Executive Programs & IT Key Metrics Data
Executive Assessment

Prepared for: XYZ Company

May 2015

GARTNER CONSULTING
Version #1

CONFIDENTIAL AND PROPRIETARY
This presentation, including any supporting materials, is owned by Gartner, Inc. and/or its affiliates and is for
the sole use of the intended Gartner audience or other intended recipients. This presentation may contain
information that is confidential, proprietary or otherwise legally protected, and it may not be further copied,
distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates.
© 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
Content

Assessment Overview & Description of Comparison Groups
Key Data Input
  IT Spending as a % of Total Revenues
  IT Spending as a % of Operating Expenses
  IT Spending per Company Employee
  IT Employees as a % of Company Employees
  In House vs. Contract IT Employees
  Capital vs. Operational IT Spending
  IT Spend Distribution (HW, SW, Personnel, Outsourcing)
  IT Spend Distribution (Run, Grow, Transform)
  Spending & Staffing
  IT Security Metrics Comparison
  IT Outsourcing Metrics Comparison
  Applications Metrics Comparison
Assessment Overview

The purpose of this executive assessment is to provide a high level overview of investment and staffing levels and distribution against industry averages as well as insight into technology-specific cost, staffing and performance levels.

The metrics contained in this report are based on averages sourced from the Gartner IT Key Metrics Data 2015 publication series, and provide you with a vehicle to easily compare your organization’s key IT metrics against the Gartner averages in a structured environment.

Published content represents a mix of organization’s of different sizes and vertical industry segmentations.

As with any data, many potential interpretations and analyses exist, so these measures should be considered in the context of your organization’s future state objectives and your niche competitive landscape.

Your organization should assess its own situation carefully, and should not, arbitrarily, change to conform to published data (which do not necessarily represent best practices).
Description of Comparison Groups

Industry analysis:
For measures by industry this analysis explores an organization’s total capital and operational (excluding depreciation and amortization) budget and staffing levels. Your organization has been compared to organization’s within your industry sector.

Non-industry analysis:
For the Security Metrics Comparison, Outsourcing Metrics Comparison and Applications Metrics Comparison sections your organization has been compared to the full database for each of the technology domains analyzed.
Industry Comparison Analysis
IT Spending as % of Total Revenues

Cylinders denotes the median 50% of responses

Source: Gartner Benchmark Analytics - IT Key Metrics Data

XYZ Company: 3.7% (3.7% to 4.6%)

Industry Average: 4.6%

Middle Quartiles: 3.7%
IT Spending as % of Operating Expenses

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Cylinders denotes the median 50% of responses

= Range  = Industry Average  = Middle Quartiles  = XYZ Company
IT Spending per Company Employee

Cylinders denotes the median 50% of responses

= Range
= Industry Average
= Middle Quartiles
= XYZ Company

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Employees as % of Total Employees

Cylinders denotes the median 50% of responses

- = Range
- = Industry Average
= Middle Quartiles
- = XYZ Company

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Staffing Distribution
In House vs. Contract Employees

XYZ Company
- 90% In House
- 10% Contractors

Industry Average
- 50% In House
- 50% Contractors

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Spending Distribution
Capital & Operational Spend

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Spending Distribution
Hardware, Software, Personnel, Outsourcing

<table>
<thead>
<tr>
<th></th>
<th>Industry Average</th>
<th>XYZ Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Software</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Personnel (including Occupancy)</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>Outsourcing (including Public Cloud &amp; Transmission )</td>
<td>20%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Source: Gartner Benchmark Analytics - IT Key Metrics Data
CONFIDENTIAL AND PROPRIETARY
EP ITKMD Executive Assessment | © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
Spending Distribution
Run, Grow, Transform

XYZ Company
- Run: 80%
- Grow: 15%
- Transform: 5%

Industry Average
- Run: 50%
- Grow: 30%
- Transform: 20%
Cost Distribution
By Technology Domain

<table>
<thead>
<tr>
<th>Technology Domain</th>
<th>Industry Average</th>
<th>XYZ Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Center</td>
<td>19%</td>
<td>20%</td>
</tr>
<tr>
<td>End-User Computing</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>IT Service Desk</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Voice Network</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Data Network</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Application Development</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>Application Support</td>
<td>18%</td>
<td>10%</td>
</tr>
<tr>
<td>IT Management</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>4%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Source: Gartner Benchmark Analytics - IT Key Metrics Data
Staffing Distribution
By Technology Domain

<table>
<thead>
<tr>
<th>Industry Average</th>
<th>XYZ Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Center</td>
<td>14%</td>
</tr>
<tr>
<td>End-User Computing</td>
<td>11%</td>
</tr>
<tr>
<td>IT Service Desk</td>
<td>8%</td>
</tr>
<tr>
<td>Voice Network</td>
<td>5%</td>
</tr>
<tr>
<td>Data Network</td>
<td>8%</td>
</tr>
<tr>
<td>Application Development</td>
<td>21%</td>
</tr>
<tr>
<td>Application Support</td>
<td>19%</td>
</tr>
<tr>
<td>IT Management</td>
<td>8%</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Security Comparison Analysis

Comparison group based on full security database (across all industries)
IT Infrastructure Security Spend as a % of IT Spend

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Security Database
Cylinders denotes the median 50% of responses

= Range  = Average  = Middle Quartiles  = XYZ Company
IT Applications Security Spend as a % of IT Spend

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Security Database

Cylinders denotes the median 50% of responses

= Range  = Average  = Middle Quartiles  = XYZ Company
IT Risk Management Spend as a % of IT Spend

Based on Full Security Database
Cylinders denotes the median 50% of responses

Source: Gartner Benchmark Analytics - IT Key Metrics Data
CONFIDENTIAL AND PROPRIETARY
EP ITKMD Executive Assessment | © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
IT Infrastructure Security FTEs as a % of IT FTEs

Based on Full Security Database
Cylinders denotes the median 50% of responses

= Range  = Average  = Middle Quartiles  = XYZ Company

Source: Gartner Benchmark Analytics - IT Key Metrics Data
CONFIDENTIAL AND PROPRIETARY
EP ITKMD Executive Assessment | © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
IT Applications Security FTEs as a % of IT FTEs

Based on Full Security Database
Cylinders denotes the median 50% of responses

Source: Gartner Benchmark Analytics - IT Key Metrics Data
CONFIDENTIAL AND PROPRIETARY
EP ITKMD Executive Assessment | © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
IT Risk Management Security FTEs as a % of IT FTEs

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Security Database
Cylinders denotes the median 50% of responses

= Range  = Average  = Middle Quartiles  = XYZ Company
IT Outsourcing Comparison Analysis

Comparison group based on full outsourcing database (across all industries)
Outsourcing Spend as a % of IT Spend

Based on Full Outsourcing Database
Cylinders denotes the median 50% of responses

Source: Gartner Benchmark Analytics - IT Key Metrics Data
IT Outsourcing Dollars Managed per FTE

Based on Full Outsourcing Database
Cylinders denotes the median 50% of responses

$0 $5 $10 $15 $20 $25 $30 $35 $40 $45
Millions

Range = = Average = Middle Quartiles = XYZ Company

Source: Gartner Benchmark Analytics - IT Key Metrics Data
CONFIDENTIAL AND PROPRIETARY
EP ITKMD Executive Assessment | © 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
Applications Comparison Analysis

Comparison group based on full applications database (across all industries)
Applications Project Measures

Cylinders denotes the median 50% of responses

- Range
- Average
- Middle Quartiles
- XYZ Company

Percentage of Projects Completed on Time

Variance From Planned Lifecycle

Source: Gartner Benchmark Analytics - IT Key Metrics Data
Based on Full Applications Database
Applications Project Measures

Percentage of Projects Completed on Budget

Variance From Planned Budget

Cylinders denotes the median 50% of responses

= Range = Average = Middle Quartiles = XYZ Company

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Applications Database
Applications Project Measures

Cylinders denotes the median 50% of responses

- = Range
- = Average
- = Middle Quartiles
- = XYZ Company

Percentage of Projects Cancelled Prior to Delivery

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Applications Database
Applications Project Measures

Percentage of Projects Perceived by Customers as:

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>XYZ Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not meet expectations</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Somewhat disappointing</td>
<td>20%</td>
<td>68%</td>
</tr>
<tr>
<td>Somewhat successful</td>
<td>50%</td>
<td>24%</td>
</tr>
<tr>
<td>Outstanding success</td>
<td>25%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Applications Database
Applications Project Measures

For projects that were rated as 'Did not meet expectations' or 'Somewhat disappointing', Percentage related that way because of:

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>XYZ Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Functionality</td>
<td>34%</td>
<td>25%</td>
</tr>
<tr>
<td>% Missed Schedule</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>% Quality</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>% Cost</td>
<td>15%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: Gartner Benchmark Analytics - IT Key Metrics Data
Based on Full Applications Database
Applications Project Measures

Significant Cause of Projects Being Late/Overbudget

<table>
<thead>
<tr>
<th>Category</th>
<th>XYZ Company</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor Initial Scope</td>
<td>4 (3.0)</td>
<td></td>
</tr>
<tr>
<td>Scope Creep</td>
<td>5 (4.0)</td>
<td></td>
</tr>
<tr>
<td>Resource Availability</td>
<td>4 (3.0)</td>
<td></td>
</tr>
<tr>
<td>Technical Expertise</td>
<td>2 (2.0)</td>
<td>2.5 (2.5)</td>
</tr>
<tr>
<td>Shifting Priorities</td>
<td>5 (2.5)</td>
<td></td>
</tr>
</tbody>
</table>

Scale of 1 - 5. 1 = Not Significant, 5 = Highly Significant

Source: Gartner Benchmark Analytics - IT Key Metrics Data

Based on Full Applications Database
Information Provided by Gartner Benchmark Analytics

If you have any questions regarding this report, please contact us at:

KMDInfo@gartner.com

To learn more about Gartner Consulting’s Benchmark Analytics solutions, go to:

gartner.com/benchmarking

or contact us at:  benchmarkinginfo@gartner.com

To learn more about IT Key Metrics Data please visit our web page on gartner.com

From the “Explore” menu, select the “Metrics & Tools” tab, then select “IT Key Metrics Data”
Gartner delivers the technology-related insight necessary for our clients to make the right decisions, every day.