



## IT Governance Global Status Report—2008

**IT Governance Institute®**

The IT Governance Institute (ITGI™) ([www.itgi.org](http://www.itgi.org)) was established in 1998 to advance international thinking and standards in directing and controlling an enterprise's information technology. ITGI developed *Control Objectives for Information and related Technology* (COBIT®), now in its fourth edition, and *Val IT*™, and offers original research and case studies to assist enterprise leaders and boards of directors in their IT governance responsibilities.

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# Executive Summary

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In 2007, PricewaterhouseCoopers (PwC) was commissioned by the IT Governance Institute (ITGI) to conduct the third global survey on IT governance, resulting in this *IT Governance Global Status Report—2008*.

The IT governance survey was conducted from July 2007 until October 2007 and focuses on specific topics such as IT risks and value delivery.

## Project Objectives

The purpose of the research was to reach members of the C-suite to determine their sense of priority and actions taken relative to IT governance, as well as their need for tools and services to help ensure effective IT governance.

This high-level objective was translated into the following more detailed objectives:

1. Survey and analyse the degree to which the concept of IT governance is recognised, established and accepted within boardrooms and especially by chief information officers (CIOs).
2. Determine what level of IT governance expertise exists and which frameworks are known and are (or will be) adopted.
3. Measure the extent to which ITGI's own framework, *Control Objectives for Information and related Technology* (COBIT), is selected and how it is perceived.

## Survey Sample

Researchers contacted CIOs and chief executive officers (CEOs). The total number of interviews conducted was 749, of which 652 were from a random sample of organisations; 71 were known as COBIT users and 26 were experienced COBIT users.

## Global Reach

The interviews were conducted worldwide (in 23 countries), and all continents/regions were represented. More detail on geographic distribution of respondents can be found in section 1.3.1.

## Historical Data

Because this report is the third consecutive undertaking of this IT governance research project, the project team was able to use historical data from the 2004 and 2006 research reports (based on 2003 and 2005 surveys) to discover trends in a number of areas.

## How to Read This Report

The report contains six chapters:

- Chapter 1 explains the methodology used to conduct the survey.
- Chapter 2 highlights the survey results in 13 key messages.
- Chapter 3 focuses on the detailed survey results supporting the 13 key messages.
- Chapter 4 presents trends and issues in IT risk management.
- Chapter 5 identifies trends and issues in IT value management.
- Chapter 6 contains the results of the funnel analysis.
- The appendix includes the questionnaire and further information on the compound problem index.
- There is a table of figures at the end of the report.

## Key Findings of the Survey

The 13 key messages that have been identified during the analysis of the survey reflect important findings from the results of the survey:

1. Although championship for IT governance within the enterprise comes from the C-level, in daily practice IT governance is still very much a CIO/IT director issue. The few non-IT people in the sample have a much more positive view of IT than do the IT professionals themselves.
2. The importance of IT continues to increase.
3. Self-assessment regarding IT governance has increased and is quite positive.

## *Executive Summary*

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4. Communication between IT and users is improving, but slowly.
5. There is still substantial room for improvement in alignment between IT governance and corporate governance—as well as for IT strategy and business strategy.
6. IT-related problems persist. While security/compliance is an issue, people are the most critical problem.
7. Good IT governance practices are known and applied, but not universally.
8. Organisations know who can help them implement IT governance, but appreciation for the available expertise and delivery capability is only average.
9. Action is being taken or plans are underway to implement IT governance activities. A large increase is evident when compared to the 2006 report.
10. Organisations use the well-known frameworks and solutions.
11. COBIT awareness has exceeded 50 percent, and adoption and use remain around 30 percent.
  - a. Twenty-five to 35 percent of respondents apply COBIT to the letter or are very strict.
  - b. Fifty percent of respondents indicate that COBIT is ‘one of the reference sources’.
  - c. In general, there is high appreciation of COBIT, as has been seen in prior reports.
12. More than half of the respondents apply or plan to apply Val IT principles, but are not familiar with the Val IT brand itself.
13. Major obstacles to adoption and use of Val IT principles include uncertainty regarding the return on investment (ROI) and lack of knowledge/expertise.

# 1. Research Approach and Methodology



## 1.1 Survey Approach

The PricewaterhouseCoopers International Survey Unit, located in Belfast, Northern Ireland, conducted nearly 750 interviews with CIO/CEO-level individuals throughout the world. Each interview was conducted in the native language of the interviewee and by telephone or mail, depending on the participant's culture. Interviews were between 25 and 30 minutes long to balance comprehensiveness and feasibility.

The interviews were carried out under the Market Research Society and Marketing Research Association codes of conduct, guaranteeing complete anonymity of the participants. None of the information obtained in the interviews has been attributed to any individual, and all comments have been treated in the strictest confidence.

The questionnaire used for the interviews has been included in the appendix.

## 1.2 Funnel Analysis

As a final assessment of the survey data, the funnel analysis displays the breakdown of the respondent sample. Starting from the overall IT community, mainly including the decision makers with regard to IT (IT management, CIO, CEO), the funnel analysis establishes:

- Which part of the IT community acknowledges the possible benefits of IT governance
- Which part of the IT community is aware that there is a problem in correctly governing IT
- Which part of this group recognises the concept of IT governance as a potential solution to this problem
- Which part of this group is aware of the practical solutions to this problem, and of the fact that the adoption of COBIT may offer a solution to the IT governance problem
- Which part of this group actually adopts and implements COBIT

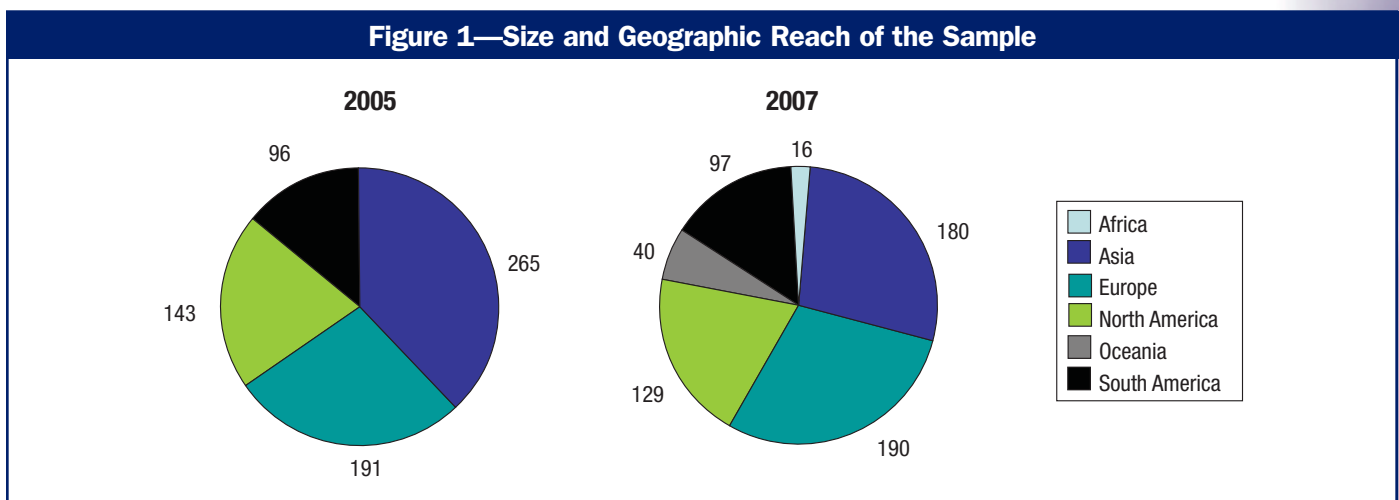
The applied funnel analysis for the *IT Governance Global Status Report—2008* data can be found in section 6.1.

## 1.3 The Respondents

The size of the sample has increased from 276 respondents in 2003 and 695 respondents in 2005 to 749 respondents in 2007 (**figure 1**). A more detailed analysis of the respondents is provided in the following paragraphs of this section.

### 1.3.1 Geographic Reach

In **figure 1**, the evolution in number of participants from 2005 to 2007 is shown as well as the geographic reach of the project.





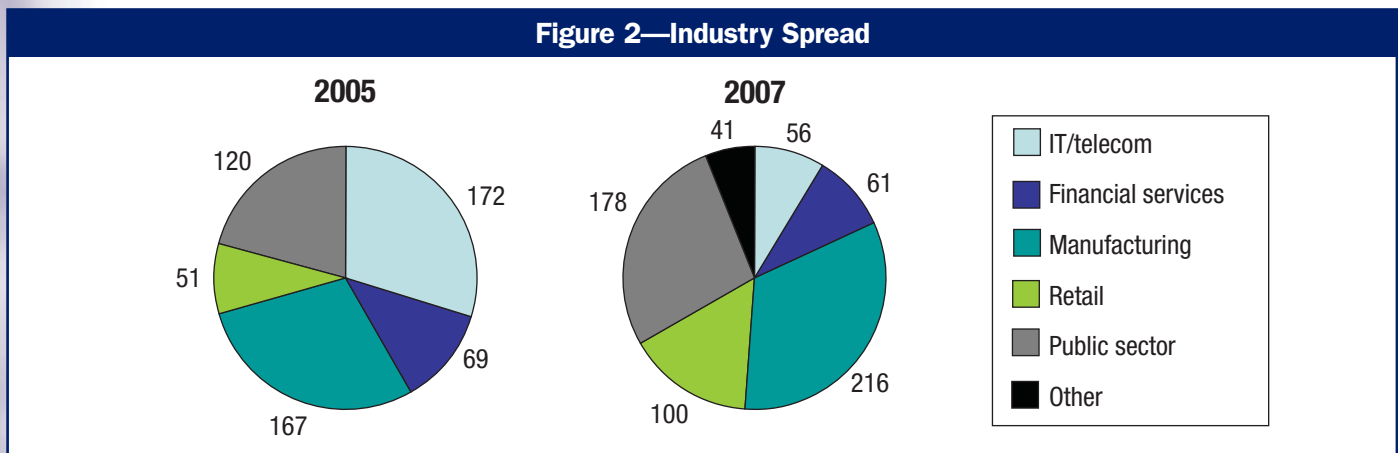
# 1. Research Approach and Methodology

The following countries were included in the survey:

- Africa (2 percent): South Africa
- Asia (28 percent): Hong Kong, India, Indonesia, Japan and Singapore
- Europe (29 percent): Belgium, France, Germany, Italy, Spain, Sweden, The Netherlands and the UK
- North America (20 percent): Canada, Mexico and the USA
- Oceania (6 percent): Australia and New Zealand
- South America (15 percent): Argentina, Brazil, Chile, Colombia and Peru

## 1.3.2 Industry Participation

Figure 2 shows the participation by industry.



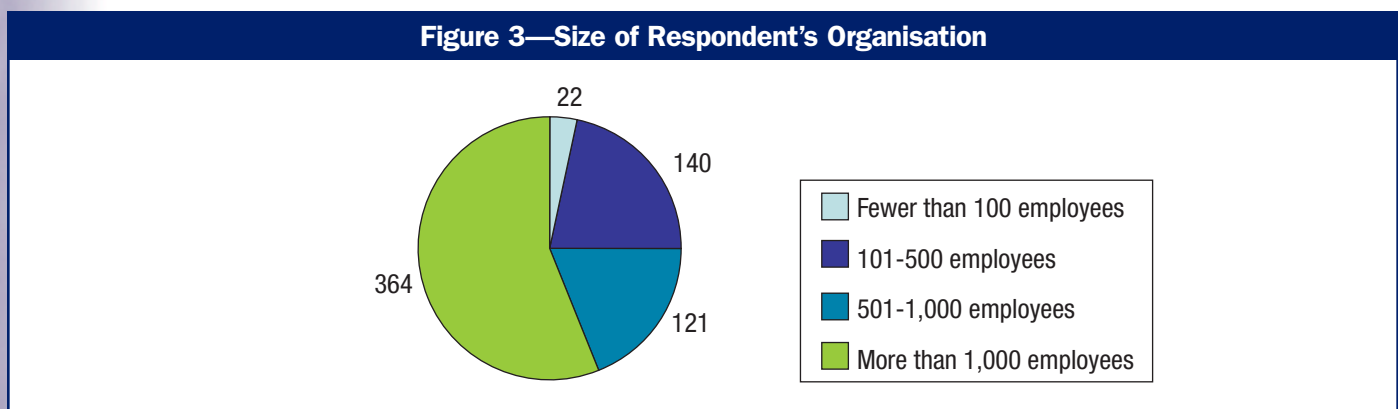
The results show an important difference in industry spread compared to the previous survey. The research team recalculated the results of the current survey using the same weights for the different industries as in the previous survey, so trends and results are more comparable.

## 1.3.3 Size of the Respondents' Organisation

As shown in figure 3, the sample distinguishes among companies with:

- Fewer than 100 employees (3 percent)
- 101-500 employees (22 percent)
- 501-1,000 employees (19 percent)
- More than 1,000 employees (56 percent)

Although all sizes of organisations are included, the focus of the survey was on large organisations to set a standard maturity level of the organisation and increase the relevance of the survey worldwide.

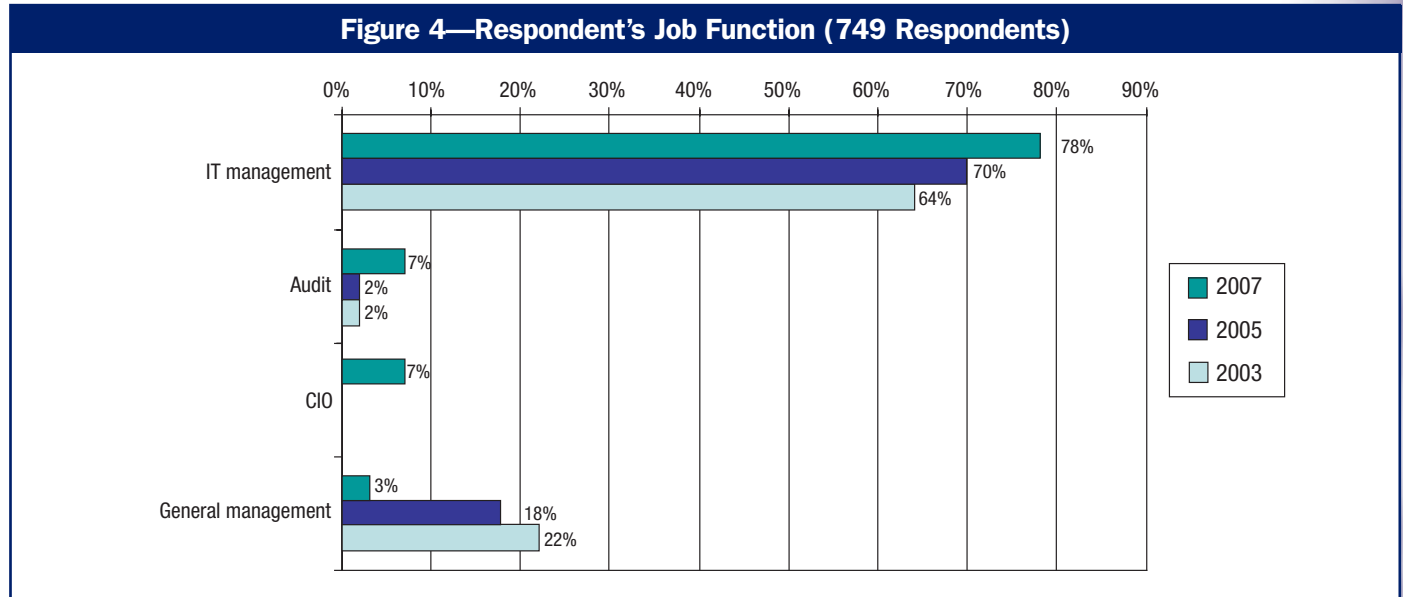


# 1. Research Approach and Methodology



## 1.3.4 Respondents' Job Function

As **figure 4** shows, 78 percent of the respondents are IT managers and 7 percent are CIOs; this means that 85 percent can be classified as IT specialists. Three percent of the respondents can be classified as general management (which includes president, CEO, chief operating officer [COO] and chief financial officer [CFO]), and 7 percent are responsible for audit-related functions.



This helps illustrate general management's reluctance to discuss a subject such as IT governance.



## 2. Survey Results



### Introduction

The next section of the report contains the key messages that were identified during analysis of the interview data. These messages are supported by the relevant questions from the telephone/mail survey. For each question, the following information is included:

- The overall results, i.e., results of the whole sample without any geographic, industry or other split
- Comment on the results, if applicable or relevant
- A further breakdown of the results by region, industry type, organisation size and respondent profile—if it is significant, i.e., if there are meaningful differences between different categories and/or if the sample size is still representative

### Key Messages

The key messages that have been identified reflect the 13 most important findings from the survey:

1. Although championship for IT governance within the enterprise comes from the C-level, in daily practice IT governance is still very much a CIO/IT director issue. The few non-IT people in the sample have a much more positive view of IT than do the IT professionals themselves.
2. The importance of IT continues to increase.
3. Self-assessment regarding IT governance has increased and is quite positive.
4. Communication between IT and users is improving, but slowly.
5. There is still substantial room for improvement in alignment between IT governance and corporate governance—as well as for IT strategy and business strategy.
6. IT-related problems persist. While security/compliance is an issue, people are the most critical problem.
7. Good IT governance practices are known and applied, but not universally.
8. Organisations know who can help them implement IT governance, but appreciation for the available expertise and delivery capability is only average.
9. Action is being taken or plans are underway to implement IT governance activities. A large increase is evident when compared to the 2006 report.
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11. COBIT awareness has exceeded 50 percent, and adoption and use remain around 30 percent.
  - a. Twenty-five to 35 percent of respondents apply COBIT to the letter or are very strict.
  - b. Fifty percent of respondents indicate that COBIT is ‘one of the reference sources’.
  - c. In general, there is high appreciation of COBIT, as has been seen in prior reports.
12. More than half of the respondents apply or plan to apply Val IT principles, but are not familiar with the Val IT brand itself.
13. Major obstacles to adoption and use of Val IT principles include uncertainty regarding the return on investment (ROI) and lack of knowledge/expertise.



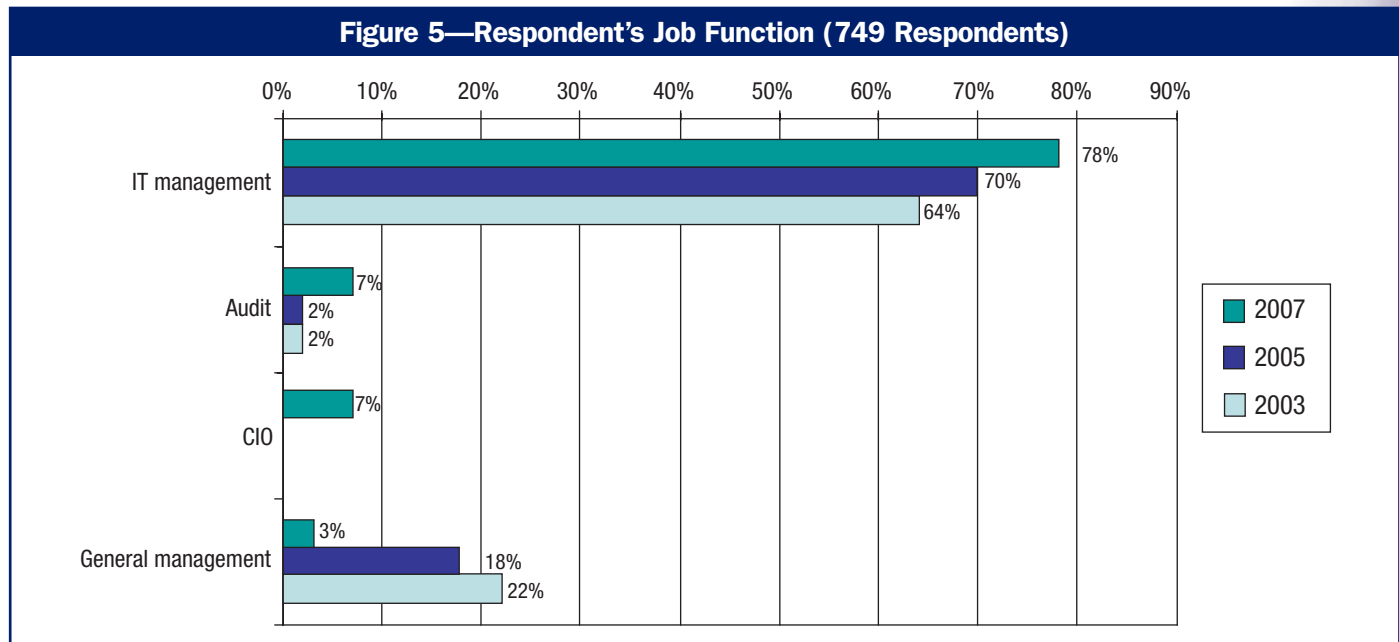
## 3. 13 Key Messages



### 3.1 Key Message 1: Championship for IT Governance Is at the C-level

**Message:** Although championship for IT governance within the enterprise comes from the C-level, in daily practice IT governance is still very much a CIO/IT director issue. The few non-IT people in the sample have a much more positive view of IT than do the IT professionals themselves.

#### 3.1.1 IT Governance Is Still Very Much a CIO/IT Director Issue



As can be seen in **figure 5** (which is a duplicate of **figure 4**, reprinted here for the reader's convenience), 78 percent of the respondents are IT managers and 7 percent are CIOs; therefore, 85 percent are IT specialists. The number of C-level business respondents is rather low. This can be explained by the fact that respondents were always asked: 'Are you the best person for me to talk to about your organisation's IT management or governance?' In response, several individuals at the CEO level reconnected the interviewer to an operational IT manager who, according to the CEO, would be the best person to talk about IT governance.

#### 3.1.2 Championship for IT Governance Is at the C-level

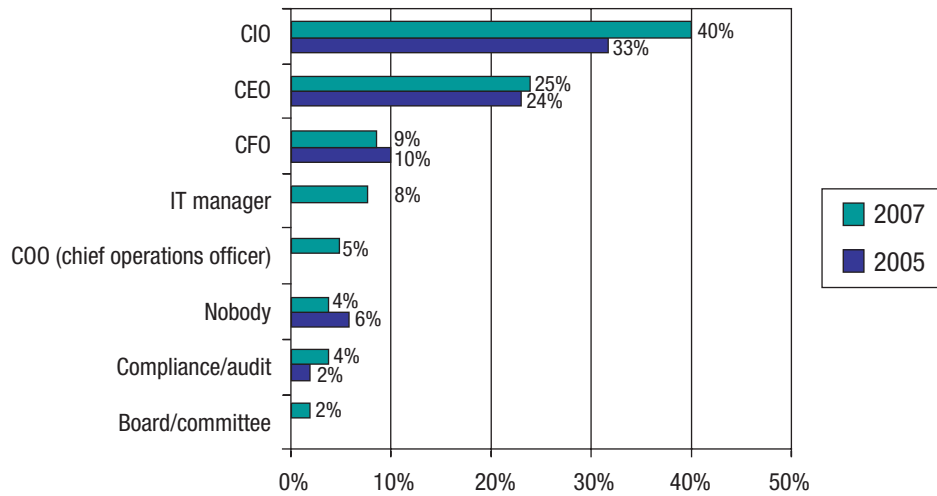
Even when the expertise is located in a more IT-focused part of the organisation (IT management or CIO), the support and final responsibility lie with a C-level person in the organisation. Nearly three-quarters of the responding organisations indicate a C-level executive (CEO, CFO or CIO) as being the champion for IT governance. This was asked in Q28, 'Who is the key champion/sponsor for IT governance within your organisation?' (**figure 6**).

With the findings of Q30, 'How would you describe the level of engagement by business management in the governance of IT-enabled business initiatives?', the discrepancy between the day-to-day driver of IT governance (IT management or CIO) and the high-end support of it could be explained by the fact that there is no extreme (dis)engagement of business management. Business managers do participate (68 percent of all respondents state that business management is at least participating), but they often are perceived as aloof (**figure 7**).

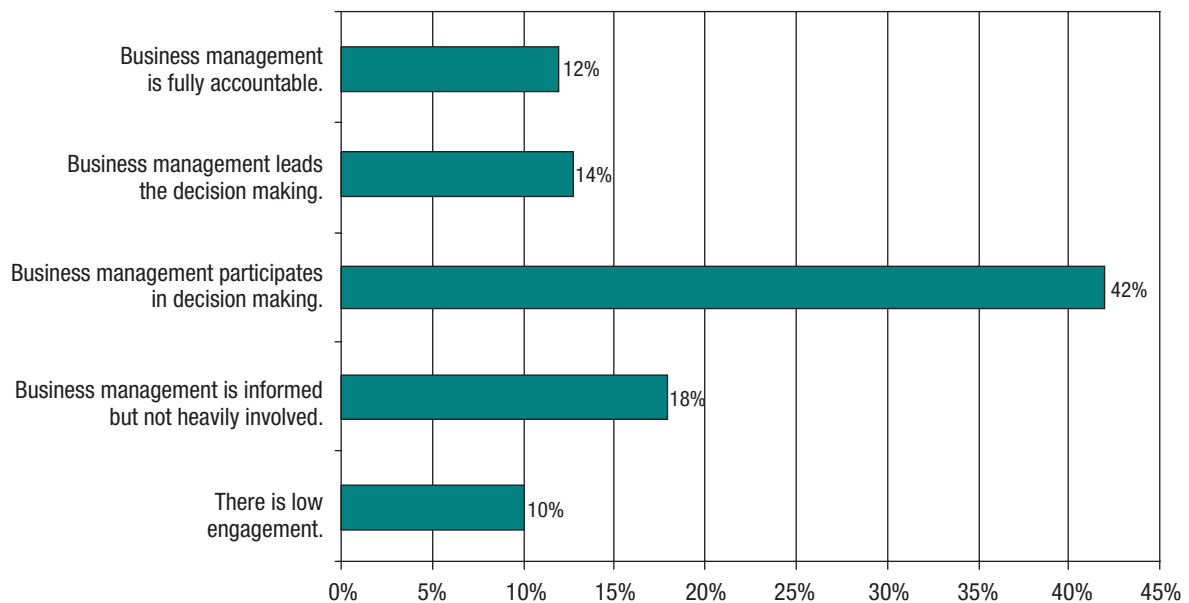


## 3. 13 Key Messages

**Figure 6—Key Champion/Sponsor for IT Governance (749 Respondents)**



**Figure 7—Engagement by Business Management (749 Respondents)**



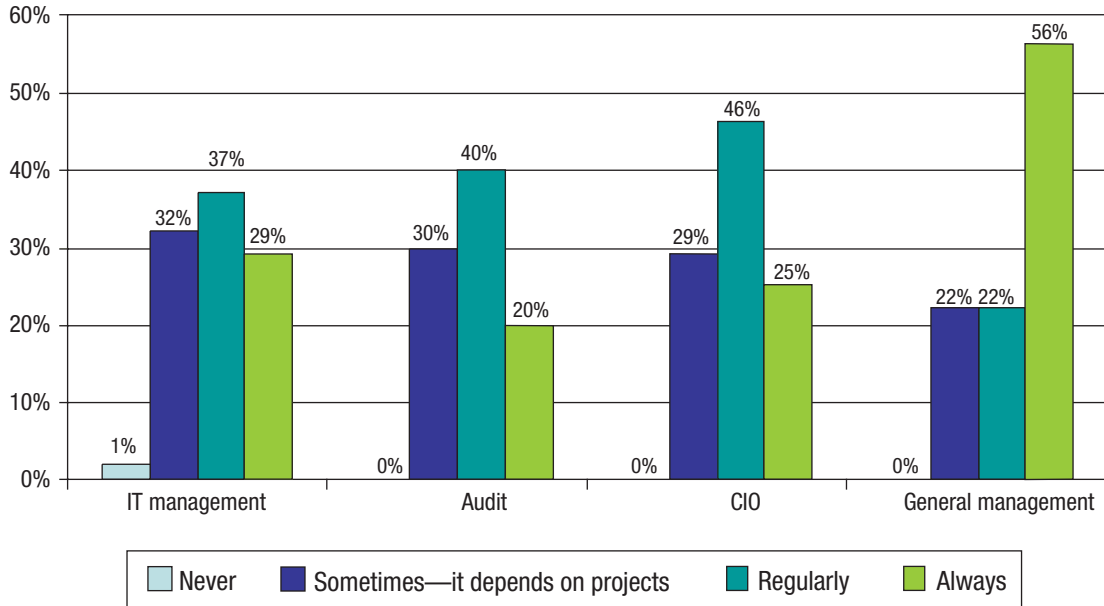
### **3.1.3 Non-IT People in the Sample Have a Much More Positive View of IT**

When probed for frequency of attention to IT in Q2, ‘How frequently is IT included on your organisation’s board agenda?’, and value creation of IT to the organisation in Q3, ‘How strongly would you agree or disagree that IT investments have created value for your organisation’, it was clear that the business is more positive when it comes to the acknowledgement of IT as an important issue on the agenda (56 percent of the CEOs say it is always on the board’s agenda compared to an average of 24.5 percent of IT managers, auditors and CIOs) (**figure 8**) and regarding IT investment value delivery to the organisation (**figure 9**). The enthusiasm decreases when surveying IT operational staff.

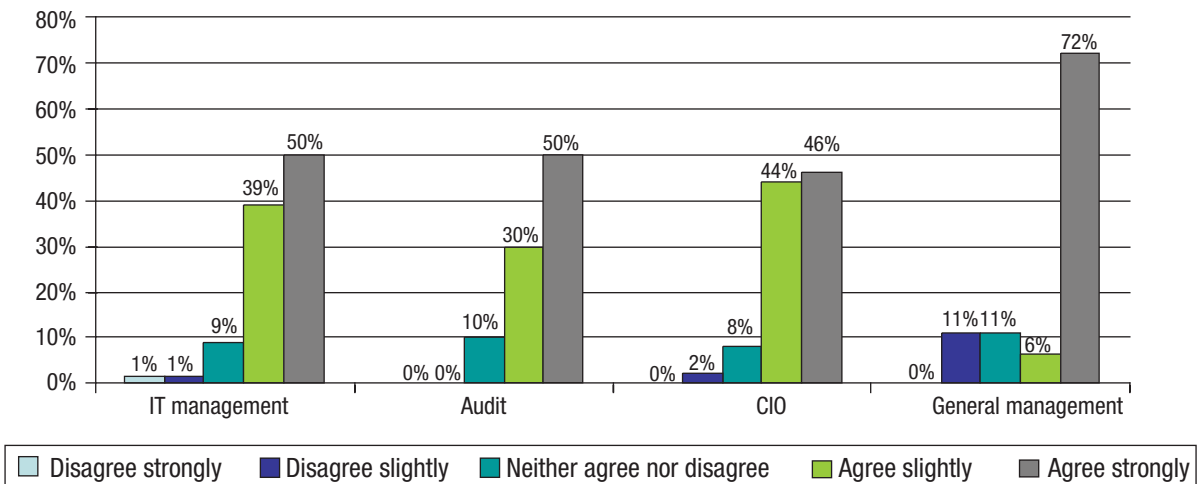
### 3. 13 Key Messages



**Figure 8—Frequency of IT on Board Agenda, by Respondent’s Position (652 Respondents)**



**Figure 9—Value Creation of IT Investments, by Respondent’s Position (652 Respondents)**

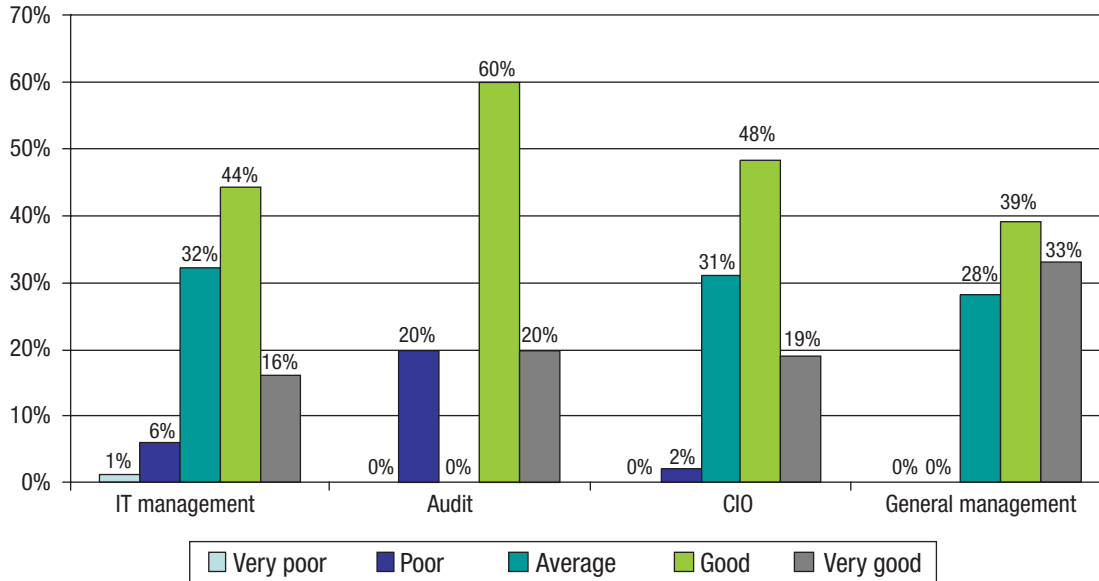


This trend could be found as well in Q7a, ‘How would you describe the fit or alignment between your IT strategy and your organisation’s overall business strategy?’ (figure 10) and Q7b, ‘Using the same scale, how would you describe the fit or alignment between your corporate governance practices and IT governance practices?’ (figure 11).

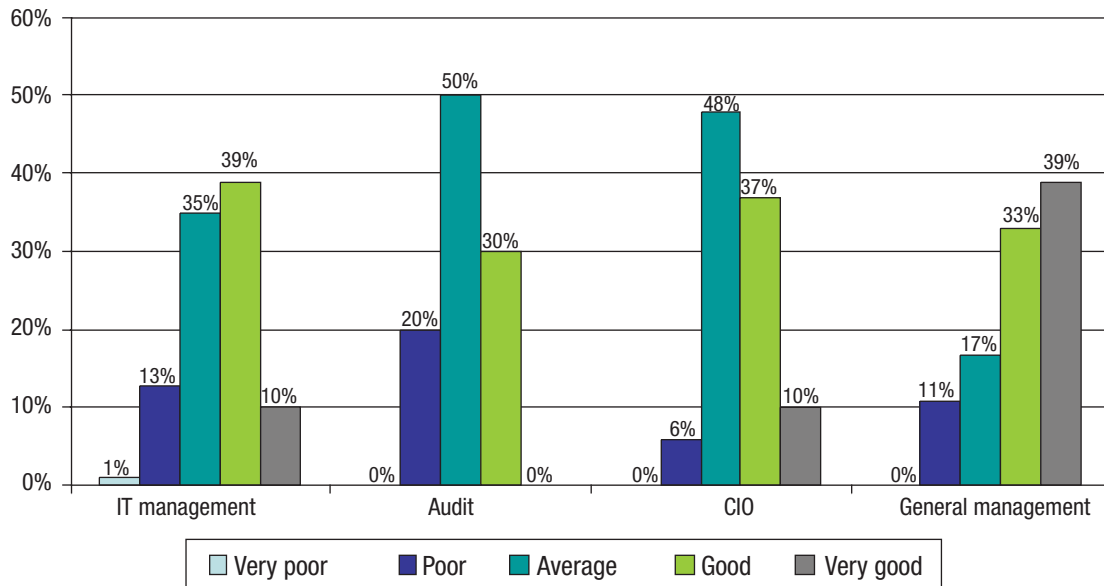


### 3. 13 Key Messages

**Figure 10—Fit or Alignment Between IT Strategy and Business Strategy, by Respondent's Position (652 Respondents)**



**Figure 11—Fit or Alignment Between Corporate Governance Practices and IT Governance Practices, by Respondent's Position (652 Respondents)**



# 3. 13 Key Messages



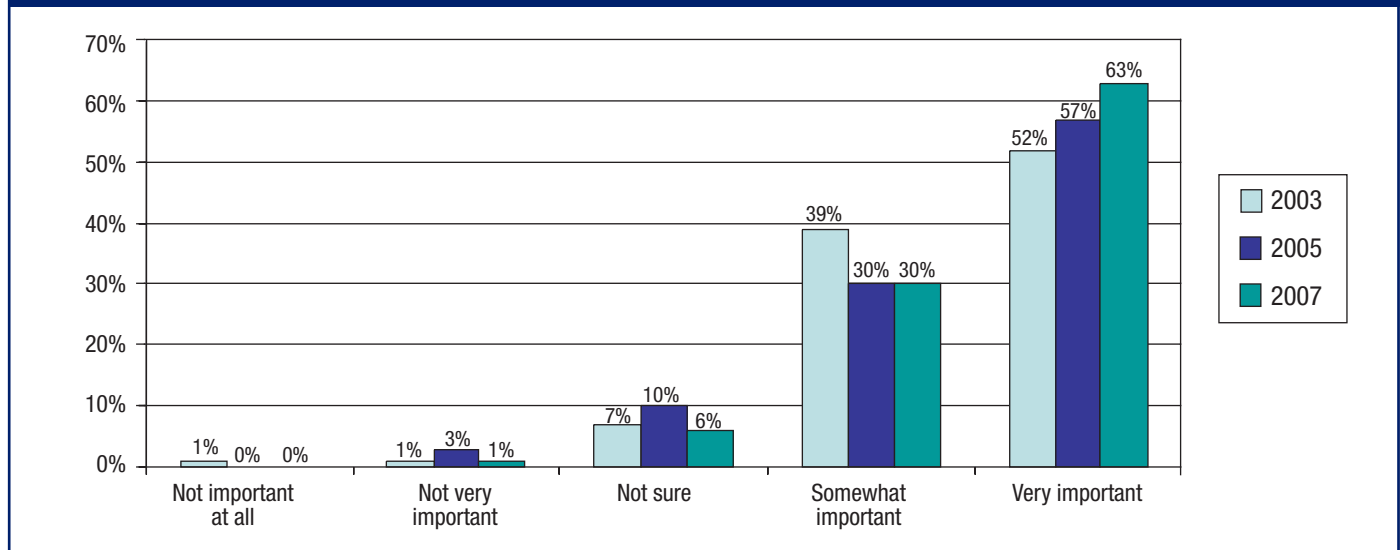
## 3.2 Key Message 2: Importance of IT Continues to Increase

**Message:** The importance of IT continues to increase.

### 3.2.1 Contribution of IT to the Strategy

It is clear from the results for Q1, ‘Thinking about your overall corporate strategy or vision, how important do you consider IT to be to the successful delivery of this strategy or vision?’, that IT is more important than ever, as 93 percent of the respondents answered that IT is ‘somewhat’ to ‘very’ important to the strategy. This is an increase of 6 percent from the 2005 survey (**figure 12**).

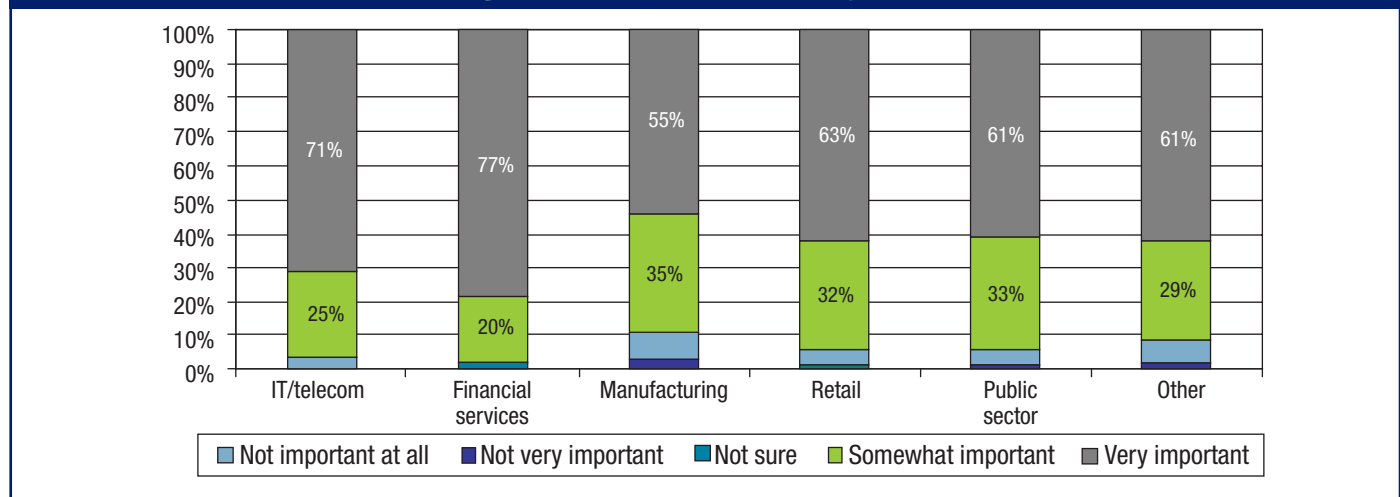
**Figure 12—Importance of IT (749 Respondents)**



When further analysing the results for this question, it was noticeable that:

- The sectors for which IT has the largest contribution to the overall strategy are IT/telecom (71 percent ranked ‘very important’) and financial services (77 percent); manufacturing is the least (55 percent)—a 22 percent difference. However, when ‘very important’ and ‘somewhat important’ answers are combined, the difference decreases to only 7 percent—IT/telecom 96 percent, financial services 97 percent and manufacturing 90 percent. (**figure 13**).

**Figure 13—Importance of IT, by Sector**

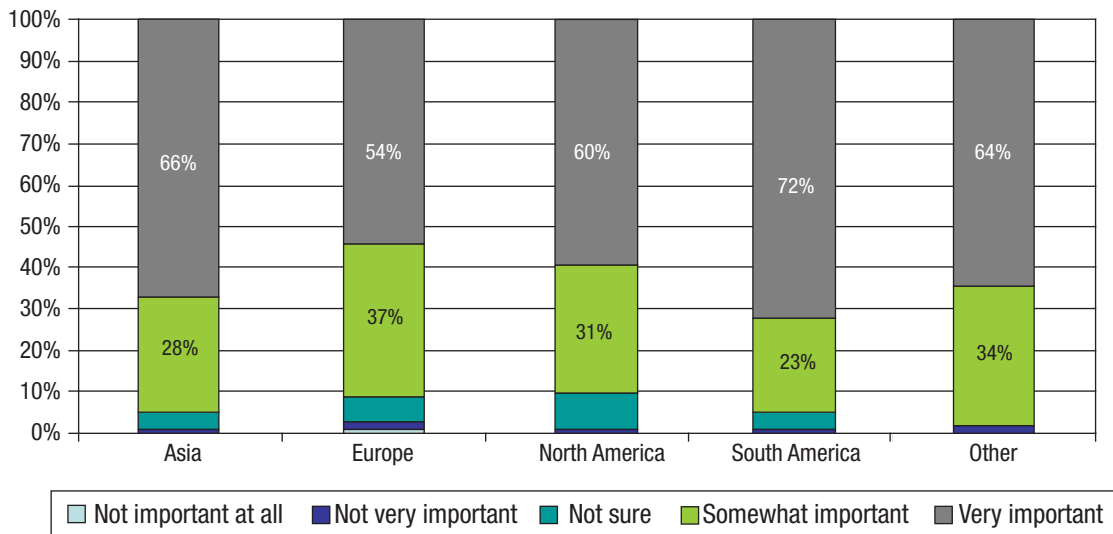




### 3. 13 Key Messages

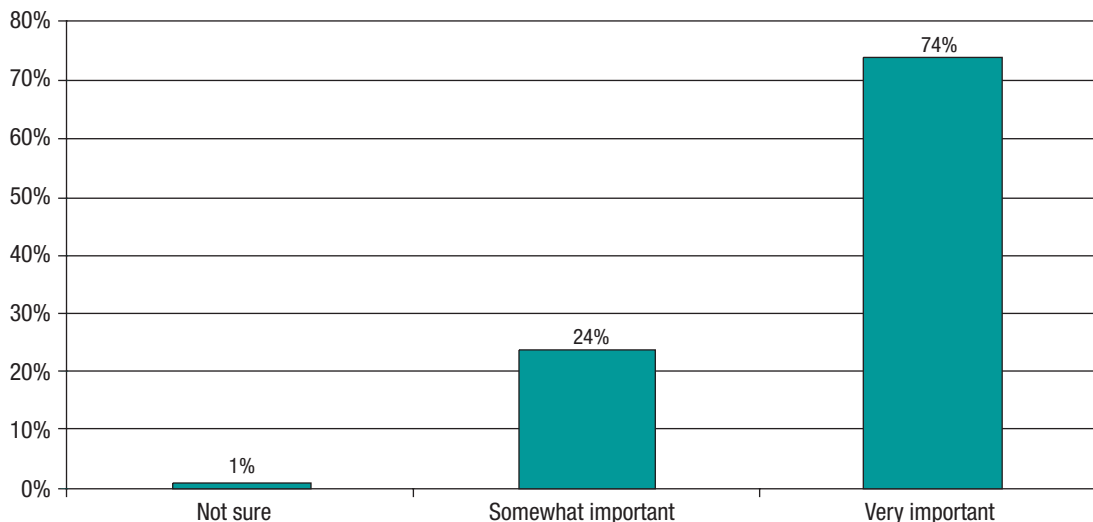
- Regarding the importance of IT by sector, there are no large differences throughout the world when taking into account ‘very important’ and ‘somewhat important’. All geographic areas report a 90-plus percent response rate for these possibilities. More South America respondents consider IT to be ‘very important’ than respondents from other regions (**figure 14**).

**Figure 14—Importance of IT, by Geography**



When looking at the cross-reference for Q1, ‘Thinking about your overall corporate strategy or vision, how important do you consider IT to be to the delivery of this strategy or vision?’, and Q17, ‘To what degree do you measure your progress or performance toward better IT governance?’, illustrated in **figure 15**, it is clear that amongst the population that is measuring its progress or performance toward better IT governance to a great degree, the majority are sure that IT delivers significantly to the overall corporate strategy or vision.

**Figure 15—Cross-reference of Importance of IT and Measurement of Progress and Performance**



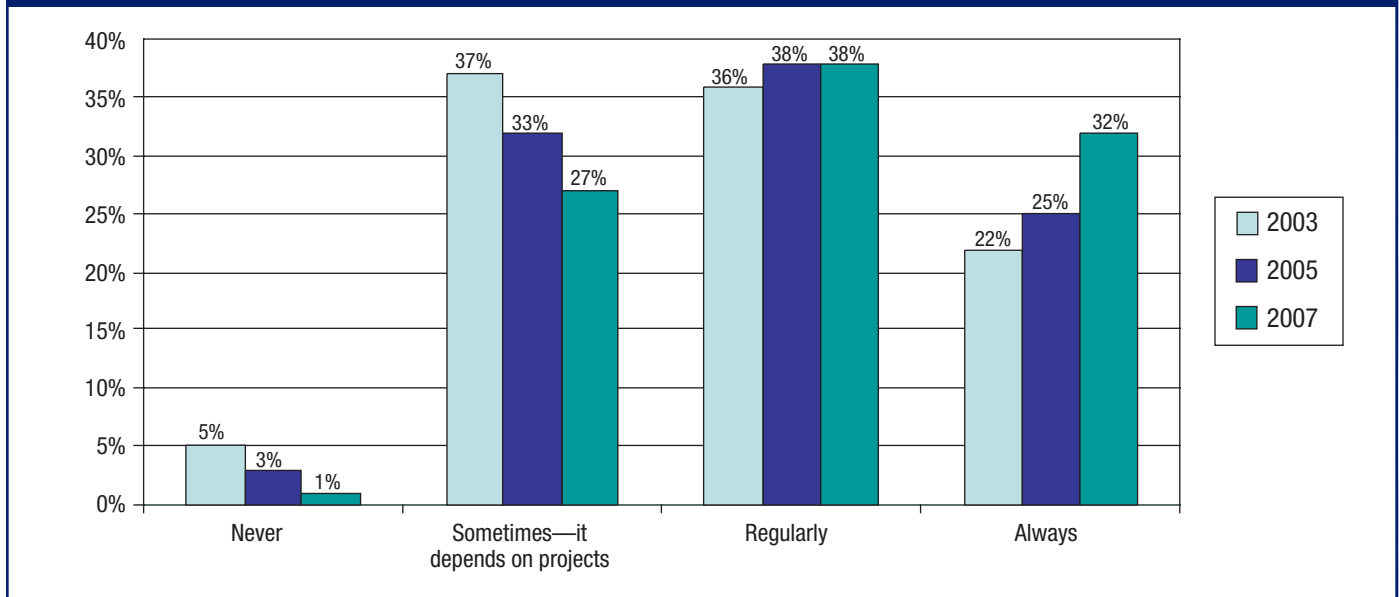
## 3. 13 Key Messages



### 3.2.2 Frequency of IT on Board Agenda

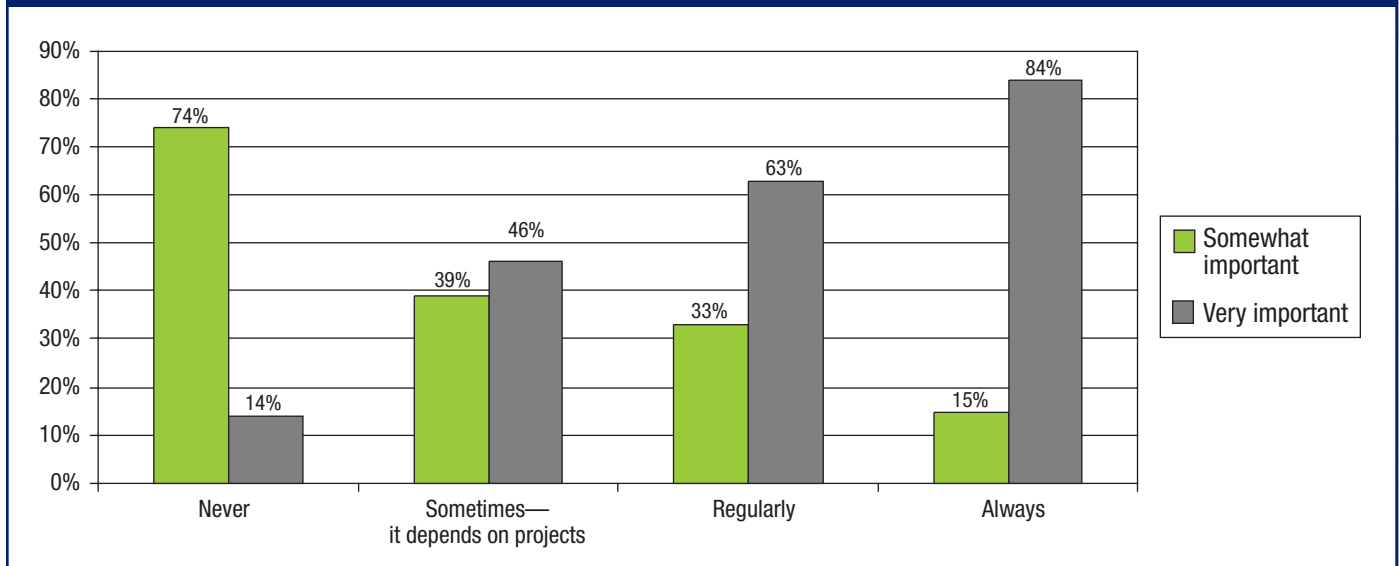
From Q2, ‘How frequently is IT included on your organisation’s board agenda?’, illustrated in **figure 16**, it is clear that the response rate for ‘always’ has increased significantly from 2005 (by 7 percent) and 2003 (by 10 percent). In addition, the response ‘IT is never included’ has more or less disappeared (only 1 percent).

**Figure 16—Frequency of IT on Board Agenda (749 Respondents)**



When cross-referencing Q1, ‘Thinking about your overall corporate strategy or vision, how important do you consider IT to be to the delivery of this strategy or vision?’, and Q2, ‘How frequently is IT included on your organisation’s board agenda?’, (**figure 17**), it is clear that IT needs to be a primary driver of the strategy before it is considered at the board level on a day-to-day basis. Amongst respondents who say that IT is never on the board agenda, the majority state that IT is only somewhat important to strategy delivery, whereas amongst those who report that IT issues are always being addressed at the board level, 84 percent state that IT is very important to delivering on the strategy.

**Figure 17—Cross-reference of Importance of IT and Frequency of IT on Board Agenda**



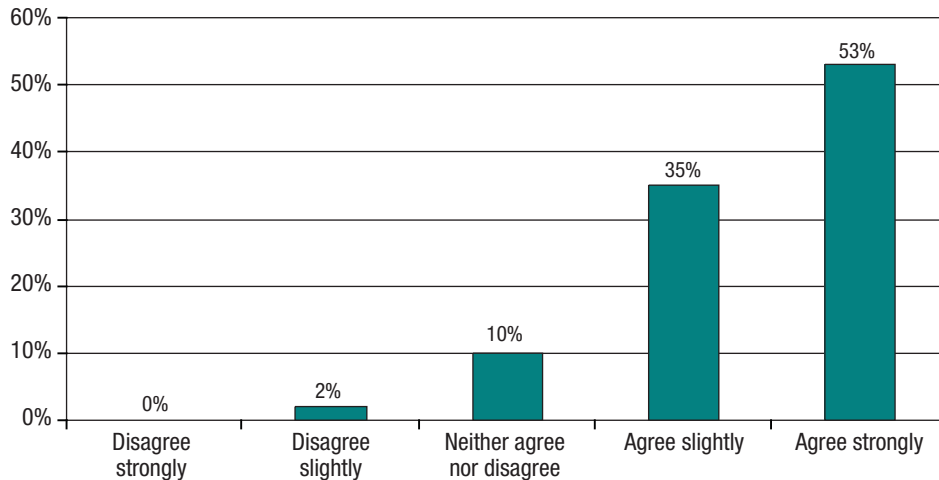


## 3. 13 Key Messages

### 3.2.3 IT Investments' Value Creation

As illustrated in **figure 18**, the responses to Q3, 'How strongly would you agree or disagree that IT investments have created value for your organisation?', show that the added value of IT investments is largely acknowledged. Almost 90 percent of the respondents are at least slightly convinced that IT investments have created value for their organisation.

**Figure 18—IT Investments' Value Creation (749 Respondents)**



### 3.3 Key Message 3: Self-assessment Regarding IT Governance Has Increased and Is Quite Positive

**Message:** Self-assessment regarding IT governance has increased and is quite positive.

#### 3.3.1 Organisation's IT Governance Maturity Level

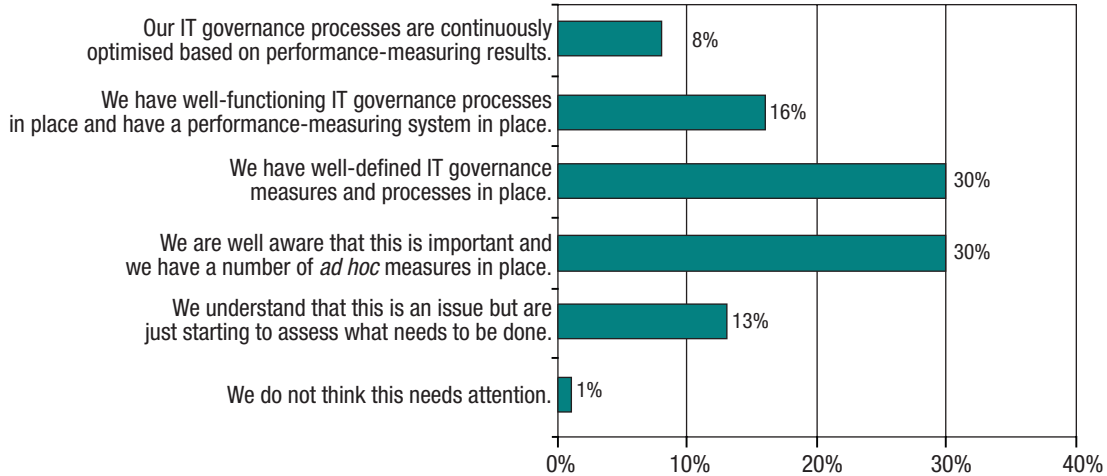
In Q4, 'How would you rate your organisation's maturity level on IT governance?', 54 percent of the respondents are rather positive to very positive regarding the IT governance maturity of their organisation (**figure 19**). In comparison with 2003 and 2005, the organisations' perceived maturity level has increased drastically (up to a 16 percent increase from 2005 when selecting 'defined process', 'managed' and 'optimised') (**figure 20**).

When comparing the COBIT community with the general population, it is clear that the self-assessed maturity for a COBIT user is significantly lower (41 percent for 'well-defined' to 'optimised') than for the general population (52 percent for 'well-defined' to 'optimised'). A possible explanation might be that COBIT users are more aware of their actual maturity due to COBIT's well-documented maturity models rather than merely guessing the maturity level based on individual projects and initiatives within the organisation (**figure 21**).

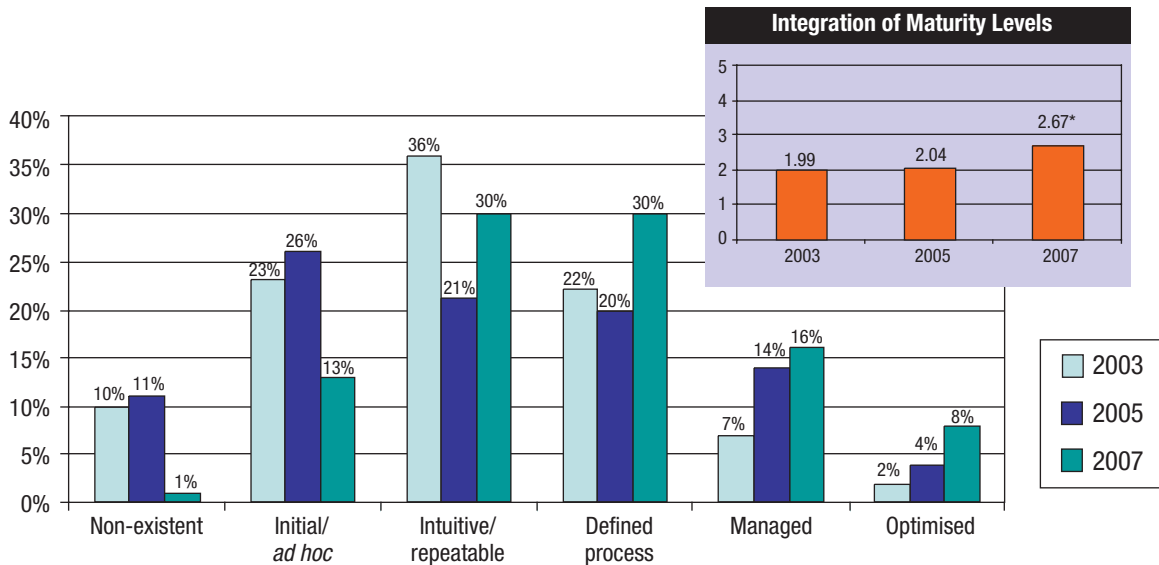
# 3. 13 Key Messages



**Figure 19—IT Governance Maturity Level (749 Respondents)**



**Figure 20—IT Governance Maturity Level**

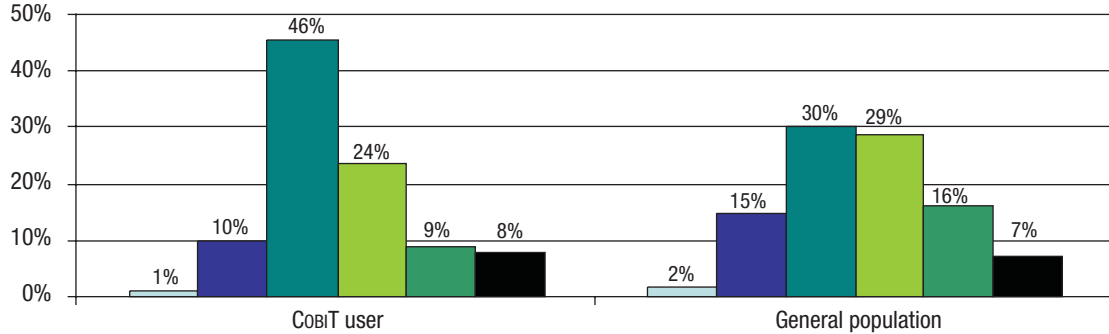


\* The smaller, inset graph shows the integration of the different levels of maturity. To calculate the integrated value per year: Multiply the level of maturity (number from 0 to 5) denoted by non-existent=0, initial/*ad hoc*=1, intuitive/repeatable=2, defined process=3, managed=4, optimised=5 by the percentages shown in the large graph. For example, for 2007:  $(1\% \times 0) + (13\% \times 1) + (30\% \times 2) + (30\% \times 3) + (16\% \times 4) + (8\% \times 5) = 2.67$ .



## 3. 13 Key Messages

**Figure 21—IT Governance Maturity Level: COBIT vs. General Population**

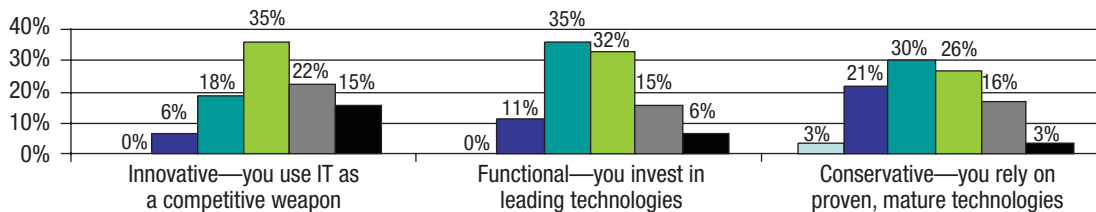


- We do not think this needs attention.
- We understand this is an issue but are just starting to assess what needs to be done.
- We are well aware that this is important and we have a number of *ad hoc* measures in place.
- We have well-defined IT governance measures and processes in place.
- We have well-functioning IT governance processes in place and have a performance-measuring system in place.
- Our IT governance processes are continuously optimised based on performance-measuring results.

### 3.3.2 Organisation's Type and IT Governance Maturity Level

In cross-referencing Q4, 'How would you rate your organisation's maturity level on IT governance? Is it...?', and Q27, 'With regard to IT, how would you describe your company's philosophy?', it is clear that innovative companies are significantly more mature (15 percent for 'optimised') than the other two (functional [6 percent] and conservative [3 percent]) (figure 22).

**Figure 22—Cross-reference of IT Governance Maturity Level and Company Description**



- We do not think this needs attention.
- We understand this is an issue but are just starting to assess what needs to be done.
- We are well aware that this is important and we have a number of *ad hoc* measures in place.
- We have well-defined IT governance measures and processes in place.
- We have well-functioning IT governance processes in place and have a performance-measuring system in place.
- Our IT governance processes are continuously optimised based on performance-measuring results.

## 3. 13 Key Messages



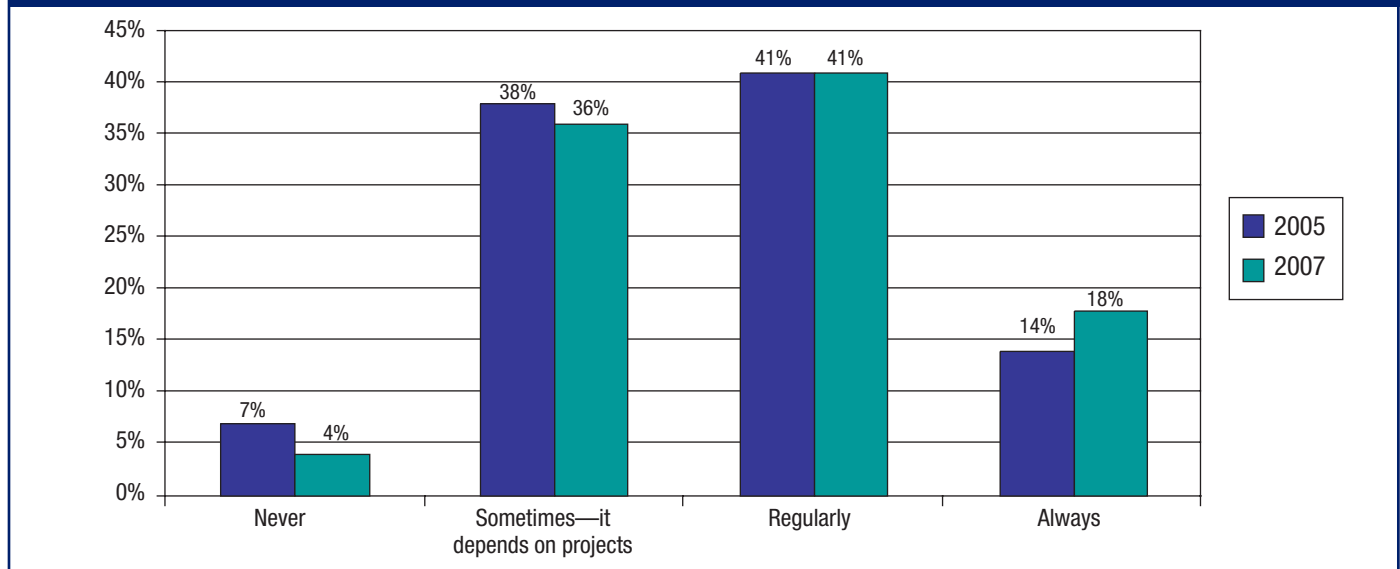
### 3.4 Key Message 4: Communication Between IT and Users Is Improving, But Slowly

**Message:** Communication between IT and users is improving, but slowly.

#### 3.4.1 Communication From IT to the Business

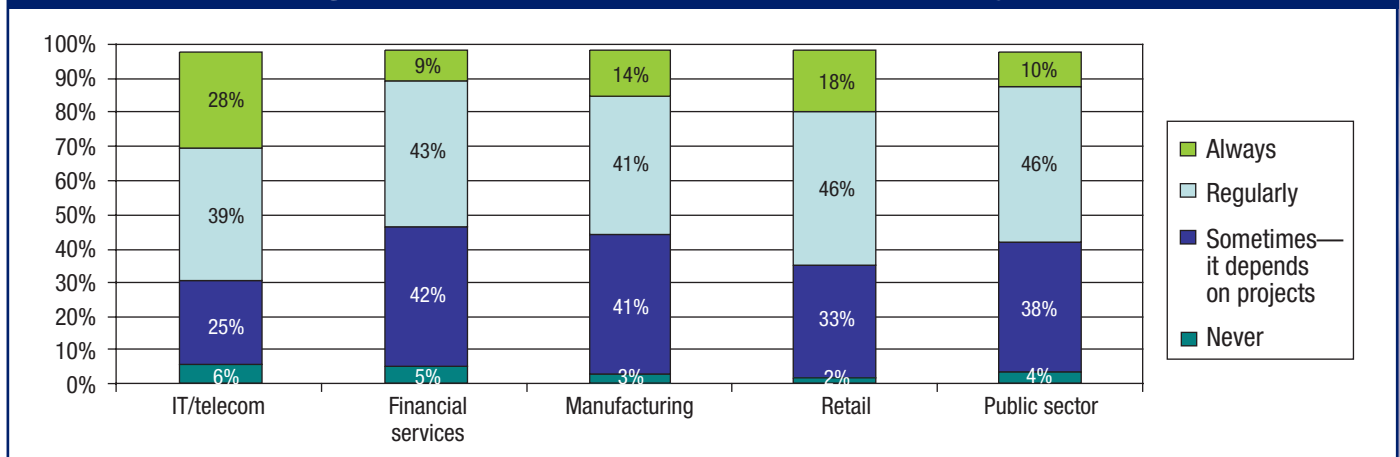
In Q5, ‘How regularly does your IT department inform the business about potential business opportunities enabled by new technologies?’, researchers identified a small increase (4 percent) in the frequency with which the IT department informs the business about potential business opportunities (**figure 23**).

**Figure 23—Communication From IT to the Business (749 Respondents)**



When focusing on sectors, the IT/telecom sector is the most positive regarding the frequency with which the IT department informs the business about potential business opportunities enabled by new technologies (10 percent more than the next-highest sector) (**figure 24**).

**Figure 24—Communication From IT to the Business, by Sector**



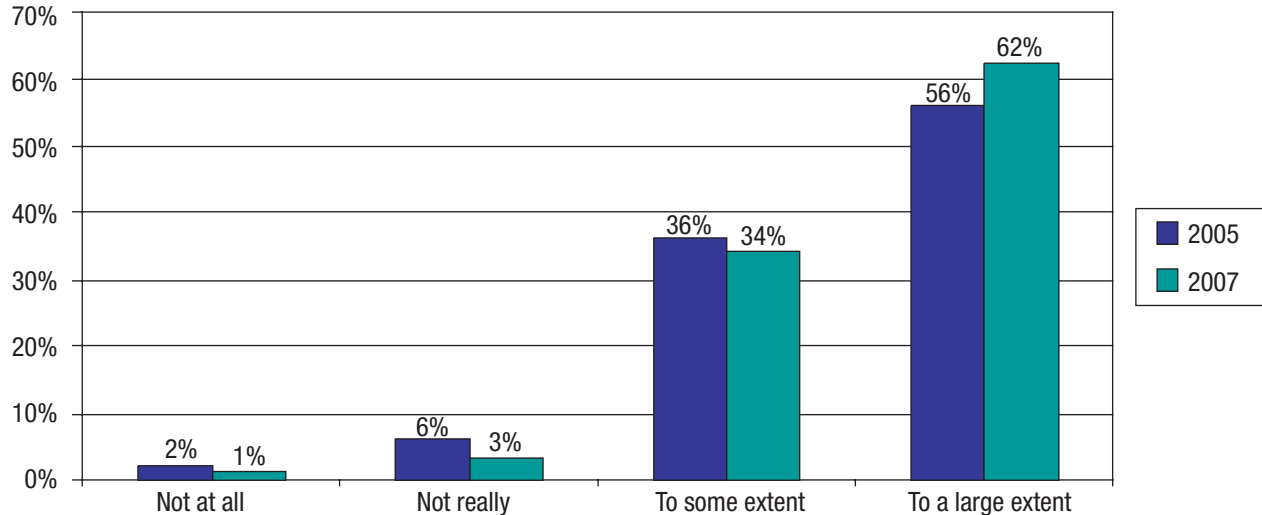


## 3. 13 Key Messages

### 3.4.2 IT Department's Understanding of Business User Needs

This trend is also present in Q6, 'To what extent does your IT department understand and support the business user needs? (Average 6a and b)'. Although there is no serious difference, the results for 2007 are slightly more positive (**figure 25**).

**Figure 25—IT Department's Understanding of Business User Needs (749 Respondents)**



### 3.5 Key Message 5: There Is Room for Improvement in Alignment Between IT and Business

**Message:** There is still substantial room for improvement in alignment between IT governance and corporate governance—as well as for IT strategy and business strategy.

In the survey, the alignment of IT with the business has been split into two aspects:

- Alignment between IT governance and corporate governance
- Alignment between IT strategy and business strategy

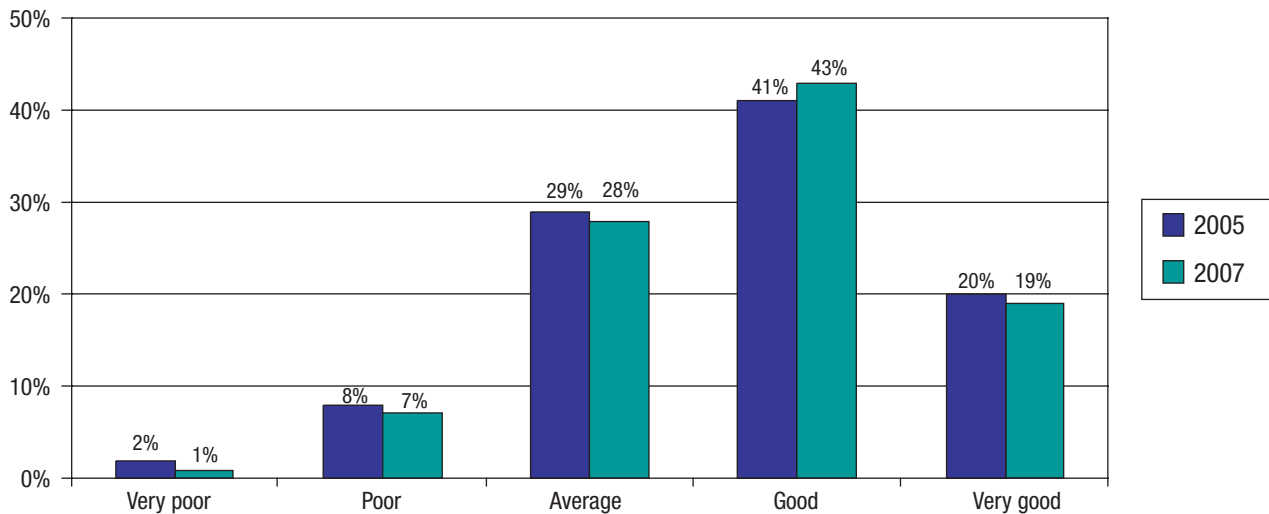
Q7a, 'How would you describe the fit or alignment between your IT strategy and your organisation's overall business strategy?', shows that little has changed since 2005; the situation has improved, but not significantly. Thirty-six percent of the responding organisations believe that the alignment between the IT strategy and the organisation's overall business strategy is 'average' to 'very poor' (**figure 26**).

For Q7b, 'Using the same scale, how would you describe the fit or alignment between your corporate governance practices and IT governance practices?', that distribution is more or less equal to the distribution of the alignment between the strategies (**figure 27**).

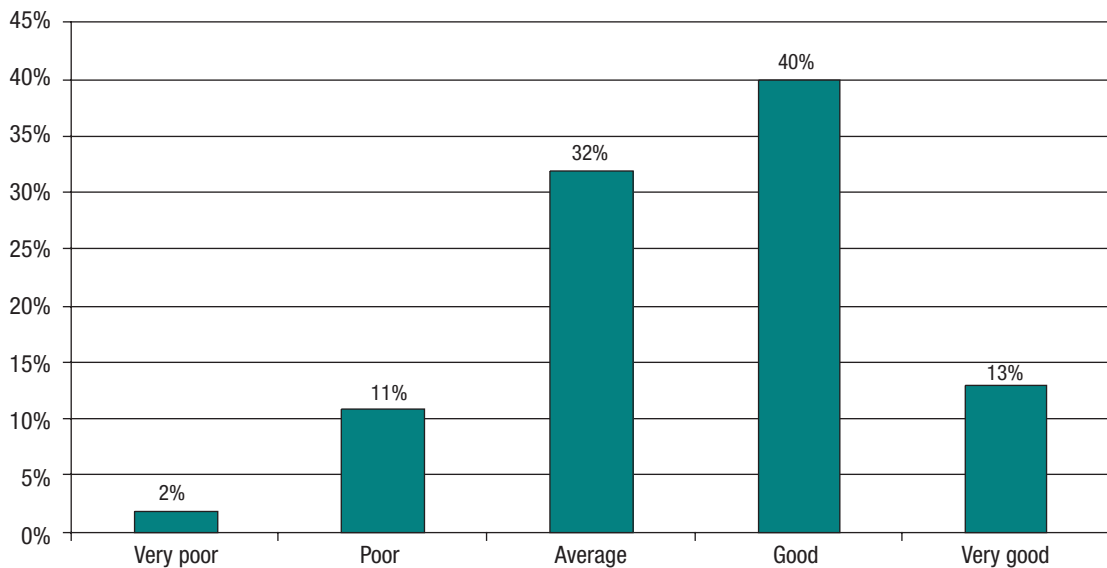
## 3. 13 Key Messages



**Figure 26—Fit or Alignment Between IT Strategy and Business Strategy (749 Respondents)**



**Figure 27—Fit or Alignment Between Corporate Governance Practices and IT Governance Practices (749 Respondents)**



### 3.6 Key Message 6: IT-related Problems Persist

**Message:** IT-related problems persist. While security/compliance is an issue, people are the most critical problem.

This section addresses IT problems encountered by the respondents. It investigates the frequency of occurrence of the problems, their perceived severity, their historic evolution and their expected evolution in the next 12 months. Then, potential solutions, expressed as high-level practices, are evaluated for their estimated effectiveness.



## 3. 13 Key Messages

### 3.6.1 Compound Problem Index

The survey asked several questions about the IT-related problems experienced by the respondents, such as:

- Frequency of occurrence of IT-related problems
- Severity
- Evolution over the past 12 months (improvement or deterioration)
- Priority for resolution in the 12 coming months

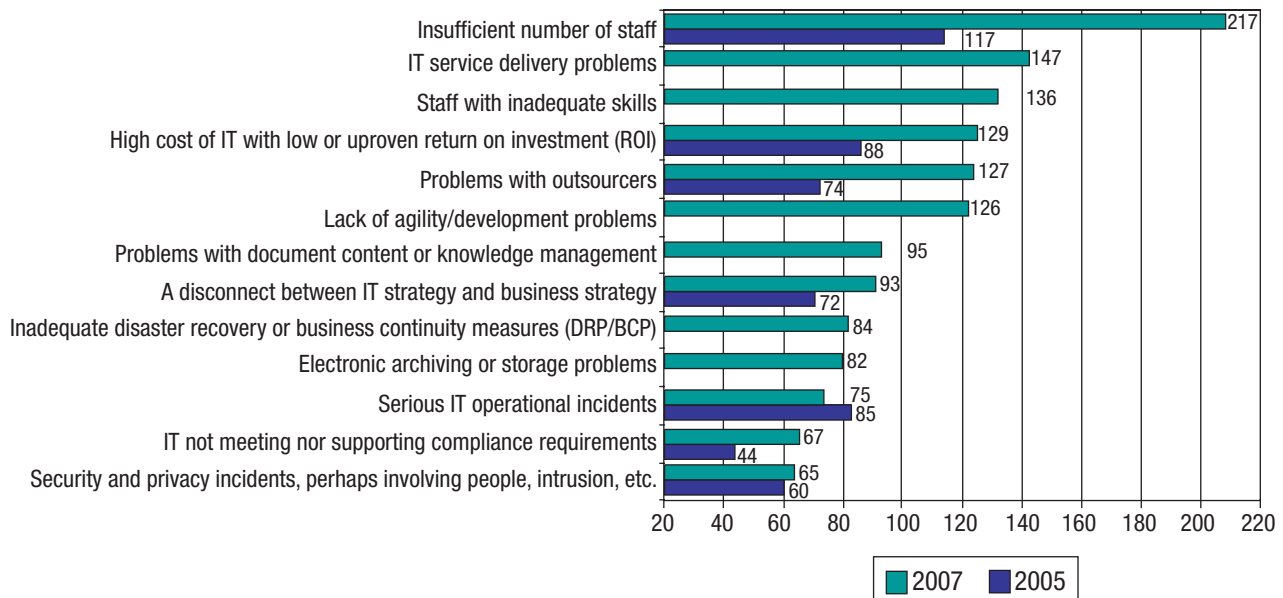
From this information, a compound problem index (CPI) was defined, which is the result of multiplying the outcomes listed above. As such, it is an indicator for the relative priorities the respondents gave to different IT-related problems.

**Figure 28** illustrates that, when all aspects of the problem are taken into account, the most important problems are:

- Staffing issues
- Service delivery
- Proving the value of IT

The calculation of the CPI is explained in the appendix.

**Figure 28—Compound Problem Index (749 Respondents)**



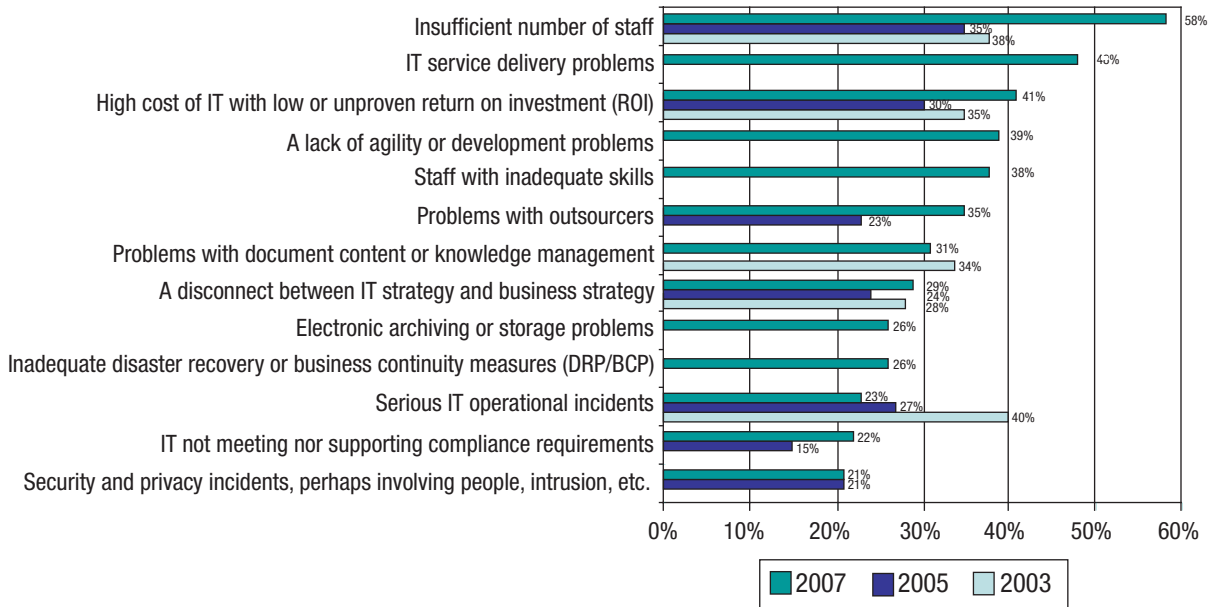
### 3.6.2 Problems Experienced

An observation from the results of Q8a, ‘Which, if any, of the following problems have you experienced with IT in the last 12 months?’ is that staffing issues (insufficient number and skills) remain the most common problems experienced by the respondents. IT service problems are second, and proving the value of IT is the third most significant problem (**figure 29**).

## 3. 13 Key Messages



**Figure 29—IT-related Problems in Last 12 Months**

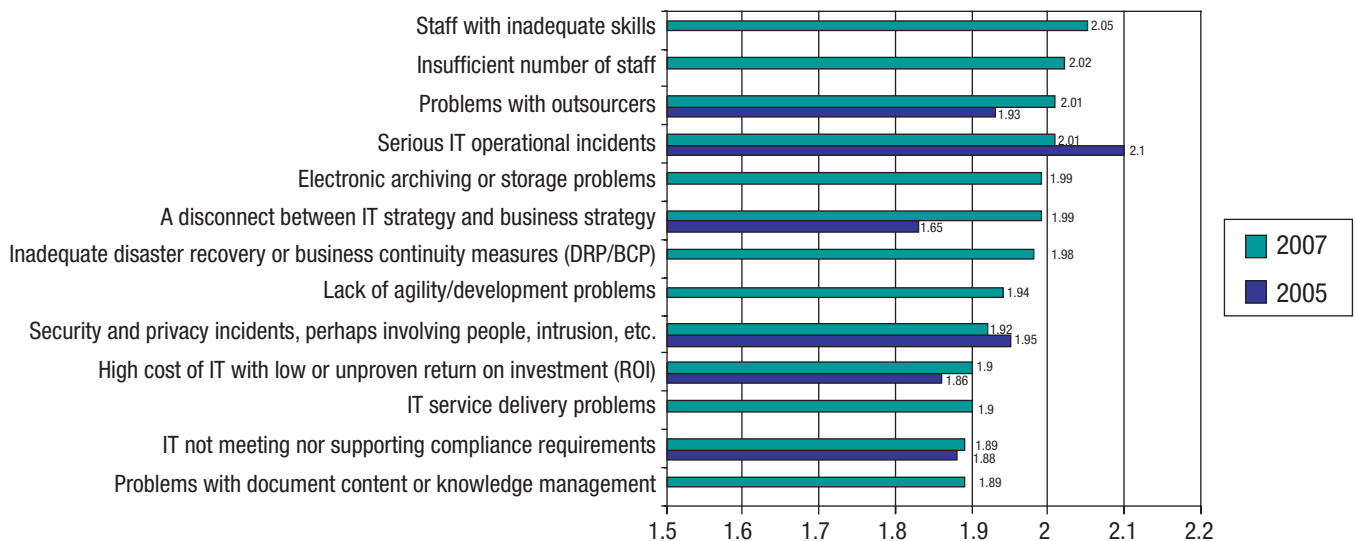


### 3.6.3 Problem Severity

The response scale was from 1, not at all serious, to 3, very serious.

Responses to Q8b, ‘How serious was this problem?’, reveal that security issues are not as serious as they were in 2005, while staffing and IT operational incidents are considered very serious (figure 30).

**Figure 30—Problem Severity**





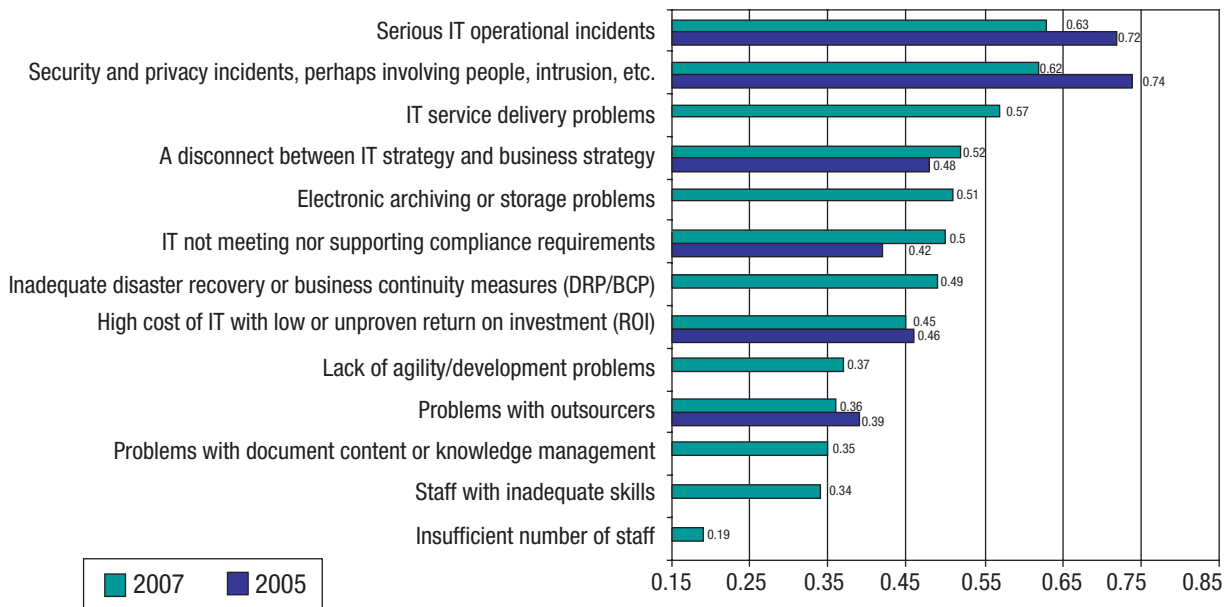
## 3. 13 Key Messages

### 3.6.4 Evolution of the Problems

The responses to Q8c, ‘Has the situation regarding these problems deteriorated, stayed the same or improved during the past 12 months?’, illustrate the reason security issues are not perceived as the most significant problem anymore (8b); the situation surrounding the problems has improved (figure 31).

The results are based on a scale from +1: Improved, 0: Identical and -1: Deteriorated.

Figure 31—Evolution of the Problems



### 3.6.5 Importance of Addressing the Problems

A scale from 1, not important, to 5, very important, was used for Q8d, ‘How important do you feel that it will be to address this problem within the next 12 months?’. Although security issues have improved, the respondents believe these issues have priority. Staffing and service delivery issues are second and third in line for remediation (figure 32).

## 3.7 Key Message 7: Good IT Governance Practices Are Known and Applied, But Not Universally

**Message:** Good IT governance practices are known and applied, but not universally.

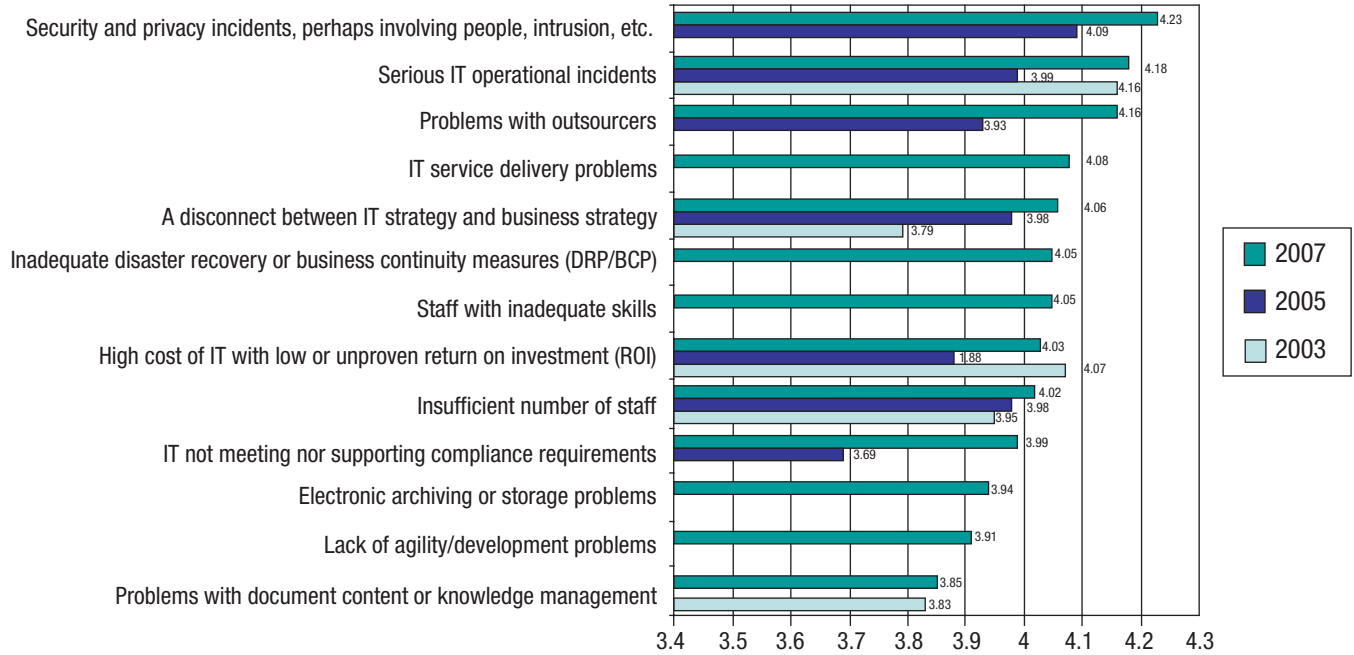
Apart from ‘implementing the IT balanced scorecard (BSC)’, all practices that are believed to be effective are currently being widely implemented. Day-to-day management of the IT service in combination with the most optimal delivery to the business are the most common practices. Figure 33 illustrates this finding from Q10, ‘Do your organisation’s current IT governance practices include any of the following practices?’.

Note: The percentage is the number of respondents who answered ‘yes’.

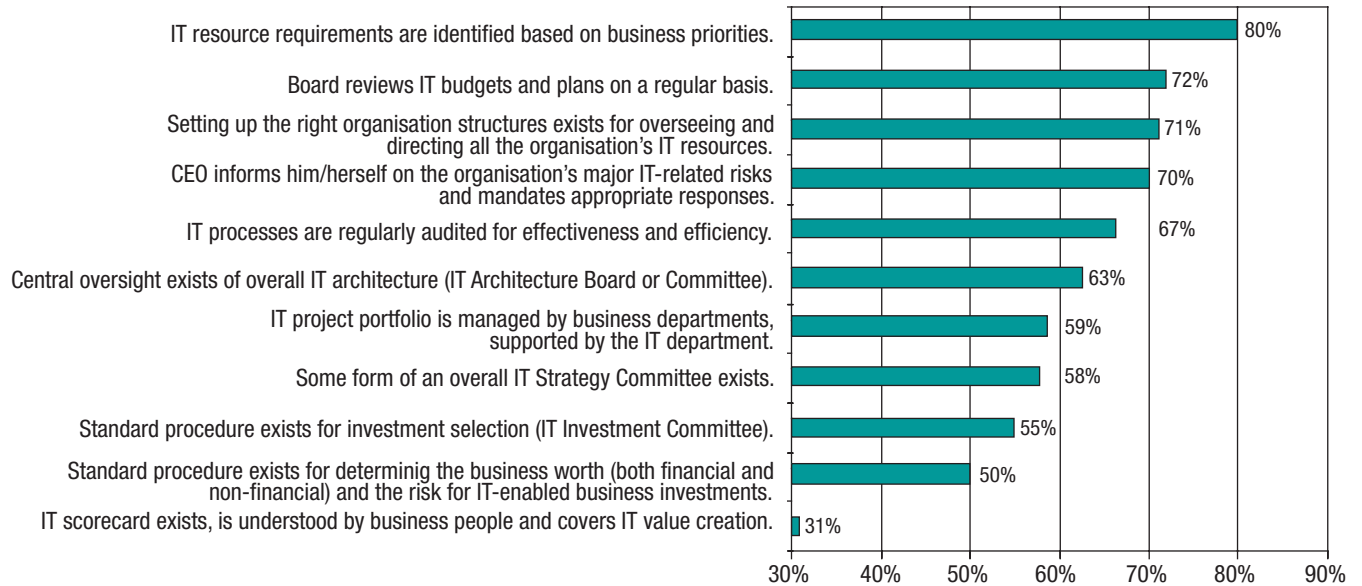
## 3. 13 Key Messages



**Figure 32—Importance of Addressing the Problems**



**Figure 33—Current IT Governance Practices (749 Respondents)**





## 3. 13 Key Messages

### 3.8 Key Message 8: Organisations Know Who Can Help

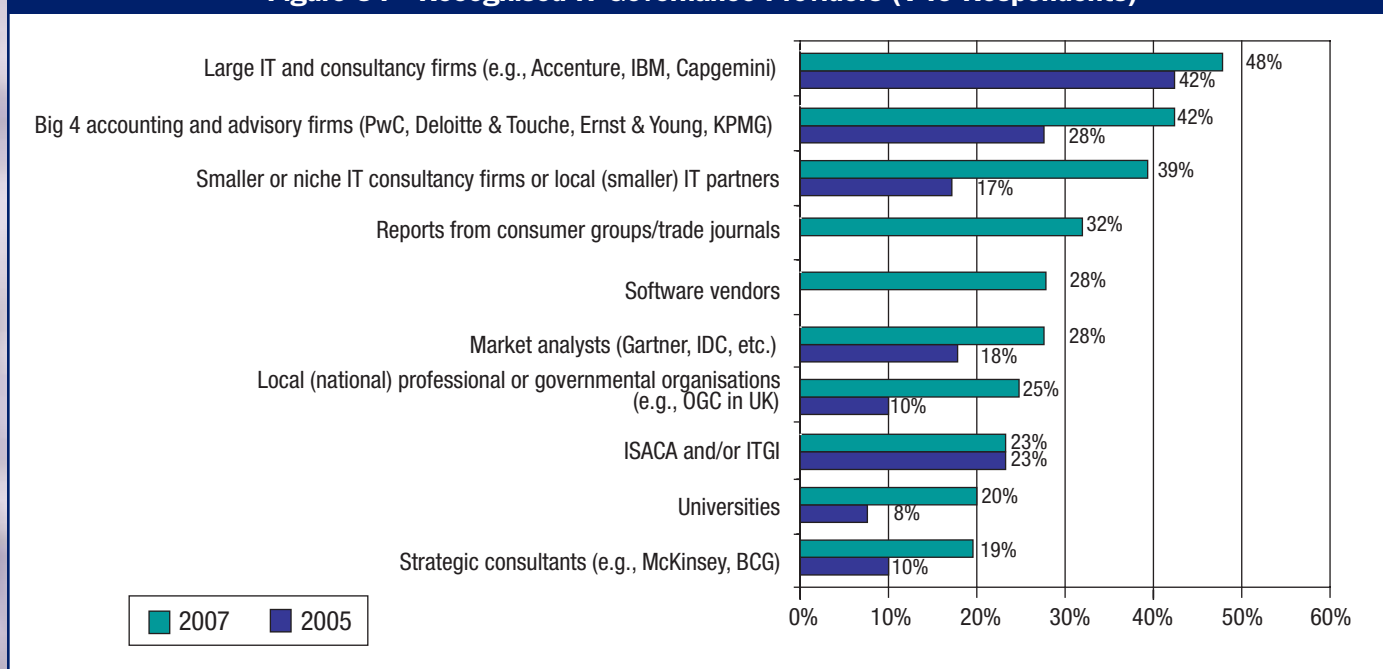
**Message:** Organisations know who can help them implement IT governance, but appreciation for the available expertise and delivery capability is only average.

#### 3.8.1 Solution Provider Awareness

**Figure 34**, based on Q12a, ‘What organisations, if any, are you aware of that provide or implement solutions to IT governance problems?’, shows that the best-known IT governance solution providers are:

- Large IT and consultancy firms
- The Big 4
- Smaller or niche consultancy firms

**Figure 34—Recognised IT Governance Providers (749 Respondents)**



#### 3.8.2 Needed Practices

In Q11, ‘How important is it for organisations active in IT governance to support your organisation with the following practices?’, the respondents were asked to list the practices that returned the most value (**figure 35**). It was clear that the most pragmatic and practical practices are most popular:

- Best practices
- Standards
- Experience from others

#### 3.8.3 Overall Rating of Solution Providers

Based on responses to Q13 on rating IT governance solution providers, it is clear that when integrating the expertise and capability of the IT governance solution providers, the top three are:

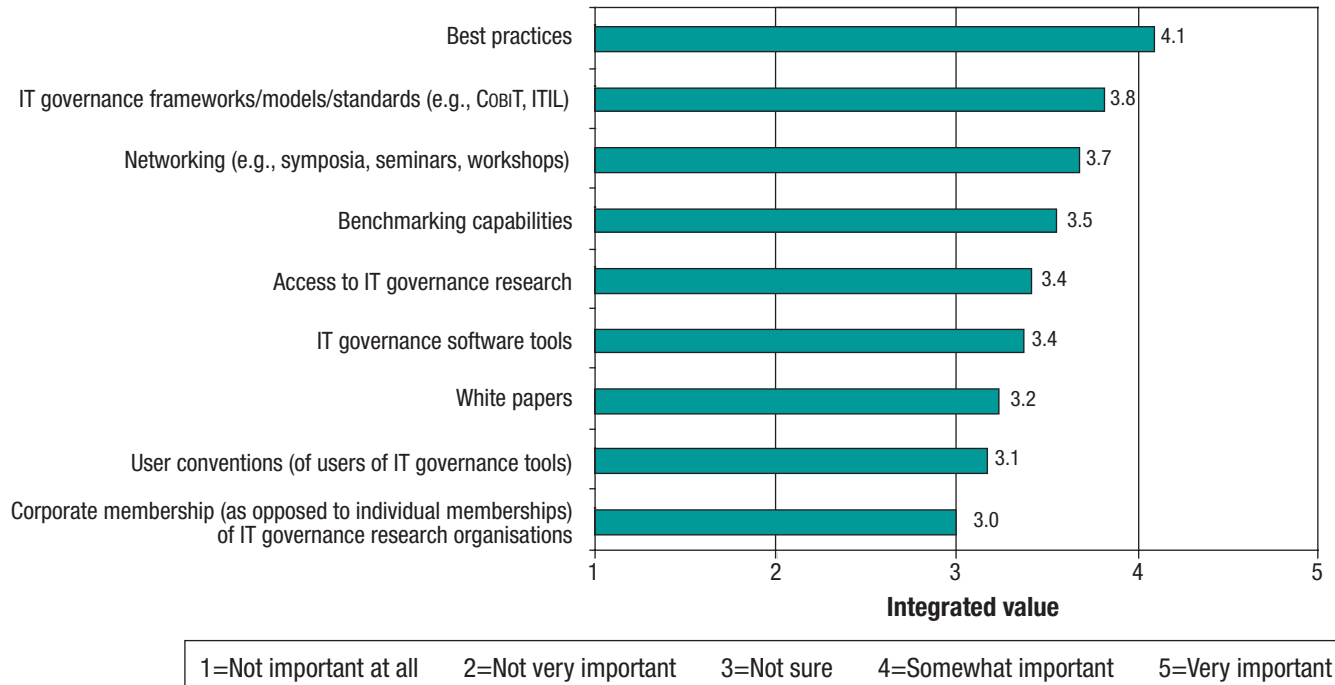
- Large IT and consultancy firms
- ISACA
- ITGI

Specifically regarding expertise, ISACA and ITGI scored the highest of all providers (**figure 36**).

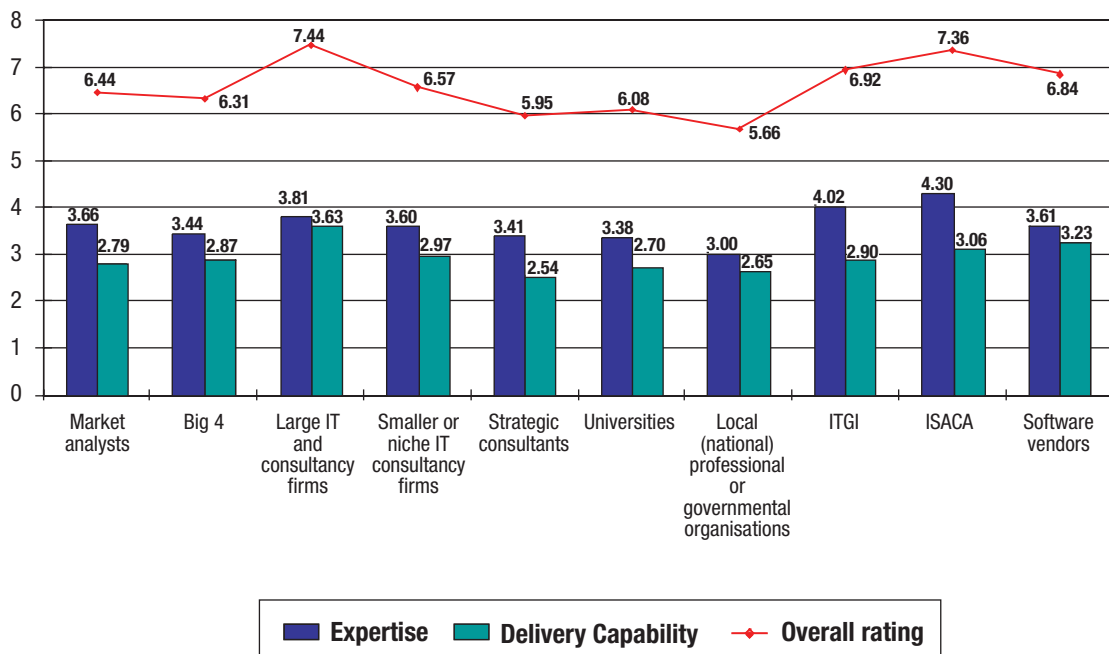
# 3. 13 Key Messages



**Figure 35—Support for IT Governance Practices (749 Respondents)**



**Figure 36—Rating IT Governance Solution Providers**





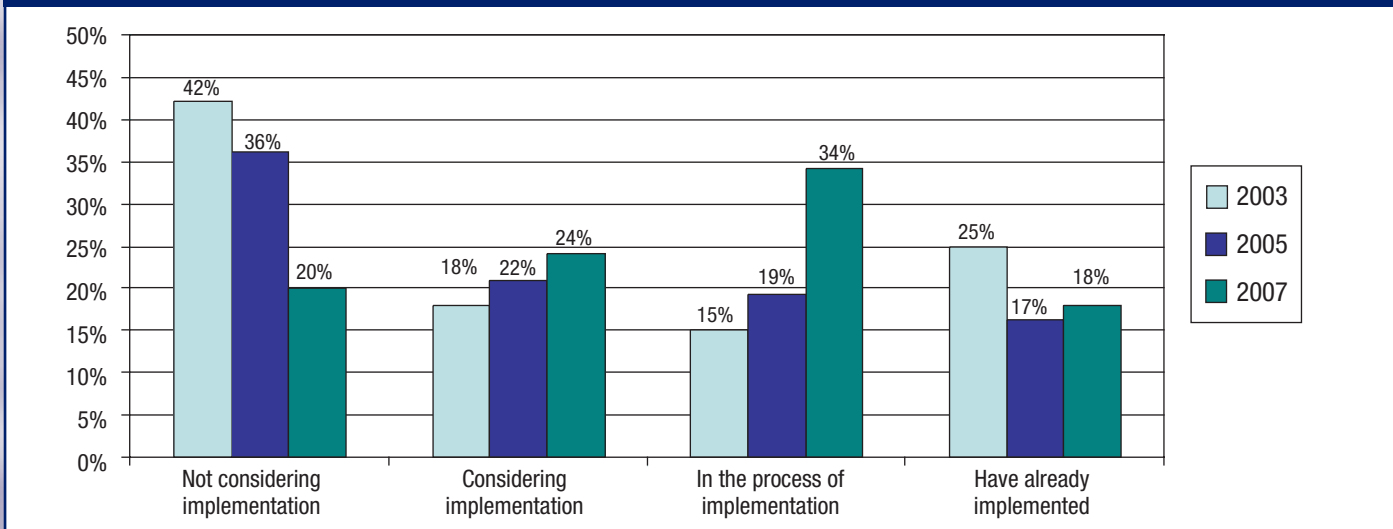
## 3. 13 Key Messages

### 3.9 Key Message 9: Action is Being Taken or Plans Are Underway to Implement IT Governance Activities

**Message:** Action is being taken or plans are underway to implement IT governance activities. A large increase is evident when compared to the 2006 report.

The results from Q14, ‘Have you implemented, are you in the process of implementing or are you considering implementing improved IT governance practices?’, show that a large part of the population recently became aware that IT governance practices are needed; there was a decrease of 15 percentage points between 2005 and 2007 for those ‘not considering’ (**figure 37**). A relative number of respondents who had already implemented those practices stayed stable in comparison to 2005. Encouragingly, more people are considering or are in the process of implementing IT governance practices (58 percent).

**Figure 37—IT Governance Implementation (749 Respondents)**



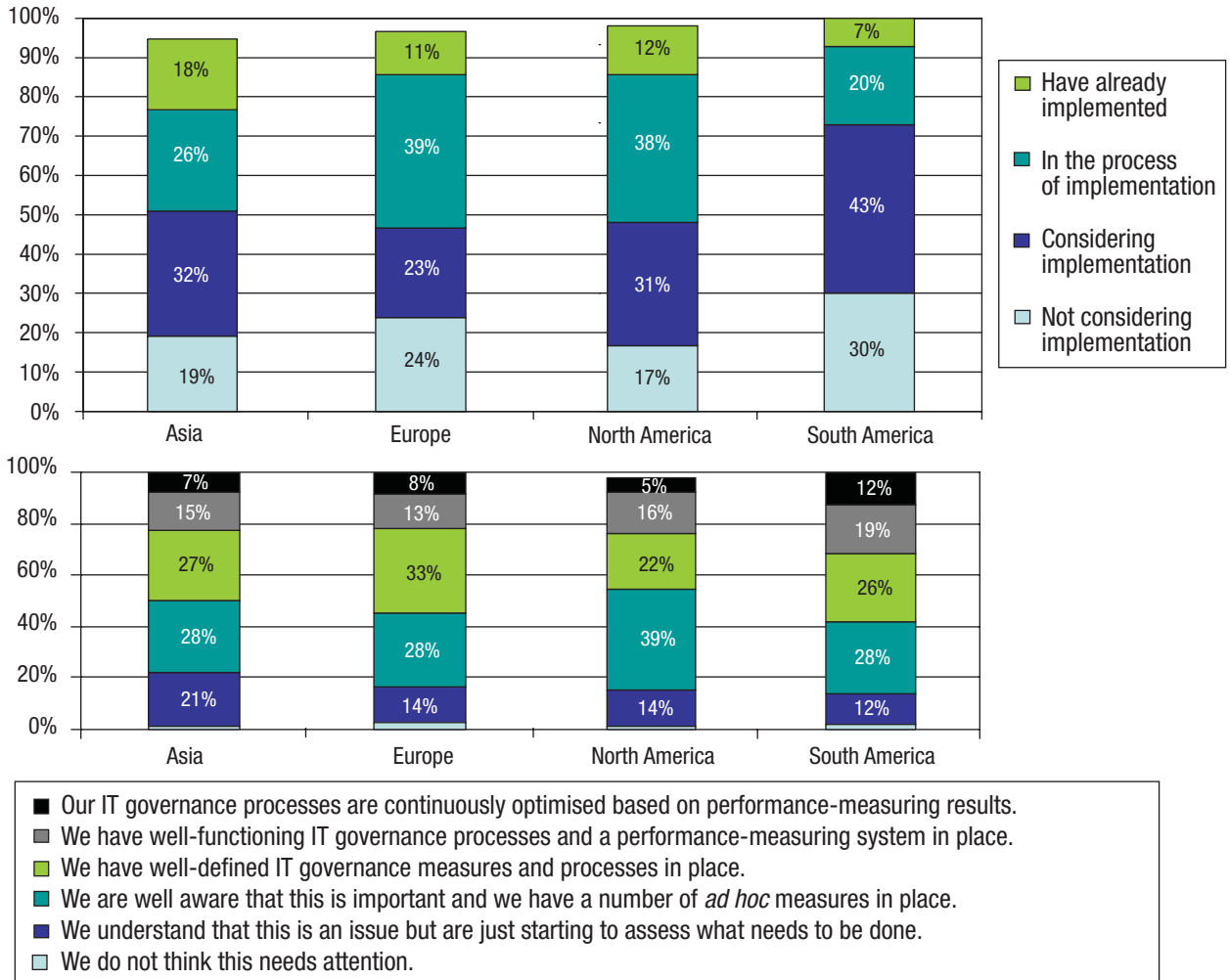
As illustrated in **figure 38**, South America has the largest potential for improvement, with only 7 percent of the organisations having already implemented improved IT governance practices and 20 percent in the planning stages. This is a contradiction with the fact that 31 percent of the South American respondents rated their IT governance maturity as level as ‘well-functioning’ to ‘optimised’.

In **figure 39**, it is clear that manufacturing and retail organisations are least likely to consider implementing improved IT governance practices.

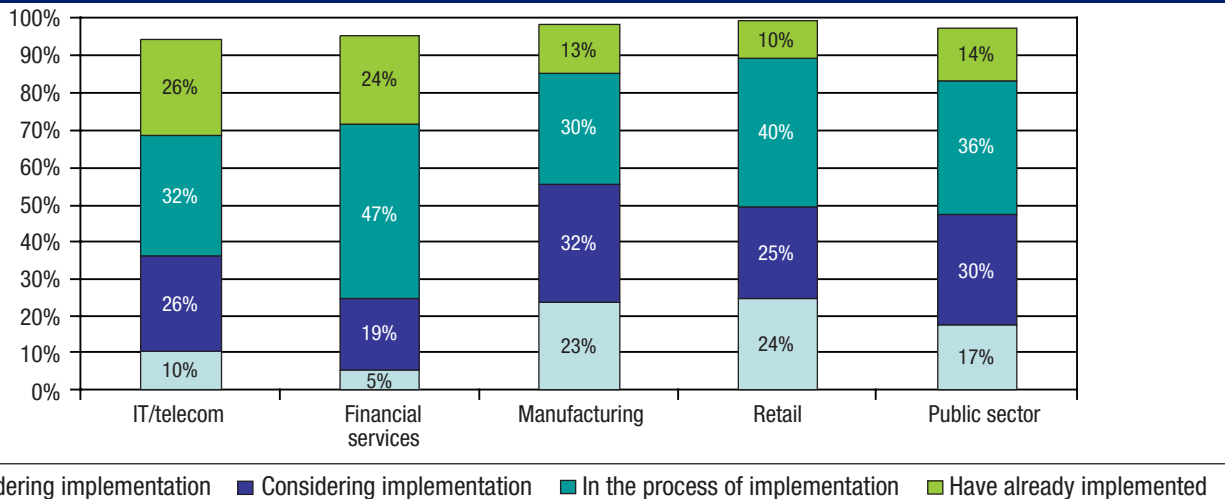
# 3. 13 Key Messages



**Figure 38—IT Governance Implementation, by Geography**



**Figure 39—IT Governance Implementation, by Sector**





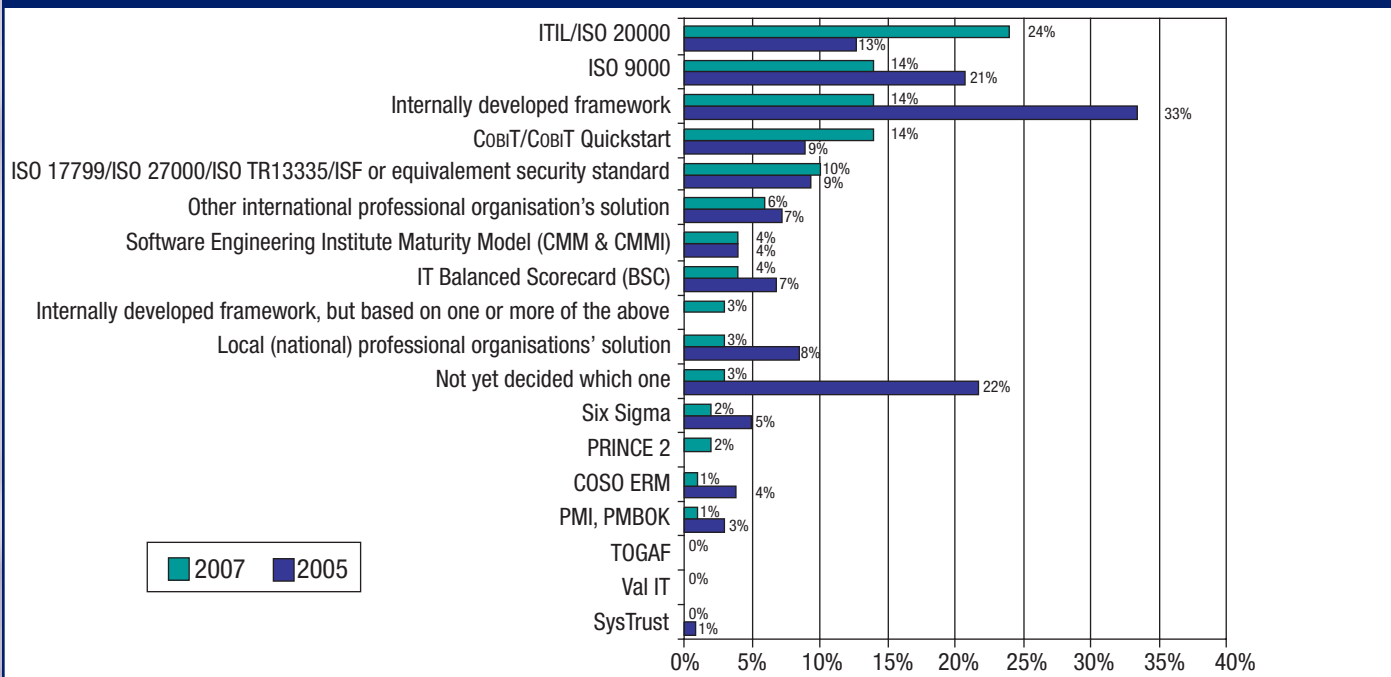
## 3. 13 Key Messages

### 3.10 Key Message 10: Organisations Use the Well-known Frameworks and Solutions

**Message:** Organisations use the well-known frameworks and solutions.

The results of Q16, ‘What (IT governance) solutions/frameworks do you use or are you considering using?’, do not include responses from the COBIT sample. As **figure 40** shows, IT Infrastructure Library (ITIL) and ISO 20000 are the most used frameworks, even though ITIL is focused mainly on service delivery and is not an IT governance framework. COBIT is tied with internal solutions, which are often based on COBIT, ITIL and ISO 9000.

**Figure 40—Selected IT Governance Frameworks: No COBIT Respondents (597 Respondents)**



### 3.11 Key Message 11: COBIT Awareness Has Exceeded 50 Percent

**Message:** COBIT awareness has exceeded 50 percent, and adoption and use remain around 30 percent. Twenty-five to 35 percent of respondents apply COBIT to the letter or are very strict. Fifty percent of respondents indicate that COBIT is ‘one of the reference sources’. In general, there is high appreciation of COBIT, as has been seen in prior reports.

To prevent bias, researchers excluded all COBIT respondents in this section and used only the general sample.

#### 3.11.1 COBIT Acceptance

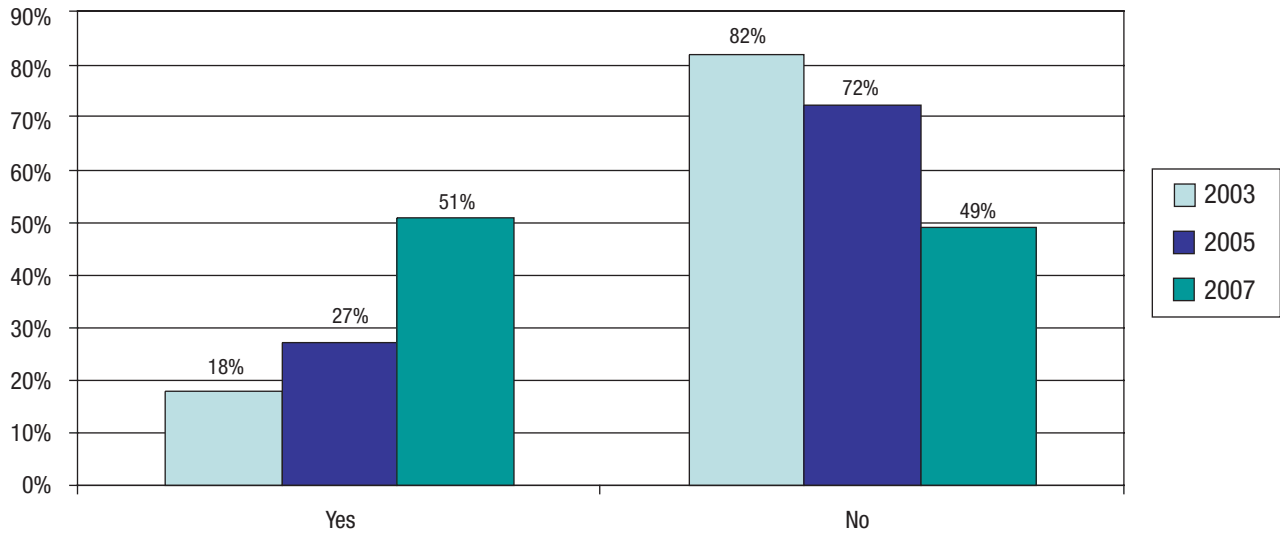
Responses to Q21, ‘Are you personally aware of the existence of COBIT?’, show that COBIT has increased significantly in the area of brand awareness (24 percent increase from 2005 and 33 percent increase from 2003). This means that many more IT governance professionals have become aware of COBIT as a solution over the past four years (**figure 41**).

Q23a, ‘Does your organisation (in any area) currently use COBIT? (of the percent of respondents who know COBIT)’, shows that the usage of COBIT as an IT governance framework remains around 30 percent (29 percent in 2005, 32 percent in 2007) (**figure 42**).

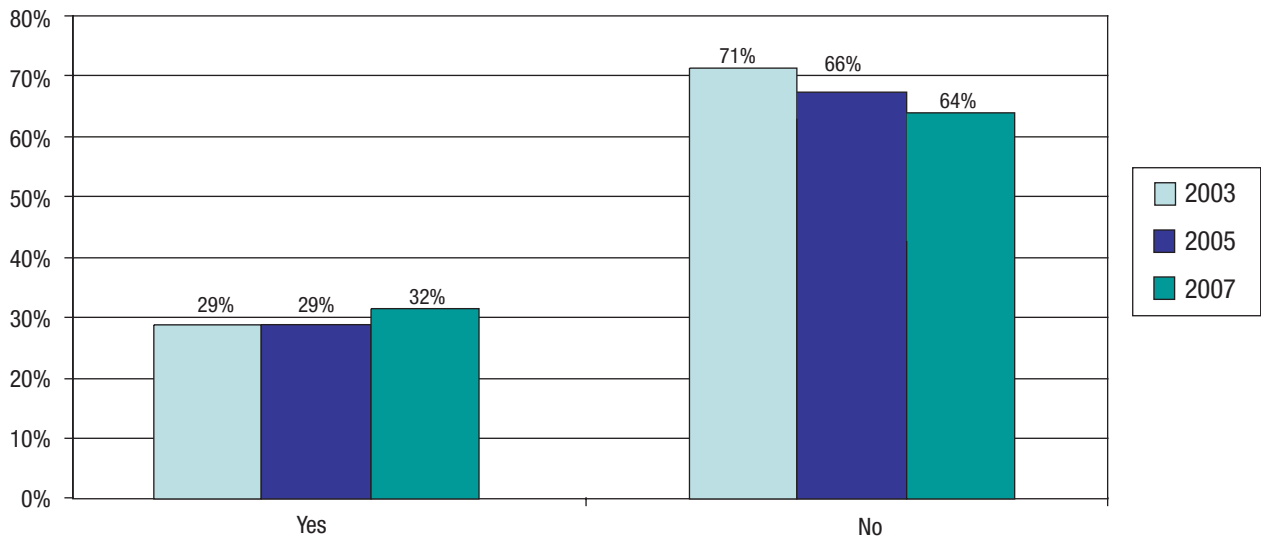
## 3. 13 Key Messages



**Figure 41—Personal Awareness of COBIT (652 Respondents)**



**Figure 42—Use of COBIT Within Organisations Aware of COBIT (329 Respondents)**



Consequently, overall COBIT acceptance (**figure 43**) is calculated as (awareness of existence) × (use in organisation) and proves that, although the relative use of COBIT in organisations has remained the same, a large number of organisations have started to use COBIT in the last two years, resulting in a doubling of the 2005 figure.

### 3.11.2 COBIT Awareness and Use

From responses to Q22a, 'Are you personally aware of the contents of COBIT (if personally aware of the existence of COBIT)?', it is clear that although the evolution of the awareness of the COBIT content is not as explicitly positive as its brand awareness (1 percent in comparison with 2005), an absolute larger number of IT governance professionals is aware of the content of COBIT (**figure 44**).



### 3. 13 Key Messages

Figure 43—COBIT Adoption and Use

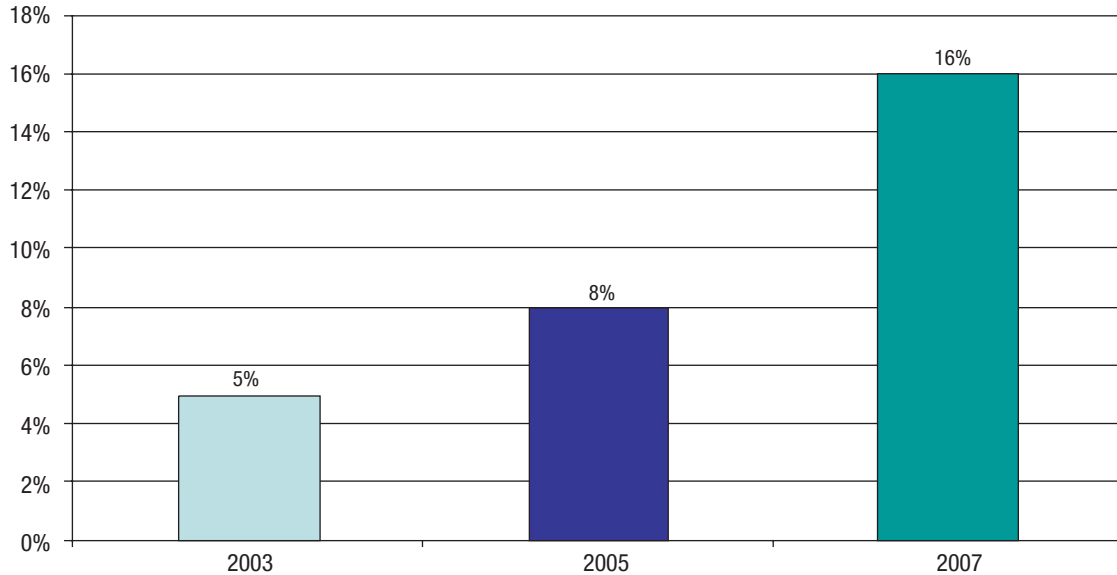
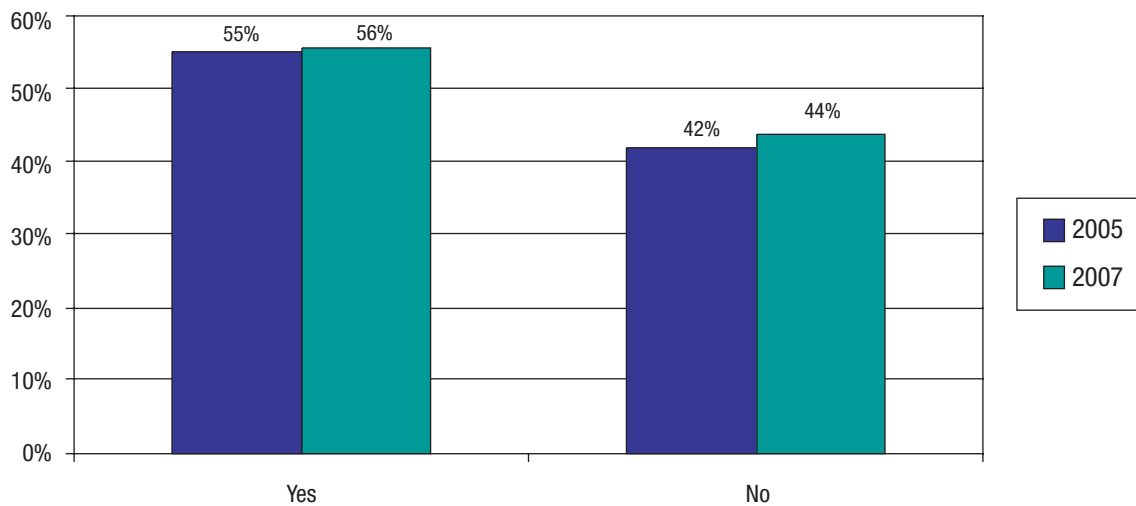


Figure 44—Personal Awareness of COBIT Content



Answers to Q22b, ‘To what extent are you aware of the contents (if personally aware of the existence and contents of COBIT)?’, show that the extent of awareness of the content has stayed the same (figure 45).

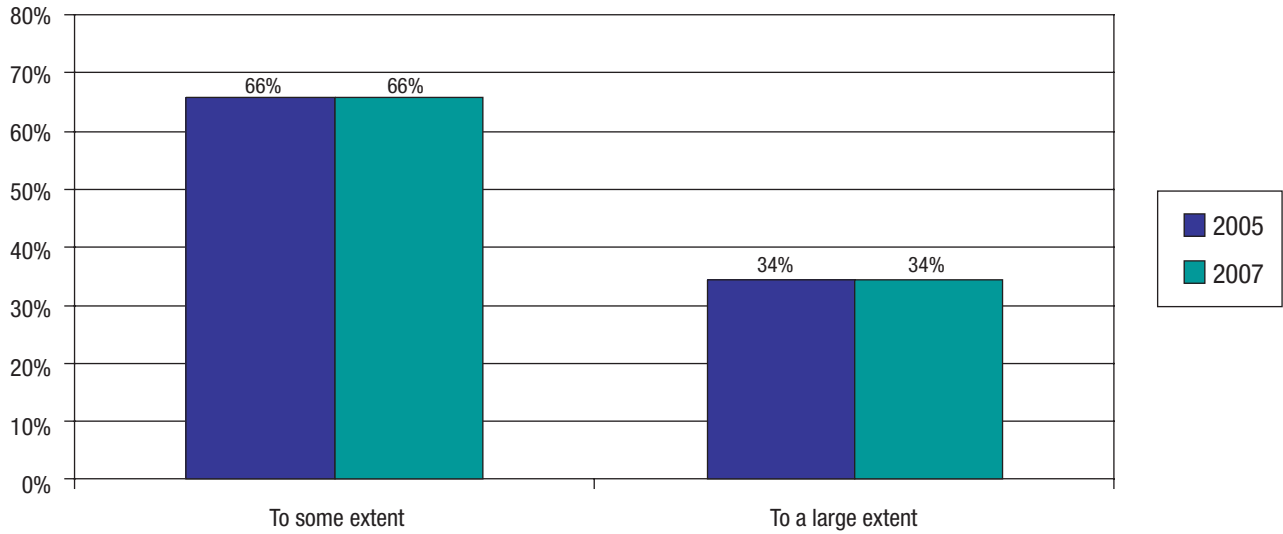
Q23b asked, ‘Does your organisation (in any area) use COBIT for any of the following activities and to what extent is COBIT used?’. On average, 33 percent apply COBIT to the letter or very strictly, and 46 percent say it is ‘one of the reference sources’ (figure 46).

When taking into account the COBIT sample, 38 percent apply COBIT to the letter or very strictly, and 48 percent say it is ‘one of the reference sources’ (figure 47).

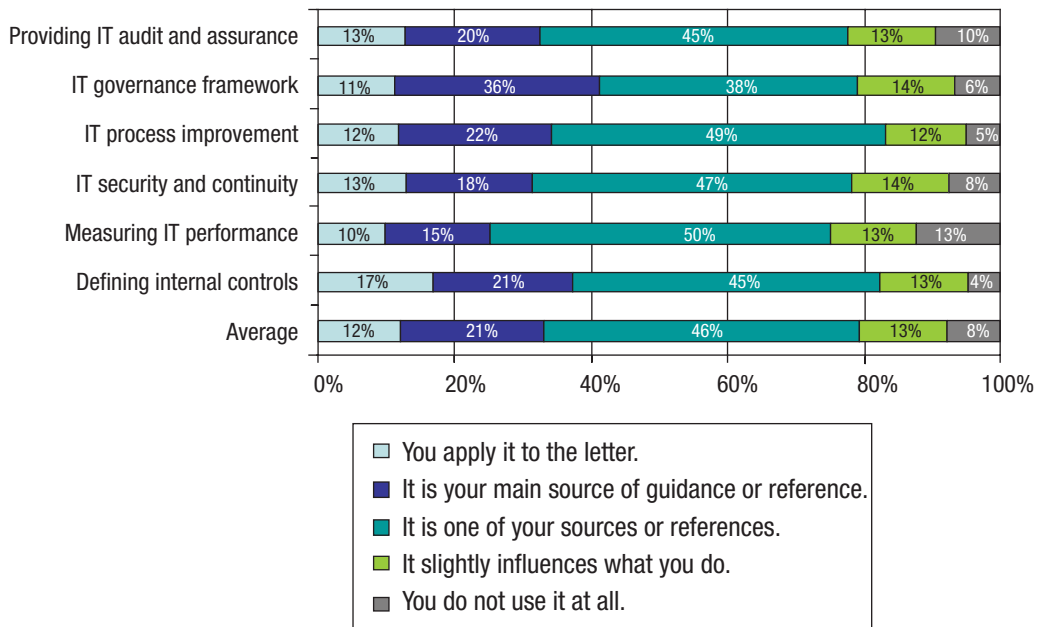
### 3. 13 Key Messages



**Figure 45—Extent of Personal Awareness of COBIT Content**



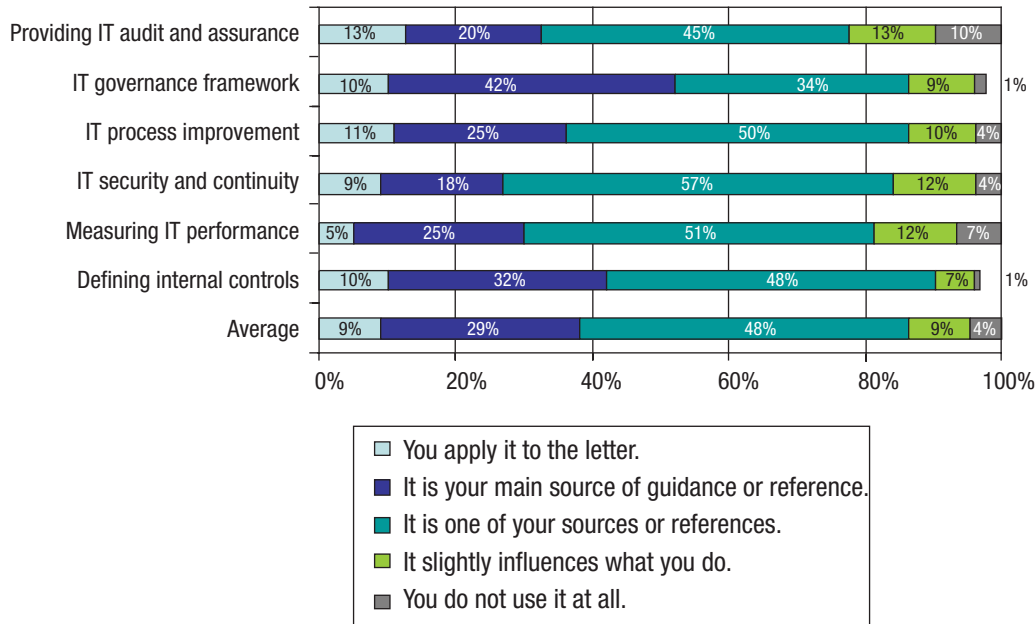
**Figure 46—Use of Portions of COBIT, Without COBIT Respondents**





## 3. 13 Key Messages

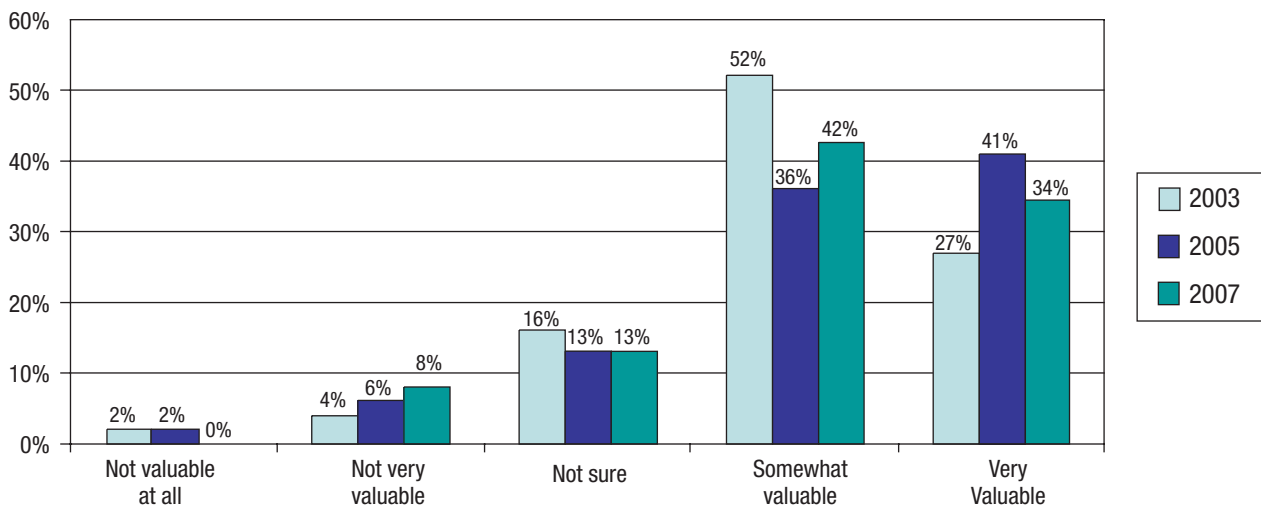
**Figure 47—Use of Portions of COBIT, With COBIT Respondents**



### 3.11.3 COBIT Value

**Figure 48** shows the responses to Q24, ‘How valuable do you think COBIT is in your IT governance efforts/initiatives?’.

**Figure 48—Value of COBIT for IT Governance Efforts (96 Respondents)**

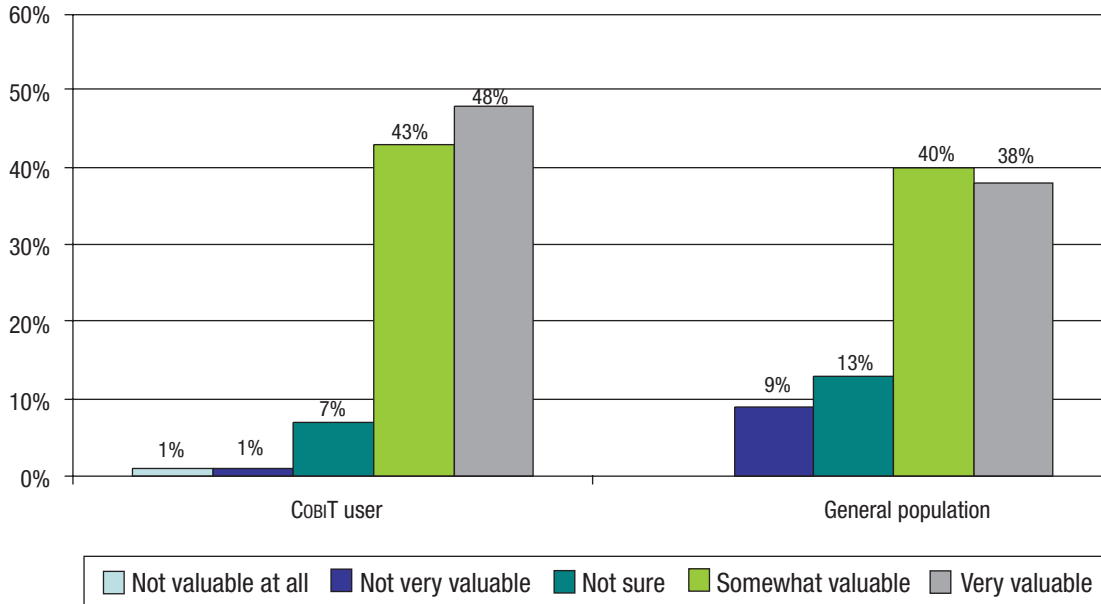


In general, there is a high appreciation of COBIT, similar to previous years. The value for a COBIT user is significantly higher (10 percent for ‘very valuable’) than for the general population, as shown in **figure 49**.

## 3. 13 Key Messages



Figure 49—Value of CoBIT for IT Governance Efforts: CoBIT vs. General Population



### 3.12 Key Message 12: More Than Half of the Respondents Apply or Plan to Apply Val IT Principles

**Message:** More than half of the respondents apply or plan to apply Val IT principles, but are not familiar with the Val IT brand itself.

Q29a asks, ‘Are the following IT-related investment principles applied or planned to be applied in your organisation?’. **Figure 50** shows that, on average, 55 percent of the respondents say that all practices are at least often or usually applied or planned to be applied. In Q29b, ‘Which two principles deliver the greatest value to the organisation?’, the respondents listed the principles from most to least important (**figure 51**).

### 3.13 Key Message 13: Major Obstacles Include ROI and Knowledge/Expertise Issues

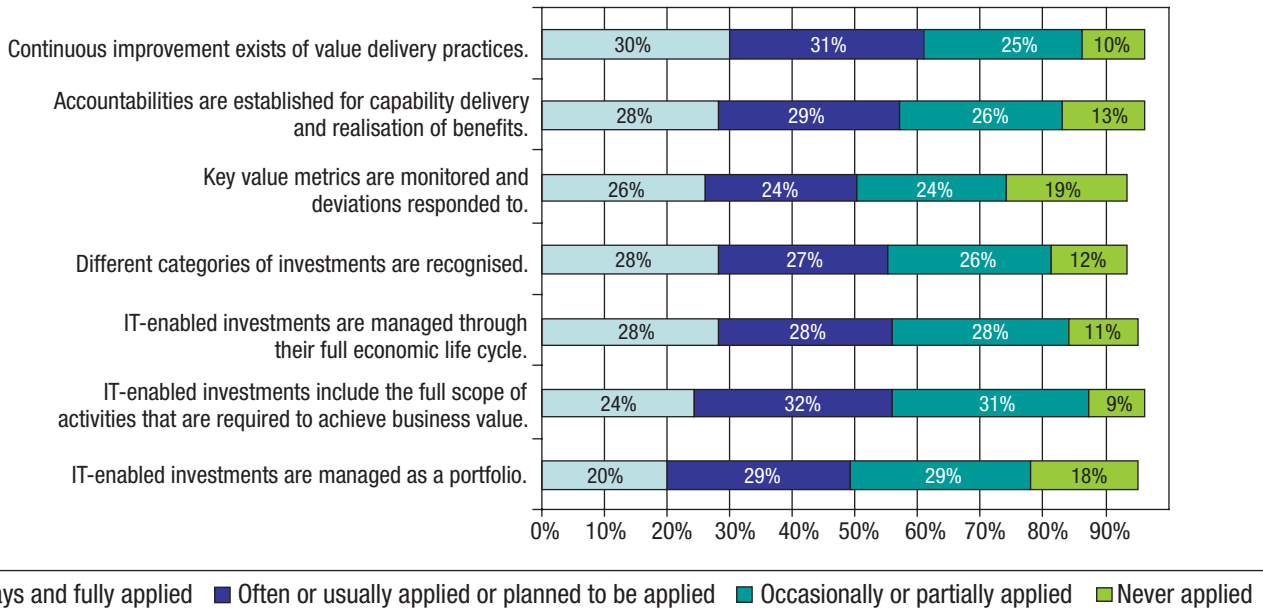
**Message:** Major obstacles to adoption and use of Val IT principles include uncertainty regarding the return on investment (ROI) and lack of knowledge/expertise.

As a follow-up, the respondents had the chance to express what they felt was the largest showstopper for IT investment management. Q31, ‘What do you see as the greatest obstacles/constraints to organisations adopting the principles defined previously?’, found that the largest obstacles are related to lack of knowledge about IT governance practices and unknown outcome of IT investment management practices in terms of ROI (**figure 52**).

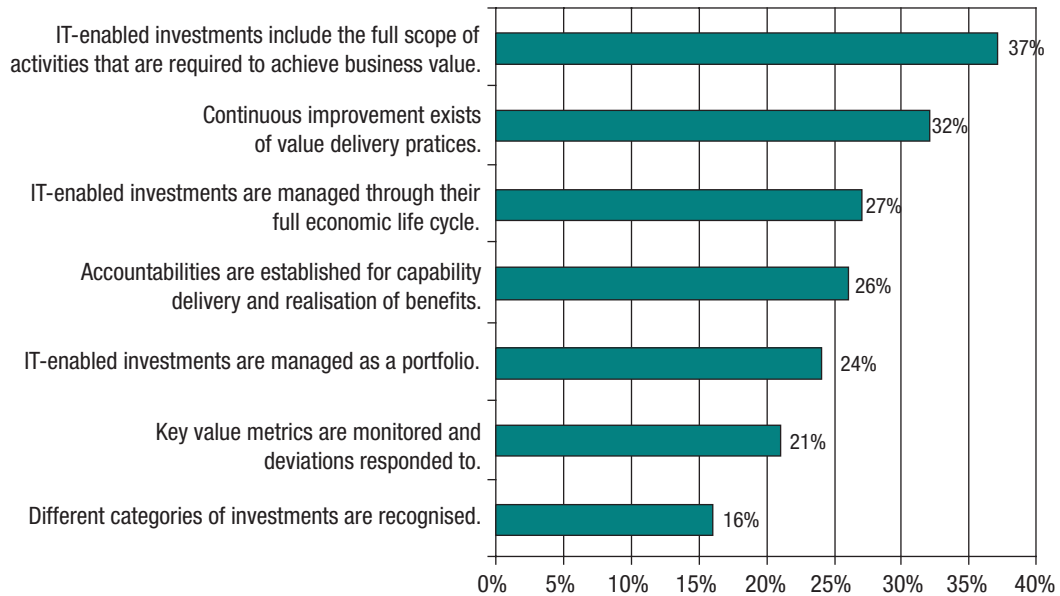


### 3. 13 Key Messages

**Figure 50—IT-related Investment Principles (749 Respondents)**



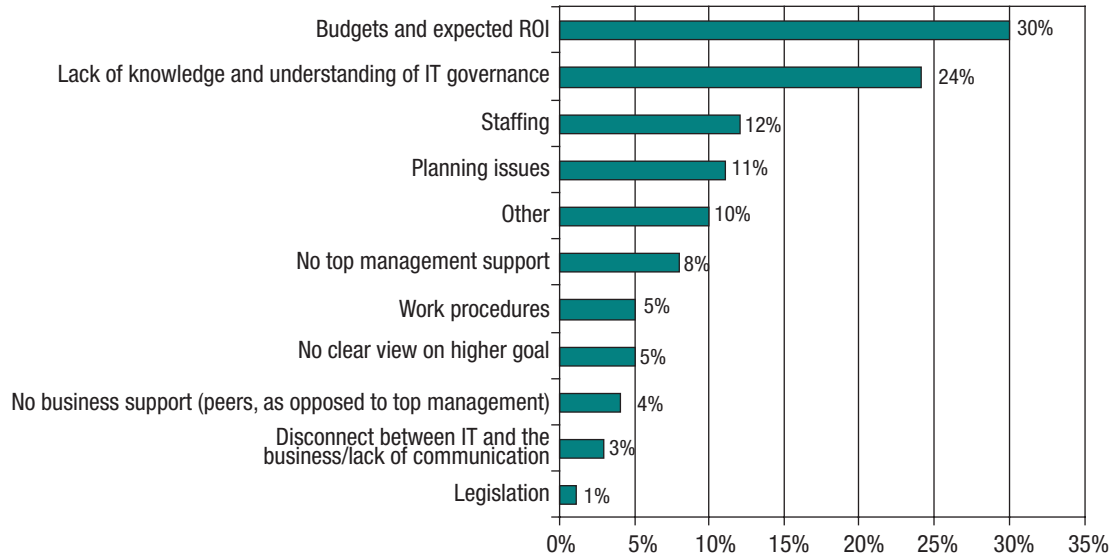
**Figure 51—The Two Principles That Deliver the Greatest Value (749 Respondents)**



### 3. 13 Key Messages



**Figure 52—Greatest Obstacles/Constraints (652 Respondents)**





# 4. IT Risk Management



## 4.1 Introduction

The basis of the argument to implement IT governance and related practices always links back to the risks that will be remediated or the value that will be added. Therefore, the following two topics have been focused on in more detail:

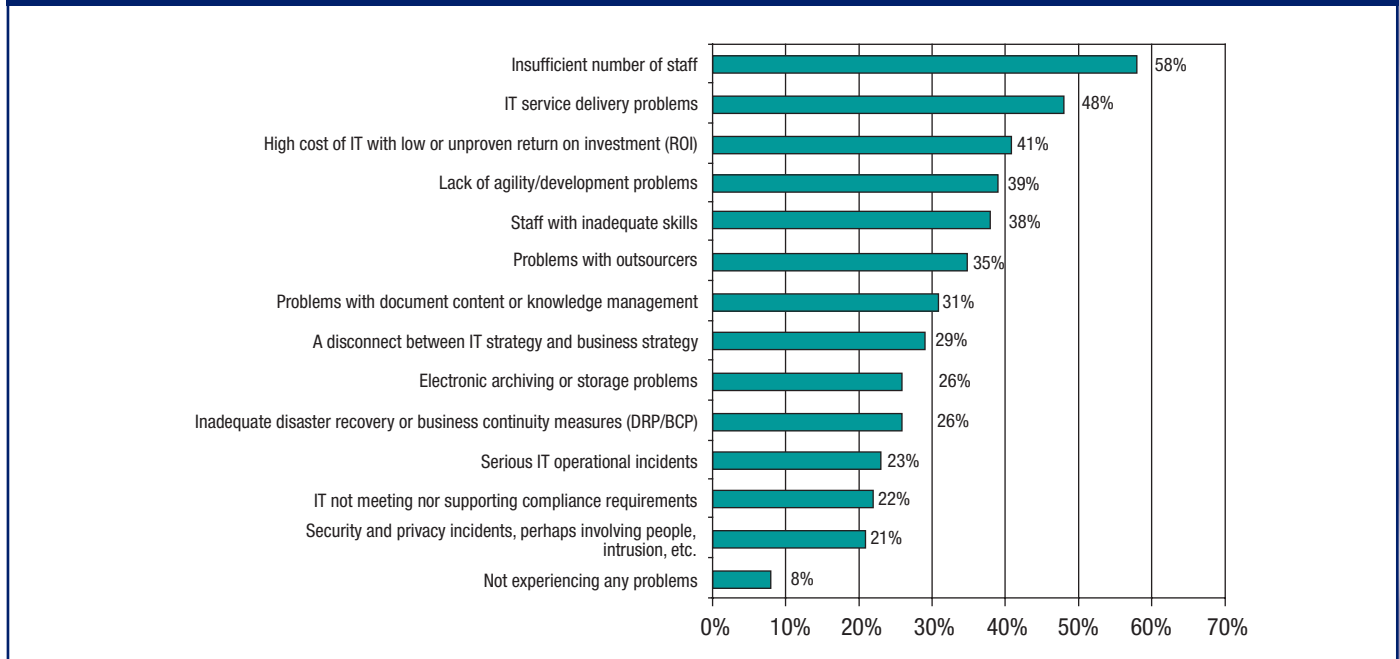
- IT value management
- IT risk management

## 4.2 Key Findings

### 4.2.1 Controlling IT Risks

Q8, ‘IT-related problems’ shows several problems imposing potential risks on the organisation (**figure 53**), e.g., an insufficient number of staff will lead to an overreliance on a limited number of persons, leading to the risk of concentrating knowledge and potentially losing this knowledge when that person leaves the organisation.

**Figure 53—IT-related Problems (749 Respondents)**



Answers to Q10, ‘Do your organisation’s current IT governance practices include any of the following practices?’, show that 70 percent of the CEOs are currently performing some kind of (informal) IT risk management (**figure 54** and **figure 55**). In addition, IT risk management is the fourth most important practice and has gained importance (6 percent) in comparison to 2005.

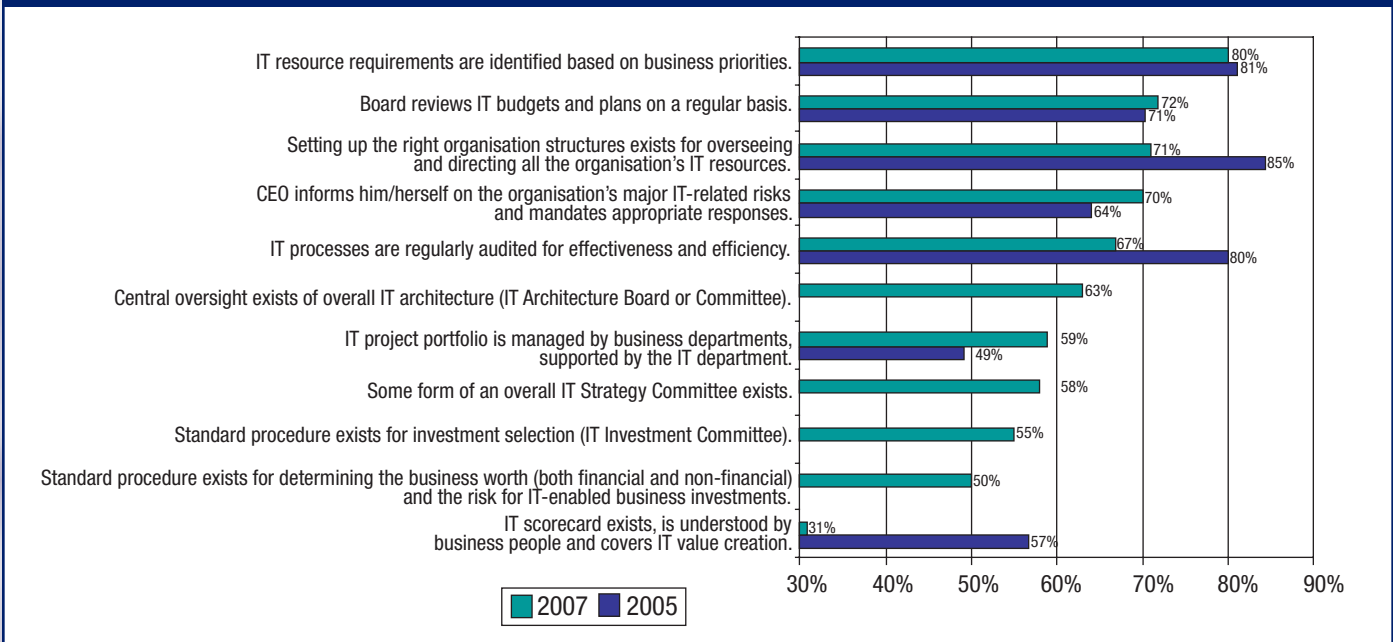
Responses to Q15, ‘Have you implemented, or are you in the process of implementing, any measures to improve?’, illustrate that in 2007 the response rate for ‘not considering’ had decreased by 10 percent in comparison to 2005, which means that awareness is rising and respondents want to and are trying to implement IT risk measures (**figure 56** and **figure 57**).

Data for Q20, ‘How important is IT risk management to your organisation?’, show that 80 percent of the respondents believe that IT risk management is important (**figure 58** and **figure 59**). When combining these results with the fact (Q15) that only 30 percent (**figure 57**) have already implemented measures to improve IT risk management, researchers can conclude that a huge market potential is present for guidance on IT risk management.

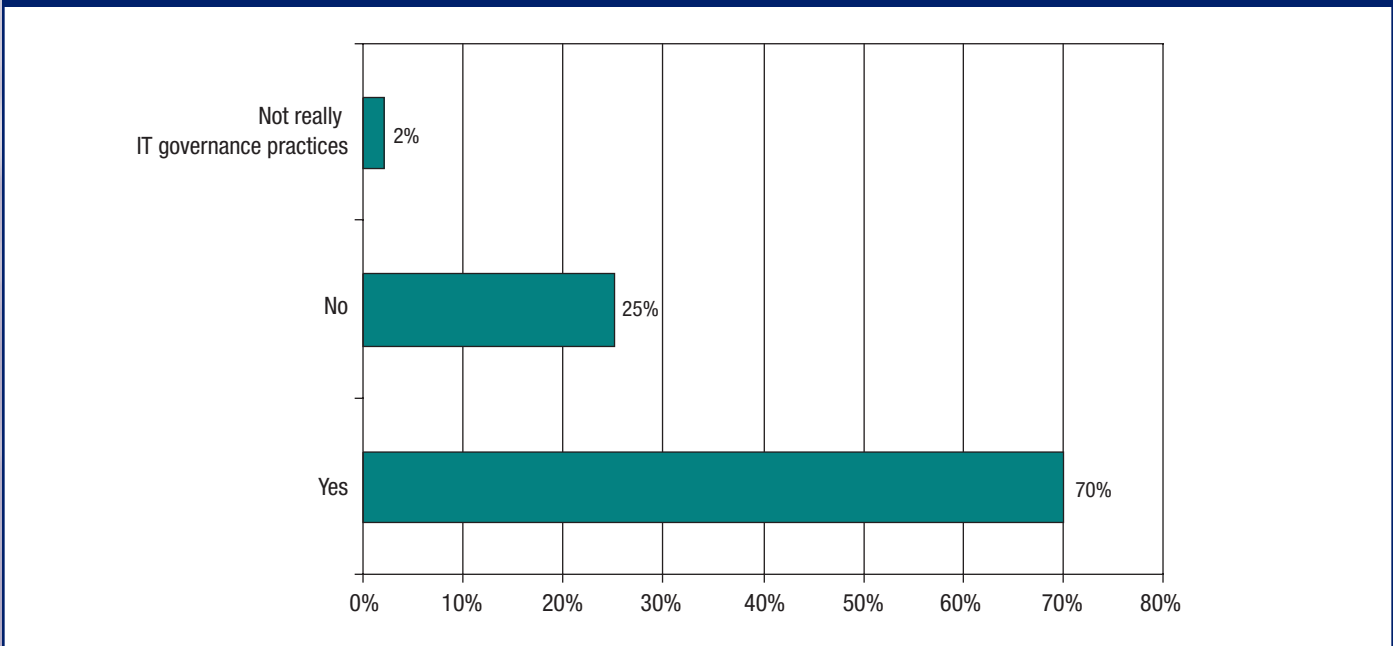


## 4. IT Risk Management

**Figure 54—Current IT Governance Practices (749 Respondents)**



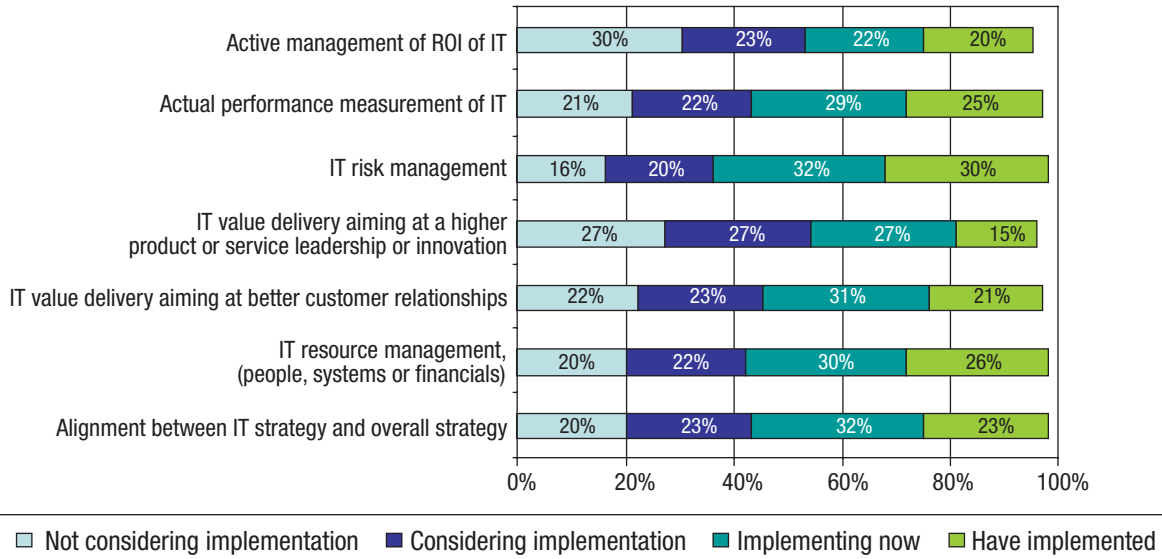
**Figure 55—Current IT Governance Practices, Top Line for the Risk-related Question in Figure 54**



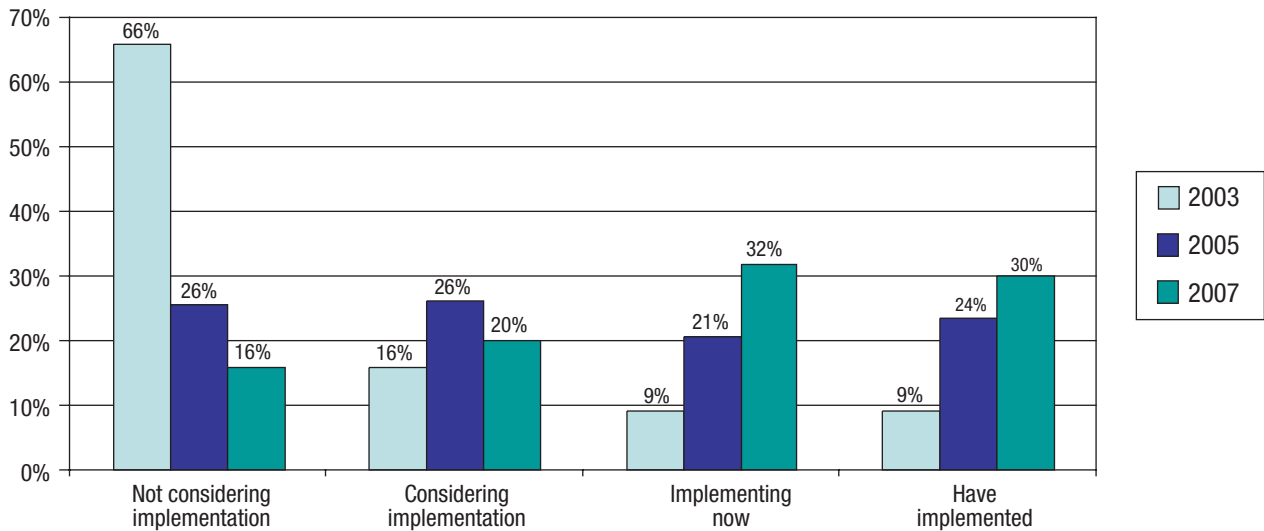
# 4. IT Risk Management



**Figure 56—Measures to Improve**



**Figure 57—Measures to Improve IT Risk Management (652 Respondents)**





## 4. IT Risk Management

Figure 58—IT Risk Management (749 Respondents)

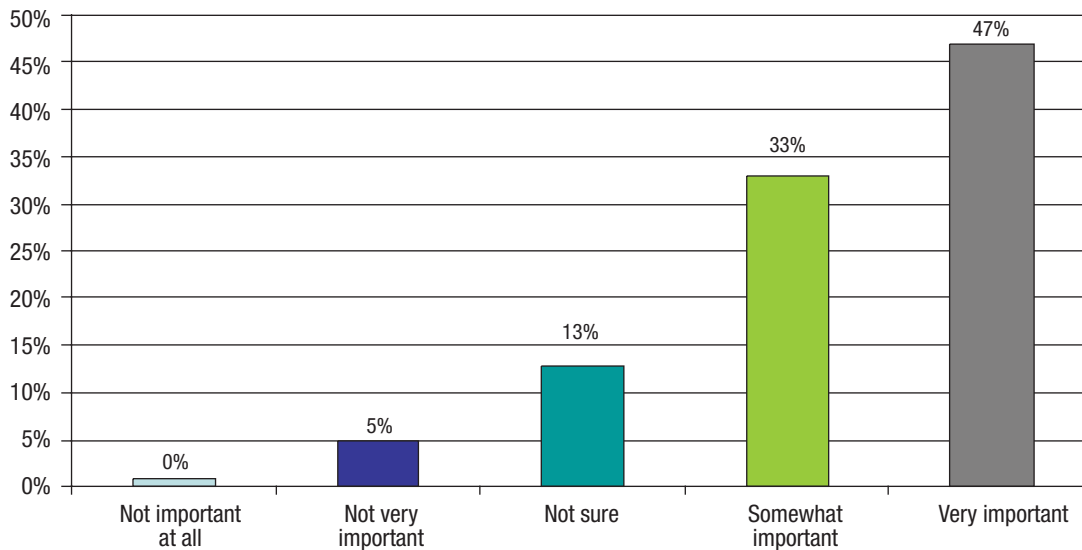
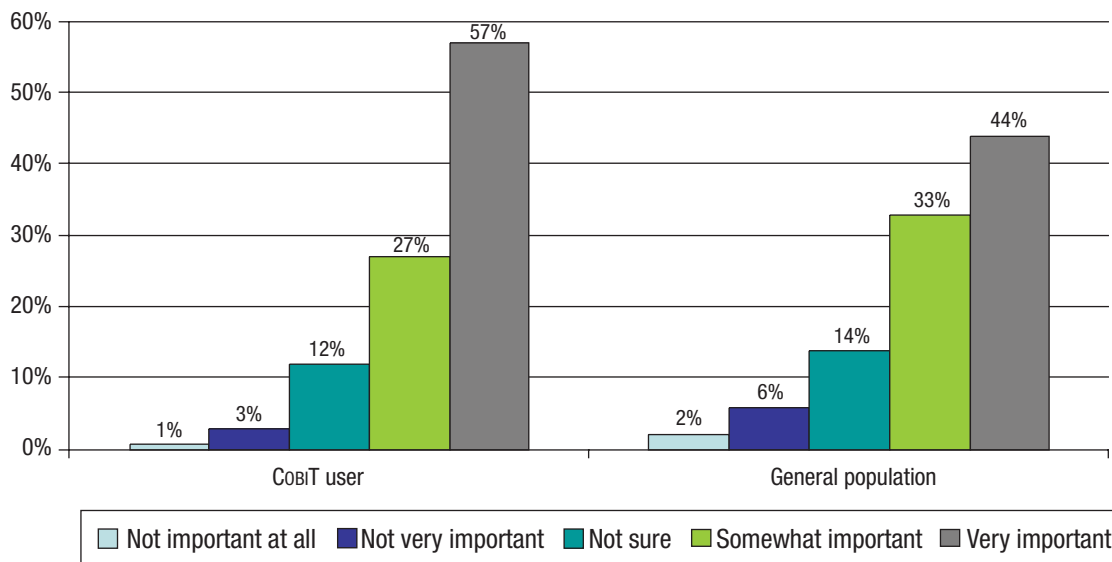


Figure 59—IT Risk Management: CoBIT vs. General Population

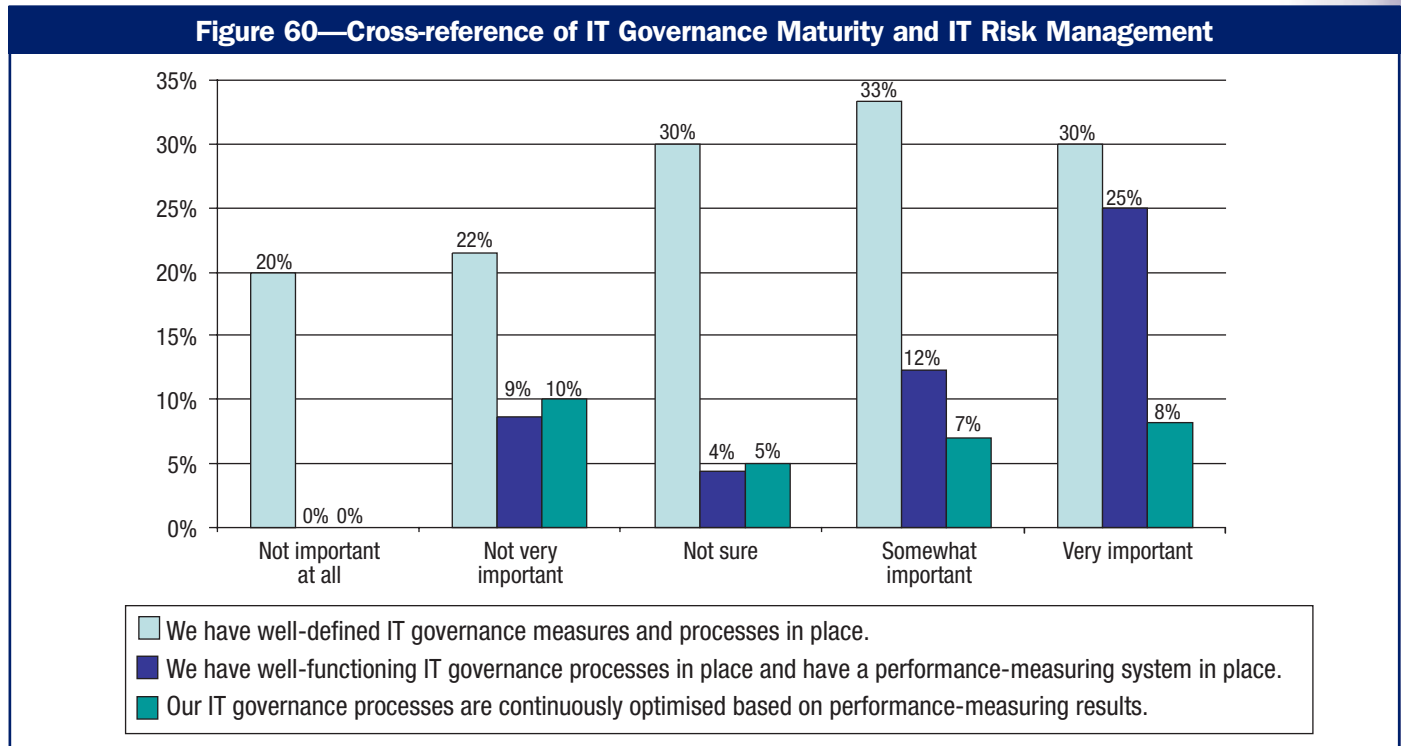


# 4. IT Risk Management

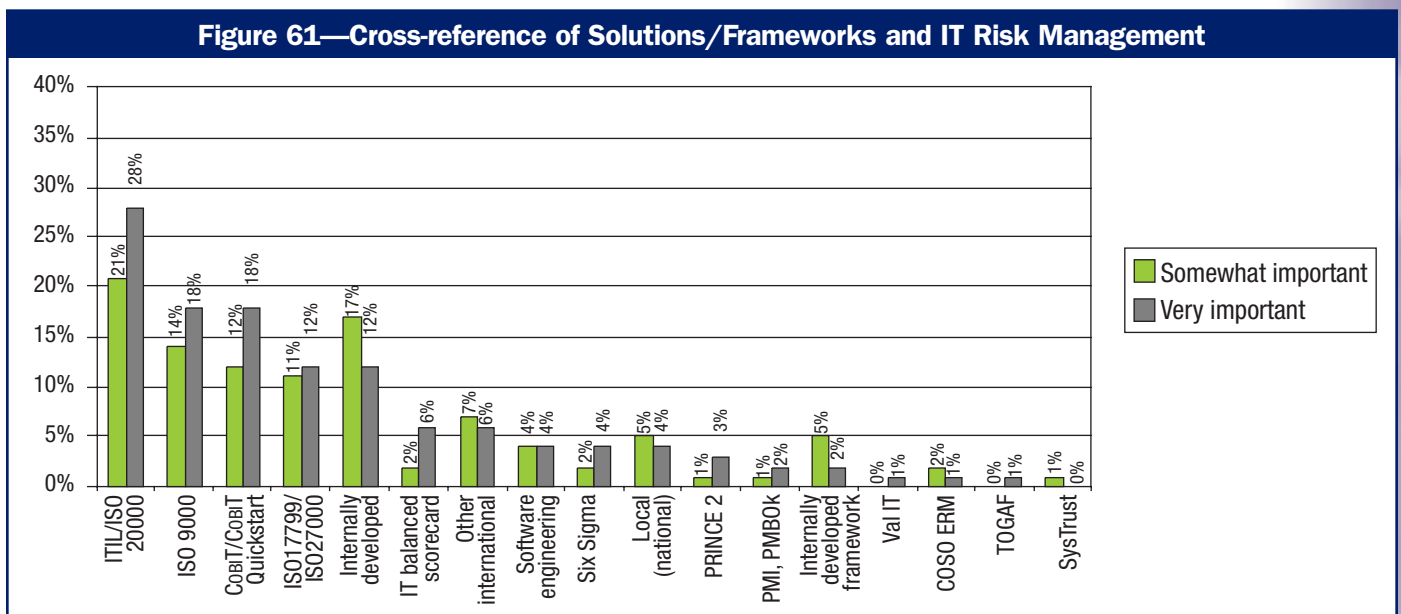


## 4.2.2 Maturity and IT Risk Management

When cross-referencing Q4, ‘How would you rate your organisation’s maturity level on IT governance? Is it...?’, and Q20, ‘How important is IT risk management to your organisation?’, it is clear that IT governance maturity and the importance of IT risk management follow a linear evolution. This means that the higher the organisation’s maturity level, the more important IT risk management becomes (**figure 60**).



From cross-referencing Q16, ‘What solutions/frameworks do you use or are you considering using?’, and Q20, ‘How important is IT risk management to your organisation?’, it is shown that the respondents who answered that risk management is important use ITIL, COBIT and ISO 9000 (**figure 61**).





# 5. IT Value Management



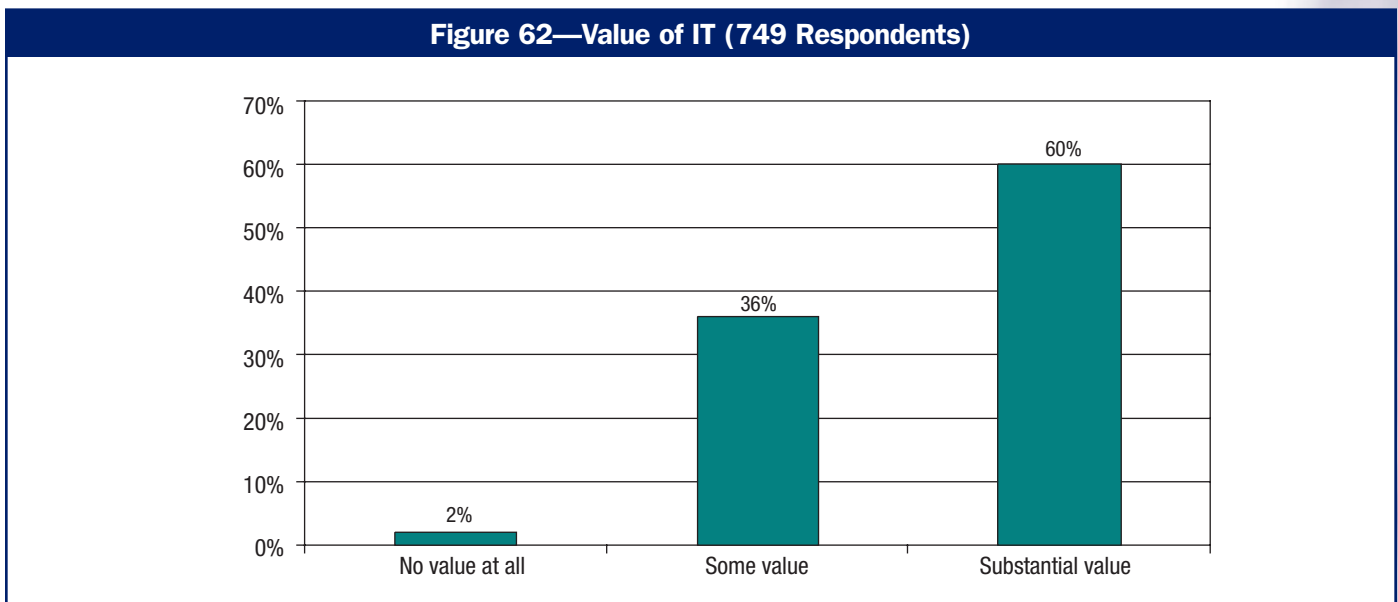
## 5.1 Introduction

As stated in key message 12 (3.12), the majority of the organisations use or at least acknowledge the important value delivery and IT investment management principles. Therefore, this section focuses on this topic to gain insight into the current value delivery and IT investment management situation of the market and the solutions used for related issues.

## 5.2 Key Findings

### 5.2.1 Getting Value Out of IT

When asked in Q26, ‘How much value do you think your organisation is getting out of IT (e.g., better customer relations, better risk management, a lower cost, or a higher product leadership)?’, the majority of the respondents (60 percent) said they are convinced that the organisation is getting a lot of value out of IT activities. Almost all respondents believe that IT delivers at least some value (**figure 62**).



From cross-referencing Q4, ‘How would you rate your organisation’s maturity level on IT governance? Is it...?’, and Q29, ‘Are the following IT-related investment principles applied, or planned to be, in your organisation?’, it is revealed that, for those who have a well-functioning or optimised maturity level, the following IT-related investment principles are applied most often (**figure 63**):

- Establish accountabilities for capability delivery and realisation of benefits.
- Ensure continuous improvement of value delivery practices.
- Ensure key value metrics are monitored and deviations are responded to.

### 5.2.2 Value Delivery Practice Status

As seen in **figure 64** illustrating the outcome of Q15, ‘Have you implemented, or are you in the process of implementing, any measures in order to improve?’, value delivery has been split between:

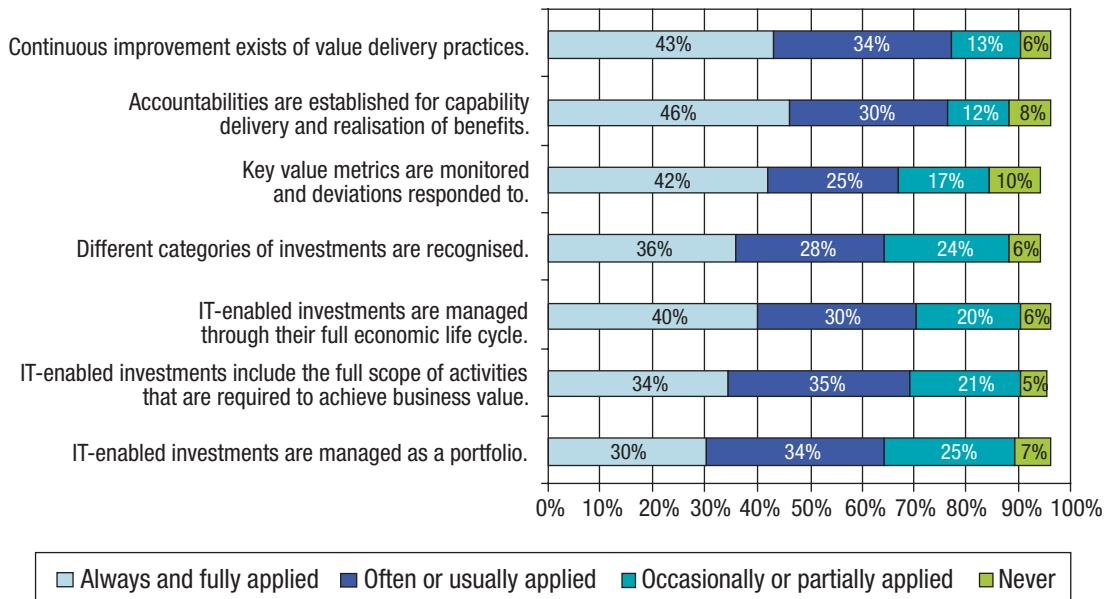
- IT value delivery aiming at higher product or service leadership or innovation
- IT value delivery aiming at better customer relationships

Answers to this question show that these topics have the least maturity when it comes to implementing measures to improve value delivery of IT. An average of 18 percent of the respondents have already implemented measures to improve this, significantly less than the average for the other practices—25 percent.

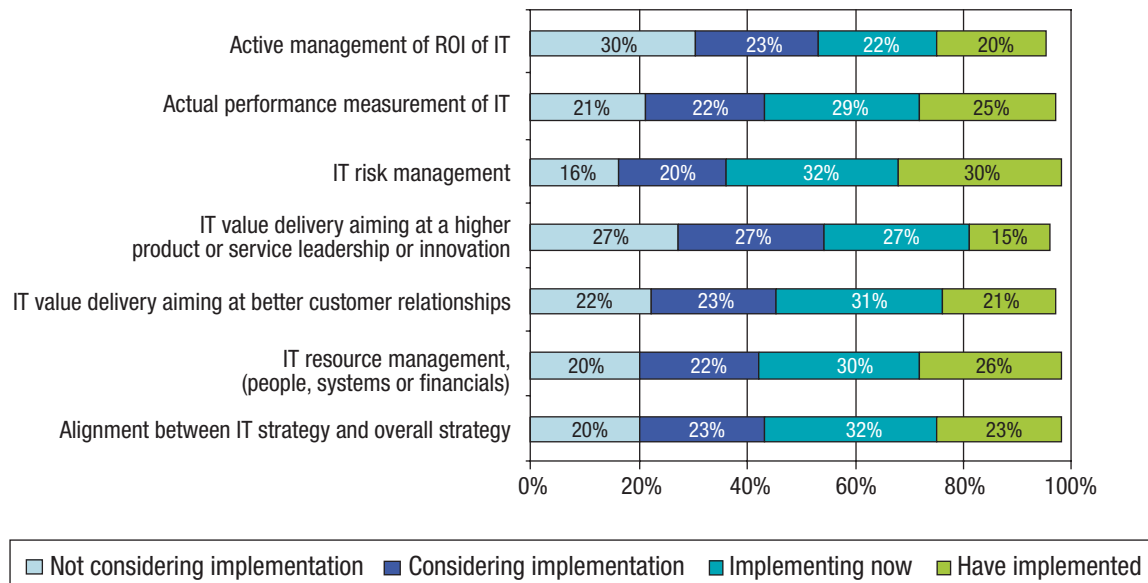


## 5. IT Value Management

**Figure 63—Cross-reference of IT Governance Maturity and IT-related Investment Principles**



**Figure 64—Measures to Improve (749 Respondents)**

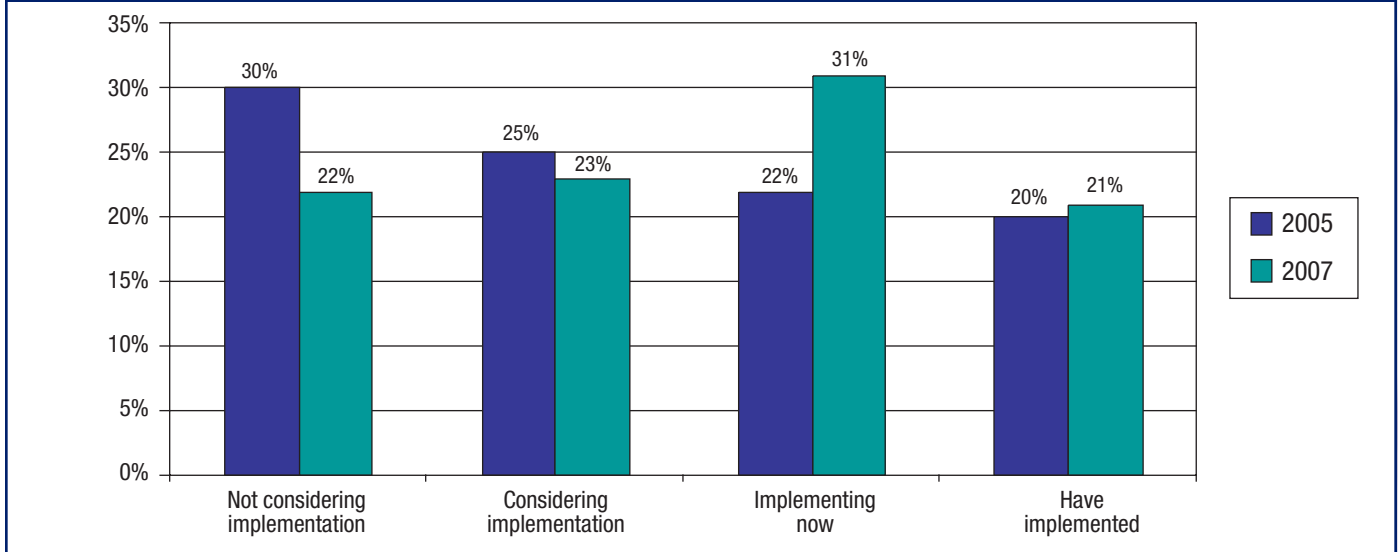


When focusing on both topics separately, researchers noticed that for ‘IT value delivery aiming at better customer relationships’, the largest shift throughout the last four years has been that a large number of respondents have abandoned the ‘not considering implementation’ option (a decrease of 8 percent) in favour of the ‘implementing now’ option (an increase of 9 percent). This means that the market is becoming more mature, although the evolution is gradual (**figure 65**).

## 5. IT Value Management

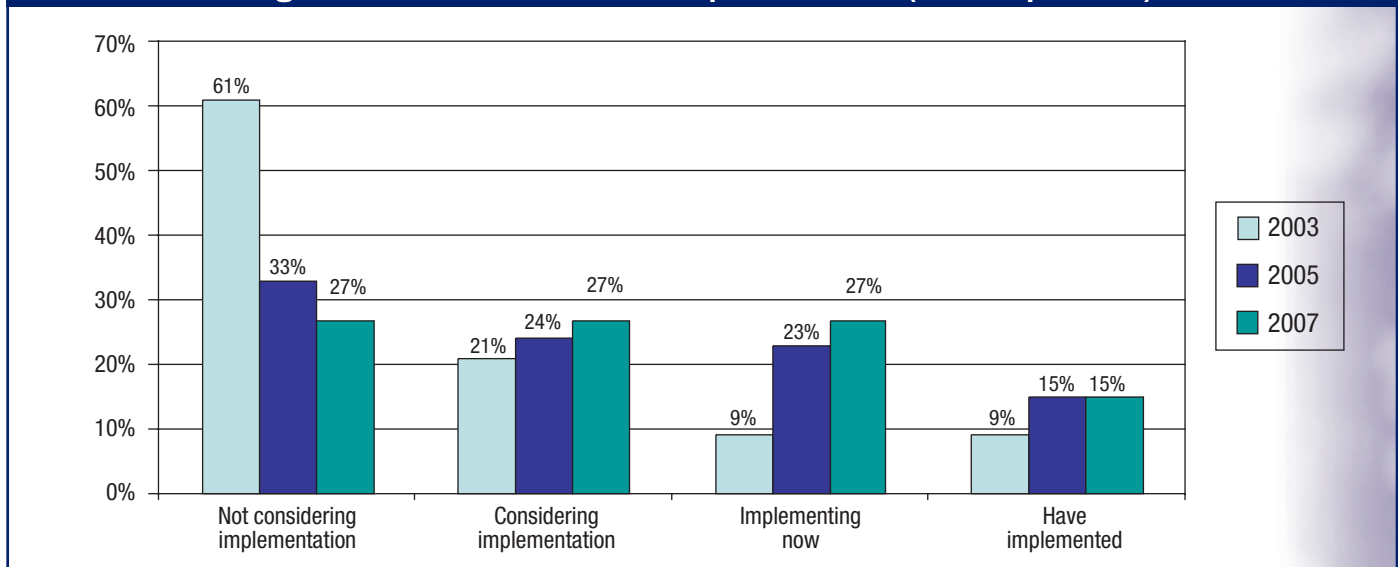


**Figure 65—Measures to Improve IT Value Delivery Aiming at Better Customer Relationships (749 Respondents)**



The evolution for ‘IT value delivery aiming at higher product or service leadership or innovation’ has stayed stable with 2005. This part of the value delivery practices is rather immature, with 27 percent of the respondents not even considering implementation (**figure 66**).

**Figure 66—Measures to Improve IT Value Delivery Aiming at Higher Product or Service Leadership or Innovation (749 Respondents)**

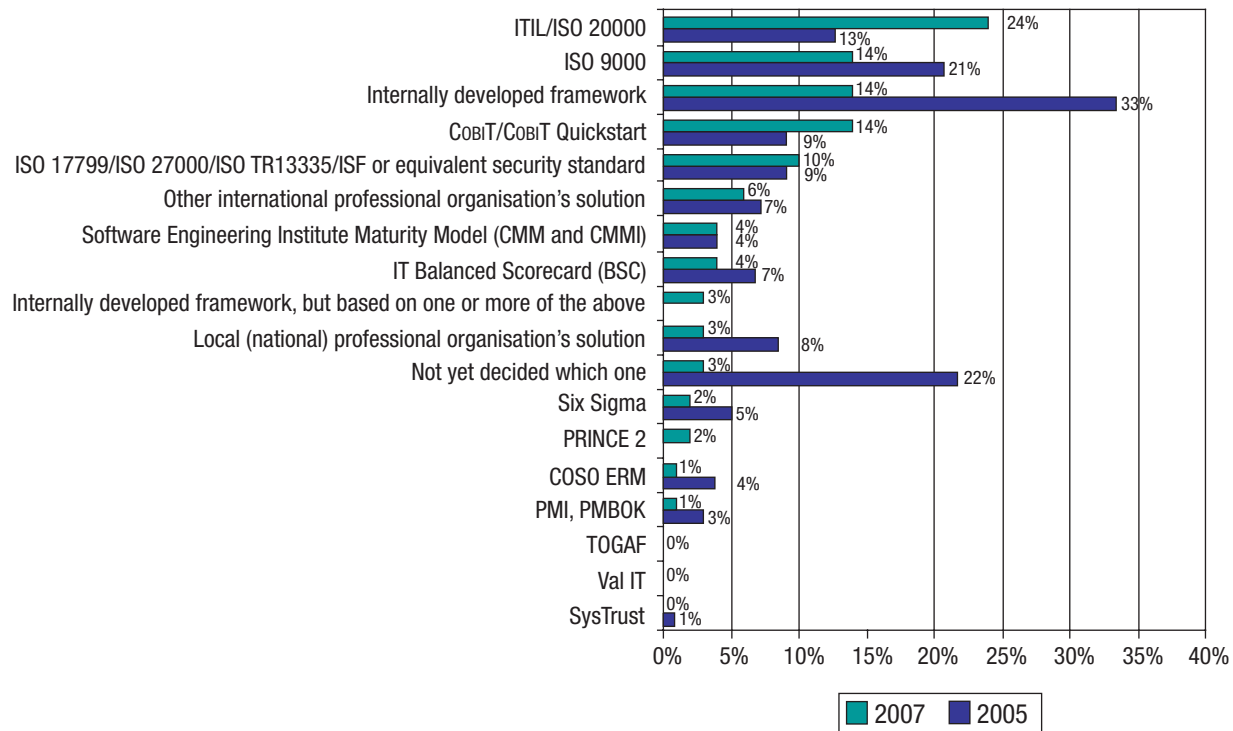


When focusing on the available solutions in the market in Q16, ‘What solutions/frameworks do you use or are you considering using?’, it is clear that the respondents are not familiar with Val IT (**figure 67**). When combining this fact with the results of Q15, it is clear that for value management, a large potential market exists that is not aware of a solution and is looking to implement measures in the value delivery context. In the majority of cases, those organisations are implementing at least some of the Val IT principles of IT value delivery, they just do not recognise them by that name.



## 5. IT Value Management

**Figure 67—Used Solutions/Frameworks (749 Respondents)**



## 6. Conclusion



### 6.1 Funnel Analysis

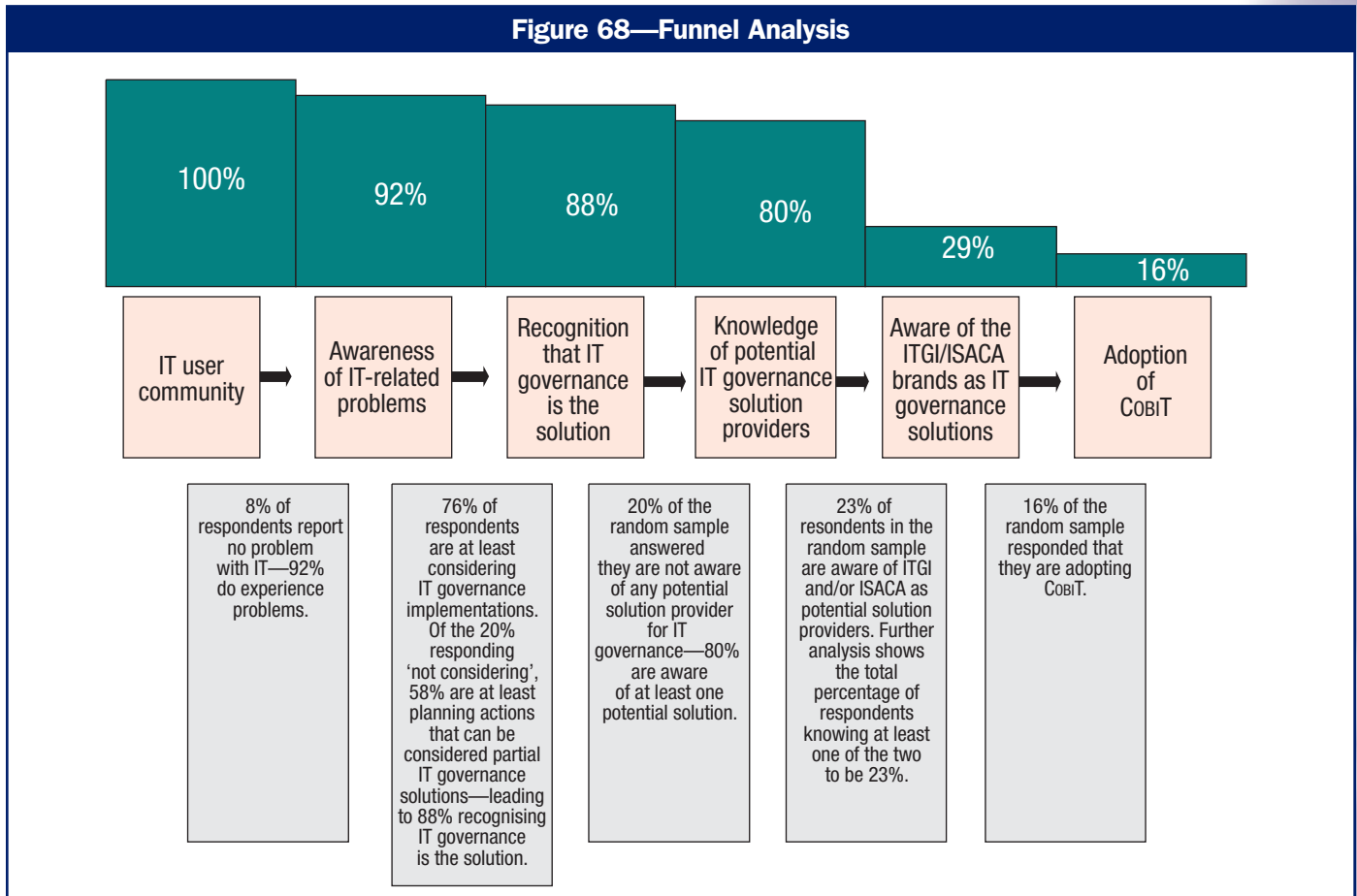
Based on the results of the research, the team performed a funnel analysis (**figure 68**). It begins with the fact that almost all (92 percent) IT users are aware of problems with the use of IT and the need to do something about them.

Eighty-eight percent of the IT user community group recognises IT governance as a solution to these problems or as something they should do.

A large majority (80 percent) of the organisations recognising the concept of IT governance know of at least one potential solution or framework.

About 29 percent are aware of ITGI/ISACA as a solution provider.

Some 16 percent of the overall IT community are actually adopting COBIT.





## Questionnaire

### Section 1: Importance and Benefits of IT

Q1 Thinking about your overall corporate strategy or vision, how important do you consider IT to be to the successful delivery of this strategy or vision? Please use a scale of 1-5, where 1 is 'not important at all' and 5 is 'very important'.

Not important at all	<input type="text"/>
Not very important	<input type="text"/>
Not sure	<input type="text"/>
Somewhat important	<input type="text"/>
Very important	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q2 How frequently is IT included on your organisation's board agenda?

Never	<input type="text"/>
Sometimes—depends on projects	<input type="text"/>
Regularly	<input type="text"/>
Always	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q3 How strongly would you agree or disagree that IT investments have created value for your organisation. Please use a scale of 1-5, where 1 is 'disagree strongly' and 5 is 'agree strongly'.

Disagree strongly	<input type="text"/>
Disagree slightly	<input type="text"/>
Neither/nor	<input type="text"/>
Agree slightly	<input type="text"/>
Agree strongly	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q4 How would you rate your organisation's maturity level on IT governance?

We do not think this needs attention.	<input type="text"/>
We understand this is an issue but are just starting to assess what needs to be done.	<input type="text"/>
We are well aware that this is important and we have a number of <i>ad hoc</i> measures in place.	<input type="text"/>
We have well-defined IT governance measures and processes in place.	<input type="text"/>
We have well-functioning IT governance processes and a performance-measuring system in place.	<input type="text"/>
Our IT governance processes are continuously optimised based on performance-measuring results.	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

# Appendix

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Q5 How regularly does your IT department inform the business about potential business opportunities enabled by new technologies?

Never	<input type="text"/>
Sometimes—depends on projects	<input type="text"/>
Regularly	<input type="text"/>
Always	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q6a To what extent does your IT department understand the business user needs?

Not at all	<input type="text"/>
Not really	<input type="text"/>
To some extent	<input type="text"/>
To a large extent	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q6b To what extent does your IT department support the business user needs?

Not at all	<input type="text"/>
Not really	<input type="text"/>
To some extent	<input type="text"/>
To a large extent	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q7a How would you describe the fit or alignment between your IT strategy and your organisation's overall business strategy? Please use a scale of 1-5, where 1 is 'very poor' and 5 is 'very good'.

Very poor	<input type="text"/>
Poor	<input type="text"/>
Average	<input type="text"/>
Good	<input type="text"/>
Very Good	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q7b Using the same scale, how would you describe the fit or alignment between your corporate governance practices and IT governance practices?

Very poor	<input type="text"/>
Poor	<input type="text"/>
Average	<input type="text"/>
Good	<input type="text"/>
Very good	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

## Section 2: IT Problems and Potential Solutions

Q8a Which, if any, of the following problems have you experienced with IT in the last 12 months?

	Yes	No	Don't know	Refused
High cost of IT and/or low or unproven return on investment				
IT service delivery problems				
Serious IT operation incidents				
Security and privacy incidents (people, intrusion, etc.)				
Disconnect between IT strategy and business strategy				
Problems with outsourcers				
Insufficient staff				
Inadequate DRP/BCP measures				
Staff with inadequate skills				
Electronic archiving/storage problems				
Problems with document/content/knowledge management				
IT not meeting/supporting compliance requirements				
Lack of agility/development problems				
Other (Please specify)				

Q8b For problems experienced in Q8a:

How serious was this problem?

	Very serious	Somewhat serious	Not serious at all	Don't know	Refused
High cost of IT and/or low or unproven return on investment					
IT service delivery problems					
Serious IT operation incidents					
Security and privacy incidents (people, intrusion, etc.)					
Disconnect between IT strategy and business strategy					
Problems with outsourcers					
Insufficient staff					
Inadequate DRP/BCP measures					
Staff with inadequate skills					
Electronic archiving/storage problems					
Problems with document/content/knowledge management					
IT not meeting/supporting compliance requirements					
Lack of agility/development problems					
Other (Please specify)					

# Appendix

**Q8c For problems experienced in Q8a:**

Has the situation regarding these problems deteriorated, stayed the same or improved during the past 12 months?

	Deteriorated	Stayed the same	Improved	Don't know	Refused
High cost of IT and/or low or unproven return on investment					
IT service delivery problems					
Serious IT operation incidents					
Security and privacy incidents (people, intrusion, etc.)					
Disconnect between IT strategy and business strategy					
Problems with outsourcers					
Insufficient staff					
Inadequate DRP/BCP measures					
Staff with inadequate skills					
Electronic archiving/storage problems					
Problems with document/content/knowledge management					
IT not meeting/supporting compliance requirements					
Lack of agility/development problems					
Other ( <i>Please specify</i> )					

**Q8d For problems experienced in Q8a:**

How important do you feel that it will be to address this problem within the next 12 months?

	Not important at all	Not very important	Not sure	Somewhat important	Very important	Don't know	Refused
High cost of IT and/or low or unproven return on investment							
IT service delivery problems							
Serious IT operation incidents							
Security and privacy incidents (people, intrusion, etc.)							
Disconnect between IT strategy and business strategy							
Problems with outsourcers							
Insufficient staff							
Inadequate DRP/BCP measures							
Staff with inadequate skills							
Electronic archiving/storage problems							
Problems with document/content/knowledge management							
IT not meeting/supporting compliance requirements							
Lack of agility/development problems							
Other ( <i>Please specify</i> )							

**Q9** Could you please tell me the three most important performance measurements/metrics you use to confirm success of the IT organisation?

# Appendix

Q10 Do your organisation's current IT governance practices include any of the following practices?

	Yes	No	Not really IT governance practices	Don't know	Refused
Setting up the right organisation structures for overseeing and directing all the organisation's IT resources					
The board reviews IT budgets and plans on a regular basis					
The IT project portfolio is managed by business departments, supported by the IT department					
IT resource requirements are identified based on business priorities					
Some form of an overall IT Strategy Committee					
A standard procedure for investment selection (IT Investment Committee)					
A standard procedure for determining the business worth (financial and non-financial) and the risk for IT-enabled business investments					
The CEO informs him/herself on the organisation's major IT-related risks, and mandates appropriate responses					
The IT scorecard exists, is understood by business people and covers IT value creation					
Central oversight of overall IT architecture (IT Architecture Board or Committee)					
IT processes are regularly audited for effectiveness and efficiency					

Q11 How important is it for organisations active in IT governance to support your organisation with the following practices? Please use a scale of 1-5, where 1 is 'not important at all' and 5 is 'very important'.

	Not important at all	Not very important	Not sure	Somewhat important	Very important	Don't know	Refused
IT governance frameworks/models/standards (e.g., COBIT, ITIL)							
IT governance software tools							
Benchmarking capabilities							
Best practices							
White papers							
Access to IT governance research							
Corporate membership (as opposed to individual memberships) of IT governance research organisations							
User conventions (of users of IT governance tools)							
Networking (e.g., symposium, seminars, workshops)							

# Appendix

## Section 3: Awareness and Usage of IT Governance Frameworks

Q12a What organisations, if any, are you aware of that provide or implement solutions to IT governance problems?

Q12b **For organisations that respondent was aware of in Q12a:**  
And have you *used* their services?

	Q12a Aware of	Q12b Used their services
Market analysts (Gartner, IDC, etc.)		
Big 4 accounting and advisory firms (PwC, Deloitte & Touche, Ernst & Young, KPMG)		
Large IT and consultancy firms (e.g., Accenture, IBM, Capgemini)		
Smaller/niche IT consultancy firms or local (smaller) IT partners		
Strategic consultants (e.g., McKinsey, BCG)		
Universities		
Local (national) professional or governmental organisations (e.g., OGC in UK)		
IT Governance Institute (ITGI)		
ISACA		
Software vendors		
Other 1: <i>(Please specify)</i>		
Other 2: <i>(Please specify)</i>		
Other 3: <i>(Please specify)</i>		
Other 4: <i>(Please specify)</i>		
Other 5: <i>(Please specify)</i>		
Other 6: <i>(Please specify)</i>		
Not aware of any		

Q13a **For organisations that respondent was aware of in Q12a:**  
How would you rate ... with regard to **expertise** in IT governance solutions/frameworks?  
Please use a scale of 1-5 where 1 is 'very poor' and 5 is 'very good'.

	Very Poor	Poor	Average	Good	Very Good	Don't know	Refused
Market analysts (Gartner, IDC, etc.)							
Big 4 accounting and advisory firms (PwC, Deloitte & Touche, Ernst & Young, KPMG)							
Large IT and consultancy firms (e.g., Accenture, IBM, Capgemini)							
Smaller/niche IT consultancy firms or local (smaller) IT partners							
Strategic consultants (e.g., McKinsey, BCG)							
Universities							
Local (national) professional or governmental organisations (e.g., OGC in UK)							
IT Governance Institute (ITGI)							
Software vendors							
ISACA							
Others							

# Appendix

**Q13b For organisations that respondent was aware of in Q12a:**

Using the same scale, how would you rate ... with regard to **ability to implement** IT governance solutions/frameworks?

	Very Poor	Poor	Average	Good	Very Good	Don't know	Refused
Market analysts (Gartner, IDC, etc.)							
Big 4 accounting and advisory firms (PwC, Deloitte & Touche, Ernst & Young, KPMG)							
Large IT and consultancy firms (e.g., Accenture, IBM, Capgemini)							
Smaller/niche IT consultancy firms or local (smaller) IT partners							
Strategic consultants (e.g., McKinsey, BCG)							
Universities							
Local (national) professional or governmental organisations (e.g., OGC in UK)							
IT Governance Institute (ITGI)							
Software vendors							
ISACA							

**Q14 Have you implemented, are you in the process of implementing or are you considering implementing improved IT governance practices?**

Not considering implementation	
Considering implementation	
In the process of implementing	
Have implemented	
Don't know	
Refused	

**Q14a If 'not considering implementing an IT governance solution' in Q14:**

Why are you not considering implementing an IT governance solution/framework?

IT governance is not seen as a solution to my IT-related problems	
Have no problems with IT	
IT governance frameworks are too difficult to implement	
Lack of information on solutions	
Lack of expertise to execute	
Company too small	
Not a priority	
Not budgeted	
Others (Please specify)	
Don't know	
Refused	

# Appendix

Q15 Have you implemented or are you in the process of implementing any measures in order to improve ... ?

	Not considering implementation	Considering implementation	In the process of implementation	Have implemented	Don't know	Refused
Alignment between IT strategy and overall strategy						
IT resource (people, systems, financials) management						
IT value delivery aiming at better customer relationships						
IT value delivery aiming at a higher product or service leadership/innovation						
IT risk management						
Actual performance measurement of IT						
Active management of ROI of IT						

Q16 What solutions/frameworks do you use or are you considering using?

	Using now
ISO 17799/ISO 27000/ISO TR13335/ISF or equivalent security standard	
ISO 9000	
COBIT/COBIT Quickstart	
ITIL/ISO 20000	
Val IT	
SysTrust	
IT Balanced Scorecard (BSC)	
Software Engineering Institute Maturity Model (CMM and CMMI)	
COSO ERM	
PMI, PMBOK	
PRINCE2	
Six Sigma	
TOGAF	
Local (national) professional organisations' solutions ( <i>Please specify</i> )	
Other international professional organisations' solutions ( <i>Please specify</i> )	
Internally developed framework, but based on one or more of the above ( <i>Please specify – more than one allowed</i> )	
Internally developed framework	
Not yet decided which one	
<i>Don't know</i>	
<i>Refused</i>	

Q17 To what degree do you measure your progress/performance towards better IT governance?

To no degree at all	
To some degree	
To a great degree	
<i>Don't know</i>	
<i>Refused</i>	

# Appendix

Q18 To what level would you agree or disagree that IT governance practices have improved the cost effectiveness of IT for the business? Please use a scale of 1-5, where 1 is 'strongly disagree' and 5 is 'strongly agree'.

Strongly disagree	<input type="text"/>
Disagree	<input type="text"/>
Neither/nor	<input type="text"/>
Agree	<input type="text"/>
Agree strongly	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q19 *This question was eliminated.*

Q20 How important is IT risk management to your organisation? Please use a scale of 1-5, where 1 is 'not important at all' and 5 is 'very important'.

Not important at all	<input type="text"/>
Not very important	<input type="text"/>
Not sure	<input type="text"/>
Somewhat important	<input type="text"/>
Very important	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

## Section 4: Awareness and Usage of COBIT

Q21 Are you personally aware of the existence of COBIT?

Yes	<input type="text"/>
No	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q22a **If 'aware of COBIT' in Q21:**

Are you personally aware of the contents of COBIT?

Yes	<input type="text"/>
No	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q22b **If 'aware of contents of COBIT' in Q22a:**

To what extent are you aware of the contents?

To some extent	<input type="text"/>
To a large extent	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

# Appendix

**Q23a If ‘aware of COBIT’ in Q21:**

Does your organisation (in any area) currently use COBIT?

Yes	
No	
<i>Don't know</i>	
<i>Refused</i>	

**Q23b If ‘organisation uses COBIT’ in Q23a:**

Does your organisation (in any area) use COBIT for any of the following activities, and to what extent is COBIT used?

	Apply it to the letter	Main source of guidance/reference	One of the sources/references	Slightly influenced	Not at all	<i>Don't know</i>	<i>Refused</i>
Defining internal controls							
Measuring IT performance							
IT security and continuity							
IT process improvement							
IT governance framework							
Providing IT audit and assurance							
Other ( <i>Please specify</i> )							

**Q24 If ‘organisation used COBIT’ in Q23a:**

How valuable do you think COBIT is in your IT governance efforts/initiatives? Please use a scale of 1-5, where 1 is ‘not valuable at all’ and 5 is ‘very valuable’.

Not valuable at all	
Not very valuable	
Not sure	
Somewhat valuable	
Very valuable	
<i>Don't know</i>	
<i>Refused</i>	

**Q25 If ‘organisation used COBIT’ in Q23a:**

How valuable do you think COBIT is in your general management of IT resources? Please use a scale of 1-5, where 1 is ‘not valuable at all’ and 5 is ‘very valuable’.

Not valuable at all	
Not very valuable	
Not sure	
Somewhat valuable	
Very valuable	
<i>Don't know</i>	
<i>Refused</i>	

## Section 5: General IT Profile

Q26 How much value do you think your organisation is getting out of IT (e.g., better customer relations, better risk management, a lower cost, or a higher product leadership)?

No value at all	
Some value	
Substantial value	
<i>Don't know</i>	
<i>Refused</i>	

Q27 With regard to IT, how would you describe your company's IT philosophy? Is it ...?

Innovative (uses IT as a competitive weapon)	
Functional (invests in leading technologies)	
Conservative (relies on proven, mature technologies)	
<i>Don't know</i>	
<i>Refused</i>	

Q28 Who is the key champion/sponsor for IT governance within your organisation?

CEO—Chief Executive Officer	
CIO—Chief Information Officer	
CFO—Chief Financial Officer	
Compliance/audit	
Nobody	
Other ( <i>Please specify</i> )	
<i>Don't know</i>	
<i>Refused</i>	

Q29a Are the following IT-related investment principles applied, or planned to be, in your organisation?

Q29b For each principle answered YES in Q29a

Which two principles deliver the greatest value to the organisation?

	Possible answers for Q29a				Possible answers for Q29b		
	Always and fully	Often or usually	Occasionally or partially	Never	Q29b Top 2 values	<i>Don't know</i>	<i>Refused</i>
Manage IT-enabled investments as a portfolio							
IT-enabled investments include the full scope of activities that are required to achieve business value							
IT-enabled investments are managed through their full economic life cycle							
Recognise different categories of investments							
Key value metrics are monitored and deviations responded to							
Establish accountabilities for capability delivery and realisation of benefits							
Continuous improvement of value delivery practices							

# Appendix

Q30 How would you describe the level of engagement by business management in the governance of IT-enabled business initiatives?

Low engagement	<input type="text"/>
Informed but not heavily involved	<input type="text"/>
Participates in decision making	<input type="text"/>
Leading the decision making	<input type="text"/>
Fully accountable	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

Q31 What do you see as the greatest obstacles/constraints to organisations adopting the principles defined previously?

## Section 6: Profile

QD1. Please confirm—what is your job title and area of responsibility?

QD2. How would you describe your company's industry?

IT/telecom	<input type="text"/>
Financial services	<input type="text"/>
Manufacturing	<input type="text"/>
Retail	<input type="text"/>
Public sector	<input type="text"/>
Other ( <i>Please specify</i> )	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

QD3. How many employees does your company employ in total?

Fewer than 100	<input type="text"/>
101-500	<input type="text"/>
501-1,000	<input type="text"/>
More than 1,000	<input type="text"/>
<i>Don't know</i>	<input type="text"/>
<i>Refused</i>	<input type="text"/>

## Compound Problem Index

The CPI can be calculated as the percentage of participants who have experienced the problem, multiplied by the seriousness of the problem on a scale of 0 to 3 and the importance of addressing the problem in the next 12 months on a scale of 0 to 5. This total is then divided by the evolution of the problem in the last 12 months on a scale of 1 to 3.

$$\text{CPI} = \frac{\% \text{ of participants} \times \text{seriousness of the problem} \times \text{future of the problem}}{\text{evolution of the problem}}$$

Example:

Problems experienced (e.g., high cost of IT: 41.20% → 41.20) ×

Severity (e.g., high cost of IT: 1.90) ×

Importance (e.g., high cost of IT: 4.03) /

Evolution (e.g., high cost of IT: 2.44 instead of 0.45)<sup>1</sup>

$$\rightarrow 41.20 \times 1.90 \times 4.03 / 2.44 = 129$$

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<sup>1</sup> In order to stay consistent with previous reports, the outcome of Q8c has been recalculated in determining the CPI. The answers of the question have been integrated into a single value on a scale of 1=deteriorated, 2=stayed the same, 3=improved instead of -1=deteriorated, 0=stayed the same, 1=improved; thus leading to an integrated value for High Cost of IT of 2.44 instead of 0.45.



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