

1.	<p><b>Q: You show benefits and metrics (for example in the Incident Management process) but how do you make the link between cause and effect?</b></p> <p>A: The process benefits are taken from the ITIL text and the metrics are based on estimates, not true data, as this presentation assumes the processes are not implemented yet. It is difficult to link cause and effect without having true data. In order to start somewhere, we had to draw the baseline and forecast data. Once done, we can do a before/after exercise that then assumes cause and effect. In real life it is difficult to show true cause and effect since you can't isolate any one dependent variable. I referred in my answer to the Economics concept of ceteris paribus, meaning "everything else being equal." In academia, you make this assumption so that you can show true cause and effect, but in the real world everything else never stays the same.</p>
2.	<p><b>Q: Curious if your organization has ever compared the true cost of outsource vs insource of standard IT services? I know general answer is 'it depends' on current internal costs etc. however would be curious is a standard TCO/ROI for that has been developed.</b></p> <p>A: My organization has looked into it slightly but I was not a part of the conversation. I believe every organization has done this to a degree. It's not always a fair comparison as there are hidden costs on both sides.</p>
3.	<p><b>Q: How can you show individual process ROI on the tool components when typically you purchase an entire solution?</b></p> <p>A: By allocating a percentage based on total cost of tool ownership per process used. For example, I used 33% for Incident because we currently use the tool for Incident, Problem and Change.</p>
4.	<p><b>Q: Do you have any best practices or standards to calculate Cost per Incident? Including the cost of escalating to 2nd or 3rd level?</b></p> <p>A: Gartner does. There are a couple data points in my paper - <a href="https://umshare.miami.edu/team/it/Docs/Public_Files/ITT/ITIL_ROIWhitePaper.pdf">https://umshare.miami.edu/team/it/Docs/Public_Files/ITT/ITIL_ROIWhitePaper.pdf</a></p>
5.	<p><b>Q: Is there a template that may be used to calculate cost per incident?</b></p> <p>A: Yes, and we will share it in the links. <a href="http://soflahdi.com/LiteratureRetrieve.aspx?ID=111708">http://soflahdi.com/LiteratureRetrieve.aspx?ID=111708</a></p>
6.	<p><b>Q: How do you quantify the cost of failed change?</b></p> <p>A: It's difficult but can be done or estimated. A failed change would result in cost of down time, redesign, and retesting which are easier to calculate than loss of reputation and trust. Plus, some people don't consider it failed if you can remediate out of it. Try using past experience of a failed change to quantify cost.</p>
7.	<p><b>Q: Have you seen any studies done on cost of charge back systems vs. benefit of user behavior changes?</b></p> <p>A: No, but we are doing a study on that currently internally as we do charge back, even in IT. We are talking about not doing charge back. I do not think it will include the behavioral differences associated with cultural change using ITIL processes and charging back departments.</p>

8.	<p><b>Q: Which process provides the biggest bang for the buck in terms of reducing IT costs; which is easiest to quantify?</b></p> <p>A: In my opinion, it is Change Management. I have no data to back this but I believe my answer is the general, inherent answer of the majority of people and has become part of the natural ITIL lexicon. Having an ITIL-based Change Management process in place can result in more changes, faster changes, better changes and equate to better agility for the business.</p>
9.	<p><b>Q: What are the negative behaviors you are seeing from the charge back model that is making you look at removal of the chargeback model?</b></p> <p>A: The fact we may remove our charge back model has little to do with negative behaviors. The model has simply served it's time and we in IT are not seeing the benefit in doing it as much anymore. In fact, it has complicated matters to have our tool interfacing with our financial tool like adding too much complexity and time to our Request Fulfillment process and its associated costs. It is the business side, actually, who is resisting dropping the charge back model as they fear their budgets will be reduced.</p>
10.	<p><b>Q: How long did it take to implement the Incident Management process at University of Miami?</b></p> <p>A: That's tough to answer as in some ways Incident really started years ago. We went through so many changes and we almost started over many times. The answer is about 3 years. It shouldn't have taken that long but there were some reasons it did. We had two campuses that were separate, for example. Now we are joined. We have had different tools and just now are moving to one. ERP is being implemented so that changed a lot of things also. We've been busy!</p>
11.	<p><b>Q: When we are talking about cost of ITIL, is it really more the cost of ITSM? Are there other frameworks like MOF?</b></p> <p>A: It is IT Service Management (ITSM) but we are also trying to use best practices based on the ITIL framework intentionally so we want to differentiate that. We all do IT Service Management to some degree but ITIL is trying to help us do it better. That is why ITIL is the cost/value we are trying to measure.</p> <p>We haven't used MOF but there is cost savings shown in <a href="#">MOF</a>. There is an ROI calculator available which includes staff costs.</p>