2019 Tribal IT Benchmark Survey:
Tribal IT Spending & Staffing Assessment Findings & Recommendations

June 2019

Gartner®

Contents

Gartner.

Survey Overview

TribalHub in partnership with SITE by Garter conducted an annual IT benchmarking survey, February through March 2019. The target audience for the survey is Tribal IT leaders to build the body of knowledge for Tribal IT metrics and benchmarks.

The 2019 survey is a high level look at IT spending and allocations for IT Service Desk, Applications, Infrastructure and Security. The survey also provides insights about the role of IT, and the business value of IT in Tribal Organizations.

Gartner.

Methodology

- SITE by Gartner conducted an online survey across Tribal organizations with TribalHub review and approval of the survey questions.

- Respondents were not asked to provide their names or organization name.

- The survey completion time was approximately 20 minutes per respondent.

- 15 respondents completed the survey.

Gartner

How to leverage the survey results:

1. Plan your IT budget with relevant facts & metrics to justify your IT spending & staffing costs.

2. Identify opportunities for cost optimization and investment prioritization.

3. Use data to improve dialogue and align with business units and the board.

4. Select the right mix of in-sourcing and outsourcing at fair-market prices and service levels available today.
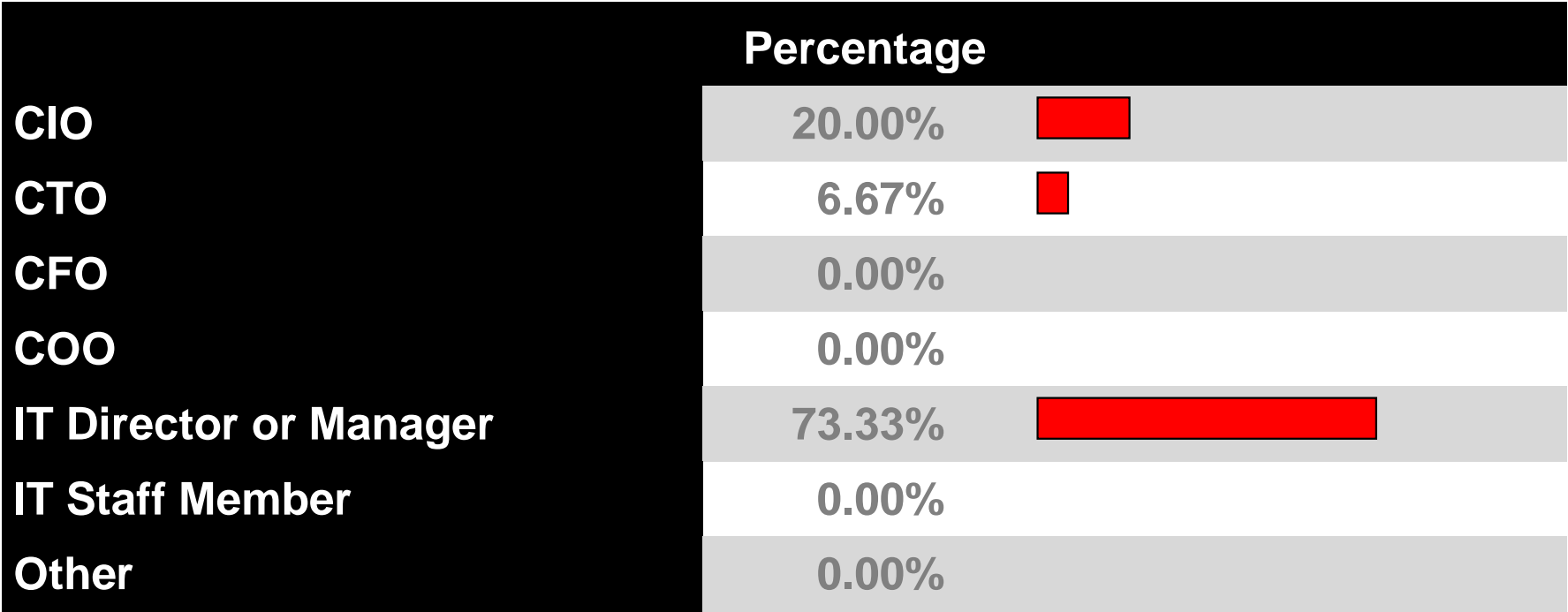
Gartner.

Survey Questions

1. Demographics: Size and scope of IT responsibilities
2. IT Measures
3. IT Service Measures
4. IT Applications Measures
5. IT Information Security Measures
6. IT Outsourcing Measures
7. Enterprise-level total spending and staffing measures
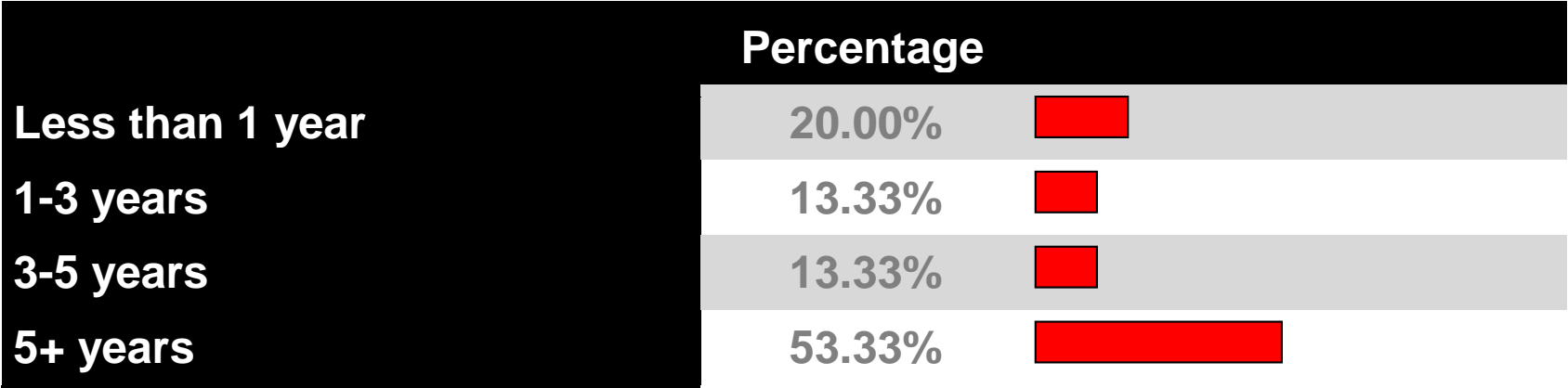8. IT Business Effectiveness Assessment
9. CIO/IT Director Perspectives

Gartner®

Contents

1. Survey Overview

2. Respondent Profile

3. Survey Results

4. Definitions

Gartner.

2019
Respondent Profile

Gartner®

Title of person completing this survey?

	Percentage	
CIO	20.00%	▮
CTO	6.67%	▮
CFO	0.00%	
COO	0.00%	
IT Director or Manager	73.33%	▮
IT Staff Member	0.00%	
Other	0.00%	

Gartner.

Length of time in your current position:

	Percentage	
Less than 1 year	20.00%	▮
1-3 years	13.33%	▮
3-5 years	13.33%	▮
5+ years	53.33%	▮▮▮

Gartner

Number of full-time IT Department staff (includes full time contractors):

	Percentage	
Less than 10	40.00%	▬
11-30	33.33%	▬
31-50	6.67%	▪
51-100	13.33%	▪
100+	6.67%	▪

Gartner®
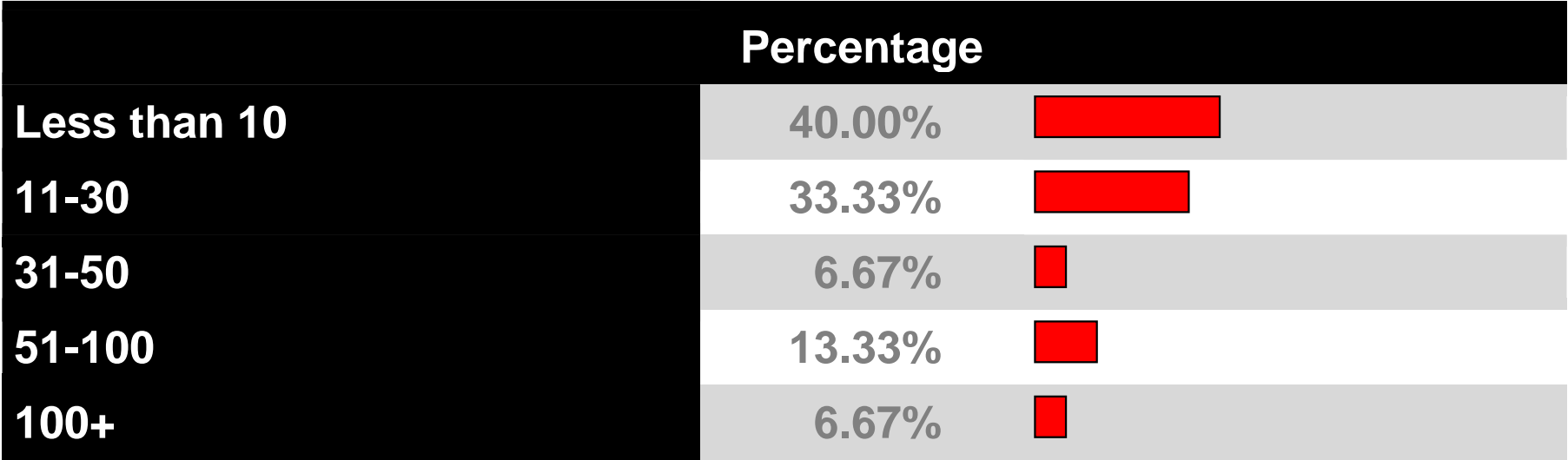
Scope of Central IT Services (select all that apply)

	Percentage
Enterprise (LLC, Shared Services, Business Entities)	13.33% ▮
Non-gaming (government, education, health care, safety & security)	46.67% ▬▬▬
Gaming	53.33% ▬▬▬▬

Gartner®
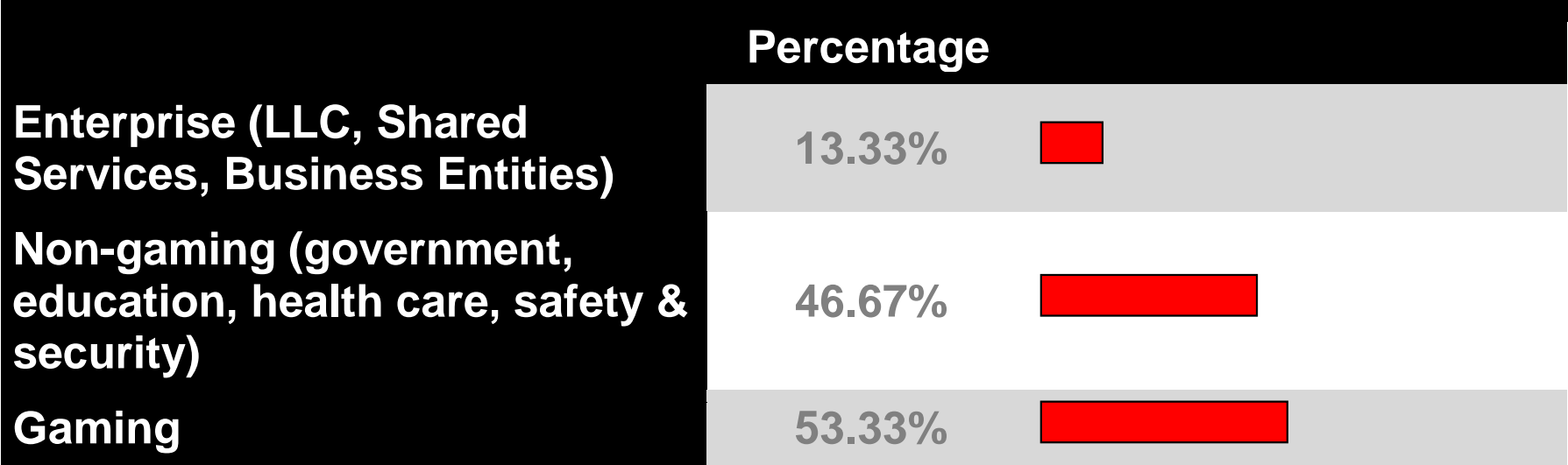
Revenue of Tribe (based on scope of IT selected in previous question):

	Percentage	
Less than $100M	28.57%	▬
$100M to $300M	21.43%	▬
$300M to $500M	14.29%	▬
$500M to $1B	28.57%	▬
$1 to $3B	7.14%	▪
Greater than $3B	0.00%	

Gartner
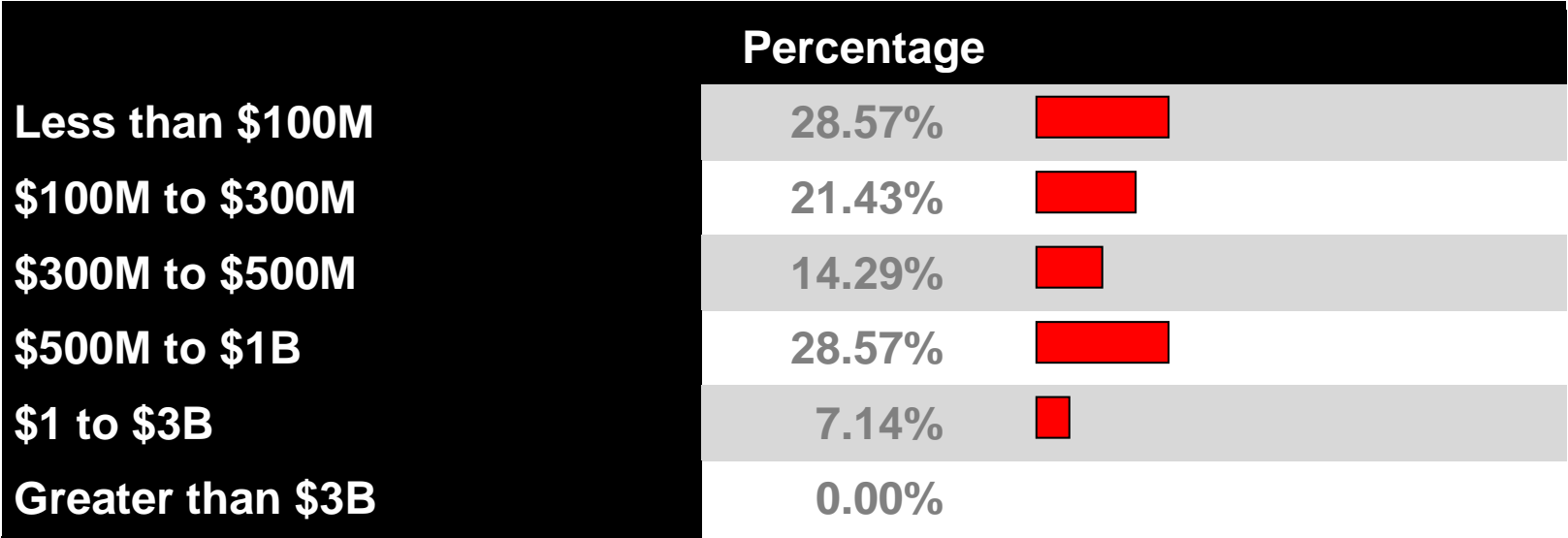
To whom does the CIO/IT Organization report?

	Percentage
CEO/President/Board-Council Chair or equivalent	53.33%
CFO or equivalent	20.00%
COO or equivalent	13.33%
Chief of Staff or Administration or equivalent	13.33%
other	0.00%

Gartner.
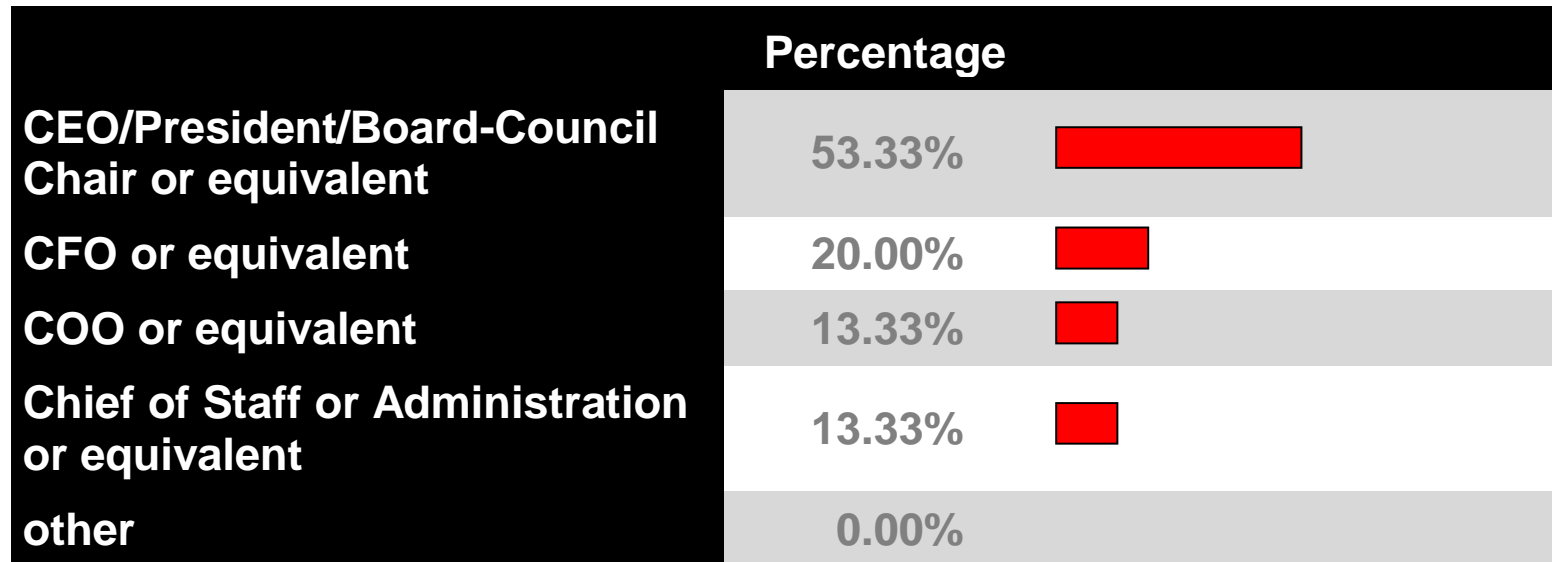
2019
Survey Results

Service Management

Gartner.

2019 Service Desk Metrics Service and Staffing	2018 Number of Service Desk contacts (job tickets, calls, walk-ins; typically Tier 1 and 2 support)?	IT Service Desk Spending as a Percent of Total IT Spending?	IT Service Desk FTEs as a Percent of Total IT FTEs? (FTE = Full Time Equivalent employees)	What percentage of IT Service Desk staff is performed by in-house staff?	What percentage of IT Service Desk work is performed by contractors/out-sourced staff?
Enterprise (LLC, Shared Services, Business Entities)	27,000	40%	20%	90%	10%
Gaming	6,480	17%	48%	93%	7%
Non-gaming (government, education, health care, safety & security)	7,100	14%	26%	97%	7%

| 2019 Service Desk Metrics What % of IT Service Desk staff time is spent in each functional area?	Network and Hardware	Application Support and all Software	Security and Access	End User support and training	Projects/Initiative and all other
	% of Staff Time	% of Staff Time	% of Staff Time	% of Staff Time	% of Staff Time
Enterprise (LLC, Shared Services, Business Entities)	25%	18%	12%	25%	20%
Gaming	18%	35%	16%	17%	15%
Non-gaming (government, education, health care, safety & security)	28%	31%	9%	19%	12%

Gartner

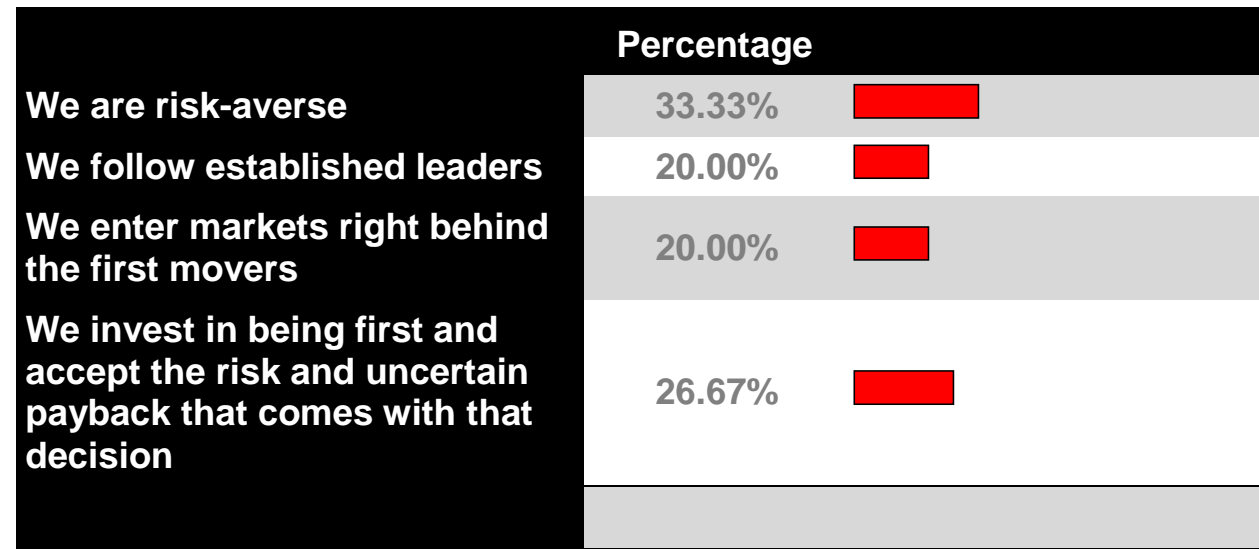| Business Priorities	In 2019, what are the IT Organization's Business Priorities on a scale of 1 to 5? (Please identify the priority level of the following initiatives: 1 = low priority, 5 = high priority)											
	Growth	Digital Business	Innovation New Products/ Services	Customer Focus	Profit Improvement	Security, Safety, Risk Management	Technology Initiatives, Improvement	Cost Optimization	Workforce Focus	Productivity Efficiency	Business Area Consolidation, Optimization	Product Service Quality
Enterprise (LLC, Shared Services, Business Entities)	4	2	3	5	4	3	3	3	3	3	2	3
Gaming	2	2	2	3	4	4	4	4	3	4	2	3
Non-gaming (government, education, health care, safety & security)	2	4	2	4	2	4	4	4	3	3	2	4

Business Priorities	In 2019, what issues must the IT Organization address on a scale of 1 to 5? (Please identify the level of the importance: 1 = not important to 5 = most important)											
	Infrastructure and Data Center Modernization	Legacy Systems Modernization	Optimizing Operations	IT Automation	Communications/ Connectivity	Storage	People/talent Management	Communicating the Business Value of IT	Lack of Knowledge How to Leverage IT	Cyber Security	Software Licensing, Maintenance and Support	Using Public Cloud Vendors/Services
Enterprise (LLC, Shared Services, Business Entities)	3	2	4	3	3	2	3	4	3	4	3	3
Gaming	4	3	4	3	3	4	4	3	2	5	3	2
Non-gaming (government, education, health care, safety & security)	3	3	4	3	3	3	3	3	2	4	3	2

Gartner

Financial Risk Management Spending and Staffing

Gartner®

## The IT organization has assumed responsibility for managing Total Cost of Ownership.

	Percentage
Yes	**86.67%**
No	**13.33%**

Gartner.®
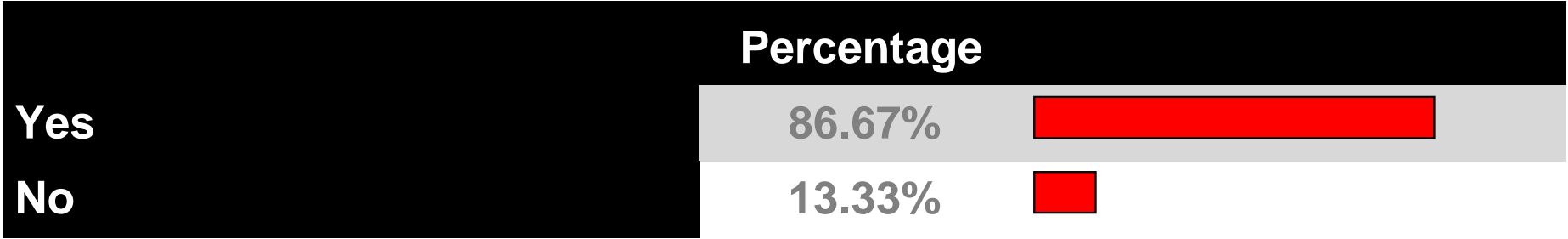
Which of these statements most closely describes the operating culture of your tribe/enterprise that you represent?

	Percentage	
We are risk-averse	33.33%	
We follow established leaders	20.00%	
We enter markets right behind the first movers	20.00%	
We invest in being first and accept the risk and uncertain payback that comes with that decision	26.67%	

Gartner.

2019 Tribal IT Budget Allocations
(Average Percent of Total IT Budget)

Gartner.
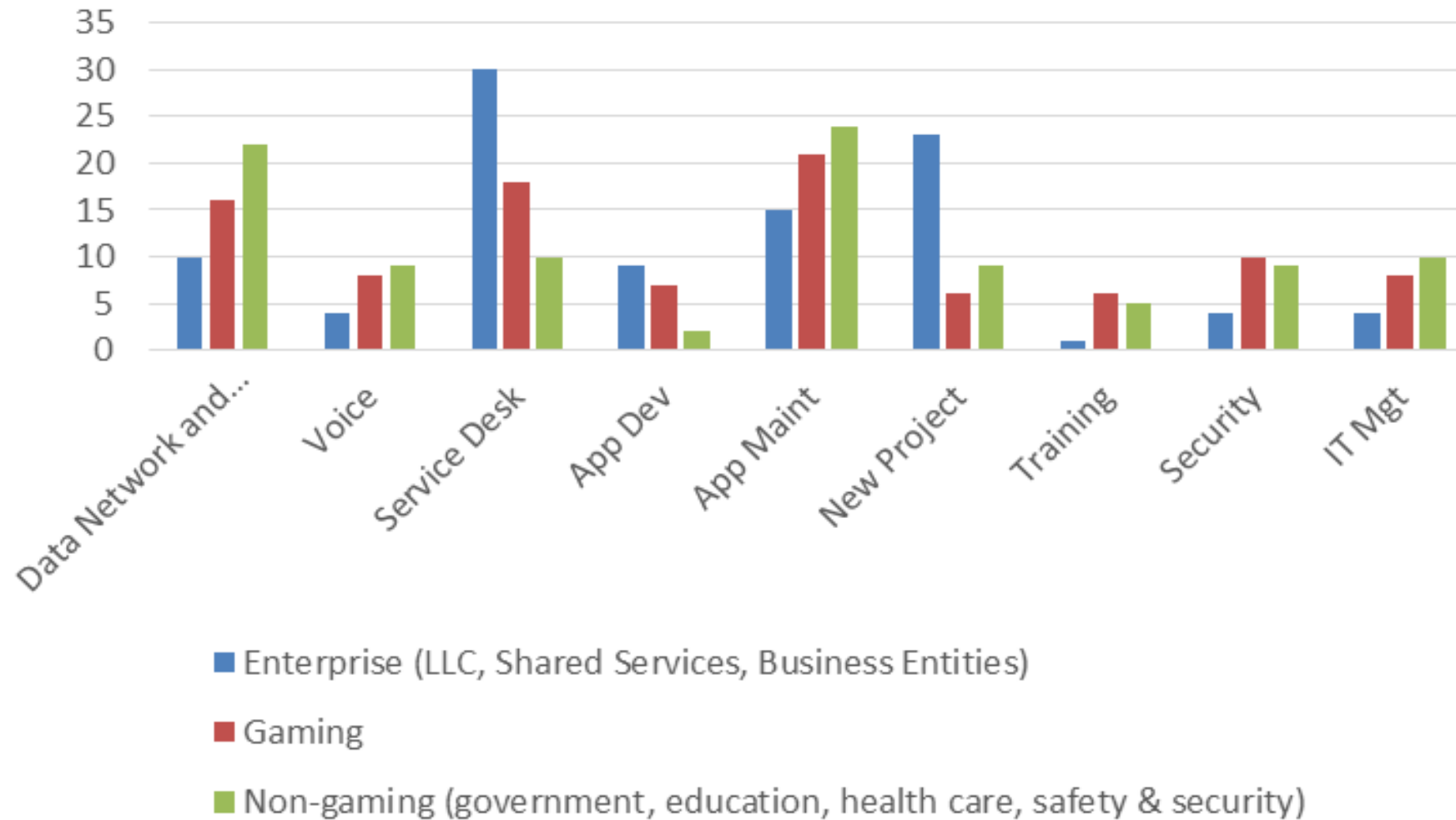
2019 Tribal IT Staffing Allocations
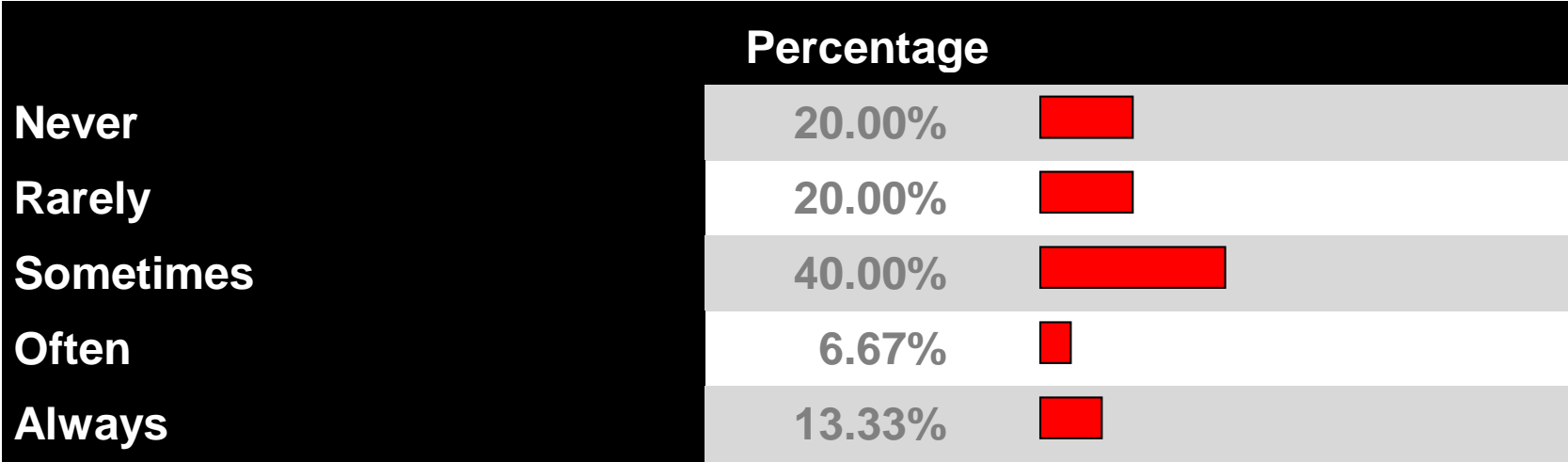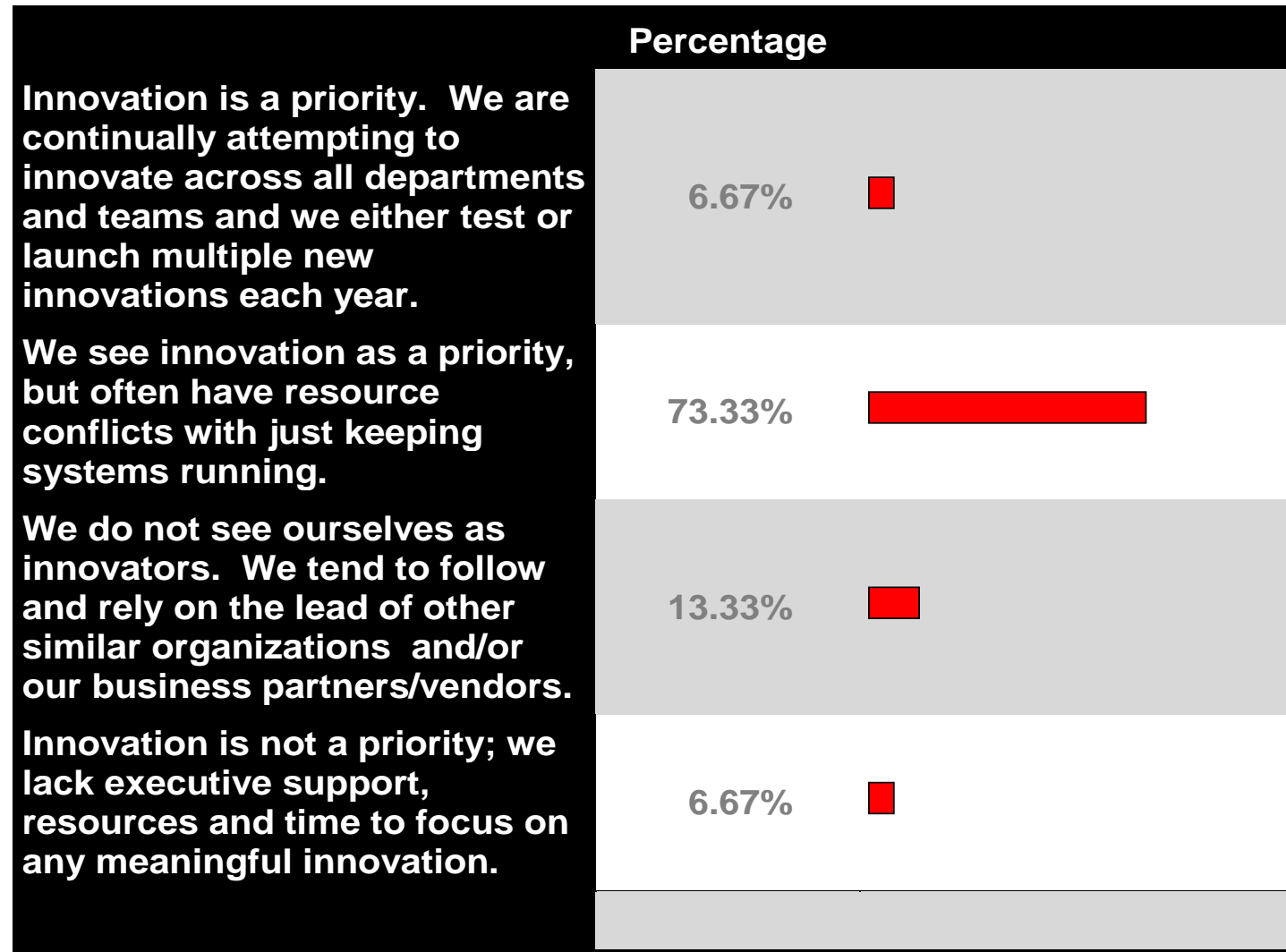(Average Percent of Total IT Staff)

Gartner.
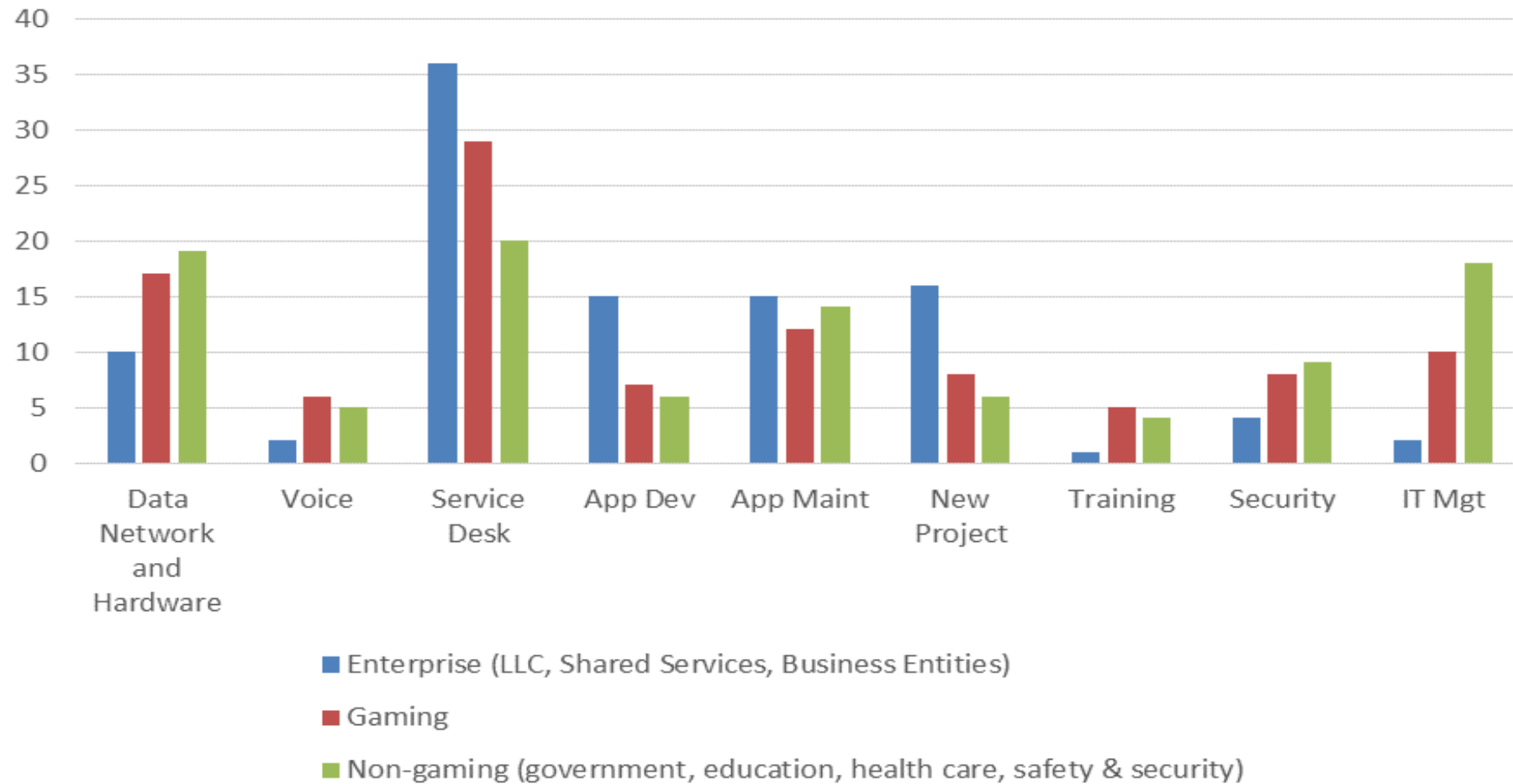
Culture
Innovation
Business
Governance
IT Strategy

Gartner®

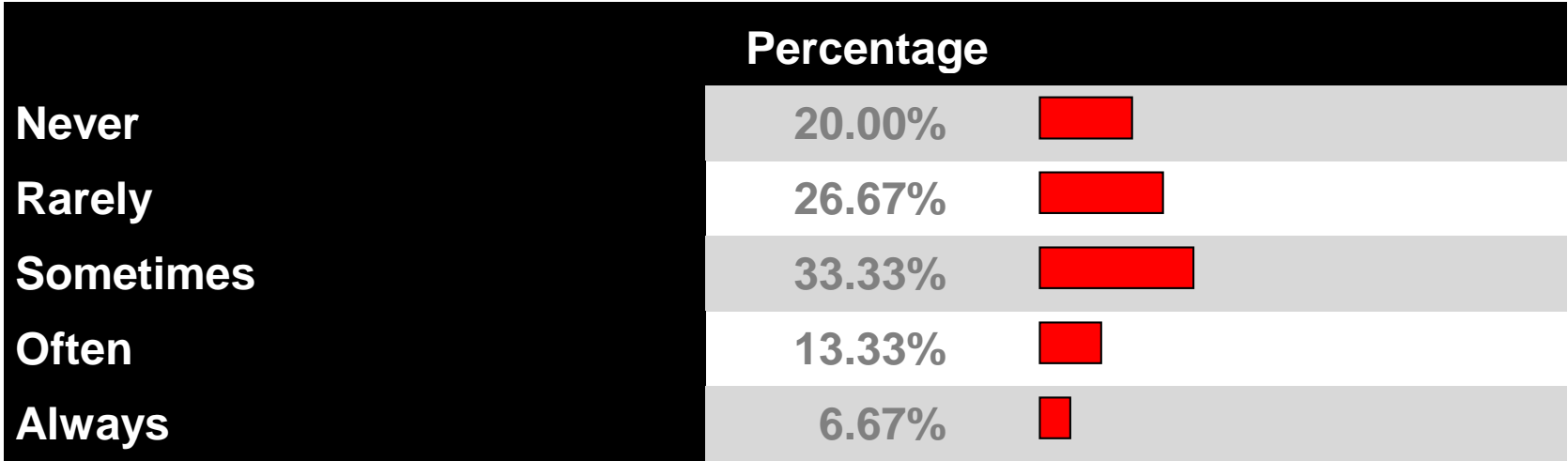**IT participates in designing product or service innovations for the external marketplace**

	Percentage	
Never	20.00%	▮
Rarely	20.00%	▮
Sometimes	40.00%	▬
Often	6.67%	▪
Always	13.33%	▮

Gartner.

Which of the following best characterizes innovation in your organization?

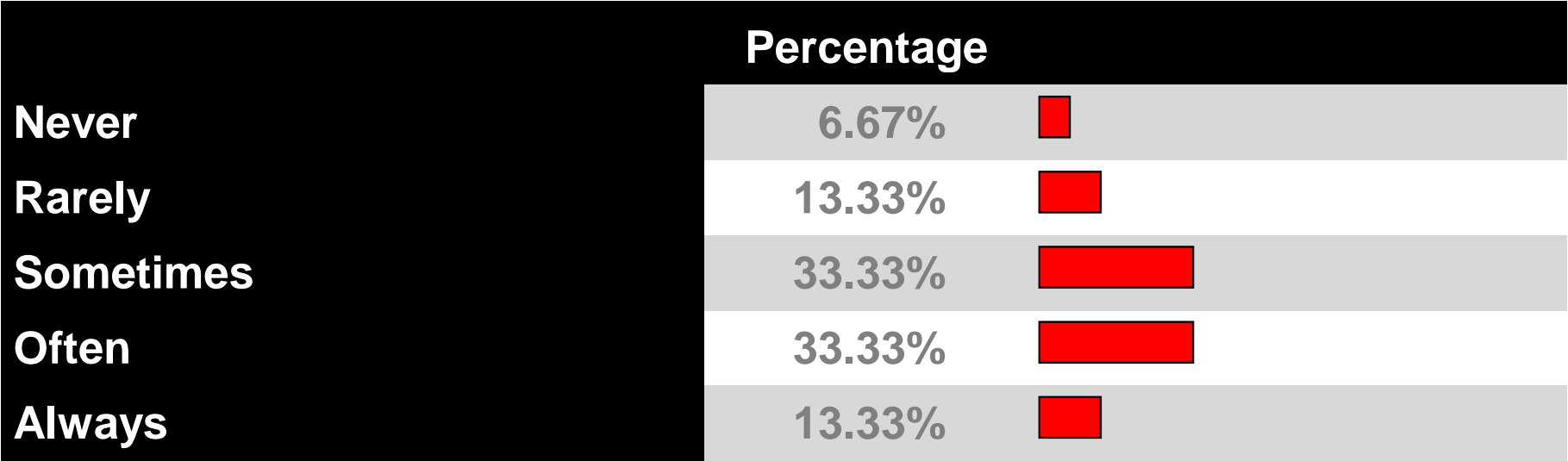|	Percentage
Innovation is a priority. We are continually attempting to innovate across all departments and teams and we either test or launch multiple new innovations each year.	6.67% ▪
We see innovation as a priority, but often have resource conflicts with just keeping systems running.	73.33% ▬▬▬▬▬▬
We do not see ourselves as innovators. We tend to follow and rely on the lead of other similar organizations and/or our business partners/vendors.	13.33% ▪
Innovation is not a priority; we lack executive support, resources and time to focus on any meaningful innovation.	6.67% ▪

Gartner

Our senior business leaders actively solicit IT leader advice on opportunities to leverage IT for strategic advantage

	Percentage
Never	6.67%
Rarely	20.00%
Sometimes	26.67%
Often	26.67%
Always	20.00%

Gartner.
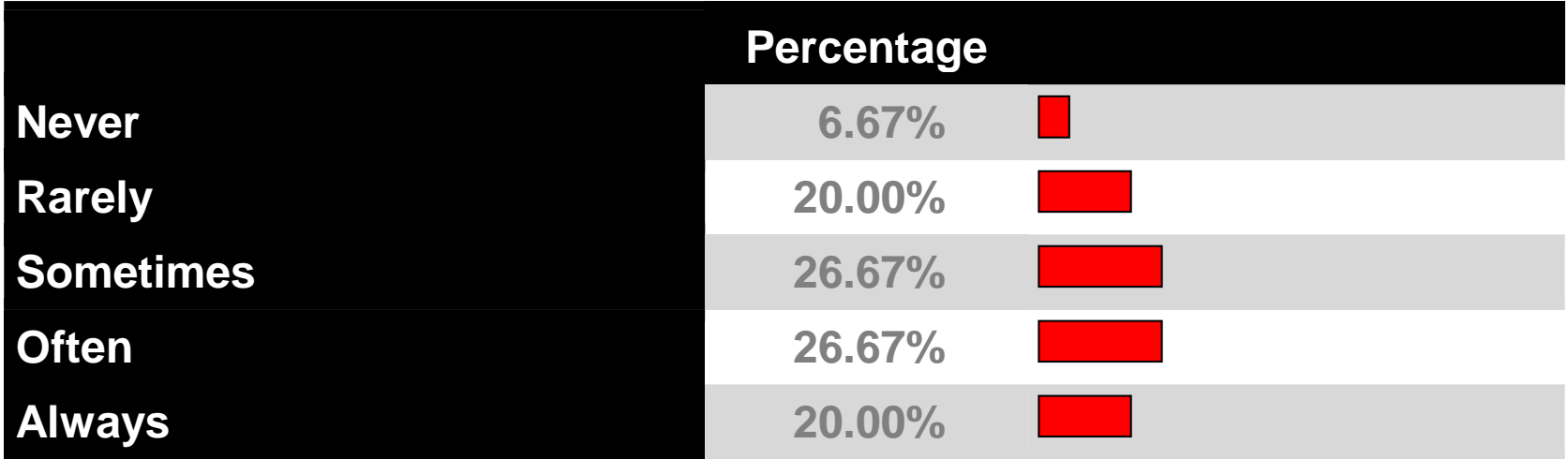
Our senior business leaders proactively participate in and reliably attend established IT governance forums

	Percentage	
Never	**20.00%**	
Rarely	**26.67%**	
Sometimes	**33.33%**	
Often	**13.33%**	
Always	**6.67%**	

Gartner.

IT leaders directly influence and help design business opportunities to leverage IT

|	Percentage	
Never	**6.67%**	▮
Rarely	**13.33%**	▮
Sometimes	**33.33%**	▮▮
Often	**33.33%**	▮▮
Always	**13.33%**	▮

Gartner.

Our organization and IT governance processes scale and adapt based on clear business parameters such as risk, timing, financial exposure, and anticipated benefits.

	Percentage	
Never	6.67%	▮
Rarely	26.67%	▬▬
Sometimes	40.00%	▬▬▬
Often	13.33%	▬
Always	13.33%	▬

Gartner
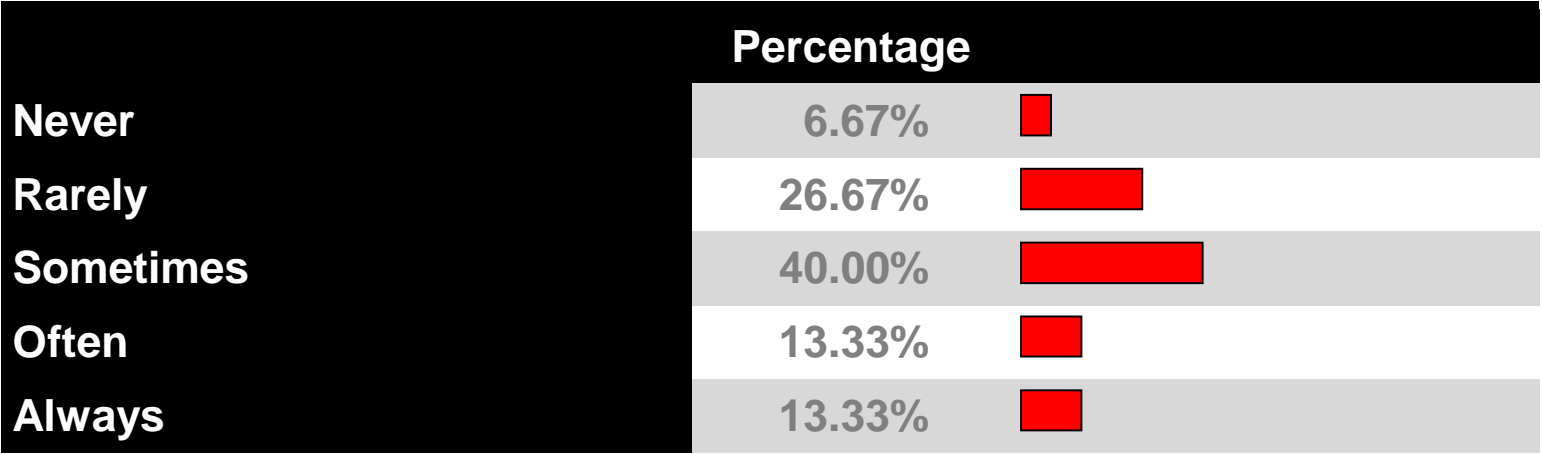
IT strategic planning is fully integrated into business planning, funding and decision-making processes. Both plans are fully aligned.

|	Percentage
Never	13.33%
Rarely	6.67%
Sometimes	46.67%
Often	20.00%
Always	13.33%

Gartner.
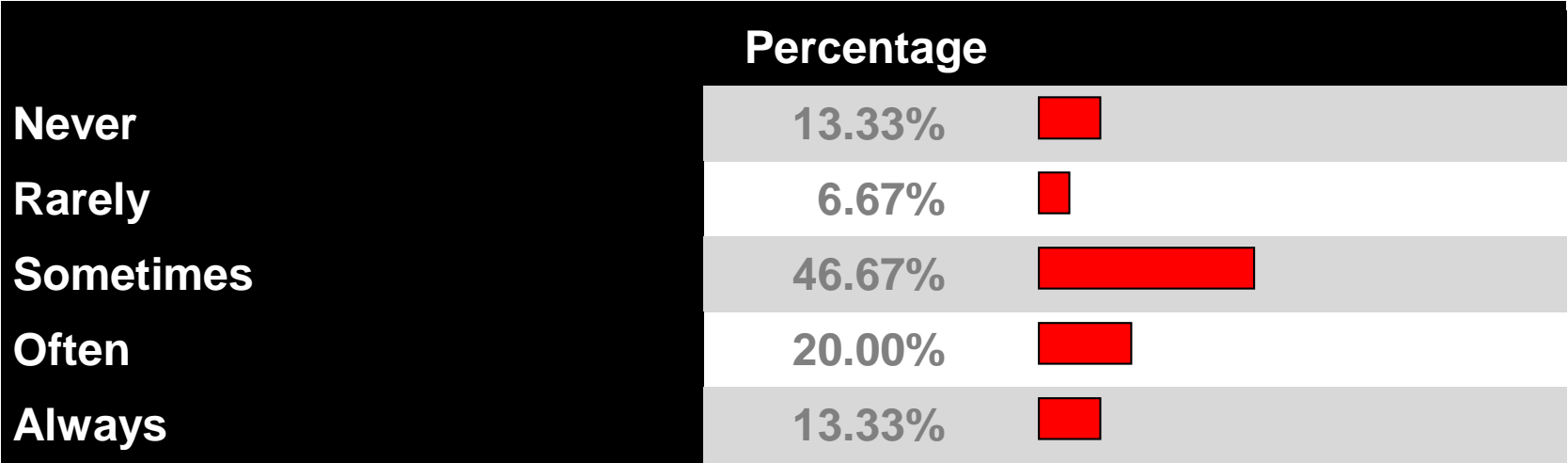
Our organization invests in external sensing and monitoring capabilities and outsourced services to better understand and prepare for future changes

	Percentage	
Never	6.67%	■
Rarely	33.33%	■■■■
Sometimes	40.00%	■■■■■
Often	13.33%	■■
Always	6.67%	■

Gartner.
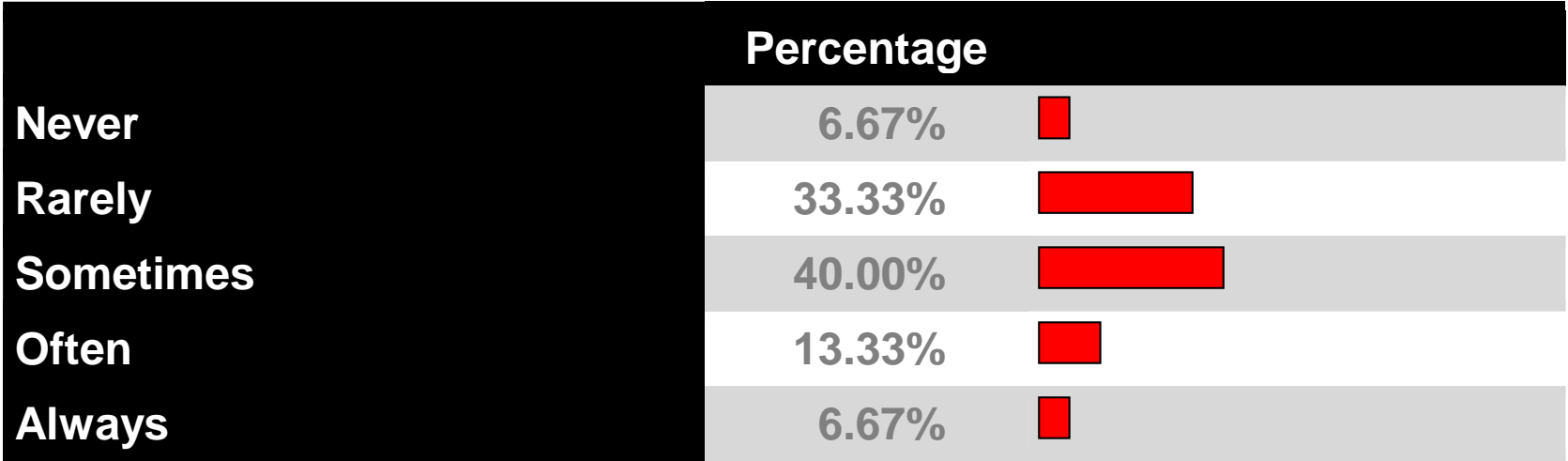
Our IT organization strategy is communicated to all departments across the organization and is well understood, respected and followed.

	Percentage
Never	0.00%
Rarely	33.33%
Sometimes	40.00%
Often	20.00%
Always	6.67%

Gartner
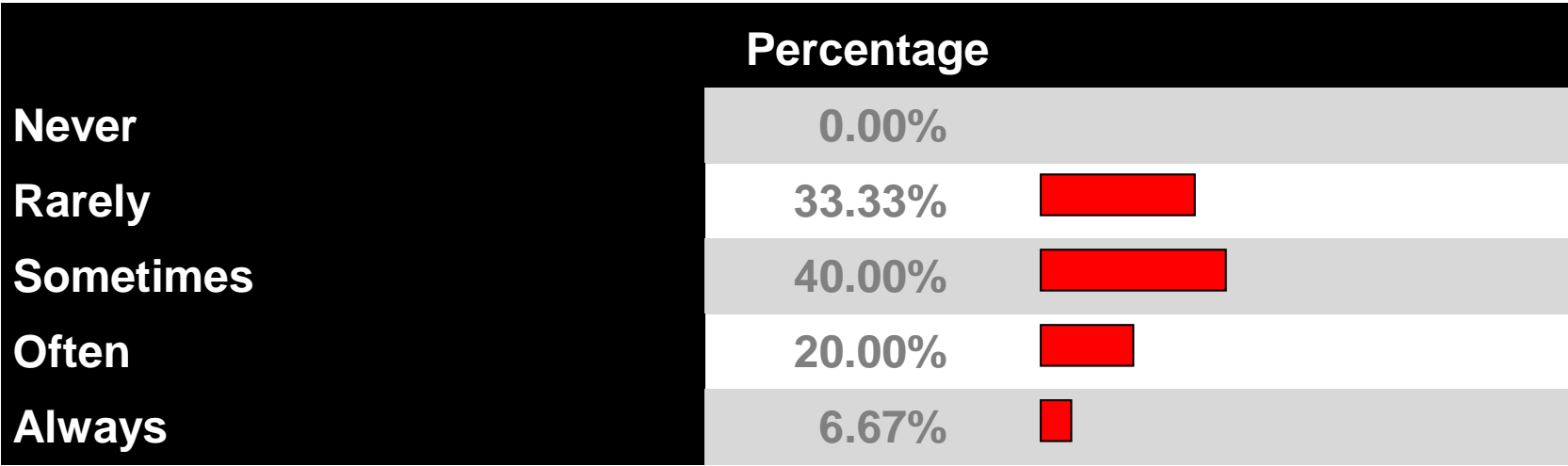
Our enterprise encourages people to use and experiment with technologies that will make them more effective.

	Percentage	
Yes	53.33%	
No	46.67%	

Gartner.

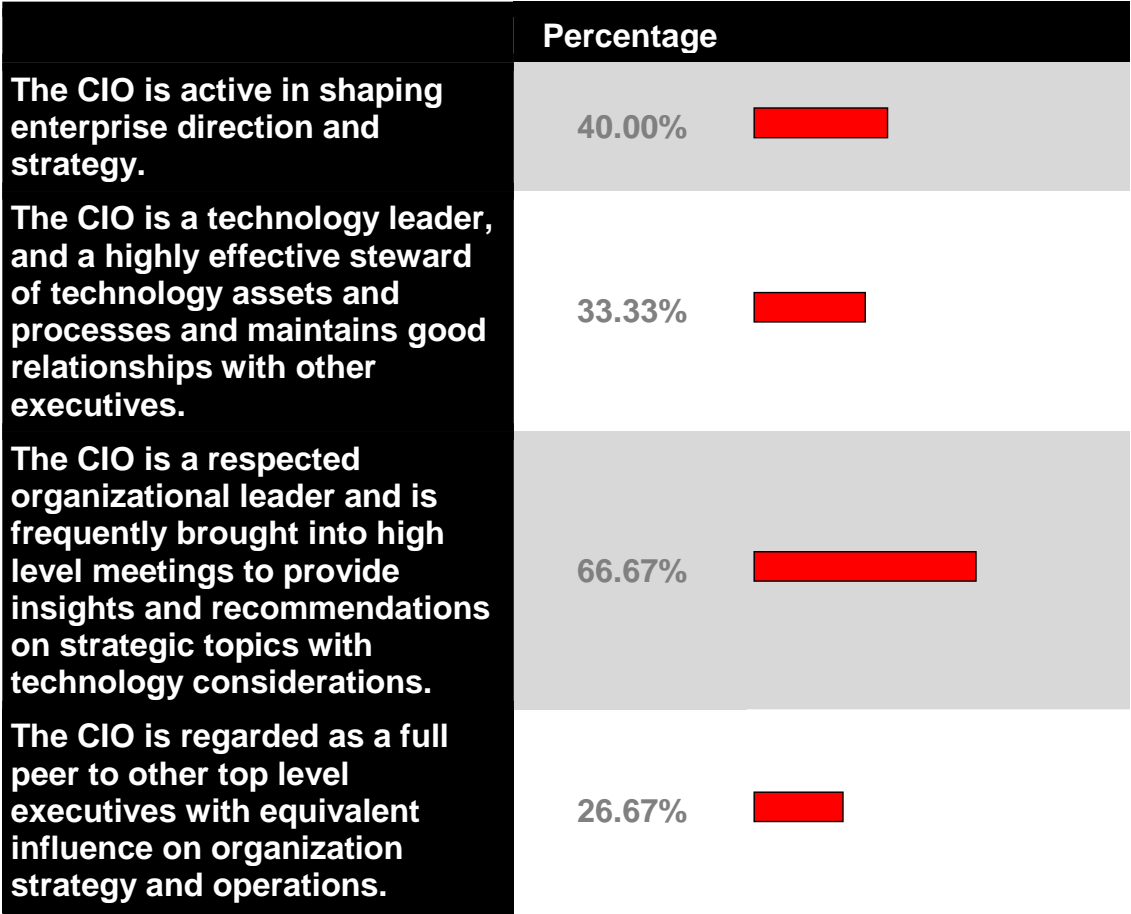# CIO/IT Director Perspectives

**Gartner**®
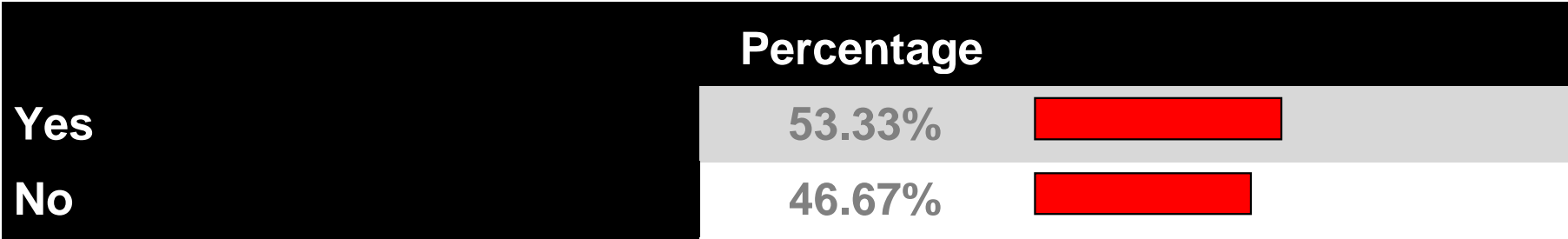
Which of the following best describes the role of the CIO (or technology leader) in your organization?

**(select all that are true)**

	Percentage
The CIO is active in shaping enterprise direction and strategy.	40.00%
The CIO is a technology leader, and a highly effective steward of technology assets and processes and maintains good relationships with other executives.	33.33%
The CIO is a respected organizational leader and is frequently brought into high level meetings to provide insights and recommendations on strategic topics with technology considerations.	66.67%
The CIO is regarded as a full peer to other top level executives with equivalent influence on organization strategy and operations.	26.67%

Gartner.

The CIO is formally accountable for some degree of revenue generation by the organization.

	Percentage	
Yes	6.67%	▮
No	93.33%	▬▬▬▬▬▬▬

Gartner®
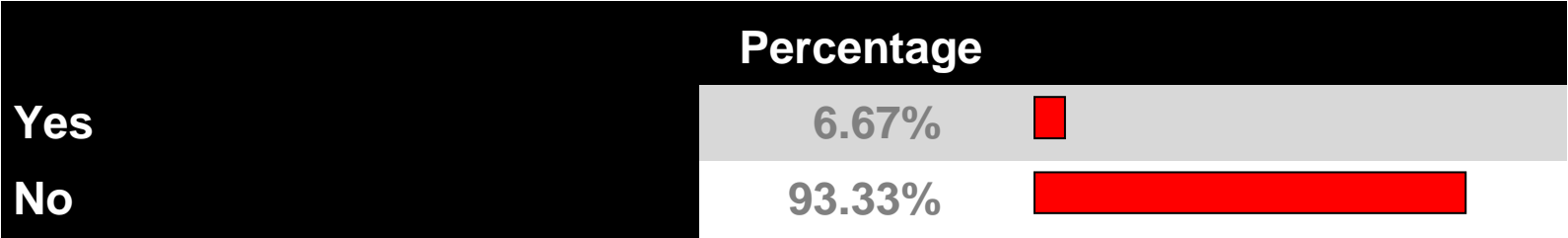
The CIO's responsibilities have grown to include front office leadership roles (e.g. strategic planning, enterprise transformation programs, product development/innovation, revenue generation, etc.).

	Percentage	
Yes	66.67%	
No	33.33%	

Gartner.

Recommendations

Gartner.
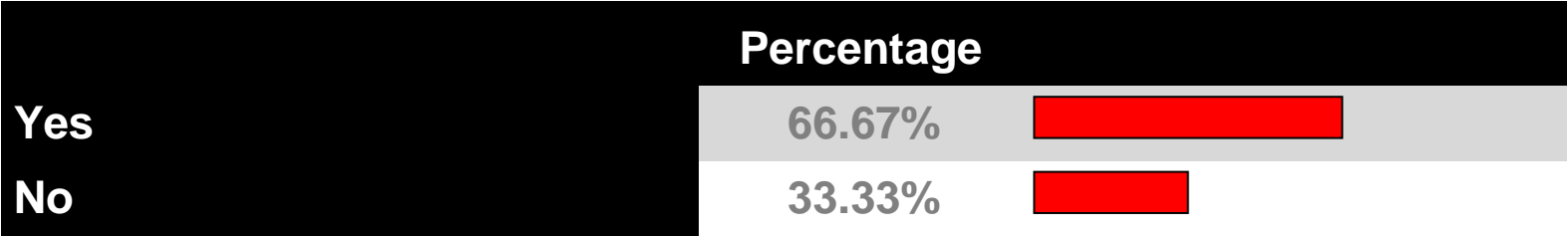
CIOs/IT Directors looking to mature their approach to managing IT finance, risk and value should:

- Achieve business objectives and strategic advantage by selecting and applying the appropriate type of benchmarking.

- Drive where the organization should be spending by using benchmarking insights to inform investment decisions.

- Achieve the organization's digital ambitions by using benchmarking as a competitive process to identify and socialize the required level of IT investment.

Benchmarking Types and Benefits

Cost Benchmarking	Price Benchmarking	Price Validation/ Contract Reviews
▪ Cost baseline ▪ Cost insights and areas for attention ▪ Cost optimization	▪ Sourcing strategy ▪ Market testing ▪ Cost optimization ▪ Strategic insights and advantage	▪ Specific market price testing/validation ▪ Cost optimization

ID: 376861

Gartner

Survey Team

TribalHub Sponsor – Mike Day, Founder and Executive Officer

SITE by Gartner Sponsor – Jannine Salo, Client Director/Team Lead, Tribal Enterprises

Survey Team:
Shannon Bouschor, TribalHub
Tracy Kinney, TribalHub
Leslie McLove, TribalHub
Amos Auringer, Vice President, Gartner Executive Programs

Gartner

Gartner IT Benchmark Research: Partial List

1. IT Key Metrics Data 2019: Surveys

2. IT Key Metrics Data 2019: Index of Published Documents and Metrics

3. IT Key Metrics Data 2018: Resources to Review Your ITBudget Comparison Report

4. Toolkit: How to Present Your IT Budget to the Board of Directors

5. Toolkit: Gartner's Top 100 IT Cost Optimization Ideas

6. Key Concepts in IT Financial Management: Budgeting, Funding, Transparency and Allocation

7. Toolkit: The Gartner Cost Value Matrix, 2018: A Framework to Measure IT Efficiency and Business Value

8. IT Cost Optimization Should Be an Ongoing Discipline

9. How CIOs Can Work Effectively With CFOs to Optimize Cost

10. Three-Year Roadmap for IT Cost Optimization

11. Gartner's Top Cost Optimization Techniques: An IT Perspective

12. Win at Cost Optimization With Nine Critical Success Factors and Their Metrics

13. Run IT as a Business Using Six Pillars of IT Financial Transparency to Drive Value

Gartner