 81% in 2017. This is comparable to the 18% to 82% in 2013. 2010 saw a larger participation of small IT departments vs larger IT departments at 29% to 71%.

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)

2017 Survey

Service Delivery Manager	13	System Engineer	2
Consultant	11	Head of IT Department	2
Project Manager	9	Business Analyst	2
Senior Engineer	7	IT Change Manager	2
IT Service Manager	7	Problem Resiliency Manager	2
IT Manager	6	Service Panels Coordinator	2
ITSM Consultant	6	Process consultant	2
Senior Consultant	5	Head of IT	2
Senior Manager	5	Process Manager	2
CEO	4	Senior project Manager	2
Director	4	Process Specialist	2
Principal Consultant	4	Service Delivery Coordinator	2
Release Manager	3	IT Director	2
Service Management Consultant	3	ITSM Business Analyst	2
Senior Service Manager	3	Development Manager	2
CIO	3	Coordinator	2
Service Manager	3	IT Service Management Consultant	2
IT Service Delivery Manager	3	Service Transition Manager	2
Programme Manager	3	senior business consultant	2
Business Relationship Manager	2	Chief Consultant	2
Manager, IT Service Management	2	Problem Manager	2
Service Management Specialist	2	Problem Manager	2
		Problem Manager	2

Roles shared by two or more contributors shown. There were 341 job descriptions that were unique. Of these, the most common keywords (together with their count) were as follows:

Manager	137
Service	85
IT	68
Management	47
Senior	36
Consultant	34
Director	28
Head	26
ITSM	21
Delivery	19

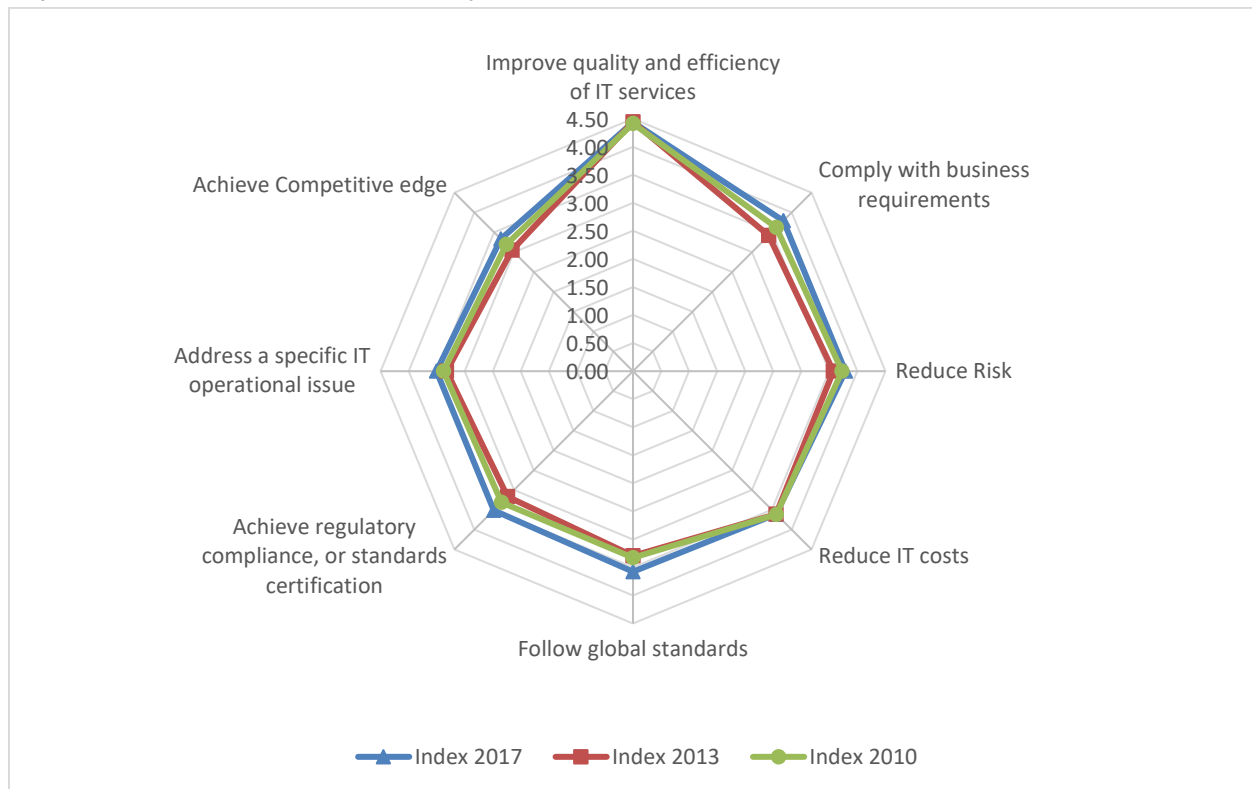
5. Reasons for using IT Service Management

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 = $\frac{\%Level5}{100} \times (5) + \frac{\%Level4}{100} \times (4) + \frac{\%Level3}{100} \times (3) + \frac{\%Level2}{100} \times (2) + \frac{\%Level1}{100} \times (1)$ [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]

2010 vs 2013 vs 2017 Survey

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



The reasons for using IT Service Management as obtained from the 2017 survey are very similar to that from the 2013 and 2010 survey. The top reason for using IT Service Management is to “Improve quality and efficiency of IT services” with index value of 4.44. The other reasons (the 2nd to 7th reasons) are generally similar in importance - the index value of the 2nd the 7th reasons for the 2017 survey respondents being 3.79 and 3.33 respectively.

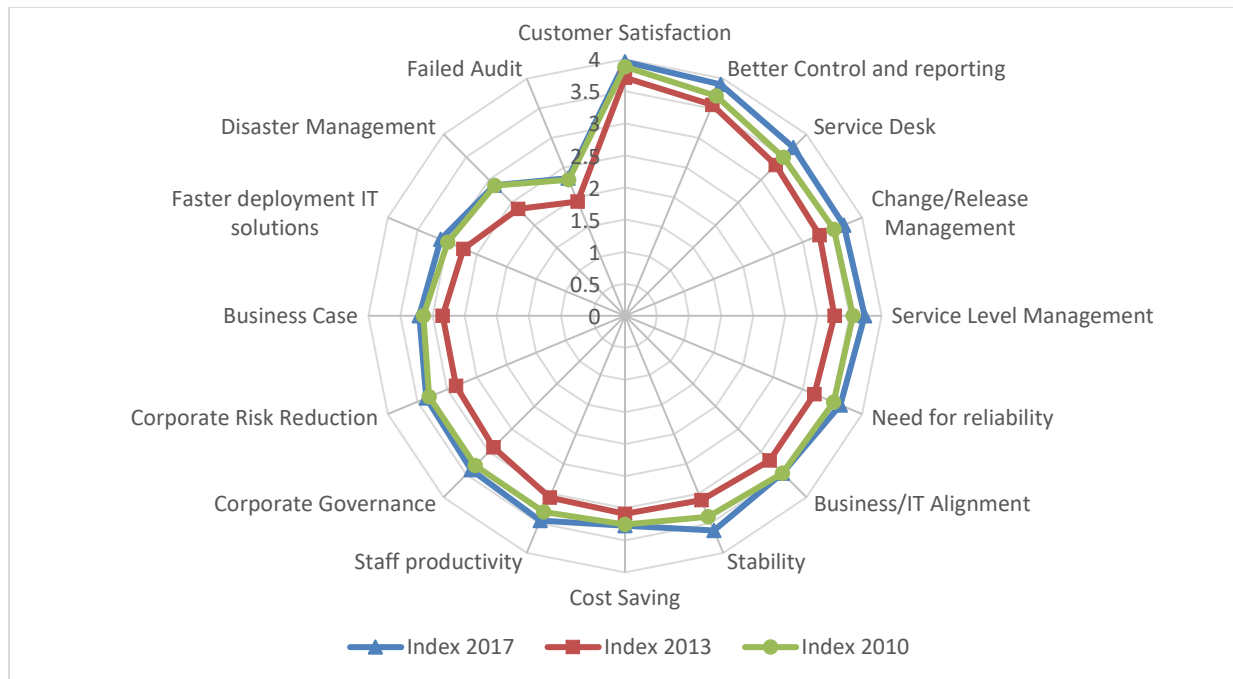
6. IT Service Management project justification

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]

2010 vs 2013 vs 2017 Survey

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



The justifications for IT Service Management projects in 2017 are very similar to 2013 and 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

2017 Survey – Customer Satisfaction, Control and Reporting, Service Desk

7. Best Practices Framework adoption

2017 vs 2013 vs 2010 Survey

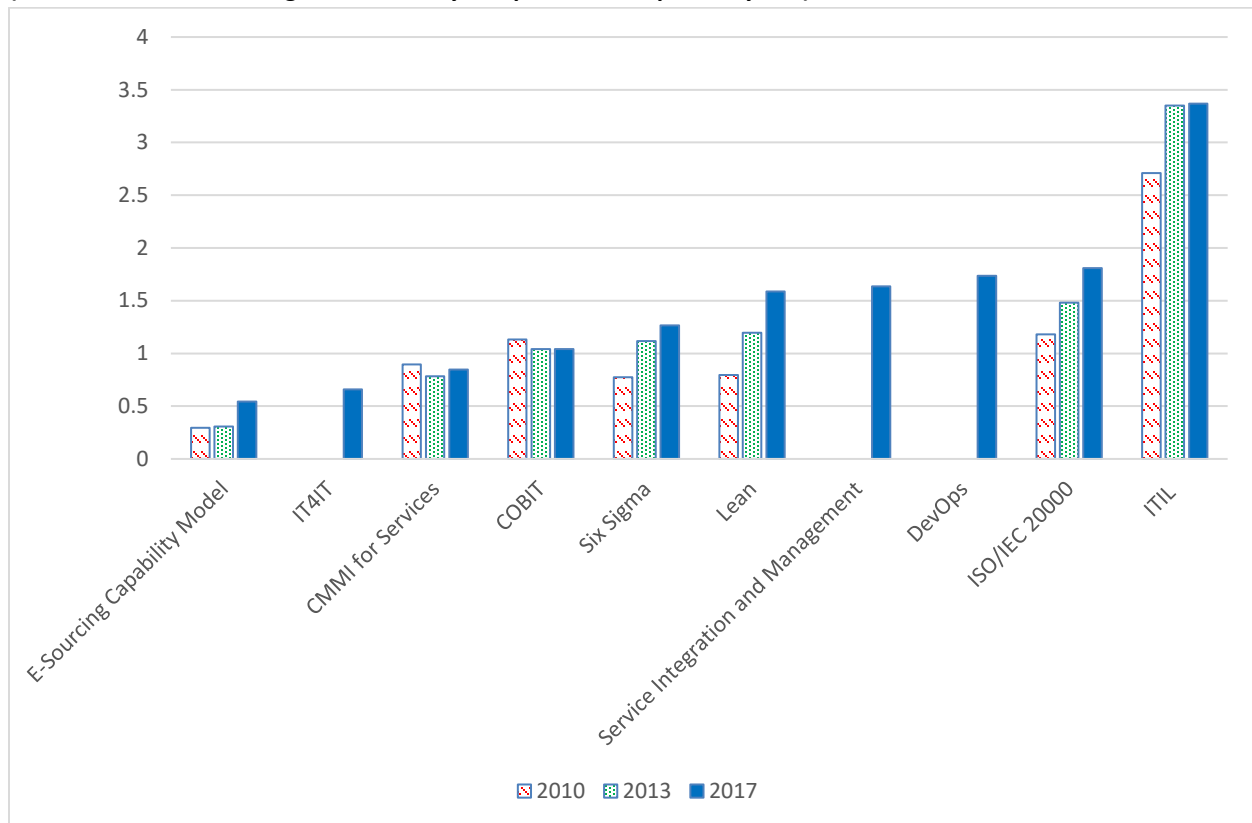
Adoption Index calculated in terms of % respondents in each category of adoption below multiplied by weightage as show below.

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”)

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average of the survey sample in the respective years)



DevOps and SIAM (Service Integration and Management), while being newly-included frameworks in the 2017 survey, are however relatively high ranking (ranking 3 and 4 respectively out of 10 frameworks in the survey question). The 3rd newly included framework in 2017 (i.e. IT4IT) is ranked second lowest.

For the other frameworks that were present in previous years' surveys, ITIL seems to be plateauing in importance; COBIT seem to be reducing slightly in importance (both not statistically significant). There seems to be increase in importance of ISO/IEC20000, Lean, Six Sigma, e-Sourcing Capability Model (statistically significant).

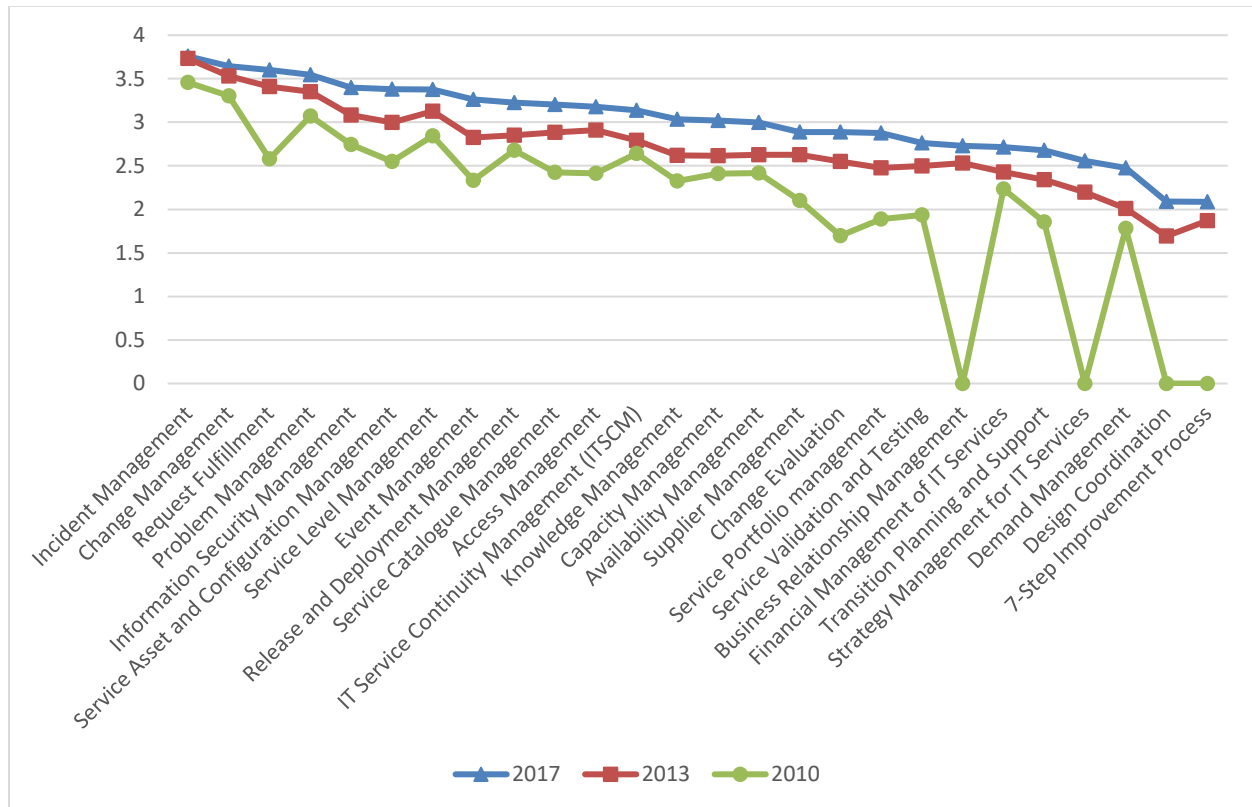
8. ITIL Processes Implementation

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)]

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average from the survey sample in the respective years)



Comparing 2017, 2013 and 2010 survey results, it can be seen there is steady maturing of ITIL implementation worldwide – i.e. the 2013 line is higher than 2010 and the 2017 line, in turn, is higher than the 2013 line. The ranking of the ITIL processes (i.e. from the most mature to least mature) is generally similar over the 3 years. For 2017, the top 3 ITIL processes in terms of implementation maturity are Incident Management, Change Management and Request Fulfillment. The bottom 3 ITIL processes are Demand Management, Design Coordination and 7-Step Improvement Process.

9. Tool use

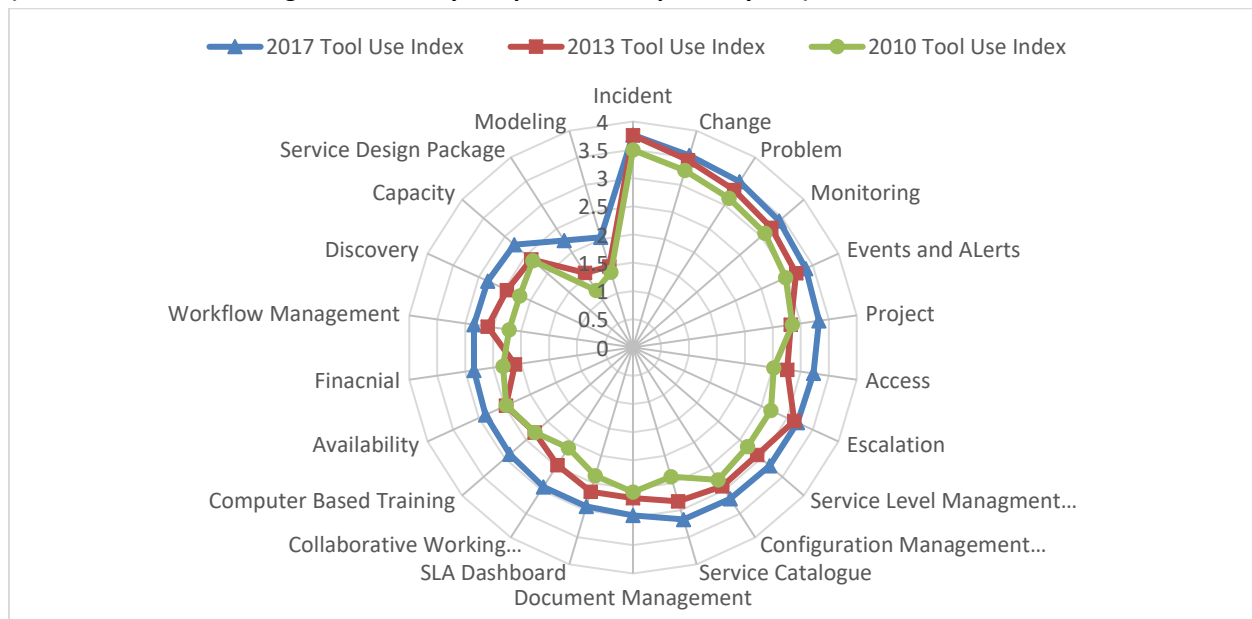
Usage Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

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”)

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average of the survey sample in the respective years)



Based on the survey respondents' feedback, the usage patterns in 2017, 2013 and 2010 are very similar with a greater maturity in the adoption of tools in 2017.

The top 3 widest use of tools in the three years' surveys are for:

Incident Management, Change Management & Problem Management

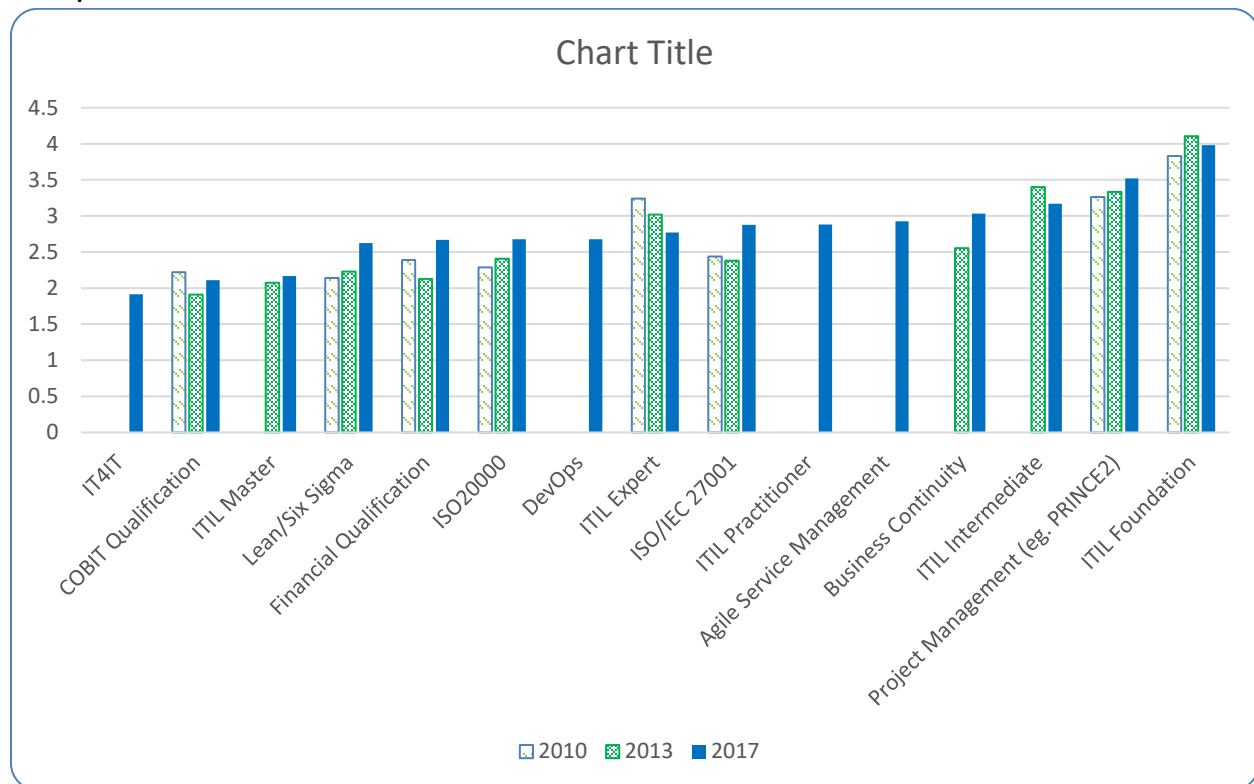
10. Important Skills for IT Service Management

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.



Agile Service Manager, ITIL Practitioner and DevOps, while being new items in 2017 survey, are however relatively high ranking among the important skills for IT service management (ranking 5, 6 and 9 respectively out of 15 skills in the survey question). The 4th new item in 2017 (i.e. IT4IT) is the lowest importance. Other than these new items, the responses for all three survey years show a similar trend of skill importance.

11. Success of last Service Management project

Project Result	2010 Respondents		2013 Respondents		2017 Respondents	
	Counts	Percentage	Counts	Percentage	Counts	Percentage
Extremely Successful - Better than expected	80	7.3%	105	14.2%	40	8.4%
Very Successful - But within expected range	479	43.9%	352	47.4%	142	30.0%
Successful	464	42.5%	238	32.1%	222	46.8%
Marginal result	52	5.1%	45	6.1%	62	13.1%
Unsuccessful - a failed project	12	1.1%	2	0.3%	8	1.7%

Results from all three years, 2010, 2013 and 2017, are encouragingly positive. More than half of the projects range from successful to extremely successful. The percentage of Successful projects has increased significantly from 2013, as well as Marginal Results and Unsuccessful results, while Extremely Successful and Very Successful results dropped significantly in the same years, demonstrating that results are becoming more mediocre.

12. Project effectiveness

2017 vs 2013 vs 2010 Survey



Comparing 2010, 2013 and 2017 across above categories, bad results from ITSM projects seem to be slightly less than in previous years while excellent results seem to be slightly more than in previous years (may not be statistically significant or only borderline significant). Expected results are on par with the surveys of previous years.

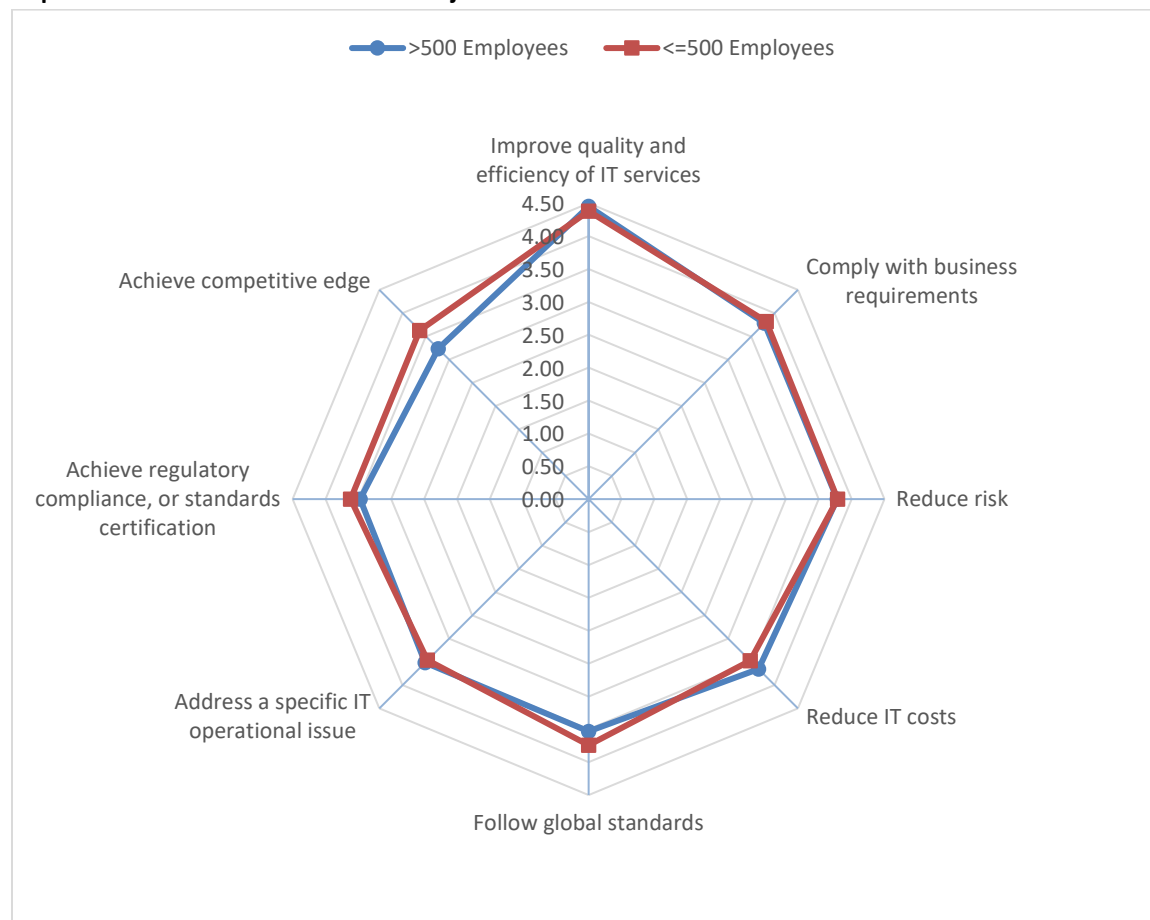
**Part II –
2017
Large Organization (>500 Employees)
vs.
Small Organization (\leq 500 Employees)**

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.



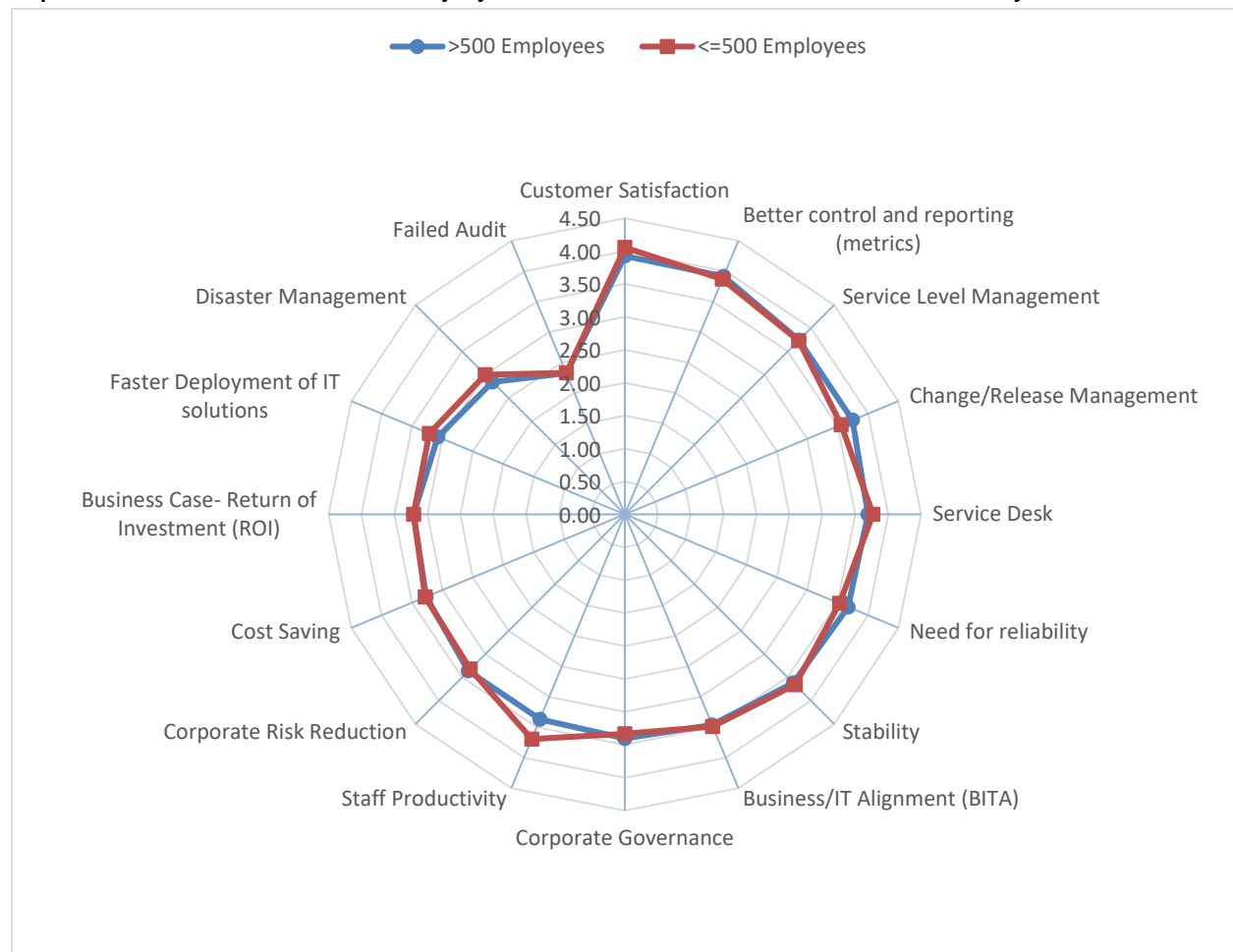
For the 2017 survey respondents, the reason for adopting IT service management is very similar for large and small organisations with no statistically significant difference. The top 3 reasons are to “Improve Quality and Efficiency of IT Services”, “Comply with Business Requirements” and to “Reduce Risks”.

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 2017 survey respondents, the justification for IT service management projects is very similar for large and small organisations with no statistically significant difference. The top 3 justifications are “Customer Satisfaction”, “Better and Reporting (metrics)” and “Service Level Management”.

15. Best Practices Framework adoption

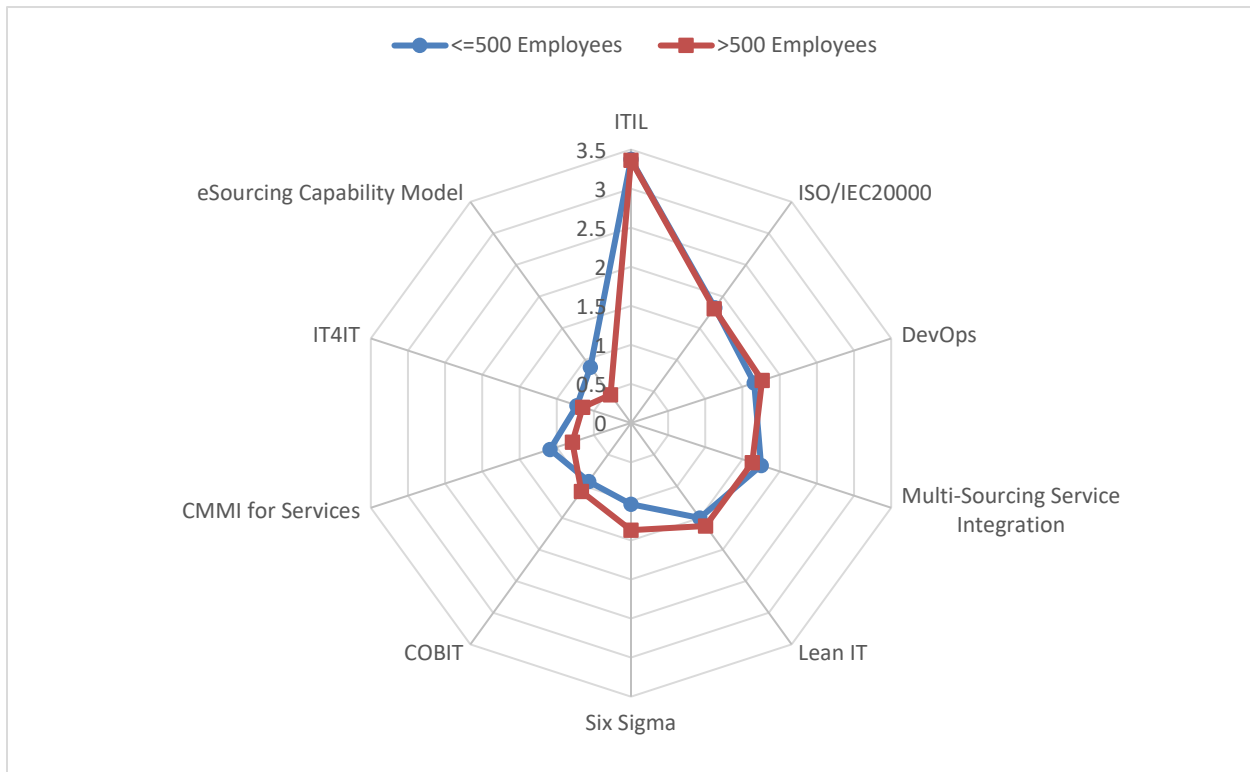
Adoption Index calculated in terms of % respondents in each category of adoption below multiplied by weightage as show below.

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”)

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average of the survey sample in the respective years)



For the 2017 respondents, the small organisations seem to have similar level of maturity for framework adoption as compared to large organisations except for Six Sigma which seems to more of interest to larger organisations and CMMI for Services and eSourcing Capability Model which seem to be more of interest by smaller organisations. (These differences are only generally borderline statistically significant). For CMMI for Services, the greater interest by small organisations could be due to the full CMMI reference being available for free on the internet as compared to ITIL which needs to be purchased. However, it might be noted that CMMI for Service is at a higher level than ITIL and does not give specific process flows as what is found in ITIL (e.g. for incident and problem management).

The top 3 frameworks for both small and large organisations are ITIL, ISO/IEC20000 and DevOps.

16. ITIL Processes Implementation

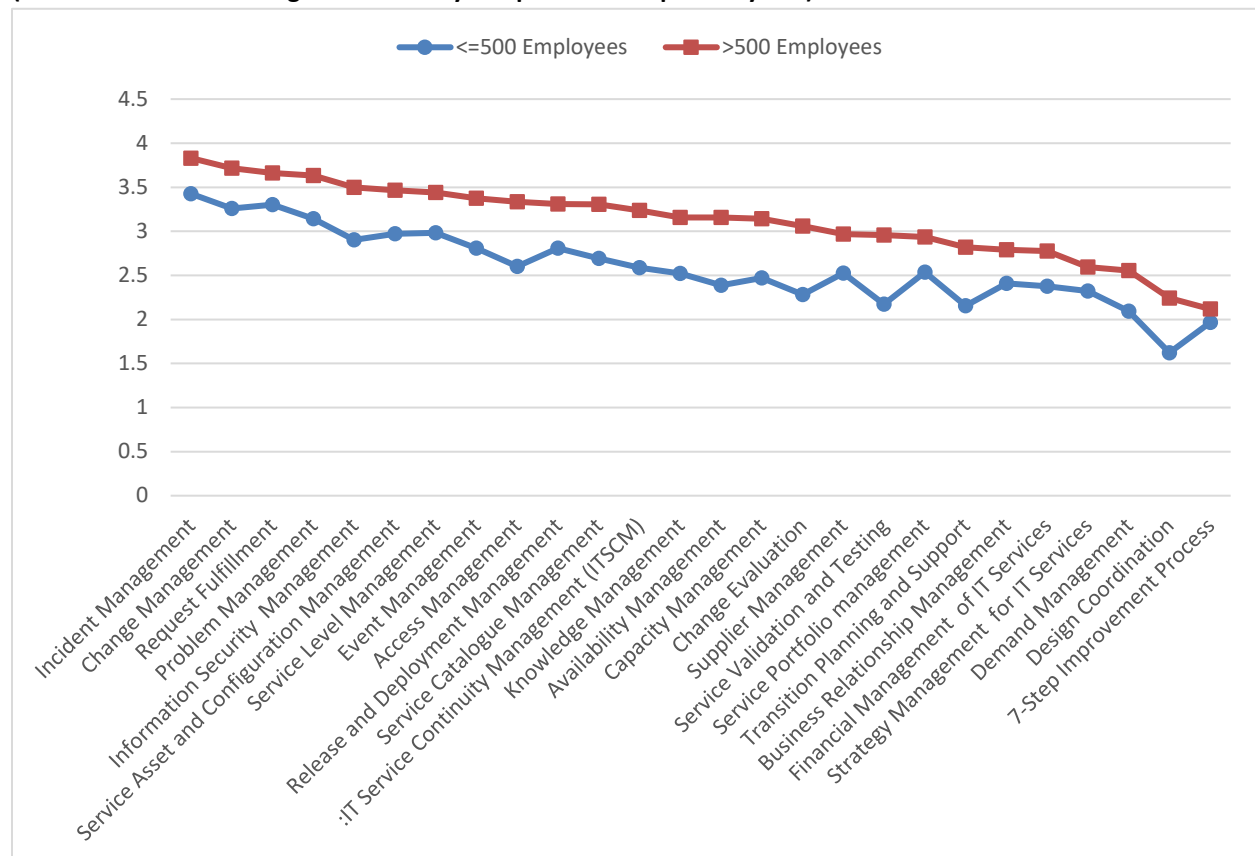
Implementation Index calculated in terms of % respondents in each category of implementation below multiplied by weightage as show below.

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”)

4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average of the survey sample in the respective years)



For 2017 respondents, smaller organisations have lower maturity 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.

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

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

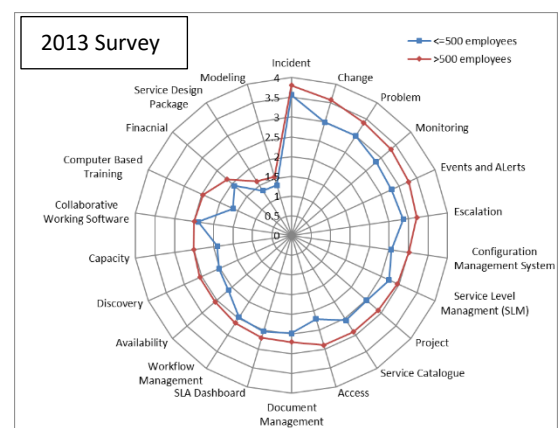
4=In Place, 3=In Progress, 2=Planned next quarter, 1=Planned next year, 0=Not planned

(Nb: Below are the average of the survey sample in the respective years)



For the 2017 survey respondents, the maturity level of adoption of the different tools is generally similar between large and small organisations. (This could be due to the good availability of cloud-based tools which reduces the advantage that larger organisations used to have in such tool adoption – i.e. when earlier tools required acquisition, installation and running of hardware and software).

As a comparison, for the 2013 survey, the smaller organisations had a generally statistically significant lower maturity in adoption of tools as compared to larger organisations then.

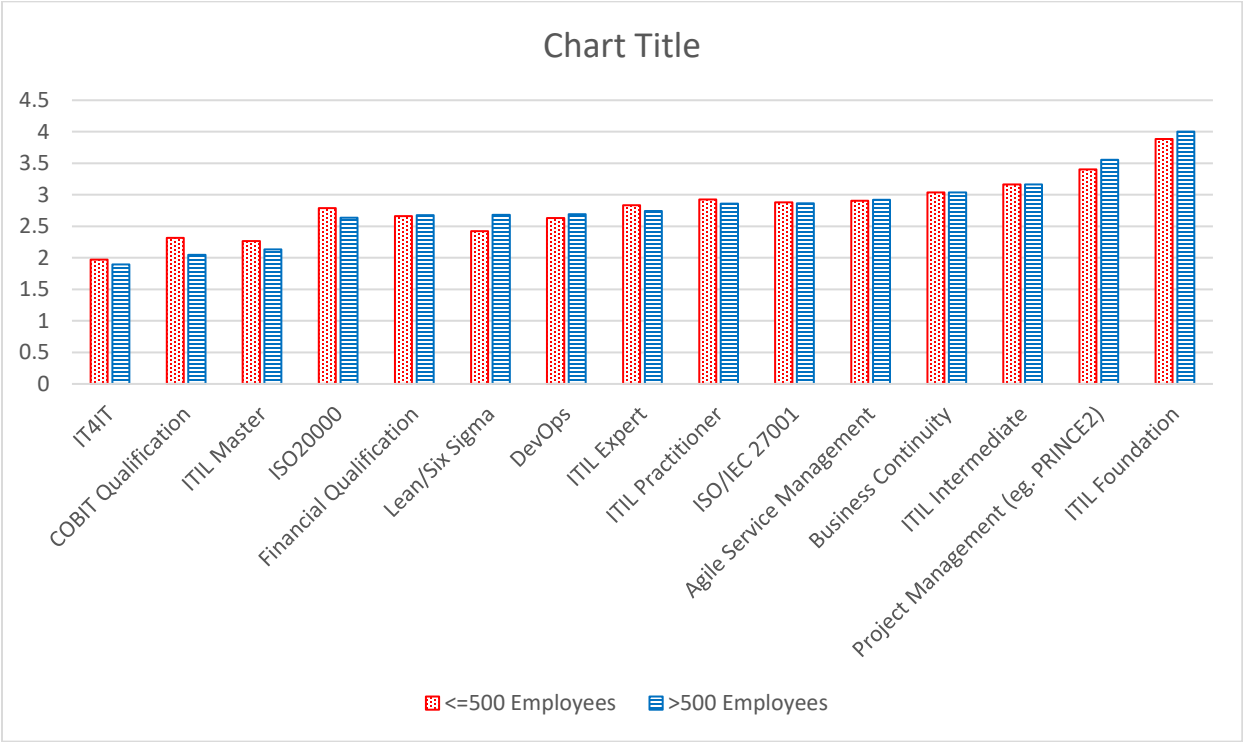


18. Important skills for IT Service Management

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.



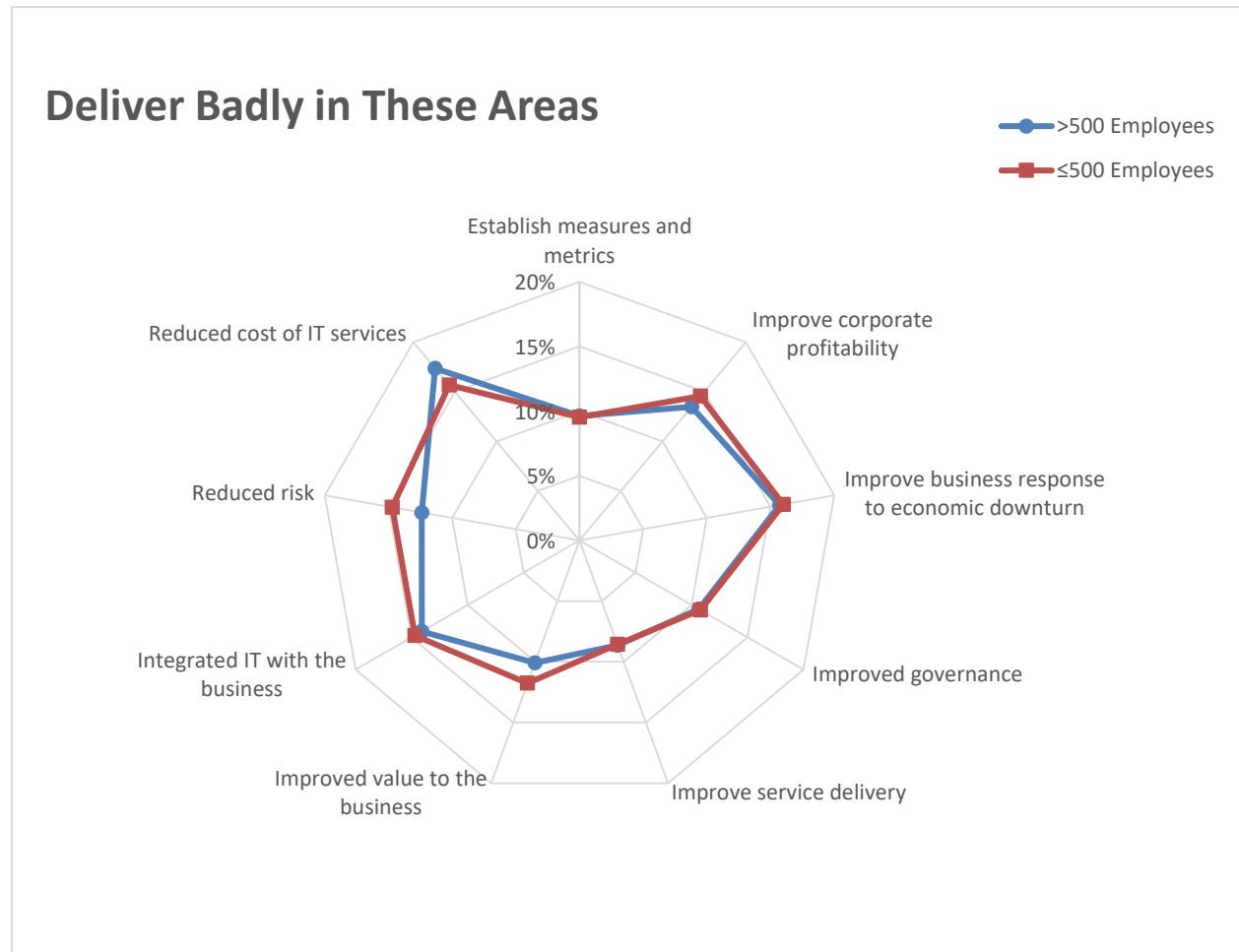
The pattern for skills importance is generally similar for large and small organizations, with the top 3 skills being ITIL Foundation, Project Management and ITIL Intermediate.

19. Success of last Service Management project

Project Result	Small Organization		Large Organization	
	Counts	Percentage	Counts	Percentage
Extremely Successful - Better than expected	6	5.40%	34	9.50%
Very Successful - But within expected range	34	30.60%	106	29.50%
Successful	57	51.40%	163	45.40%
Marginal result	14	12.60%	48	13.40%
Unsuccessful - a failed project	0	0%	8	2.20%

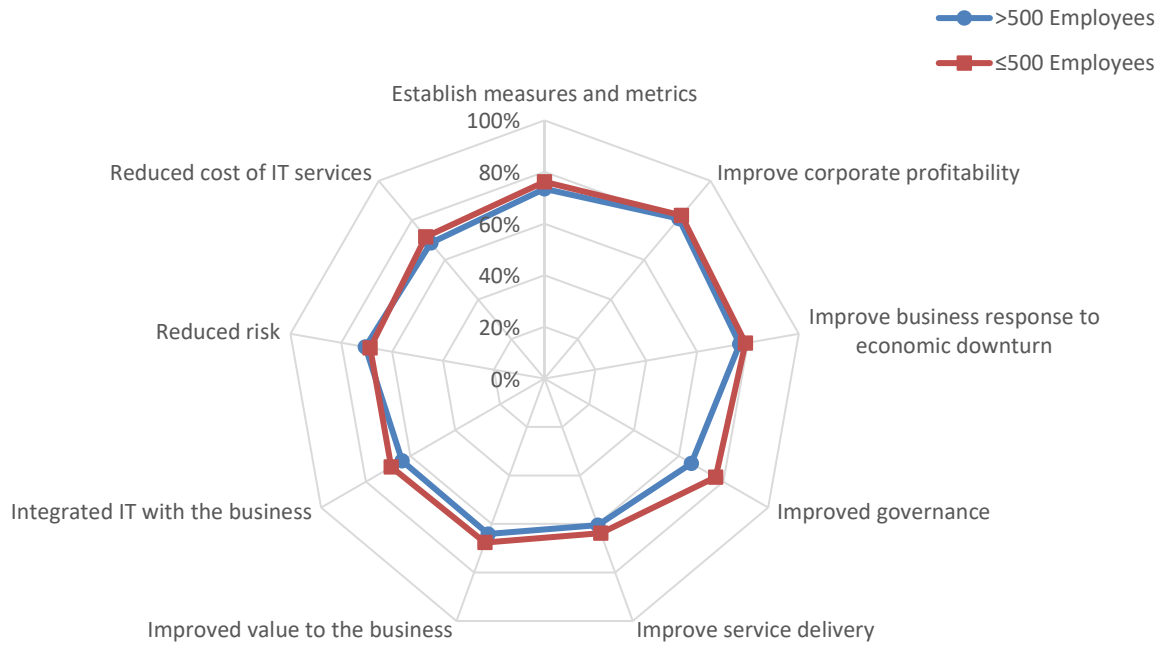
For the 2017 survey respondents, the large organizations seem to have a larger percentage of extremely successful projects as compared to small organizations (9.5% vs 5.4%, which could be statistically inconclusive). Overall, small organizations seem to have more projects in the middle range of success, where large organizations have more extremely successful projects, but also have more marginal and unsuccessful projects (which again, could be statistically inconclusive).

20. Project effectiveness



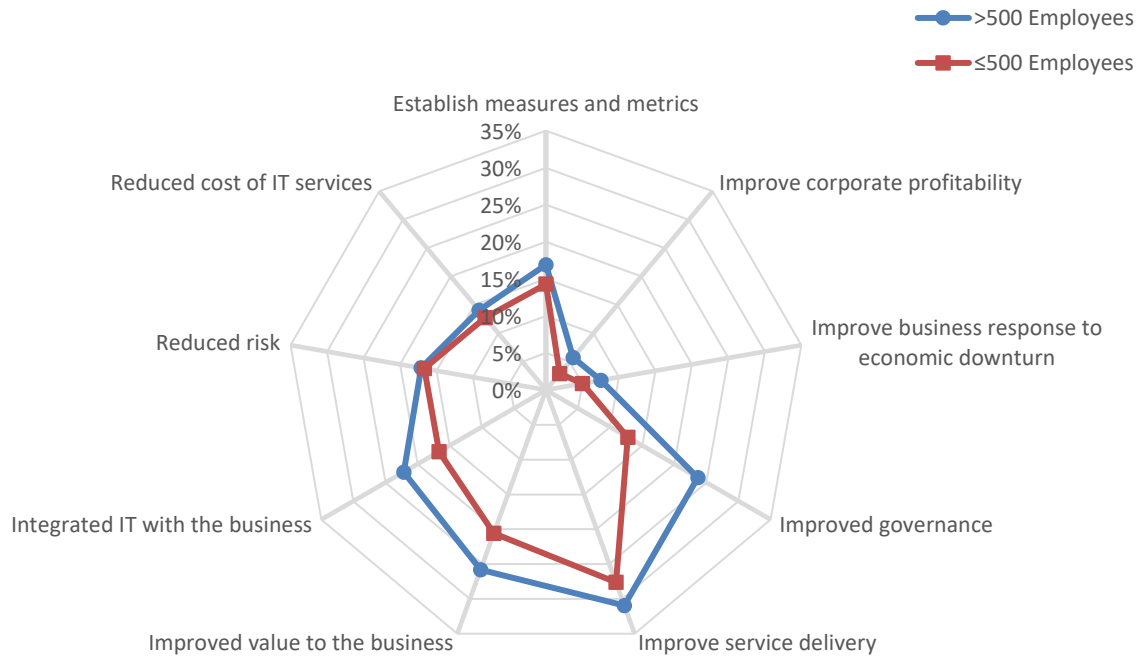
For the 2017 Survey respondents whose projects delivered badly, the pattern is generally similar for large and small organisations. For the 2017 survey, the largest difference is in “Improved governance” and “Reduced risk” which the smaller organisations did more badly than the larger organisations in these areas (though the results are not statistically significant).

Deliver As Expected in These Areas



For the 2017 Survey respondents whose projects delivered as expected, the pattern is generally similar for large and small organisations with statistically insignificant differences.

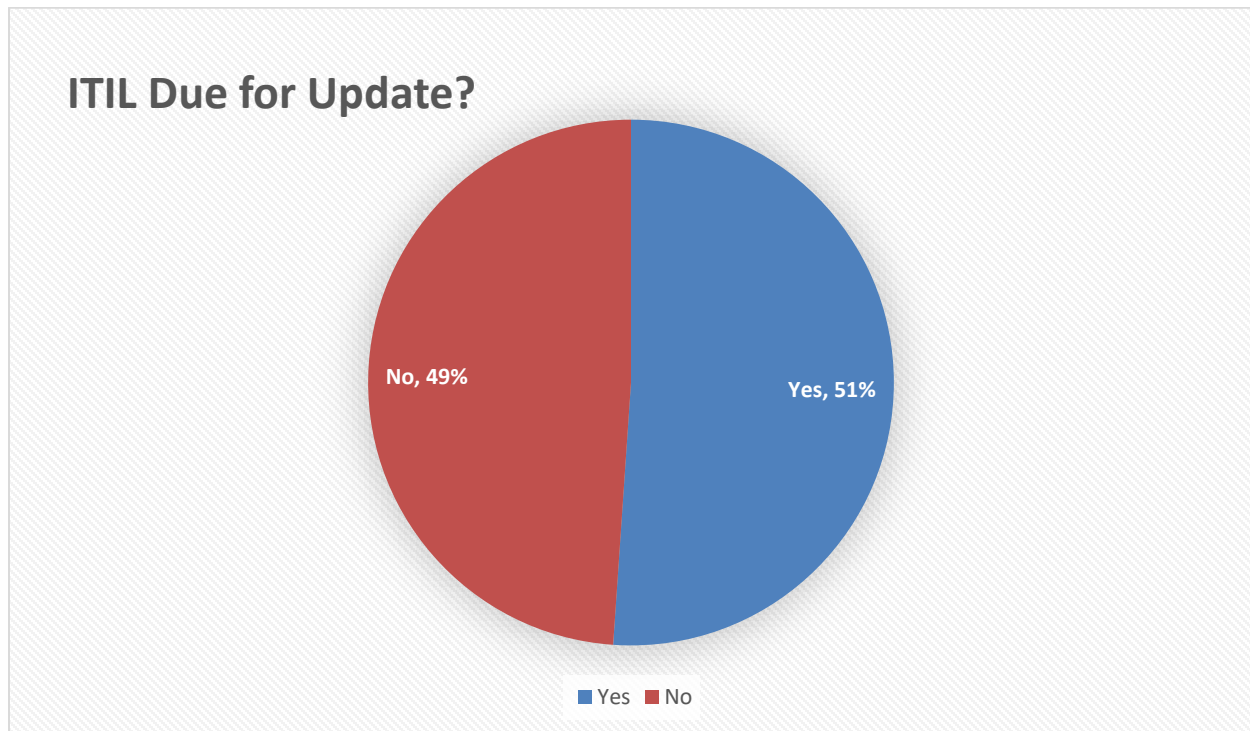
Deliver Excellent Results



For the 2017 Survey respondents whose projects delivered excellent results, the pattern is generally similar for large and small organisations with statistically significant differences for Improved Governance. (This may be due to large organisations having a bigger gap in governance as compared to smaller organisations and so ITSM projects can benefit large organisations more in this area).

Is ITIL due for update? & Other Comments

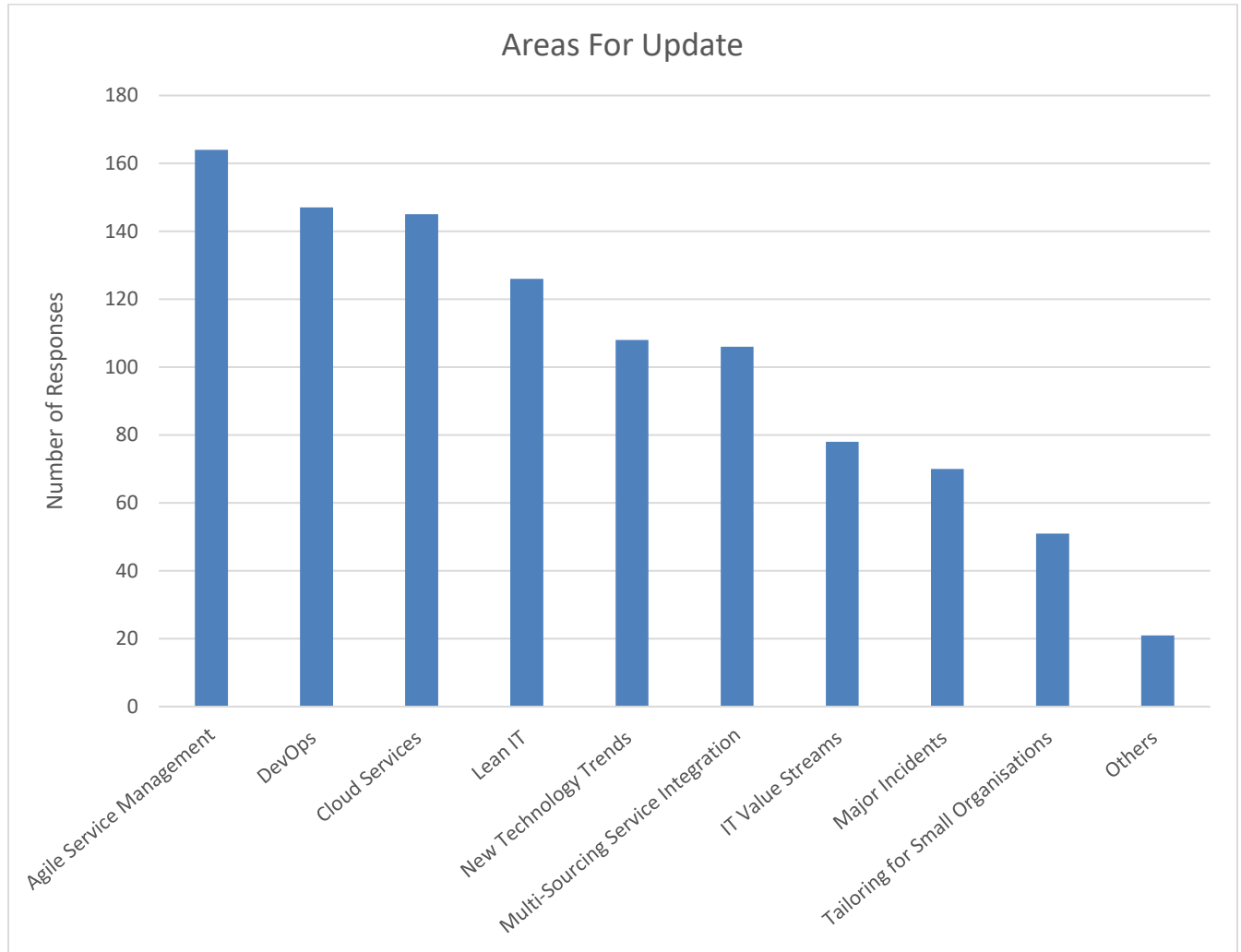
21. Do you feel that ITIL is due for an update and in which areas?



Most respondents (51%) felt that ITIL is due for an update.

See next page for areas that they feel ITIL should be updated for.

Areas for Update of ITIL



For the 2017 Survey respondents, the top 3 areas for update in ITIL are “Agile Service Management”, “DevOps”, and “Cloud Services”.

Please see below for details of “Others”.

- ITIL is ITIL, they should not have to connect all the emerging tech to the framework.
- Knowledge Management (and relationships with HR Mgt, Sourcing and Supplier Mgt)
- Leadership aspects of ITSM/ITIL
- Complete rewrite needed
- I think ITIL is lacking guidance on establishing process governance
- All processes
- Data analysis and expectations
- More Integration of Information Security into ITIL
- < p.t.o for continuation >

- Less IT focussed and more all services in an organisation
- Demonstrating BUSINESS value/metrics of ITSM investments, fit with Governance frameworks, fit with BRMI
- ITAM, SAM
- Customer call/ticket/interaction qualification process is missing
- How to measure IT quality. See IT quality index by Mr. Kvapil
- Cyber security
- In the areas of Service Desk especially for the vendor organizations. Service Desk should be given more importance and be well integrated within the ITSM and not be used just as a call center.
- Needs strengthening around Business Relationship Management as a role - it's the only/a weak link between IT and the business and ITIL could offer more guidance in this area.
- Enterprise Service Management and expanding ITIL into other Share Services so that all can have a common language.
- Asset management
- Fix the inconsistency of defining and classifying/modelling services between the ITIL books
- Integration with Customer Experience disciplines
- < See also other comments on next page as some respondents also used the general comments section of the survey to submit ideas relating to an ITIL upgrade >

22. Other 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.

- We need an Agile ITSM, so we need to adapt ITIL for that
- E2E integration and the management of Transition Planning (Operational Readiness), big projects (1 ORR) with multiple change drops and big releases incorporated into a single changes with multiple ORRs.
- ITIL had been disrupted by the Silicon Valley dev ops leaders and startups. New methods and simple approaches are being used in top fortune companies. Large companies are using thought leaders from Silicon Valley and creating smart content that will help them drive the results needed. ITSMF international and chapters continue to be focused on one IP of content - ITIL. It appears that itSMF is suited for consultants and those making money from ITIL and still trying to figure out what to do about frameworks that emerged in the past four years. (Dev ops, Lean, BRM, etc). Those that offer help in the emerging areas are not supported. There is a clear bias to ITIL. There is not a compelling message track or value prop for the fortune 50 company to buy group memberships. Especially one that has an international footprint. Many global companies want a simple way to have multinational membership. Cyber security is critical and itSMF should include it as a key area. It's time to pivot and go beyond ITIL folks or the organization risks not being relevant enough to be "funded" membership by the large companies. International should seek sponsorship from AXELOS if ITIL is going to be a focus and make real benefits available to itSMF members. (Exclusive content?)
- Merge Incident, Problem, Change AND Service Request as one. Maybe Release should have two levels major release and minor. Minor release can be combined into IPCR.
- I feel that ITIL Foundation v3 is enough. But to be integrated also with the addition of LEAN-IT and DevOps in the daily operations.
- I hope ITIL processes are not slowing down the Devops era
- The weakest link is still leadership and how they view ITIL as an IT thing and not a corporate opportunity
- Seems to focus on an IT department servicing internal customers. There needs to be guidance for serving external customers
- ITIL should now incorporate updates based on changing Business dynamics (Cloud, DevOps)
- ITIL needs to be brought back to its roots and original simplicity. ISO20K is an excellent standard that ITIL should describe the current best practices for.
- I would like to see more around Request Fulfilment

- Not enough focus on the 'human' aspects of Service Management - this is, and always will be, the key to successful Service Delivery
- ITIL is getting out of control and a lot of companies have looked at it as the Holy Grail. IT Service management is necessary, but please use common sense as the basic business drivers.
- I personally feel that ITIL is too heavy, but may be a prerequisite for company growth.
- Though claims state that ITIL is dying, I have experienced as a consultant, a wide acceptance and hunger for ITIL and ITSM. To cater to the new jargon of DevOps, Cloud and on the ground issues like Multi service integration, ITIL should have some new modules introduced. If there is a scope to contribute to this, I will be more than happy to provide inputs based on my practical experiences of ITIL consulting
- It needs a refresh to remain current, active and engaging. Emerging methods are beginning to swamp the core material. It is becoming increasingly difficult to understand where the boundaries lie. This makes it especially challenging for my job as I endeavour to teach young people and working professionals at undergraduate and postgraduate levels. This complexity will, I feel, make it especially challenging to cross-accredit training qualifications with higher education degrees. My comments on this questionnaire are based on what I understand of my organisation's efforts to adopt ITSM within IT services so far over the past 6 years. IT staff are well versed with the terminology but how to adopt them is a different aspect they have to consider. As you can imagine there are complexities in terms of legacy systems, working practices and methods which can generally impede the consistent adoption for this type of organisation (university). It has been historically challenging in terms of resources and funds available. The good news is the organisation is now working alongside an external strategic partner in order to deliver a digital transformation programme. However, my knowledge of this is in terms of its adoption and take up is not known.
- More info about availability of different components affect Business Service availability
- ITIL perfect framework
- Management has selected ITIL as base line for how to run the IT, and I am hired in to improve the maturity level on ITIL.
- "The perception is that ITIL is designed for large complex organizations. I know it is about adopting and adapting ... providing the right amount of oversight based on goals. More focus on adapting would improve the uptake of ITIL as a standard across all organizations."
- Loving the additional references to a more wider area, not just intrinsic to ITIL ...such as DevOps, SIAM , AGILE SM...
- We are looking for more common sense and IT Business Alignment processes.
- Organizations need to understand the framework. My organization does not. They believe ITIL is an IT thing, ITIL is a framework built to support business transformation.
- Data analysis needs to change from operational to behavioural.
- Are there consulting companies that can provide assessment regarding ITSM/ITIL readiness?
- Go back to Version 2. Lots of people are now turning away from ITIL because it's overly theoretical and not catering for the current business challenges. Businesses are looking for 'good' over 'excellent' due to cost drivers so we only take a fraction of ITIL and otherwise use

Lean, Kanban, Agile etc. We need it be focused on the pragmatic and achievable, rather than an academic philosophy.

- This unfortunately is heavily focused on IT and we are moving to more of an Enterprise Service Management through integration of enabling services so I did feel it is a view that is old and not the future direction for gov't entities.
- IT Service Management must be continued and processes to be followed. Processes can further be fine-tuned so that it is aligned with the development of Internet of Things Services, Cloud Services etc.
- To make an organization ITIL compliant, might be a costlier idea due to this nature it provides cost saving (only) post implementation of ITIL processes. However, it can be made further simplified so that small and medium size organization can get benefit from such a universal standard of service management processes."
- ITIL is the right instrument for the area I work in.
- I would like to get more Information about ITIL Master (level above Expert)
- Still Too much focus on theoretical certificates and not enough INDUSTRY wide focus on 'practical - how to'
- ITIL is cornerstone of our IT operations in BT Ireland.
- "There is missing "Chat" as an input in the Incident management process.
- Knowledge management process should be moved to the CSI book as it is much more close to the quality and also it should be updated (mainly the SKMS).
- Simplify the Service Strategy book (it is so much theoretical, that it is confusing the people and that's why the 2 important processes (BRM and Demand Mgmt) are missed/overlooked. Reduce useless theory like artefacts, etc.
- Rename Functions to the "Functional units". It means something else in the most of the languages and it is very confusing. Rename ""Models" to the "Procedures" or "Case models". It means something else in the most of the languages and it is very confusing.
- Please do update the PBA examples in the Demand Mgmt process in the Strategy book, most of them are obsolete.
- Please add the new role "IT partner" to the BRM process, as it is common practice in very many organizations. IT partner is very often used instead of the BRM role.
- Add the "big picture", overall overview, which is missing in ITIL. See the "HPE ITIL winning strategy poster" for example, it is very good and free in pdf to get.
- Don't over-complicate ITIL further. V3-2011 is already perceived as too bureaucratic, especially by clients implementing it.
- ITIL integration with IS Security (E.g. SIEM)
- It is needed a standard way to adopt processes and change in an organisation, an SMS.
- Question 11 is pretty unclear on its own and versus question 10. Answered it more or less by gut feeling.
- Now mainstream, everyone does it.
- Need systems thinking, multi-framework integration, practical guidance (more than more qualifications and more frameworks)

- Organizations should use ITSM to improve the relationship with business so that the business partners understand the IT world and vice versa. If there is regular interaction with business, then it would become easier to understand their pain points and provide value. IT should also focus on providing value to the services and help improve business and not just look at resolving incidents
- It is evident that Top Management's commitment /knowledge of the importance of global standards and compliance thereto needs to be addressed. Data protection seems to be not very high on their priority list ... Just being honest - my personal meaning
- How to make IT Service Management more agile
- Extremely hard to get the necessary understanding on management level - particularly due to all the special terminology.
- Although IT Service Management and ITIL as delivery framework for the same are valuable, if the whole IT management team is not supportive the effort will fail or have marginal success at best.
- Strengthen the Release management process to include Agile development process integrating CI/CD processes & tools.
- At risk of being left 'in the cold' as DevOps, Automation, Cloud etc. accelerate. Being able to adopt new technologies and exploit them for the benefit of the business is important. There is a general impedance mismatch with Agile approach, although they can be blended if common sense is used.
- Service Management and Shared Services teams are being gradually phased out of this organisation to move toward a Product-centric/driven culture. Heavy use of outsourcing to provision desktop services - Incident, Problem, Change, and Knowledge are being downscaled (ITIL is no longer followed here).
- Bookmarked! I really like your website!
- "Procurement, Supplier Management and Asset Management needs more clarity. Asset Management and Configuration Management still reflects a grey area of drawing boundaries Problem Management"
- It's just too expensive to purchase all of the ITIL books, and the way the books are structured most of us need access to all of the books! In my opinion, CMMI-SVC is much better value, is easier to follow, is cheaper to get in to the hands of anyone that wants a copy and therefore on the face of it much more likely to deliver great value and great outcomes. ITIL, I think, only has the upper hand at the moment because it's more deeply embedded here in the UK (and is certainly more deeply embedded in my organisation than is CMMI-SVC). Likewise, the training paths for ITIL are way too expensive for a low-margin organisation such as ours.
- "In my opinion and based on my experience of over 15 years working with ITIL, I see that it has become obsolete because the world has changed and there has been no follow up.
- Today, in the projects in which I work, I use the good practices of ITIL, but I do not even mention what I am using, so that the client does not cause restrictions and thinks it is fashionable.
- With the advent of DevOps, ITIL's best practices will continue to drive operations, but in a dynamic and agile way.

- Today, ITIL is no longer a factor of change in organizations, as there are other emerging practices that have a much greater dynamism.
- Implementation of ITIL best practices greatly improved service to our business partners
- Removal to references around mainframe, printing services etc. which are no longer mainstream in IT. Update should include continuous integration, continuous delivery, virtualization, containers, shadow IT, mobile apps (technology) and cloud.
- ITIL Practitioner is the single best thing introduced in the last 5-10 years as it provides measurable value to the Business/Client Organisation
- As a consultant/IT outsourcer this questionnaire was not really relevant. I guess it was meant for internal IT?
- Many of the processes are not explained clearly. There is no process flow. I understand ITIL is not prescriptive but it will help to pick up one organizational scenario and explain all 26 processes relating to that example.
- ITIL and IT Service Management have been of tremendous value to me personally. They are both truly common sense for how IT should be run.
- The hard task is to adapt all references to your situation, not to update them every two years or adopt a new one
- More real corporate examples cited in the materials will be helpful.
- Perhaps the ITIL could have another version for non-profitable company.
- It should gels with Service Management as a whole rather than just IT.
- ITIL has becoming a low priority in organisation.
- CSI books needs to be rewritten. Weakest of the five lifecycles by far.
- Need more guidance on agile, cloud and big data areas
- More detailed guidance regarding the handling of Security Events and Vulnerabilities and how they should be handled by Incident and Problem Management (which process to engage when).
- ServiceNow has proven to be an effective Service Management tool
- Over updated?
- ITIL needs an owner that understand it. AXELOS clearly do not understand ITIL or the market they fail to serve.
- Need a better understanding and take up of SIAM
- More address or integrate with security (how to integrate with the ISO20000 & ISO27001)
- Other more helpful additions to future release would be more specific guidance on integration with other best practices, such as Project Management (beyond PRINCE2, such as PMBOK), Software engineering (beyond ASL; such as SWEBOK), Business Analysis (eg. BABOK, PMI's Business Analysis Practice Guide), Enterprise Architecture (particularly TOGAF), IT Governance (COBIT, ISO 38500).
- Let's skip v4, drop version and go to more Agile version
- I haven't answered some of the questions because we provide service management consulting services and those questions aren't really relevant to us.
- As is quite common in the adventures of ITIL it appears to be facing challenges from DevOps, Lean, Kanban and the alike, however I believe that ITIL needs to be promoted more as a

complementary methodology and that all can work together to deliver value and reach the desired outcome.

- "There seem to be a lot of people offering consultancy who claim to have serious ITIL skills and qualifications and when you look under the skin there is none or just foundation. I read a metric for a major global company recently that stated xx% of staff were ITIL certified. Further exploration revealed a very, very small number had any serious qualifications and they seems to be office-based not operational and the rest foundation.
- There needs to be something to ensure ITIL certified really means that
- ITIL is still under-rated in terms of the value it can add to the business. This is partly due to the weighty (and costly) nature of the core manuals, which should be simplified and streamlined. I am confident in saying this as I was a member of the team who produced the 2011 set!
- Axelos' Strategy to monopolize Training and Certifications is digging a grave for ITIL
- There are no ready-to-use guideline or template for plug and use in the ITIL textbook. Not enough of coverage on process design for every IT Service Management processes.
- Pay more attention to Asset Management

Appendix A – 2017 Survey Questions



<http://www.itsmfi.org/> (<http://www.itsmfi.org/>)

This survey is open to all IT service management professionals. We appreciate your help in filling up this survey.

There will be a lucky draw for those who participate. The prize is an iPad Air 2 Wi-Fi (or other Apple product of equivalent value – e.g. Apple Watch).

Respondents, who are consultants, can do multiple submissions (one for each of their client organisations). The deadline for the survey is 15 Feb 2017.

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

itSMF International - 2016 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]

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

3. How many Employees in the organisation?

- ☐ <100
☐ 100-500
☐ 501-2000
☐ 2001-5000
☐ 5001-10000
☐ >10000

4. How many IT Staff in the organisation?

- ☐ <10
☐ 11-25
☐ 26-100
☐ 101-250
☐ 251-500
☐ >500

5. What is your position in the organization?

6. Job Title

7. Why does the organisation use Service Management?

[1 minor reason-->5 major reason]

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

Any other reason:

Text

8. How was the last service management project (that you know of) justified for this organisation?

[1 minor reason-->5 major reason]

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

9. What are the plans of this organisation for

ITIL

ISO/IEC 20000

COBIT

eSourcing Capability Model (<http://www.itsqc.org/models/>) (<- click link)CMMI for Services (<http://cmminstitute.com/resources/cmmi-services-version-13>) (<- click link)

Lean IT

Six Sigma

DevOps

Multi-sourcing Service Integration /
Service Integration and Management (<https://www.axelos.com/case-studies-and-white-papers/introduction-to-service-integration-managemen>IT4IT (<http://www.opengroup.org/IT4IT>) (<- click link)

10. Indicate the status of these ITIL processes in the organisation you are reporting on:

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
Strategy Management for IT Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Portfolio management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Management of IT Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demand Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Relationship Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design Coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Catalogue Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Level Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT Service Continuity Management (ITCM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Security Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transition Planning and Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Asset and Configuration Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
Release and Deployment Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Validation and Testing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change Evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Event Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incident Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Request Fulfillment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7-Step Improvement Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What is the status of the usage of the below Service Management tools?

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
Access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative Working Software	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer Based Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Configuration Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
System Discovery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Document Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Escalation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events and Alerts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incident	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Level Management (SLM)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SLA Dashboard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	In place	In progress	Planned next quarter	Planned next year	Not planned	Don't know
Service Catalogue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service Design Package	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workflow Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. How important are the following skill-sets/qualifications in the organisation you are reporting on?

[1 not important -->5 very important]

	1	2	3	4	5
COBIT Qualification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Qualification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITIL Foundation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITIL Intermediate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITIL Practitioner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITIL Expert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITIL Master (level above Expert)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ISO20000	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ISO/IEC 27001	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management (eg. PRINCE2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lean/Six Sigma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Continuity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT4IT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DevOps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agile Service Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. How did your last service management project/programme go in the organisation you are reporting on in this survey?

- ☐ Extremely Successful - Better than expected
- ☐ Very successful - but within expected range
- ☐ Successful
- ☐ Marginal result
- ☐ Unsuccessful - a failed project

14. How well did the service management improvement project/programme above deliver in these areas?

	Badly	As expected	Excellent result
Establish measures and metrics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve corporate profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Badly	As expected	Excellent result
Improve business response to economic downturn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved value to the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrated IT with the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced cost of IT services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Do you feel that ITIL is due for an update and in which areas?

- ☐ Yes
☐ No

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

17. If you would like to participate in the lucky draw, please provide your email address so that we can notify you if you are the winner:

Text

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

This study is conducted with the assistance of the Institute of Systems Science, National University of Singapore



<http://www.iss.nus.edu.sg/>

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