

Continual Service Improvement

How to Provide Value on an Ongoing Basis

HDI Gateway Chapter
Ken Hayes, CSI Director

September, 2012

Who is Technisource?

Technology Talent and Services Provider

- ✓ Leading service desk provider for 25 years
- ✓ 5 million interactions handled per year
- ✓ 1.8 millions users supported per year
- ✓ We support 89 countries worldwide



2011 HDI Team Excellence Award Winner

Talking Points

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What is Continual Service Improvement?

Business Benefits and Framework

Where to Start

The Value of First Call Resolution

Shifting Left

CSI Approach to FCR

Keys to Success

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Continual Service Improvement Defined

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- **Activities and processes to improve the quality of services**
- **Improve effectiveness and efficiency of IT services to better meet business needs**
 - Effectiveness
 - Reduce number of errors
 - Increase FCR
 - Efficiency
 - Reduce time to resolve or repair
 - Move resolution to a lower cost point
 - Handle increased workload with same resources

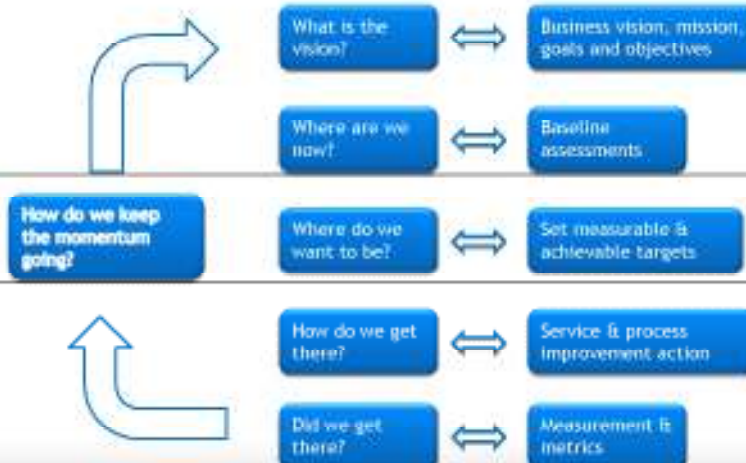


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Top CSI Focus Areas

- **Improve Business Productivity**
 - Increase FCR
 - Reduce time to repair/configure
- **Increase Customer Satisfaction**
- **Innovation**
 - Process
 - Technology
- **Reduce Cost of Support**
 - “Shift Left” philosophy
 - Improve efficiencies

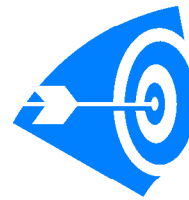
CSI Model - ITIL



Identifying Key CSI Targets

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- Start with your Key Performance Indicators
- Use reports to identify trends
 - First Contact Resolution (FCR)
 - Escalated Incidents
 - Top Ten Incidents
- Root Cause Analysis
- Change Management meetings
- Client meetings
- Team meetings



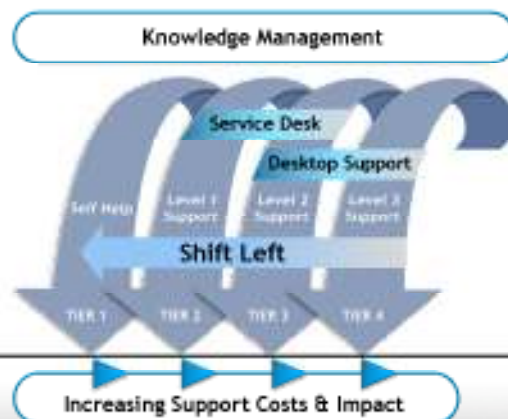
FCR is a Great Place to Start!

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▪ FCR Improvement has business power:

- Maintain or Reduce Support Costs
- Enhance Business Productivity
- Value Creation Opportunities

“SHIFT LEFT” STRATEGY



Showing Value with CSI

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Support Costs

- FCR is an indicator of how efficiently and effectively the service desk operates.
- If calls are being escalated and resolved by other support groups, the cost of support increases.

Business Productivity

- The more calls that are resolved during the initial contact, the less time it takes to resolve an incident. This allows the end user to get back to work and continue delivering value to the business.

Value Opportunity

- Root cause analysis will identify areas where the service desk can add additional value by analyzing escalated incidents & identifying those that could have been resolved by the service desk.
- The service desk may need additional training, skill set enhancement, or access to applications, tools, and/or processes used by other support groups.

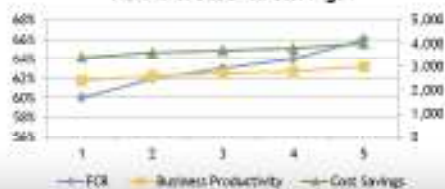
Showing the Value of Improving FCR

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What if you could increase FCR	Month	Annually
FCR increases to:	70%	70%
FCR Total Improvement:	10%	10%
Additional Calls Resolved	100	1,200
Additional Business Productivity (hours)	100	1,200
Business Productivity Savings	2,500	30,000
Support Cost Savings	6,200	74,400
Customer Satisfaction Improvement	1%	6%

Ask HR for Burdened
Cost Per Employee
Or estimate \$25/hour

FCR Increase vs Savings



Support Level	Cost per Ticket
Vendor	\$471
Field Support	\$188
Level 3 IT (apps, networking, MCC, etc.)	\$88
Level 2 Desktop Support	\$88
Level 1 Service Desk	\$22

CSI Approach for FCR

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1. Determine your operation's baseline FCR rate
2. Obtain all escalated tickets (including details) for the last three months
3. Sort by incident category to identify the most frequently escalated calls
4. Identify incidents that you do not have the ability to resolve
5. Determine what it would take for Level 1 to increase the number of incidents it was capable of resolving
6. Determine what FCR increase could be obtained via permissions, training, process improvement, knowledge base use, etc.
7. Calculate the financial return on increased FCR
8. Develop a business case for shifting calls down to Level 1 (work with the other support groups to accomplish this)
9. Train your staff on how to resolve new call types
10. Measure actual results and adjust training and processes accordingly; and
11. Repeat on a regular (e.g., monthly) basis.

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Recognize Contributors

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Continual Service Improvement of the Month

A monthly award given by Technisource management, recognizing an idea that improves our ability to increase *service excellence by focusing on FCR and business productivity.*

Quarterly Continual Service Improvement Award

A quarterly award for the most innovative CSI, as determined by senior practice management.



Identify. Innovate. Advance.

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Today's Key Metrics

Do we really need all those reports?

- **Today many desks measure many metrics**
 - Can be unclear as to why a metric is measured
- **Customer Satisfaction and First Call Resolution**
 - Tightly coupled metrics: Industry data confirms that higher FCR leads to higher customer satisfaction
(source: MetricMet)
 - **FCR drives other important metrics:**
 - Reduces overall TCO for IT
 - Reduces end user calls for status
 - Frees Level 2 & 3 resources to be more strategic
 - Leads to better Service Desk usage which frees the “informal” support network
 - Enhances end user productivity by getting them back to task more quickly

Overall CSI Results

Over 400 documented
CSI recommendations
• Some big, some small

Support and business
productivity savings
over \$1,000,000

10% increase in FCR
from 65% to 75% across
all engagements

Steady increase in
Customer Satisfaction

CSI Keys to Success

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- **Dedicated CSI "Owner"**
 - Independent from Service Desk
- **Executive Buy-in**
- **Staff Buy-in**
- **Good Baseline Data and Reporting**
- **Benchmark Current State**
 - KPIs and Costs
- **Look for Small Wins First (Low Hanging Fruit)**
 - FCR, Customer Satisfaction
- **Communicate Success!**

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More info on CSI

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Read my article in the September/October 2011 issue of HDI's *SupportWorld* magazine



Continual Service Improvement: The Next Step in the Service Desk's Evolution

by Neil Myles

It all started in the spring of 2009, after coming to us for the recovery for the ITIL Transition Award. We found the way delivering great service to our customers, making recommendations to be more efficient and creating a great working environment. But there was something missing. After great benchmarking activities, we realized that to be successful at the time we needed to take a new path. We agreed that we needed to develop and implement an approach method for (continually) discovering and identifying the value—then both a real and business perspective—of the service desk and finally, support other people in our client's business. As a result, the management team took a dedicated continual service improvement (CSI) program.

It is an ever-growing body of implementation in CSI/continual improvement. The goal was to be as ITIL, register, implement or effective CSI program.

According to the ITIL, a CSI program is a set of activities that, especially when it requires additional resources to measure and improve. But if you want to create a long-term, sustainable, and value-driven, you have to do more than just your ITIL. You have to be able to demonstrate continuously increasing value. It is all about the value and consistency we have that we needed a formal, structured CSI program. The structured a value in a way that we had always believed in, but had gotten lost in the details of day-to-day technical processes.

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Thank you!