



# *META Reps, and the Convergence of Level 1 and Desktop Support*

Jeff Rumburg  
Managing Partner  
MetricNet, LLC

# 28 Years of Service and Support Benchmarks



Global Database

Nearly 4,000 IT Service and Support Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices

# Mega Trends in IT Service and Support

- ❑ The Rise of the Strategic Service and Support Organization
- ❑ Holistic Use of Key Performance Indicators
- ❑ Benchmarking to Improve and Optimize Performance
- ❑ Maturing Chat and User Self-Help
- ❑ Understanding of TCO and Shift Left Strategies
- ❑ Process Rationalization and Maturity (ITIL, ITSM)
- ❑ Improved Knowledge Management and Remote Diagnosis
- ➡ ❑ Convergence of Level 1 and Desktop Support
- ➡ ❑ The Emergence of META Reps in Service and Support

# Service Desk vs. Desktop Support



Service Desk Provides Support  
**Remotely**

*Requires no physical touch to the device*



Desktop Support Provides Support  
**Deskside**

*Requires a physical touch to the device.*

A New Industry Vernacular

Remote Desktop Support

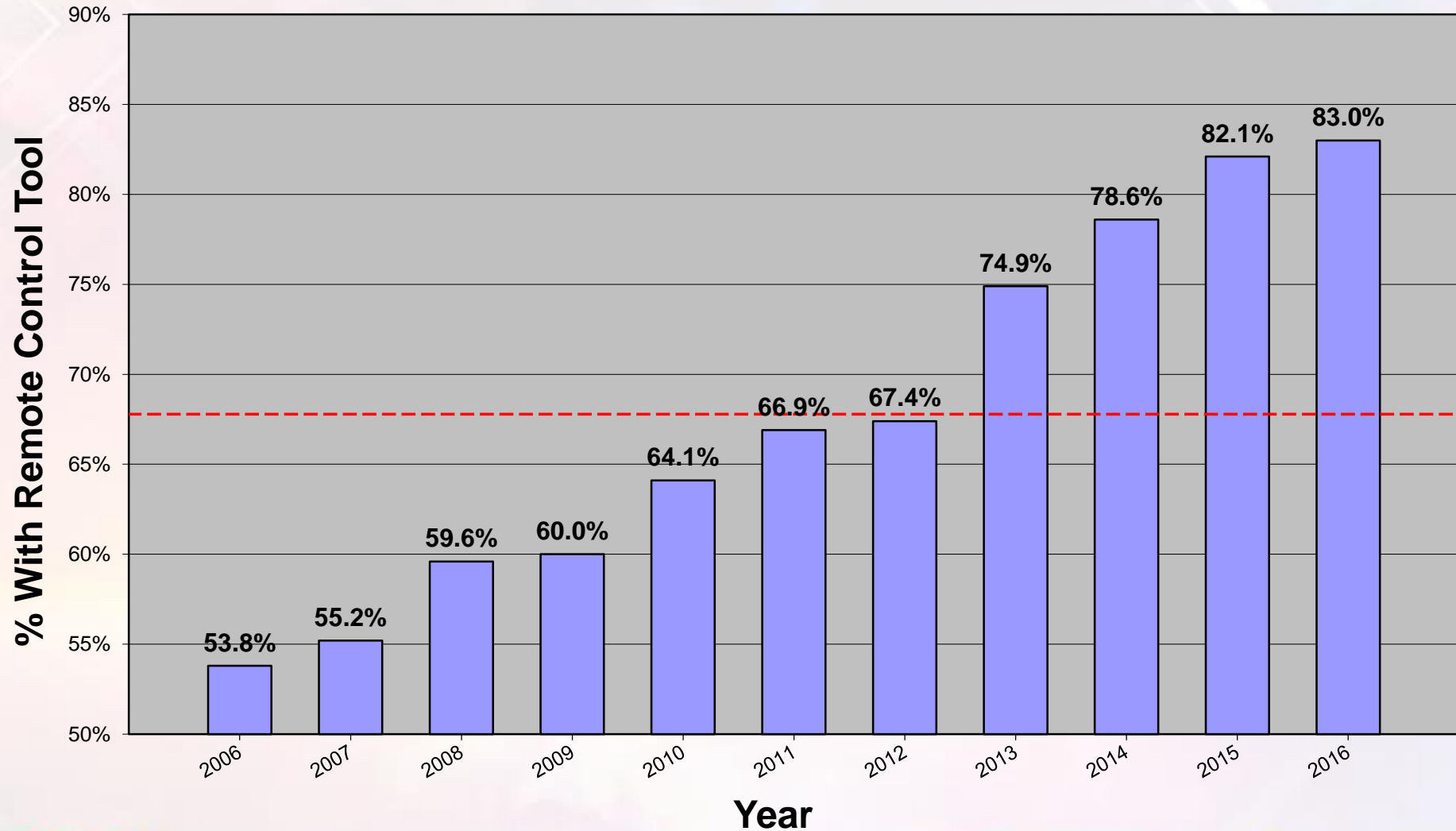
Level 1.5 Support

Field Services

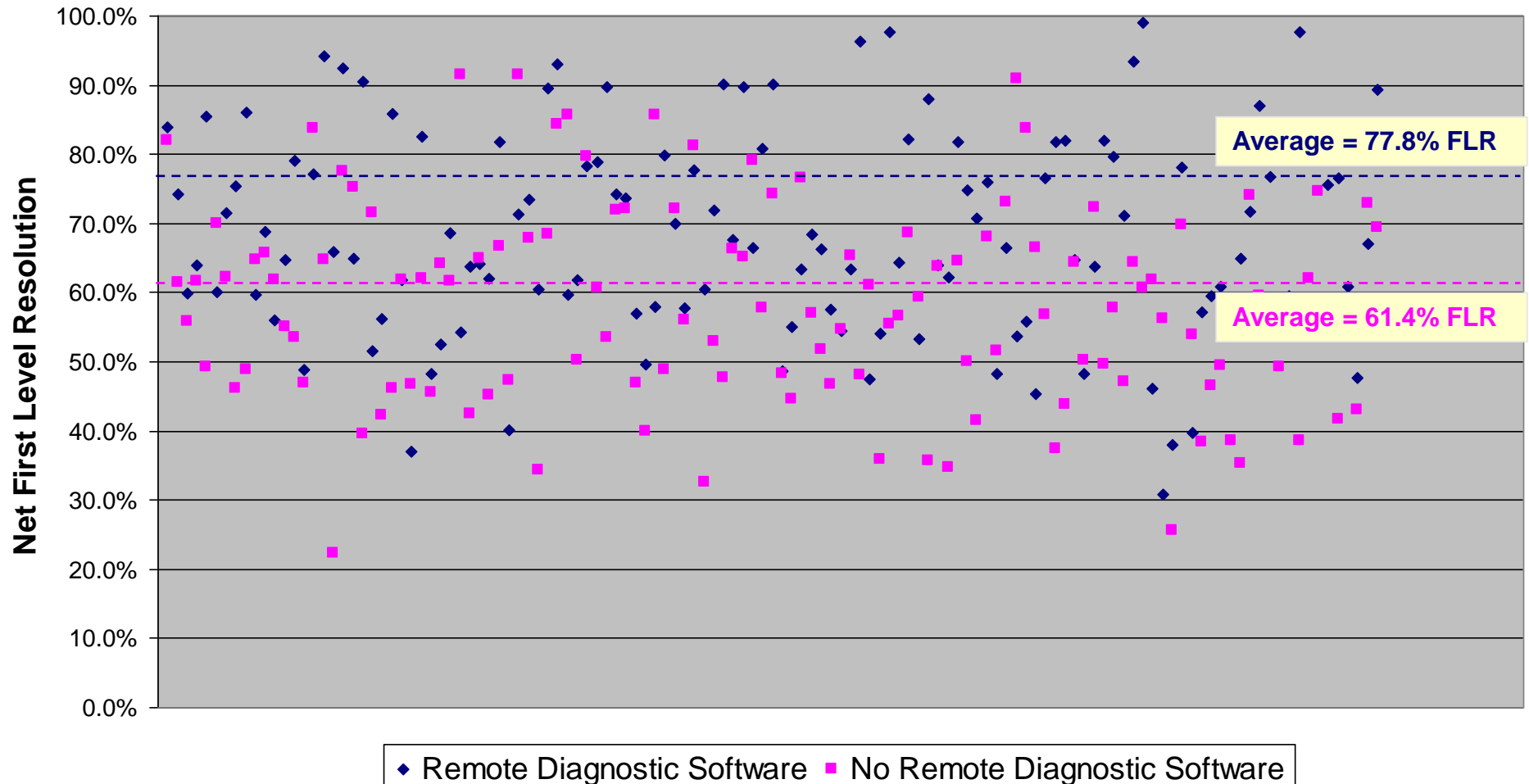
# Shift Left Has Empowered Level 1 Reps



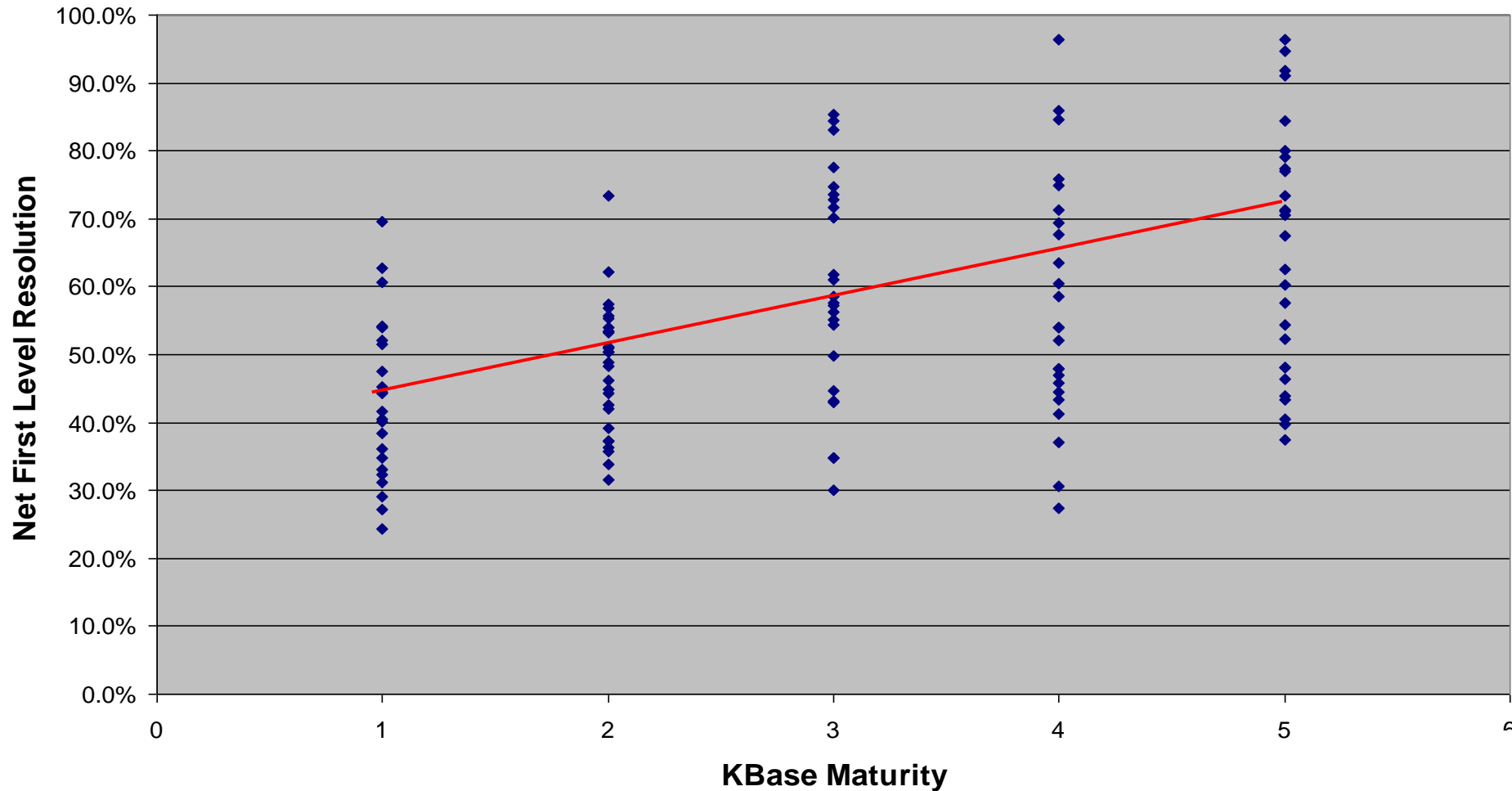
# The Proliferation of Remote Diagnostic Tools



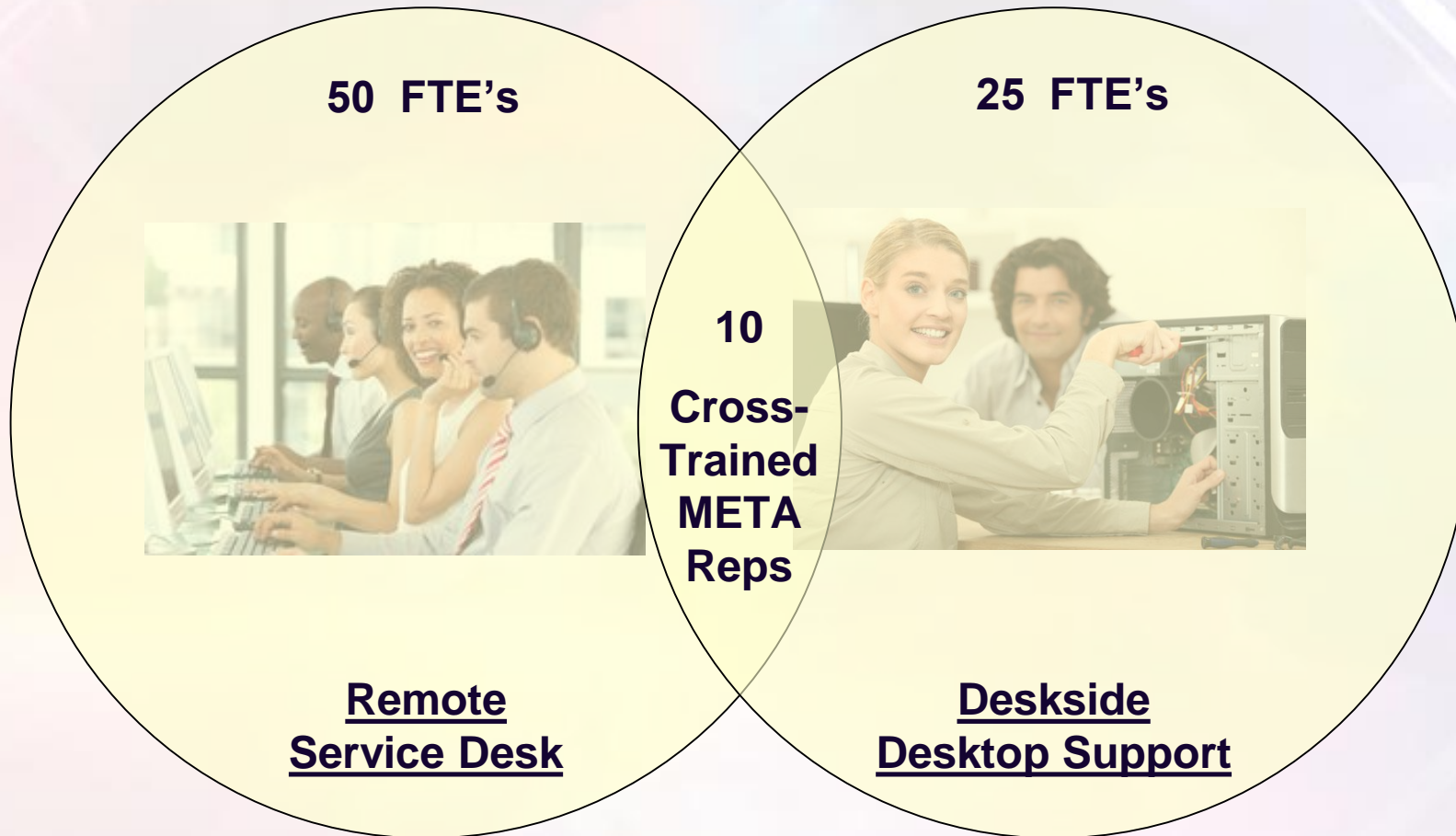
# The Effect of Remote Tools on First Level Resolution



# Knowledge Centered Support is Maturing



# The Convergence of Level 1 and Desktop Support



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# The Maturity Continuum in IT 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!

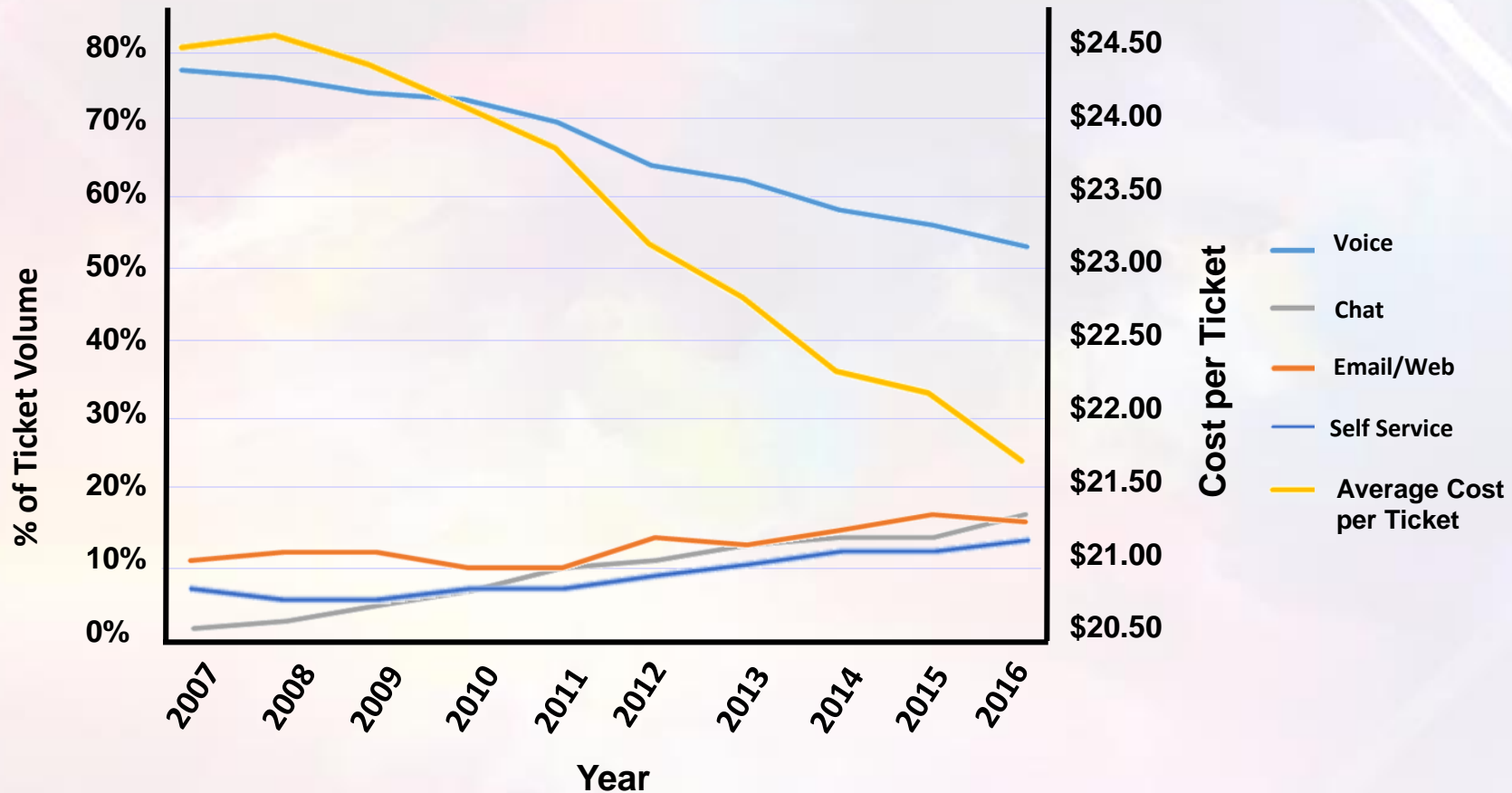
# META Reps as Business People



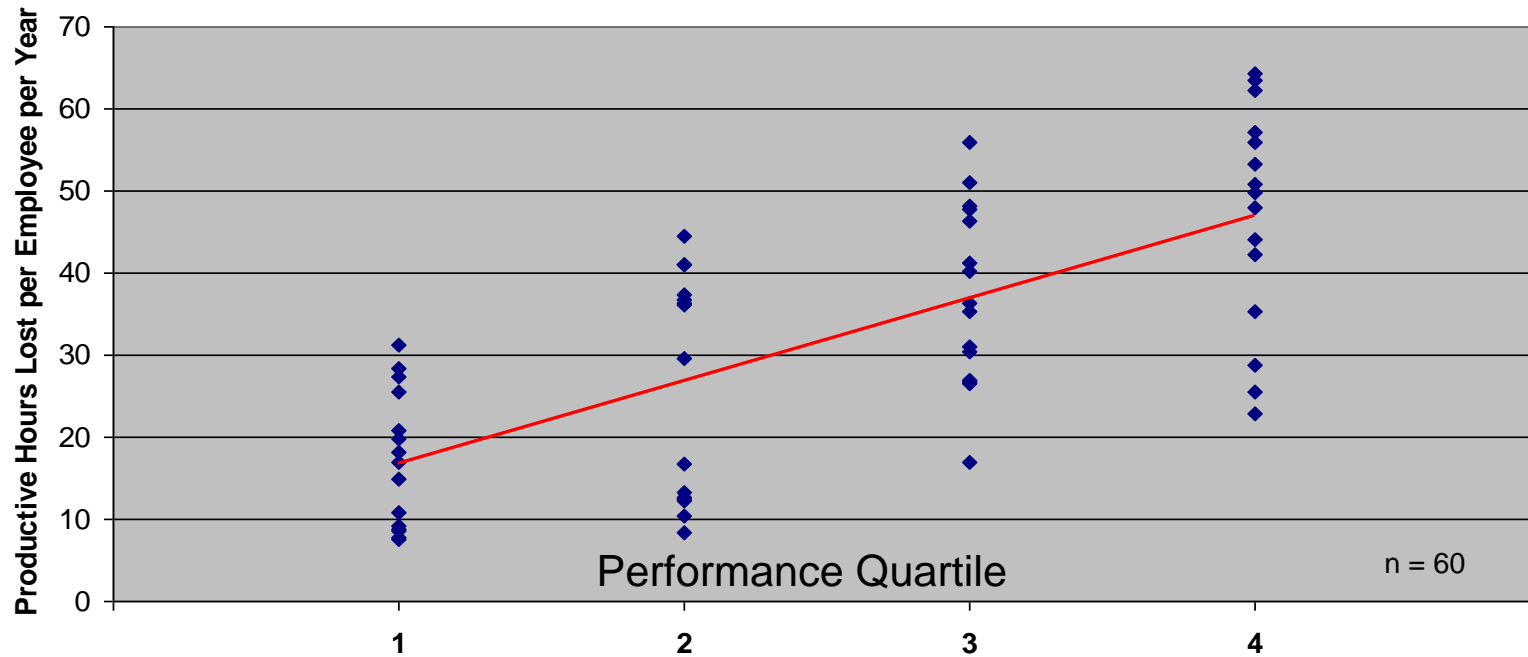
# Shift Left is a Key Source of Value Creation



# Contact Deflection into Lower Cost Channels



# Quality of Support Creates Economic Value



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

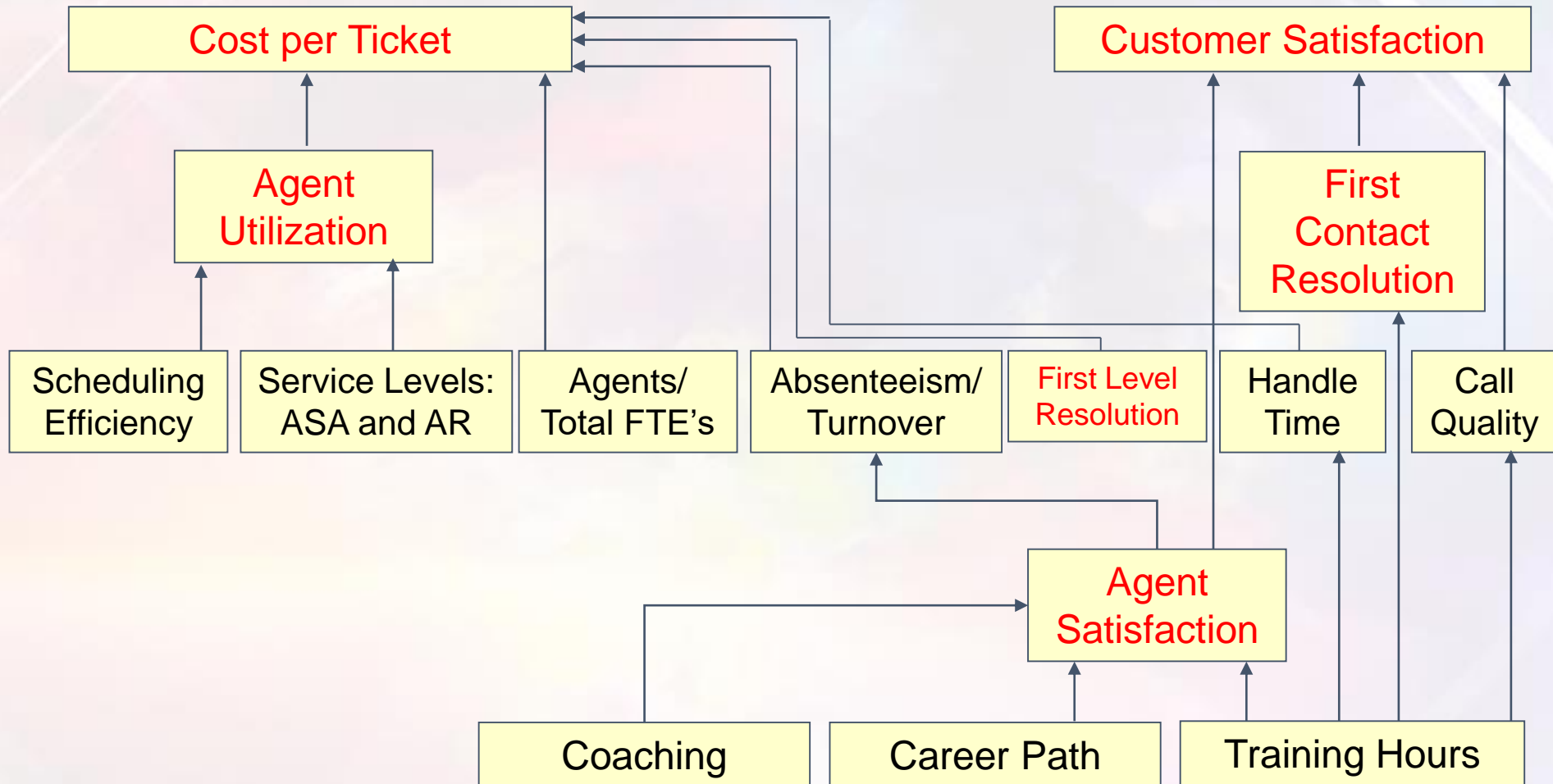
# META Reps Leverage KPIs for Continual Service Improvement

We Have Achieved World-Class Performance	5 %
We Use Metrics to Continuously Improve	10 %
We Use Metrics Prescriptively	10%
We Use Metrics Diagnostically	20%
We Understand Cause and Effect	30%
We can Define our KPI's	80%
We do Reporting	90%
We Have Metrics	100%




Increasing Value!

# Cause-and-Effect for Service and Support KPIs

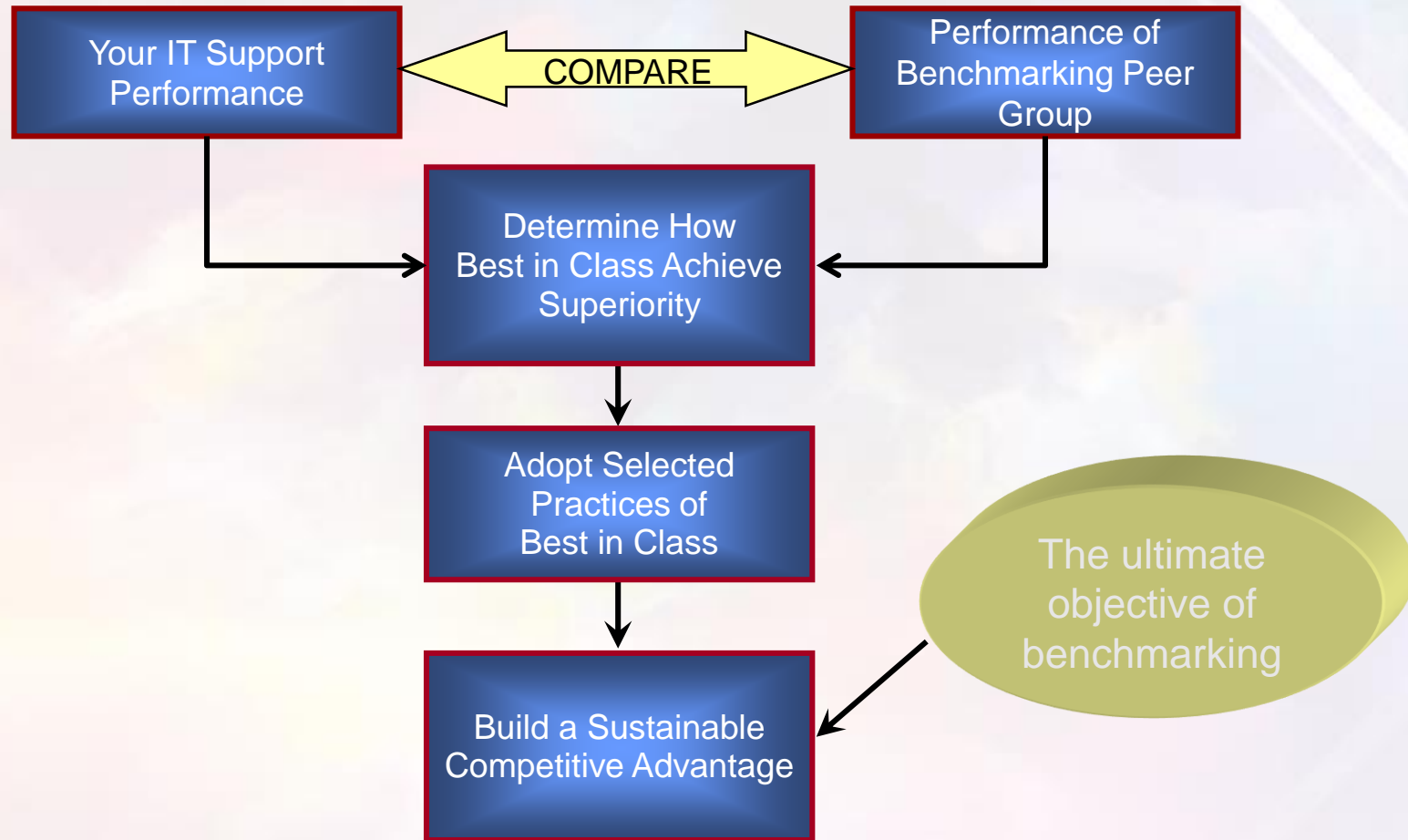


# META Reps are Proactive

## 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 Benchmarking Methodology

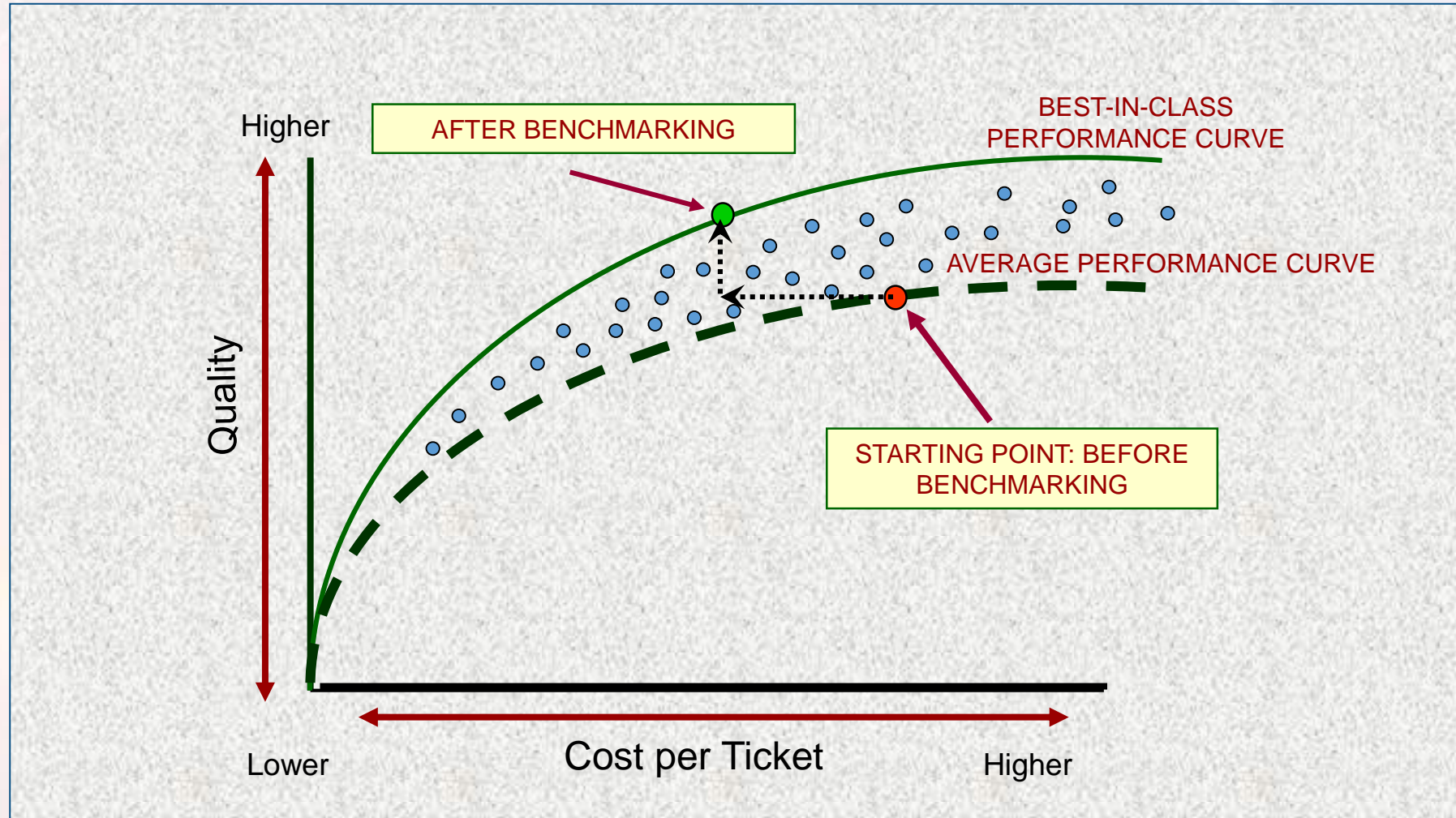


# Benchmarking and Continuous Improvement

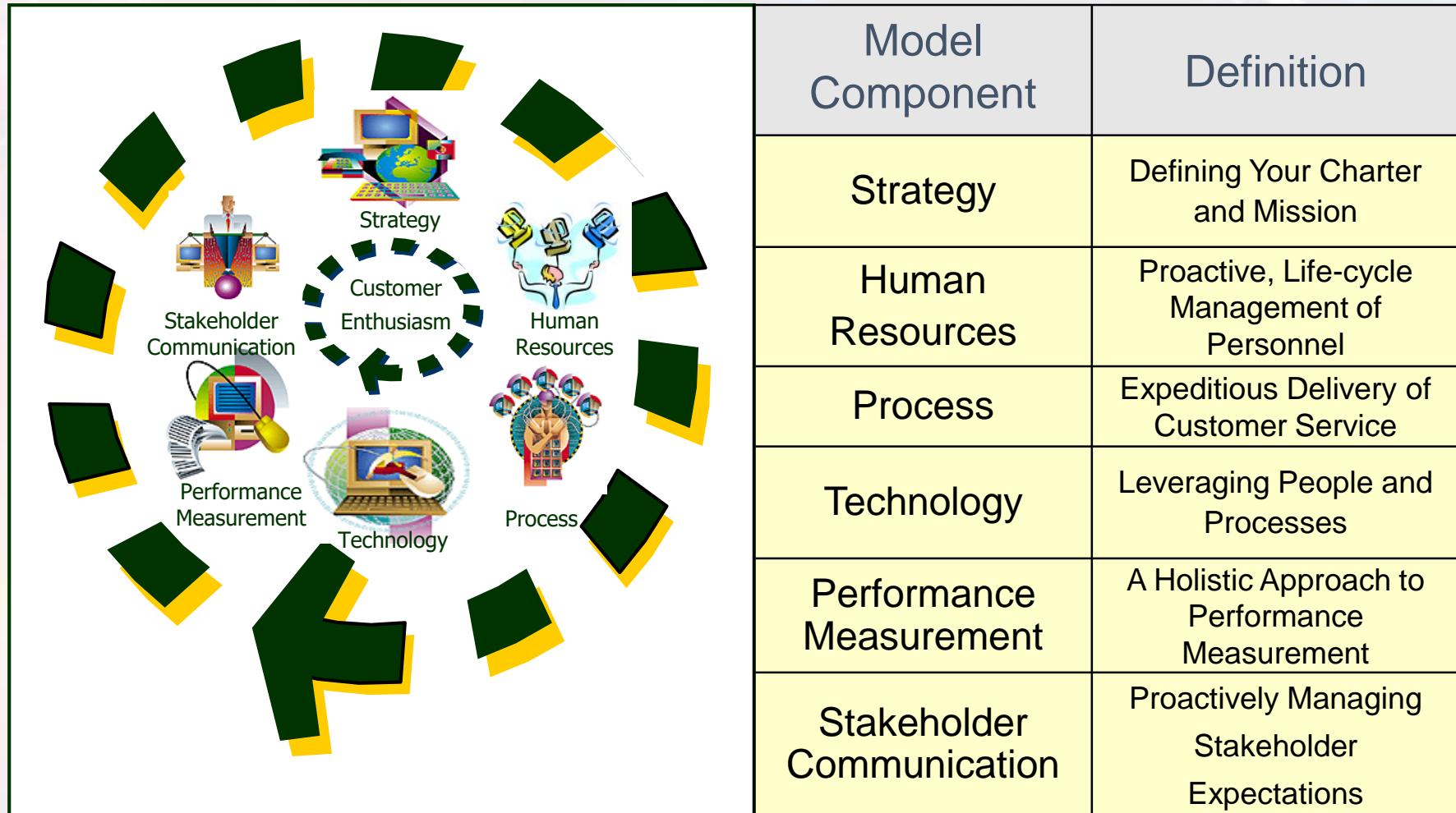
There is a 1:1 Correspondence Between  
Benchmarking and  
World-Class Performance.

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

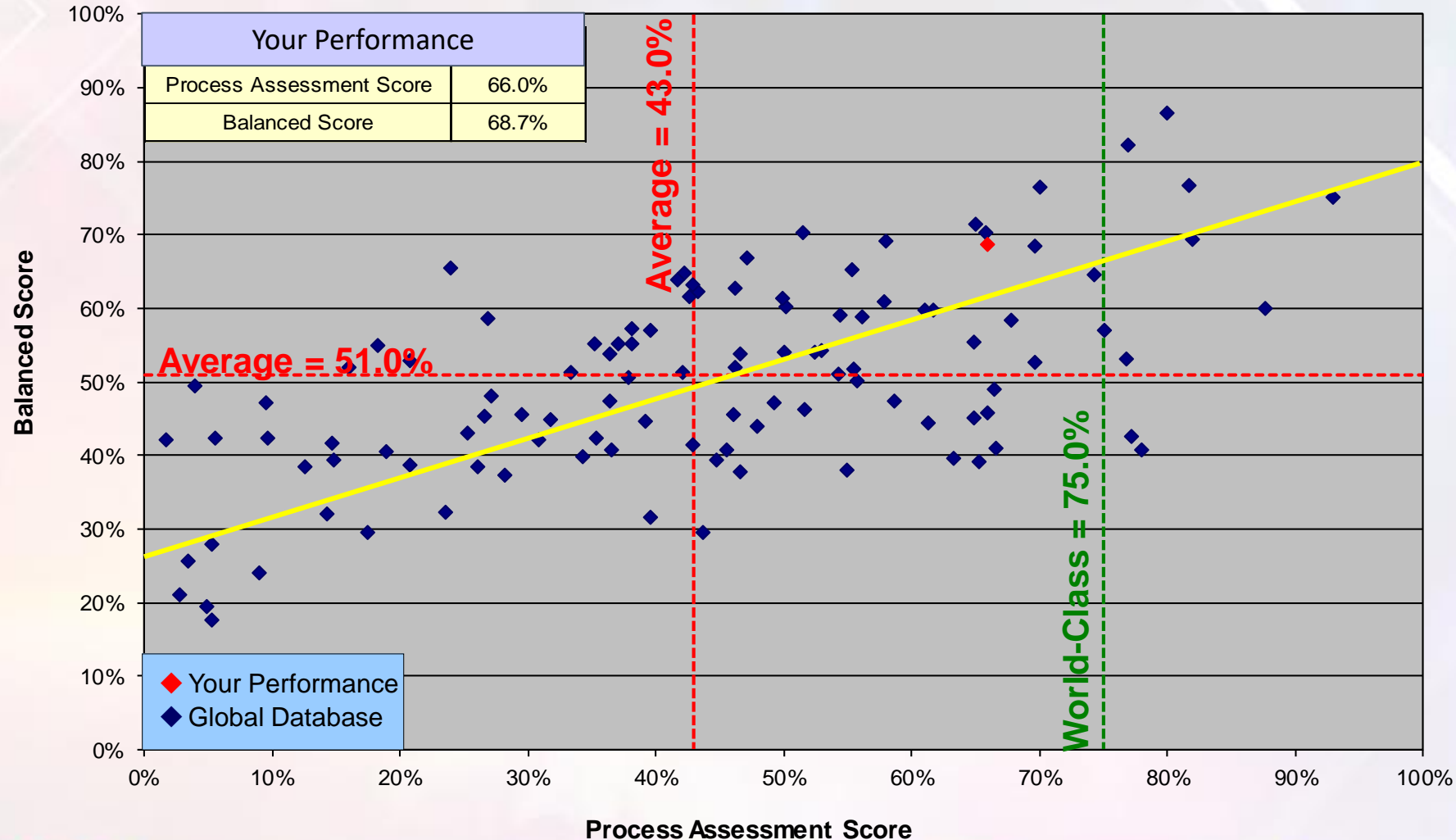
# The Goal of Benchmarking



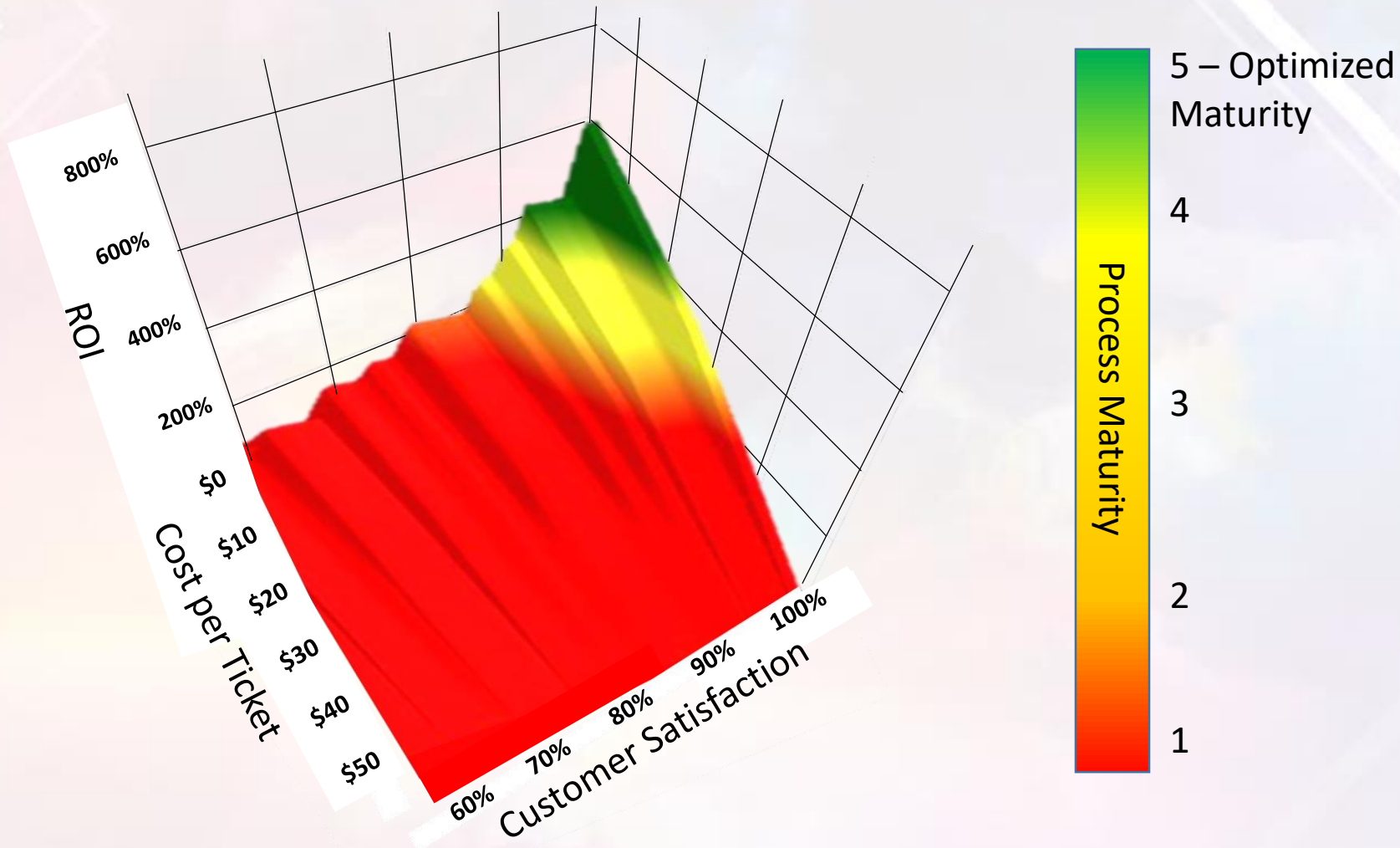
# Process Awareness



# Process Maturity Drives Overall Performance!



# The Optimized Support Organization



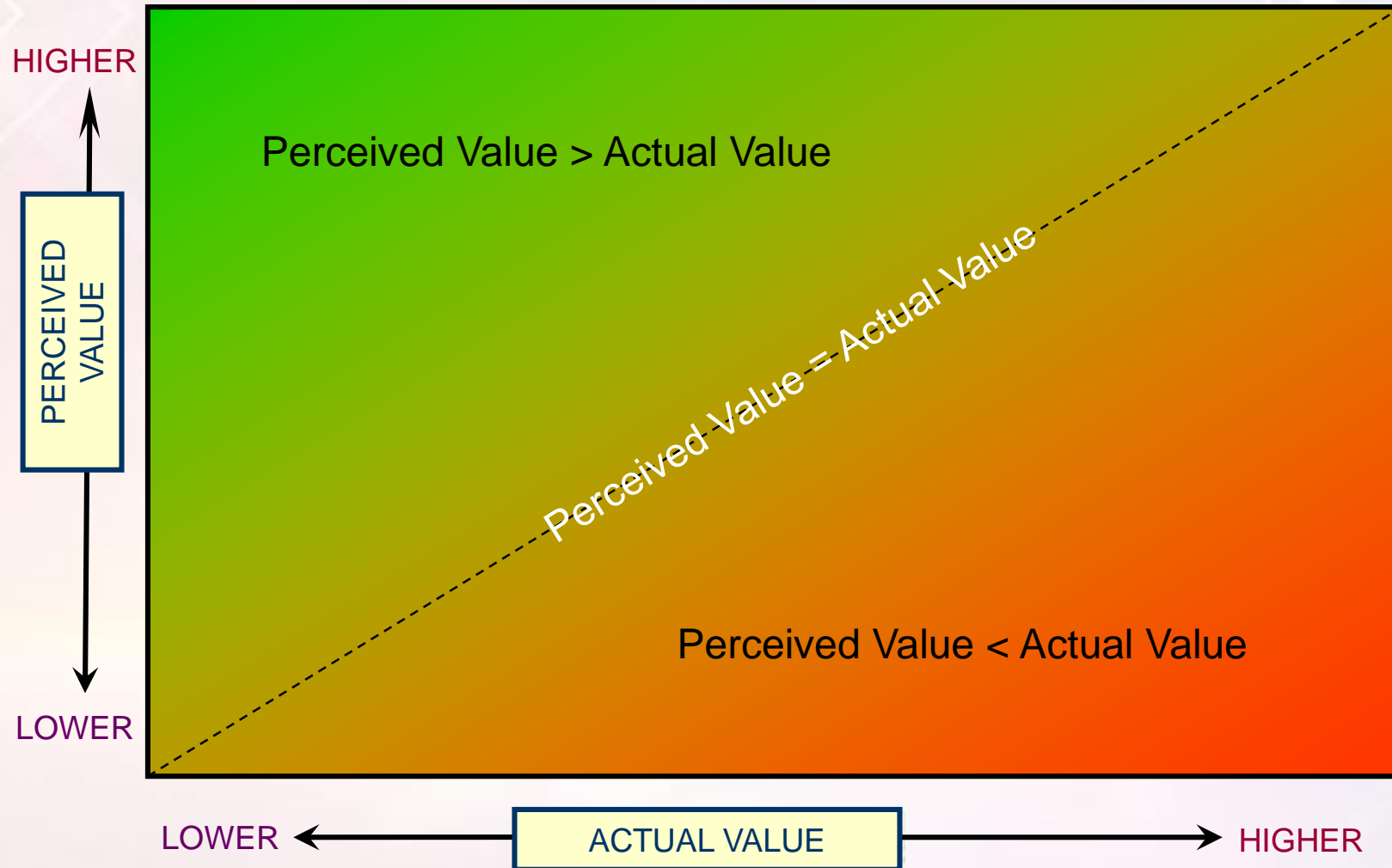
# Managing the Message of IT Support

We've all heard the expression...





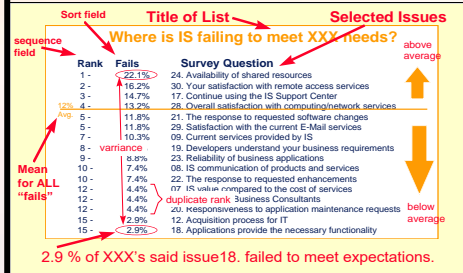



*“Expectations Not Set...  
are Expectations Not Met!”*

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

# Managing the Message of IT Support



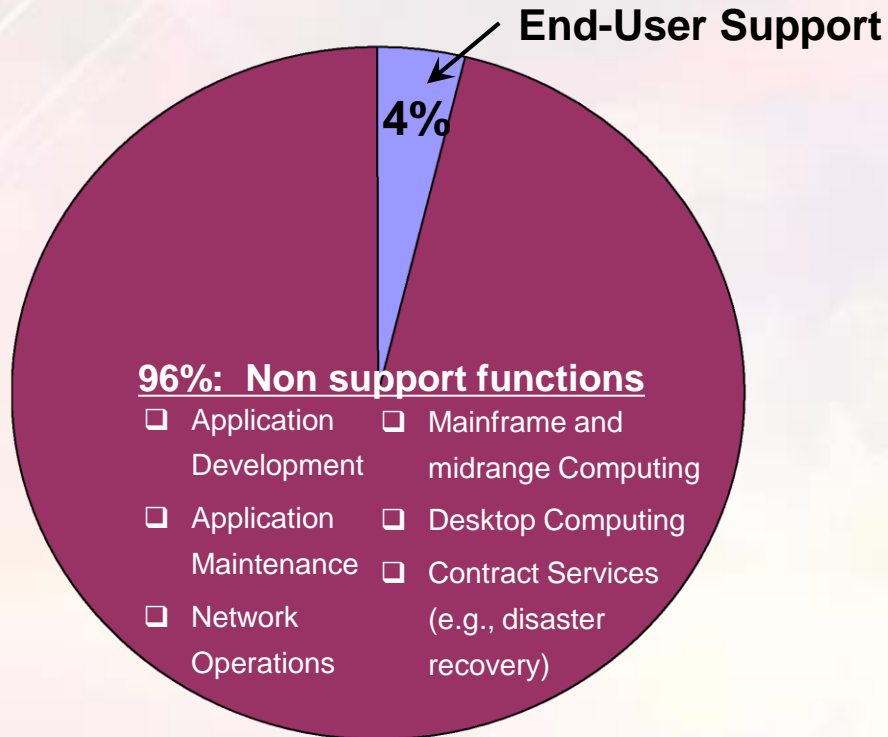
# Managing the Message of IT Support

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

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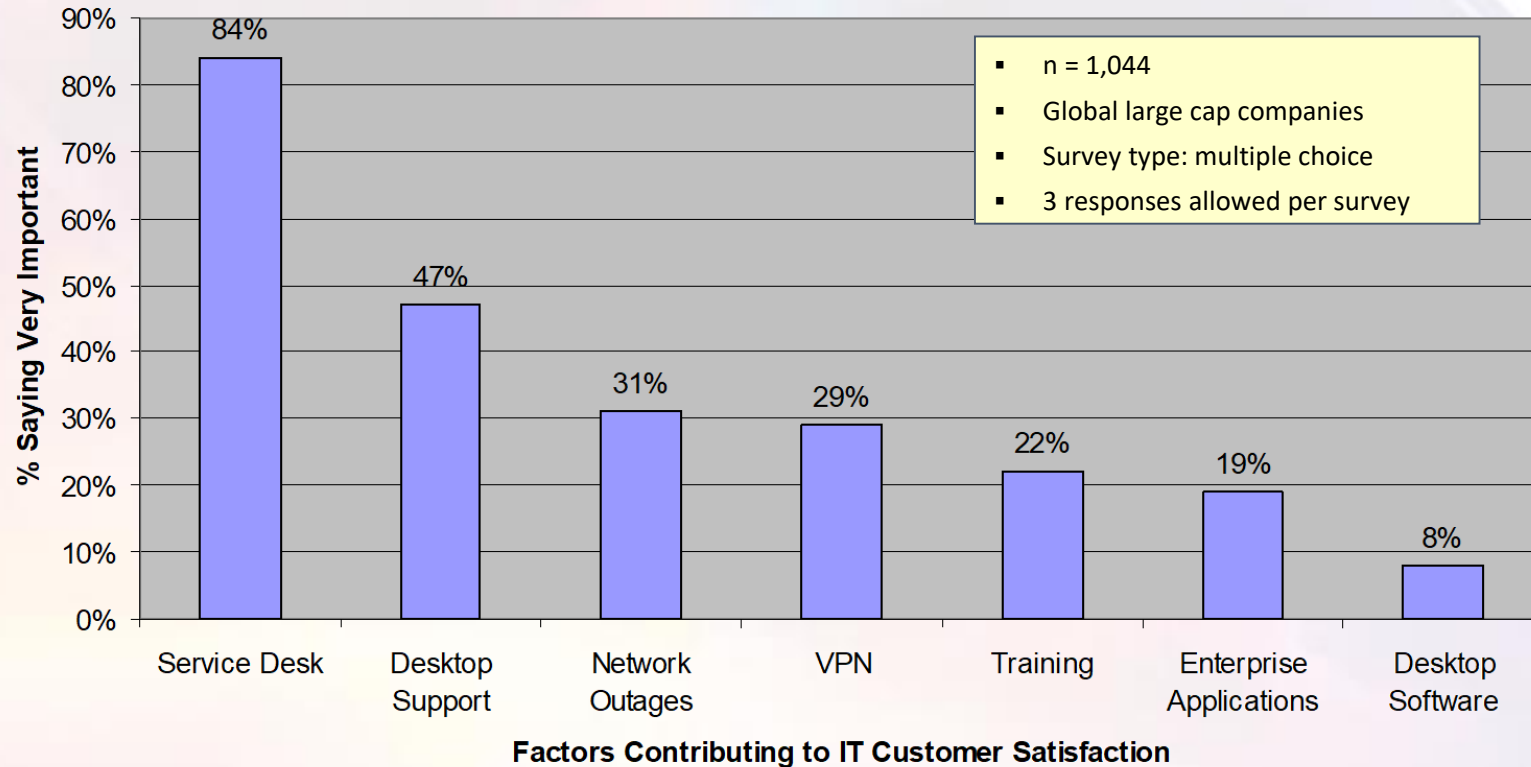
# The Paradox of IT Support



**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 maximizing value

# Service and 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

# Questions?

Jeff Rumburg  
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MetricNet, LLC

# **FUSION<sub>17</sub>**

**DRIVING SERVICE MANAGEMENT FORWARD**

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# Thank You!

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# Questions?

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# About MetricNet

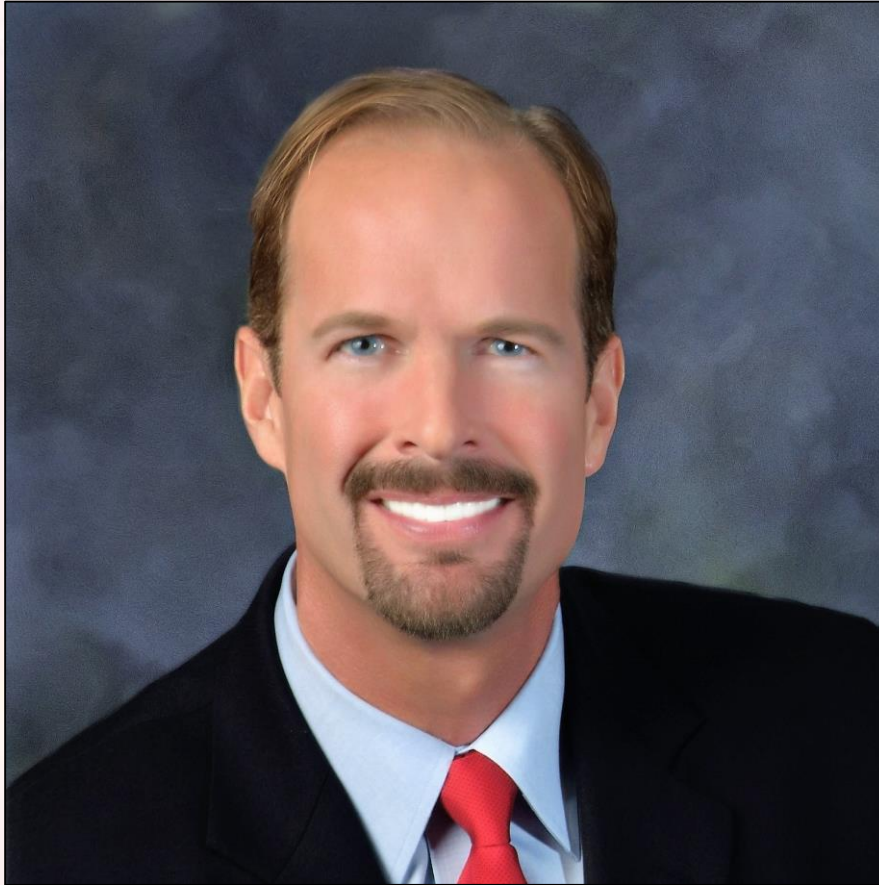
## *Your Benchmarking Partner*



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Performance Benchmarking

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# 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



# 28 Years of Service and Support Benchmarking Data



- **Global Database**
- **Nearly 4,000 Service and Support Benchmarks**
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# Meet a Sampling of Our Clients

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



# Contact MetricNet...



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# Thank You!

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