

# itSMF Australia 2011 Conference: Summary Report of ITSM Standards and Frameworks Survey

Aileen Cater-Steel, Wui-Gee Tan and Mark Toleman  
 School of Information Systems, Faculty of Business and Law  
 University of Southern Queensland, Toowoomba Australia  
[caterst@usq.edu.au](mailto:caterst@usq.edu.au)

**Abstract:** *This report provides a summary of responses from a survey conducted to explore adoption of Information Technology Service Management (ITSM) frameworks. The survey was conducted at the itSMF National Conference in Perth in 2011. The questionnaire comprised questions for Corporate respondents as well as Consultants and Trainers. In total, 28 responses were received, including eight from consultants.*

*The responses came mainly from large organisations representing both the public and private sectors. The vast majority of organisations whose staff responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Many organisations are also advanced in their implementation of Prince 2, Government standards, ISO 9001, Balanced Scorecard, and ISO/IEC 27001 (Information Security). In ITSM, priority has been given to implementing the service desk function, IT operations management function, incident management process, change management process, and technical management function. Some of the processes in ITIL V3 which were not in v2 continue to show low levels of awareness and adoption. The strongest motivating factor to implement IT Service Management is to improve the focus on IT service. The maturity level of ITSM processes is generally rated lower compared to previous years with many reporting as initial (level 1). In terms of Green IT initiatives, there is progress in implementing policies to dispose of IT waste. Most of the respondents have completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. Commitment from senior management is identified as the most critical factor for successful ITSM implementation. More than half believe ITSM has met or exceeded their expectations although one fifth stated it is too early to tell if ITSM has delivered benefits. There is strong consensus that the major benefit of ITSM is improved time to respond and resolve incidents. Many further benefits have been realised including coordinated organisation-wide IT service and customer satisfaction.*

## Introduction to Report

In August 2011, a survey of ITSM standards and frameworks was conducted at the itSMF National Conference in Perth. Including delegates, exhibitors, speakers and itSMF staff, 546 participants registered for the conference, compared to 600 participants in 2010 in Melbourne, a strong result for the west coast. This is the sixth time the survey has been conducted at the National Conference. Since June 2006, based on an agreement with itSMF (IT Service Management Forum) Australia, researchers from USQ have conducted research into the adoption of IT service management frameworks in Australia.

## 1 Introduction to Corporate Survey

The questionnaire used in the survey comprised five sections as shown in Table 1.

**Table 1: Composition of survey questionnaire**

Section	Topic	Number of questions
A	Organisational demographics	7
B	Current initiatives and progress	1
C	ITSM initiative, progress and green IT	5
D	Perceptions of factors contributing to success	1
E	Perceptions of ITSM effectiveness	2
F	Training and itSMF membership	3
G	Standards Australia and ISO/IEC 20000	1
H	Other comments	1

Delegates were provided with a copy of the questionnaire at registration and requested to complete it at the conference. In total, 28 completed questionnaires were returned. These were scanned by itSMF staff using an optical mark recognition (OMR) system. The resulting Excel file was checked against the survey forms, corrected and used to perform statistical analysis. Where respondents wrote responses in the 'other' category, these responses were examined and where possible recoded into existing categories. The survey responses were anonymous, but respondents were invited to record their name, address and email address if they wished to go into the prize draw and/or receive a summary report of the results of the survey. In this report, the responses to the survey are compiled in a series of tables and figures. Important findings are highlighted. In future research, these results will be compared with the results from the surveys from previous conferences to identify progress and trends (2005 Brisbane, 2006 Sydney, 2007 Melbourne, 2008 Canberra, 2009 Sydney, 2010 Melbourne).

## 2 Respondent Profile – Survey Section A

In total, 28 responses were received. Practitioner/Managers completed 20 questionnaires (71%), 7 were completed by Consultant/Trainers and one did not state the role. There were many different position titles selected and recorded by respondents. To reduce the variety for reporting purposes, all responses naming management of individual processes (e.g. service level, incident, capacity etc.) were summarised as 'Process Manager'. As shown in Figure 1, this was the most frequently reported position (56%), followed by Service Support Manager (18%), CIO/IT Manager (6%). A large number selected 'other' positions: Environments Manager, Continual Service Improvement Manager /Problem Manager, Managing Director, Business Change Manager, Owner/Principal Consultant, Executive Director, Quality & Assurance Manager, Project Head.

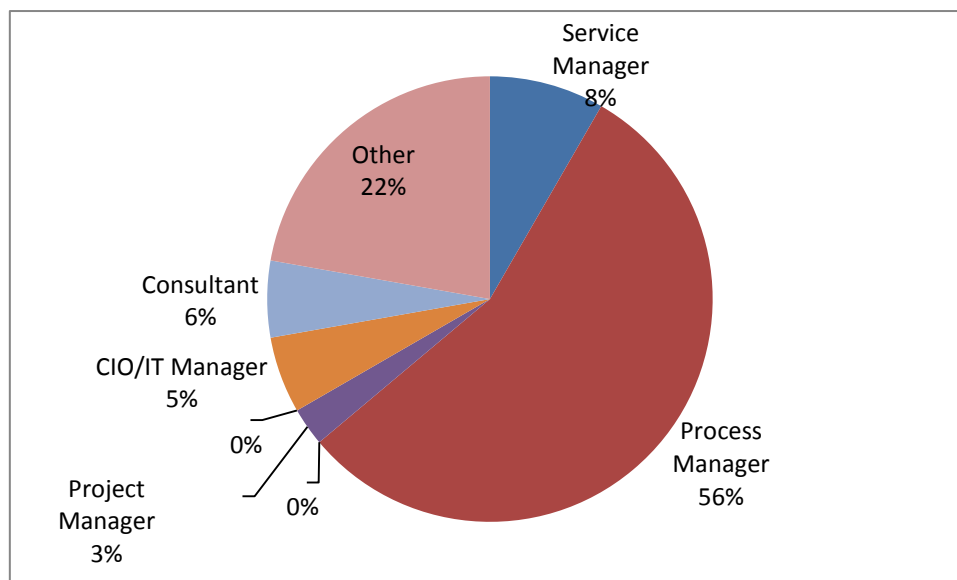


Figure 1: Distribution of respondent position in organisation

As shown in Figure 2, large contingents of respondents were from Victoria (22%) and Western Australia (18%). Also well represented were the Australian Capital Territory (14%), New South Wales (14%), Queensland (14%), and South Australia (14%). There was one response from a New Zealand delegate.

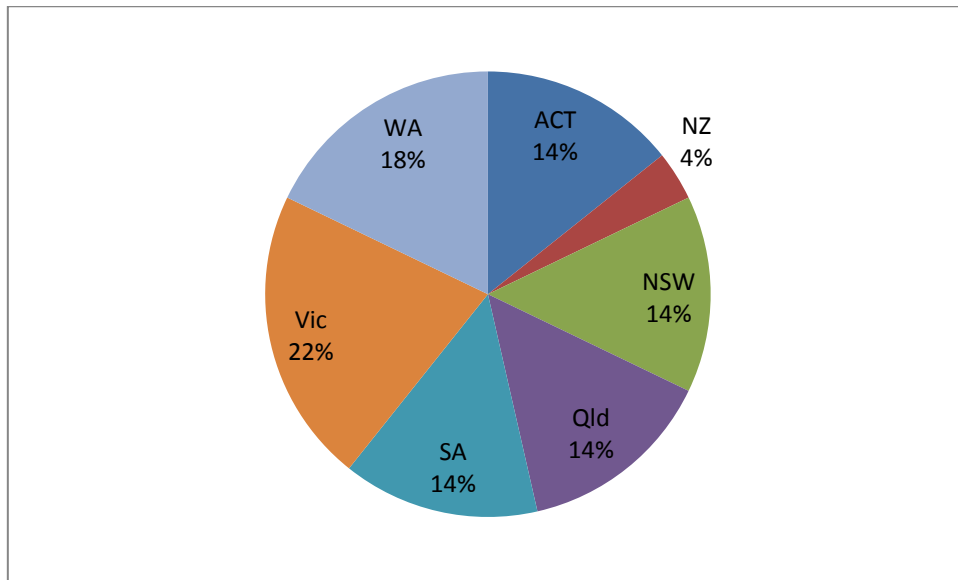


Figure 2: Distribution of responses by state

As shown in Figure 3, the Government Administration and Defence sector was strongly represented accounting for 34 percent of responses. Property and Business Services (includes IT firms) (21%) and the Education sector (10%) were also well represented. The Finance and Insurance sector returned 7 percent of responses. Quite a few respondents recorded ‘other’ sectors: Construction Materials, Health, Manufacturing, Outsourcing, and Supply Chain & Logistics.

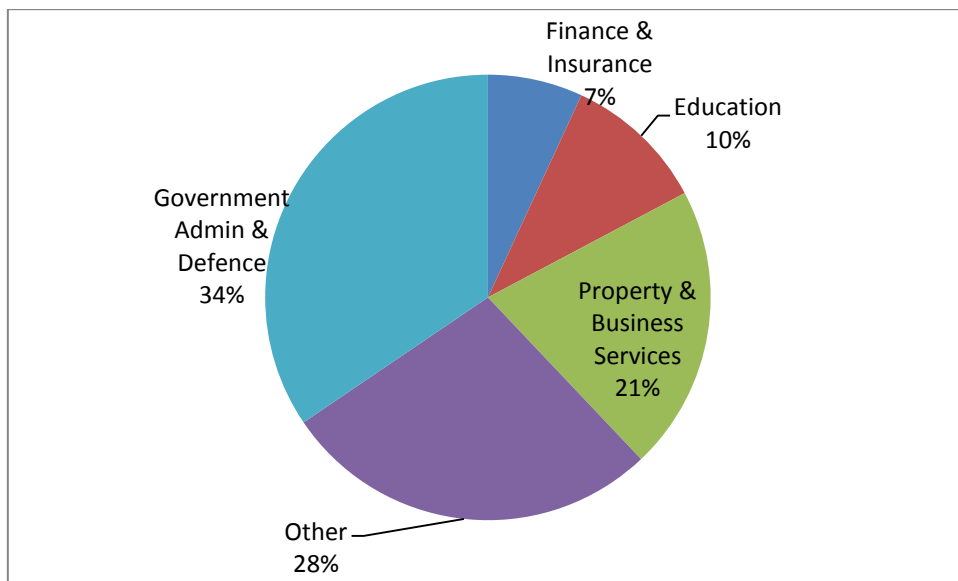


Figure 3: Distribution by industry sector

When asked about the ownership of the organisation, as shown in Figure 4, most of the respondents (71%) worked for wholly national owned organisations, which was not surprising considering the high proportion of responses from the government and education sectors.

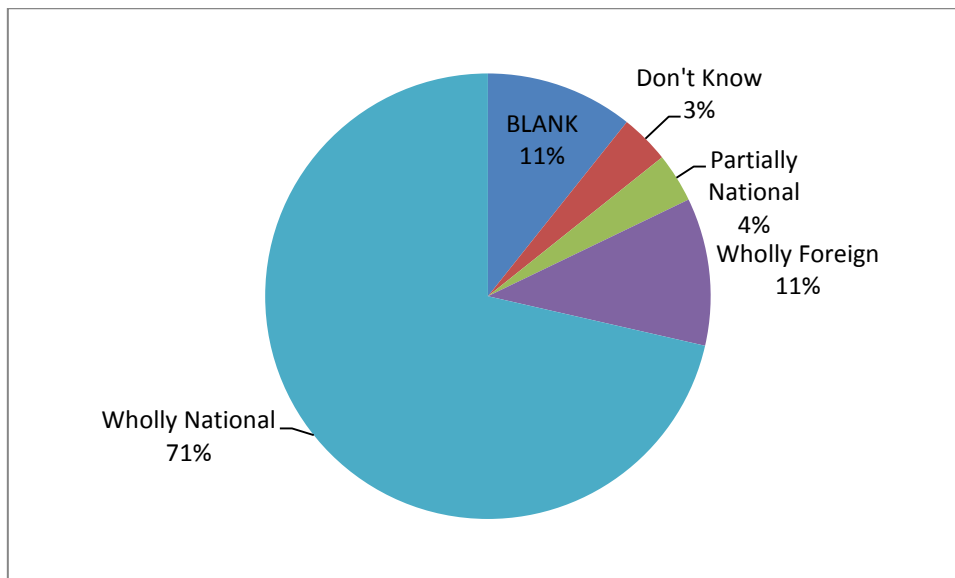


Figure 4: Distribution by organisation ownership

Most of the organisations were large with one quarter reporting an annual budget/turnover in excess of \$500 million, and about 43 percent represented organisations with more than 3,000 staff, as shown in Table 2. There was a trend towards larger IT departments. Seven percent of the respondents reported less than 20 IT staff, while 29 percent represented organisations with IT departments of more than 400 staff.

**Table 2:** Summary of organisation budget, total number of employees and number of IT staff

	Frequency	Percent
<b>Annual turnover/budget</b>		
< \$10M	2	7.1%
\$10m - \$49m	1	3.6%
\$50m - \$149m	2	7.1%
\$150m - \$500m	2	7.1%
> \$500m	7	25.0%
Don't Know	10	35.7%
Blank	4	14.3%
Total	28	100.0%
<b>Total number of employees (Full Time)</b>		
<20	3	10.7%
20-49	2	7.1%
50-99	0	0.0%
100-199	2	7.1%
200-499	0	0.0%
500-999	3	10.7%
1000-2999	6	21.4%
3000-4999	3	10.7%
>5000	9	32.1%
Total	28	100.0%
<b>Number of IT professionals (Full Time)</b>		
<20	2	7.1%
20-99	4	14.3%
100-199	6	21.4%
200-399	5	17.9%
>400	8	28.6%
Blank	3	10.7%
Total	28	100.0%

### 3 Service Management and Related Frameworks – Survey Section B

When asked about current initiatives related to service management, governance and quality management, considering the focus of the itSMF conference, it was not surprising that the most popular initiative was the IT Infrastructure Library (ITIL) with only two respondents reporting that they had no plans to implement ITIL. The others had either started (7% of respondents), partially (39%), largely (29%) or fully (7%) implemented the ITIL framework.

In order to compare the relative implementation of various frameworks, a five-point Likert scale was used to code the responses in order to calculate the average status of each framework: no plans to implement initiative - 0; starting to implement the initiative - 1; the initiative is partially implemented - 2; the initiative is largely implemented - 3; the initiative is fully implemented - 4. 'Don't know' and blank responses were excluded from the calculation of the average status. As shown in Table 3, recent strong adoption was reported for the PRINCE 2 project management framework. PRINCE 2 and ITIL are stable mates both originating from the OGC. More than half the respondents who answered this question are in the process of implementing the PRINCE 2 framework, and 11 respondents reported that such a framework was largely implemented. Many organisations are in the mature adoption stage of implementing Government standards, ISO 9001, Balanced Scorecard and ISO/IEC 27001 (Information Security).

**Table 3: Implementation of ITSM and other frameworks**

ITSM and other frameworks	N	Status of Implementation						Blank	Average Status
		No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't Know		
<b>IT Service Management Frameworks</b>									
ITIL	28	2	2	11	8	2	0	3	2.24
ISO/IEC 20000 ITSM	28	14	2	1	1	1	5	4	0.58
<b>Proprietary Frameworks</b>									
HP ITSM	28	13	0	3	1	0	4	7	0.53
Microsoft MOF	28	15	0	1	1	0	3	8	0.29
IBM SMSL	28	16	0	0	0	0	3	9	0.00
Internally developed ITSM framework	28	12	2	2	2	2	2	6	1.00
<b>Other Frameworks</b>									
CobiT	28	7	2	5	0	0	8	6	0.86
ISO/IEC 38500	28	7	1	2	0	0	10	8	0.50
ISO 9001	28	5	0	2	1	4	10	6	1.92
ISO/IEC 15504	28	10	0	1	0	0	10	7	0.18
ISO/IEC 19770	28	10	0	1	0	0	10	7	0.18
ISO/IEC 27001/AS7799	28	6	2	0	5	1	8	6	1.50
SEI CMMI	28	11	0	0	0	0	10	7	0.00
Balance Scorecard	28	6	3	4	3	2	5	5	1.56
Prince 2	28	5	1	4	11	0	3	4	2.00
PMBOK	28	11	0	1	1	0	8	7	0.38
Six Sigma	28	10	2	2	1	1	5	7	0.81
Federal/State Govt IT standards	28	7	0	1	3	3	7	7	1.64
Other	28	2	0	0	2	1	3	20	2.00

### 4 ITSM Initiatives and Progress – Survey Section C

The question exploring their organisation's motivation to adopt ITSM allowed for multiple responses. As shown in Table 4, the desire to improve the IT service focus was overwhelming in its motivation, selected by 21 of the 28 respondents (75%), followed by IT/business process integration (43%), internal compliance (38%), cost reduction (27%), and external compliance (25%). One other source of motivation reported: to align globally.

**Table 4: Motivation to adopt ITSM**

Motivation Factor	Frequency	Percent
To improve IT service focus	21	75.0%
To improve IT/business process integration	12	42.9%
Internal compliance (management or business)	10	35.7%
To reduce costs	7	25.0%
External compliance (government or client)	7	25.0%
Other	1	3.6%
Don't know	1	3.6%

In considering the results of this survey, the role of the respondent in the ITSM implementation may have some bearing, especially when it comes to evaluating perceptions of success factors and satisfaction. Almost half of respondents reported that their role was that of process owner (46%). A substantial number of respondents were consultants (29%). A few reported roles such as process team member (7%), sponsor (4%), and program manager (4%). Respondents also recorded other roles: Assisting in Implementation (but not consultant), Business Change Manager, Strategist & Service Architect.

To compare adoption of specific ITIL processes, the implementation progress of the processes was ranked using a six-point Likert scale to recode the responses to a numerical value: no plans to implement process - 0; not yet started to implement the process - 1; in early stage of implementation of process - 2; half-way stage of implementation - 3; advanced stage of implementation - 4; and completed implementation - 5. 'Don't know' and blank responses were excluded from the calculation of the average progress stage.

The implementation progress is reported in Tables 5-9 reflecting the structure of the five ITIL V3 books. The service operation processes and functions (Table 8) are most advanced in implementation, followed by the service transition group of processes (Table 7). The service desk function is the most fully implemented, followed by IT operations management function, incident management process, change management process, and technical management function. Some of the processes in V3 which were not in v2 show low levels of awareness and adoption, for example, demand management, the 7-step improvement process, service portfolio management and evaluation.

**Table 5: Extent of implementation of ITIL service strategy processes**

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service portfolio management	2	3	16	2	0	0	1	4	1.78
Demand management	3	9	5	3	0	0	4	4	1.40
Financial management	4	7	4	5	2	0	2	4	1.73

**Table 6: Extent of implementation of ITIL service design processes**

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Service catalogue management	1	2	12	6	3	0	0	4	2.33
Service Level Management	2	2	11	4	3	0	2	4	2.18
Supplier Management	3	7	3	5	2	1	2	5	1.95
Capacity Management	1	9	8	3	2	0	1	4	1.83
Availability Management	1	8	8	4	1	0	2	4	1.82
IT Service Continuity Management	1	6	5	5	3	2	2	4	2.41
Information Security Management	1	6	4	3	6	2	2	4	2.59

**Table 7: Extent of implementation of ITIL service transition processes**

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Change Management	1	2	3	3	9	6	0	4	3.46
Service Asset & Configuration Management	1	3	9	6	4	0	1	4	2.39
Service Knowledge Management	1	8	9	3	1	1	1	4	1.91
Transition Planning and Support	2	6	9	2	2	1	2	4	1.95
Release and Development Management	2	4	9	1	7	0	1	4	2.30
Service Testing and Validation	2	4	8	4	4	1	1	4	2.30
Evaluation	3	6	9	1	1	1	3	4	1.71

**Table 8: Extent of implementation of ITIL service operation processes and functions**

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
Incident Management	1	2	2	4	7	8	0	4	3.58
Problem Management	1	4	5	2	6	5	1	4	3.00
Request Fulfilment	1	5	2	4	5	6	1	4	3.09
Access Management	1	6	1	4	4	4	4	4	2.80
Event Management	1	8	5	3	1	3	3	4	2.19
Function: Service Desk	1	1	2	3	5	12	0	4	3.92
Function: IT Operations Management	1	1	2	4	7	8	1	4	3.70
Function: Technical Management	1	2	4	4	5	7	1	4	3.35
Function: Applications Management	1	2	4	5	4	7	1	4	3.30

**Table 9: Extent of implementation of ITIL service design processes**

ITIL V3 components	Progress of Implementation							Blank	Average Status
	No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5	Don't know		
The 7 – Step Improvement Process	1	10	9	1	1	0	2	4	1.59
Service Measurement	1	2	10	4	3	1	3	4	2.43
Service Reporting	1	3	11	1	6	1	1	4	2.48

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

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

As shown in Figure 5, the largest proportion reported was for level 1 (initial) (29%). Four respondents did not answer this question.

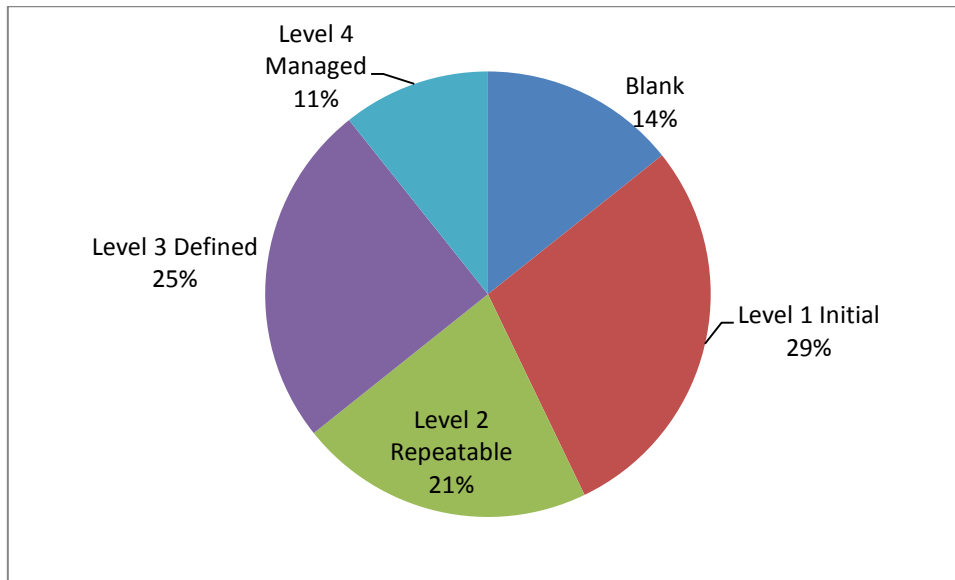


Figure 5: Distribution by maturity level

The questionnaire included a section on Green IT initiatives. As shown in Table 10, respondents reported a large variation regarding efforts towards implementation of IT Green activities. Although a handful of organisations had fully implemented most of the initiatives listed, at the other extreme, many did not know if their organisation was undertaking these Green IT actions. The initiative exhibiting the most mature level of implementation related to waste disposal with 68 percent of respondents indicating a policy was at some stage of implementation to dispose of IT wastes in the most environmentally friendly way possible.

Table 10: Extent of implementation of Green IT initiatives

Green IT Initiatives	Progress of implementation							Average Status
	No plans 0	Starting 1	Partially 2	Largely 3	Fully 4	Don't know	Blank	
Does your organisation have a Green-IT policy?	5	3	4	4	2	5	5	1.72
Have you included Green IT goals in the defined service levels?	7	2	6	0	2	6	5	1.29
Do you have a process for analysing power consumption of IT equipment?	4	3	3	3	4	6	5	2.00
Do you track cost-savings associated with Green tactics and strategies?	5	2	3	1	3	9	5	1.64
Do you ensure that your suppliers meet Green criteria and their products support the business's Green objectives?	6	2	3	2	2	8	5	1.47
Does your CMDB/CMS store information that helps drive Green goals?	8	6	1	0	1	7	5	0.75
Do you have a policy to dispose of IT wastes in the most environmentally friendly way possible?	4	1	4	6	4	4	5	2.26
Is your organisation shifting towards virtualisation to reduce the number of servers?	4	0	6	7	2	4	5	2.16

Five comments were recorded for other green IT initiatives: Power Management of PC, Night Watchman, Rationalisation of Printers, Disposal/reuse policy, ISO 14001 EMS Implementation.



### 5 Perceptions Related to Success Factors – Survey Section D

To gauge their perceptions about the importance of success factors of ITIL implementation, the respondents were requested to indicate the importance of 10 factors on a scale from 1 (high importance) to 5 (low). In order to evaluate perceptions relating to success factors, a five-point Likert scale was used to weight the responses by coding the responses from five for the most important factor to one for the lowest in importance. From a total list of 10 factors, the top four are shown in Table 11 with the complete list included in the appendix (Table A.1).

It is widely recognised that management commitment and support is essential for any major process improvement initiative. Top management can take a leadership role and adopt a longer-range perspective of the benefits thus ensuring sufficient allocation of resources and overcoming organisational resistance. Consistent with this view, by far the most important factor identified by the respondents was the commitment of senior management. Understanding of business needs was the second highest weighted score. Effective change management for user/customer was recognised and sufficient funding for the ITSM initiative was also highly ranked.

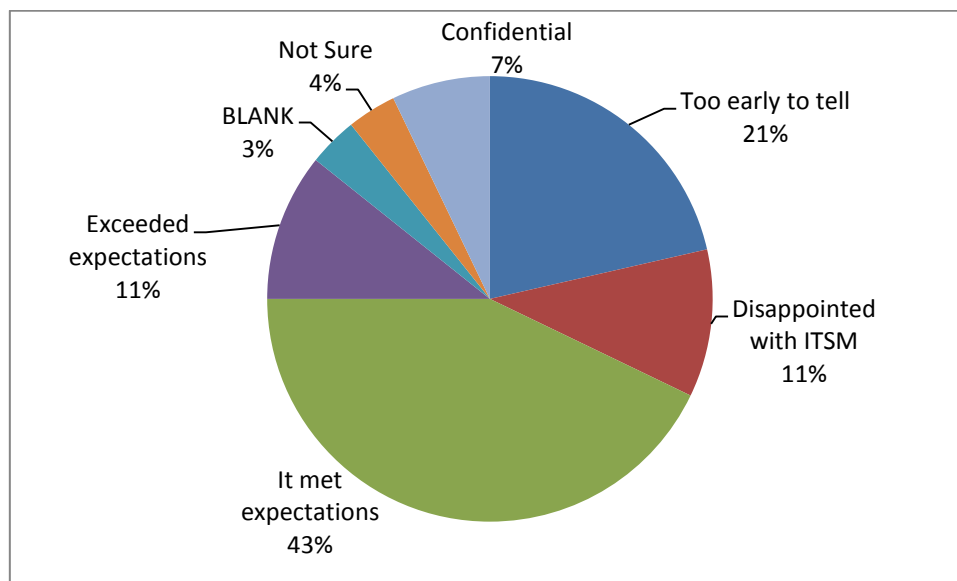
In addition to the factors provided, respondents recorded additional success factors: bringing in external hires that understand ITSM, and visibility of program of work.

**Table 11: Importance of Success factors by weighted score**

ITSM Implementation Success Factors	Importance of success factors					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Commitment from senior management	14	10	2	0	1	117
Understanding of business needs	12	10	4	0	1	113
Effective change management for user/customer	11	9	6	0	1	110
Sufficient funding for ITSM initiative	7	14	6	0	0	109

### 6 ITSM Effectiveness and Benefits – Survey Section E

In regards to perceptions held by respondents regarding the effectiveness of ITSM, a large group of respondents felt that ITSM had met their expectations (43%) and 11 percent reported that ITSM had exceeded their expectations. However, as shown in Figure 6, there was some dissent: 11 percent were disappointed with the effectiveness of ITSM. Many felt it was too early to tell if ITSM was effective (21%) and some were unable to respond due to confidentiality concerns (7%).



**Figure 6: Perceptions of satisfaction with ITSM**

Respondents were asked to consider nine statements related to benefits of ITSM and then record on a scale of 1 (highly) to 5 (low) the significance of the benefits to their organisation. Using the same coding for benefits as previously applied to the success factors, a five-point Likert scale was used to weight the responses from five for the highest significance to one for the least significant. From the total list of nine benefits, the most significant five benefits are shown in Table 12 with the complete list included in the appendix (Table A.2).

The most significant benefit selected by the respondents was that ITSM provides improved response and resolution, followed by coordinated organisation-wide IT service. Improved customer satisfaction was followed by IT systems and applications availability. The fifth benefit is better IT resources use. Two other benefits were suggested as being important: agility and alignment of IT with business.

**Table 12: Perceived benefits of ITSM**

Perceived benefits	Relative significance of benefits					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Improved response and resolution time	3	10	8	2	0	83
Coordinated organisation-wide IT service	4	7	9	3	1	82
Improved customer satisfaction	4	11	5	1	0	81
Improved systems/apps availability	3	7	11	2	0	80
Better IT resource use	1	9	10	3	0	77

## 7 Training and itSMF Membership – Survey Section F

The survey enquired about the extent of ITSM training and certification undertaken by each respondent. As shown in Table 13, most of the respondents (89%) had achieved an ITSM Foundation certificate. At the intermediate level, almost half had completed an ITSM Professional certificate (46%), and more than one third had achieved the ITIL Advanced/manager certificate (39%). A small number of respondents reported achieving certificates for non-ITIL training such as ISO/IEC 20000, CobiT, Prince2 and SFIA.

**Table 13: Training and examinations**

Training Qualification	Frequency	Percent
<b>Foundation</b>		
Foundation Certificate– Yes	25	89%
Foundation Certificate - No	1	4%
Foundation Certificate Framework – ITIL	24	86%
Foundation Certificate Framework - ISO/IEC 20000	2	7%
Other – CobiT, Prince 2	3	11%
<b>Intermediate</b>		
Intermediate / Professional Certificate – Yes	13	46%
Intermediate / Professional Certificate – No	9	32%
Intermediate / Professional Certificate Framework - ITIL	12	43%
Intermediate / Professional Certificate Framework - ISO/IEC 20000	2	7%
Other– SFIA	1	4%
Other - Blank	1	4%
<b>Advanced</b>		
Advanced/Manager Certificate – Yes	11	39%
Advanced/Manager Certificate – No	12	43%
Advanced/Manager Certificate Framework – ITIL	10	36%
Other - Blank	1	4%

Most of the respondents (89%) are members of itSMF. Corporate membership is popular and held by 57 percent of respondents while 14 percent hold individual membership.

## **8 Standards Australia and ISO/IEC 20000 – Survey Section G**

Standards Australia committees involved in developing ISO/IEC 20000 are interested in the results of this survey. One quarter of respondents gave their consent for their organisation name and responses on ISO/IEC 20000 uptake being provided to Standards Australia for possible contact about ISO/IEC 20000 implementation.

## **9 Other Comments – Survey Section H**

Four respondents provided comments. One provided clarification that their responses related to internal ITIL processes, rather than external-facing processes. A suggestion was made to include questions about continuous or interactive improvement programs to improve maturity ratings or fitness for purpose to meet changing business demands. There was also a comment of appreciation for conducting the survey and sharing the results.

## **10 Survey Conclusions**

In summary, although the survey conducted at the 2011 itSMF National conference in Perth produced a smaller number of responses, the results are similar to previous surveys (2005-2010). As in 2010, one questionnaire was used for all delegates, rather than one for Corporate delegates and a different format for Consultants/Trainers. Use of a single questionnaire resulted in saving of time in scanning the forms, checking the scanned data, and analysing the results. As well, less paper was used and less waste occurred.

Many public sector organisations and private sector firms have adopted ITSM and are making substantial progress in implementing ITSM frameworks. Large government organisations, especially those with a large IT workforce are leading the implementation. The vast majority of people who responded to the survey have adopted the IT Infrastructure Library (ITIL) and are making substantial progress in implementing this framework. Priority has been given to implementing the service desk function, followed by IT operations management function, incident management process, change management process, and technical management function. Although IT operations and technical management have shown a dramatic rise, other processes in V3 which were not in v2 continue to show low levels of awareness and adoption. Many organisations are also advanced in their implementation of Prince 2, Government standards, ISO 9001, Balanced Scorecard, and ISO/IEC 27001 (Information Security). In terms of Green IT initiatives, there has been a substantial increase in interest in implementing policies to dispose of IT waste.

The strongest motivating factor to implement IT Service Management is to improve the focus on IT service, followed by the objective to improve IT/business integration. The maturity levels of ITSM processes were generally rated at slightly lower levels to last year with 36 percent reporting as defined (level 3) or above. Most of the respondents had completed ITIL foundation training and many have also achieved intermediate and advanced qualifications. It is not surprising that commitment from senior management is identified as the most critical factor for successful ITSM implementation, followed by understanding business needs. Although one fifth stated it is too early to tell if ITSM has delivered benefits, 54 percent believe it has met or exceeded their expectations, a sizable increase from last year's survey. There was strong consensus that the major benefit of ITSM is improved response and resolution time. Many further benefits have been realised including coordinated organisation-wide IT service and customer satisfaction.

## **11 Survey Limitations and Closing Comments**

As with any study, there are limitations to this research. As the data was collected only from attendees at the itSMF conference in Perth, the findings cannot be generalised to all Australian organisations. Further empirical studies are required to replicate this study in different contexts. It is possible that the data collected is skewed to reflect the views of organisations which have the financial resources to fund staff to attend the conference.

The preliminary analysis of the survey has consolidated the reference benchmark for the implementation progress of ITSM in Australian organisations. The dissemination of this research will better equip practitioners and consultants to understand issues related to IT service management and hence increase the potential for IT to sustain and extend the strategy and objectives of organisations.

## Acknowledgements

The authors wish to thank itSMF Australia for the opportunity to conduct the survey. In particular we acknowledge the support of Kathryn Heaton (Chair of itSMF Australia). We also thank Mr Greg Porter (Business Operations Manager) for his advice on the revisions of the questionnaire, and itSMF Australia Office staff for their valuable assistance in the printing, distribution and scanning of the questionnaires.

## Appendix: Further tables summarising survey results

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

ITSM Implementation Success Factors	Importance of success factors					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Involvement of business staff	11	7	7	1	1	107
Sufficient funding for ITSM initiative	7	14	6	0	0	109
Effective change management for user/customer	11	9	6	0	1	110
Commitment from senior management	14	10	2	0	1	117
ITSM training provided for IT staff	3	15	7	2	0	100
Understanding of business needs	12	10	4	0	1	113
Sufficient allocation of IT staff to ITSM implementation	4	14	4	4	0	96
Champion to advocate and promote the ITSM framework	9	11	5	0	2	106
Ability of IT staff to adapt to change	6	12	5	2	2	99
Documentation and integration of processes	7	8	9	2	1	99
Other	3	1	0	0	1	20

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

Perceived benefits	Relative significance of benefits					Weighted Score
	1 (High)	2	3	4	5 (Low)	
Improved customer satisfaction	4	11	5	1	0	81
Better IT resource use	1	9	10	3	0	77
Improved IT service continuity	4	3	10	6	0	74
Improved IT employee productivity	1	5	14	3	0	73
Improved systems/apps availability	3	7	11	2	0	80
Reduced cost/incident	2	9	9	2	0	77
Clear identification of roles/responsibilities	2	10	6	3	1	75
Coordinated organisation-wide IT service	4	7	9	3	1	82
Improved response and resolution time	3	10	8	2	0	83
Other	1	2	1	0	0	16