

Complete Citation: Cater-Steel, Aileen and Tan, Wui-Gee and Toleman, Mark (2006). *itSMF Australia 2006 Conference: Summary of ITIL Adoption Survey Responses*. Technical Report. Toowoomba, Australia: University of Southern Queensland.

Accessed from USQ ePrints <http://eprints.usq.edu.au>

itSMF Australia 2006 Conference: Summary of ITIL Adoption Survey Responses

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

Abstract: This report provides a summary of responses from a survey of ITIL adoption and benefits conducted at the itSMF National Conference in Sydney in 2006. Many public sector organisations and private sector firms have adopted ITIL and are making substantial progress in implementing the framework. Although all the ITIL core functions and processes are being implemented by most of the respondents, priority has been given to implementing the service desk function, incident management and change management process. Factors identified as most critical to successful ITIL implementation are senior management commitment and an effective ITIL champion. Important issues relate to funding, involvement of business, change management and issues related to IT staff adaptability and training. Although half of respondents believed it is too early in their implementation to know if ITIL has met their expectations, various benefits have been realised including clarification of roles and responsibilities, improved response and resolution, improved customer satisfaction, and availability of systems and applications.

1. Introduction

In June 2006, USQ and itSMF Australia signed an agreement for USQ to undertake research into the adoption of IT service management frameworks in Australia. At the end of August 2006, a survey of ITIL adoption and benefits was conducted at the itSMF National Conference in Sydney. The questionnaire was comprised of five parts as shown in Table 1.

Table 1: Composition of survey questionnaire

Part	Topic	Number of questions
A	Organisational demographics	7
B	Current initiatives and progress	18
C	ITIL motivation, budget, progress, training	35
D	Perceptions of factors contributing to success	19
E	Perceptions of ITIL effectiveness	13
F	Perceptions of itSMF membership and activities	6

Each conference delegate was provided with a questionnaire in the conference kit and requested to complete it at the conference. In total, 573 questionnaires were distributed, but many of these were distributed to sales representatives and consultants associated with the exhibition at the conference, not IT service practitioners. In total, 79 completed questionnaires were scanned by an optical mark recognition (OMR) system. The resulting excel file was checked against the survey forms and then converted to SPSS to enable statistical analysis to be performed. The survey responses were anonymous, but respondents were invited to record their name, address and email address if they wished to receive a summary of the results of the survey.

In this report, the responses to the survey are compiled in a series of tables. Important findings are highlighted. In future research, these results will be compared with the results from the 2005 Brisbane conference survey to identify progress and trends (Cater-Steel & Tan, 2005).

2 Respondent Profile – Survey Part A

As shown in Figure 1, the most frequently reported position of the respondent was that of CIO/IT Manager (18%) or Service Manager (18%). Project manager (13%) and consultant (9%) were also evidenced. The large number of ‘other’ positions included Risk Manager, Problem Manager, IT Operations Manager, R&D Group Manager, Desktop Support Coordinator, Manager of multiple processes, and IT Graduate.

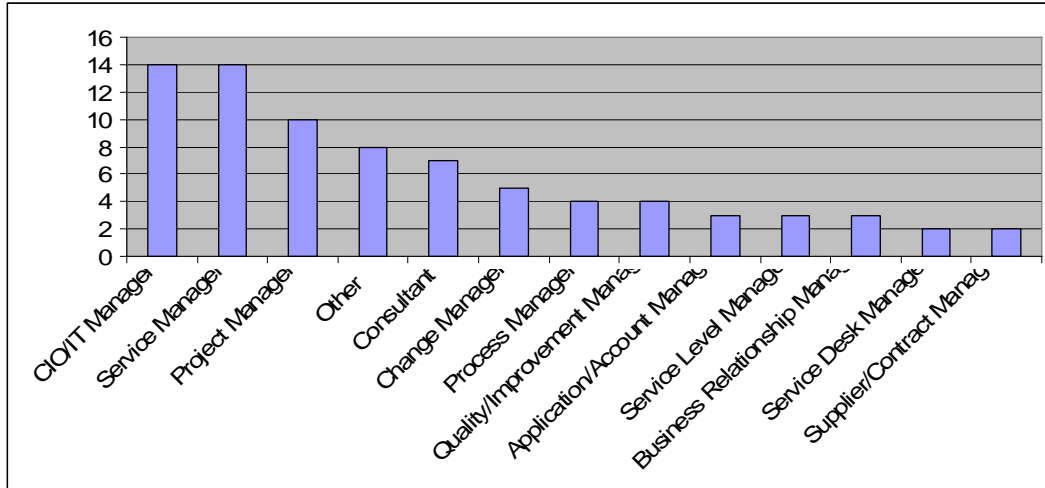


Figure 1: Distribution of Respondent Position in Organisation

As shown in Figure 2, most of the respondents were from New South Wales (24%), Australian Capital Territory (22%), Queensland (19%), and Victoria (16%). The large proportion of respondents from New South Wales was probably due to the convenience and lower cost of the conference location in Sydney. In the category of ‘other’, two responses were received from New Zealand and one from South Africa.

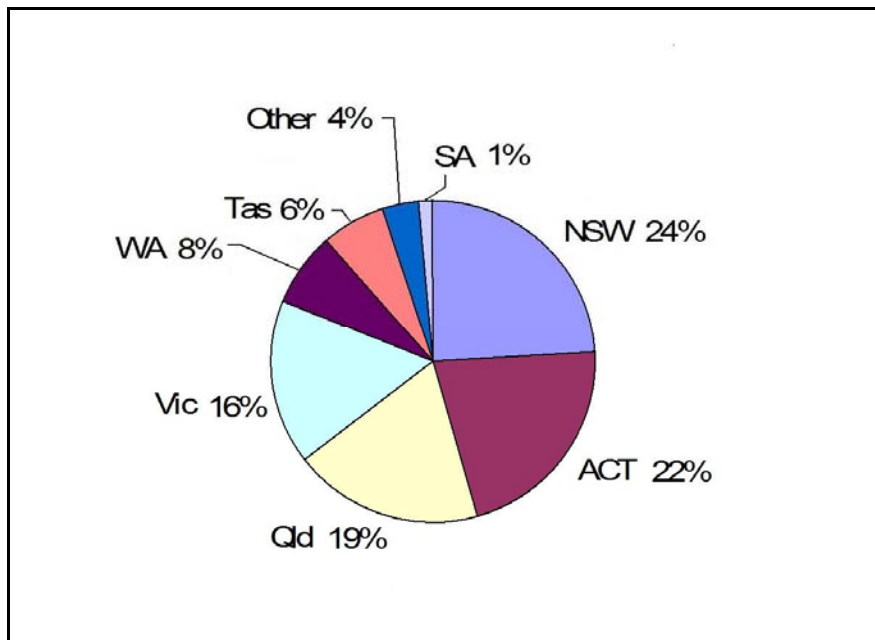


Figure 2: Distribution of Responses by State

A condensed version of the Australian and New Zealand Standard Industry Classification (ANZSIC) was used to determine which industries are represented by the responses (ABS, 1993). As shown in Figure 3, more than one third of survey respondents came from the Government Administration and Defence sector (36%), with a large proportion from Property and Business Services (includes IT firms) (16%). The Education (10%) and Finance and Insurance (10%) sectors were also well represented. Making up the category of ‘Other’ were Energy, Infrastructure and Resources (6%), Health Care (5%), Media (3%) and one response each from the Manufacturing, Hospitality and Transport sectors.

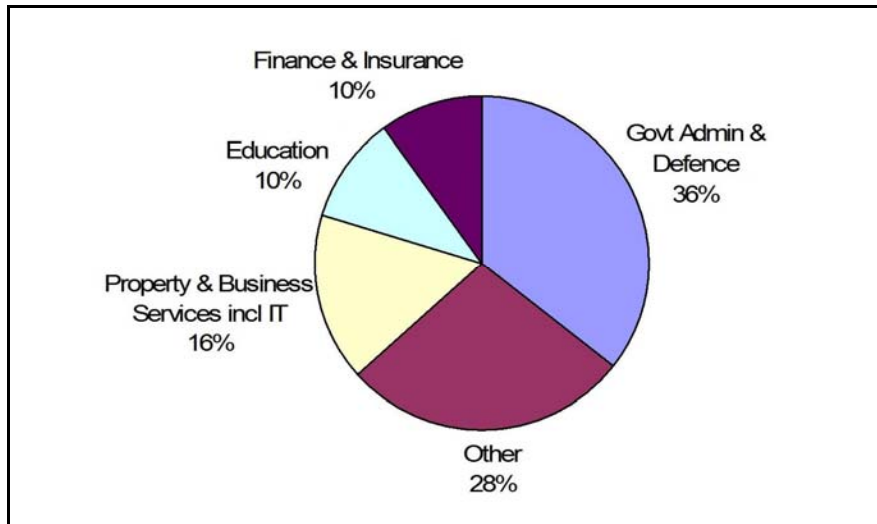


Figure 3: Distribution by Industry Sector

When asked about the ownership of the organisation, as shown in Figure 4, three quarters of respondents worked for wholly national owned organisations, not surprising considering the high proportion of responses from the government sector.

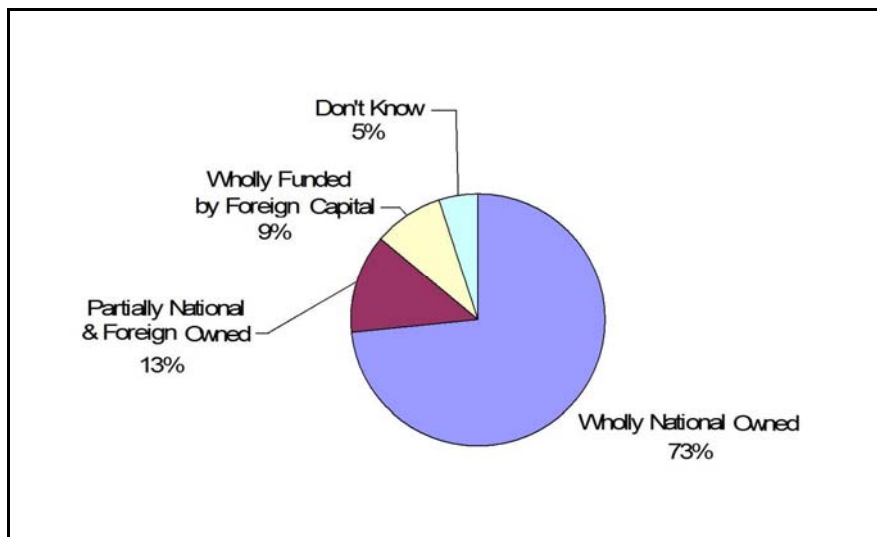


Figure 4: Distribution by Ownership

Most of the organisations were large with almost half reporting an annual budget/turnover in excess of \$150 million, and 53 percent represented organisations with more than 2000 staff. As shown in Table 2, there was wide variety in the size of the IT departments with 14 percent of respondents reporting less than 20 IT staff, while 30 percent represented organisations with large IT departments of more than 400 staff.

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

	Frequency	Percent
Annual turnover/budget		
< \$10m	7	8.9
\$10m to \$49m	9	11.4
\$50m - \$149m	9	11.4
\$150m to \$500m	7	8.9
> \$500m	30	38.0
<i>BLANK</i>	1	1.3
<i>Do Not Know</i>	16	20.3
Total	79	100.0
Total number of employees		
< 20	3	3.8
20 to 199	7	8.9
200 to 499	4	5.1
500 to 999	9	11.4
1000 to 1999	14	17.7
2000 to 4999	18	22.8
5000 to 9999	11	13.9
> 10000	13	16.5
Total	79	100.0
Number of IT professionals		
< 20	11	13.9
20 to 99	23	29.1
100 to 199	10	12.7
200 to 399	11	13.9
> 400	24	30.4
Total	79	100.0

3 Service Management Frameworks – Survey Part 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 ITIL with all respondents reporting that they had either started (26.6% of respondents), partially (49.4%), largely (21.5%) or fully (2.5%) implemented the ITIL framework.

In order to compare the relative implementation of various frameworks, a five point Likert scale was used to code the responses: no plans to implement initiative - 0; starting to implement the initiative - 1; the initiative is partially implemented: 2; the initiative is largely implemented- 3; the initiative is fully implemented - 4. As shown in table 3, strong adoption was also reported for IT service management frameworks developed internally within the organisations. Almost half of the respondents who answered this question were in the process of implementing an internally developed framework, and two respondents reported that such a framework was fully implemented.

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		
IT Service Management Frameworks									
<i>ITIL</i>	79	0	21	39	17	2	0	0	2.0
<i>ISO/IEC 20000/AS8018</i>	79	42	13	6	6	2	5	5	0.7
Proprietary Frameworks									
<i>HP ITSM</i>	79	51	2	3	1	2	5	15	0.3
<i>Microsoft MOF</i>	79	52	2	2	0	1	7	16	0.2
<i>IBM SMSL</i>	79	57	0	0	0	0	6	16	0.0
<i>Internally developed ITSM framework</i>	79	33	6	13	9	2	5	11	1.1
Other Frameworks									
<i>Cobit</i>	79	34	13	7	1	1	9	14	0.6
<i>AS8015</i>	79	37	6	2	1	1	18	14	0.4
<i>ISO 9001</i>	79	34	2	2	5	13	11	12	1.3
<i>ISO/IEC 19770</i>	79	41	3	2	2	1	16	14	0.3
<i>ISO/IEC 27001/AS7799</i>	79	29	8	7	6	6	14	11	1.1
<i>SEI CMMI</i>	79	40	4	2	2	0	20	11	0.3
<i>Balanced scorecard</i>	79	27	6	13	6	8	12	7	1.4
<i>Prince 2</i>	79	29	7	11	9	8	8	7	1.4
<i>PMBOK</i>	79	35	7	5	6	8	9	9	1.1
<i>Six sigma</i>	79	39	3	2	5	3	15	12	0.7
<i>Government standards</i>	79	30	1	2	12	10	14	10	1.5

4 ITIL Initiative and Progress – Survey Part C

The question exploring the organisation's motivation to adopt ITIL allowed for multiple responses. As shown in Table 4, the desire to improve the quality of service was overwhelming in its motivation, selected by 64 of the 79 respondents. Support was also found for reducing costs (20 responses), internal compliance (14 responses) and equally, external compliance (14 responses). Other sources of motivation reported were to control costs and as a consequence of purchasing an enterprise management system.

Table 4: Motivation to Adopt ITIL

	Frequency	Percent
<i>Internal Compliance</i>	14	17.7%
<i>External Compliance</i>	14	17.7%
<i>Improve IT Service Focus</i>	64	81.0%
<i>To Reduce Costs</i>	20	25.3%
<i>Do not know</i>	1	1.3%
<i>Other</i>	5	6.3%

In considering the results of this survey, the role of the respondent in the ITIL implementation may have some bearing, especially when it comes to evaluating perceptions of success factors and satisfaction. Almost one third of respondents undertook the role of process owner (32%), with one quarter as project manager (25%). A substantial number of respondents were process team member (13%), sponsor (13%) and trainer/consultant (6%). Respondent recorded other roles: Program Manager (2); CSIP Program Manager; National ITS Process Manager; Past Project Manager; Consultant; All of the Above; and Not Involved.

When asked about the implementation budget for ITIL (excluding software tools), the two most frequent responses, as shown in table 5, were that there was no specific budget (39%) and that the budget exceeded \$100,000 (25%). In regards expenditure on software tools, one fifth of respondents reported spending in excess of \$250,000.

Table 5: Budget and Costs for ITIL Implementation

	Frequency	Percent
ITIL implementation budget		
<i>< \$50,000</i>	5	6.3
<i>\$50,000 - \$100,000</i>	3	3.8
<i>> \$100,000</i>	20	25.3
<i>BLANK</i>	2	2.5
<i>Confidential</i>	6	7.6
<i>Don't know</i>	12	15.2
<i>No specific budget</i>	31	39.2
<i>Total</i>	79	100.0
Software tools		
<i>< \$100,000</i>	10	12.7
<i>\$100,000 - \$250,000</i>	14	17.7
<i>> \$250,000</i>	17	21.5
<i>BLANK</i>	2	2.5
<i>Confidential</i>	7	8.9
<i>Don't know</i>	12	15.2
<i>No specific budget</i>	17	21.5
<i>Total</i>	79	100.0

In order to rank the implementation progress of the ITIL processes, a six point Likert scale was used 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 service support processes are intended to help companies gain control of the incident lifecycle, from when an incident first develops until a system change or a new release permanently fixes it (OGC, 2002b; Worthen, 2005). As shown in Table 6, overall, the service desk function is the most advanced in implementation, closely followed by incident management. Implementation of the change management process is also advanced in many organisations.

Table 6: Extent of implementation of ITIL functions & processes

ITIL service support functions/ processes	N	Progress of implementation						Don't know	Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5			
<i>Service Desk</i>	79	1	2	17	10	26	19	1	3	3.5
<i>Incident Management</i>	79	1	2	21	13	24	14	1	3	3.3
<i>Problem Management</i>	79	2	20	27	16	6	4	1	3	2.2
<i>Change Management</i>	79	1	5	20	18	17	14	1	3	3.2
<i>Release Management</i>	79	5	26	21	10	7	5	2	3	2.0
<i>Configuration Management</i>	79	1	23	31	10	6	3	2	3	2.1

Service delivery covers the processes required for the planning and delivery of quality IT services, and looks at the longer-term processes associated with improving the quality of IT services delivered (OGC, 2002a; Worthen, 2005). As shown in Table 7, implementation of service level management is the most advanced of the five ITIL service management processes, followed by IT service continuity management. Although most respondents intend to implement all the ITIL processes, five respondents had no plans to implement the IT financial management process.

Table 7: Extent of implementation of service delivery processes

ITIL service delivery processes	N	Progress of implementation						Don't know	Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5			
<i>Service Level Management</i>	79	2	15	34	11	8	4	2	3	2.3
<i>IT Financial Management</i>	79	5	34	16	7	5	3	5	4	1.7
<i>Capacity Management</i>	79	4	39	19	7	5	0	1	4	1.6
<i>Availability Management</i>	79	4	39	19	7	5	0	1	4	1.6
<i>IT Service Continuity Management</i>	79	3	34	17	11	6	3	1	4	1.9

For the other commonly adopted ITIL processes, as shown in Table 8, security management is more advanced than software asset management, ICT infrastructure management or application management.

Table 8: Extent of implementation of other ITIL functions

ITIL other Function	N	Progress of implementation						Don't know	Blank	Average Status
		No plans 0	Not started 1	Early stage 2	Half way 3	Advanced stage 4	Completed 5			
<i>Security Management</i>	79	4	19	21	15	8	8	1	3	2.4
<i>ICT Infrastructure Management</i>	79	6	30	20	4	8	3	4	4	1.8
<i>Application Management</i>	79	8	32	17	8	5	2	3	4	1.7
<i>Software Asset Management</i>	79	3	26	31	7	2	4	2	4	1.9

The survey enquired about the extent of ITIL training and certification undertaken. As shown in Table 9, almost all the respondents (90%) had successfully completed the ITIL foundations certificate, and more than one quarter had completed the ITIL manager certificate (27%). In the range of ITIL practitioner certificates, a small number of respondents have achieved the service level management and problem management certificates.

Table 9: Training/examinations

	Frequency	Percent
<i>Foundation training – but no exam</i>	1	1.3
<i>Foundation training – exam</i>	71	89.9
<i>Incident Man/Service desk</i>	1	1.3
<i>Problem management</i>	4	5.1
<i>SL management</i>	5	6.3
<i>Avail management</i>	0	0
<i>Capacity management</i>	0	0
<i>Financial management</i>	0	0
<i>Security management</i>	0	0
<i>Release & Control management</i>	0	0
<i>Support & Restore management</i>	1	1.3
<i>ITIL Manager certification</i>	21	26.6
<i>Infrastructure management</i>	2	2.5
<i>ISO/IEC 20000 SQM for Auditors</i>	0	0
<i>ISO/IEC 20000 SQM for Consultants</i>	2	2.5

5 Perceptions Related to Success Factors – Survey Part D

The respondents were requested to record their agreement with 18 statements to gauge their perceptions about the importance of success factors of ITIL implementation. Respondents seemed very interested in this part of the questionnaire: there were few missing responses, additional comments and opinions were written on a number of the survey forms, and many respondents selected the extreme options of the scale. The opinions recorded provide an interesting picture of the views held by practitioners regarding ITIL.

In order to evaluate perceptions relating to success factors, a five point Likert scale was used to convert the qualitative responses to a numerical scale by coding the responses from 1 for strongly disagree to 5 for strongly agree. From a total list of 18 factors, the top rated five are shown in Table 10 with the complete list included in the appendix (Table A1). 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, the most important factors identified by the respondents were the commitment of senior management (92% agreement) and having a champion to promote the project (91% agreement). Alignment with business requirements is considered important as well as factors related to IT staff: the commitment of the implementation team and ITIL training for IT staff.

In addition to the factors provided, respondents recorded additional success factors: executive sponsorship; external pressures; monthly time input of senior management; implementation is ongoing forever, not just a project; and finally, patience.

Table 10: Success factors

Success factors	N	Extent of importance							Average
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Don't know	Blank	
<i>Senior Management Commitment</i>	79	1	0	0	11	62	0	5	4.8
<i>ITIL Champion</i>	79	0	1	1	16	56	0	5	4.7
<i>Understanding Business Requirements</i>	79	1	0	3	18	52	0	5	4.6
<i>Implementation Team Commitment</i>	79	0	0	2	24	48	0	5	4.6
<i>ITIL Training Provided - IT Staff</i>	79	0	0	2	25	47	0	5	4.6

6 ITIL Effectiveness – Survey Part E

In regards to perceptions held by respondents regarding the effectiveness of ITIL, half the respondents felt that it was too early to tell if their expectations were met (51%). As the respondents were attending the itSMF conference, it was not surprising that many reported a positive response when asked about their perceptions regarding the effectiveness of ITIL. As shown in Figure 5, nine percent of respondents reported that ITIL had exceeded their expectations, and a further 23 percent felt that ITIL had met their expectations. However, there was some dissent – 3 percent were disappointed with the effectiveness of ITIL.

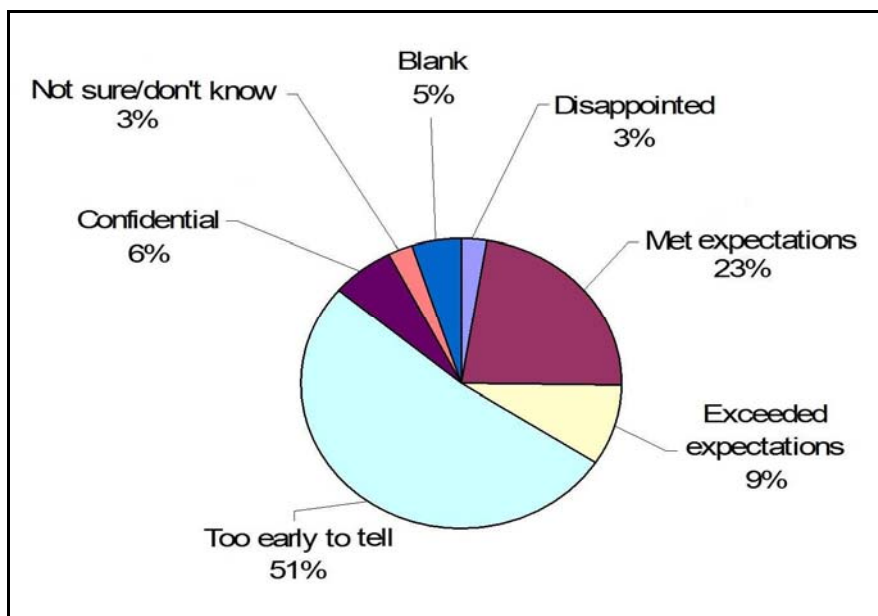


Figure 5: Perceptions of satisfaction with ITIL

Respondents were asked to record their agreement with a list of 12 statements related to benefits of ITIL. Using the same coding for benefits as previously applied to the success factors, a five point Likert scale was used to recode the responses from 1 for strongly disagree to 5 for strongly agree. Table 11 shows the four highest ranked benefits in order by mean. The complete list is included in the appendix (Table A2). The highest rating benefit, gaining agreement from 48 respondents was that ITIL provides clear identification of roles and responsibilities. The benefits of improved response and resolution were also strongly endorsed, as was improved customer satisfaction and improved systems and application availability. One respondent suggested another benefit: confidence that IT is aligning to the business, and two commented that it was too early in the implementation to tell what benefits had been achieved.

Table 11: Perceived benefits

Perceived benefits	N	Extent of importance					Don't know	Blank	Average
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5			
<i>Roles/Responsibilities Clear</i>	79	0	4	6	29	19	7	14	4.1
<i>Improved Response & Resolution</i>	79	0	0	13	25	17	10	14	4.1
<i>Improved Customer Satisfaction</i>	79	0	0	13	38	5	7	16	3.9
<i>Improved Systems/Apps Availability</i>	79	0	1	18	24	11	10	15	3.8

7 itSMF Membership and Activities – Survey Part F

Most of the respondents (89%) are members of itSMF. Corporate membership is popular and held by 62 percent of respondents. Almost one quarter of respondents hold individual membership (24%). Respondents were active supporters of State Branch functions with frequency of attendance reported as follows: 30 often; 18 rarely, 21 never. As shown in Table 12, respondents were generally satisfied with the services provided by itSMF Australia, in particular, the national conference.

Table 12: Satisfaction with itSMF offerings

Rate the following:	N	Very dissatisfied 1	Somewhat dissatisfied 2	Neutral 3	Somewhat satisfied 4	Very satisfied 5	Don't know	Blank	Average
<i>National conference</i>	79	0	3	3	18	43	3	9	4.51
<i>Quarterly bulletin</i>	79	0	0	11	32	19	9	8	4.13
<i>Website</i>	79	0	10	20	27	11	3	8	3.57
<i>State branch events</i>	79	0	3	6	19	22	21	8	4.20

When asked for suggestions of topics for the next conference, 35 responses were recorded, indicating great interest by respondents. The most frequently requested topics: case studies describing actual implementation; outsourcing; presentations related to specific processes e.g. availability management; preparation of business cases; effective communication with the board/executive management; and ITIL for SMEs.

8 Conclusions

In summary, this research established that many public sector organisations and private sector firms have adopted ITIL and are making substantial progress in implementing the framework. Large organisations, especially those with a large IT workforce are leading the implementation. Although all the ITIL core functions and processes are being implemented by most of the respondents, priority has been given to implementing the service desk function and incident management process. Factors identified as most critical to successful ITIL implementation are senior management commitment and an effective ITIL champion. Issues related to clients, external consultants and technology were not rated as importantly as IT staff issues such as the ability of IT staff to adapt to change, and also the quality of IT staff and training for IT staff. Alongside ITIL implementation, many organisations are also making progress in implementing government standards, balanced scorecard, Prince 2, and ISO 90001. For half of the organisations represented, it is too early to tell if ITIL has delivered benefits, but one third believes ITIL has met or exceeded their expectations. Various benefits have been realised including clarification of roles and responsibilities, improved response and resolution, improved customer satisfaction, and availability of systems and applications.

As with any study, there are limitations to this research. As the data was collected only from attendees at the itSMF conference, 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 based in Sydney which have the financial resources to fund staff to attend the conference.

The preliminary analysis of the survey has established a reference benchmark for the implementation progress of ITIL 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.

9 Acknowledgements

The authors wish to thank the itSMF Australia office, and in particular the Chairman of itSMF Australia Mr Peter Cross for his support and assistance in the formulation, distribution and scanning of the questionnaires.

References

- ABS. (1993, 2001). Australian and New Zealand Standard Industrial Classification (ANZSIC). Classification titles and codes. Retrieved 2003, 6 July, from <http://www.abs.gov.au/ausstats/ABS@.nsf/0/6741fc1736a81aefca25697e0018fb59?OpenDocument>
- Cater-Steel, A. P., & Tan, W.-G. (2005, 14-16 Nov). *Implementation of IT Infrastructure Library (ITIL) in Australia: Progress and Success Factors*. Paper presented at the IT Governance International Conference, Auckland, NZ.
- OGC. (2002a). *IT Infrastructure Library- Service Delivery*. London: Stationery Office.
- OGC. (2002b). *IT Infrastructure Library- Service Support*. London: Stationery Office.
- Worthen, B. (2005, Sept 1). IT Governance: ITIL Power. *CIO*.

Appendix: Further tables summarising survey results

Table A1: Complete list of success factors

Success factors	N	Extent of importance							Average
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5	Don't know	Blank	
<i>Senior Management Commitment</i>	79	1	0	0	11	62	0	5	4.80
<i>ITIL Champion</i>	79	0	1	1	16	56	0	5	4.72
<i>Understanding Business Requirements</i>	79	1	0	3	18	52	0	5	4.62
<i>Implementation Team Commitment</i>	79	0	0	2	24	48	0	5	4.62
<i>ITIL Training Provided - IT Staff</i>	79	0	0	2	25	47	0	5	4.61
<i>Adaptability of IT Staff to Change</i>	79	0	0	2	29	43	0	5	4.55
<i>Sufficient Allocation of IT Staff</i>	79	0	0	2	31	41	0	5	4.53
<i>Sufficient Funding</i>	79	0	1	2	31	39	0	6	4.48
<i>Effective Change Management</i>	79	1	0	5	25	43	0	5	4.47
<i>Involvement of business</i>	79	0	4	5	18	47	0	5	4.46
<i>Project Manager Appointed</i>	79	1	3	7	20	42	0	6	4.36
<i>IT Dept Ability to Adopt Best Practice</i>	79	0	0	5	37	32	0	5	4.36
<i>Culture of TQM & Continuous Improvement</i>	79	0	1	8	27	34	2	7	4.34
<i>Quality of IT Staff</i>	79	0	1	4	38	31	0	5	4.34
<i>Software Availability</i>	79	0	0	18	30	26	0	5	4.11
<i>Early Involvement Competent IT Consultants</i>	79	1	3	14	28	27	0	6	4.05
<i>Staff Retention</i>	79	1	2	13	38	19	1	5	3.99
<i>ITIL Training Provided - User/Customer</i>	79	0	5	17	35	16	1	5	3.85

Table A2: Complete list of benefits

Perceived benefits	N	Extent of importance					Don't know	Blank	Average
		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5			
<i>Roles/Responsibilities Clear</i>	79	0	4	6	29	19	7	14	4.1
<i>Improved Response & Resolution</i>	79	0	0	13	25	17	10	14	4.1
<i>Improved Customer Satisfaction</i>	79	0	0	13	38	5	7	16	3.9
<i>Improved Systems/Apps Availability</i>	79	0	1	18	24	11	10	15	3.8
<i>Better IT Resource Use</i>	79	1	2	14	34	5	8	15	3.7
<i>Improved IT Service Continuity</i>	79	0	2	19	25	7	13	13	3.7
<i>Reduced Cost/Incident</i>	79	0	2	22	20	8	13	14	3.7
<i>Coordinated IT Service</i>	79	0	5	17	24	12	7	14	3.7
<i>Improved IT Staff Productivity</i>	79	0	2	24	24	7	8	14	3.6
<i>Improved ROI of IT</i>	79	0	1	21	20	6	16	15	3.6
<i>Better Staff Morale</i>	79	0	6	29	21	2	7	14	3.3
<i>Lower Training Costs</i>	79	0	7	38	7	2	11	14	3.1