IT Key Metrics Data: 2008 Table of Contents

Linda Tracy  Jamie Guevara  Oliver Harcourt  Eric Stegman

This document contains a comprehensive list of all metrics included in the 2008 edition of the IT Key Metrics Data published benchmark reports.

An outline of all documents available within the 2008 edition of IT Key Metrics Data can be found on pages 6 – 8. A detailed list of the metrics included in each IT Key Metrics Data report document can be found on pages 9 – 46.

IT Key Metrics Data is published across 5 key areas of the IT portfolio and categorized as follows: Key Industry Measures, Key Infrastructure Measures, Key Applications Measures, Key Information Security Measures & Key Outsourcing Measures.

To help provide examples of the delivery format and insight provided - sample measures from the 2007 edition of the IT Key Metrics Data: Key Industry Measures, Key Infrastructure Measures and Key Applications Measures can be found on pages 47 – 62.

IT Key Metrics Data is delivered electronically via www.gartner.com/itkmd. Feel free to contact us for more information at kmdinfo@gartner.com.

Note: Bookmarks are active to help navigate.
Overview

IT Key Metrics Data provides you with immediate access to authoritative data on staffing levels, spending, key performance metrics and trends for all areas of IT to support your business and clients’ changing environments.

The IT Key Metrics Data reports are available online and are based on the industry’s most comprehensive IT performance measurement database. They allow you to rapidly identify trends in IT spending & staffing across 22 different industries; unit cost and performance measures across critical IT domains; as well as Information Security investment levels & key Outsource measures by industry & region.

IT Key Metrics Data is collected year round via a number of channels. IT Key Metrics Data is part of the greater Gartner Consulting Benchmark Analytics organization and thus shares a common framework & methodology which allows us to source macro-level data from our comprehensive Gartner Benchmark Analytics database. In addition, IT Key Metrics Data is also collected via client engagements, targeted research campaigns, Gartner events as well as via web based data exchange programs. Financial information such as gross revenue and income may also be collected from secondary sources such as annual reports.

IT Key Metrics Data project has been collecting data since 1995. IT Key Metrics Data includes information from more than 48 countries and 22 industry sectors. The total number of company contacts is currently over 20,000.

Approximately 15% of our respondent companies have gross revenues greater than $40 billion. Slightly more than 33% of respondent companies have gross revenues between $10 billion and $40 billion, the remaining 52% companies/organizations have gross revenues of less than $10 billion.
IT Key Metrics Data 2008: Demographics: Distribution by Industry

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<tr>
<td>Hospitality &amp; Travel</td>
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<tr>
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Source: Gartner IT Key Metrics Data 2008

Sample = 1792
IT Key Metrics Data 2008 Demographics: Distribution by Region

Source: Gartner IT Key Metrics Data 2008
Sample = 1792

IT Key Metrics Data Can Help You:

- Understand cost & performance trends that impact your business’s strategic direction
- Support the annual budgeting cycle with reliable industry spending data in over 20 industries
- Understand trends in technology cost and performance levels, by domain
- Identify areas of potential improvement to gain competitive advantage
- Examine the effects of changes in IT Strategy and operations
- Quantify year-over-year achievements and communicate results
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What measures are collected?
How are the measures defined?
What kinds of companies participate?
What measures are taken to ensure data quality?
What time period does the data represent?
What is included in IT spending?

**Glossary of Terms**

**Applications Development & Support terms**

**Data Network terms:**
- Wide Area Network (WAN)
- Metropolitan Area Network (MAN)
- Local Area Network (LAN)
- Internet Access Services (IAS)
- Remote Access Services (RAS)

**Desktop and Peripherals terms**

**Enterprise Spending & Staffing terms**

**ERP/SAP terms**

**Help Desk terms**

**Information Security terms**

**Intel Server terms**

**Mainframe terms**

**Outsource terms**

**Unix Server terms**

**Voice Network terms**
- Wide Area Voice (WAV)
- Voice Premise Technology (VPT)

**Definition of Industries**

**Banking & Financial Services**

**Chemicals**

**Construction & Engineering**

**Consumer Products**

**Education**

**Electronics**

**Energy**

**Food & Beverage Processing**

**Government**

**Health Care**

**Hospitality & Travel**

**Information Technology**

**Insurance**

**Manufacturing**

**Media**

**Metal & Natural Resources**

**Pharmaceuticals & Medical Products**

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IT Spend as % of Operational Expenses
IT Spend per Employee
IT Employees as % of Total Employees
Revenue per Employee
Income per Employee
Profitability
Capital vs. Operational Expenses
In-House vs. Contract Employees
IT Spend to Run, Grow, and Transform the Business
Distribution of Spending on HW, SW, Personnel, Outsourcing, Other
Distribution of Spending & Staffing by IT Domain

**Historical Trends: Retail Analysis**
Measuring Agility: Change in Company Revenue vs. IT Spend Change
Measuring Agility: Change in Company Operational Spending vs. IT Spend Change
Change in IT Spending
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spending per Employee (thousands)
Current Year: Telecommunications Analysis
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spend per Employee
IT Employees as % of Total Employees
Revenue per Employee
Income per Employee
Profitability
Capital vs. Operational Expenses
In-House vs. Contract Employees
IT Spend to Run, Grow, and Transform the Business
Distribution of Spending on Hardware, Software, Personnel, Outsourcing, Other
Distribution: Spend by Technology Domain
Distribution: Staffing by Technology Domain

Historical Trends: Telecommunications Analysis
Measuring Agility: Change in Company Revenue vs. IT Spend Change
Measuring Agility: Change in Company Operational Spending vs. IT Spend Change
Change in IT Spending
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spending per Employee (thousands)
IT Employees as a % of Total Employees
Revenue per Employee (thousands)
Capital vs. Operational Expenses
In-House vs. Contract Employees
Distribution of Spending on Hardware, Software, Personnel, Outsourcing, Other
IT Spend to Run, Grow, and Transform the Business
Distribution: Spend by Technology Domain
Distribution: Staffing by Technology Domain

Current Year: Transportation Analysis
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spend per Employee
IT Employees as % of Total Employees
Revenue per Employee
Income per Employee
Profitability
Capital vs. Operational Expenses
In-House vs. Contract Employees
IT Spend to Run, Grow, and Transform the Business
Distribution of Spending on HW, SW, Personnel, Outsourcing, Other
Distribution of Spending & Staffing by IT Domain

**Historical Trends: Transportation Analysis**
Measuring Agility: Change in Company Revenue vs. IT Spend Change
Measuring Agility: Change in Company Operational Spending vs. IT Spend Change
Change in IT Spending
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spending per Employee (thousands)
IT Employees as a % of Total Employees
Revenue per Employee (thousands)
Capital vs. Operational Expenses
In-House vs. Contract Employees
Distribution of Spending on Hardware, Software, Personnel, Outsourcing, Other
IT Spend to Run, Grow, and Transform the Business
Distribution: Spend by Technology Domain
Distribution: Staffing by Technology Domain

**Current Year: Utilities Analysis**
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spend per Employee
IT Employees as % of Total Employees
Revenue per Employee
Income per Employee
Profitability
Capital vs. Operational Expenses
In-House vs. Contract Employees
IT Spend to Run, Grow, and Transform the Business
Distribution of Spending on HW, SW, Personnel, Outsourcing, Other
Distribution of Spending & Staffing by IT Domain

**Historical Trends: Utilities Analysis**
Measuring Agility: Change in Company Revenue vs. IT Spend Change
Measuring Agility: Change in Company Operational Spending vs. IT Spend Change
Change in IT Spending
IT Spend as % of Revenue
IT Spend as % of Operational Expenses
IT Spending per Employee (thousands)
IT Employees as a % of Total Employees
Revenue per Employee (thousands)
Capital vs. Operational Expenses
In-House vs. Contract Employees
Distribution of Spending on Hardware, Software, Personnel, Outsourcing, Other
IT Spend to Run, Grow, and Transform the Business
Distribution: Spend by Technology Domain
Distribution: Staffing by Technology Domain
IT Key Metrics Data 2008: Key Infrastructure Measures

Current Year: Mainframe
Mainframe Spend as a Percent of IT Spend
Mainframe Cost per MIPS
Distribution of Mainframe Costs
Mainframe Utilization Rate
Mainframe Support FTEs as a Percent of Total IT FTEs
Salaries & Benefits Cost per Mainframe Support FTE
Distribution of Mainframe Support: Insourced vs. Contract
Mainframe MIPS per Support FTE
Mainframe Support FTE per MIPS

Historical Trends: Mainframe
Mainframe Spend as a Percent of IT Spend 2006 – 2007 Averages
Mainframe Cost per MIPS 2002 – 2007 Averages
Distribution of Mainframe Costs 2002 – 2007 Averages
Mainframe Support FTEs as a Percent of Total IT FTEs 2006 – 2007 Averages
Salaries & Benefits Cost per Mainframe Support FTE 2002 – 2007 Averages
Mainframe Support FTE per MIPS 2002 – 2007 Averages
Mainframe MIPS per Support FTE 2002 – 2007 Averages

Current Year: Intel Server
Intel Server Spend as a Percent of IT Spend
Intel Server Cost per Server/Processor
Distribution of Intel Server Costs
Intel Processors per Server
Intel Server Support FTEs as a Percent of Total IT FTEs
Salaries & Benefits Cost per Intel Server Support FTE
Distribution of Intel Server Support: Insourced vs. Contract
Intel Servers/Processors per Support FTE
Intel Server Support FTEs per Server/Processor

Historical Trends: Intel Server
Intel Server Spend as a Percent of IT Spend 2005 – 2007
Intel Server Cost per Server/Processor 2002 - 2007
Distribution of Intel Server Costs 2002 - 2007
Intel Processors per Server 2006 - 2007
Intel Server Support FTEs as a Percent of Total IT FTEs 2005 - 2007
Salaries & Benefits Cost per Intel Server Support FTE 2002 - 2007
Intel Servers/Processors per Support FTE 2002 - 2007
Intel Server Support FTEs per Server/Processor 2002 - 2007

**Current Year: Unix Server**
Unix Server Spend as a Percent of IT Spend
Unix Server Cost per Server/Processor
Distribution of Unix Server Costs
Unix Processors per Server
Unix Server Support FTEs as a Percent of Total IT FTEs
Salaries & Benefits Cost per Unix Server Support FTE
Distribution of Unix Server Support: Insourced vs. Contract
Unix Servers/Processors per Support FTE
Unix Server Support FTEs per Server/Processor

**Historical Trends: Unix Server**
Unix Server Spend as a Percent of IT Spend 2005 – 2007
Unix Server Cost per Server/Processor 2002 - 2007
Distribution of Unix Server Costs 2002 - 2007
Unix Processors per Server 2006 - 2007
Unix Server Support FTEs as a Percent of Total IT FTEs 2005 - 2007
Unix Servers/Processors per Support FTE 2002 - 2007
Unix Server Support FTEs per Server/Processor 2002 - 2007

**Current Year: Data Network**
Data Network Spend as a Percent of Total IT Spend
Data Network Spend per Data Attached User
Data Network Support FTEs as a Percent of IT Employees
Wide Area Network Cost per Device
Wide Area Network Spend Distribution
Salaries & Benefits Cost per Wide Area Network Support FTE
Distribution of Wide Area Network Support
Local Area Network Cost per Port
Local Area Network Spend Distribution
Salaries & Benefits Cost per Local Area Network Support FTE
Distribution of Local Area Network Support
Metropolitan Area Network Cost per Gigabyte
Metropolitan Area Network Spend Distribution
Salaries & Benefits Cost per Metropolitan Area Network Support FTE
Distribution of Metropolitan Area Network Support
Internet Access Services Cost per Gigabyte
Internet Access Services Spend Distribution
Historical Trends: Data Network
Data Network Spend as a Percent of Total IT Spend 2002 - 2007
Data Network Spend per Data Attached User 2002 - 2007
Data Network Support FTEs as a Percent of IT Employees 2002 - 2007
Wide Area Network Cost per Device 2002 - 2007
Wide Area Network Spend Distribution 2002 - 2007
Salaries & Benefits Cost per Wide Area Network Support FTE 2002 - 2007
Distribution of Wide Area Network Support 2002 - 2007
Local Area Network Cost per Port 2002 - 2007
Local Area Network Spend Distribution 2002 - 2007
Salaries & Benefits Cost per Local Area Network Support FTE 2002 - 2007
Distribution of Local Area Network Support 2002 - 2007
Metropolitan Area Network Cost per Gigabyte 2004 - 2007
Metropolitan Area Network Spend Distribution 2004 - 2007
Distribution of Metropolitan Area Network Support 2004 - 2007
Internet Access Services Cost per Gigabyte 2004 - 2007
Internet Access Services Spend Distribution 2004 - 2007
Distribution of Internet Access Services Support 2004 - 2007

Current Year: Voice Network
Voice Network Spend as a Percent of Total IT Spend
Voice Network Spend per Subscriber
Voice Network Support FTEs as a Percent of IT Employees
Wide Area Voice Cost per Call Minute
Wide Area Voice Spend Distribution
Salaries & Benefits Cost per Wide Area Voice Support FTE
Distribution of Wide Area Voice Support
Voice Premise Technology Cost per Active Extension
Voice Premise Technology Spend Distribution
Salaries & Benefits Cost per Voice Premise Technology Support FTE
Distribution of Voice Premise Technology Support

**Historical Trends: Voice Network**
- Voice Network Spend as a Percent of Total IT Spend 2002 - 2007
- Voice Network Spend per Subscriber 2002 - 2007
- Voice Network Support FTEs as a Percent of IT Employees 2002 - 2007
- Wide Area Voice Cost per Call Minute 2002 - 2007
- Wide Area Voice Spend Distribution 2002 - 2007
- Salaries & Benefits Cost per Wide Area Voice Support FTE 2002 - 2007
- Distribution of Wide Area Voice Support 2002 - 2007
- Voice Premise Technology Cost per Active Extension 2002 - 2007
- Voice Premise Technology Spend Distribution 2002 - 2007
- Distribution of Voice Premise Technology Support 2002 - 2007

**Current Year: Desktop & Peripherals**
- Desktop & Peripherals Spend as a Percent of Total IT Spend
- Desktop & Peripherals Cost per Client
- Distribution of Desktop & Peripherals Spend
- Desktop & Peripherals Support FTEs as a Percent of Total IT FTEs
- Salaries & Benefits Cost per Desktop & Peripherals Support FTE
- Distribution of Desktop & Peripherals Support: Insourced vs. Contract
- Clients per Desktop & Peripherals Support FTE
- Types of Client Hardware Utilized

**Historical Trends: Desktop & Peripherals**
- Client & Peripherals Spend as a Percent of Total IT Spend 2002 - 2007
- Client & Peripherals Cost per Client 2002 - 2007
- Distribution of Client & Peripherals Spend 2002 - 2007
- Client & Peripherals Support FTEs as a Percent of Total IT FTEs 2002 - 2007
- Salaries & Benefits Cost per Client & Peripherals Support FTE 2002 - 2007
- Clients per Client & Peripherals Support FTE 2002 - 2007
- Types of Client Hardware Utilized 2003 - 2007

**Current Year: Help Desk**
- A Note on Total Cost of Ownership
- Help Desk Spend as a Percent of IT Spend
- Help Desk Cost per Call
- Distribution of Help Desk Costs
- Help Desk Support FTEs as a Percent of Total IT FTEs
- Salaries & Benefits Cost per Help Desk Support FTE
- Distribution of Help Desk Support: Insourced vs. Contract
Calls Handled per Help Desk Support FTE per Month
Calls Into the Help Desk per End-user per Month
First Call Resolution Rate
Abandonment Rate
Speed to Answer (seconds)

**Historical Trends: Help Desk**
A Note on Total Cost of Ownership
Help Desk Spend as a Percent of IT Spend 2002 - 2007
Help Desk Cost per Call 2002 - 2007
Distribution of Help Desk Costs 2002 - 2007
Help Desk Support FTEs as a Percent of Total IT FTEs 2002 - 2007
Salaries & Benefits Cost per Help Desk Support FTE 2002 - 2007
Calls Handled per Help Desk Support FTE per Month 2002 - 2007
Calls Into the Help Desk per End-user per Month 2002 - 2007
First Call Resolution Rate 2002 - 2007
Abandonment Rate 2002 - 2007
Speed to Answer (seconds) 2002 - 2007
IT Key Metrics Data 2008: Key Applications Measures

Current Year: Cost & Staff Profile
Applications Spending as % of Total IT Spending
Distribution of Costs by Applications Activity
Distribution of Costs: Development
Distribution of Costs: Support
Applications Staffing as % of Total IT Staff
Personnel Costs per Applications FTE
Contractors vs. In-House Applications Staff
Cost per Function Point Developed
Cost per Function Point Developed: By Region
Cost per Function Point Supported
Cost per Function Point Supported: By Region

Historical Trends: Cost & Staff Profile
Applications Spending as % of Total IT Spending: 2002-2007
Distribution of Costs by Applications Activity: 2002-2007
Distribution of Costs: Development, 2002-2007
Distribution of Costs: Support, 2002-2007
Applications Staffing as % of Total IT Staff, 2002 - 2007
Personnel Costs per Applications FTE, 2002-2007
Cost per Function Point Developed: 2002 - 2007
Cost per Function Point Supported: 2002-2007

Project Measures
Project Spending to Run, Grow, & Transform the Business by Industry
Percentage of Projects Completed on Time
Percentage of Projects Completed on Time, By Industry
Variance from Planned Project Delivery Schedule
Average Variance from Planned Project Delivery Schedule, by Industry
Percentage of Projects Completed on Budget
Percentage of Projects Completed on Budget, By Industry
Variance from Planned Project Budget
Average Variance from Planned Project Budget, by Industry
Percentage of Approved Projects Cancelled Prior to Delivery
Average of Percentage of Approved Projects Cancelled Prior to Delivery, by Industry

Current Year: ERP/SAP Performance Measures
SAP Spending as % of Business Revenue
SAP Spending as % of Business Revenue, By Industry
SAP Spending per Named User
SAP Spending per Named User, by Number of Named Users
SAP Spending per Named User, by Industry Type
SAP Spending per Concurrent User
SAP spending per Concurrent User, by Number of Concurrent Users
SAP spending per Concurrent User, by Industry Type
Annual SAP FTEs per 100 Named Users
Annual SAP FTEs per 100 Named Users, by Number of Concurrent Users
Annual SAP FTEs per 100 Named Users, by Industry Type
Annual SAP FTEs per 100 Concurrent Users
Annual SAP FTEs per 100 Concurrent Users, by Number of Concurrent Users
Annual SAP FTEs per 100 Concurrent Users, by Industry Type
SAP Support FTEs per 100 Concurrent Users, by Industry Type
SAP Cost Distribution
SAP License Costs as % of Total Support Costs
SAP License Costs as % of Total Costs, by Number of Concurrent Users
SAP License Costs as % of Total Costs, by Industry Type

**Historical Trends: ERP/SAP Performance Measures**
SAP Spending per Named User, Historical
Annual SAP spending per Concurrent User, Historical
Annual SAP FTEs per 100 Named Users, Historical
Annual SAP FTEs per 100 Concurrent Users, Historical
SAP Cost Distribution, Historical
Annual SAP License Costs as % of Total Costs, Historical

**Current Year: Work Profiles**
Distribution of Applications Activity (Work Profile) - 2007: All Participants
Distribution of Applications Activity (Work Profile) - 2007: By Region
Distribution of Applications Activity (Work Profile) - 2007: Banking & Financial Services
Distribution of Applications Activity (Work Profile) - 2007: Chemicals
Distribution of Applications Activity (Work Profile) - 2007: Construction & Engineering
Distribution of Applications Activity (Work Profile) - 2007: Consumer Products
Distribution of Applications Activity (Work Profile) - 2007: Education
Distribution of Applications Activity (Work Profile) - 2007: Electronics
Distribution of Applications Activity (Work Profile) - 2007: Energy
Distribution of Applications Activity (Work Profile) - 2007: Food & Beverage Processing
Distribution of Applications Activity (Work Profile) - 2007: Government
Distribution of Applications Activity (Work Profile) - 2007: Health Care
Distribution of Applications Activity (Work Profile) - 2007: Hospitality & Travel
Distribution of Applications Activity (Work Profile) - 2007: Information Technology
Distribution of Applications Activity (Work Profile) - 2007: Insurance
Distribution of Applications Activity (Work Profile) - 2007: Manufacturing
Distribution of Applications Activity (Work Profile) - 2007: Media
Distribution of Applications Activity (Work Profile) - 2007: Metals & Natural Resources
Distribution of Applications Activity (Work Profile) - 2007: Pharmaceuticals & Medical Products
Distribution of Applications Activity (Work Profile) - 2007: Professional Services
Distribution of Applications Activity (Work Profile) - 2007: Retail
Distribution of Applications Activity (Work Profile) - 2007: Telecommunications
Distribution of Applications Activity (Work Profile) - 2007: Transportation
Distribution of Applications Activity (Work Profile) - 2007: Utilities

**Historical Trends: Work Profiles**
Distribution of Applications Activity (Work Profile) - 2002-2007: All Participants
Distribution of Applications Activity (Work Profile) - 2002-2007: Asia Pacific
Distribution of Applications Activity (Work Profile) - 2002-2007: EMEA
Distribution of Applications Activity (Work Profile) - 2002-2007: Latin America
Distribution of Applications Activity (Work Profile) - 2002-2007: North America
Distribution of Applications Activity (Work Profile) - 2002-2007: Banking & Financial Services
Distribution of Applications Activity (Work Profile) - 2002-2007: Government
Distribution of Applications Activity (Work Profile) - 2002-2007: Health Care
Distribution of Applications Activity (Work Profile) - 2002-2007: Information Technology
Distribution of Applications Activity (Work Profile) - 2002-2007: Insurance
Distribution of Applications Activity (Work Profile) - 2002-2007: Manufacturing
Distribution of Applications Activity (Work Profile) - 2002-2007: Pharmaceuticals
Distribution of Applications Activity (Work Profile) - 2002-2007: Professional Services
Distribution of Applications Activity (Work Profile) - 2002-2007: Retail
Distribution of Applications Activity (Work Profile) - 2002-2007: Telecommunications
Distribution of Applications Activity (Work Profile) - 2002-2007: Transportation
Distribution of Applications Activity (Work Profile) - 2002-2007: Utilities

**Current Year: Work By Support Type**
Distribution of Applications Maintenance Activities - 2007: All Participants
Distribution of Applications Maintenance Activities - 2007: By Region
Distribution of Applications Maintenance Activities - 2007: Banking & Financial Services
Distribution of Applications Maintenance Activities - 2007: Construction & Engineering
Distribution of Applications Maintenance Activities - 2007: Consumer Products
Distribution of Applications Maintenance Activities - 2007: Education
Distribution of Applications Maintenance Activities - 2007: Food & Beverage Processing
Distribution of Applications Maintenance Activities - 2007: Government
Distribution of Applications Maintenance Activities - 2007: Health Care
Distribution of Applications Maintenance Activities - 2007: Information Technology
Distribution of Applications Maintenance Activities - 2007: Insurance
Distribution of Applications Maintenance Activities - 2007: Manufacturing
Distribution of Applications Maintenance Activities - 2007: Media
Distribution of Applications Maintenance Activities - 2007: Metals & Natural Resources
Distribution of Applications Maintenance Activities - 2007: Pharmaceuticals & Medical Products
Distribution of Applications Maintenance Activities - 2007: Professional Services
Distribution of Applications Maintenance Activities - 2007: Retail
Distribution of Applications Maintenance Activities - 2007: Telecommunications
Distribution of Applications Maintenance Activities - 2007: Transportation
Distribution of Applications Maintenance Activities - 2007: Utilities

**Historical Trends: Work By Support Type**
Distribution of Applications Maintenance Activities: 2002-2007 All Participants
Distribution of Applications Maintenance Activities: 2002-2007 Banking & Financial Services
Distribution of Applications Maintenance Activities: 2002-2007 Government
Distribution of Applications Maintenance Activities: 2002-2007 Health Care
Distribution of Applications Maintenance Activities: 2002-2007 Information Technology
Distribution of Applications Maintenance Activities: 2002-2007 Insurance
Distribution of Applications Maintenance Activities: 2002-2007 Manufacturing
Distribution of Applications Maintenance Activities: 2002-2007 Professional Services
Distribution of Applications Maintenance Activities: 2002-2007 Retail
Distribution of Applications Maintenance Activities: 2002-2007 Telecommunications
Distribution of Applications Maintenance Activities: 2002-2007 Transportation
Distribution of Applications Maintenance Activities: 2002-2007 Utilities

**Current Year: Life Cycle Distribution**
Applications Development Lifecycle Distribution: All Participants
Applications Development Lifecycle Distribution: By Region
Applications Development Lifecycle Distribution: Banking & Financial Services
Applications Development Lifecycle Distribution: Construction & Engineering
Applications Development Lifecycle Distribution: Education
Applications Development Lifecycle Distribution: Electronics
Applications Development Lifecycle Distribution: Government
Applications Development Lifecycle Distribution: Health Care
Applications Development Lifecycle Distribution: Hospitality & Travel
Applications Development Lifecycle Distribution: Information Technology
Applications Development Lifecycle Distribution: Insurance
Applications Development Lifecycle Distribution: Manufacturing
Applications Development Lifecycle Distribution: Professional Services
Applications Development Lifecycle Distribution: Telecommunications
Applications Development Lifecycle Distribution: Transportation
Applications Development Lifecycle Distribution: Utilities

**Historical Trends: Life Cycle Distribution**
Applications Development Lifecycle Distribution - Multiyear: All Participants
Applications Development Lifecycle Distribution - Multiyear: Banking & Financial Services
Applications Development Lifecycle Distribution - Multiyear: Construction & Engineering
Applications Development Lifecycle Distribution - Multiyear: Education
Applications Development Lifecycle Distribution - Multiyear: Electronics
Applications Development Lifecycle Distribution - Multiyear: Government
Applications Development Lifecycle Distribution - Multiyear: Health Care
Applications Development Lifecycle Distribution - Multiyear: Hospitality & Travel
Applications Development Lifecycle Distribution - Multiyear: Information Technology
Applications Development Lifecycle Distribution - Multiyear: Insurance
Applications Development Lifecycle Distribution - Multiyear: Manufacturing
Applications Development Lifecycle Distribution - Multiyear: Professional Services
Applications Development Lifecycle Distribution - Multiyear: Telecommunications
Applications Development Lifecycle Distribution - Multiyear: Transportation
Applications Development Lifecycle Distribution - Multiyear: Utilities

Current Year: Language Usage
Portfolio Language Distribution: 2007: All Participants
Portfolio Language Distribution: 2007: By Region - Asia Pacific
Portfolio Language Distribution: 2007: By Region - EMEA
Portfolio Language Distribution: 2007: By Region - North America

Historical Trends: Language Usage
Portfolio Language Distribution: 2002 - 2007: All Participants
Portfolio Language Distribution: 2002 - 2007: By Region - Asia Pacific
Portfolio Language Distribution: 2002 - 2007: By Region - EMEA

Current Year: Support Rates
Function Points Supported per Support Full Time Equivalent
Function Points Supported per Support Full Time Equivalent, By Total Annual FPs Developed
Function Points Supported per Support Full Time Equivalent, By Region
Function Points Supported per Support Full Time Equivalent, By Industry

Historical Trends: Support Rates
Function Points Supported per Support Full Time Equivalent: 2002 - 2007, Global
Function Points Supported per Support Full Time Equivalent: 2002 - 2007, Asia Pacific
Function Points Supported per Support Full Time Equivalent: 2002 - 2007, EMEA
Function Points Supported per Support Full Time Equivalent: 2002 - 2007, North America

Current Year: New Development Productivity
Function Points Developed per Development Full Time Equivalent
Function Points (FP) Developed per Development Full Time Equivalent, By Total Annual FPs Developed
Function Points Developed per Development Full Time Equivalent, By Region
Function Points Developed per Development Full Time Equivalent, By Industry

Historical Trends: Overall New Development Productivity
Function Points Developed per Development Full Time Equivalent: 2002 - 2007, Global
Current Year: Defect Rates
Average Defects per Thousand Function Points (Post Production)
Distribution of Defects by Type

Historical Trends: Defect Rates
Average Defects per Thousand Function Points (Post Implementation), 2002 - 2007
Distribution of Defects by Type: 2002 -2007

Current Year: Software Process Maturity
Has Your Organization Had a Formal Software Process Assessment in the Past Year? 2007: All Participants (Percent Responding)
Development Methodology - 2007: All Participants (Percent Using)
Maturity Level - 2007: All Participants (Percent by Level)

Historical Trends: Software Process Maturity
Has Your Organization Had a Formal Software Process Assessment in the Past Year? 2002 - 2007: All Participants (Percent Responding)
Development Methodology – 2002-2007: All Participants (Percent Using)

Current Year: Staff Profiles
Staffing Distribution: All Participants
Staffing Distribution: Asia Pacific
Staffing Distribution: EMEA
Staffing Distribution: North America
Staffing Distribution: Banking & Finance
Staffing Distribution: Chemicals
Staffing Distribution: Consumer Products
Staffing Distribution: Energy
Staffing Distribution: Food & Beverage Processing
Staffing Distribution: Government
Staffing Distribution: Health Care
Staffing Distribution: Insurance
Staffing Distribution: Manufacturing
Staffing Distribution: Metals & Natural Resources
Staffing Distribution: Pharmaceuticals
Staffing Distribution: Professional Services
Staffing Distribution: Transportation
Staffing Distribution: Utilities
Historical Trends: Staff Profile
Staffing Distribution: Development, 2002-2007: All Participants
Staffing Distribution: Support, 2002-2007: All Participants
Staffing Distribution: Development, 2002-2007: Asia Pacific
Staffing Distribution: Support, 2002-2007: Asia Pacific
Staffing Distribution: Support, 2002-2007: EMEA
Staffing Distribution: Support, 2002-2007: North America

Current Year: Technology Infrastructure
Application Development Operating System - 2007: All Participants (% of Participants Using)
Application Development Operating System - 2007: Asia Pacific (% of Participants Using)
Application Development Operating System - 2007: EMEA (% of Participants Using)
Application Development Operating System - 2007: Latin America (% of Participants Using)

Historical Trends: Applications Technology Infrastructure
IT Key Metrics Data 2008: Key Information Security Measures

Spending & Staffing Including Disaster Recovery
Security Spend as a Percent of IT Spend
Security Spend as a Percent of IT Spend – by Region
Security Spend as a Percent of IT Spend – by Industry
Security Spend Per Company Employee
Security Spend Per Company Employee – by Region
Security Spend Per Company Employee – by Industry
Percent of IT Employees Dedicated to Security Support
Percent of IT Employees Dedicated to Security Support – by Region
Percent of IT Employees Dedicated to Security Support – by Industry
Percent of Change for Security Spend Between 2007 and 2008 – by Region
Distribution of Security Spend
Distribution of Security Spend – by Region
Security Spend In Key Areas

Spending & Staffing Excluding Disaster Recovery
Security Spend as a Percent of IT Spend
Security Spend as a Percent of IT Spend – by Region
Security Spend as a Percent of IT Spend – by Industry
Security Spend Per Company Employee
Security Spend Per Company Employee – by Region
Security Spend Per Company Employee – by Industry
Percent of IT Employees Dedicated to Security Support
Percent of IT Employees Dedicated to Security Support – by Region
Percent of IT Employees Dedicated to Security Support – by Industry
Percent of Change for Security Spend Between 2007 and 2008 – by Region
Distribution of Security Spend
Distribution of Security Spend – by Region
Security Spend In Key Areas

Spending & Staffing Historical
Including Disaster Recovery: Security Spend as a Percent of IT Spend
Including Disaster Recovery: Security Spend Per Company Employee
Including Disaster Recovery: Percent of IT Employees Dedicated to Security Support
Including Disaster Recovery: Distribution of Security Spend
Excluding Disaster Recovery: Security Spend as a Percent of IT Spend
Excluding Disaster Recovery: Security Spend Per Company Employee
Excluding Disaster Recovery: Percent of IT Employees Dedicated to Security Support
Excluding Disaster Recovery: Distribution of Security Spend
Comparison: Security Spend as a Percent of IT Spend
Comparison: Security Spend Per Company Employee
Comparison: Percent of IT Employees Dedicated to Security Support

**Business Continuity, Processes and Priorities**
How Organizations Primarily Value Security
Distribution of Organizations That Include and Exclude Disaster Recovery as a Part of Security
Security Priorities
Network: Un-credentialed Devices
Network: Data Confidentiality While In Transit
Network: Data Accuracy
Network: Availability
Network: Intrusion Prevention Hardware – How Results are Managed and Monitored
Platform & Desktop: Process Assurance
Platform & Desktop: Business Continuity
File Storage: Data Confidentiality In Storage
File Storage: While On Backup Media
File Storage: Changes Made to Data Without Authorization
File & Storage: Critical File Recovery (Hours)
Policies & Procedures: Employee Training
Policies & Procedures: Password Change Policy

**Compliance & Risk Management**
Percent of IT Spend on Security Functions
Percent of IT Support on Security Functions
Where the Organizations Compliance Function Reports to
Where the Organizations Risk Function Reports to
Organization of Compliance & Risk Management Functions
Most Effort in Improving These Areas of Security
Role of The CIO In The Compliance Program
Hours Organizations Spend on Financial Management / Compliance Related Activities
Number of Unique Key Internal Controls That Pertain to Financial Reporting Compliance
Audit Deficiencies - Areas Requiring Action
Regulation Priorities
Benefits of IT Risk Management Activities
IT Key Metrics Data 2008: Key Outsourcing Measures

Outsourcing Profiles: Overview
Outsourcing Spend as a Percent of Total Spend
Outsourcing Spend as a Percentage of IT Budget by Industry
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE - Total
IT Outsourcing Dollars Managed per FTE – Enterprises With Over $100M in IT Outsourcing
IT Outsourcing Dollars Managed per FTE – Enterprises With $25M-$100M in IT Outsourcing
IT Outsourcing Dollars Managed per FTE – Enterprises With $5M-$25M in IT Outsourcing
IT Outsourcing Dollars Managed per FTE – Organizations with <$5M in IT Outsourcing
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

Outsourcing Profiles: North America
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

Outsourcing Profiles: EMEA
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

Outsourcing Profiles: Latin America and Caribbean
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

Outsourcing Profiles: Asia Pacific
Outsourcing Spend as a Percent of Total Spend
Percent of Services Outsourced by Function
Plans for Change in Outsourcing Levels Next Year

Outsourcing Profiles: Banking & Financial Services
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

**Outsourcing Profiles: Insurance**
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
Plans for Change in Outsourcing Levels Next Year
Offshore Outsourcing
IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts

**Outsourcing Profiles: Manufacturing**
Outsourcing Spend as a Percent of Total Spend
Maturity of Approach to Outsourcing
Outsourcing Priorities
Most Important Factors When Selecting Infrastructure and Applications Outsourcing Services
Percent of Services Outsourced by Function
Satisfaction with Outsourced Services by Function
Satisfaction with Outsourced Services by Performance Criteria
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IT Outsourcing Dollars Managed per FTE
How Organizations Satisfy Benchmarking Clauses in Their Outsourcing Contracts
Quality of Experience with Benchmarking Outsourced Contracts
Sample IT Key Metrics Data: Key Industry Measures

Sample Data: Cross Industry: IT Spend as % of Revenue

<table>
<thead>
<tr>
<th>Company Revenue Size ($Millions)</th>
<th>Average</th>
<th>Under $50</th>
<th>$50 - $250</th>
<th>$250 - $500</th>
<th>$500 - $1B</th>
<th>$1B - $10B</th>
<th>$10B+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>4.05%</td>
<td>5.51%</td>
<td>4.66%</td>
<td>4.52%</td>
<td>3.72%</td>
<td>3.55%</td>
<td>3.16%</td>
</tr>
<tr>
<td>Global 2000 / S&amp;P Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.49%</td>
</tr>
<tr>
<td>Fortune 500 Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.43%</td>
</tr>
<tr>
<td>Dow Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.16%</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

IT spending as a percent of revenue is helpful in understanding the relative level of IT investment.
Sample Data: Cross Industry: IT Spend as % of Operational Expenses

<table>
<thead>
<tr>
<th>Company Revenue Size ($Millions)</th>
<th>Average</th>
<th>Under $50</th>
<th>$50 - $250</th>
<th>$250 - $500</th>
<th>$500 - $1B</th>
<th>$1B - $10B</th>
<th>$10B+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.52%</td>
<td>6.67%</td>
<td>6.02%</td>
<td>6.45%</td>
<td>5.49%</td>
<td>4.72%</td>
<td>5.12%</td>
</tr>
<tr>
<td>Global 2000 / S&amp;P Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.97%</td>
<td></td>
</tr>
<tr>
<td>Fortune 500 Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.84%</td>
</tr>
<tr>
<td>Dow Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.12%</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

IT spending as a percentage of operational expenses provides a view of the role of IT in total business spending.
Sample Data: Cross Industry: IT Spend per Employee

<table>
<thead>
<tr>
<th>Company Revenue Size ($Millions)</th>
<th>Average</th>
<th>Under $50</th>
<th>$50 - $250</th>
<th>$250 - $500</th>
<th>$500 - $1B</th>
<th>$1B - $10B</th>
<th>$10B+</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,032</td>
<td>$8,057</td>
<td>$10,562</td>
<td>$14,073</td>
<td>$10,968</td>
<td>$12,836</td>
<td>$15,274</td>
<td></td>
</tr>
</tbody>
</table>

Global 2000 / S&P Range $13,009

Fortune 500 Range $13,526

Dow Range $15,274

Source: Gartner IT Key Metrics Data 2007

IT spending per employee is often used to determine the amount of IT support the average company employee receives.
Sample Data: Cross Industry: IT Employees as % of Total Employees

![Histogram showing IT Employees as % of Total Employees across different company revenue sizes.]

<table>
<thead>
<tr>
<th>Company Revenue Size ($Millions)</th>
<th>Average</th>
<th>Under $50</th>
<th>$50 - $250</th>
<th>$250 - $500</th>
<th>$500 - $1B</th>
<th>$1B - $10B</th>
<th>$10B+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>6.43%</td>
<td>7.36%</td>
<td>8.16%</td>
<td>6.23%</td>
<td>6.70%</td>
<td>5.95%</td>
<td>4.01%</td>
</tr>
<tr>
<td>Global 2000 / S&amp;P Range</td>
<td>5.76%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fortune 500 Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.48%</td>
</tr>
<tr>
<td>Dow Range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.01%</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

IT employees as % of total employees is an additional measure of IT support and IT intensity from a human capital perspective.
Sample Data: Cross Industry: Revenue per Employee

Revenue per employee can help determine employee productivity and is also typically influenced by company business model (e.g. highly employee intensive vs. highly automated).
Sample Data: Cross Industry: Income per Employee

Income per employee is often employed as a measure of cost efficiency at an enterprise level.
Sample Data: Cross Industry: Profitability

<table>
<thead>
<tr>
<th>Company Revenue Size ($Millions)</th>
<th>Average</th>
<th>Under $50</th>
<th>$50 - $250</th>
<th>$250 - $500</th>
<th>$500 - $1B</th>
<th>$1B - $10B</th>
<th>$10B+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability (operating profit) is a measure of cost efficiency and can also help outline a company’s position relative to peers and is often related to investment patterns.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

Publication Date: December 2007

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Sample Data: Cross Industry: Capital vs. Operational Expenses

Source: Gartner IT Key Metrics Data 2007

IT capital expenses vs. operational expenses helps to portray the investment profile for an organization in a given year.
Sample Data: Cross Industry: In-House vs. Contract Employees

Source: Gartner IT Key Metrics Data 2007

In-house vs. contract employee can help provide a view of the IT staffing strategy.
Sample Data: Cross Industry: IT Spend to Run, Grow, and Transform the Business

Source: Gartner IT Key Metrics Data 2007

The distribution of IT spending to “run”, “grow”, and “transform the business” provides a view of the investment profile in business terms. In some industries, it is not uncommon to see high “run” focus – typically because organizations in the industry are not planning strong changes in business model or high organic growth - so this often times translates into a more “cost center” role of IT in the industry.
Sample Data: Cross Industry: Distribution of Spending on HW, SW, Personnel, Outsourcing, Other

Distribution of spending between hardware, software, personnel, and outsourcing helps illustrate the level of internal vs. external spend, and can provide some insight into fixed vs. variable costs.

Source: Gartner IT Key Metrics Data 2007
Sample Data: Cross Industry: Distribution of Spending & Staffing by IT Domain

The distribution of spending and staffing by technology domain provides a view of key IT resource consumption. This distribution represents an “expense view” of IT spend which includes current year operational expense as well as current year lease, maintenance, depreciation & amortization expense.

Source: Gartner IT Key Metrics Data 2007
Sample IT Key Metrics Data: Key Infrastructure Measures


<table>
<thead>
<tr>
<th>Year</th>
<th>Insourced</th>
<th>Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>97.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>2005</td>
<td>90.5%</td>
<td>9.5%</td>
</tr>
<tr>
<td>2004</td>
<td>98.3%</td>
<td>1.7%</td>
</tr>
<tr>
<td>2003</td>
<td>98.7%</td>
<td>1.3%</td>
</tr>
<tr>
<td>2002</td>
<td>98.0%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

Insourced vs. contract support can help provide a view of the Mainframe staffing strategy.
Sample Data: Internet Access Services Cost Per Gigabyte

<table>
<thead>
<tr>
<th>Internet Access Services Cost Per Gigabyte</th>
<th>Under 100,000 Gigabytes</th>
<th>100,000-200,000 Gigabytes</th>
<th>200,000+ Gigabytes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year Average</td>
<td>$49</td>
<td>$34</td>
<td>$6</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

Internet Access Services Cost per Gigabyte is often used to determine cost efficiency of internet access services on a per unit basis.
Sample IT Key Metrics Data: Key Applications Measures

Sample Data: Staffing Distribution: Development, 2006: All Participants

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Assurance/Testing</td>
<td>3%</td>
</tr>
<tr>
<td>Project Planning</td>
<td>3%</td>
</tr>
<tr>
<td>Programmer/Analyst</td>
<td>78%</td>
</tr>
<tr>
<td>Planning &amp; Process Management</td>
<td>1%</td>
</tr>
<tr>
<td>Infrastructure Development</td>
<td>1%</td>
</tr>
<tr>
<td>Database Technology</td>
<td>2%</td>
</tr>
<tr>
<td>Training &amp; Documentation</td>
<td>1%</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>4%</td>
</tr>
<tr>
<td>Mgmt., Finance &amp; Admin., Acct. Mgmt.</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: Gartner IT Key Metrics Data 2007

This view of the applications staff distribution can be helpful in determining appropriate staffing ratios (e.g. programmers vs. project tracking).
Sample Data: Project Variance from Planned Budget and Schedule

Variance from Planned Budget | Variance from Planned Schedule

-20%  |  25%
-15%  |  20%
-10%  |  15%
-5%   |  10%
0%    |  5%
5%    |  0%
10%   |  -5%
15%   |  -10%
20%   |  -15%
25%   |  -20%

6.90%  |  5.10%

= Range  = Average  = Middle Quartiles

Source: Gartner IT Key Metrics Data 2007

Variance from planned schedule can reveal how effectively projects are estimated and managed.
GARTNER HEADQUARTERS

Corporate Headquarters
56 Top Gallant Road
Stamford, CT 06902-7700
U.S.A.
+1 203 964 0096

Europe Headquarters
Tamesis
The Glany
Egham
Surrey, TW20 9AW
UNITED KINGDOM
+44 1784 431611

Asia/Pacific Headquarters
Gartner Australasia Pty. Ltd.
Level 9, 141 Walker Street
North Sydney
New South Wales 2060
AUSTRALIA
+61 2 9459 4600

Japan Headquarters
Gartner Japan, Ltd.
Aobadai Hills 6F
4-7-7 Aobadai, Meguro-Ku
Tokyo, 153-0042
JAPAN
+81 3 3481 3670

Latin America Headquarters
Gartner do Brasil
Av. Das Nações Unidas, 12.551 – 9º andar
World Trade Center – Brooklin Novo
04578-903 – São Paulo – SP
BRAZIL
+55 11 3443 1509

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