Session 309
C-Level Success, and the Secret Weapon of Service and Support

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28 Years of Service and Support Benchmarking Data

- Global Database

- More than 3,700 Service and Support Benchmarks

- 70+ Key Performance Indicators

- Nearly 120 Industry Best Practices

The Maturity Continuum in IT Service and Support

Reactive Stage

- **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**

Growth Stage

- 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
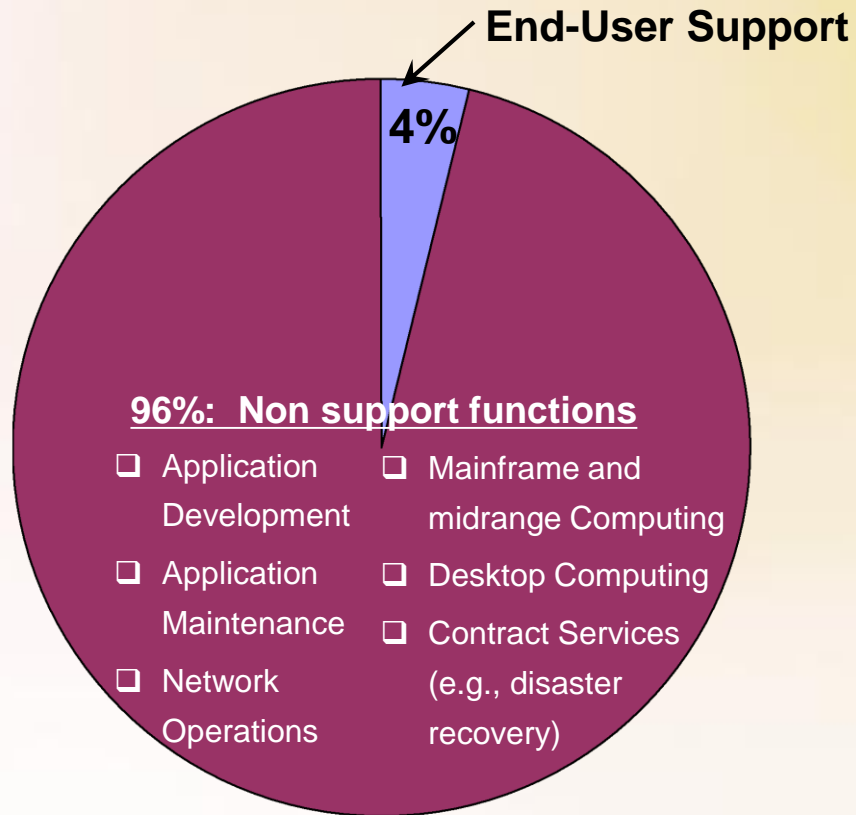
Strategic Stage

- **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!**

Unlocking Hidden Value

→ 1.   IT Support Should Have a **Positive ROI**

2. *Perception* **Matters** as Much as Performance

3.   Lead on **Enterprise Service Desk!**

4.   *Your* **Success** as a Leader Depends Upon

the Success of Service and Support

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
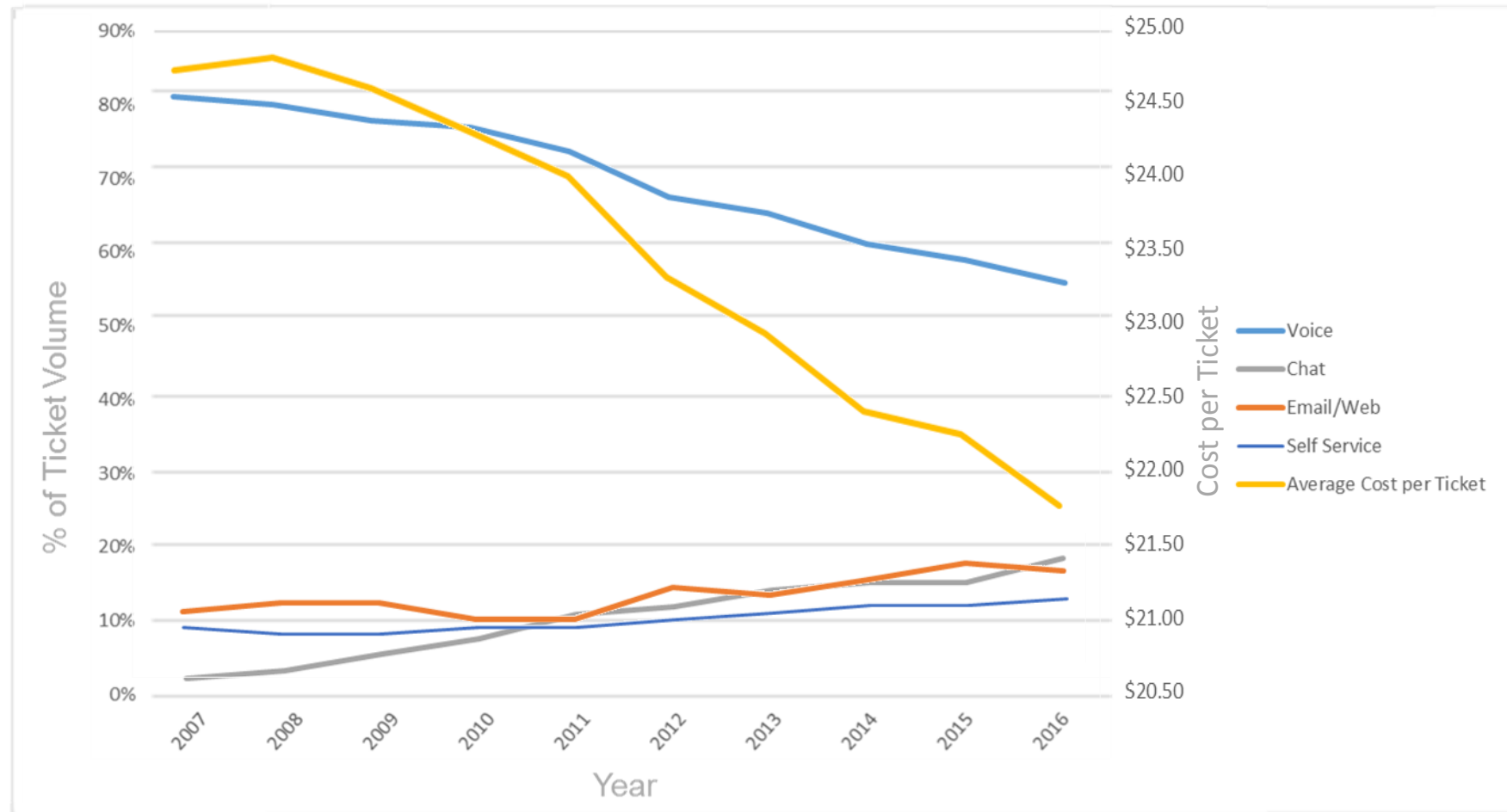- Contract Services (e.g., disaster recovery)

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>

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

Contact Deflection into Lower Cost Channels

Quality of Support Drives End-User Productivity
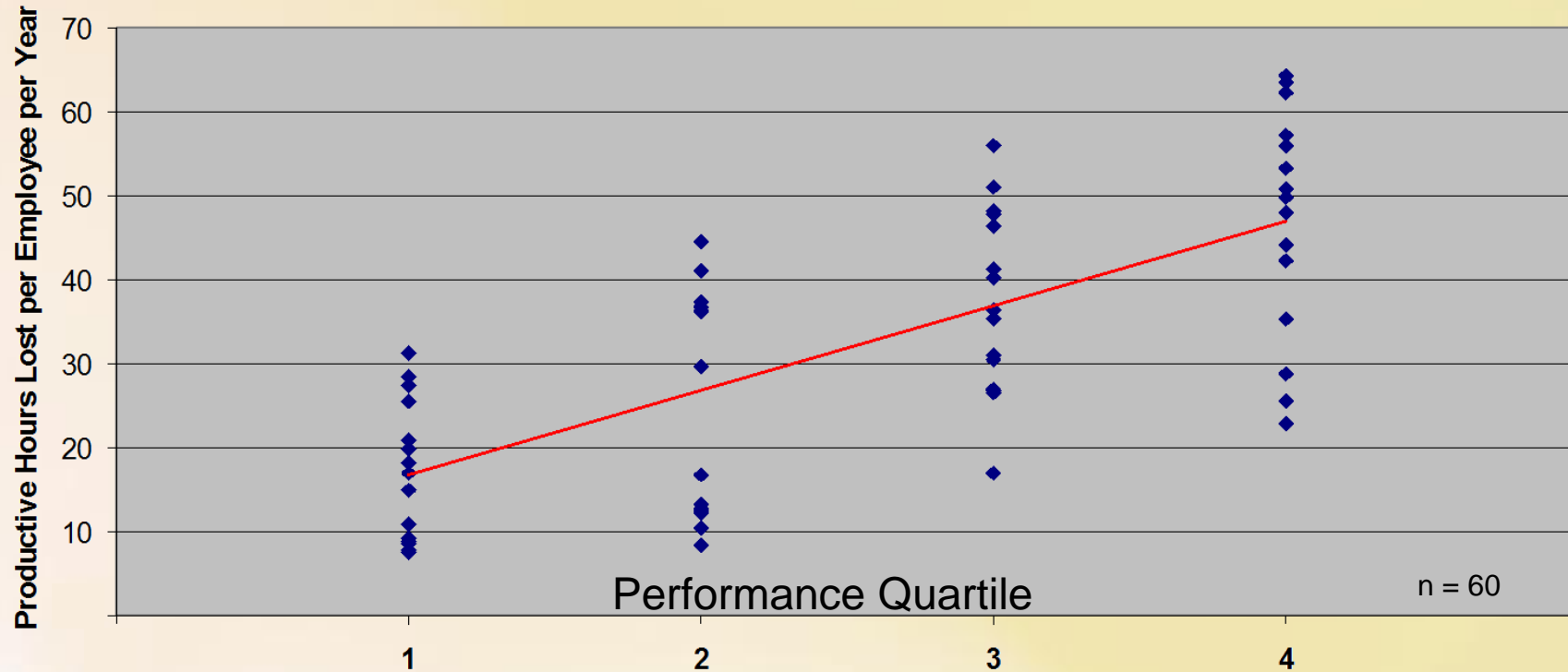
Support Function	Key Performance Indicator	Performance Quartile			
		1 (top)	2	3	4 (bottom)
Service Desk	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
Desktop Support	Customer Satisfaction	94.4%	89.2%	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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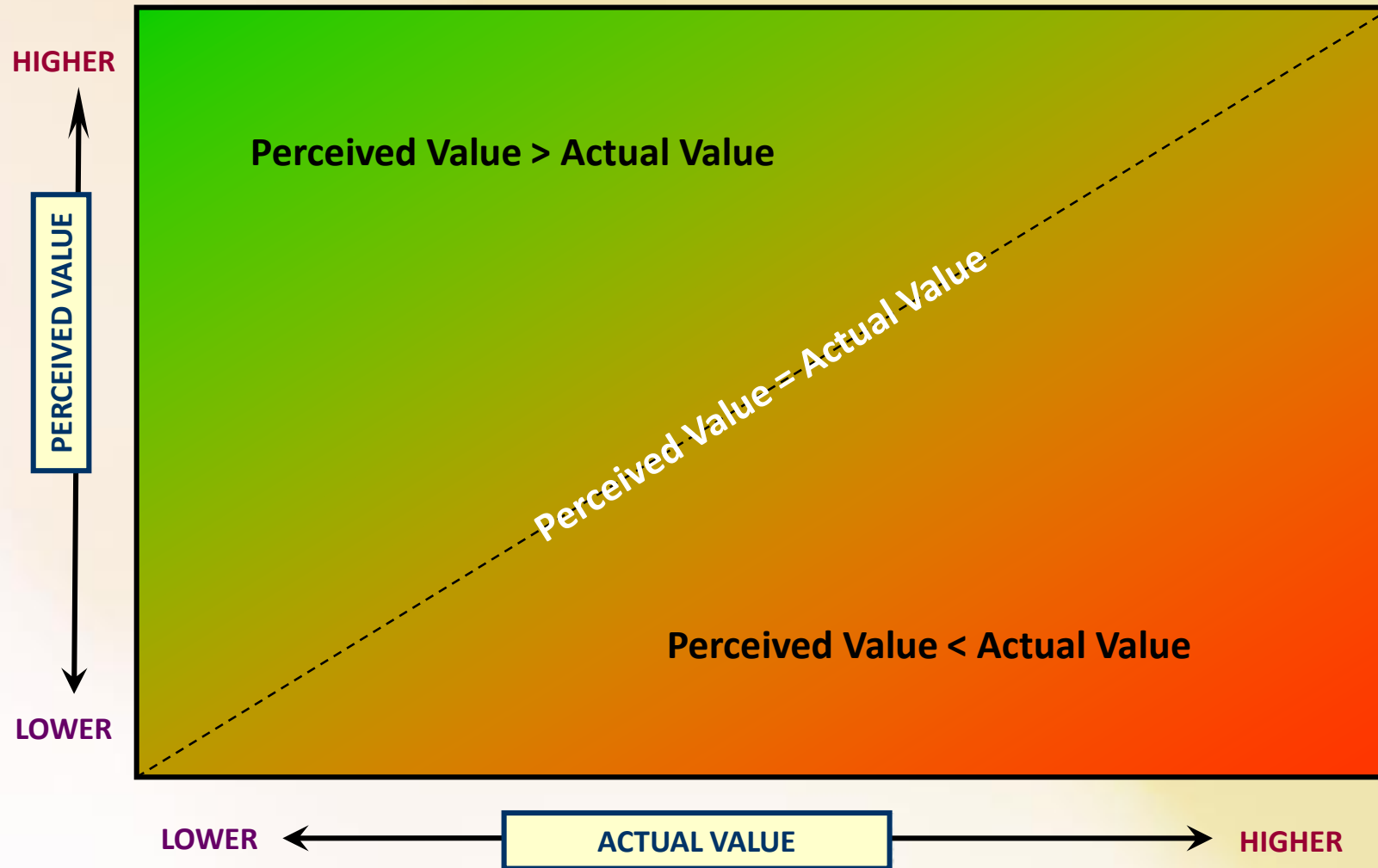
Message Management in IT Support

We've all heard the expression...

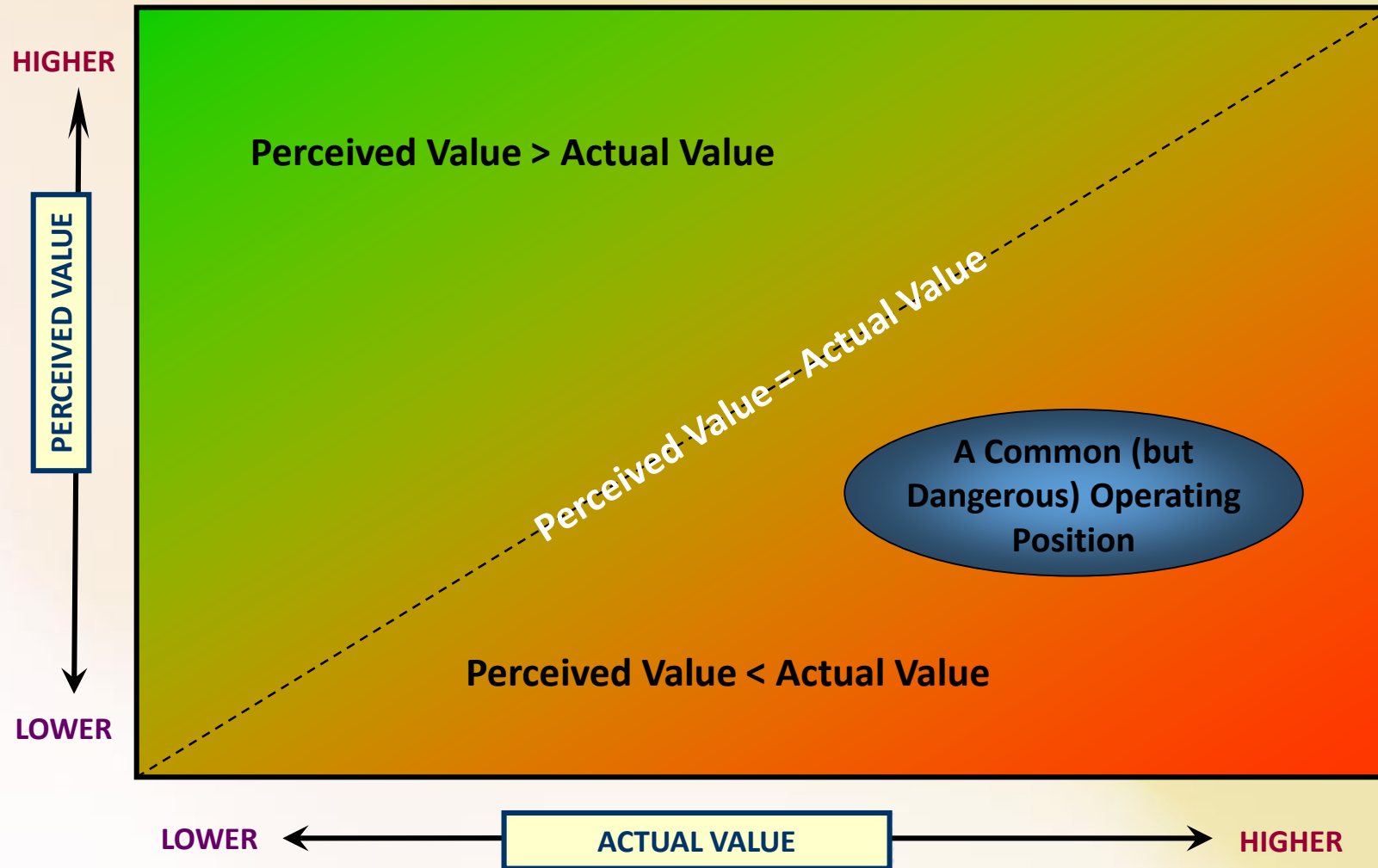*"Expectations Not Set...*
are Expectations Not Met!

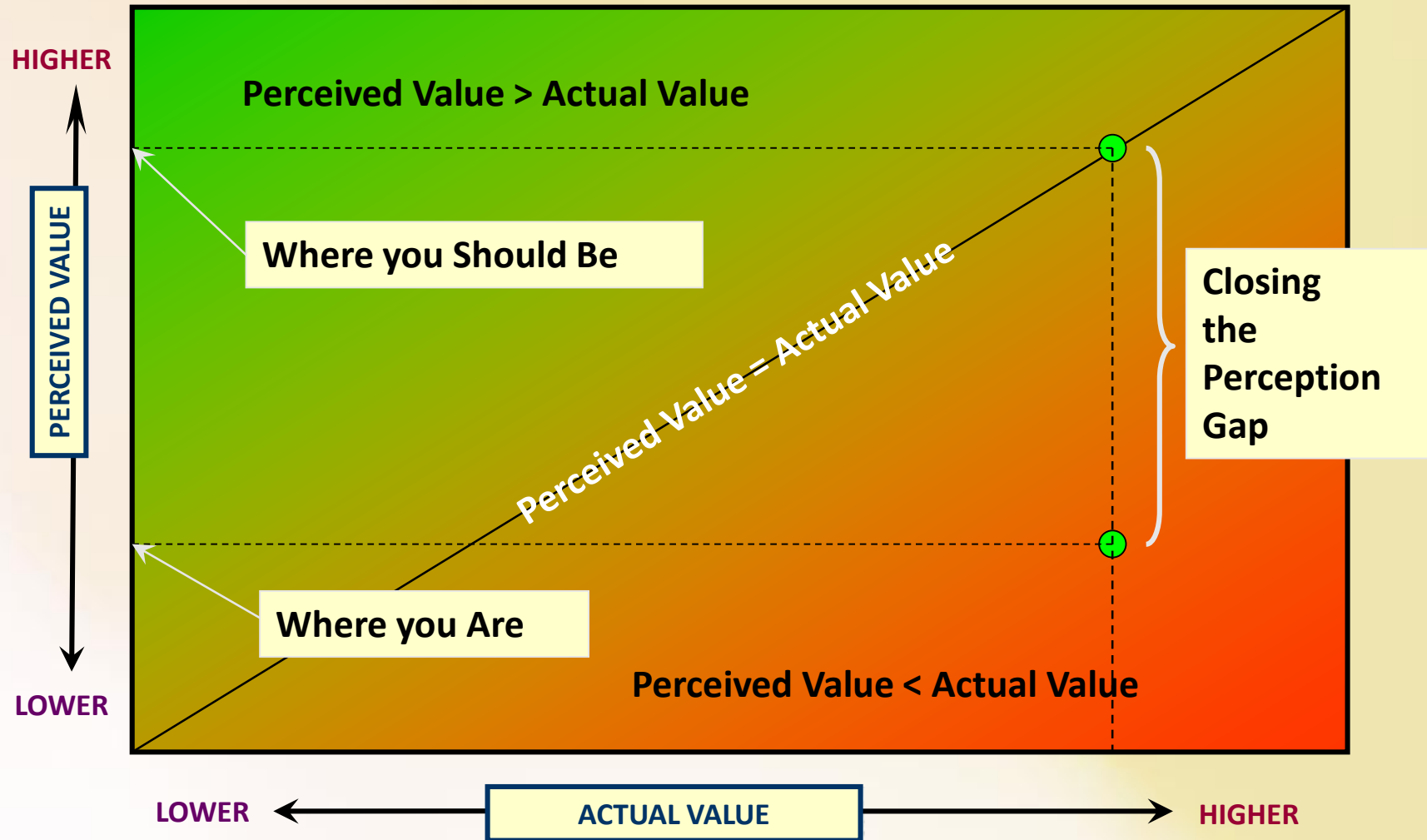So, let's get serious about proactively managing expectations!

Perception vs. Reality in IT Support

PERCEIVED VALUE

HIGHER

LOWER

Perceived Value > Actual Value

Perceived Value = Actual Value

Perceived Value < Actual Value

LOWER ← ACTUAL VALUE → HIGHER

Perception Is Almost Always Worse Than the Reality

HIGHER

PERCEIVED VALUE

Perceived Value > Actual Value

Perceived Value = Actual Value

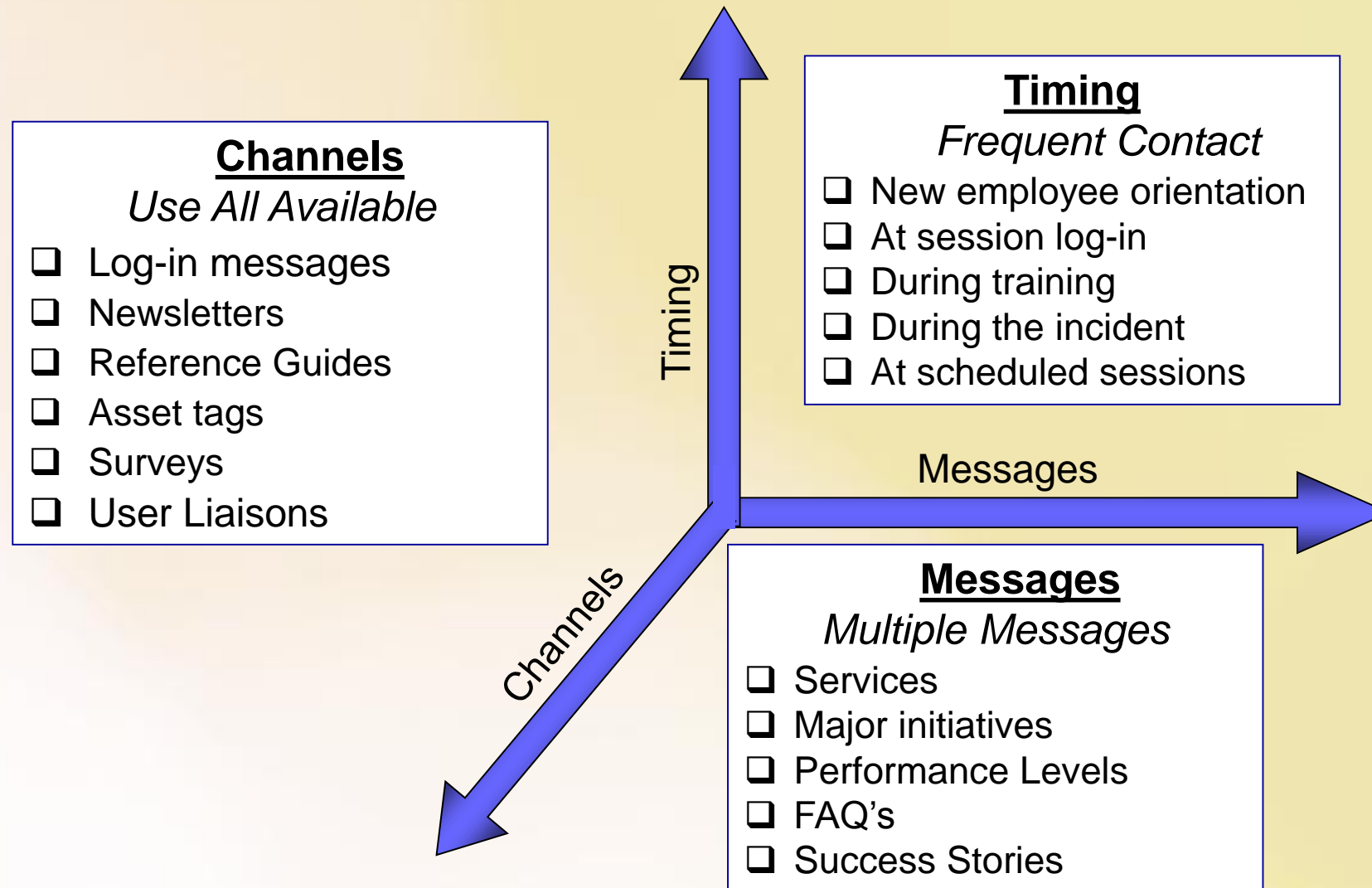A Common (but Dangerous) Operating Position

Perceived Value < Actual Value

LOWER

LOWER ← ACTUAL VALUE → HIGHER

Closing the Perception Gap
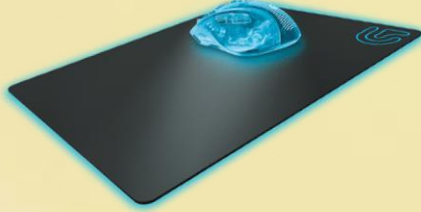
Brand Management: The Five W's

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

Timing

Messages

Channels

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

The Most Common Communication Channels

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

Messaging 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 Internal Marketing include:**

- The Opportunity to convey your value proposition!
- 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

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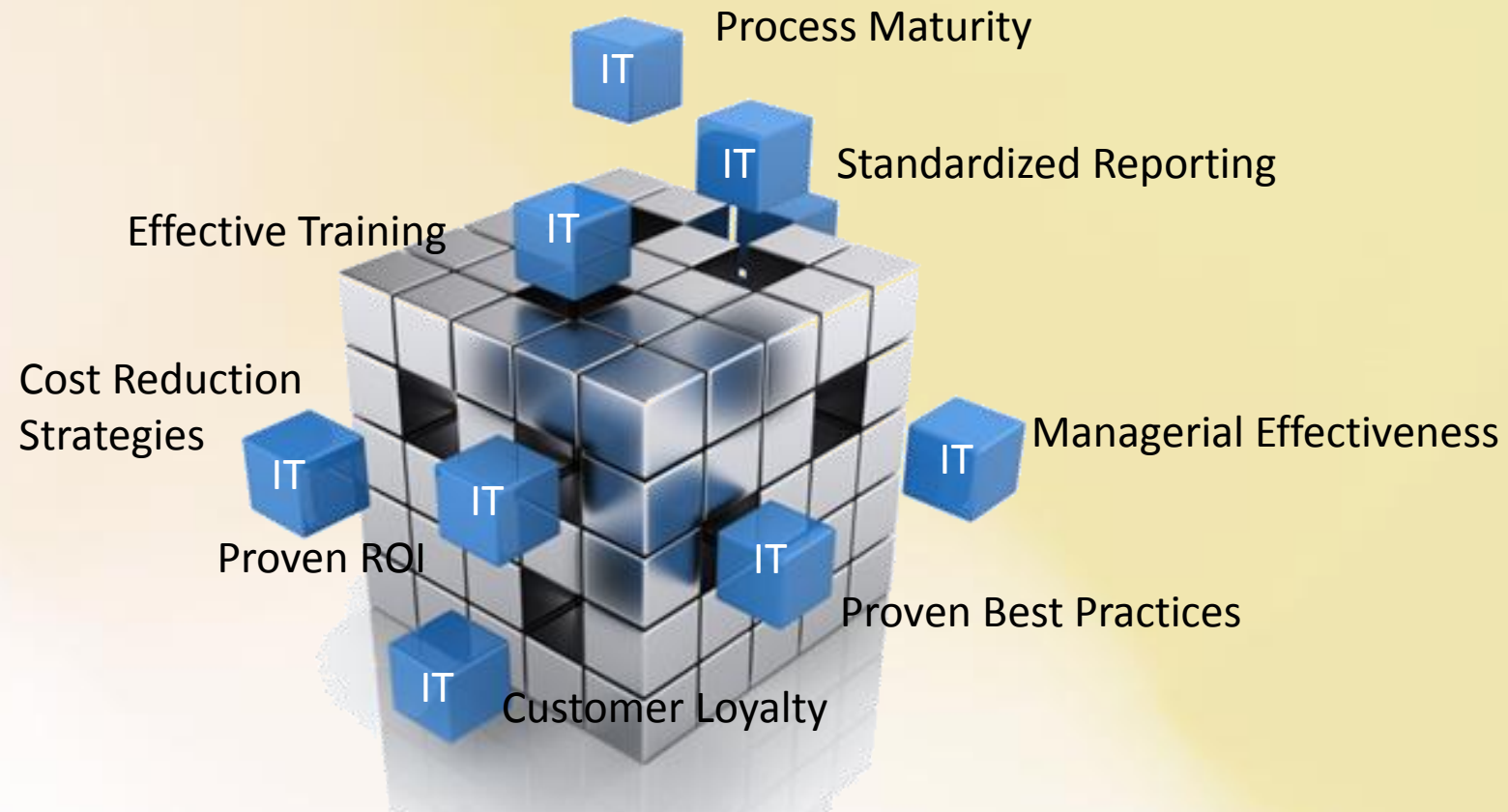4. **Your Success** as a Leader Depends Upon the Success of Service and Support

The Enterprise Service Desk is Already Here!

Fragmented Service and Support

IT Support
Human Resources
Credit
Regulatory Support
Facilities & Property
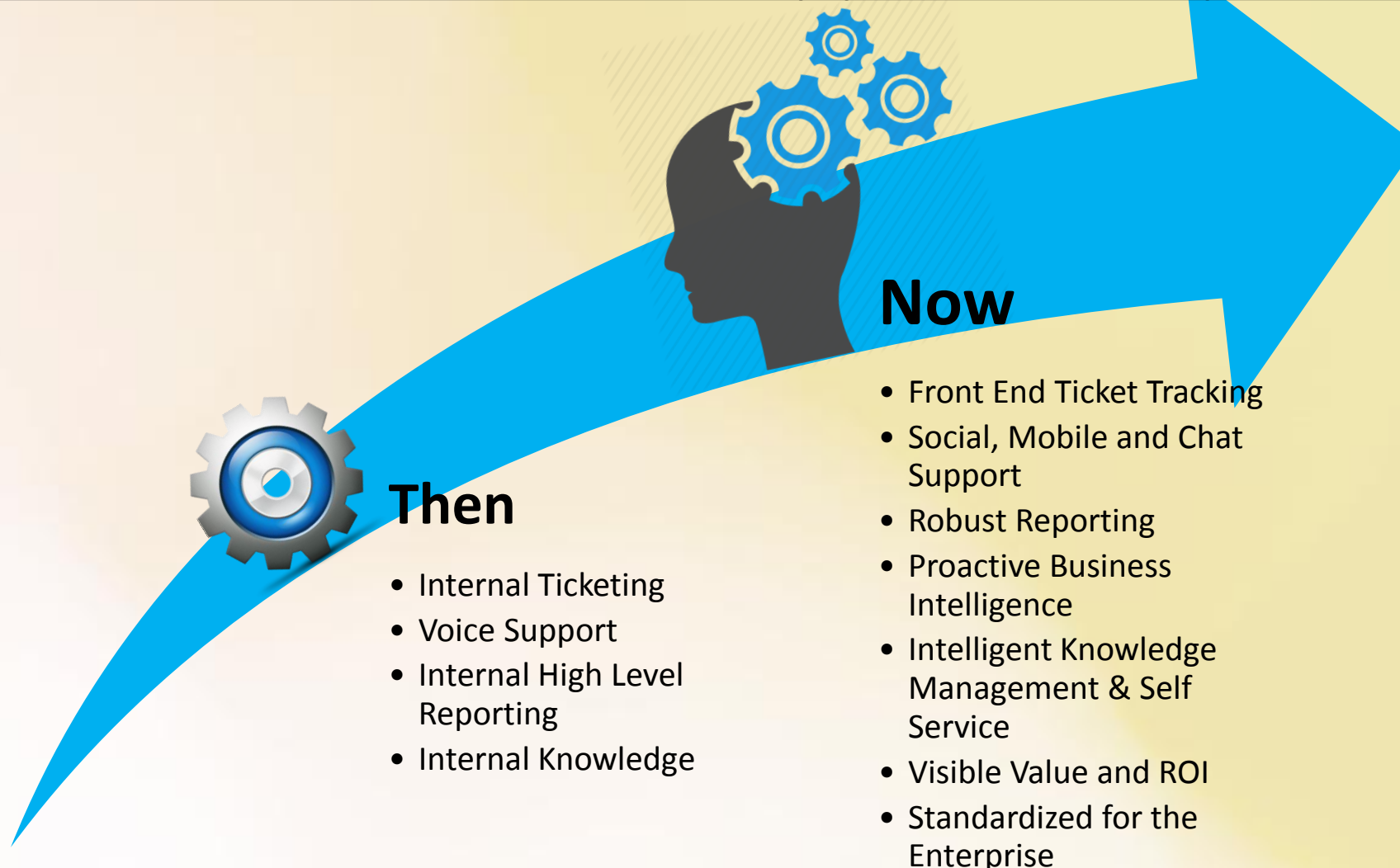Safety, Health and Environment

Enterprise Service Desk

Key Benefits of Enterprise Service Desk

1. One-Stop-Shop for internal and external customers
2. Shared Infrastructure Improves Customer Satisfaction and Efficiency
3. Company-Wide Productivity Improves
4. Improved Visibility into Value and ROI of company services
5. Better and More Effective Communication and Collaboration
6. Standardized Processes, Procedures and Technology Improves Maturity, Knowledge Management and Self-Service
7. Potential for Cross Training Improves Workload Management
8. Mature performance Diagnostics provide a Clear Roadmap for Competitive Excellence and Continual Service Improvement

Enterprise Service Desk Adopts and Adapts IT Best Practices

Process Maturity

Standardized Reporting

Effective Training

Cost Reduction Strategies

Managerial Effectiveness

Proven ROI

Proven Best Practices

Customer Loyalty

Evolution of ITSM Tools to Support Enterprise Services

Now

- Front End Ticket Tracking
- Social, Mobile and Chat Support
- Robust Reporting
- Proactive Business Intelligence
- Intelligent Knowledge Management & Self Service
- Visible Value and ROI
- Standardized for the Enterprise

Then

- Internal Ticketing
- Voice Support
- Internal High Level Reporting
- Internal Knowledge

Critical Disciplines for Effective Enterprise Services

Contact Deflection into Lower Cost Channels

WFM

Workforce Management

Chat

Web Self-Help / Self Service

More **Tactical**

More **Strategic**

Automated Reporting

Knowledge Management

Sales at the Point of Service

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➡ 4. *Your* **Success** as a Leader Depends Upon the Success of Service and Support

Support Drives Customer Satisfaction for *All of IT*
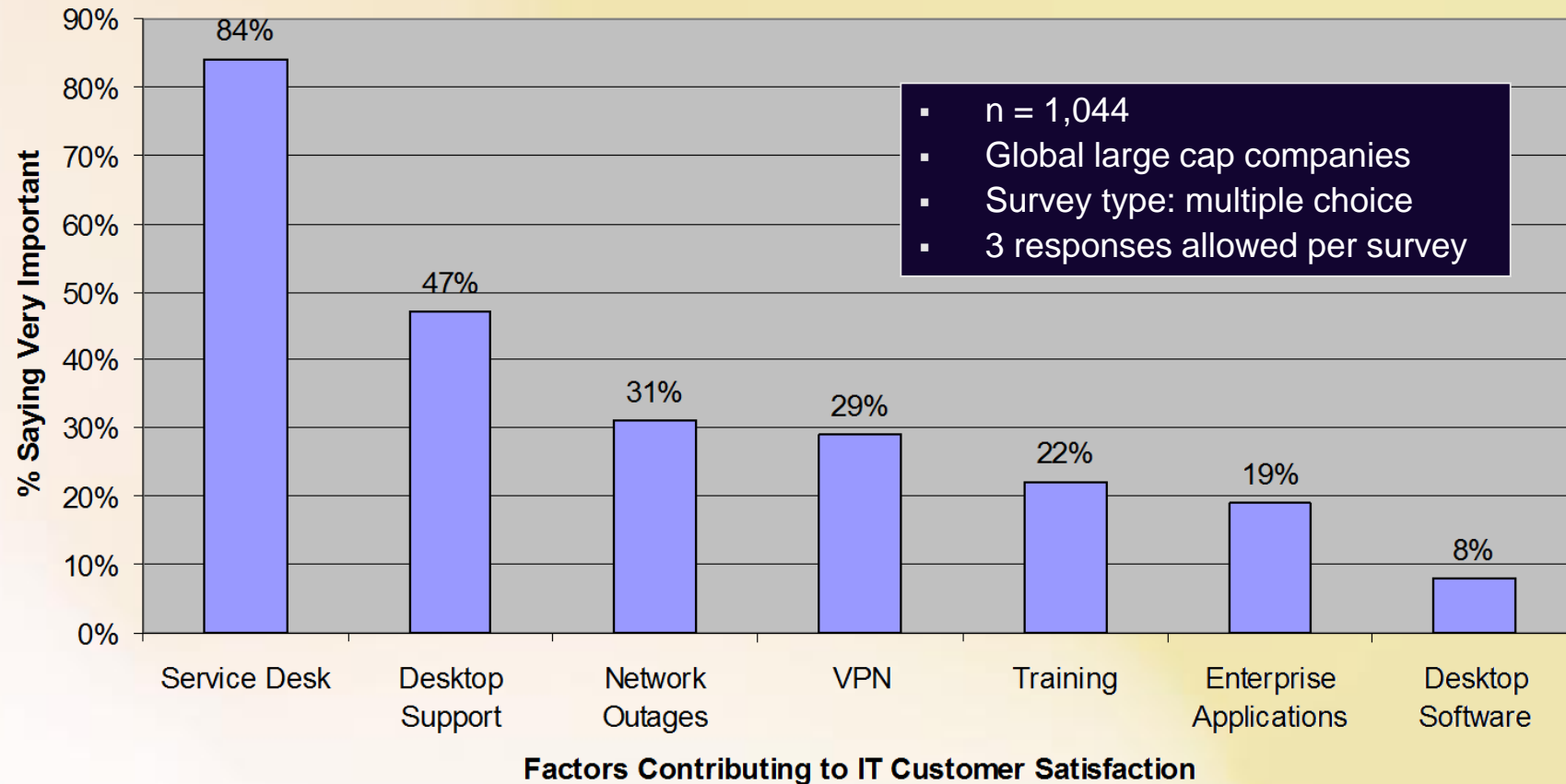
- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT

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

Exploit the Opportunity!

A Call to Action!

Read the performance reports produced by IT support

Spend an hour each week meeting personally with your support team

Establish performance goals for support based upon industry benchmarks

Define and track an ROI metric for IT support

Develop and implement a promotional plan for IT support

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Questions?

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Download Today's Presentation

https://www.metricnet.com/fusion2016

Thank You!

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