1.	**Q: People - What is the best methodology to determine the necessary training to transform an organization to support ITSM processes?**
	A: There is no one answer to this question. The key is understanding what you want to do, where you want to go and what skills you have or need. Start there. Depending on your goal, in some cases you may need Project Management skills. In another case you may need an ITIL Foundation class for everyone to understand common terms and definitions. Or perhaps you need a DBA for data modeling and process flow. It all starts with strategy. If you need help, use a resource like ITSM Academy for guidance. I just finished a research report regarding goals and skills containing ideas around this question that may be helpful. Forrester clients can access the report here.
2.	**Q: Eveline, you mentioned on slide 28 that you would send additional information on balanced scorecards?** A: Yes, Forrester clients can access the report here.
3.	**Q: Gamification!? Definition, please.** A: Currently for ITSM, gamification is primarily known as a simulation game or exercise. You assign a group of people to ITSM roles, place them all in one room and you simulate a real experience with a variety of scenarios. This is done in a fun but thrilling way in order for participants to understand multiple ITSM aspects and activities. Yet while having fun, you can also see the serious business implications of ITSM and gain better comprehension of the importance of ITSM best practices. ITSM Academy uses the Apollo ITSM simulation but takes gamification to a broader level, particularly looking at ways to encourage users to engage in desired behavior like finishing an assignment or applying a learned concept. Gamification is a great new trend and can be done in a variety of ways, particularly with technology. Here is the Wikipedia definition: **Gamification** is the use of game design techniques, game thinking and game mechanics to enhance non-game contexts. Typically gamification applies to non-game applications and processes, in order to encourage people to adopt them, or to influence how they are used. Gamification works by making technology more engaging, by encouraging users to engage in desired behaviors, by showing a path to mastery and autonomy, by helping to solve problems and not being a distraction, and by taking advantage of humans' psychological predisposition to engage in gaming. The technique can encourage people to perform chores that they ordinarily consider boring, such as completing surveys, shopping, filling out tax forms, or reading web sites. Available data from gamified websites, applications, and processes indicate potential improvements in areas like user engagement, ROI, data quality, timeliness, or learning.

4.	**Q: Agree on the use of ITSM versus ITIL - we have done a lot of work towards ITSM - many courses on ITIL to enable ITSM principals and the like - but we've found that people use the terminology but not the practices? How do you get past that?** A: That's a long conversation. ITSM best practices, like the ITIL framework, are proven. However, ITSM should be to be tailored and modified to fit your organization and needs. It is not always easy for people to see how to integrate and adopt best practices. Get help if you need. Overall, you have to adjust the best practices in a way that is meaningful to you. Keep in mind that what you want is behavior change.
5.	**Q: Is there a recommendation between the usage of Customer vs. Client for providing services?** A: There is not. The answer depends on your organization. At Forrester, we call them clients as customer can be too confusing between external customers, internal customers and even our own IT department customers. I have dropped the term "end users." Too old of a term.