

# Sallie Mae Evolves Effective Change and Service Management: Setting a Baseline First to Establish Key Benefits

## IT Management Service

CASE STUDY

#ITMS5591

Melinda-Carol Ballou     Stephen Elliot  
Joseph C. Pucciarelli

### IT MANAGEMENT SERVICE OPINION

Corporate expenditures for operations and "lights on" activities typically make up 80+% of the IT expense budget. In a challenging economy with scarce corporate resources, it becomes all the more important to achieve efficiencies of scale to help drive agility, limit expenditures, and limit waste. Savvy companies seek to efficiently coordinate demand and change management with deployment, provisioning, and IT portfolio management, increasingly.

As organizations implement process change, typically via IT Infrastructure Library (ITIL), and seek to improve IT effectiveness while cutting costs, few focus on measuring existing practices to establish an initial baseline before starting projects. IT Management Service analysts urge users to perform a maturity assessment and gap analysis with regard to current state of organizational and process maturity before and after to assess impact of their efforts. IT organizations should gather detailed data about current approaches, time frames, resource allocation for and approaches to change management, service desk, demand, and project portfolio management. This is particularly important prior to bringing in ITIL and automated tools. By so doing, they will have the basis to help determine postdeployment savings by comparing "before" and "after" results. This approach to ROI can facilitate continued or new adoption by teams that might otherwise be reluctant to change behavior. Clear evidence indicating significant cost and time savings places ITIL and change management advocates in a position to combat resistance.

The evaluation and adoption of appropriate automated tools for change management, service desk, and demand management can complement process change well (although process and organizational change is a prerequisite for success). Tool implementations can help to focus teams engaged in process evolution. And automation, once accomplished, can facilitate visibility and management of incoming demand, changes, service desk, deployment, and provisioning.

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## **IN THIS REPORT**

This case study discusses Sallie Mae's assessment of initial baselines for its change management and ITIL adoption strategy and effective leverage of those baselines to help determine ROI and nurture ongoing adoption. It will present Sallie Mae's evolution and the company's approach to change and demand management, service management, and its initial approach to incorporating an IT portfolio approach using CA's Harvest, Endeavor, and Clarity technologies.

## **SITUATION OVERVIEW**

A leading provider of saving- and paying-for-college programs, with 12,800 employees and 1,200 IT staff, Sallie Mae (and its subsidiaries) offers debt management services as well as business and technical products to a range of clients. Those clients include higher education institutions, student loan guarantors, and state and federal agencies. In that dynamic business and IT context, over the past three years, Sallie Mae began initiatives to create efficient approaches for change and service management to better structure its software development life-cycle (SDLC) processes, and most recently, to coordinate demand management as part of an overall IT portfolio management strategy. The company is in the process of rolling out demand management currently. Within the next year, it will expand to incorporate project portfolio management (PPM) and a change management database (CMDB) program.

Prior to beginning its change and release management initiative, Sallie Mae was faced with significant and costly incident, problem, change, and release management issues. There were no common organizational processes across these areas (except for incident management). Each team did what it wanted. Audits were expensive and challenging to accomplish since information was often outdated, redundant, difficult to find, and wrong. When staff shifted from one team to another, they had to learn new approaches. This was also redundant, time consuming, and arduous. The cumulative expense to the company, resulting from ineffective change management and poor processes, was exorbitant.

Since Sallie Mae already managed its mainframe software portfolio with CA's Endeavor, it invited CA onsite to help assess Sallie Mae's change and release management processes. CA made several recommendations as part of its findings. Several of those recommendations focused on evolving Sallie Mae's existing processes to take full advantage of ITIL, a framework of industry best practices addressing IT services and support. (ITIL v2 adoption is continuing to accelerate, with about one out of every two Global 2000 organizations adopting at least one if not multiple processes. The most often

deployed processes include problem, change, incident, and configuration management. ITIL v3 is slowly reaching the education phase within some IT organizations, however, v2 is really where IT organizations are today.)

CA also recommended implementing Harvest — its software change and configuration management tool — to help support the new processes.

Key for success in measuring results was establishing a baseline for current processes and costs prior to initiating its IT service management initiative. Sallie Mae also evaluated and decided to implement CA's Harvest for software change and configuration management (SCM) for nonmainframe environments.

Sallie Mae combined the implementation of CA's recommendations with other related projects: modifying their existing incident management process to be consistent with ITIL, creating an ITIL-consistent problem management process, upgrading Service Desk and modifying its configuration to support the new/changed processes, and implementing the Endeavor New Life Cycle (NLC). Sallie Mae dubbed the overall program IT Service Management — Phase 1. The project analysis that CA performed included a detailed cost justification assessment that was sufficiently compelling to secure funding. In this context, CA performed a Sallie Mae time survey for many aspects of change and release management that potentially could be done more efficiently. After completing most of the IT Service Management — Phase 1 program, Sallie Mae teams began requantifying these metrics to determine the extent to which they had realized the anticipated benefits. They also calculated baseline measures for additional metrics not identified initially by CA that Sallie Mae staff believed showed improvement due to other aspects of the program.

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### **Addressing Cultural Challenges**

Moving through cultural change was the most difficult aspect of the project. Those leading the program experienced the most project resistance from the change and release management teams. For incident and problem management, given preexisting reporting and process approaches, the transition to automation and common processes was easier (since it involved less cultural change for practices and tools adoption).

Those directing the program sought to focus on areas of value to impacted teams as a way to bridge cultural barriers and to set the stage for measuring success. They anticipated specific areas of greatest benefit to result from change and release management. Therefore, they brought in CA to conduct the time study before launching the project to determine how much time their staff was spending on specific

activities, such as change administration (change request, change tickets, communicating changes, and addressing related quality assurance issues), change migration, compliance controls, and audits. They then calculated their planned benefit based on expected increases in efficiency for those processes. After the new tools and approach had been in place for a quarter, the Sallie Mae project team went back and remeasured initial baselines from the time study to determine the level of benefit actually received.

Project deployment occurred more slowly than originally anticipated, so they didn't achieve benefits as quickly as expected in every category. But for the areas on which they focused, they achieved clear and significant time and cost savings.

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### **Setting Up the Baseline: An Example**

To establish the initial change and release management baseline, the CA time survey asked users how much time they spent on specific activities. (They didn't count the number of migrations or packages — the focus was time and activity based.) They asked teams to measure the time themselves to keep track of it, and the program team members documented the information so that when they revisited the data on a quarterly basis, they would be able to have consistent metrics.

The project team used internal rate of return (IRR) to calculate benefits resulting from the project. This means that using the measurements they created, the project team based its success on data collected from Sallie Mae — comparing Sallie Mae with itself rather than with peer organizations. (Although they leverage best practice approaches from others where possible.)

To collect data for the baseline, the project team described the activities it wanted change management groups to measure, saying, "Here's what we mean by this term. In whatever ways you accomplish that activity with your team, write it down." Metrics were based on how much time was required per task. For instance, respondents might answer that it takes five minutes to address a customer care release. Then the team would ask them how many units of those are required per year to annualize the data.

#### ***Change and Release Management Metrics for the Baseline***

CA distributed surveys requesting various information about each Sallie Mae application as well as information regarding the time spent on the series of change and release management activities (mentioned above). They received responses from 35 teams, although some of the responses were incomplete.

CA then met with many of the responding teams to clarify answers, as necessary, and discuss the teams' responses to the time estimates. CA

learned that, as a rule, teams do not track time at this level of detail. Therefore, the estimates were based on anecdotal experience, and CA and the teams did their best to ensure that the answers provided were representative of each team's work. Based on the discussions with the teams, CA combined various activities into the categories they were best able to measure across the organization.

Of the 35 responding teams, CA selected six that were most complete and seemed representative of the total responses. The lowest team estimate for each activity was used in calculating the ROI for the program when revisiting the baselines postimplementation. CA did not measure the time needed to conduct compliance reviews. The Sallie Mae program team worked with its global change management team to estimate a baseline measurement for that activity.

The costs associated with developer support tools were obtained through team interviews and discussions with the developer support team.

### ***Problem and Incident Management Metrics***

Each incident and problem management metric was already available from systems previously in use, with the exception of customer satisfaction. Baseline measurements were determined by generating reports from the appropriate systems and by conducting an initial customer satisfaction survey. The list of metrics for incident management included increased first call resolution, decreased resolution time, improved customer satisfaction, increased knowledge tool resolutions, reduced time spent on audits, and decreased incidents per employee. Sallie Mae's list of metrics for problem management included decreased resolution time, decreased reassignments, reduced time spent on audits, and increased availability. (See the Appendix for full definitions applying these categories to both areas.)

In analyzing the results from the baseline and follow-up measurements, it became possible to see key areas of benefit to Sallie Mae. For instance, for change migration across 100 applications annually, the company said that it had resource savings of 4.6% over the baseline resource allocations, which Sallie Mae stated resulted in annual dollar savings for that category of \$498,000. For the area of change administration, the company experienced a 5.9% reduction that Sallie Mae reported resulted in annual dollar savings of \$638,000.

Much of Sallie Mae's "before" and "after" time and resource variance spent on these activities resulted from the company's use of manual approaches initially (and also from the fact that the processes themselves were inconsistent). Once change management was automated, there was a specific place to store data and leverage versioning and change management to get key information as time savers.

After migrating to automated tools, the compile and build process benefited considerably since all of the code was in the same place. Earlier, teams would email files or store files on shared drives in different directories that were challenging to find and manage. With code in one location, teams now know where to go to find, compile, build, and move the code through to release.

Another key improvement for Sallie Mae was implementing change prioritization to focus on organizational risk using ITIL guidance. This helped remove unnecessary executive overhead for change decisions. For Sallie Mae's Change Advisory Board (CAB), this means high-level executive vice presidents no longer need to approve low-risk changes. CAB meetings are expensive, and they now focus on medium-level and very high-level risk change decisions rather than low-risk, low-level change prioritization.

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### **Making the Transition**

Pushing through barriers to change involved a combination of executive buy-in, top-down demand, and "muscling through" the inertia of various groups. Although teams theoretically understood the value of common processes, for them, this initially meant sticking with their own group's existing approach rather than moving to standard processes. ("I don't mind process, as long as we use mine!") Trying to convince teams to optimize for the overall organization and not merely for their own department was a tough sell. They perceived this approach as making them more inefficient when there was already more work than they could get done with their existing processes.

Making the shift required strong management support and a top-down executive demand to change behavior. This was bolstered by metrics obtained through comparing initial baselines with results postimplementation. For resistant teams that said they would be more inefficient as a result of the project, program managers had the data to go back and show them the difference postimplementation.

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### **Moving to Demand and IT Portfolio Management**

To more effectively feed the change management pipeline with demand management, Sallie Mae brought in CA's Clarity product last year. This supports the company's approach to creating a common process for ideation and then, over time, moving to a more comprehensive IT portfolio management (ITPM) strategy.

Beginning in 4Q07, Sallie Mae's IT and business organizations of 1,200–1,500 people began to submit and funnel project ideas through Clarity. (Although IT doesn't own this process, it is encouraging the business to mature its demand management practices.)

Similar to the baselining done before automating change management, Sallie Mae sent out surveys, asking questions about 20 different activities related to demand management and the time required to accomplish those tasks. It began this process midstream and received the baseline and the new number at the same time, initially. (Quarterly reviews are planned.)

Although Sallie Mae was already doing demand management, it was inconsistent across departments and not managed by a single tool. (Demand management was handled earlier via spreadsheets and Microsoft Word documents.) It had a demand process that was supposed to be followed consistently, but it was hard to enforce process compliance without an automated tool.

Sallie Mae is currently using Microsoft Project for project management. However, it is beginning the process of establishing a project portfolio management approach that unites CA's Clarity with tools across the service management and change management spectrum.

Now that demand management information is managed consistently in Clarity, Sallie Mae will evolve that approach to begin applying that information to overall IT portfolio management. The goal is to achieve more robust resource, financial, and project portfolio management and tie that in with service desk and service management. Currently, when users submit an incident or problem, it's not managed through Clarity. Sallie Mae's ultimate intent is that when a request for change (RFC) appears in the service desk, it would spawn a Harvest package (within the software change management system). Harvest would then provide overall monitoring and management of the RFC.

This would potentially elevate change analysis for the business and technology teams and put the information into Clarity, turning disparate data points into a measurable project and floating that back through to the service desk. Sallie Mae is looking to integrate CA's Service Catalogue into Service Desk over time. (At this point, Sallie Mae is not leveraging integration between Clarity and Service Desk. One barrier is a terminology problem that impacts incident management across tools. What ITIL and Service Desk refer to as an "incident," Clarity calls an "issue." It has requested that CA tweak Clarity to support this to work more effectively with Service Desk and expect it to be addressed shortly.)

More limited incidents or problems could be change managed in Harvest rather than Clarity. Those incidents that require prioritization or major enhancement requests would start in Clarity and flow to the Service Desk, as appropriate.

Sallie Mae also plans to have Clarity provide financial modeling across the IT project and service portfolio. While time tracking and

chargeback are being performed in other tools today, moving time tracking to Clarity would position Sallie Mae to facilitate chargeback in Clarity and coordinate problems and incidents currently managed in Service Desk for reporting purposes. From a broader financial planning perspective, Sallie Mae could establish models from inception through to service provisioning and optimize release management and systems management strategies in the context of product planning and provisioning (including physical and virtual machines to garner appropriate cost savings).

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### **Future Approach — CMDB**

Sallie Mae is planning to kick off a CMDB effort later this year. The organization felt that it was critical to have good change management processes in place before tackling a CMDB initiative, which it has established now. It also wants to wait until the CMDB tools have matured to then prioritize that project in the context of other ITIL initiatives in which it is engaged.

Tactically, it has many lower case, standalone databases populated by tools doing discovery. Sallie Mae ultimately wants an enterprise view. Since it currently has team-based silo-based pieces of information, it envisions and looks forward to a broader service model or CMDB as the collection point and will evaluate products as it continues its conversations with CA. Sallie Mae has significant work going on with enterprise architecture to collect application components that will demand a more comprehensive approach.

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### **Business Drivers**

Given inefficiencies and the high costs for preproject implementation and incident and problem management, Sallie Mae had several objectives and drivers to enable an adaptive approach for the business. These included:

- Developing and implementing IT service management processes and supporting applications to achieve consistency (enterprise process standardization)
- Creating efficiency (automation and integration with a single solution)
- Compliance (traceability and controls) to achieve an integrated solution from development to deployment (This included a feedback loop closed through review of customer/business experience and portfolio management.)

Core business drivers for Sallie Mae with its IT service management approach included the need to create more agile business approaches

by cutting the time to implement software changes. Also key for the company were the cost benefits of effective incident, change management, and service processes and automation.

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### **Solution Description**

Sallie Mae implemented CA's Harvest Software Change Management to automate software change and configuration management for nonmainframe systems. This built on existing use of Endeavor for mainframe SCM and upgrading to NLC management for Endeavor. Sallie Mae implemented CA's Clarity product for demand management (specifically for change administration and artifact management). Sallie Mae is in the process of evolving to a broader portfolio management initiative that will use Clarity. The company will implement a CMDB (over the next 12–24 months) and is in the process of evaluating that solution.

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### **Selecting the Solution**

Sallie Mae has had good experience with CA products and services, and had already adopted CA technology in a variety of areas, including change management for mainframe code (with Endeavor), Service Management, and Clarity (for demand management — although the company used Microsoft Project for project management).

This experience meant that Sallie Mae was predisposed to evaluate CA's Harvest for nonmainframe change management. The decision to select CA was strengthened by CA's Harvest integration across core products already deployed by Sallie Mae (Endeavor, Clarity). No competitors had comparable integration across change, systems, service, and demand management at the time that Sallie Mae made its decision. In fact, integration across this broad swath of products remains a CA differentiator currently (2Q08), although competitors are working on their integration across these areas.

CA and Sallie Mae have worked over the past few years to create a partnership, whereby CA improved its understanding of Sallie Mae's business processes and took product feedback into the development cycles of various product lines. As such, Sallie Mae has been able to more tightly integrate CA products to increase their ROI and improve the operational efficiency across various IT teams. Another key factor in the relationship is that CA and Sallie Mae share the same vision for enterprise management; both have committed to a multiyear journey that utilized CA's expertise to drive business-focused outcomes at Sallie Mae.

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## **Implementing the Solution**

Establishing a thorough understanding of existing processes and resource costs before bringing in automation helped set the stage for a successful implementation. Sallie Mae had a good working relationship with CA and a similar view of the need for a coordinated process and integrated tools targeting software change management through incident and problem management to deployment and provisioning. Given the strategic nature of their relationship, CA's support organization was very responsive if Sallie Mae needed to escalate an issue. CA also tended to have insight into how serious a problem might be.

Over the past few years, Sallie Mae found that CA improved its beta process and included a developer buddy program (which is basically an alpha program) that allowed Sallie Mae to get involved early and transition well into the beta program. It has become easier for Sallie Mae as a customer to participate and it is getting more out of those programs.

Support could have been stronger immediately following the product deployment, and documentation continues to be a pain point in terms of its usability and completeness. Those challenges were primarily with Harvest, somewhat with Service Desk. (Clarity has a different support organization.)

Overall the strategic partnership with CA served Sallie Mae well as it deployed its service management strategy. Both companies shared a common understanding about integrating process and solutions from development through to service desk and deployment from an overall portfolio perspective. The benefits of portfolio coordination for the CA suite has been more important for Sallie Mae than leading edge capabilities for all the individual pieces of the CA suite.

CA's support in establishing baselines preimplementation and the demonstrated efficiencies of scale determined by Sallie Mae's teams as they revisited those initial baselines postimplementation cemented the relationship while funding the overall initiative. Sallie Mae is now in the process of moving forward with its IT portfolio management program, broadening the scale of the IT service management initiative.

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## **Business Value**

The most obvious initial benefit is significant cost savings to the service and change management teams. Having a consistent change management repository for software artifacts enables effective code management and audit trails. Faster time to implement — faster-turn-around for change management to support business agility — is key in a dynamic market such as Sallie Mae's. Given compliance imperatives

for auditability and change management, this initiative was of particular business significance.

Improvements resulting from ITIL adoption for change prioritization and risk-focused change reviews freed up considerable time and effort for corporate executives, as was discussed earlier. High-level executives no longer have to approve low-risk changes as part of Sallie Mae's Change Advisory Board (CAB), where the target is now very high-level and medium-level risk decisions.

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### **Lessons Learned**

The single most significant takeaway from Sallie Mae's implementation is the importance of establishing baselines prior to implementing service management or other new initiatives. These baselines provide the opportunity to measure success postdeployment. Understanding those savings can fuel additional adoption and success because teams have quantitative data points as evidence to drive ongoing change and evolution. Human culture change is the biggest barrier to success for new programs; demonstrating the ways in which savings and efficiencies accrue facilitates organizational change. Since human memory is short, establishing those data points prior to initiating change and then remeasuring those baselines at set time points is a key strategy for success. As organizations continually face financial and global competitive pressures, demonstrated savings are a key benefit to both IT and business organizations.

Other lessons learned include the importance of:

- Incorporating process change with ITIL as a prerequisite to automated tools adoption
- Coordinating change and release management with incident and problem management
- Establishing a common repository for artifacts and information
- Setting prioritization for change and service management decisions as well as demand management
- Moving to portfolio management as the organization reaches an appropriate maturity level

### **FUTURE OUTLOOK**

Given the complexity of current business and technology environments and scarce resources, savvy organizations will move toward efficiency for service desk and IT portfolio management. The costs of fractured change and service management processes are

prohibitive in a challenging economic climate where companies have ever fewer financial and human resources. The detrimental consequences of unthinking approaches to change and service management will become ever more unsustainable over the next 12–24 months.

IDC sees this evolution on the part of savvy G2000 organizations, and we see the evolution of combined offerings of automated portfolio suites coupled with process and organizational strategies on the part of software vendors and service providers. The process barriers remain daunting, but the benefits are demonstrable (particularly where clear baselines and existing practices are evaluated and managed).

The next stage is to move to end-to-end IT portfolio management — combining Sallie Mae's change and service management with IT project and portfolio management and coordinating through to deployment and provisioning.

## **ESSENTIAL GUIDANCE**

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### **Actions to Consider**

IT Management Service analysts urge organizations to perform a maturity assessment and gap analysis with regard to current state of organizational and process maturity prior to bringing in ITIL and implementing automated tools for consistent demand and change management. Companies should gather detailed data about current approaches, time frames, resource allocation for and approaches to change management, service desk, demand, and project portfolio management. By so doing, they will have the basis to help determine postdeployment savings by comparing "before" and "after" results. This approach to ROI can facilitate team adoption. Clear evidence indicating significant cost and time savings positions ITIL and change management advocates to overcome resistance.

The evaluation and implementation of automated tools for change management, service desk, and demand management can complement process change well. Programs for tool adoption can help to focus teams engaged in process evolution. And automation — once accomplished — can facilitate visibility and management of incoming demand, changes, service desk, deployment, and provisioning.

## LEARN MORE

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### Related Research

- *Defining IT Governance and Emerging Trends to Drive Business Adaptability* (IT Management Service #ITMS5158, February 2007)
  - *Benchmarks for Defining, Selecting, and Deploying a Change Management Database* (IT Management Service #ITMS5097, January 2007)
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### Appendix: Metric Definitions (Source: Sallie Mae)

#### **Change and Release Management Metrics**

##### **Artifact Access, Merging, and Retrieval of Changes**

Throughout the software development life cycle, multitudes of documents, including analysis, cost estimates, requirements, code files, test plans, and process outcomes, are produced. Each of these documents evolves over time and must be maintained and versioned as a record of the process.

##### **System Compile and Build Process**

Application development normally requires a compile, build, bind, and packaging process. The process is done extensively during development and the quality assurance stages. The documented outcome of each build is a critical quality and audit assurance.

##### **Migration of Changes**

System development in a multiteam and multiversion environment requires careful coordination of changes into production. Further diligence is required in the proper creation of a back-out plan. Improper staging and poor impact analysis causes code regression to occur, resulting in a chain of emergency fix situations.

##### **Change Request Administration and Communication**

Approved requests for change require coordination with the enterprise ranging from database changes and scheduling changes to facilitation of end-user expectations and business needs. Metrics and project status information become a critical mechanism for organizational improvement and risk mitigation.

##### **Distribution of Changes**

Distribution into the open source server and desktop environments is nominally complicated and prone to error. Critical to successful

distribution is a strong process surrounding well-specified target machines. Further diligence is required in the proper creation of a back-out plan.

### **Approvals, Sign Offs, and Audit Support**

A strong and secure process based on development life cycle is at the core of change management. Critical details include separation of duties, insurance as to the integrity of the system, and safeguarding of the assets.

### **Consolidation of Tools**

Multiple tools providing similar or subsets of functionality existing in the enterprise concurrently. Consolidation of licenses and administration costs are typical areas of cost improvement.

### **Administration Overhead**

Maintaining disparate instances of file-based version control for each version, each release, and each stage in the SDLC for multiple source control systems requires creation of a source directory. Additional time is required to update and manage the directories as quality assurance items are remediated.

### **Enterprise Definitive Software Library Maintenance**

The definitive software library is the definitive set of source, executable, and documentation for the current production context. It contains all authorized versions of all software configuration items in a secure and protected environment.

### ***Incident Management Metrics***

#### **Increased First Call Resolution**

This is a measure of the percentage of calls to the solution center that are resolved without assignment to a Level 2 support team. An increase in this percentage will result in time saved by the Level 2 support teams.

#### **Decreased Resolution Time**

This is measured by average time needed to resolve an incident. Decreasing this time will result in time saved by support teams and increased productivity for our customers.

#### **Improved Customer Satisfaction**

Our expectation is that customer satisfaction with the solution center will increase as we implement incident and problem management. There is not a direct cost savings associated with this metric, but

higher satisfaction could result in more calls to the solution center, which is the most cost-effective support method.

#### **Increased KT Resolutions**

As the knowledge records in the knowledge tools increase and improve in quality, more incidents can be resolved by searching the knowledge records for the resolution information. Because a call resolved by Level 1 support is less expensive, an increase in the number of KT resolutions will result in decreased support costs.

#### **Reduced Time Spent on Audits**

The incident management controls are being clarified and simplified. As a result, we expect the incident management process owner to spend less time supporting audits.

#### **Decreased Incidents per Employee**

While other factors may influence this measure, we expect the implementation of incident and problem management to result in a decreased number of incidents per employee, which will result in increased productivity for our customers.

#### ***Problem Management Metrics***

##### **Decreased Resolution Time**

This is measured by average time needed to resolve a problem. Decreasing this time will result in time saved by support teams and increased productivity for our customers.

##### **Decreased Reassignments**

Our expectation is that fewer problems will be reassigned multiple times as a result of implementing an ITIL-consistent problem management process. There is not a direct cost savings associated with this metric, although it may be reflected in the decreased resolution time above; fewer reassignments should increase efficiencies and result in higher satisfaction for our customers.

##### **Reduced Time Spent on Audits**

The problem management controls are being clarified and simplified. As a result, we expect the problem management process owner to spend less time supporting audits.

##### **Increased Availability**

Increased availability will result in increased productivity for our customers.

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