IT Service and Support

Key Success Factors in Higher Education

MetricNet
Performance Benchmarking

Empirical Observations from Our Global Database

Global Database

More than 3,700 IT Service and Support Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices

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What's Different About IT Service and Support in Higher Ed?

- **Unique challenges of IT Service and Support in Higher Education**

  - ☐ Student support model

  - ☐ Wide spectrum of technologies to support

  - ☐ BYOD is the prevailing model

  - ☐ Staff, Students and Faculty with differing needs

  - ☐ Customers are broadly distributed geographically

  - ☐ Service levels are critical

10 Mega Trends in End-User Support

- The rise of the Strategic Service Desk

- Holistic use of KPI's

- Benchmarking to Improve Performance

- User Self-Help

- Marketing the Service Desk

- Understanding TCO

- First Contact and First Level Resolution

- Process Rationalization (ITIL, ITSM)

- Knowledge Centered Service (KCS) and Remote Diagnosis
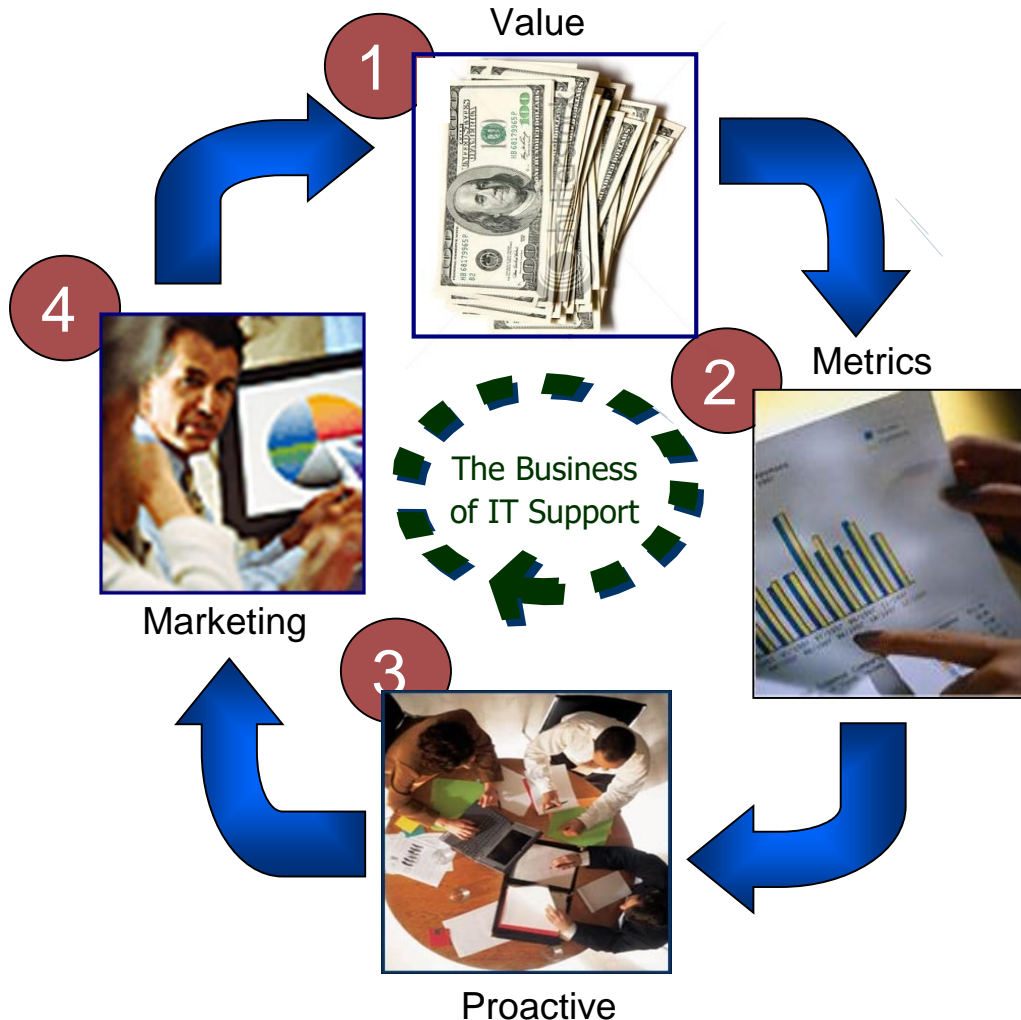
- Service and Support as a Business

IT Support as a Business Enterprise

Exploit Value

Metrics Focused

Proactive

Marketing

MetricNet

A Business Model for IT Support

Value

Marketing

The Business
of IT Support

Metrics

Proactive

Model Component	Description
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

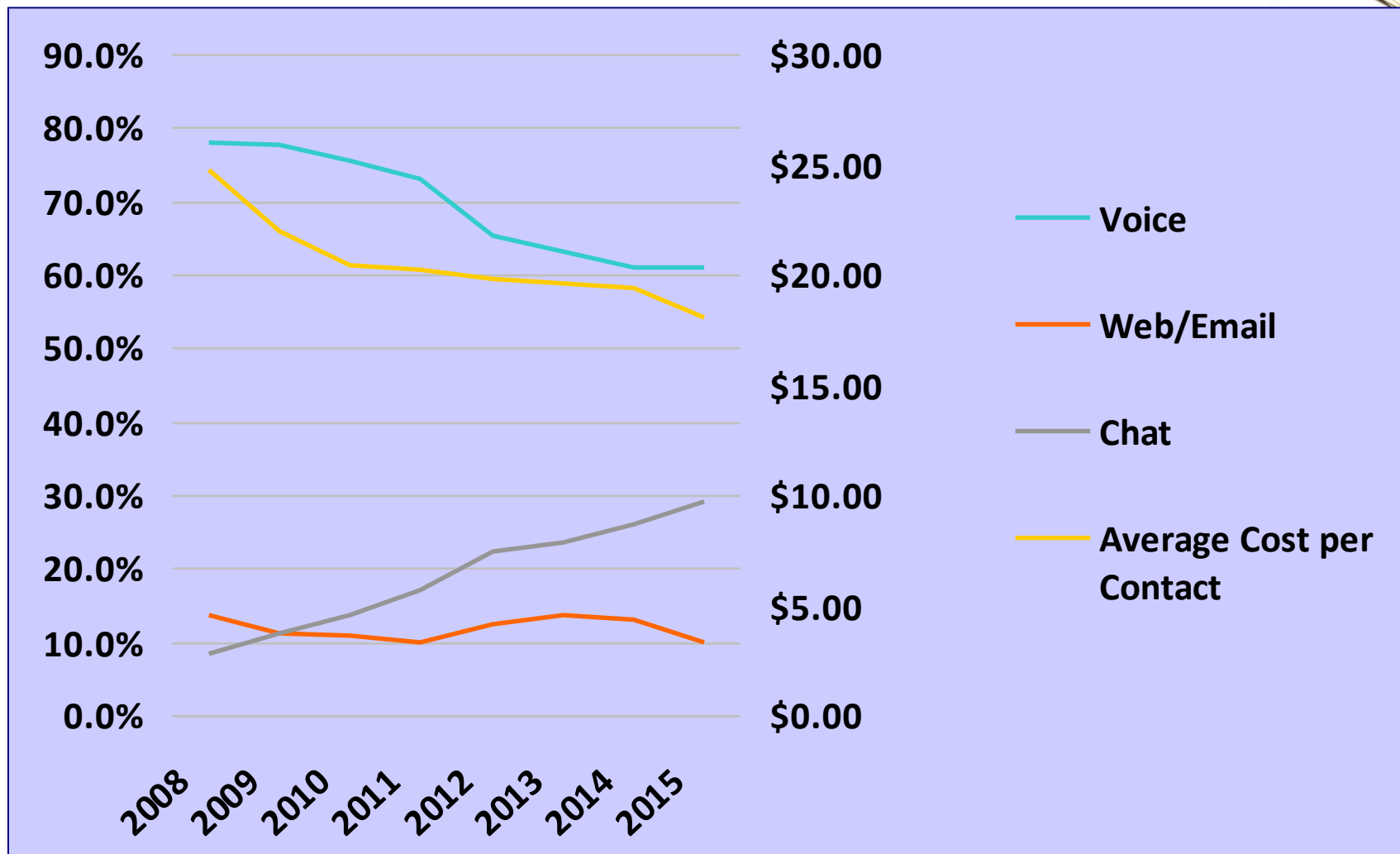| Model Component	Description
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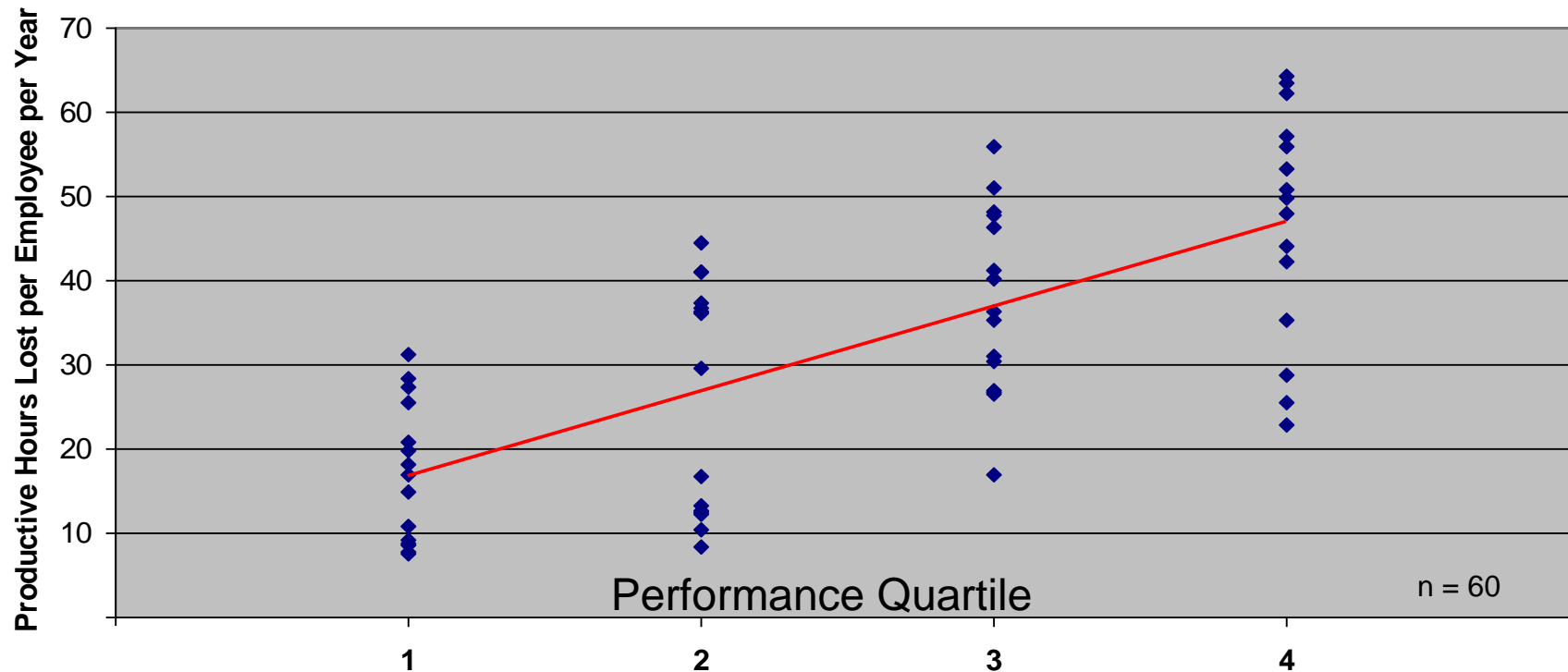MetricNet

Support Has an Opportunity to Minimize TCO

Support Level

-1	0	1	2	3	Field	Vendor
$0	$2	$22	$62	$85	$196	$471
Incident Prevention	Self Help	Service Desk	Desktop Support	IT Support	Field Support	Vendor Support

Contact Deflection into Lower Cost Channels

Legend:
- **Voice**
- **Web/Email**
- **Chat**
- **Average Cost per Contact**

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Quality of Support Drives End-User Productivity

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

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Metrics: A Business Model for IT Support
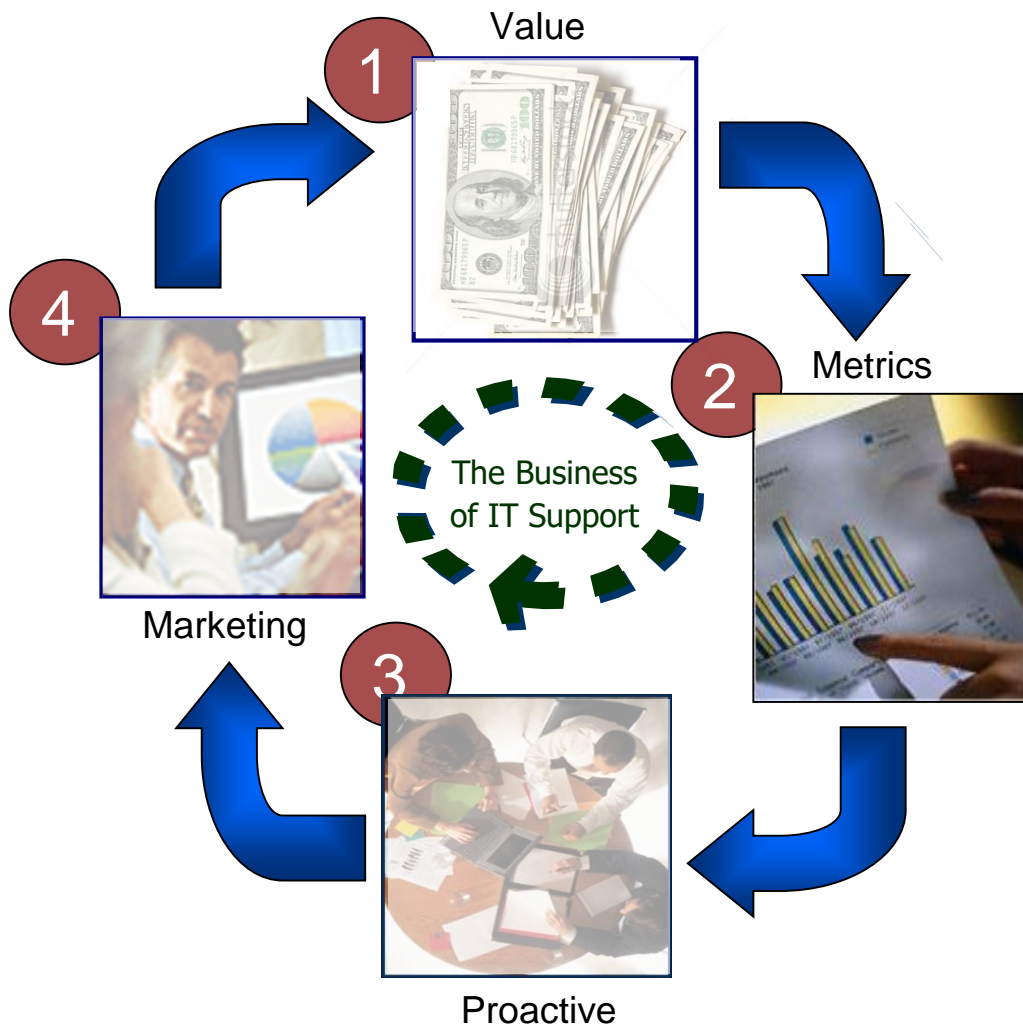
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Some Common Service Desk Metrics

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 to download your copy!

Aggregate Metric: The Balanced Scorecard

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

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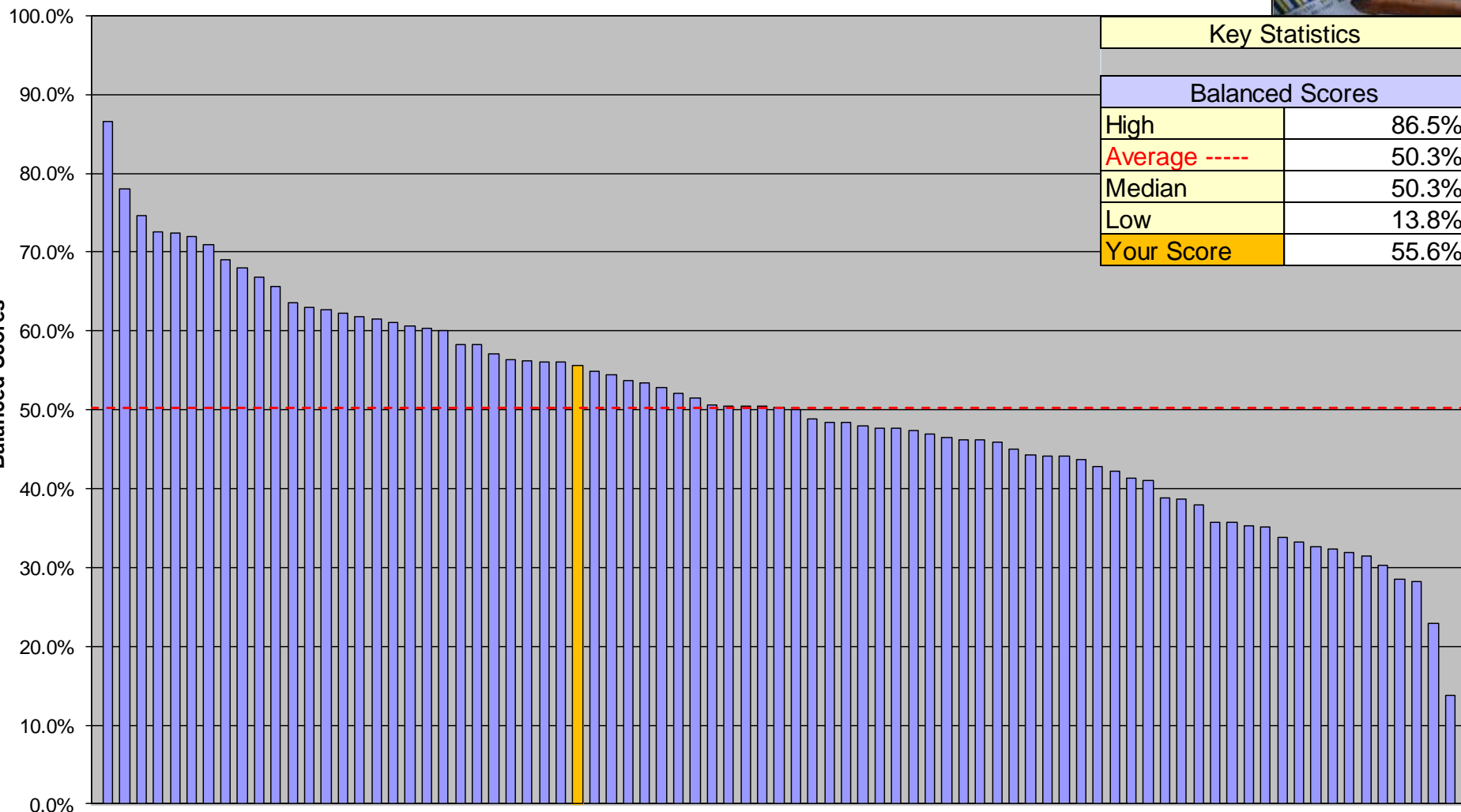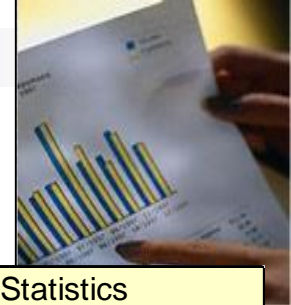
Your score for each metric is then calculated: (worst case – actual performance) / (worst case – best case) X 100

Step 6

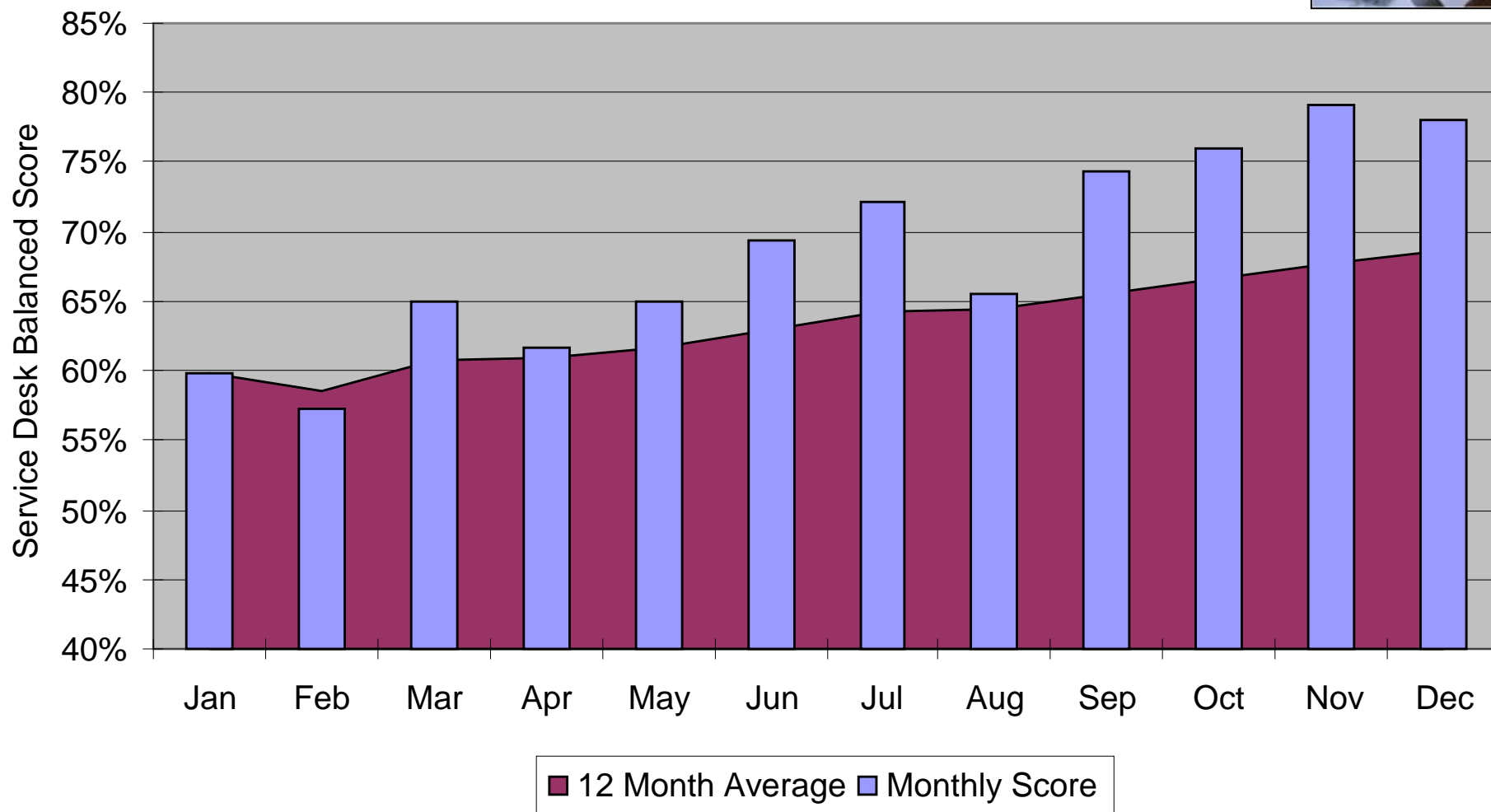Your balanced score for each metric is calculated: metric score X weighting

14

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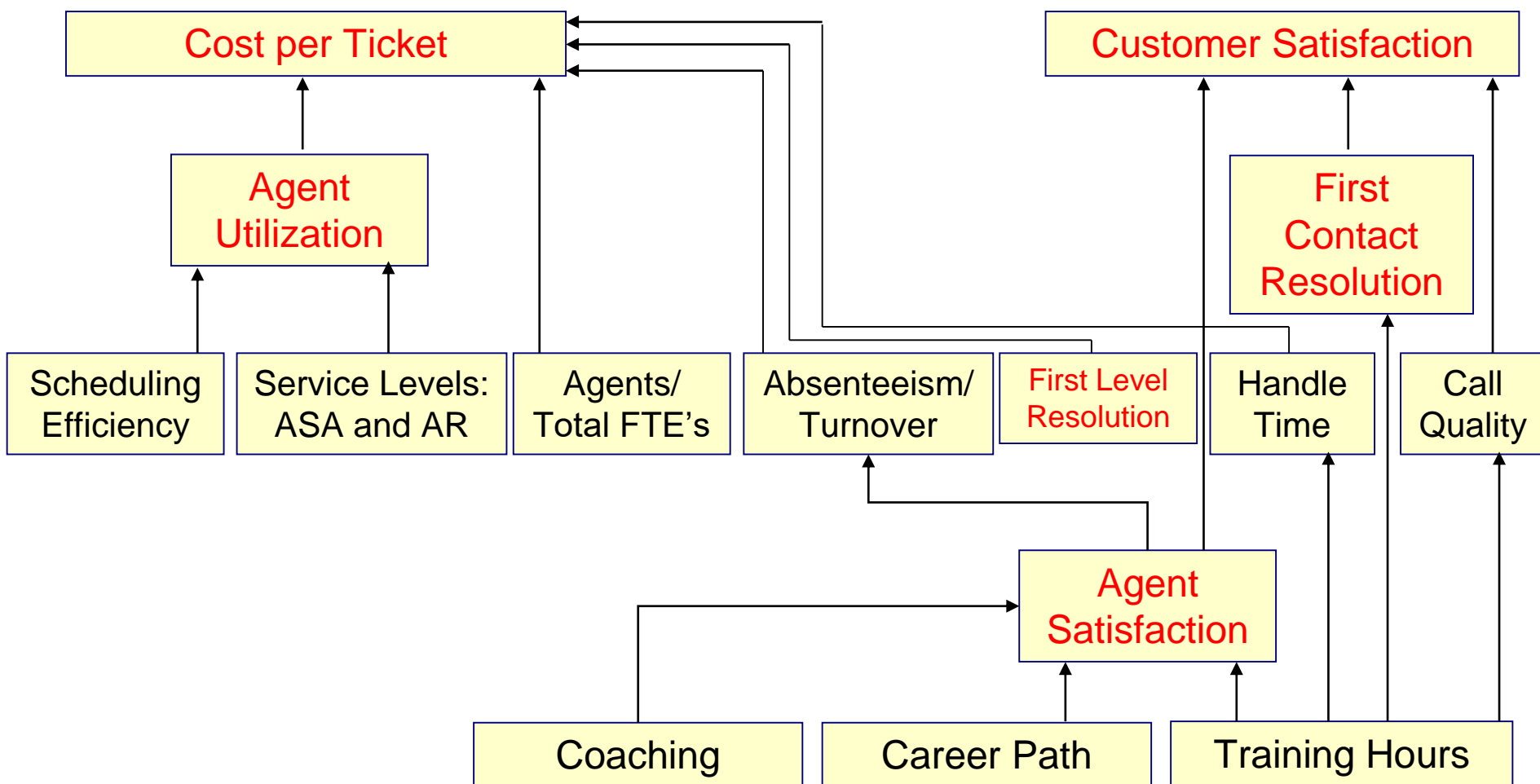# Benchmarking Your Overall Performance

Key Statistics	
Balanced Scores	
High	86.5%
Average -----	50.3%
Median	50.3%
Low	13.8%
Your Score	55.6%

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The Service Desk Performance Trend

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A Summary of KPI Correlations for the Service Desk

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Some Common Desktop Support KPI's

Cost

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

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)

Quality

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

Technician

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

Productivity

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

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!!

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

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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
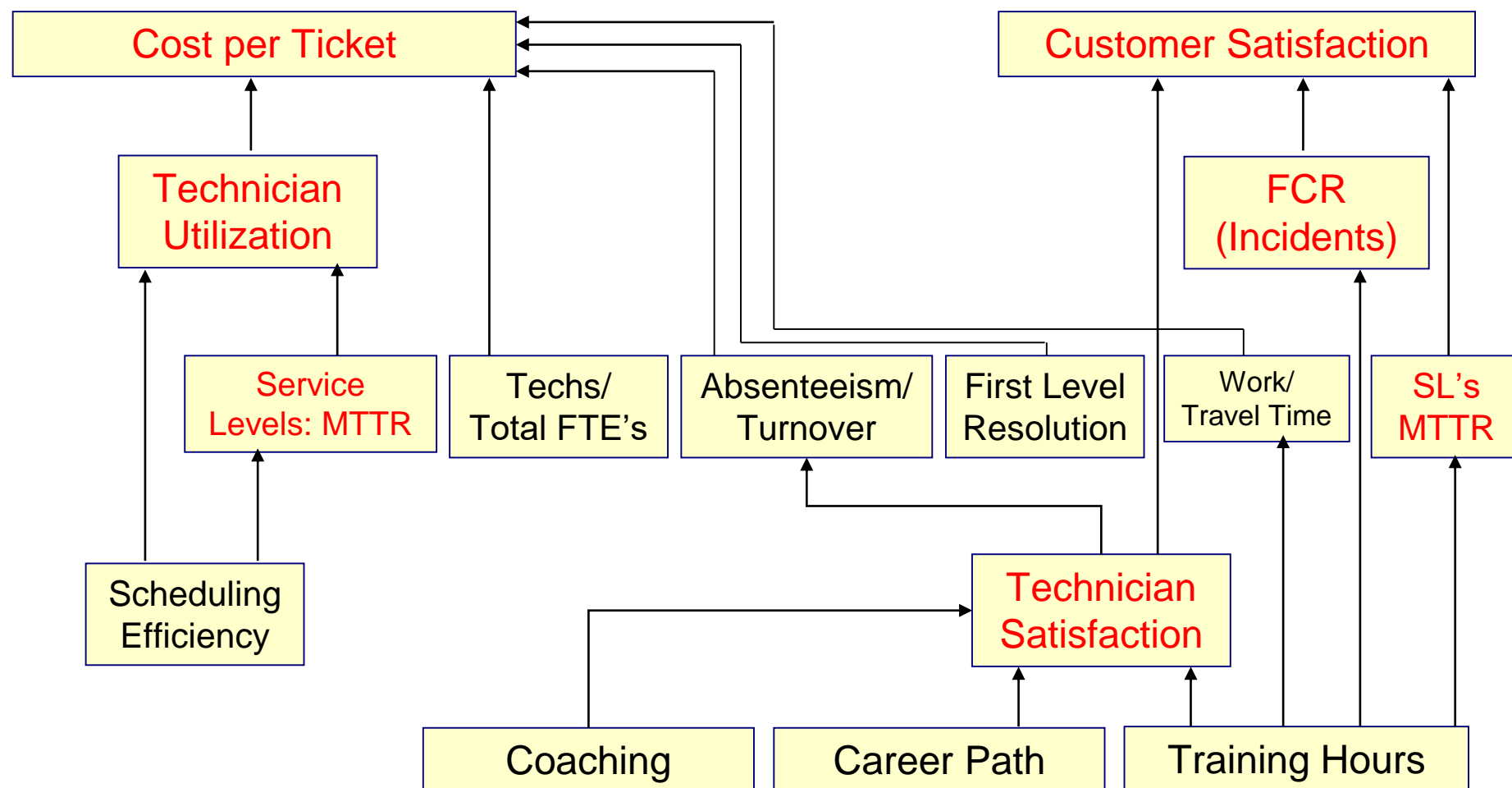
Proactive: A Business Model for IT Support
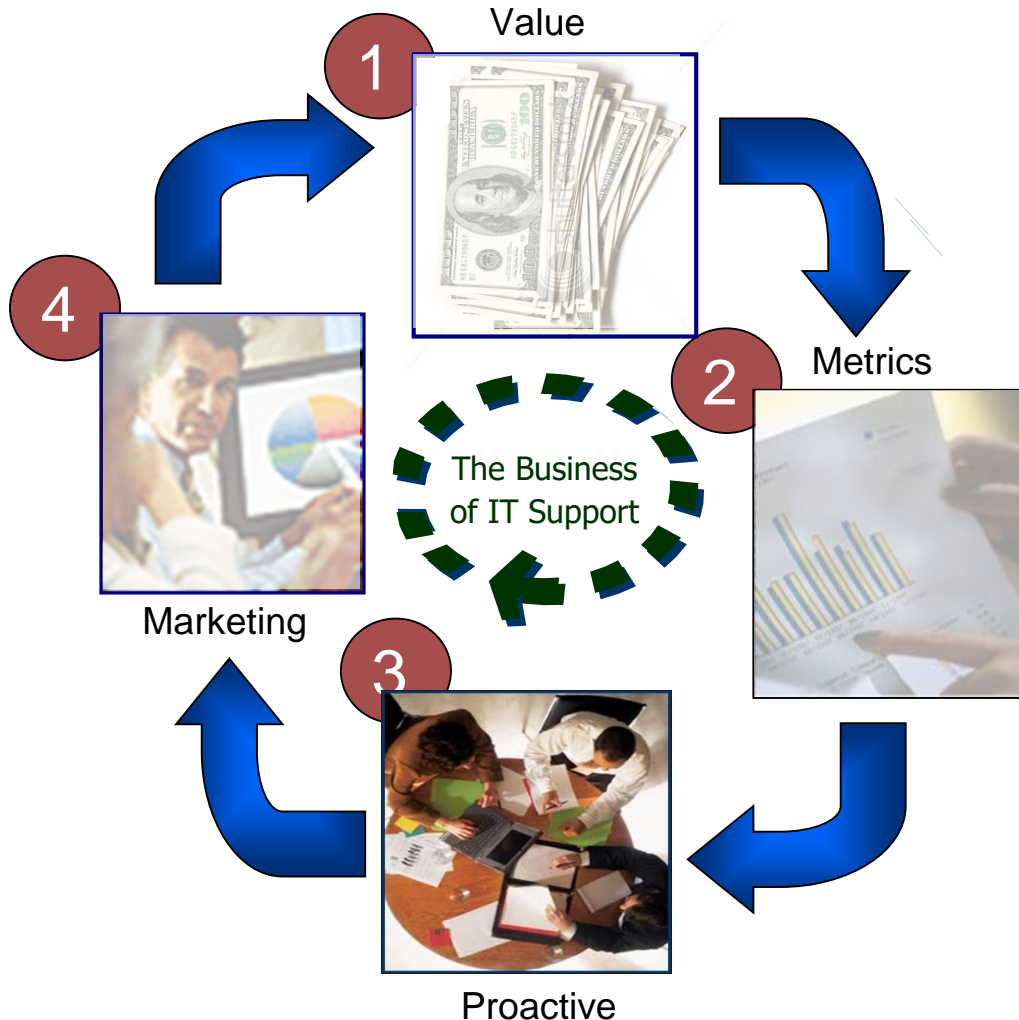
The Business of IT Support

Value

1

Metrics

2

3

Proactive

4

Marketing

Model Component	Description
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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

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The Widespread Adoption of Benchmarking

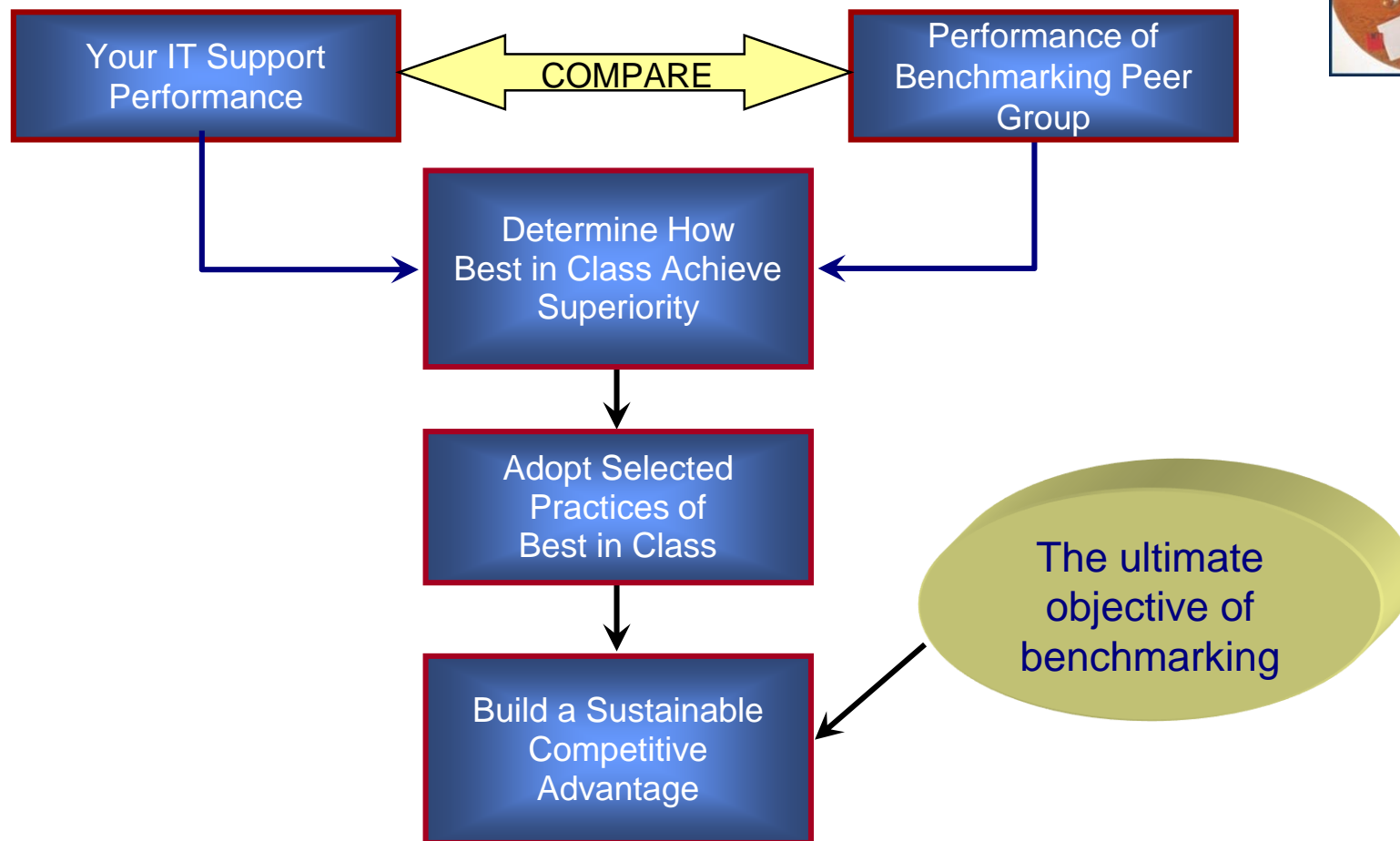There is a 1:1 Correspondence Between Benchmarking and World-Class Performance!

Yet fewer than 20% of all IT support groups engage in benchmarking!

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The Benchmarking Methodology

| Your IT Support Performance | ← COMPARE → | Performance of Benchmarking Peer Group |

Determine How Best in Class Achieve Superiority

↓

Adopt Selected Practices of Best in Class

↓

Build a Sustainable Competitive Advantage

The ultimate objective of benchmarking

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The Goal of Benchmarking
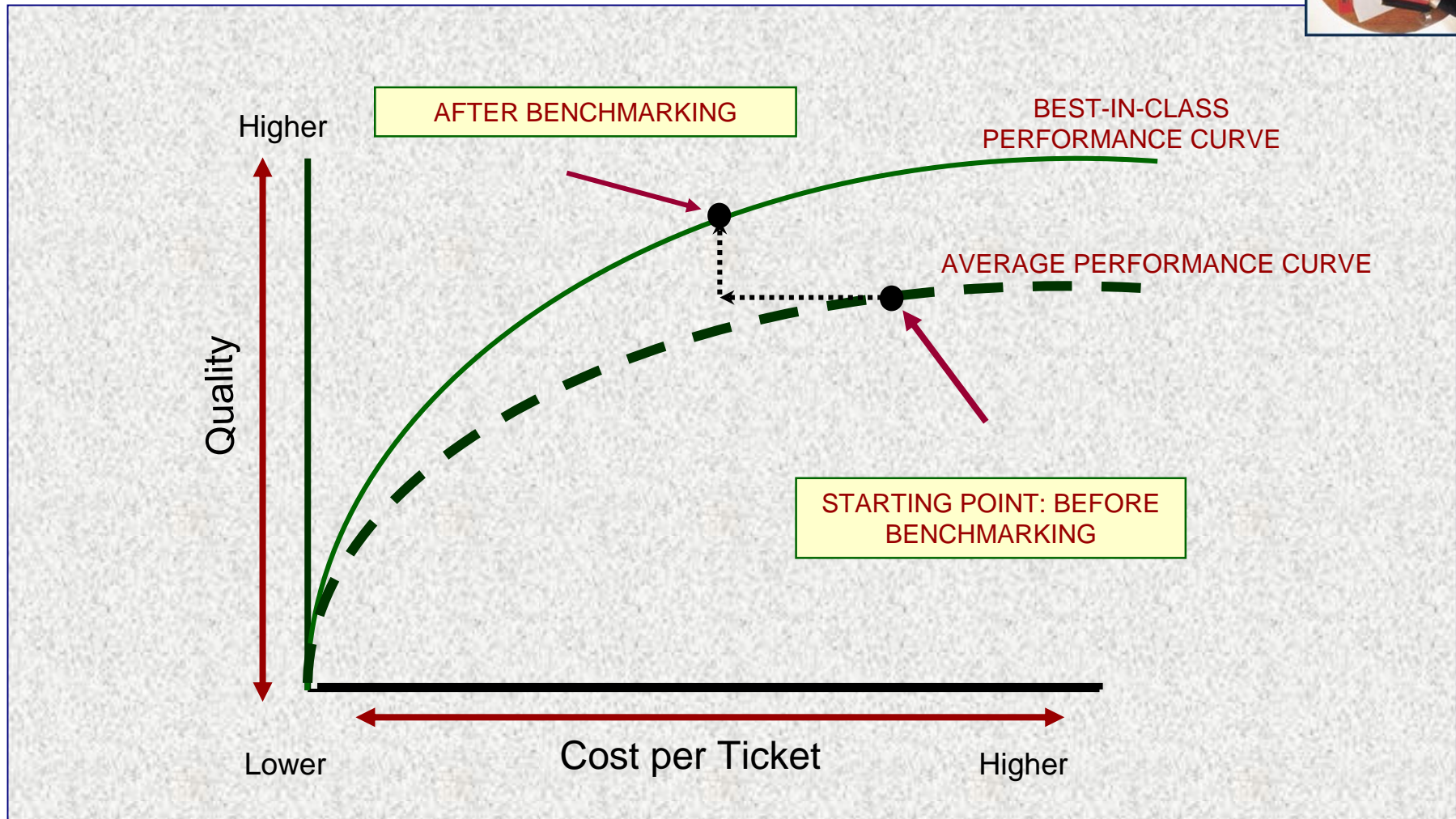
AFTER BENCHMARKING

BEST-IN-CLASS
PERFORMANCE CURVE

AVERAGE PERFORMANCE CURVE

Higher

Quality

Lower

Cost per Ticket

Higher

STARTING POINT: BEFORE
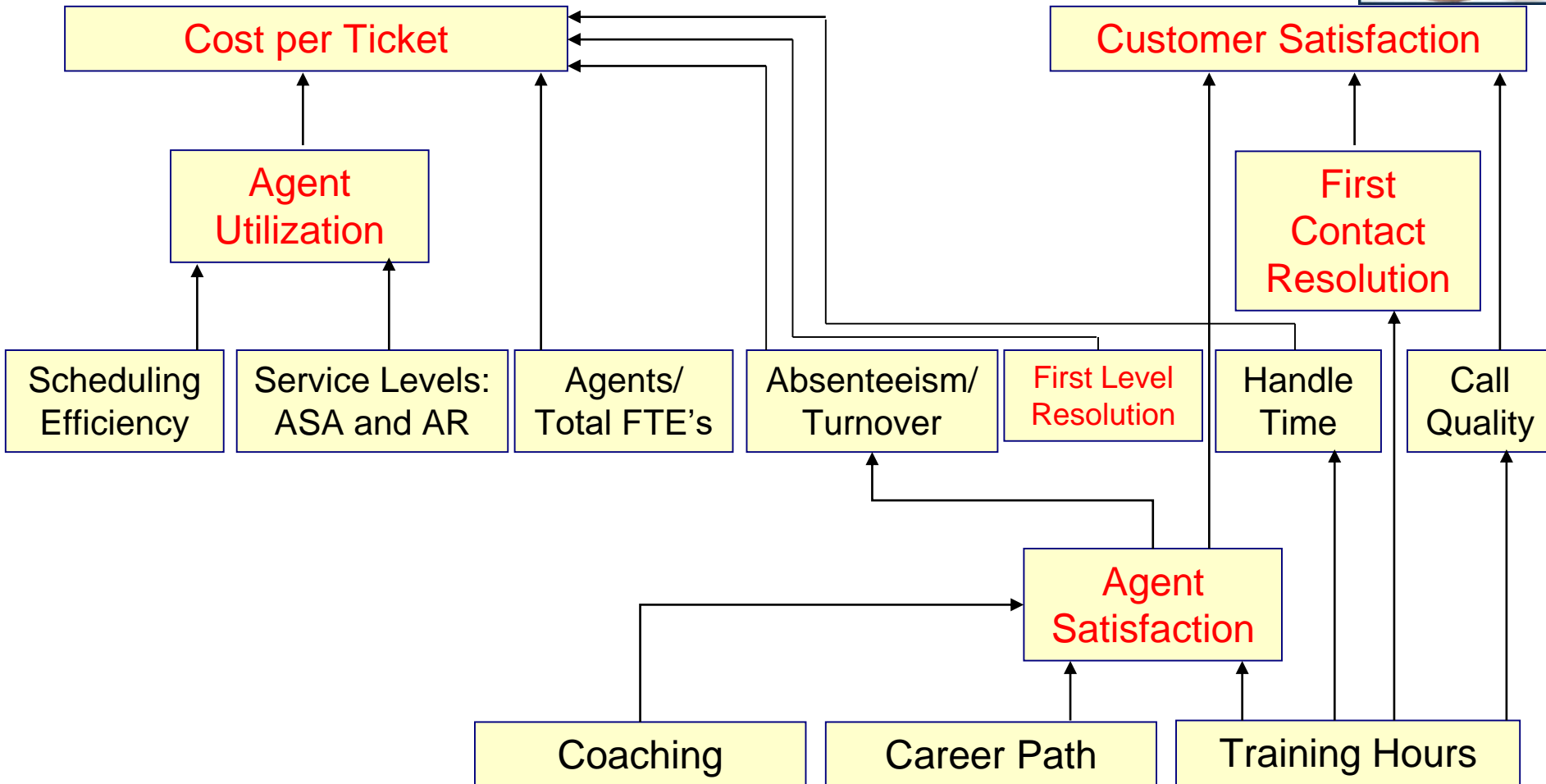BENCHMARKING

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❑ Manage Agent Morale / Agent Job Satisfaction

❑ Agent Scorecards
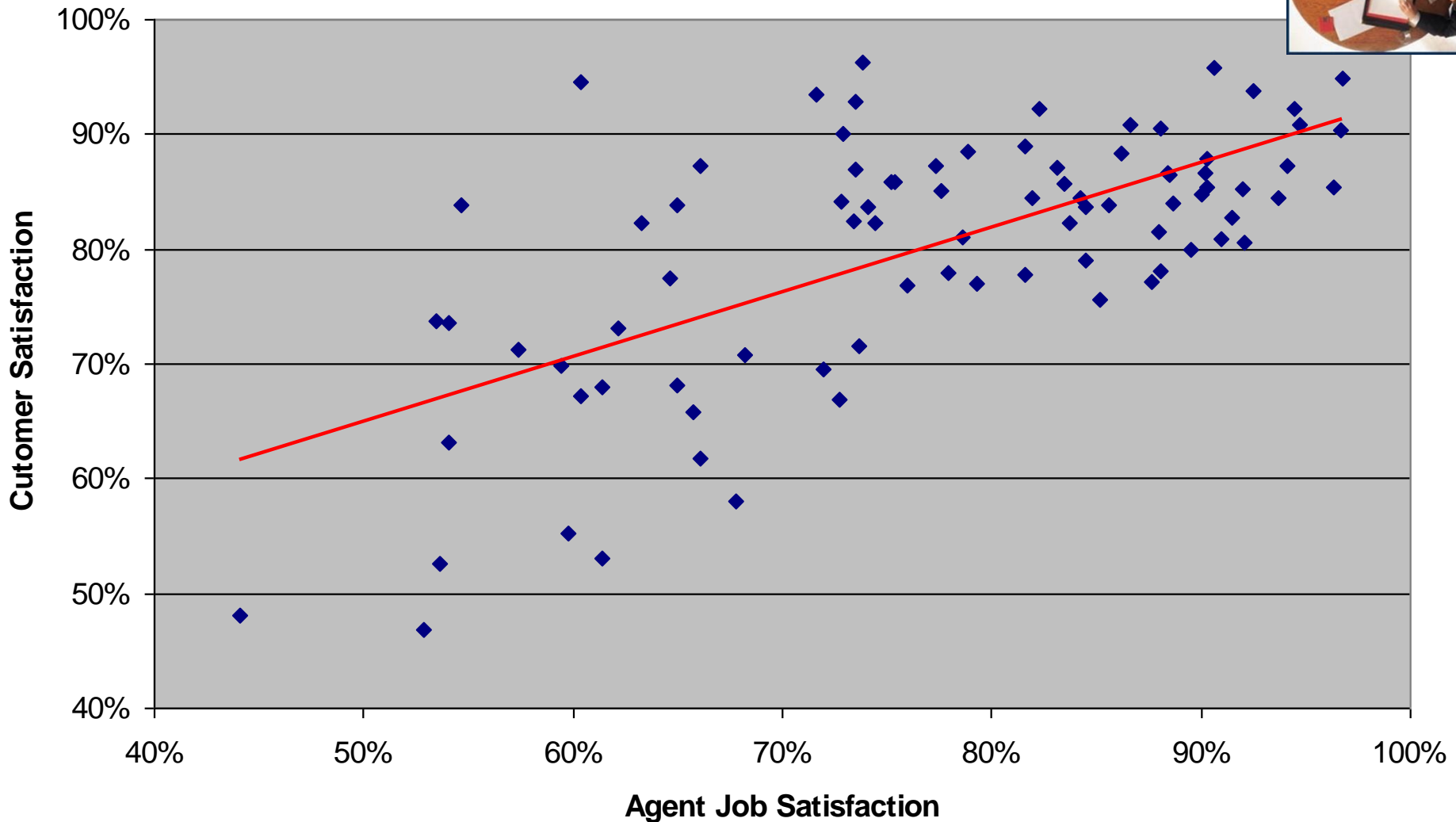
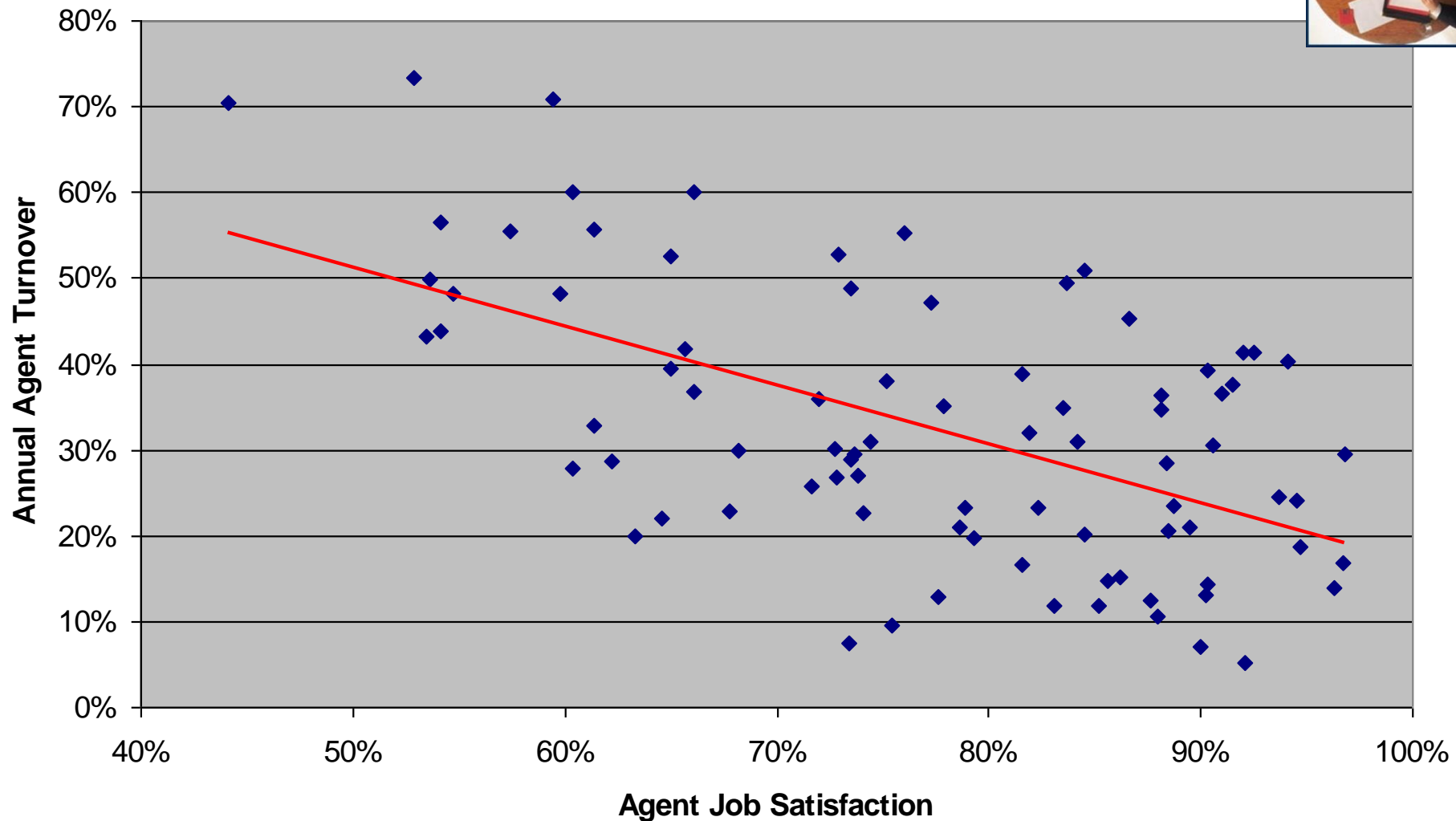**MetricNet**

Managing Agent Morale and Job Satisfaction

```
Cost per Ticket          Customer Satisfaction

Agent                                First
Utilization                         Contact
                                   Resolution

Scheduling   Service Levels:   Agents/      Absenteeism/   First Level    Handle    Call
Efficiency   ASA and AR        Total FTE's  Turnover       Resolution     Time      Quality

                                        Agent
                                      Satisfaction

              Coaching         Career Path              Training Hours
```

Agent Job Satisfaction vs. Customer Satisfaction

MetricNet

Agent Job Satisfaction vs. Agent Turnover

MetricNet

Managing Agent Morale and Job Satisfaction

| Cost per Ticket | | Customer Satisfaction |

| Agent Utilization | | First Contact Resolution |

| Scheduling Efficiency | Service Levels: ASA and AR | Agents/ Total FTE's | Absenteeism/ Turnover | First Level Resolution | Handle Time | Call Quality |

| Agent Satisfaction |

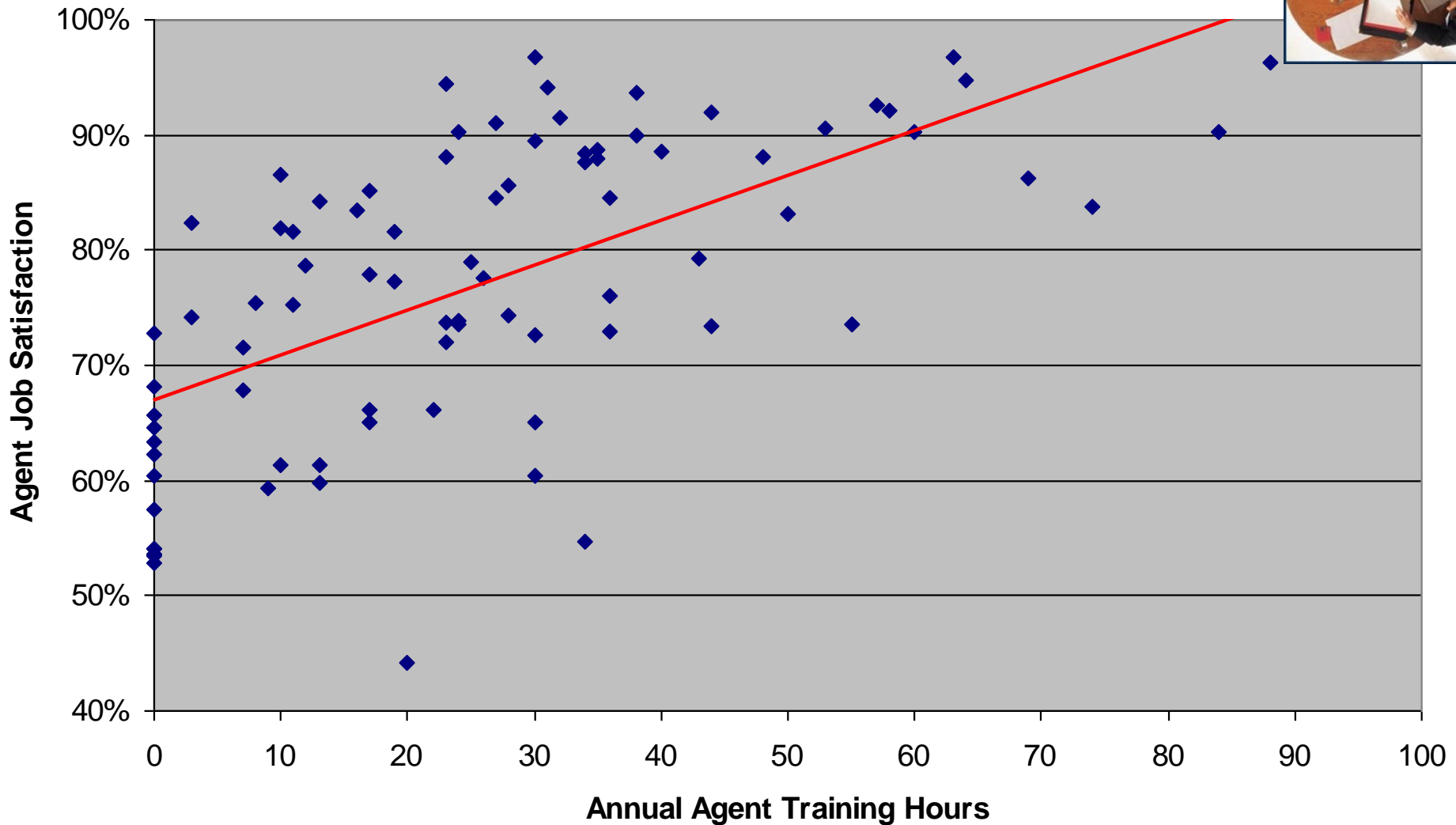| Coaching | Career Path | Training Hours |

MetricNet
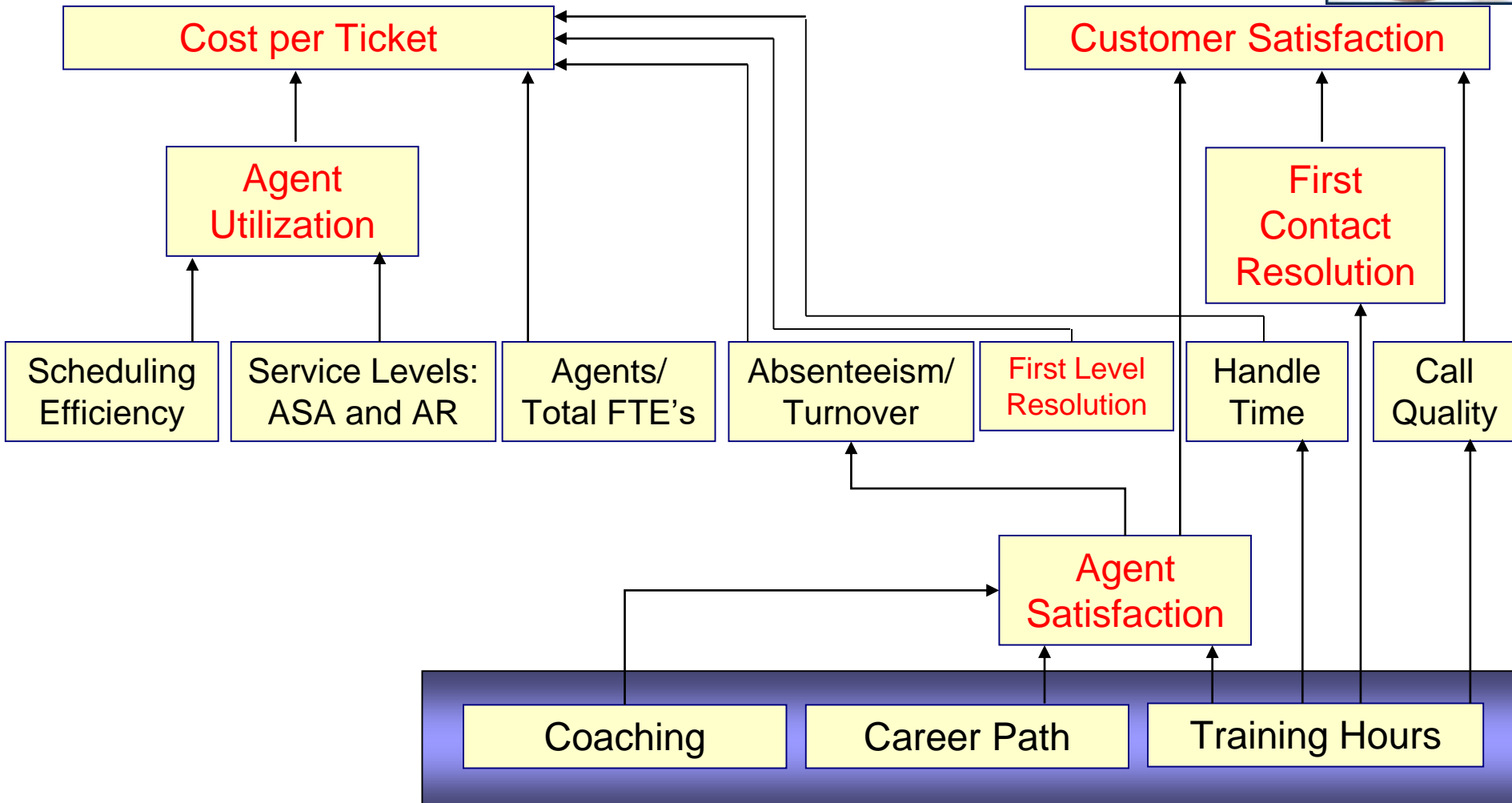
Agent Training Hours vs. Agent Job Satisfaction

The Impact of Career Path on Agent Job Satisfaction

Average = 80.7%

Average = 72.3%

◆ Agent Satisfaction with Career Path ■ Agent Satisfaction without Career Path

MetricNet
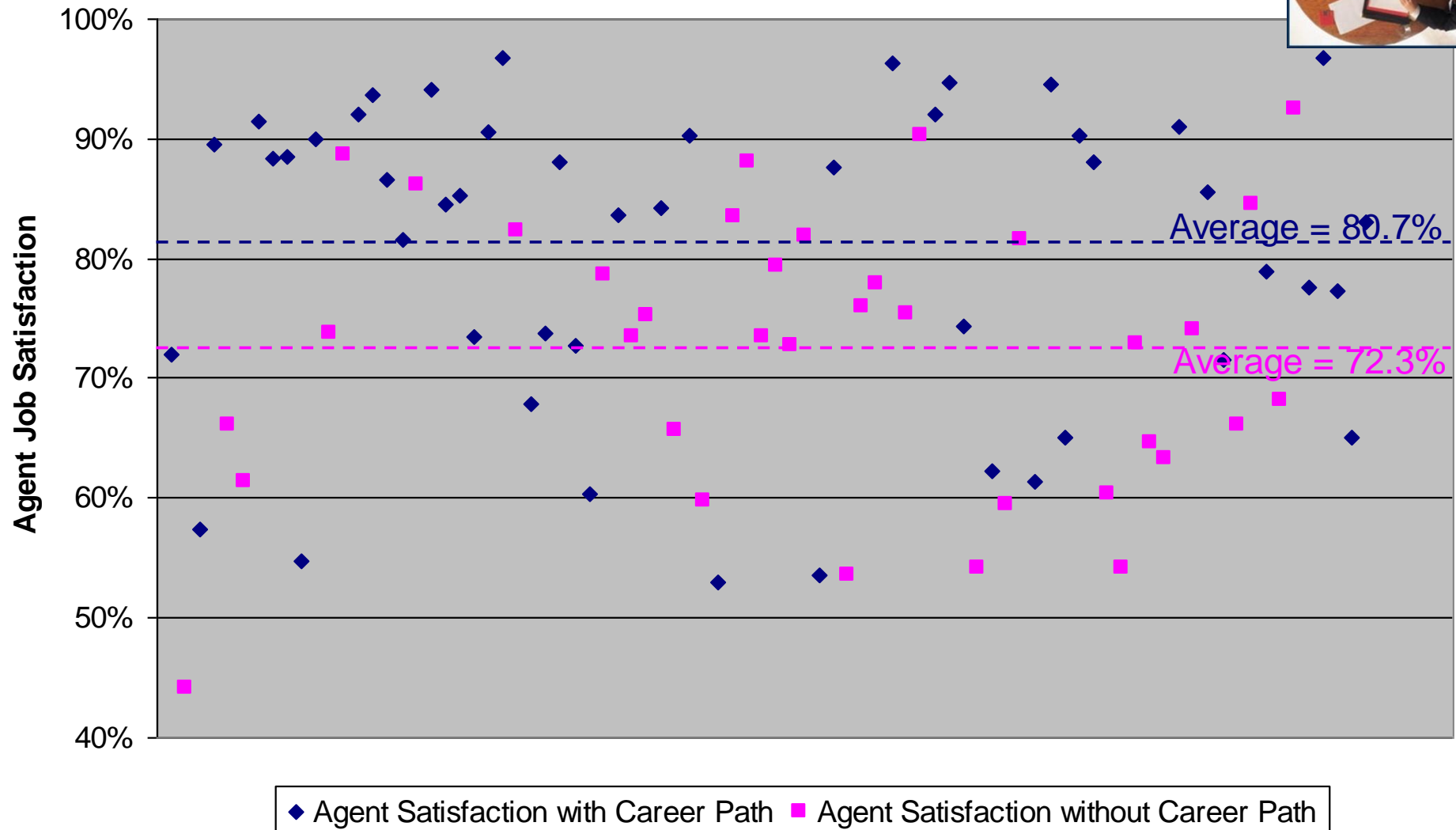
Marketing: A Business Model for IT Support
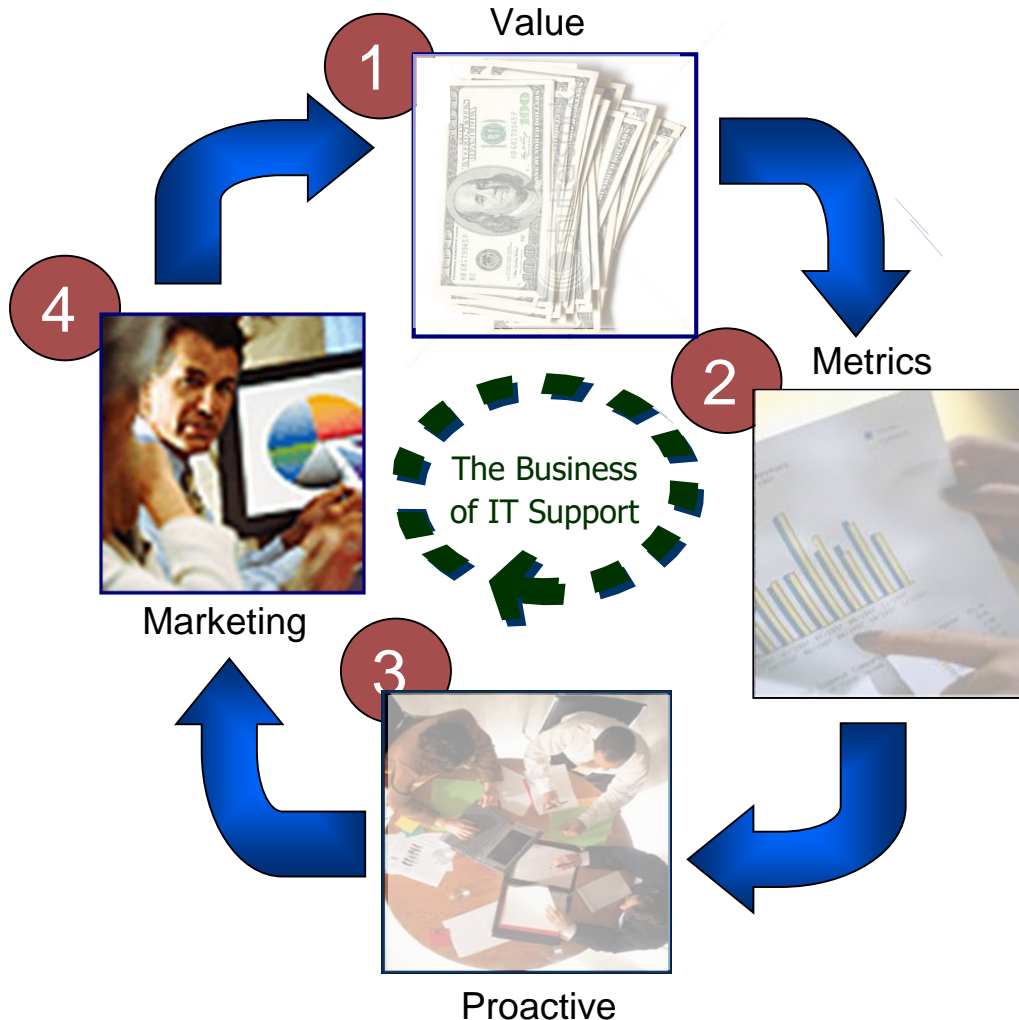
Value

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The Business of IT Support

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The Role of Marketing in IT Support

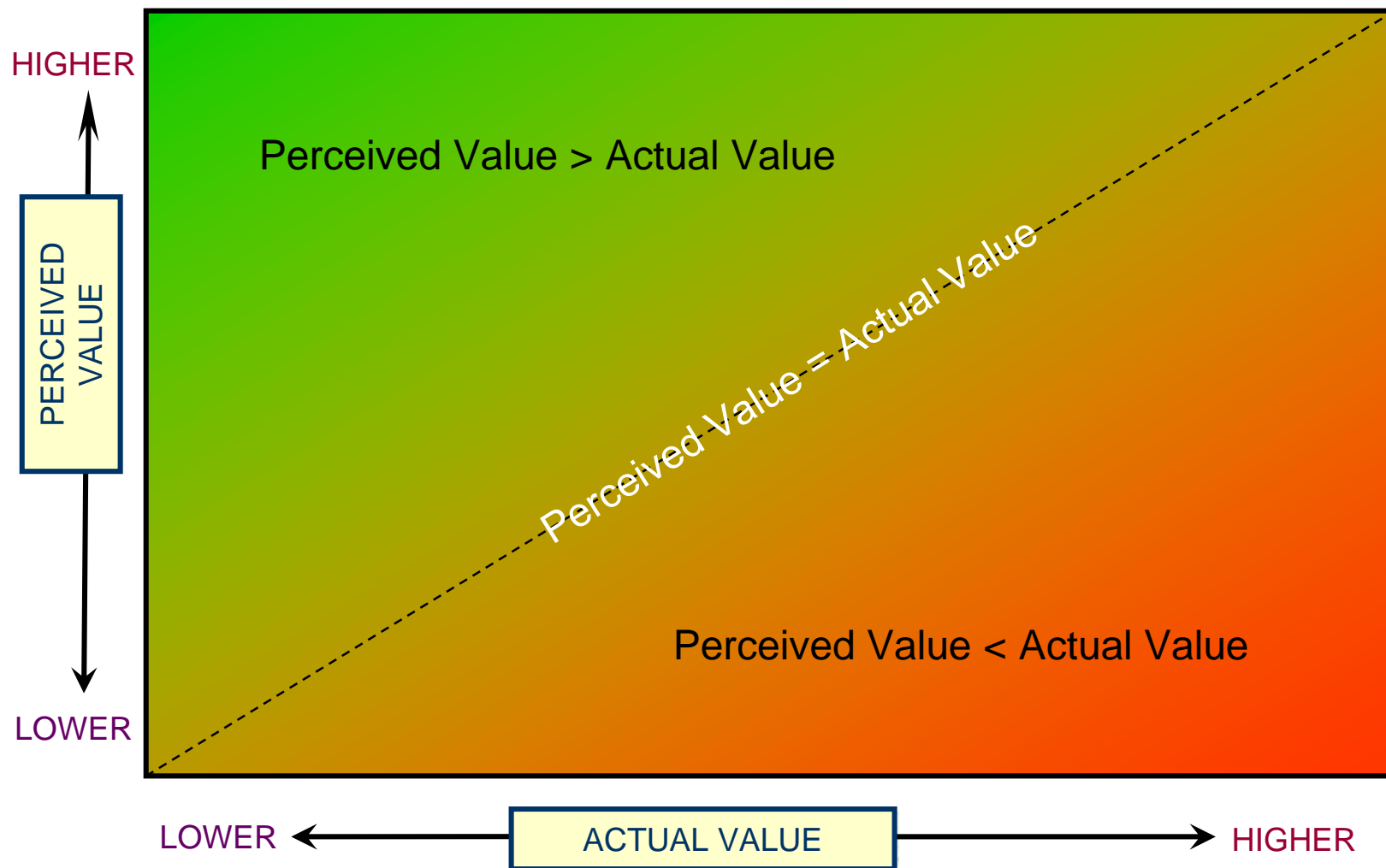We've all heard the expression…

"Expectations Not Set…

are Expectations Not Met!

So, let's get serious about <u>proactively managing expectations</u>!
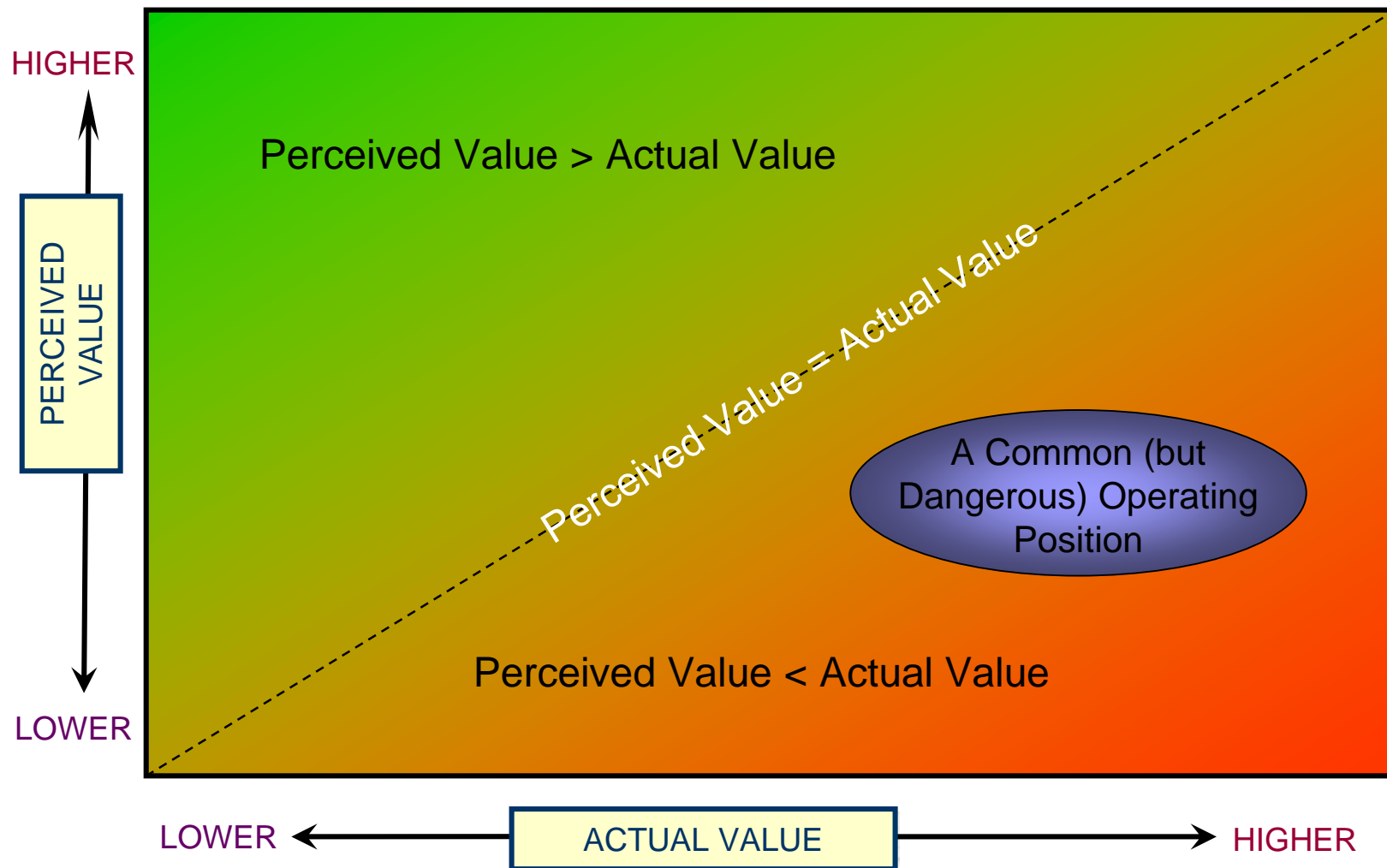
Perception vs. Reality in IT Support

HIGHER

PERCEIVED VALUE

LOWER

Perceived Value > Actual Value

Perceived Value = Actual Value

Perceived Value < Actual Value

LOWER ← | ACTUAL VALUE | → **HIGHER**

MetricNet

Perception Is Almost Always Worse Than the Reality

PERCEIVED VALUE

HIGHER

Perceived Value > Actual Value

Perceived Value = Actual Value

A Common (but Dangerous) Operating Position

Perceived Value < Actual Value

LOWER

LOWER ← **ACTUAL VALUE** → HIGHER

MetricNet

Brand Management in IT Support

HIGHER

PERCEIVED VALUE

LOWER

Perceived Value > Actual Value

Perceived Value = Actual Value

#2 Brand Management

#1 Operational Effectiveness

Perceived Value < Actual Value

LOWER ← ACTUAL VALUE → HIGHER

Closing the Perception Gap

HIGHER

Perceived Value > Actual Value

PERCEIVED VALUE

Where you Should Be

Perceived Value = Actual Value

Closing the Perception Gap

Where you Are

Perceived Value < Actual Value

LOWER

LOWER ← ACTUAL VALUE → HIGHER
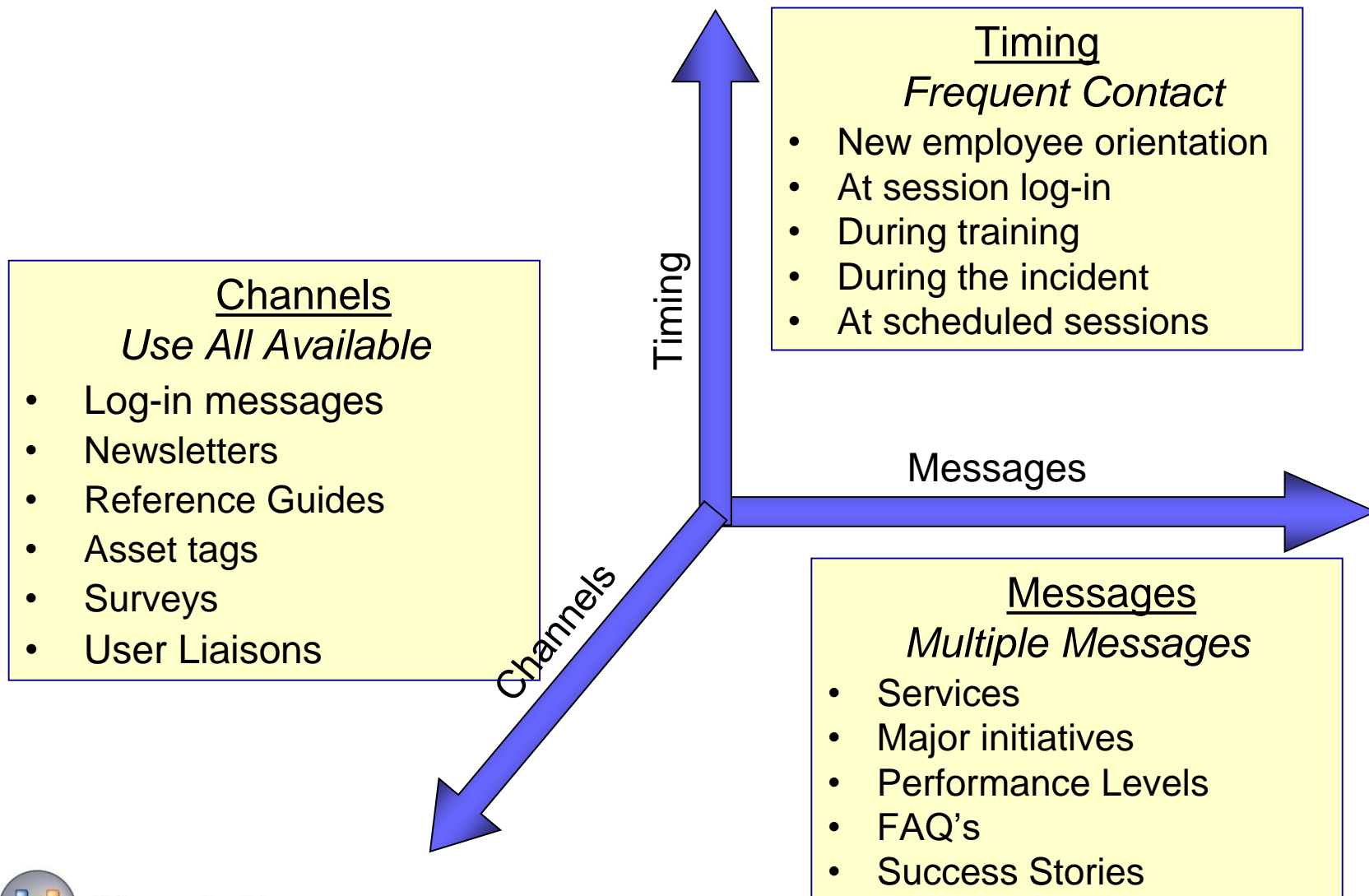
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Brand Management: The Five W's

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?

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Key Success Factors in Marketing IT Support

Timing

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

Channels
Use All Available
- Log-in messages
- Newsletters
- Reference Guides
- Asset tags
- Surveys
- User Liaisons

Channels

Messages

Messages
Multiple Messages
- Services
- Major initiatives
- Performance Levels
- FAQ's
- Success Stories

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The Most Common Communication Vehicles

Newsletters	Brown Bag Sessions	Leave Behinds	Business Unit Liaisons
Surveys	Log-in Screens	Webcasts	FAQ Site
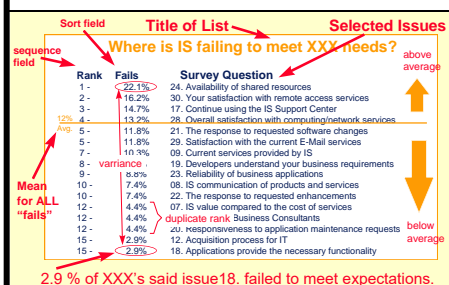
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Marketing Summary

- **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
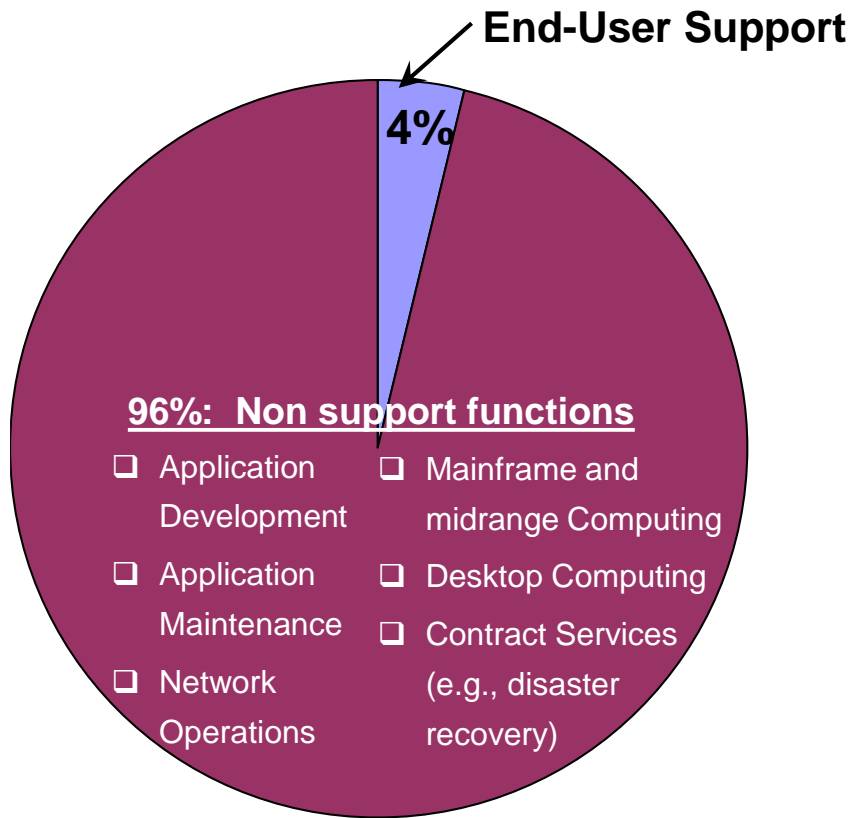 - ☐ High levels of Customer Satisfaction

The Paradox of IT Service and Support

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Performance Benchmarking

The Paradox of IT Support

End-User Support

4%

96%: Non support functions

- Application Development
- Application Maintenance
- Network Operations
- Mainframe and midrange Computing
- Desktop Computing
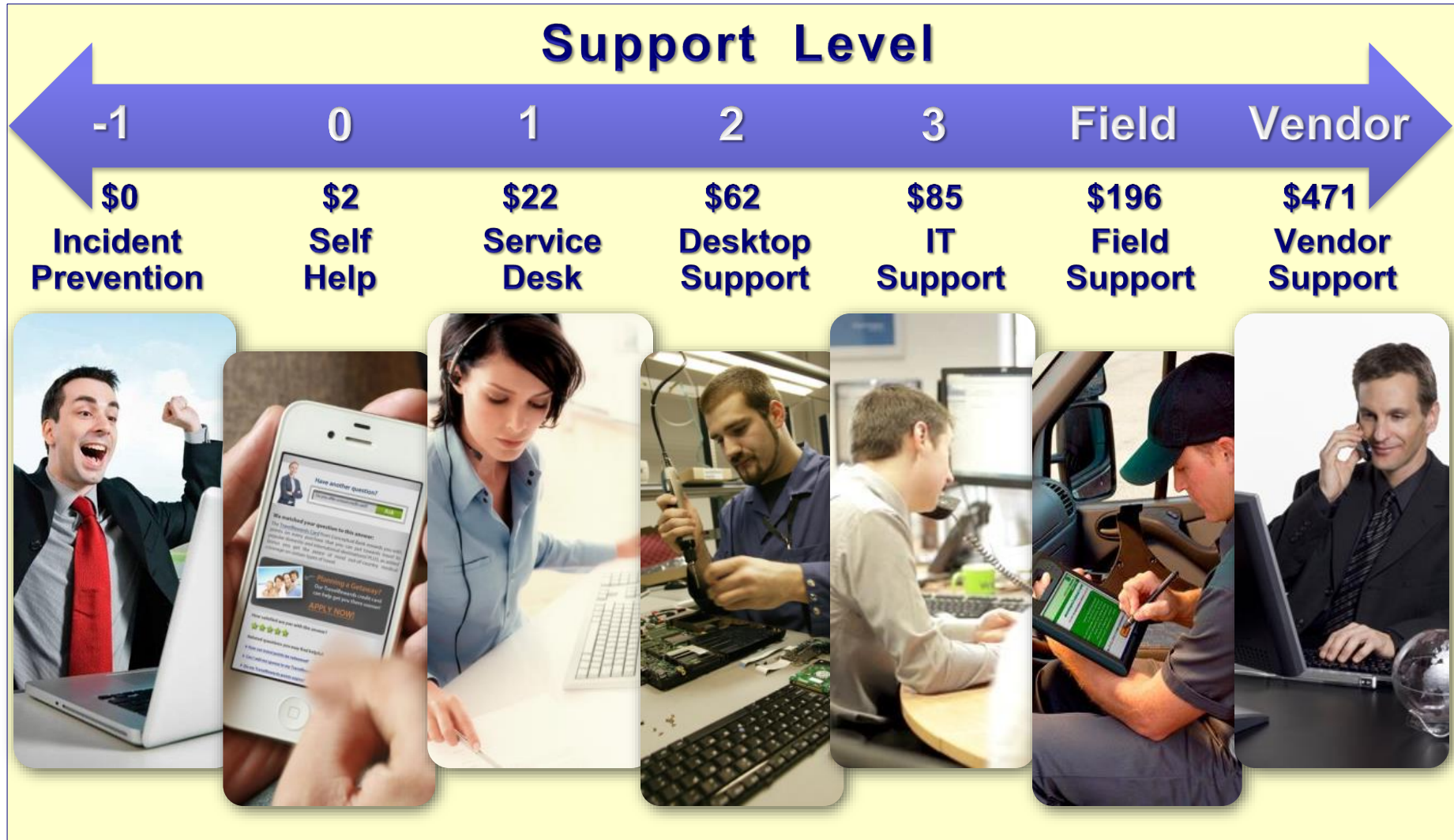- Contract Services (e.g., disaster recovery)
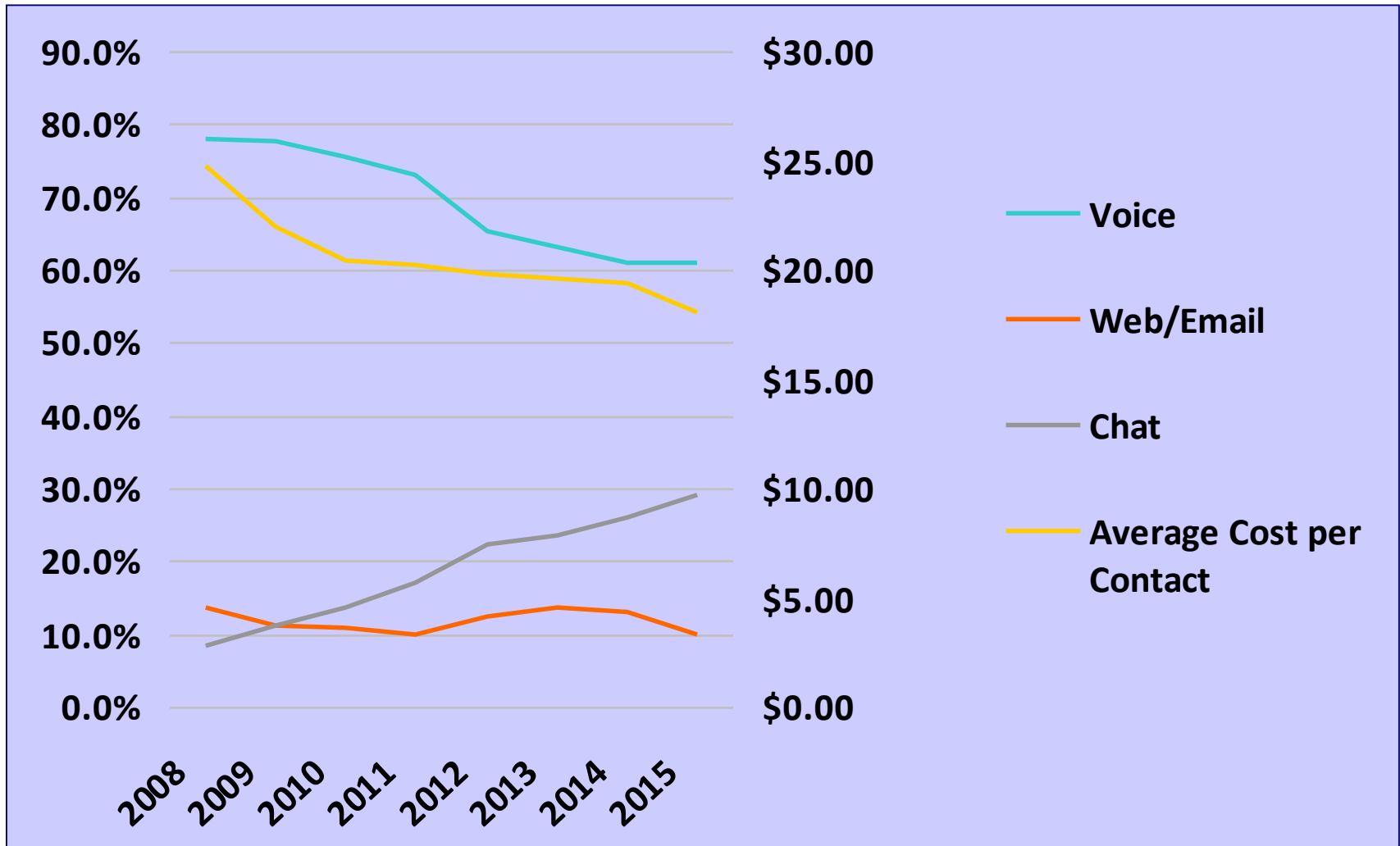
Corporate IT Spending Breakdown

- ❑ 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
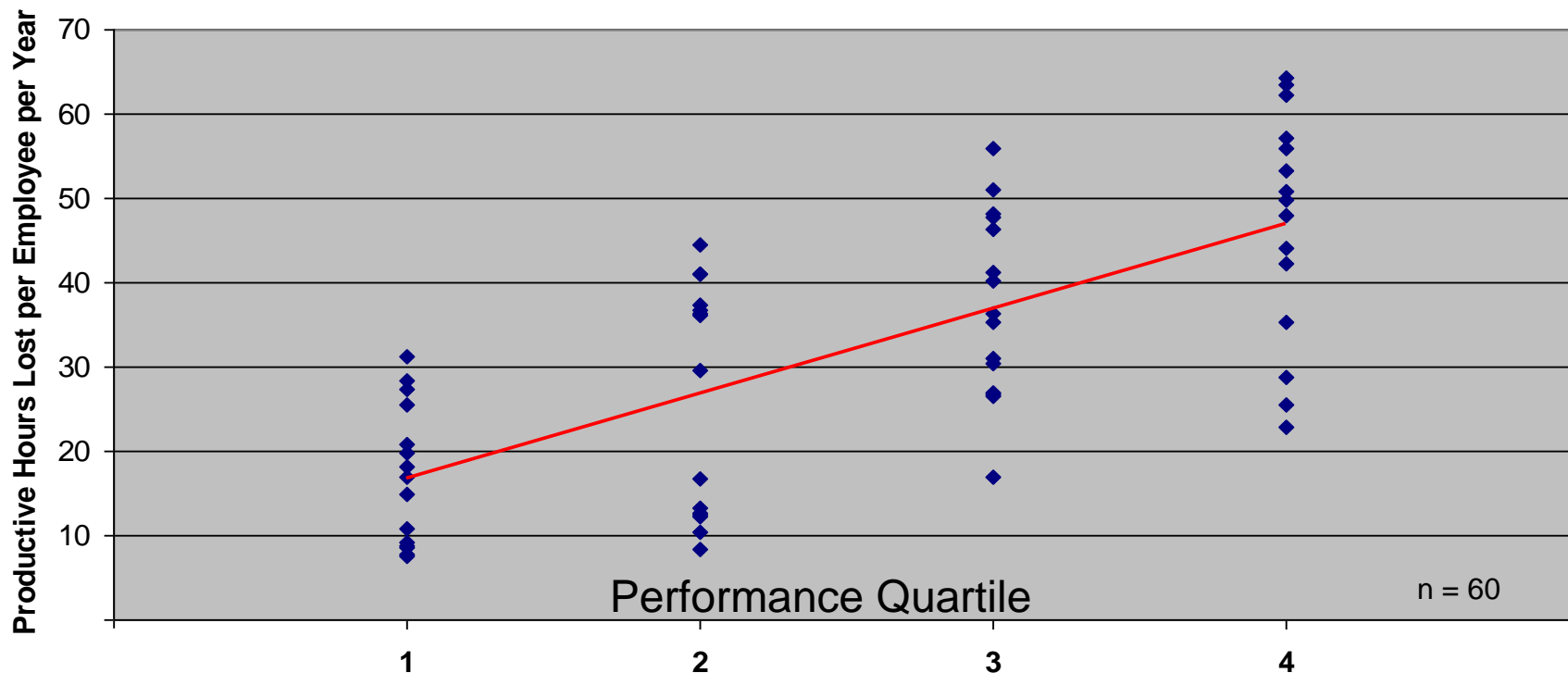- ❑ But the most effective support strategies focus on <u>maximizing value</u>

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Support Has an Opportunity to Minimize TCO

Support Level

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$0	$2	$22	$62	$85	$196	$471
Incident Prevention	Self Help	Service Desk	Desktop Support	IT Support	Field Support	Vendor Support

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Improved Channel Mix Drives Down Costs

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Quality of Support Drives End-User Productivity

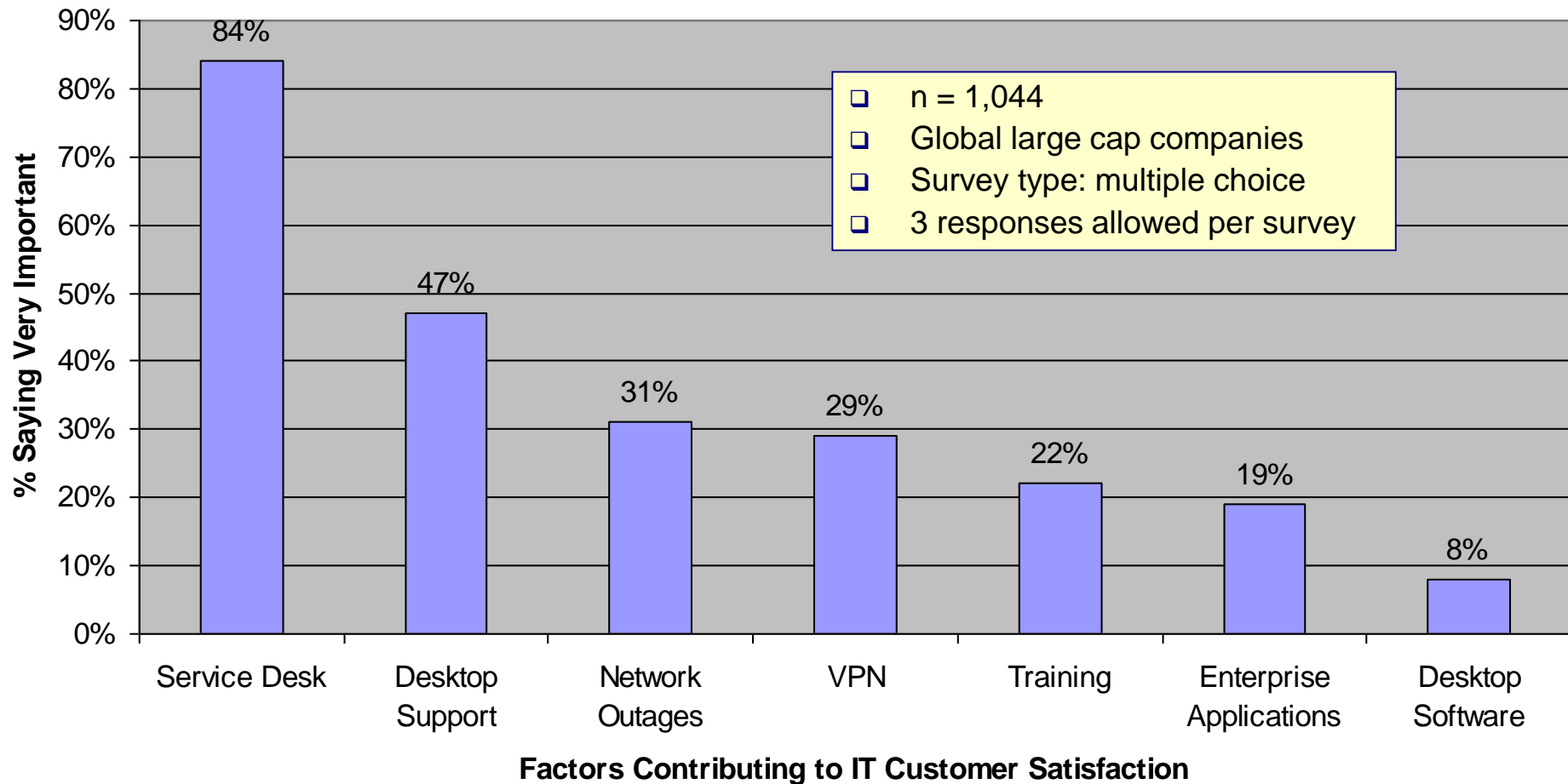| Support Function	Key Performance Indicator	Performance Quartile			
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"Delight customers?! Why can't we just satisfy them like we used to?"

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Support is a Key Driver of Customer Satisfaction for *All* of IT

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

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

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50

10 Mega Trends in End-User Support

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IT Support as a Business Enterprise

Exploit Value

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Questions?

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Performance Benchmarking

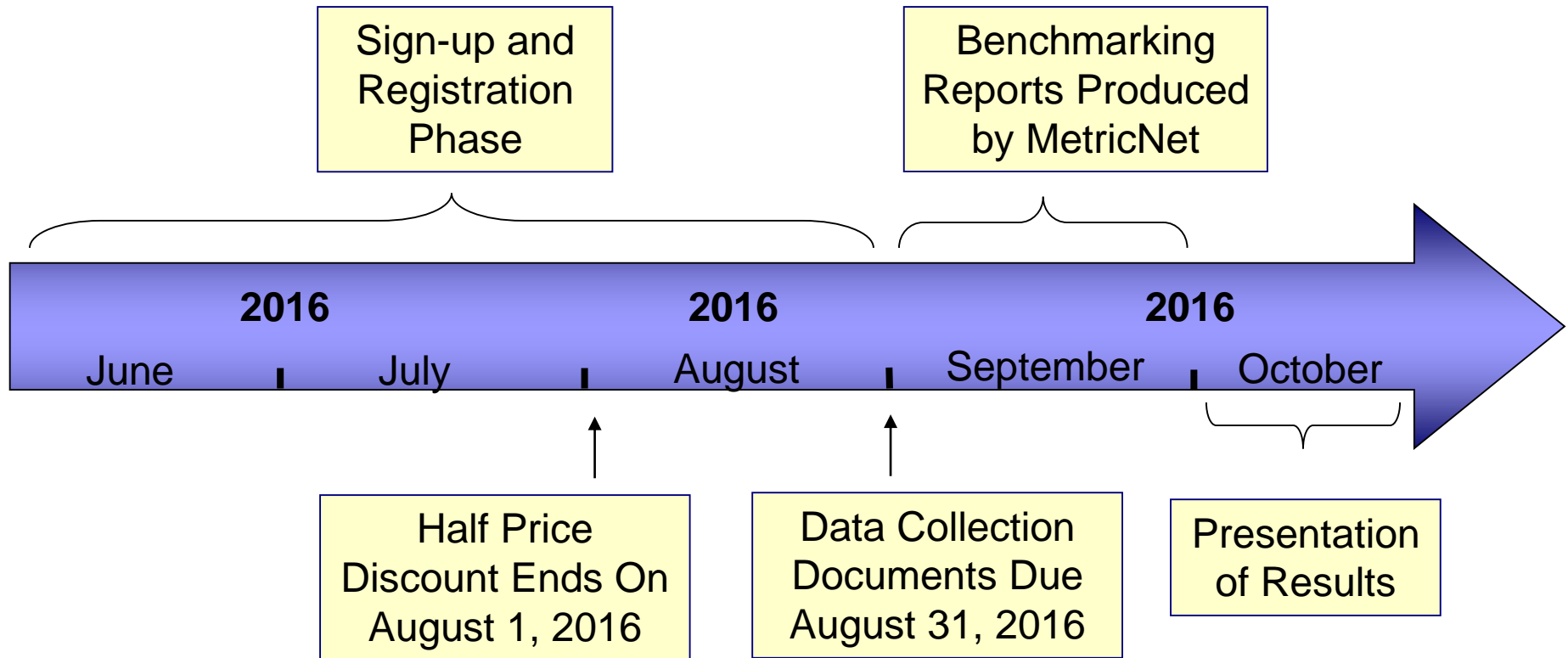# IT Service and Support Benchmark

For Higher Education

Information Briefing

MetricNet
Performance Benchmarking

Higher Ed Benchmark Timeline

MetricNet's IT Service and Support Benchmark for Higher Education

- **Visit our web page for the Higher Education Benchmark**

  - https://www.metricnet.com/higher-education-service-and-support-benchmark

- **Review the FAQ's and Sample Deliverables**

- **Let us know if you have questions: info@metricnet.com**

- **Sign up for the Benchmark!**

  - https://www.metricnet.com/product/higher-education-service-and-support-benchmark

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Contact MetricNet…

www.metricnet.com   **703.992.8160**   **info@metricnet.com**

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Questions?

MetricNet™
Performance Benchmarking

Thank You!

MetricNet™
Performance Benchmarking

About MetricNet

Your Benchmarking Partner

MetricNet™
Performance Benchmarking

Your Speaker: Jeff Rumburg

- Co Founder and Managing Partner, MetricNet, LLC

- Winner of the 2014 Ron Muns Lifetime Achievement Award

- 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

Benchmarking is MetricNet's Core Business

Information Technology
- Service Desk
- Desktop Support
- Field Support

Call Centers
- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

Telecom
- Price Benchmarking

Satisfaction
- Customer Satisfaction
- Employee Satisfaction

MetricNet

27 Years of IT Service and Support Benchmarking Data

Global Database

More than 3,700 IT Service and Support Benchmarks
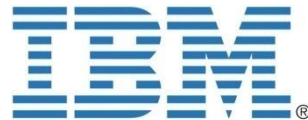
70+ Key Performance Indicators

More than 120 Industry Best Practices

MetricNet

Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for IT Service and Support organizations worldwide, and across virtually every industry sector.

Contact MetricNet…

www.metricnet.com   **703.992.8160**   **info@metricnet.com**

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Thank You!

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Performance Benchmarking