The Zen of Support

The Path to Strategic Enlightenment!

MetricNet Best Practices Series
Download Today’s Presentation

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Heading to FUSION 16? Check Out these sessions!

Session 309
C-Level Success, and the Secret Weapon of Service and Support
Wednesday, November 02 at 3:00 PM

Session 704
The CSI Imperative – How Successful Support Organizations Institutionalize Continual Service Improvement
Friday, November 04 at 9:00 AM
Empirical Observations from Our Global Benchmarking Database

- Global Database
- More than 3,700 IT Service and Support Benchmarks
- 70+ Key Performance Indicators
- More than 120 Industry Best Practices
Newer and less evolved support organizations are in this category

A reactive “fire-fighting” mentality prevails at this stage

Focus tends to be almost exclusively on service level compliance

Support is continuously playing catch-up with user needs and expectations

Heavy investments in training, tools, and metrics characterize this stage

A knowledge base of problem solutions is typically established

An expert network of problem solvers is developed outside of support

User self-help begins: user-enabled password resets, user searchable knowledge base

The primary purpose of a strategic support organization is to make end users more productive, and to drive a positive view of IT

A preventive, proactive culture prevails

Support anticipates user needs and expectations, and provides services accordingly

Customer enthusiasm and value creation is the goal!
IT Support as a Business Enterprise

Create Value
Metrics Focused
Proactive
Marketing

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# A Business Model for IT Support

1. **Value**
   - Leverage end-user productivity and TCO

2. **Metrics**
   - Holistic and diagnostic application of KPI’s

3. **Proactive**
   - Anticipate user needs and expectations

4. **Marketing**
   - Actively manage stakeholder perceptions

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## Value: A Business Model for IT Support

**The Business of IT Support**

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Shift Left Reduces Total Cost of Ownership

Support Level

-1  0  1  2  3  Field  Vendor

$0  $2  $22  $69  $104  $221  $599

Incident Prevention  Self Help  Service Desk  Desktop Support  IT Support  Field Support  Vendor Support

Value

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Contact Deflection into Lower Cost Channels

![Graph showing the deflection of contact into lower cost channels over years, with different channels like Voice, Chat, Email/Web, and Self Service, along with the average cost per ticket. The graph illustrates a decline in cost per ticket and an increase in the percentage of ticket volume for lower cost channels.](image-url)
Quality of Support Drives End-User Productivity

![Graph showing the relationship between Performance Quartile and Productive Hours Lost per Employee per Year. The graph includes a scatter plot with data points for different support functions and key performance indicators.]

### Key Performance Indicators

<table>
<thead>
<tr>
<th>Support Function</th>
<th>Key Performance Indicator</th>
<th>1 (top)</th>
<th>2</th>
<th>3</th>
<th>4 (bottom)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Desk</td>
<td>Customer Satisfaction</td>
<td>93.5%</td>
<td>84.5%</td>
<td>76.1%</td>
<td>69.3%</td>
</tr>
<tr>
<td></td>
<td>First Contact Resolution Rate</td>
<td>90.1%</td>
<td>83.0%</td>
<td>72.7%</td>
<td>66.4%</td>
</tr>
<tr>
<td></td>
<td>Mean Time to Resolve (hours)</td>
<td>0.8</td>
<td>1.2</td>
<td>3.6</td>
<td>5.0</td>
</tr>
<tr>
<td>Desktop Support</td>
<td>Customer Satisfaction</td>
<td>94.4%</td>
<td>89.2%</td>
<td>79.0%</td>
<td>71.7%</td>
</tr>
<tr>
<td></td>
<td>First Contact Resolution Rate</td>
<td>89.3%</td>
<td>85.6%</td>
<td>80.9%</td>
<td>74.5%</td>
</tr>
<tr>
<td></td>
<td>Mean Time to Resolve (hours)</td>
<td>2.9</td>
<td>4.8</td>
<td>9.4</td>
<td>12.3</td>
</tr>
<tr>
<td>Average Productive Hours Lost per Employee per Year</td>
<td>17.1</td>
<td>25.9</td>
<td>37.4</td>
<td>46.9</td>
<td></td>
</tr>
</tbody>
</table>
Support Drives Customer Satisfaction for All of IT

Factors Contributing to IT Customer Satisfaction

- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT.
- 47% cited desktop support as a very important factor in their overall satisfaction with corporate IT.

- n = 1,044
- Global large cap companies
- Survey type: multiple choice
- 3 responses allowed per survey

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# Metrics: A Business Model for IT Support

## Model Component

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</tbody>
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## Diagram

1. **Value** - Leverage end-user productivity and TCO
2. **Metrics** - Holistic and diagnostic application of KPI’s
3. **Proactive** - Anticipate user needs and expectations
4. **Marketing** - Actively manage stakeholder perceptions

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## Six-Part Model for IT Support Best Practices

<table>
<thead>
<tr>
<th>Model Component</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Defining Your Charter and Mission</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Proactive, Life-cycle Management of Personnel</td>
</tr>
<tr>
<td>Process</td>
<td>Expeditious Delivery of Customer Service</td>
</tr>
<tr>
<td>Technology</td>
<td>Leveraging People and Processes</td>
</tr>
<tr>
<td>Performance Measurement</td>
<td>A Holistic Approach to Performance Measurement</td>
</tr>
<tr>
<td>Stakeholder Communication</td>
<td>Proactively Managing Stakeholder Expectations</td>
</tr>
</tbody>
</table>
The Traditional Paradigm for Technical Support

PEOPLE

PROCESS

TECH
METRICS: A More Fundamental Building Block!
The Evidence for Metrics as a Foundation Stone
### Some Common Service Desk Metrics

#### Cost
- Cost per Ticket
- First Level Resolution Rate

#### Quality
- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

#### Productivity
- Contacts per Agent per Month
- Agent Utilization
- Agents as % of Total FTE's

#### Agent
- Agent Occupancy
- Annual Agent Turnover
- Daily Absenteeism
- New Agent Training Hours
- Annual Agent Training Hours
- Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

#### Service Level
- Average speed of answer (ASA)
- Call abandonment rate
- % Answered within 30 Seconds
- Average hold time
- Average time to abandon
- Percent of calls blocked

#### Call Handling
- Contact Handle Time
- % Escalated Level 1 Resolvable
- User Self-Service Completion Rate

And there are hundreds more!!
The 80/20 Rule for Service Desk KPI’s

- **Cost**
  - Cost per Ticket

- **Quality**
  - Customer Satisfaction

- **Productivity**
  - Agent Utilization

- **Call Handling**
  - First Contact Resolution Rate

- **TCO**
  - First Level Resolution Rate

- **Agent**
  - Agent Job Satisfaction

- **Aggregate**
  - Balanced scorecard

Read MetricNet’s whitepapers on IT Support KPI’s. Go to [www.metricnet.com](http://www.metricnet.com) to download your copy!
## Aggregate Metric: The Balanced Scorecard

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>Metric Weighting</th>
<th>Performance Range</th>
<th>Your Actual Performance</th>
<th>Metric Score</th>
<th>Balanced Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Ticket</td>
<td>25.0%</td>
<td>Worst Case $46.23</td>
<td>$12.55 $37.10</td>
<td>27.1%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>25.0%</td>
<td>Worst Case 56.2%</td>
<td>98.4% 98.4%</td>
<td>100.0%</td>
<td>25.0%</td>
</tr>
<tr>
<td>First Contact Resolution Rate</td>
<td>15.0%</td>
<td>Worst Case 43.8%</td>
<td>91.7% 67.2%</td>
<td>48.9%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Agent Utilization</td>
<td>15.0%</td>
<td>Worst Case 25.4%</td>
<td>63.9% 25.4%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Agent Job Satisfaction</td>
<td>10.0%</td>
<td>Worst Case 57.0%</td>
<td>89.3% 78.9%</td>
<td>67.8%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Average Speed of Answer (ASA) (seconds)</td>
<td>10.0%</td>
<td>Worst Case 327</td>
<td>18 28 96.8%</td>
<td>9.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>N/A</strong></td>
<td><strong>N/A</strong></td>
<td><strong>N/A</strong></td>
<td><strong>55.6%</strong></td>
</tr>
</tbody>
</table>

### Step 1
Six critical performance metrics have been selected for the scorecard.

### Step 2
Each metric has been weighted according to its relative importance.

### Step 3
For each performance metric, the highest and lowest performance levels in the benchmark are recorded.

### Step 4
Your actual performance for each metric is recorded in this column.

### Step 5
Your score for each metric is then calculated: (worst case – actual performance) / (worst case – best case) X 100

### Step 6
Your balanced score for each metric is calculated: metric score X weighting.
Benchmarking Your Overall Performance

Key Statistics

- **High**: 86.5%
- **Average**: 50.3%
- **Median**: 50.3%
- **Low**: 13.8%
- **Your Score**: 55.6%
A Summary of KPI Correlations for the Service Desk

- Cost per Ticket
  - Agent Utilization
    - Scheduling Efficiency
    - Service Levels: ASA and AR
  - Agents/Total FTE’s
    - Absenteeism/Turnover
  - First Contact Resolution
    - First Level Resolution
    - Handle Time
    - Call Quality

- Customer Satisfaction
  - Agent Satisfaction
    - Coaching
    - Career Path
    - Training Hours

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Some Common Desktop Support KPI’s

**Cost**
- Cost per Ticket
- Cost per Incident
- Cost per Service Request

**Quality**
- Customer Satisfaction
- First Contact Resolution Rate (Incidents)
- % Resolved Level 1 Capable
- % of Tickets Re-opened

**Productivity**
- Technician Utilization
- Tickets per Technician-Month
- Incidents per Technician-Month
- Service Requests per Technician-Month
- Ratio of Technicians to Total Headcount

**Service Level**
- Average Incident Response Time (min)
- % of Incidents Resolved in 24 Hours
- Mean Time to Resolve Incidents (hours)
- Mean Time to Complete Service Requests (days)

**Ticket Handling**
- Average Incident Work Time (min)
- Average Service Request Work Time (min)
- Average Travel Time per Ticket (min)

**Technician**
- Technician Satisfaction
- New Technician Training Hours
- Annual Technician Training Hours
- Annual Technician Turnover
- Technician Absenteeism
- Technician Tenure (months)
- Technician Schedule Adherence

**Workload**
- Tickets per Seat per Month
- Incidents per Seat per Month
- Service Requests per Seat per Month
- Incidents as a % of Total Ticket Volume

And there are hundreds more!!

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The 80/20 Rule for Desktop Support KPI’s

- **Cost**
  - Cost per Ticket

- **Quality**
  - Customer satisfaction

- **Productivity**
  - Technician Utilization

- **Call Handling**
  - First contact resolution rate (incidents)

- **Service Level**
  - Mean Time to Resolve

- **TCO**
  - % Resolved Level 1 Capable

- **Technician**
  - Technician Satisfaction

- **Aggregate**
  - Balanced scorecard
A Summary of KPI Correlations for Desktop Support

- Cost per Ticket
- Customer Satisfaction
- Technician Utilization
- FCR (Incidents)
- Service Levels: MTTR
- Techs/Total FTE's
- Absenteeism/Turnover
- First Level Resolution
- Work/Travel Time
- SL’s MTTR
- Scheduling Efficiency
- Technician Satisfaction
- Coaching
- Career Path
- Training Hours

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### Proactive: A Business Model for IT Support

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A Proactive Culture in IT Support

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### A Proactive Culture in IT Support

#### Some Common Proactive Behaviors

- Root Cause Analysis / Closed Ticket Analysis
- Marketing / Brand Management
- Business Case Analysis for New Investments
- Benchmarking
- Goal-based Training
- Cause-and-Effect Decision-making
- Manage Agent Morale / Agent Job Satisfaction
- Agent Scorecards
The Widespread Adoption of Benchmarking

Fewer than 20% of all IT support groups engage in benchmarking.

Yet there is a 1:1 Correspondence Between Benchmarking and World-Class Performance!
The Benchmarking Methodology

- Your IT Support Performance
- Performance of Benchmarking Peer Group
  
  COMPARE

  
  Determine How Best in Class Achieve Superiority
  
  Adopt Selected Practices of Best in Class
  
  Build a Sustainable Competitive Advantage

The ultimate objective of benchmarking

Read MetricNet’s whitepaper on IT Support Benchmarking. Go to www.metricnet.com to download your copy!
The Goal of Benchmarking

- **AFTER BENCHMARKING**
- **BEST-IN-CLASS PERFORMANCE CURVE**
- **AVERAGE PERFORMANCE CURVE**
- **STARTING POINT: BEFORE BENCHMARKING**

**Cost per Ticket**

**Customer Satisfaction**

Lower  |  Higher

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### A Proactive Culture in IT Support

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Managing Agent Morale and Job Satisfaction

Cost per Ticket → Agent Utilization → Scheduling Efficiency

Agent Utilization

Service Levels: ASA and AR

Agents/Total FTE’s

Absenteeism/Turnover

First Contact Resolution

First Level Resolution

Handle Time

Call Quality

Agent Satisfaction

Coaching

Career Path

Training Hours

Customer Satisfaction

Proactive
Agent Job Satisfaction vs. Customer Satisfaction
Agent Job Satisfaction vs. Agent Turnover

The graph illustrates the relationship between agent job satisfaction and annual agent turnover. The graph shows a negative correlation, with higher job satisfaction generally associated with lower turnover rates. The data points are scattered across the range, indicating variability in the relationship across different data sets or conditions.

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Managing Agent Morale and Job Satisfaction

- Cost per Ticket
- Agent Utilization
  - Scheduling Efficiency
  - Service Levels: ASA and AR
- Agents/Total FTE's
- Absenteeism/Turnover
- First Contact Resolution
- First Level Resolution
- Handle Time
- Call Quality
- Agent Satisfaction
- Coaching
- Career Path
- Training Hours

Customer Satisfaction

Proactive
Agent Training Hours vs. Agent Job Satisfaction

The graph depicts the relationship between annual agent training hours and agent job satisfaction. The data points show a positive correlation, indicating that as annual training hours increase, agent job satisfaction also tends to increase. The linear trend line further supports this observation, suggesting a direct link between the two variables.
The Impact of Career Path on Agent Job Satisfaction

Agent Job Satisfaction

Agent Satisfaction with Career Path

Agent Satisfaction without Career Path

Average = 80.7%

Average = 72.3%
# Marketing: A Business Model for IT Support

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The Role of Marketing in IT Support

We’ve all heard the expression…

“Expectations Not Set… are Expectations Not Met!

So, let’s get serious about proactively managing expectations!
Perception vs. Reality in IT Support

- Perceived Value > Actual Value
- Perceived Value = Actual Value
- Perceived Value < Actual Value
Perception Is Almost Always Worse Than the Reality

- Perceived Value > Actual Value
- Perceived Value < Actual Value

A Common (but Dangerous) Operating Position
Brand Management in IT Support

Perceived Value > Actual Value

Perceived Value = Actual Value

Perceived Value < Actual Value

#1 Operational Effectiveness

#2 Brand Management

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Closing the Perception Gap

Where you Should Be
Perceived Value > Actual Value

Where you Are
Perceived Value < Actual Value

Closing the Perception Gap

Higher Actual Value
Lower Perceived Value

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Brand Management: The Five W’s

1. Who – Who are the Key Stakeholder Groups?
2. What – What are the Key Messages?
3. When – When are You Going to Communicate Them?
4. Where/How – Where/How do You Reach the Stakeholders?
5. Why – Why are We Doing This?
Key Success Factors in Marketing IT Support

**Channels**

*Use All Available*

- Log-in messages
- Newsletters
- Reference Guides
- Asset tags
- Surveys
- User Liaisons

**Timing**

*Frequent Contact*

- New employee orientation
- At session log-in
- During training
- During the incident
- At scheduled sessions

**Messages**

*Multiple Messages*

- Services
- Major initiatives
- Performance Levels
- FAQ’s
- Success Stories

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### The Most Common Communication Vehicles

<table>
<thead>
<tr>
<th>Newsletters</th>
<th>Brown Bag Sessions</th>
<th>Leave Behinds</th>
<th>Business Unit Liaisons</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.jpg" alt="Newsletters Image" /></td>
<td><img src="image2.jpg" alt="Brown Bag Sessions Image" /></td>
<td><img src="image3.jpg" alt="Leave Behinds Image" /></td>
<td><img src="image4.jpg" alt="Business Unit Liaisons Image" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Selected Issues</strong></th>
<th><strong>Where is IS failing to meet XXX needs?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Fails</td>
</tr>
<tr>
<td>1</td>
<td>22.1%</td>
</tr>
<tr>
<td>2</td>
<td>16.2%</td>
</tr>
<tr>
<td>3</td>
<td>14.7%</td>
</tr>
<tr>
<td>4</td>
<td>13.2%</td>
</tr>
<tr>
<td>5</td>
<td>11.8%</td>
</tr>
<tr>
<td>5</td>
<td>11.8%</td>
</tr>
<tr>
<td>7</td>
<td>10.3%</td>
</tr>
<tr>
<td>8</td>
<td>8.8%</td>
</tr>
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<td>9</td>
<td>8.8%</td>
</tr>
<tr>
<td>10</td>
<td>7.4%</td>
</tr>
<tr>
<td>10</td>
<td>7.4%</td>
</tr>
<tr>
<td>12</td>
<td>4.4%</td>
</tr>
<tr>
<td>12</td>
<td>4.4%</td>
</tr>
<tr>
<td>12</td>
<td>4.4%</td>
</tr>
<tr>
<td>15</td>
<td>2.9%</td>
</tr>
<tr>
<td>15</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

Mean for ALL "fails": 2.9% of XXX’s said issue 18. failed to meet expectations.
Marketing Summary

- Managing the gap between perception and reality is fairly straightforward
  - It doesn’t take a lot of time, or cost a lot of money
- But it is critically important
  - The success of your support organization depends as much on your image, as it does on your actual performance!
- The Benefits of effective Image Management Include:
  - Customer loyalty and positive word-of-mouth referrals
  - Credibility, which leverages your ability to Get Things Done!
  - A Positive Image for IT overall
  - High levels of Customer Satisfaction
The Zen of Support
The Paradox of IT Support

- Less than 5% of all IT spending is allocated to end-user support
  - Service desk, desktop support, field support
- This leads many to erroneously assume that there is little upside opportunity in IT support
- The result is that most support organizations are managed with the goal of minimizing costs
- But the most effective support strategies focus on maximizing value

Corporate IT Spending Breakdown

96%: Non support functions
- Application Development
- Application Maintenance
- Network Operations
- Mainframe and midrange Computing
- Desktop Computing
- Contract Services (e.g., disaster recovery)

4%: End-User Support
Shift Left Reduces Total Cost of Ownership

Support Level

-1 0 1 2 3 Field Vendor

$0 $2 $22 $69 $104 $221 $599

Incident Prevention Self Help Service Desk Desktop Support IT Support Field Support Vendor Support

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Contact Deflection into Lower Cost Channels

![Graph showing contact deflection into lower cost channels over years between 2007 and 2016. The X-axis represents the year, ranging from 2007 to 2016. The Y-axis on the left measures the percentage of ticket volume, ranging from 0% to 90%. The Y-axis on the right measures the cost per ticket, ranging from $20.50 to $25.00. The graph includes lines for Voice, Chat, Email/Web, Self Service, and Average Cost per Ticket, showing the trend of deflection over the years.](image-url)
Quality of Support Drives End-User Productivity

![Graph showing the relationship between Performance Quartile and Productive Hours Lost per Employee per Year]

<table>
<thead>
<tr>
<th>Support Function</th>
<th>Key Performance Indicator</th>
<th>Performance Quartile</th>
<th>Performance Quartile</th>
<th>Performance Quartile</th>
<th>Performance Quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 (top)</td>
<td>2</td>
<td>3</td>
<td>4 (bottom)</td>
</tr>
<tr>
<td>Service Desk</td>
<td>Customer Satisfaction</td>
<td>93.5%</td>
<td>84.5%</td>
<td>76.1%</td>
<td>69.3%</td>
</tr>
<tr>
<td></td>
<td>First Contact Resolution Rate</td>
<td>90.1%</td>
<td>83.0%</td>
<td>72.7%</td>
<td>66.4%</td>
</tr>
<tr>
<td></td>
<td>Mean Time to Resolve (hours)</td>
<td>0.8</td>
<td>1.2</td>
<td>3.6</td>
<td>5.0</td>
</tr>
<tr>
<td>Desktop Support</td>
<td>Customer Satisfaction</td>
<td>94.4%</td>
<td>89.2%</td>
<td>79.0%</td>
<td>71.7%</td>
</tr>
<tr>
<td></td>
<td>First Contact Resolution Rate</td>
<td>89.3%</td>
<td>85.6%</td>
<td>80.9%</td>
<td>74.5%</td>
</tr>
<tr>
<td></td>
<td>Mean Time to Resolve (hours)</td>
<td>2.9</td>
<td>4.8</td>
<td>9.4</td>
<td>12.3</td>
</tr>
<tr>
<td>Average Productive Hours Lost per Employee per Year</td>
<td>17.1</td>
<td>25.9</td>
<td>37.4</td>
<td>46.9</td>
<td></td>
</tr>
</tbody>
</table>
Support Drives Customer Satisfaction for All of IT

Factors Contributing to IT Customer Satisfaction

- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT
- 47% cited desktop support as a very important factor in their overall satisfaction with corporate IT

n = 1,044
Global large cap companies
Survey type: multiple choice
3 responses allowed per survey
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Questions?
Heading to FUSION 16? Check Out these sessions!

Session 309
C-Level Success, and the Secret Weapon of Service and Support
Wednesday, November 02 at 3:00 PM

Session 704
The CSI Imperative – How Successful Support Organizations Institutionalize Continual Service Improvement
Friday, November 04 at 9:00 AM
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- Co Founder and Managing Partner, MetricNet, LLC
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- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the Service Desk Benchmarking Consortium
- Author of *A Hands-On Guide to Competitive Benchmarking*
- Harvard MBA, Stanford MS
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- Price Benchmarking

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