

Kaseya  
IT Operations  
Benchmark Survey 2016

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## Introduction

Welcome to the second annual Kaseya IT Operations Benchmark survey. Earlier this year, our survey respondents almost tripled in number to include results from 1,200 small- and mid-sized companies globally. Respondents represent over 50 industries and 20 countries.

As we found last year, the IT groups in these companies do a whole lot: maintain existing infrastructure; perform upgrades and expansion when necessary; sustain high levels of service availability and aid current users; provide technology advice and support for new business requirements; configure and manage new applications; train new users; manage cloud applications; liaise with technology partners and suppliers; maintain high levels of security; and much more.

By focusing only on small- and mid-sized companies (which we define as organizations with up to 5,000 employees), we can better uncover the resource allocation, planning and operation challenges these IT groups face versus the very different issues faced by IT groups at Global 2000 enterprises.

The Kaseya IT Operations Benchmark Survey was designed to find out how IT groups at these companies are faring as IT management demands grow in number and complexity every day – and to learn from the most mature and successful ones. So, in addition to presenting the key findings of this year's survey results, this report reviews the Kaseya IT Management Maturity Model, which is the basis for much of the analysis. Finally, this report also includes the best next steps for companies along the IT Management Maturity continuum to increase the efficiency and effectiveness of their IT Operations teams and processes.

## IT Management Maturity Model

First, let's define some important terms used in this survey. We define IT Management Maturity as a way of describing:

*People, technology and processes within IT that deliver and maintain your IT services*

Maturity Levels simply measure how well the IT management function supports the IT needs of your business — from systems and service readiness, to technology choices (e.g., cloud services), to responsiveness, strategic alignment and business enablement. Progressing through the maturity model leads to a more capable IT organization, one that's better equipped to accomplish its mission and goals and to help drive business success.

Kaseya developed its IT Management Maturity Model specifically for small- and mid-sized companies because existing IT maturity models were only relevant for much larger enterprises. This model, based on insights and feedback from our small- and mid-sized customers, consists of five levels:



## IT Management Maturity Model

For more information on this Maturity Model and details on the five levels, please read [Benchmarking Your IT Management Maturity](#).

## Top Actionable Insights

So what did we learn from our survey respondents? Here are the top six insights.

### ■ IT groups at mid-sized companies still remain in early stages of IT maturity.

Based on the survey responses, 86 percent of respondents classify their IT organization as being at one of the first three levels on the IT management maturity model, namely REACTIVE, EFFICIENT or PROACTIVE. In fact, the largest cohort (35.4 percent) reported that they are still at the REACTIVE stage. They primarily focus on internal IT challenges versus challenges faced by the business or the business' customers, and spend a good deal of time on day to day tasks that have more manual labor involved than is ideal. Consequently, IT is perceived as a utility for most mid-size businesses, where the primary concern is to minimize costs while maintaining a functional IT infrastructure to support employees.

Only 14 percent of respondents consider their IT organizations to have reached either the STRATEGIC or ALIGNED levels. This number represents a 3 percent increase from last year.

### ■ IT maturity highly correlates with revenue growth rates.

There is a strong correlation between the level of IT management maturity and higher revenue growth. For companies who grew their revenue at greater than 10 percent between 2014 and 2015, 36 percent of the IT organizations were considered to have reached the STRATEGIC or ALIGNED maturity levels. Only 21-25 percent of companies at REACTIVE, EFFICIENT, or PROACTIVE levels reporting growth rates over 10 percent. We can't pretend that this correlation is causation, of course. However, it's suggestive that – at least – a well-managed company focuses management attention and strategic thought on the best ways to organize, fund and staff its IT Ops group.

### ■ Companies of any size can achieve the highest levels of IT maturity.

It would be easy to assume that as a business grows in size, its level of IT management maturity advances. And we did find that REACTIVE IT Ops groups are more common at smaller companies than in larger companies. However, 82 percent of respondents in companies with 3,000 to 5,000 employees are still at REACTIVE, EFFICIENT or PROACTIVE levels; this rate is only slightly better than the 86 percent for all respondents.

In addition, 89 percent of respondents in companies with 101- 250 employees are at REACTIVE, EFFICIENT or PROACTIVE level, compared to 83 percent for respondents in companies with under 50 employees. The 17 percent of the companies with 1-50 employees indicated they were at the STRATEGIC/ALIGNED IT Maturity levels – which is almost 90 percent higher than the percentage of respondents at companies with 500-1,000 employees.

So, if you're a company with, say 350 employees, and are constantly fighting fires and have no time to get to more strategic projects, you can't reflexively blame the size of your company for this situation. Companies in your size range do achieve higher levels of IT Maturity.

### ■ Metrics matter.

Undoubtedly it's challenging to measure IT performance, especially when IT is responsible for maintaining a complex IT infrastructure and a host of differing applications and devices. However, it also seems clear that those who do leverage metrics for benchmarking and service optimization operate at higher maturity levels. Forty-four percent of companies at the STRATEGIC/ALIGNED maturity levels have formal service level agreements (SLAs) that are mandatory requirements. In comparison, companies at REACTIVE, EFFICIENT or PROACTIVE levels of IT maturity have mandatory SLAs of 9, 11, and 28 percent, respectively. This trend continues when comparing companies that measure Mean Time to Recover (MTTR). Almost half the companies at the STRATEGIC/ALIGNED levels measure MTTR, but only 18, 26 and 28 percent, respectively, of the companies at REACTIVE, EFFICIENT and PROACTIVE measure it.

### ■ Automation drives IT Maturity.

Respondents were asked to indicate their Top 3 IT priorities for 2016 from a list of over 20 options. All four IT Maturity level cohorts gave top rankings to four priorities: Completing IT projects on time; Delivering higher service levels/IT service availability; Improving (your company's) customer experience; and Reducing IT costs. (Spoiler alert: Everyone needs more time!).

However, there were big differences in the selection rates for another priority: Increasing the level of IT

automation. Whereas 16.9 percent of the STRATEGIC/ALIGNED companies selected increasing levels of IT automation as one of their Top 3 Priorities, 21.5 percent of REACTIVE companies, 25.1 percent of EFFICIENT companies and a whopping 34.9 percent of PROACTIVE companies rated increased automation a Top 3 priority. Perhaps STRATEGIC/ALIGNED companies have already implemented a lot of automation, while the PROACTIVE companies realize that automation is a cornerstone for their advancing in maturity.

## ■ Cloud and hybrid environments increasing.

More mature IT groups are currently using cloud services at a higher rate than their peers. For example, STRATEGIC/ALIGNED companies leverage PaaS, IaaS, and SaaS solutions, as well as externally hosted private clouds, 50 percent more frequently than REACTIVE companies.

However, looking forward twelve months, the positions are reversed with a higher percentage of REACTIVE companies considering these cloud services than the STRATEGIC/ALIGNED companies. In fact, combining 'Currently Employed' with 'Considering in Next 12 Months,' the playing field evens out, with companies in all four maturity cohorts showing adoption rates of 45-50 percent of all cloud services.

## Recommendations and Next Steps

Most IT organizations at small- and mid-sized companies struggle to meet their goals and objectives, due in large part to strong resource constraints. They can never find enough free time and/or limit unplanned interruptions to turn their attention to more strategic projects that will support their company's overall growth goals. Instead, they are stuck in a cycle of repetitive manual updates and stressful reactive firefighting.

In contrast, those few organizations who have reached the higher levels of IT management maturity – by automating mundane activities, standardizing and streamlining processes, and leveraging cloud services – have the time to focus on IT projects that drive business results and end-user satisfaction.

So, what's the next step? No matter where you fall on the IT Management Maturity model, here are the top five steps that will have the biggest impact on improving your IT operations' performance and maturity:

## ■ Don't get left behind. Start today.

It's never too late – and no IT group is ever too small – to starting taking control of their IT processes. Developing a highly mature, highly respected IT group is not a function of company size, IT group size, or industry. IT infrastructure complexity is not going to go away. Demands on your IT group are, in fact, only going to increase. So, you have to take control, manage the complexity, and minimize its impact on IT and company productivity. Look for IT management and security tools that allow you to view, monitor and manage your entire IT environment holistically.

## ■ Automate everything.

Make sure to leverage as much automation as possible. Policy-based automation improves staff efficiency. Discovery, audit, software deployments (including third party software), patches, antivirus updates, backup, and more, can all be automated based on defined policies that make sense for your company and your IT organization.

Automation can be like a Super Power, making everything simpler and easier. Look for solutions that go beyond simple remediation to make sure that SOPs and policies are routinely enforced; remediations and all access and alterations are recorded; and that reports and dashboards are up-to-date and real time.

## ■ Always keep improving.

It's important to prioritize and manage with intention to get your IT group out of the fire-fighting purgatory that most IT groups experience. One of the major differences between the STRATEGIC /ALIGNED IT groups and the REACTIVE groups is their consistently higher usage rates of a wide variety of strategies and tactics to optimize IT efficiency and effectiveness. On average, the more mature cohort used 36 percent more discrete tactics than the reactive cohort (9.8 versus 7.2). Since over a third of respondents (across industries and company sizes) indicated they were a REACTIVE IT group, this means a lot of IT groups need to look hard at their current processes and methodically identify areas for improvement. Think you've done all you can? Review the list – and add one more tactic to your game plan.

## ■ Budgets are important, but metrics drive success.

Do high-maturity IT organizations become that way because they track and measure their performance? Or does tracking and measuring performance help IT organizations evolve their IT maturity level? We can't definitively answer that question. But as with automation, tracking and measuring is no longer a luxury for 'someday.' As Yogi Berra sagely said, "If you don't know where you are going, you might not get there."

## ■ Cloud services are going mainstream – but make sure you can manage them.

Mature IT groups consider the cloud as a strategic enabler, allowing them to offload routine, repetitive tasks, scale at will, and focus their efforts on innovative IT projects to improve customer and end-user experience. It seems that all IT groups recognize this fact and are considering a wide range of outsourced cloud services. However, you need to make sure you have the tools to actively monitor and manage these cloud services to make sure they are delivering the higher service performance that you anticipate.

## ■ What's next? Device performance baselining and predictive analytics.

Some tactics such as backup and antivirus are used by most companies along the IT Maturity continuum. Looking to leapfrog into the higher ranks of IT Maturity? Consider device performance baselining and predictive analytics. These tactics aren't as common as others by a large margin – but the STRATEGIC/ALIGNED companies use device performance baselining over 100 percent more frequently than REACTIVE companies; and predictive analytics almost 200 percent more frequently. Technologies and solutions exist that are surprisingly affordable that deliver these high-leverage capabilities.

## Conclusion

According to this survey's findings, 86 percent of IT groups in small- and mid-sized companies are still in the early stages of IT management maturity and focus on day-to-day IT management tasks that are often time-consuming and manual. The remaining 14 percent have achieved higher levels of maturity and are reaping benefits in important ways for the business.

We hope that this whitepaper – including not only the six key insights and six recommendations, but also the detailed survey results provided in the following section – offers useful insight on how you can drive the effectiveness of both IT and the business using your current IT resources.

For more information on the IT Maturity Model referenced in this paper, please read [Benchmarking Your IT Management Maturity](#).

Kaseya is empowering IT groups worldwide to simply manage and secure their complete IT environments. Visit [www.kaseya.com](http://www.kaseya.com) today to find out how we can help you simplify IT management, free up time, and get more done in IT.

## Survey Results

The survey results are described in the following sections:

- A. Survey Methodology**
- B. Respondent and Company Demographics**
- C. IT Management Maturity Levels**
- D. IT Management Maturity Advantages**
- E. Strategies and Tactics for Improved IT Management Maturity**

### A. Survey Methodology

Kaseya conducted the IT Operations Benchmark Survey using a structured questionnaire during Q1 2016. All participants were asked if they were primarily employed in an IT operational role with some responsibility for IT infrastructure or IT services deployment, operation, management or support. Only responses from those who answered in the affirmative were included in the survey results. Over half of the final respondents identified their primary responsibility as “all of IT”. In total valid responses were received from 1,200 IT professionals.

The main focus of the survey was IT operations (individuals and groups) at small- and mid-sized companies (which we define as organizations with up to 5,000 employees). Only companies in this range were included in the survey results.

Survey respondents were asked which of the IT Management Maturity level descriptions most closely matched their organization’s IT management capabilities:

- Reactive:** Responding to individual user challenges and requests
- Efficient:** Having a systematic approach to solving known issues and dealing with daily tasks
- Proactive:** Taking a proactive approach to IT management, automating repetitive tasks and many remedial actions
- Aligned:** Tracking and managing against service level agreements (SLAs) or availability/performance expectations
- Strategic:** Achieving IT operational excellence and taking a strategic role in driving business innovation

The results were then analyzed to determine the key differences between IT organizations at each level. Over 86 percent of the respondents reported that their organization’s IT management maturity corresponded with levels one, two or three REACTIVE, EFFICIENT, and PROACTIVE respectively. The results for respondents who selected levels four and five ALIGNED and STRATEGIC were subsequently combined to provide a more succinct comparison between those IT organizations who were strongly IT-centric and those who were more business- or customer-focused.

### B. Respondent and Company Demographics

This section contains respondent and company profile information. The percentages quoted represent the proportion of responses in each category.

#### 1. What is your job title?

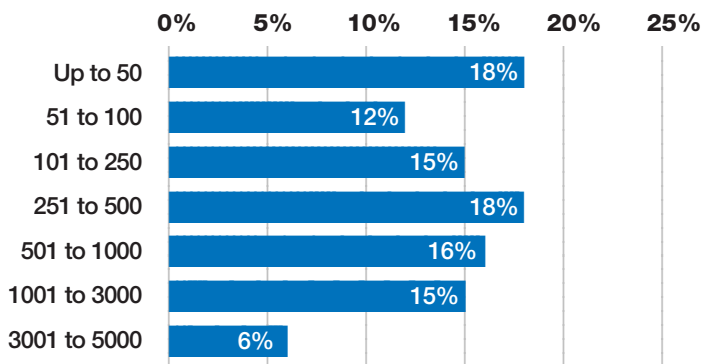
| Title                            | Response Percent |
|----------------------------------|------------------|
| Head/VP/Chief                    | 9.1%             |
| Director IT                      | 16.9%            |
| IT Manager/Supervisor            | 29.6%            |
| Network Engineering /NOC Manager | 8.1%             |
| System Admin                     | 20.5%            |
| Project/Manager                  | 5.4%             |
| Other                            | 10.3%            |

## 2. What are your primary areas of responsibility?

| Primary Area of Responsibility  | Response Percent |
|---------------------------------|------------------|
| All IT operations               | 58.1%            |
| IT Security                     | 45.7%            |
| Server operations               | 43.9%            |
| Network operations              | 44.4%            |
| Employee IT support/helpdesk    | 43.3%            |
| Project management              | 37.0%            |
| End point management            | 32.6%            |
| Data center operations          | 31.6%            |
| Mobile device management        | 30.2%            |
| Third-party service management  | 27.6%            |
| Cloud infrastructure operations | 24.8%            |
| Database administration         | 24.3%            |
| Other                           | 5.5%             |

## 3. What is the total number of employees in your company?

*(Response percent for each employee size range)*



## 4. To which industry does your company belong?

| Industry                          | Response Percent |
|-----------------------------------|------------------|
| Education                         | 14%              |
| Financial Services                | 13%              |
| Public Sector                     | 9%               |
| Healthcare & Pharmaceuticals      | 9%               |
| Professional Services             | 9%               |
| Manufacturing                     | 7%               |
| Computer Software or Hardware     | 6%               |
| Construction & Building Materials | 3%               |
| Non-Profit                        | 3%               |
| Energy & Utilities                | 2%               |
| Retail                            | 2%               |
| Transportation                    | 2%               |
| Telecommunications                | 2%               |
| Consumer Products & Services      | 4%               |
| Media                             | 2%               |
| Other                             | 14%              |

**5. What was the revenue growth of your company between 2014 and 2015?**

*(Response percent for each growth rate range)*

| Less than 0% | 0% - 3% | 3.01% - 5% | 5.01% - 10% | 10.01% - 15% | 15.01% - 20% | Greater than 20% |
|--------------|---------|------------|-------------|--------------|--------------|------------------|
| 10.34%       | 22.31%  | 23.51%     | 19.38%      | 11.02%       | 6.98%        | 6.46%            |

**C. IT Management Maturity Levels**

This section shows the percentage distribution of respondent companies across five IT management maturity levels REACTIVE, EFFICIENT, PROACTIVE, ALIGNED and STRATEGIC. As noted above, the ALIGNED and STRATEGIC level results were combined to better highlight the contrast between the majority of companies' IT functions, who are focused primarily on IT operational issues, versus the remainder, who are focused more on customer satisfaction and other business issues.

**6. Which of the following descriptions most closely matches your organization's IT management capabilities?**

**a. Percentage of IT organizations by IT management maturity level.**

| Description  | IT Management Maturity Level | Response Percent |
|--|------------------------------|------------------|
| Achieving IT operational excellence and taking a strategic role in driving business innovation         | 5 STRATEGIC                  | 14.1%            |
| Tracking and managing against Service Level Agreements (SLAs) or availability/performance expectations | 4 ALIGNED                    |                  |
| Proactive in our approach to IT management, automating repetitive tasks and many remedial actions      | 3 PROACTIVE                  | 29.2%            |
| Systematic in our approach to solving known issues and dealing with daily tasks                        | 2 EFFICIENT                  | 21.3%            |
| Responsive to individual challenges and requests   | 1 REACTIVE                   | 35.4%            |

**b. Distribution of respondent's companies by IT management maturity level and size. *(Response rate by # of employees)***

| Employee Size of Company | ALIGNED/ STRATEGIC | PROACTIVE | EFFICIENT | REACTIVE |
|--------------------------|--------------------|-----------|-----------|----------|
| Up to 50                 | 17%                | 29%       | 13%       | 41%      |
| 51 to 100                | 11%                | 28%       | 19%       | 42%      |
| 101 to 250               | 11%                | 28%       | 26%       | 35%      |
| 251 to 500               | 13%                | 31%       | 22%       | 34%      |
| 501 to 1000              | 9%                 | 33%       | 24%       | 34%      |
| 1001 to 3000             | 22%                | 23%       | 22%       | 33%      |
| 3001 to 5000             | 18%                | 35%       | 24%       | 24%      |

**7. What are the top priorities for your company’s IT organization in 2016?**

| <b>STRATEGIC/ALIGNED Level 2016 IT Priorities</b>        | <b>Response Percent</b> |
|--|-------------------------|
| Completing IT projects on time                           | 34%                     |
| Delivering higher service levels/IT service availability | 29%                     |
| Improving (your company’s) customer experience           | 23%                     |
| Reducing IT costs  | 23%                     |
| Improving company employee productivity                  | 17%                     |
|  |                         |
| <b>PROACTIVE Level 2016 IT Priorities</b>                | <b>Response Percent</b> |
| Increasing the level of IT automation                    | 35%                     |
| Delivering higher service levels/IT service availability | 28%                     |
| Completing IT projects on time                           | 28%                     |
| Reducing IT costs  | 28%                     |
| Improving (your company’s) customer experience           | 25%                     |
|  |                         |
| <b>EFFICIENT Level 2016 IT Priorities</b>                | <b>Response Percent</b> |
| Completing IT projects on time                           | 35%                     |
| Delivering higher service levels/IT service availability | 30%                     |
| Improving (your company’s) customer experience           | 28%                     |
| Reducing IT costs  | 27%                     |
| Increasing the level of IT automation                    | 25%                     |
|  |                         |
| <b>REACTIVE Level 2016 IT Priorities</b>                 | <b>Response Percent</b> |
| Completing IT projects on time                           | 37%                     |
| Delivering higher service levels/IT service availability | 28%                     |
| Improving (your company’s) customer experience           | 25%                     |
| Reducing IT costs  | 25%                     |
| Increasing the level of IT automation                    | 22%                     |

**8. What is the total number of IT Ops/Monitoring/Network Engineering Staff your company employs?**

| <b>IT Management Maturity Level</b> | <b>IT Ops Staff</b> | <b>Monitoring Staff</b> | <b>Network Engineers</b> |
|-------------------------------------|---------------------|-------------------------|--------------------------|
| Strategic/Aligned                   | 33%                 | 14.79%                  | 8.28%                    |
| Proactive                           | 18.70%              | 10.21%                  | 4.53%                    |
| Efficient                           | 18.01%              | 8.81%                   | 3.86%                    |
| Reactive                            | 14.01%              | 7.20%                   | 3.35%                    |

**a. What is the average number of trouble tickets per end user (employee) per month generated by your company?**

| <b>Less than 100</b> | <b>101-500</b> | <b>501-1000</b> | <b>1001-3000</b> | <b>More than 3000</b> |
|----------------------|----------------|-----------------|------------------|-----------------------|
| 46.53%               | 42.97%         | 6.24%           | 2.97%            | 1.29%                 |

**b. What is the average number of managed devices per technician in your company?**

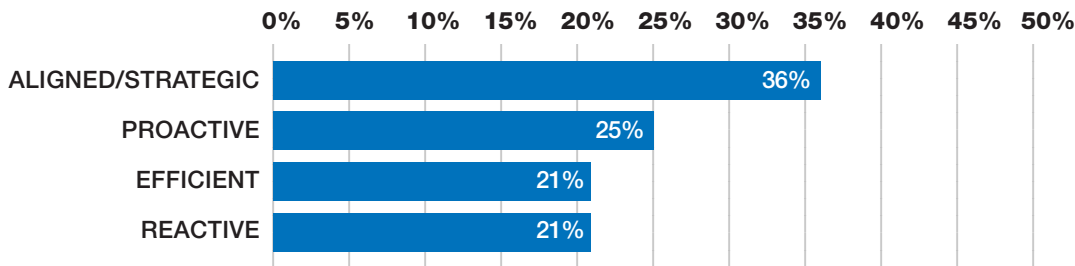
| Less than 1 | 1 - 4  | 5 - 7  | 8 - 10 | Over 10 |
|-------------|--------|--------|--------|---------|
| 17.23%      | 41.58% | 12.77% | 6.83%  | 21.58%  |

**D. IT Management Maturity Advantages**

This section highlights the benefits that are achieved by IT organizations as their level of IT management maturity increases.

**9. Distribution of companies with higher growth (>10% between 2014 and 2015) by IT management maturity level.**

*(Response percent for each maturity level)*



**10. What is the title of the person responsible for making the major IT decisions within your company?**

*(Response percent across each maturity level)*

| IT Management Maturity Level | Decision Maker |               |          |                    |              |       |
|------------------------------|----------------|---------------|----------|--------------------|--------------|-------|
|                              | CEO/CFO        | CIO/VP IT/CTO | Director | Manager/Supervisor | System Admin | Other |
| STRATEGIC/ALIGNED            | 11%            | 40%           | 21%      | 20%                | 5%           | 4%    |
| PROACTIVE                    | 12%            | 36%           | 30%      | 19%                | 2%           | 2%    |
| EFFICIENT                    | 12%            | 39%           | 25%      | 19%                | 3%           | 3%    |
| REACTIVE                     | 11%            | 28%           | 30%      | 23%                | 6%           | 3%    |

**11. Looking ahead to 2017, what do you expect to be the status and responsibilities of the IT department/CIO within your company?**

*(Response percent across each maturity level)*

| View of 2017 Status  | ALIGNED/<br>STRATEGIC | PROACTIVE | EFFICIENT | REACTIVE |
|--|-----------------------|-----------|-----------|----------|
| The same as today  | 51%                   | 60%       | 61%       | 68%      |
| The primary decision maker and resources for all information technology decisions and support whether internally developed or externally sourced   | 27%                   | 24%       | 24%       | 20%      |
| An information technology broker for the company's business units and functions with responsibility for services procurement and technology standards for information management and security – third party service providers will maintain the infrastructure and deliver applications as (cloud) services. | 15%                   | 10%       | 8%        | 6%       |
| Responsible for maintaining legacy infrastructure and end point devices, information management and security – other departments will make their own application and services purchase decisions   | 6%                    | 6%        | 6%        | 6%       |

**E. Strategies and Tactics for Improved IT Management Maturity**

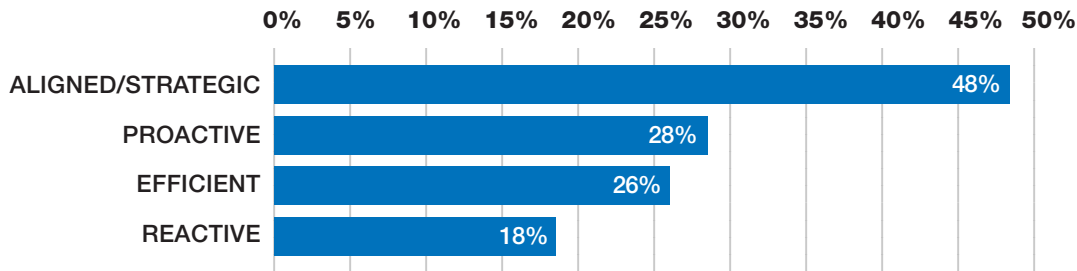
This section contains details of specific IT management strategies and tactics used by IT Operations teams at all levels of IT Management Maturity and highlights the largest differences that occur as teams move along the path to higher levels of maturity.

**12. Does the IT department have formal service level agreements covering the availability and performance of IT services?**

*(Response percent within each maturity level)*

| SLA Usage  | ALIGNED/<br>STRATEGIC | PROACTIVE | EFFICIENT | REACTIVE |
|--|-----------------------|-----------|-----------|----------|
| Yes, we are required to report on and achieve our SLAs   | 44%                   | 20%       | 11%       | 9%       |
| Yes, but they are more of a guideline than a requirement | 33%                   | 34%       | 34%       | 25%      |
| No, we do not have formal service level agreements       | 17%                   | 34%       | 40%       | 51%      |
| No, but we are in the process of creating them           | 6%                    | 12%       | 15%       | 14%      |

**13. Do you measure Mean Time to Recovery (MTTR) metrics for problem management?** *(Percent who answered “yes” within each maturity level)*



**14. Which of the following services does your company outsource?** *(Response percent within each maturity level)*

| Specialty Outsourced Service                     | IT Management Maturity Level |           |           |          |
|--|------------------------------|-----------|-----------|----------|
|  | ALIGNED/STRATEGIC            | PROACTIVE | EFFICIENT | REACTIVE |
| Backup and recovery                              | 37%                          | 39%       | 32%       | 35%      |
| Desktop security services                        | 36%                          | 35%       | 29%       | 32%      |
| Disaster recovery                                | 35%                          | 32%       | 25%       | 27%      |
| Server support                                   | 35%                          | 37%       | 29%       | 32%      |
| Patching & update                                | 35%                          | 31%       | 25%       | 29%      |
| Remote infrastructure and desktop monitoring     | 35%                          | 28%       | 23%       | 25%      |
| Network and connectivity support                 | 34%                          | 36%       | 27%       | 31%      |
| Application management & support                 | 32%                          | 33%       | 29%       | 25%      |
| Help desk  | 32%                          | 32%       | 29%       | 28%      |
| Desktop support                                  | 32%                          | 33%       | 27%       | 28%      |
| IT service level monitoring                      | 30%                          | 23%       | 14%       | 14%      |
| Hosting services (private cloud)                 | 30%                          | 24%       | 20%       | 20%      |
| Database administration                          | 28%                          | 29%       | 25%       | 27%      |
| Identity & access management security            | 28%                          | 23%       | 16%       | 16%      |
| Application performance monitoring               | 27%                          | 25%       | 21%       | 17%      |
| Cloud application user/access/content management | 27%                          | 22%       | 19%       | 18%      |
| Data center operations                           | 27%                          | 28%       | 23%       | 21%      |
| Device audit and discovery                       | 25%                          | 24%       | 20%       | 20%      |
| Mobile device and BYOD management                | 25%                          | 22%       | 16%       | 17%      |
| Unified voice                                    | 25%                          | 20%       | 20%       | 16%      |
| Cloud services (IaaS, PaaS, SaaS)                | 25%                          | 28%       | 25%       | 17%      |
| Web/e-commerce/CMS                               | 23%                          | 21%       | 21%       | 15%      |
| Virtual desktop services                         | 21%                          | 20%       | 14%       | 16%      |
| Cloud service monitoring                         | 20%                          | 20%       | 15%       | 14%      |

**a. Which of the following services does your company outsource or is considering to outsource in the next 12 months?**
*(Response percent within each maturity level)*

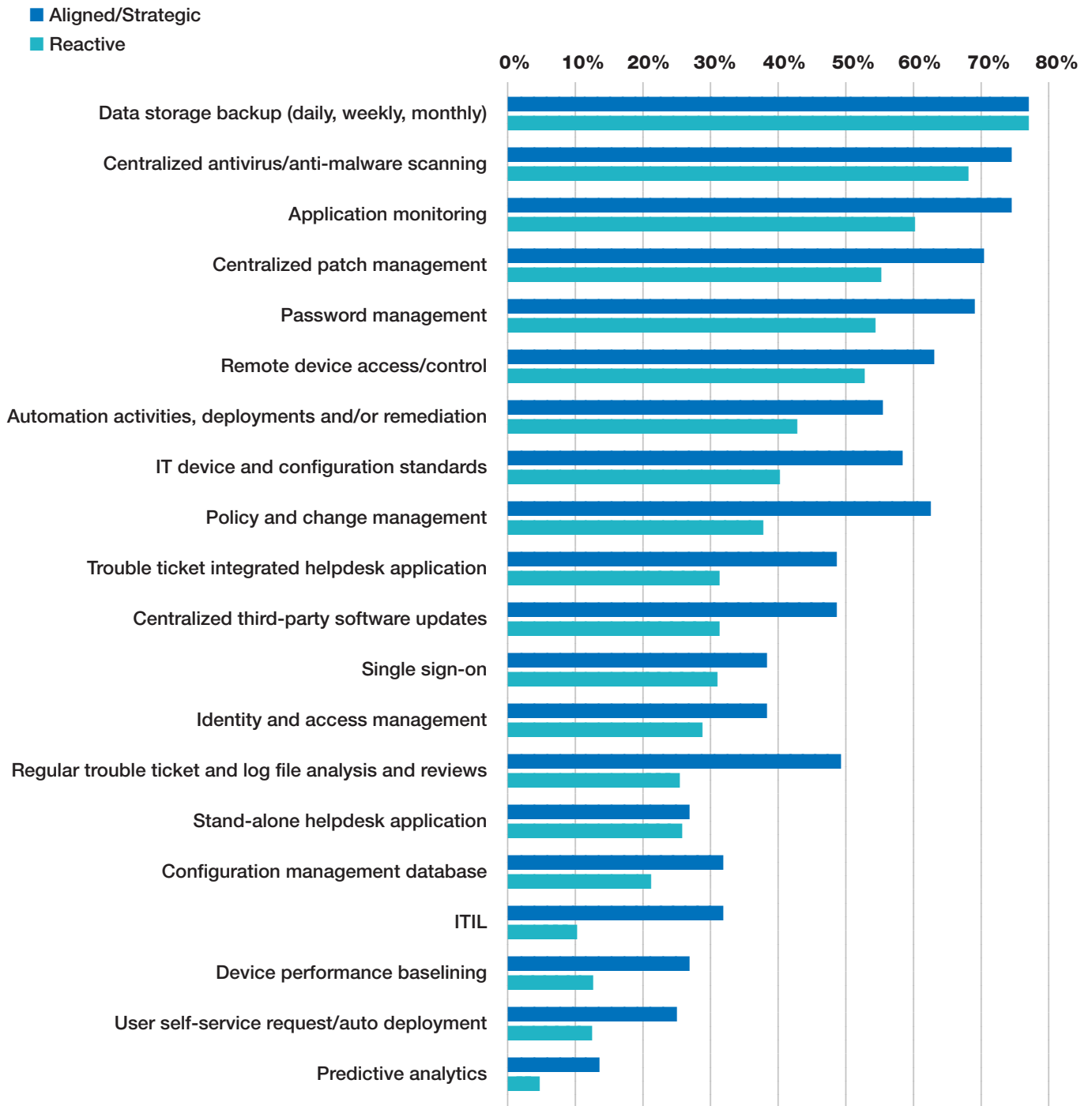
| Specialty Outsourced Service  | IT Management Maturity Level |           |           |          |
|---|------------------------------|-----------|-----------|----------|
|   | ALIGNED/<br>STRATEGIC        | PROACTIVE | EFFICIENT | REACTIVE |
| Backup and recovery   | 53%                          | 53%       | 47%       | 49%      |
| Cloud application user/access/content management                    | 49%                          | 51%       | 42%       | 48%      |
| Cloud services (IaaS, PaaS, SaaS)                                   | 49%                          | 53%       | 46%       | 42%      |
| Hosting services (private cloud)                                    | 49%                          | 45%       | 42%       | 44%      |
| Disaster recovery   | 46%                          | 51%       | 42%       | 49%      |
| Desktop security services antivirus/antimalware/spam filtering etc. | 46%                          | 45%       | 40%       | 43%      |
| Server support  | 46%                          | 45%       | 36%       | 44%      |
| Application management & support                                    | 44%                          | 45%       | 40%       | 42%      |
| Patching & update   | 43%                          | 42%       | 33%       | 42%      |
| Unified voice   | 42%                          | 39%       | 37%       | 34%      |
| Cloud service monitoring  | 42%                          | 43%       | 39%       | 39%      |
| Help desk   | 42%                          | 41%       | 37%       | 42%      |
| Mobile device and BYOD management                                   | 42%                          | 41%       | 33%       | 38%      |
| Remote infrastructure and desktop monitoring                        | 42%                          | 39%       | 34%       | 39%      |
| Application performance monitoring                                  | 41%                          | 41%       | 32%       | 35%      |
| Desktop support   | 41%                          | 39%       | 35%       | 39%      |
| Identity & access management security                               | 40%                          | 39%       | 31%       | 34%      |
| Data center operations  | 40%                          | 39%       | 33%       | 35%      |
| Network and connectivity support                                    | 39%                          | 45%       | 39%       | 46%      |
| IT service level monitoring   | 39%                          | 36%       | 28%       | 31%      |
| Device audit and discovery  | 37%                          | 37%       | 33%       | 37%      |
| Database administration   | 35%                          | 41%       | 33%       | 37%      |
| Web/e-commerce/CMS  | 35%                          | 36%       | 33%       | 30%      |
| Virtual desktop services  | 35%                          | 33%       | 26%       | 32%      |

**15. Which of the following tactics and strategies do you currently employ to help optimize IT efficiency and effectiveness in your organization?**

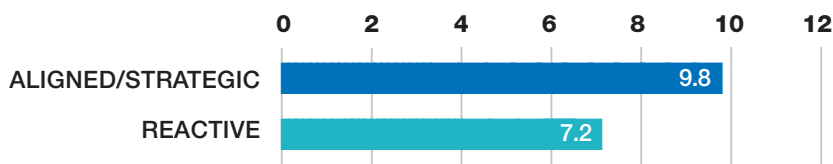
**a. All respondents.**

| Strategy or Tactic                                       | Response Percent |
|--|------------------|
| Data storage backup (daily, weekly, monthly)             | 70%              |
| Centralized antivirus/anti-malware scanning              | 66%              |
| Application monitoring                                   | 57%              |
| Centralized patch management                             | 57%              |
| Password management                                      | 54%              |
| Remote device access/control                             | 50%              |
| Automation activities, deployments and/or remediation    | 47%              |
| IT device and configuration standards                    | 44%              |
| Policy and change management                             | 43%              |
| Trouble ticket integrated helpdesk application           | 35%              |
| Centralized third-party software updates                 | 35%              |
| Single sign-on   | 32%              |
| Identity and access management                           | 32%              |
| Regular trouble ticket and log file analysis and reviews | 31%              |
| Stand-alone helpdesk application                         | 24%              |
| Configuration management database                        | 24%              |
| ITIL   | 17%              |
| Device performance baselining                            | 16%              |
| User self-service request/auto deployment                | 15%              |
| Predictive analytics                                     | 7%               |

**b. STRATEGIC/ALIGNED versus REACTIVE**



**c. Average number of Strategies/Tactics used by STRATEGIC/ALIGNED versus REACTIVE**



**d. The following strategies/tactics are used by EFFICIENT level IT organizations on average 30% more frequently than used by REACTIVE level organizations. REACTIVE level organizations should review/increase their use.**

| IT Efficiency Strategies and Tactics                  |
|---|
| Centralized patch management                          |
| Password management                                   |
| Remote device access/control                          |
| Automation activities, deployments and/or remediation |
| Policy and change management                          |
| Trouble ticket integrated helpdesk application        |

**e. The following strategies/tactics are used by PROACTIVE level IT organizations on average over 30% more frequently than used by EFFICIENT level organizations. EFFICIENT level organizations should review/increase their use.**

| IT Efficiency Strategies and Tactics                  |
|---|
| Application monitoring                                |
| Automation activities, deployments and/or remediation |
| IT device and configuration standards                 |
| Centralized third-party software updates              |
| Single sign-on  |
| Configuration management database                     |
| Predictive analytics                                  |

**f. The following strategies/tactics are used by ALIGNED/STRATEGIC level IT organizations on average 30% more frequently than used by PROACTIVE level organizations. PROACTIVE level organizations should review/increase their use.**

| IT Efficiency Strategies and Tactics                     |
|--|
| Regular trouble ticket and log file analysis and reviews |
| ITIL   |
| Device performance baselining                            |
| User self-service request/auto deployment                |
| Predictive analytics                                     |
| Regular trouble ticket and log file analysis and reviews |

**ABOUT KASEYA**

Kaseya® is the leading provider of complete IT management solutions for Managed Service Providers and small to mid-sized businesses. Kaseya allows organizations to efficiently manage and secure IT in order to drive IT service and business success. Offered as both an industry-leading cloud solution and on-premise software, Kaseya solutions empower businesses to command all of IT centrally, manage remote and distributed environments with ease, and automate across IT management functions. Kaseya solutions currently manage over 10 million endpoints worldwide and are in use by customers in a wide variety of industries, including retail, manufacturing, healthcare, education, government, media, technology, finance, and more. Kaseya, headquartered in Dublin, Ireland is privately held with a presence in over 20 countries. To learn more, please visit [www.kaseya.com](http://www.kaseya.com)

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