

# Forrester Consulting

MAKING LEADERS SUCCESSFUL EVERY DAY

November 2007

## **Preparing For The New IT Ecosystem** Building The Foundation Through Improved IT Resource Visibility

A Commissioned Study Conducted By Forrester Consulting On Behalf Of  
Unisys Corporation

FORRESTER®



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## Executive Summary

The IT industry is on the cusp of sweeping changes that will affect the way IT organizations purchase, implement, and maintain their technology investments over the next five to seven years. The entire community of IT vendors, their relationships with customers, and their relationships with each other will change as the industry moves toward a services-led ecosystem. Adapting to this services ecosystem will require IT organizations to shift in-house operations to third-party providers that can execute more effectively and efficiently. The result will be greater flexibility for IT organizations and improved alignment with business operations.

The very heart of a services-led IT environment is the concept of linking business processes to IT resource consumption. Without visibility into how various business processes are using precious computing resources, IT managers can't anticipate, or respond to, rapid changes in business and market conditions. While many companies will turn to virtualization to solve this problem, virtualization is not a panacea and will not obviate the need for understanding resource consumption at a detailed level.

The ability to see how IT resources are being consumed, and to link that consumption with business processes, is crucial for any IT organization that wishes to save money, improve its business relationships, and provide reliability and flexibility in service delivery. Unless a company can see the link between business processes, applications, and resource consumption, it will be forced to over-allocate valuable resources, provide "best-guess" IT budgets, and even "fence-in" certain applications and their resources to guarantee service levels. This is a problem that has to be addressed if organizations have any chance of solving today's business problems while preparing themselves for the industry shift to a services-led ecosystem.

To understand how visibility into resource consumption is becoming a cornerstone of the services-led IT organization, Forrester Consulting conducted a research study commissioned by Unisys, comprised of interviews with 20 IT organizations. The findings of that study are discussed in detail throughout the remainder of this paper.

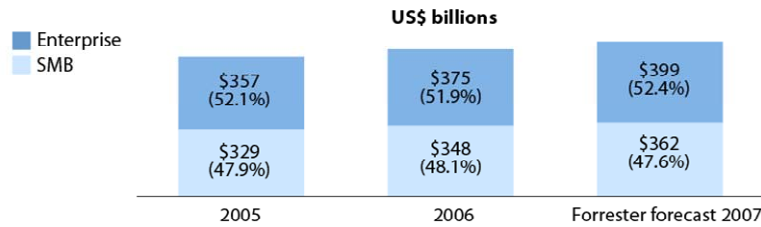
## Background

Although there have been whispers about change in the IT industry since 2001, four powerful market forces are on now the verge of a high-speed collision. Rapid **commoditization** of IT products led US enterprises to spend \$375 billion of capital in 2006 for hardware and software that will be functionally obsolete in five years or less (see Figure 1).<sup>1</sup> Forrester estimates that in most companies, less than 30% of IT spending provides true differentiation and/or value to the business. **Globalization** is breaking market boundaries, forcing companies to respond and compete with a level of speed and flexibility that was unimaginable five years ago. The **industrialization** (perhaps better described as the maturation) of IT has prompted CIOs to manage their divisions like a business, with the same level of scrutiny, metrics and measurements, and operating performance as other parts of the business. Finally, the **miniaturization** of technology further and further into the lives of consumers has expanded the scope of responsibility for CIOs, who now must integrate technologies residing in consumer goods with those of the classic data center.

Forrester believes that these forces will accelerate a shift in the dominant form of IT delivery by 2012, with buyers turning away from self-integrating technologies and toward having IT assembled and managed by outside providers. In this environment, IT will increasingly be driven by the business, which will want the flexibility and focus of working with IT service providers — rather than

managing IT assets. As services become the preferred form of IT delivery, IT shops will continue to consolidate vendors, and outsourcing decisions will become an integral part of strategic planning.

**Figure 1: US IT Spending By Company Size, 2007**

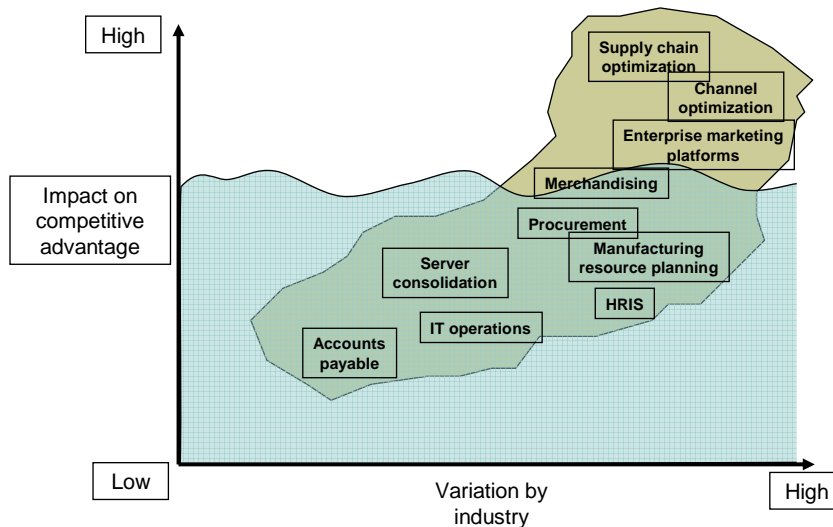


Source: September 27, 2007, “US IT Spending Summary: Q3 2007” report

## Services Lead The Way

An IT ecosystem where IT functionality will be predominately sold and consumed by organizations as a service is already starting to affect technology suppliers, as the “four horsemen” (open source software, software as a service (SaaS), services-oriented architecture (SOA), and network convergence) continue their stampede across the industry.<sup>2</sup> The commoditization that will result is creating a shift away from a focus on technology and low-end services toward more strategic and business-enabling initiatives, such as the alignment of IT services with core business processes (see Figure 2).

**Figure 2: A Rising Water Line For Process And Technology**



Source: January 2, 2007, “The Emerging IT Ecosystem” report

Savvy CIOs have already started to prepare their organizations for the inevitable changes. Forrester has spoken with IT organizations at two Fortune 500 companies that have implemented service

catalogs and service delivery automation, tying their consumption of IT resources directly to the end user based on that employee's individual job role.<sup>3</sup> These efforts are already paying dividends. At these companies, the cost of delivering IT services is down by at least 20%, quality has improved by approximately 30%, and the speed of service fulfillment has increased by 30% to 50%.<sup>4</sup> More importantly, by implementing a services-led IT organization, these companies are in a strong position to exploit the inevitable shift to services that will transform the IT industry in the next few years.

These organizations are recognizing the benefits of operating a services-oriented IT organization. They are shifting stable operations to providers that can execute more effectively and efficiently, and they are able to source their IT from more open partnership communities. Rather than owning new IT investments, these organizations will be able to take advantage of subscription-based pricing, which will provide them with more flexibility and enable them to build service depth and breadth in areas unique to their business.

### Preparing For Services Is A Journey

For business to survive and thrive in the next decade, IT leaders must begin the process of transforming the data center. Companies can't continue to invest millions in hardware and software only to discover five years from now that those assets are functionally obsolete and must be upgraded or replaced. To exacerbate the issue, the upgrade/replace process may take a year's time, consume countless resources, and divert attention away from the business of doing business. Organizations need a flexible, adaptive service delivery model that will flex and change as the requirements of the business dictate.<sup>5</sup>

There is, however, good news for IT organizations. The journey doesn't have to be overly painful and expensive. Every IT organization can make progress in this transformation — even companies with the smallest budgets. But transforming IT into a services-led organization doesn't happen overnight, and companies must take logical steps toward this transformation based on the maturity of their organization. In each phase of maturity, companies can realize direct improvements in cost and quality, while at the same time creating a more flexible and responsive IT organization.

### The Journey Starts With Visibility

The very heart of a services-led IT environment is the concept of linking business processes to IT resource consumption. For example, imagine the competitive prowess a company would have if its IT department could see an up-tick in sales activity in one region of the world and *immediately* allocate enough CPU, storage, and network capacity to every application that would be affected by that increase in sales. Without visibility into how various business processes are using precious computing resources, IT managers can't anticipate — or respond to rapid changes in business and market conditions. Today, unfortunately, most companies are flying blind.

To understand how visibility into resource consumption is becoming a cornerstone of the services-led IT organization, Forrester Consulting conducted a research study commissioned by Unisys, comprised of interviews with 20 IT organizations. Forrester sought to understand:

1. The current state of IT's role within the business and the changes to the IT ecosystem being driven by the shift toward services-led infrastructures.
2. The level of visibility organizations had into the capacity and use of IT implemented technology across network, servers, and storage and the potential consequences of lack of visibility into resource consumption.

3. The impact of technologies, such as virtualization, that may be exacerbating the management, governance, and financial challenges of IT executives.

Study respondents were from US-based companies with more than \$500 million in annual revenue, and were selected based on their role in IT resource utilization (for more information about study participants, see the appendices).

### Companies Can't Manage What They Can't See

Not surprisingly, Forrester discovered that more than half of the companies in our study had little or no visibility into the link between business processes and IT resource consumption. At companies reporting some degree of visibility, Forrester found that this visibility was limited and was most often the result of elaborate efforts of some CIOs to create improvised, homegrown solutions. Worse still, there wasn't a single company in our study that could determine across its organization — even at the application level — how applications were using server, storage, and network resources. For example, one company in our study stated, "We are using a network performance tool, but it is also our first forecasting element.<sup>6</sup> We don't have any other real sophisticated tool short of that. I think that, in terms of resource consumption, there's another notch for us to go up." Another said, "We tend to manage resources in one big blob," and went on to describe how his visibility into consumption of IT resources was virtually nonexistent.

Our study also found that many firms had expected technologies such as virtualization to obviate the need for resource management entirely. Despite this expectation, the reality for most organizations was quite different. Although virtualization solved some visibility problems, the companies with real production experience in virtualization told Forrester that they had to create specialized architectures and manual configurations to deal with the IT/business process link.

Forrester discussed the potential benefits of having an improved level of visibility into IT resource consumption with study respondents. In addition to preparing companies for the upcoming shift to a services-led ecosystem, increasing visibility into resource consumption has several immediate benefits:

- Allowing IT to build stronger relationships with the business.
- Facilitating improved disaster recovery capabilities.
- Improving the effectiveness of virtualization.
- Enabling high-quality service delivery via accurate planning and forecasting.
- Enhancing organizational and architectural flexibility.

In the next few years, organizations will have to initiate the shift toward a services-led delivery model. Although there are many steps along the way, one of the first steps is to obtain visibility into resource consumption and its relationship to business processes and applications.

## Study Findings

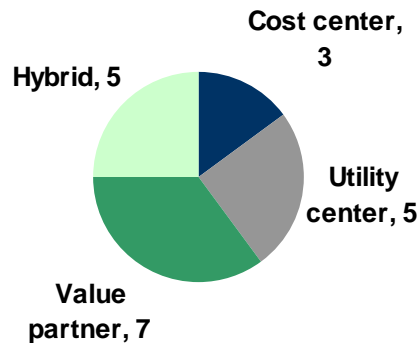
### Building Stronger Relationships

Forrester asked each respondent to categorize their IT organization as a cost center, trusted utility, or value partner with the business. Forrester has found in previous research that the role of IT in an organization (which Forrester calls the “archetype”) has a tremendous effect on the credibility of IT, the amount of money and resources dedicated to IT, and the impact IT can have on the rest of the organization.<sup>7</sup> In this research, Forrester focused on three archetypes:

- “Cost center” organizations are expected to provide cost-effective reliability — costs are expected to be transparent and reduced over time.
- “Trusted utilities” are expected to have all the infrastructure capabilities of cost centers — plus application projects managed centrally, delivered on time, and within budget.
- “Value partner” organizations typically pour their energy into creating unique and competitive solutions for customers, suppliers, and internal business users. They have the added dimension of C-level expectations and are governed by the executive team.

Our hypothesis going into this research study was that the role, or archetype, of an IT organization would be linked to the level of visibility the organization had into its IT resource consumption (see Figure 3).

**Figure 3: Interview Respondents By Forrester Archetype**



Source: A Commissioned Study Conducted By Forrester Consulting on Behalf of Unisys

Although there is a strong desire among IT executives to improve their relationships and credibility with the business, roughly 40% of the companies Forrester interviewed reported that IT is still viewed as either a “cost center,” or a “trusted utility” type of organization — one with little influence or input into business strategy. Confirming the hypothesis, these “cost center” organizations had the lowest level of visibility into the consumption of their IT resources. These respondents indicated that they managed their IT resources primarily in a reactive manner (e.g., by adding a server when customer complaints spiked), and their budget forecasting was based primarily on subjective estimates and “gut feel.” Not surprisingly, these organizations also expressed the most displeasure at their inability to communicate with the business, noting that they were constantly pressured to prove their value within the organization and frequently asked to justify the cost of IT.

The following quotes highlight the role of these “cost center” organizations:

*“In our company — in the board room — there is the throne, there are seats at the table, there are stools, and there is standing room at the back. Our CIO has graduated from standing room to a stool; but we need a seat at the table.”*

*“We’re more of a cost center, but I want it changed. If I have one goal it’s to get past (the) business asking why IT is important . . . We have to get past that mentality. We don’t communicate well, and we just don’t communicate the value that we add.”*

In contrast to the visibility of “cost center” organizations, companies where IT was considered a “value partner” had the most visibility into resource consumption and its link to applications and business processes. At value partner organizations, six out of seven respondents said that they had medium- or high-level visibility into their IT resource consumption. These were the organizations that had some level of monitoring and forecasting in place, though much of it was manual and homegrown. Not surprisingly, these were also the companies that indicated that they were less likely to get into downward-spiraling discussions with the business about the cost of IT.

While these findings are representative of only 20 companies, and thus not necessarily representative of the population at large, Forrester believes that the findings support the original hypothesis: There is a correlation between how IT is perceived within the business and the level of maturity of the organization’s IT processes and procedures. Most IT managers want to improve their relationships with the business, and providing a higher level of visibility into consumption of IT resources — where and how they are used — can contribute to this improved strategic relationship.

The following comments from “value-partner” IT organizations illustrate this point:

*“Our leadership is trying to make IT more of a value-add. There is not much any business can do without some kind of technology. And we’re trying to figure out internally how to make ourselves more strategic.”*

*“IT — why do you cost so much?” is a question that reflects all of the miscommunication that has taken place over the past 20 years. We want to tell them why we cost as much as we do, and let them get beyond cost into a conversation about IT’s strategic value.”*

### **Flying Blind**

Virtually all of the companies Forrester spoke with expressed a strong desire to have more detailed information about their IT resource consumption. The problem is that at many companies, there is no easy way to obtain that information in one consolidated place. Although visibility into resource consumption has been commonplace on the mainframe platform, x86 server platforms are a virtual black hole for information. There are myriad tools in the market that report device utilization and tools for overall IT systems management; however, the interviews highlighted the fact that there isn’t a single product companies are using that will show an organization how its crucial IT resources are being used at the application layer. As an example, one interview respondent told Forrester: *“I can’t go to one person and ask him about the health of the overall system. Right now I have to go to multiple people to deal with network hardware and applications.”*

To cope with this issue, IT managers have had to resort to either over-allocating their resources to ensure SLAs will be met or creating manual processes (often using Excel spreadsheets) to overcome their lack of visibility. While several of the IT organizations we interviewed had a degree of visibility, mainly at a device level, regarding how their IT resources were being consumed,

forecasting future IT resource consumption was difficult and was typically based on opinion and assumptions. As a result, inaccuracies abound.

Consider the following comments from the interviews that highlight the reactive nature of most IT organizations:

*“With regard to servers, we just add one when we need one.”*

*“We monitor (only the) servers for the CRM systems and the HR systems.”*

*“We don’t do forecasting or monitoring. When a user complains or a file fills up, we try to find out why, and fix it.”*

*“Prioritization of IT resources is, right now, more art than science. For our forecasting, we start with a pool of resources, and when we have projects, we just pull resources out of the pool. We don’t even try to manage visibility at a more granular level.”*

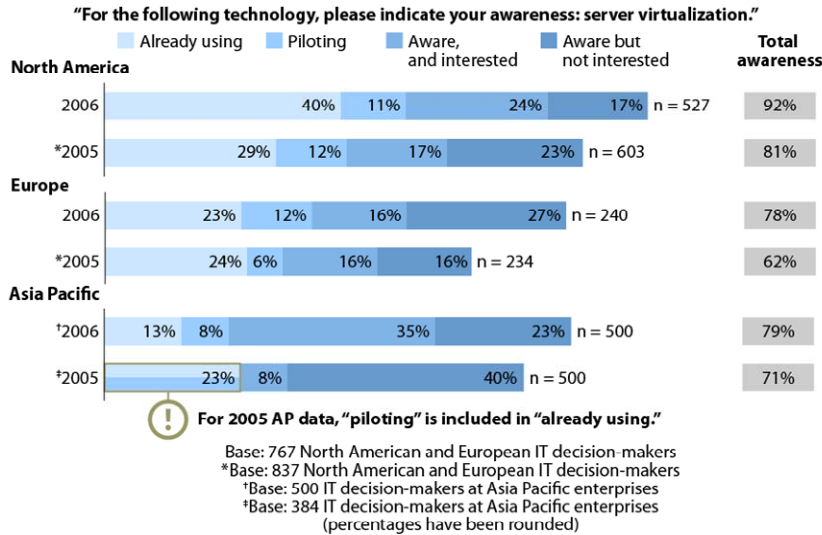
*“We’ve been doing a lot of forecasting with tools, but what’s happening . . . is there’s nothing out there [for tools] that is terribly useful or predictive. We’re running into issues . . . from Internet traffic that generated wide swings and was giving people a stroke. That’s a big problem, and we can’t sustain it.”*

### **Virtualization And The Economics Of IT**

The lack of visibility into resource consumption affects not only day-to-day operations — it affects the bottom line. Companies that have been forced to over-allocate their resources are consuming valuable capital and may have higher software and hardware maintenance/support fees as a result.

Many have turned to virtualization as a solution to the problem. Almost all of the respondents Forrester interviewed (approximately 80%) were using, or moving toward, widespread use of virtualization technologies within their organizations. This number was slightly higher than the adoption rate of virtualization among the general population of IT organizations (see Figure 4).

Figure 4: The Adoption Rate Of Virtualization



Source: February 7, 2007, "Server Virtualization Accelerates In North America" report

When asked about the benefits their organization has received from virtualization, respondents cited consolidation of server space (fewer machines), availability of floor space, and savings on HVAC costs — all resulting in a positive impact on the bottom line.

When we discussed resource visibility issues with IT executives familiar with virtualization, however, we discovered some revealing results:

- Respondents noted that virtualization didn't solve all of the problems tied to resource consumption. Many organizations with experience in virtualization have created artificial constructs in their IT architecture to get around the lack of resource visibility. These manual configurations are proving to be a stumbling block for organizational flexibility, essentially preventing companies from truly being able to share resources in a dynamic way.
- Along those lines, Forrester found that companies with less than one year of experience with virtualization were typically overly optimistic about the problems they feel virtualization will solve. In fact, few companies in this situation recognize that virtualization will add a layer of complexity to disaster/recovery initiatives, capacity planning and forecasting, dynamic service-level management, and security. This finding seems to point to the fact that virtualization isn't a panacea and won't obviate the need for detailed resource utilization management.

For example, Forrester spoke with one organization that had been using virtualization for almost three years. This company indicated that it had to construct various "pools" of virtualized servers, with unique requirements, to get around some of the problems it had experienced. The respondent noted that he would likely never move to a completely virtualized environment because there were certain applications and/or business requirements that couldn't be managed effectively by allowing full resource sharing via virtualization. The respondent said that keeping service levels — and security — at the highest level for the organization's most sensitive applications required

segregating the servers and storage for those applications to prevent other applications in the pool from “robbing” resources. This technique of resource segregation, or fencing, flew in the very face of the original value proposition surrounding virtualization; sharing resources, and improving flexibility.

The following quotes from interviews highlight these points:

*“We aren’t using virtualization yet, but we plan to next year. I think it will solve problems — we won’t have to worry about an application running out of room or having to move it to another server. We’ll just add more resources to the pool, and virtualization will take care of it.”*

*“My concern [about virtualization] is having the internal skill set to manage this environment to its full capacity. I’m not sure if we have measurements to tell that we’re getting the most out of it.”*

Clearly, improved insight into resource consumption, and its link to applications and business processes, is a prerequisite for effective financial management and forecasting. Moreover, virtualization will help, but won’t solve all of these problems. Unless a company can see the link between business processes, applications, and resource consumption, it will be forced to over-allocate valuable resources, provide “best-guess” IT budgets, and even “fence-in” certain applications and their resources to guarantee service levels. All of this points to manual intervention, overhead, and expense.

## Recommendations

### The Importance Of Visibility

The ability to see how IT resources are being consumed, and to link that consumption with business processes, is crucial for any IT organization that wishes to save money, improve its business relationships, and provide reliability and flexibility in service delivery. This is a problem that has to be addressed if organizations have any chance of solving today’s business problems while preparing themselves for the inevitable industry shift to a services-led ecosystem.

Although mainframe platforms have had resource utilization monitoring and management tools for more than 20 years (mainly in the form of chargeback systems), companies running current server architectures are flying blind and having to make-do with manual solutions. It is not uncommon for companies to have hordes of employees in IT and finance whose sole job is to try and track the link between IT assets and the business processes that consume them. Further, our interviews showed that the most common method for tracking resource consumption back to business units was a manual one, via Excel spreadsheets.

This situation has to change. If companies seek to create an IT organization that can anticipate and respond — at a moments notice — to changes in the business, the cornerstone must be improved visibility into resource consumption. Whether a company uses this information solely for planning and forecasting, or takes this data one step further into full budget allocation or chargeback is irrelevant, since that will depend on each organization’s unique company culture and organizational structure. Unless companies can see which IT services are linked to which applications and business processes and have some visibility into the cost and quality of each of those services, crucial business decisions will continue to be made primarily based on guess-work and gut feel.

Forrester discussed the potential benefits of having an improved level of visibility into IT resource consumption with study respondents. In addition to preparing companies for the upcoming shift to a services-led ecosystem, increasing visibility into resource consumption has several immediate benefits:

- Allowing IT to build stronger relationships with the business.
- Facilitating improved disaster recovery capabilities.
- Improving the effectiveness of virtualization.
- Enabling high-quality service delivery via accurate planning and forecasting.
- Enhancing organizational and architectural flexibility.

### Planning For Change

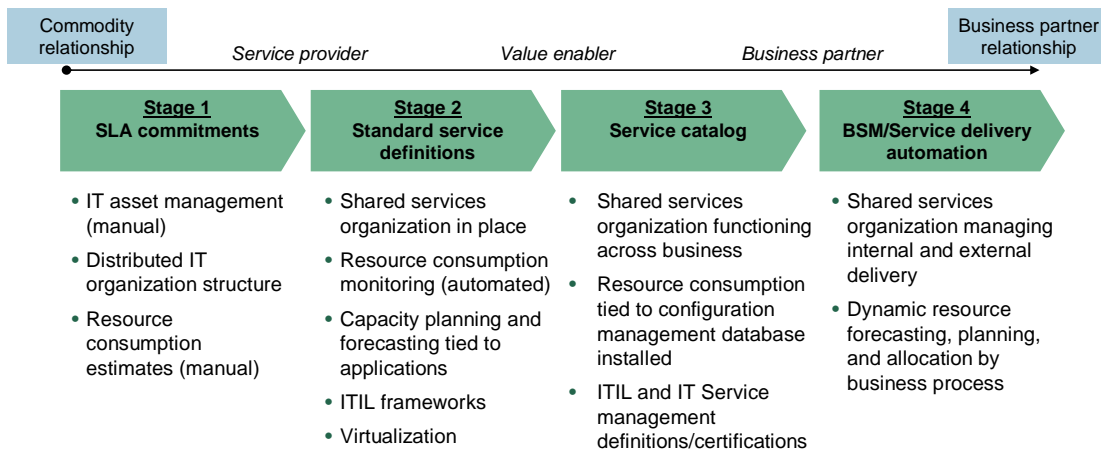
Inevitably, the “four horsemen of technology change” (open source software, SaaS, SOA, and network convergence) will continue their stampede over the next five to seven years. These technology changes, coupled with the four colliding factors of market change (commoditization, globalization, industrialization, and miniaturization) will force fundamental change on IT organizations and their management teams.

It is imperative that IT leaders act now to prepare their organizations for the inevitable changes that will transform the IT industry in the next five to seven years. CIOs are facing a fundamental shift in the way IT functionality is delivered, and they can either develop a plan for exploiting that shift — or they can sit on the sidelines.

The good news is, there’s an opportunity for savvy CIOs to plan and to prepare their organizations for the future. IT executives don’t have to undertake a massive transformation project to see the benefits of a services-led world. There is a logical progression, or road map, that organizations can follow that will deliver better services, enhanced relationships with the business, more accurate planning and forecasting, and reductions in cost. Many firms are already adopting processes and technologies such as ITIL and configuration management databases (CMDBs), service catalogs and business services management (BSM) suites, and virtualization and service automation technologies.

To help companies through this process, Forrester has outlined several of the most important steps in this journey and categorized them into four stages. While all of the activities in any one stage don’t have to be completed before moving on to the next, IT execs will experience a better return on their efforts by crafting a logical strategy — with actionable steps along the way.

Figure 5: A Service Delivery Maturity Progression



Source: Forrester Research

Progression along the path from Stage 1 to Stage 2, for example, might include standardizing IT processes and services via a common framework (Information Technology Infrastructure Library, or ITIL) — allowing IT to reduce cost and improve the quality of its services. A move from Stage 3 to Stage 4 involves the automation of service delivery, using workflow management techniques and standard service catalogs, and improving the flexibility and responsiveness of IT to business demands.

The most important initiatives are those that will deliver immediate value to the organization and at the same time build trust and credibility. One of the most common themes in our discussions with the companies in this study was a strong desire to improve the image of IT and its relationships with the business. CIOs cannot hope to have, as one interviewee put it, “a seat at the table” with business partners until they can demonstrate trusted stewardship of the resources under their control. That means that at the most basic level, IT must have visibility into how its resources are being consumed and must be able to forecast, with some level of certainty, future requirements. As IT progresses from one stage of maturity to the next, CIOs will have the metrics in place to show the business not only where IT resources are being consumed, but how IT dollars are contributing directly to business objectives.

## Conclusions

The one thing that is certain in the shift to a services ecosystem is that the status quo isn't an option. The entire IT ecosystem is going to change, faster than most IT professionals have anticipated. IT execs can't continue to “fly blind”, over-allocate resources, or sustain manual Excel spreadsheets and best guesses in the allocation of their resources. CIOs must be able to make informed decisions from a position of strength, and that strength must come from solid management of the resources under their control. Decisions regarding which IT services provide a competitive advantage (and which should be sourced outside of the organization) must be based on detailed knowledge of the cost of those services, the relationship between those services, the business processes they support, and a strong, supportive relationship with the business. These are the basic building blocks of any well-run IT organization and are no longer a luxury in today's hypercompetitive, 24x7, global business environment. They're a necessity.

## Appendix A: Supplemental Material

For additional information about the trends cited in this research, see the following Forrester research reports:

January 2, 2007, “The Emerging IT Ecosystem” report.

September 27, 2007, “US IT Spending Summary: Q3 2007” report.

January 24, 2007, “IT Services Firms Marketing Priorities For 2007” report.

January 12, 2006, “Adaptive Sourcing: Outsourcing’s New Paradigm” report.

March 22, 2006, “The Three Archetypes Of IT” report.

## Appendix B: Methodology Details

### Methodology Overview

- The study was commissioned by Unisys and conducted by Forrester Consulting. Forrester and Unisys generated key hypotheses together, based on existing Forrester research. The question set was developed and reviewed by Forrester.
- The 20 interviews were conducted by phone and were approximately 1 hour in length. Interviews were led by Forrester analysts and/or consultants

### Respondent Overview

- Interview respondents were from US-based companies with more than \$500 million in annual revenue, and were chosen for participation in the study based on their role in resource utilization and capacity planning, and their use, or planned use, of virtualization technologies.
- Respondents were identified by Forrester Consulting as “IT decision-makers,” meaning that they have responsibility for defining IT strategy, choosing IT vendors, and authorizing IT purchases.
- Example titles from the 20 interviews included IT managers, IT directors, and senior, C-level IT professionals:
  - Senior most IT decision-maker: 5
  - Executive reporting to the senior-most decision-maker: 9
  - Manager/director/VP in data center operations/server management: 3
  - Manager/director/VP in architecture and design: 3

### Respondent Demographics

- Respondents by industry:

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- Insurance: 3
- Government: 3
- Banking: 2
- Financial services: 4
- Computer technology: 4
- Consumer services: 1
- Business products and services: 2
- Aerospace: 1

## Endnotes

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<sup>1</sup> See the September 27, 2007, “US IT Spending Summary: Q3 2007” report.

<sup>2</sup> See the January 2, 2007, “The Emerging IT Ecosystem” report.

<sup>3</sup> These companies have implemented service delivery automation software tools, such as newScale.

<sup>4</sup> These figures are based on existing Forrester Research on Service Catalogs and BSM.

<sup>5</sup> See the January 12, 2007, “Adaptive Sourcing: Outsourcing’s New Paradigm” report.

<sup>6</sup> The lack of visibility into server capacity was particularly acute among companies with x86 server architectures. Some firms using non-x86 servers indicated that vendor-supplied tools (such as those provided with some Sun servers) offered insight into server utilization.

<sup>7</sup> While the wording used in interviews differed from Forrester’s March 22, 2006, “The Three Archetypes Of IT” report, the categorizations were the same. Cost centers must provide cost-effective reliability. Finance pays close attention to IT in these environments, and costs are expected to be transparent and reduced over time. In utilities, the company expects to have all the infrastructure capabilities of cost centers — plus application projects managed centrally, delivered on time, and within budget. Heads of functional departments like sales, customer service, finance, HR, and marketing steer the IT application software priority list, and define functionality requirements. Value partner organizations pour their energy into creating unique and competitive solutions for customers, suppliers, and internal business users. As a result, there is little time for the delay in requirements translation between business groups and IT that occurs with utilities. These IT organizations have the added dimension of C-level expectations and so, are governed by the executive team.