Implementing or upgrading your Service Management solution?
10 challenges you'll face and how to overcome them

About this White Paper

Every IT Service Management (ITSM) program will have challenges that are specific to the organisation undertaking the implementation. However, there are some common challenges which all organisations are likely to encounter. This paper highlights the challenges your organisation will face and some strategies you can use to overcome them.

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INTRODUCTION

The classic Project Management Venn Diagram (or Triangle) as shown below is commonly used to articulate the boundaries of a project or program. These boundaries are Cost, Time, and Scope/Quality. Exceeding any one of these boundaries indicates some type of project/program failure. Additionally, Governance is the cornerstone of a strong and successful implementation.

Cost
- Unsuitable license agreements
- Unstructured implementation services
- Unrealistic architecture

Governance

Scope/Quality
- Poor decision making in design
- Inappropriate testing
- Insufficient organisational change management

Time
- Inadequate/untailored project methodology
- Excessive complexity
- Re-litigation of decisions made
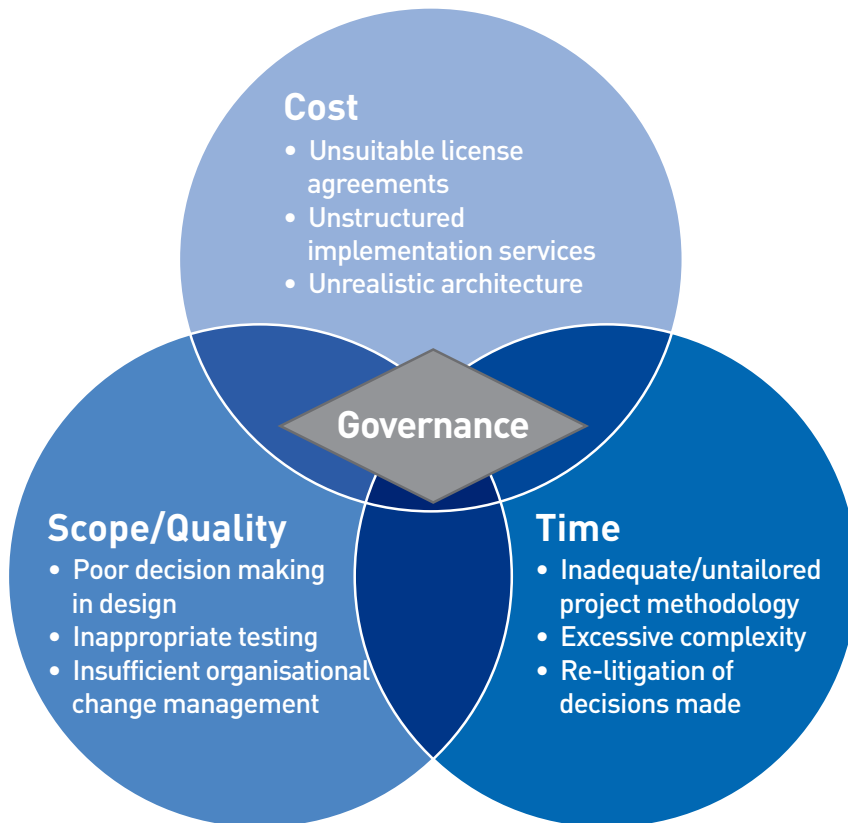
This white paper aims to summarise some of the key failures in IT Service Management (ITSM) implementations and what organisations can do to avoid or overcome them.

GOVERNANCE

Every project/program will acknowledge that governance is a key part of successful delivery. However, many of them do not set up the appropriate structures and decision making frameworks to ensure a good outcome and clear direction for project staff and stakeholders.

Paramount to a successful ITSM implementation is the establishment of effective and pragmatic governance structures that remove roadblocks from programs and facilitate smooth and efficient delivery.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
The governance group have inappropriate skills, experience, or representation to manage the implementation	• Make sure the governance group for the program is well rounded. You need vision and leadership skills as well as partners who can be trusted to make clear decisions. Experience on previous successful programs is the most obvious indicator! • Include your implementation partner on your governance group, particularly if they are core to the delivery of your program. • Include at least one senior stakeholder who will be the beneficiary of the program outcomes, their role will be to promote and champion the program to their colleagues. • Ensure you have a program assurance role as a part of your governance structure. This representative can ensure appropriate process is followed and that decisions are clearly documented	Strong, trusted organisational support for the program from senior clients and implementation partners.
The Governance group does not liaise often with stakeholders leading to lack of confidence in the program	• Communicate often with senior stakeholders on the benefits, and progress of the program • Communicate often with internal stakeholders through demonstrations, roadshows, informal sessions, webinars etc. • Tackle the difficult "unsaid" questions up front. (e.g. We've tried this before and it didn't work so what it different this time?) • Use a variety of communication channels so that your message reaches a broad audience	Ensures the program support does not erode over time
No post-transition governance structure put in place leads to failure to achieve benefits	• Well before go-live ensure that the business-as-usual governance structure is well understood, including how the program governance will transition into the new structure. • Revise existing ITSM governance and ensure it is appropriate, often the program will need to recommend changes to ensure value continues to be derived from the solution	Ensures that the process, product, or foundation culture put in place is not quickly eroded.
The governance team has an overly optimistic view of program progress	• Set early expectations that "If we have no problems, it means we have a big problem!" Solving smaller issues before they turn into big issues can save the program costs, and time. Ensure that project managers are realistic and consistent in their feedback and status reports. • Establish contingency plans for significant risks. For example if an implementation partner consistently cannot deliver, then set a threshold where the program will actively search for a new partner. i.e. Don't wait in the hope that things will improve. • Be realistic and honest with the program team(s) in terms of progress. Painting a rosy picture of success when things aren't going was well as expected is disingenuous and your staff will see through it.	Keeps the program on-track and ensures that issues are remediated early and effectively.
Not building a cohesive program team or celebrating program successes	• Establish your own internal excellence culture within the program and reward team members who demonstrate excellence. The reward might be as simple as movie tickets and a verbal thank you at a team meeting • Foster a culture of information sharing within the program. This starts at the top by being frank, open, and honest about the status of the program. • Encourage your team to bond inside and outside of work if possible. Occasionally having team get togethers outside of the office can really help your team when times get tough.	Keeps your program team cohesive, motivated and committed to the job of delivery.

COST FACTORS

UNSUITABLE LICENCE AGREEMENTS

Licencing agreements with software vendors are often complex, partly-bundled, arrangements which have a range of confusing terminology (e.g. fixed vs. floating, per user, all-in-one, true-up, etc.) which can be challenging to negotiate. It's important in any implementation to make yourself fully aware of what your organisation is purchasing from a licence perspective and what you will actually use.

While most products have one-off license fees there is almost always a recurring annual fee to ensure that your organisation continues to receive product upgrades and technical support. Additionally, cloud-based solution offerings are often priced at a fixed number of users per month as this is easy for the provider to validate and bill.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Purchasing licenses for modules which will not be used in the short/medium term	• Be clear on your implementation roadmap before negotiating. i.e. What modules do we expect to implement? When do we expect to go-live? How many people are being on-boarded and when? • Ask the vendor whether you can avoid paying any support/ maintenance fees until after go-live • If the vendor is providing implementation services, tie the software licence fees to the progress payment schedule • Be clear with the vendor that you will not pay for software application modules that are not being actively utilised by the organisation	Significant cost savings in license management and ongoing business-as-usual running costs
Paying multiple times for additional licenses before or shortly after go live	• Work with the vendor on license scenarios (e.g. "We currently have 400 IT employees and that's not expected to grow in the next 5 years, how can I ensure that I never have to pay for additional licenses?")	A managed and well understood licence cost schedule with no unexpected surprises
Not considering changes in organisational structure	• Carefully analyse your current organisational structure and their current usage of ITSM products, map that to the to-be state and then determine the licencing gaps. • You should project for organisational growth or contraction depending on your circumstances and make this a part of your negotiation strategy.	Ensuring that you don't overspend
Not negotiating Development, Testing, Training, licences	• As a general rule you should negotiate to never pay for Development, Test, and Training licenses – they should be provided free of charge. If this is not the case ask the vendor why the organisation should be paying for nonprod licenses? • In the event that you must pay for these licenses ensure that they are oneoff and not subject to ongoing support and maintenance charges	Significant cost savings at purchase and in ongoing business-as-usual running costs

UNSTRUCTURED IMPLEMENTATION SERVICES

The majority of ITSM implementations involve working with 3rd party vendor(s) or software implementation specialist(s). The contracted services are most commonly defined in a statement of work. It's critical that significant time is spent with the chosen implementation partner working through the details of scope, schedule, costs, dependencies, and risks before signing a contract and before any work commences.

Implementation partners often work hard to find a price point that is attractive to the customer. While it is a good thing, the partner does not often have a good view of your organisational culture, complexity and stakeholders so it's important to provide them as much context as possible so that the result is realistic.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Cost / time overruns due to implementation partner not being able to deliver ontime/ budget	• Use fix-priced agreement, or as a minimum capped time-and-material instead of time-and-material arrangement with the implementation partner • Apply and adhere to the project/programme management discipline to ensure the cost and schedule are carefully tracked and managed • Agree with the implementation partners on the key milestone dates and hold them accountable for working towards the agreed dates	Reduced risks in cost / time overruns
Implementation partner does not commit enough resources	• See them as your partner for success • Track the schedule against the key milestone dates instead of every single task • Track their deliverables • Provide 'treats' that can picture a 'win-win' situation. For example, future phases, industry influence and references	Secured and well managed partnership to achieve the 'win-win' outcomes
Implementation methodology is unclear	• Ask your implementation partner to show you the target state with a combination of people, process and tools perspectives instead of a single tool dimension, and the approach they will take you to get there, but not only the project grant chart. This shows whether they know what they are doing • Ensure that an integrated approach will be taken even though that your implementation partner may not be involved in all delivery activities, such as organisational change management, process design, development and adoption.	Built trust on the capability of the implementation partner who can take you to the target state
Assumptions, Dependencies, and Risks are not clearly defined leading to change requests	• Ensure that you work with your implementation partner to identify, clarify, and document assumptions, dependencies, and risks. • Determine the course of action you will take in the event that something is out-of-scope. E.g. Does the project need a contingency budget? Can work be re-allocated? • Ensure that each dependency and risk have an owner within your organisation who is monitoring and mitigating them	Keeps unwanted "surprises" to a minimum and set clear expectations between you and your implementation partner
No high level project plan provided in the Statement of Work	• Work with the implementation partner to clearly define the statement of work including which resources are being allocated and how many days each resource will provide. • Ensure there is a high level project plan that aligns with your overall program. • Work with your implementation partner to establish consistency and continuity in the resources which they provide to the project	Ensures that you and your implementation partner are aligned in terms of dates, deliverables, and milestones, and resources

UNREALISTIC ARCHITECTURE

It should be one of the more straight forward parts of any implementation, however, surprisingly often architectural oversights can cost significant amounts in terms of re-work and unbudgeted infrastructure / application costs. A strong understanding of the solution to be implemented coupled with the constraints within your organisation is essential to a successful implementation.

Aside from the obvious systems architecture, ITSM solutions are essentially workflow systems and therefore their ongoing value relies on the quality of the data that is entered into them (either manually or automated). This means that a realistic data architecture which assists in gathering people, organisational structure, locations, customer data, and assets is properly considered.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Not getting advice from the software implementation vendor regarding your chosen architecture	• Engage your software vendors early and ensure that they are available to review and approve your solution architecture • If you are working with a SaaS solution work early with the vendor to ensure that you can gain appropriate access. It's likely that if you are implementing advanced features (e.g. Discovery, Orchestration, etc.) you will still need a small presence on-premise	No unexpected architectural (and cost) surprises Peace of mind regarding the solution architecture
Underestimating the importance of Master Data Sources and the implementation implications if they are not there	• Identify the master data sources in your organisation for: People, Organisational Structure, Locations, Assets, IT Organisational structure, finance, customer information, authentication etc. • Determine how many data sources you will need information from – aim to use consolidated sources (such as an Identity Management System) if you have one • Recognise that the more data sources you have the increased complexity to manage and implement the solution, factor this into your project and BAU plans. • Spend some time reflecting on why that data is required for your initial release. Only take data where is it will provide significant value to ITSM processes.	Clear understanding of the data integrations required before commencement Focuses on what data is needed right now (as opposed to future need)
Over-engineering the solution from an applications/integrat ions standpoint	• Avoid integrating with other applications/systems where possible. In particular avoid integrations which pass tickets between organisations. It's better to re-visit the arrangement with the other party and agree on a common ITSM process and system that to manage a complex integration • Question why you need each integration. Additionally, question why now? Avoid integrations which will not provide an immediate and tangible benefit to ITSM processes.	Avoid costs of creating and managing integrations which provide only a small amount of value Avoid the costs and risks or having to manage multiple systems, vendors, and processes.
Not considering Software-as-a-Service (SaaS) offerings	• SaaS offerings can significantly reduce the complexity of your architecture. If you have decided against a SaaS offering, then double check your justification. Many issues of the past (data retention, privacy, access, performance) etc. are able to be overcome in modern SaaS solutions.	Reduced TCO for your IT operations

TIME FACTORS

INADEQUATE / UN-TAILORED PROJECT METHODOLOGY

All ITSM implementations should be treated as a project or program of work. This means allocating an experienced project manager and using a structured project methodology to define requirements, design, build, and deliver the end-to-end solution. Project methodologies which are incomplete or too relaxed may result in a poor outcome, conversely, those which are too structured can be a significant burden on project resources.

It is critically important that before you commence your implementation to tailor your project methodology to the size, scale, and organisational factors within your business. The tailoring process is not time consuming and often results in a better understood and fit-for-purpose implementation strategy.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
A relaxed or nonexistent project methodology leads to poor delivery	• Use a standard project management methodology (such as PRINCE2® or PMBOK®) to deliver the project. This ensures that you set up an appropriate governance structure and project phasing. Ensure that you tailor the methodology to the size and scale of your organisation • Check whether your organisation has a project/program office and ask for their guidance on project methodologies and templates	A structured approach which has a much higher chance of yielding successful results
A rigid and complex project methodology leads to poor delivery	• Review for project management methodology before commencing, bear in mind that the majority of implementations are aimed at delivering a proprietary off-the-shelf solution so don't overcook it! • Tailor the project management method to suit your organisation and your project requirements. Determine which artefacts are mandatory and which are optional. Additionally, aim to consolidate multiple documents into single artefacts where possible.	Reduce wastage of time and resources through an overly complex project management methodology
Project Management Office (PMO) structures which provide little value	• Determine the focus of the PMO within your project/program. Ensure that their roles and responsibilities are clear • If you are working in a large project keep your PMO focussed on key project/program management activities such as budgeting, reporting, risks, scheduling, reporting. Do not get them to focus on the solution. • Ensure that your PMO is an active participant in providing value for your program and that they are not simply "auditors"	Reduce overheads associated with managing PMO structures
Poor progress reporting to project governance	• Establish a reporting standard before commencement and ensure that your project managers and work package leaders are providing accurate and correct reporting back into the project/program • Do not over-complicate reporting templates, stick to the basics: i.e. A list of deliverables/milestones and the dates they are to be delivered and the progress to date. • We wary of reports that indicate everything is going well, remember, if the project/program has no problems, there is a big problem!	Ensuring the time is not lost due to lack of understanding of progress and dependencies

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EXCESSIVE COMPLEXITY

Setting the appropriate scope within your ITSM implementation is critical to managing complexity. It's likely that your stakeholders have a myriad of requirements both for the present and as part of a roadmap into the future. Trying to manage all these requirements at once increases complexity. Additionally, trying to retrofit current ways of working into a new solution can cause significant customisation within the final solution.

The best course of action here is to take a utilitarian viewpoint, i.e. The best solution for the majority of stakeholders. Additionally, avoiding situations such as dealing with exceptions circumstances can reduce the overall complexity of the solution.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Significant product customisation required in order to meet process objectives	• Set core principles before you begin your design process. Some good principles might include, "we will adopt out-of-the-box as much as possible", and "all customisations must have a business justification". Another important principle is that, "all IT will adopt a one way, same way process approach"	Stops time and effort on implementing customisations Sets clear expectations with stakeholders
Design is complex due to lack of agreement on different types of scenarios	• Enforce a "One Way, Same Way" approach to design and ensure that all stakeholders are clear that this focus becomes before all others. • Use the 80/20 rule – aim to cover off the normal scenarios (80%) as opposed to the exception scenarios (20%). Set this as a principle with your stakeholders upfront.	Ensures that the design process does not suffer from "analysis paralysis" Sets clear expectations with stakeholders
The solution does not meet stakeholder needs because it is too technology focussed	• Clearly explain to stakeholders that the majority of the difficult work in ITSM implementations is in people and process issues. Make it clear that there will be changes in the way people work. • Where excessive complexity is being added, try to come up with a nontechnical solution. Ask whether the issue could be solved by a people/process solution as opposed to customising the product	Keeps stakeholders focussed on a broad range of solutions other than the technology resulting in a simpler, less complex build.

RE-LITIGATION OF DECISIONS MADE

Stakeholder relationship management in ITSM projects is always challenging, especially if you find yourself working with business units who lack the requisite knowledge in ITSM implementations, have fixed views about the current processes, or have a political agenda which threatens project decision making. This can often cause decisions that have been made to keep coming back through project design causing significant delays and cost overruns.

Laying the ground rules, principles, and expected behaviours of stakeholders up front and having them endorsed is critical vital to the success of your ITSM implementation.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Stakeholders force re-litigation of decisions by utilising senior management	• Set expectations early with stakeholders. Having a kick-off meeting where you all contribute to shared ground rules can dramatically reduce the overall time to deliver. • When setting ground rules with stakeholders cover the activities that can waste time, some good examples are: – Silence is concurrence – Time boxed decision making (e.g. one week to review) – If you cannot attend you must send a delegate you can make decisions on your behalf – You are expected to read artefacts before meeting • Make the ground rules available to senior managers so they are aware of the expectations and decision making process • Have an exception process for dealing with re-litigation and the circumstances it will be allowed (which should be kept to a minimum)	Keeps your project/program moving and locks in decisions
Review and sign-off of artefacts does not occur	• Institute a simple, consistent, peer review process where stakeholders know in advance which documents they will approve and the method. Clearly articulate the time requirements for review • Run only one official review for each document – there can be several unofficial reviews prior but set a cut-off so that things keep moving • After review incorporate the feedback and seek official approval, aim to reduce your approvers to the minimum required to gain organisational acceptance. Ensure that your approvers are aware of who reviewed the document and their responsibility as approvers	Keeps your project/ program running on-time and ensures that a quality process is in place for review / approval.
Stakeholder are aggressive, noncooperative when reviewing, or approving documents	• Escalate issues with review/approval as early as possible but don't stop the review process. • Work with difficult stakeholder offline and try to determine the issue behind the resistance, it could be related to time/budget pressures, or it could be a perceived loss of control • Try to understand the situation from their perspective but maintain a focus on outcomes. Always aim to turn your detractors into advocates where possible!	Ensures that the review process is not derailed and keeps to time
The business situation changes which calls for a fundamental change in requirements	• It's important to address these situations head-on. Firstly, clearly determine if the changes will impact your project/program and to what extent. • If there is significant re-work required because of the change, aim to temporarily stop your project/program. Continuing on can waste time/resources that could be better spent once you have a clear direction. • Run a rapid re-planning/re-scoping exercise (1 week) and re-shape your requirements and timelines based on the changes. • Gain approval for the changes in scope, budget etc. and then re-commence	Safeguards your project/ program from a whispering death (where stakeholders lose confidence due to changes in the business)

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SCOPE/QUALITY FACTORS

POOR DECISION MAKING IN DESIGN

When it comes to process and tool decisions within IT organisations it can often seem like everybody is an armchair expert. Additionally, ITSM projects often find themselves in a situation where the loudest voice in the room tends to win out. This can result in poor decision made which can seriously affect the benefits realisation of the project.

Ensuring that your design is inclusive while at the same time decisive is the difficult balancing act the project solution leads have to manage. Crucial to their success, is their ability to concisely define the problem statements, propose realistic solutions, listen carefully to feedback, and make effective decisions.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Poor solution outcome due to a few stakeholders providing real input into the design	• Provide a few different channels (e.g. design workshops, formal document reviews, try-out demos etc.) to allow stakeholders to have input. This ensures that stakeholders have some options in the way they would like to communicate with the project/program • Make stakeholder feel like they have contributed by reporting back to them on the changes made due to their feedback and recognising their contribution in front of others. This leads to better overall buy-in	A more rigorous and balanced design which is more likely to last after go-live
No validation of process decisions made until UAT which causes significant rework	• Throughout design, validate decisions through a rapid development process. An Agile approach can assist here, particularly as most proprietary solutions can be configured quickly. Demonstrate the functionality to your stakeholders and take feedback to improve your design if required	Saves late re-design of the solution during or after UAT which often leads to a poor quality result
Lack of sufficient knowledge on the best practice approach leads to a poor outcome	• When designing the solution ensure that you have representation from your solution partner, and if possible an ITSM consultant who has significant experience in implementation of the processes, and product • Prior to commencing design, get your stakeholder "up to speed" by providing an education/awareness session in Service Management. Simulation exercises can be particularly useful here.	Ensures that the design team stay focussed on what is important and that they are clear on the expected benefits
Stakeholder push their own personal/departmental agenda as opposed to an organisational wide view	• When setting design ground rules, make explicit that the intention is to design for the entire organisation. Aspects that affect one area to the detriment of the overall organisation will not be considered for implementation. • Keep a "Parking Lot" while going through design and log items which are too departmental/personal focussed in there. Take these items offline and discuss directly with the stakeholders.	Ensures that design time is used effectively and that the solution is design objectively for the entire organisation

INAPPROPRIATE TESTING

Testing the end-to-end solution provides confidence to the project and to stakeholders that what will be implemented will meet business needs. Testing scope can often be an issue for ITSM projects as they try and balance the project costs and timeframes with the amount of rigour they can put in to testing. The challenge is to find the 'sweet spot' where testing adequately covers the functional, and nonfunctional aspects of the solution but is not overdone to ensure that costs and timeframes are controlled.

The majority of ITSM projects are implementing proprietary products, so it's highly likely that your organisation does not need to re-invent the wheel when determining scope and testing activities. Working closely with vendors, partners, and other organisations who have been through the same journey can assist greatly.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
Lack of stakeholder input into testing leads to rejection of the solution	• Make sure that your end-users are involved in building your test cases, and executing them. • Work with stakeholders to create end-to-end test scenarios that test not just the processes but how they interact with other processes.	Ensures that the end solution will be better accepted after go-live
Performance issues after go live due to inadequate testing	• Make time to complete appropriate performance testing (regardless of whether you are managing the infrastructure on-premise or in the cloud). The system performance is critical to the end user experience	No unexpected performance issues after go-live
Creation and development of large numbers of test cases leads to significant delays in project delivery	• Almost every ITSM solution will be based on a proprietary product, therefore seeks out-of-the-box test cases for the solution which you can tweak for your organisation instead of writing them from scratch • Create test cases that are re-usable across different testing gates, e.g. Test cases used in System Test can be adapted for use in UAT. Prioritise them so that you know which ones are most important as opposed to nice to have. • Don't aim for exhaustive testing – aim to test the standard workflows, where you have enhanced or changes solution functionality, or where you have introduced customisation/integration	Keeps your testing scope to the "must do" tests but makes sure that adequate testing is completed.

INSUFFICIENT ORGANISATIONAL CHANGE MANAGEMENT

Everybody in an ITSM project is acutely aware of the need for good organisational change management (OCM), often however, the problems lie in the fact that there is no structured plan around how OCM will be managed. OCM in ITSM projects consists of a few key components: Managing stakeholders (especially decision makers), generating buy-in from customers/users, appropriate communications, training, and managing project people/culture. Ensuring that you have a holistic and actionable plan (not just a long line in your project plan labelled 'OCM') is vital to achieving a successful and lasting implementation.

Common issues encountered	Actions to avoid issue	Benefits of avoidance
No actual OCM plan leads to an inconsistent approach	• Don't make your OCM plan a long bar at the bottom of your project plan. Spend time planning how you will engage and who you will engage with, how and when you'll communicate, and how you manage stakeholder expectations. • Adopt a framework to assist you with your planning. Good organisational change management frameworks can help to de-mystify the actual activities that need to be undertaken	A structured and measureable plan that will keep OCM from being wasted effort and resources.
OCM is treated as "communications" and nothing else	• Ensure that your OCM person/team is well balanced in terms of skill sets. It's important to have good communication skills, but other skills such as stakeholder management, training, persuasion, strategic planning, vision, etc. will ensure that a broad encompassing, approach is taken. • Use a framework to assist in methods of effective interactions with customers and internal stakeholders	A holistic OCM approach which balances different methods of engaging IT and customers.
Taking a "they'll take what they're given" approach leads to poor take up or inappropriate use of the solution	• Generate buy-in and interest from stakeholders and get them to actively champion the need for change. • Work with senior leaders and "manage upwards" by assisting them in drafting communications, for their teams which can be delivered by them (or on their behalf)	Significantly more buy-in and hence, a higher degree of tool/process compliance

CONCLUSION

Every ITSM implementation will have its unique challenges, however, through expert advice, appropriate project/program structure, and shared experiences it's becoming easier and easier to learn the way to "do it right". There are countless more lessons learned which could be applied here, however, this paper has stuck to the key issues which are perceived to be the most difficult to manage. By sticking to some tried and true actions early in ITSM implementations you can save your organisation (and yourself) some significant headaches down the track.

ABOUT THE AUTHOR

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Michael has a proven track record of successfully delivering IT Service Management projects that have realised tangible business benefits in complex environments. He has a strong people and business process focus which has allowed him to influence and then lead change in highly political environments across large numbers of crossfunctional teams.

With a background in successful customer service delivery, Michael is recognised for his ability to lead and motivate teams through change through the use of strong presentation, facilitation skills, and an ability to quickly understand team dynamics.

Michael has led significant business transformation, service improvement and technology projects, including a redesign of support processes and the establishment of ITSM practices in large, multi-national organisations.

ABOUT UXC CONSULTING

UXC Consulting works with Australian tier-one companies to provide IT intelligence to transform existing ICT service capabilities into a strategic business asset. UXC Consulting provides deep domain expertise and thought leadership across seven service pillars including: strategy and architecture; business transformation; program and project services; IT service management; communications; and business analysis.

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UXC Consulting is part of UXC Ltd, which is ranked by Gartner* as the largest Australian-owned provider of ICT consulting services. UXC Consulting employs more than 250 staff across the country and has a commanding presence in the Australian ICT market with over 400 clients nationwide.

* Gartner IT Services Survey: Market Share, March 2013.

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