



# Turbocharge Your Metrics

*With Benchmarking!*

**MetricNet Best Practices Series**



**MetricNet™**  
Performance Benchmarking



# Empirical Observations from Our Global Benchmarking Database



- **Global Database**
- **Nearly 4,000 Service and Support Benchmarks**
- **70+ Key Performance Indicators**
- **More Than 120 Industry Best Practices**



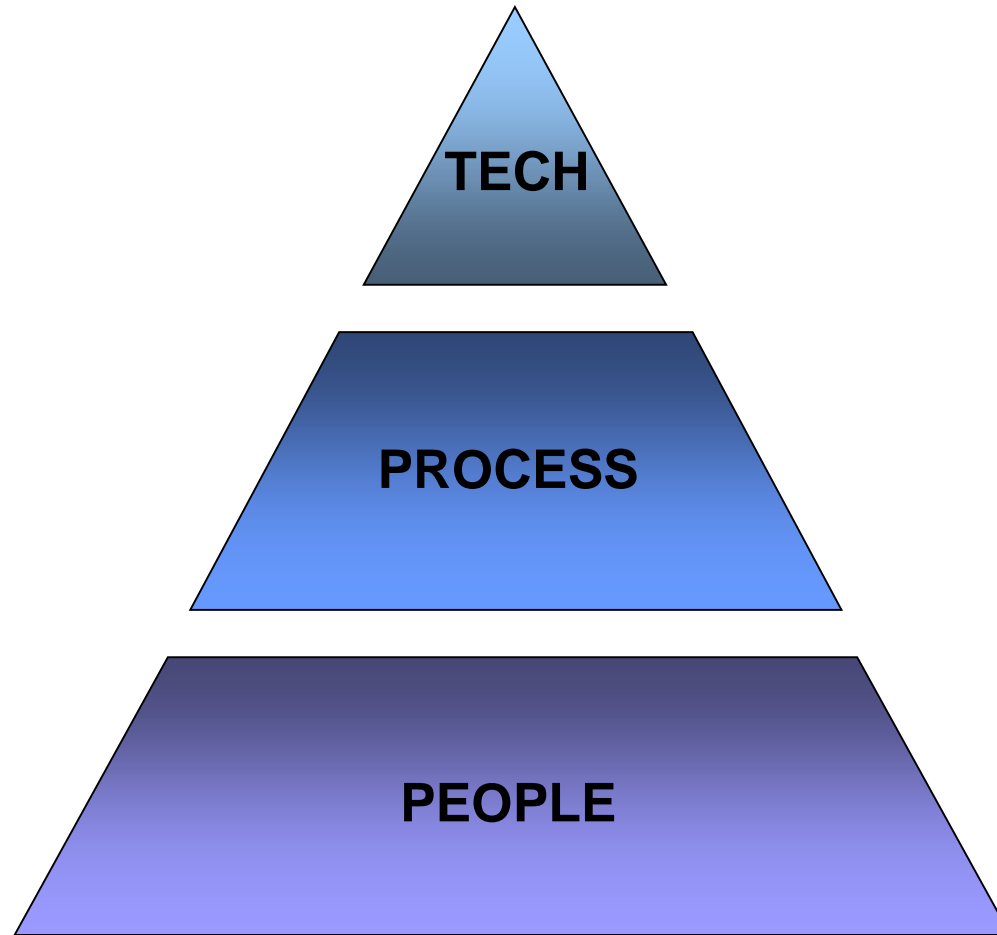
# Process Drives Performance!



Model Component	Definition
Strategy	Defining Your Charter and Mission
Human Resources	Proactive, Life-cycle Management of Personnel
Process	Expeditious Delivery of Customer Service
Technology	Leveraging People and Processes
Performance Measurement	A Holistic Approach to Performance Measurement
Stakeholder Communication	Proactively Managing Stakeholder Expectations



# The Traditional Paradigm for Technical Support

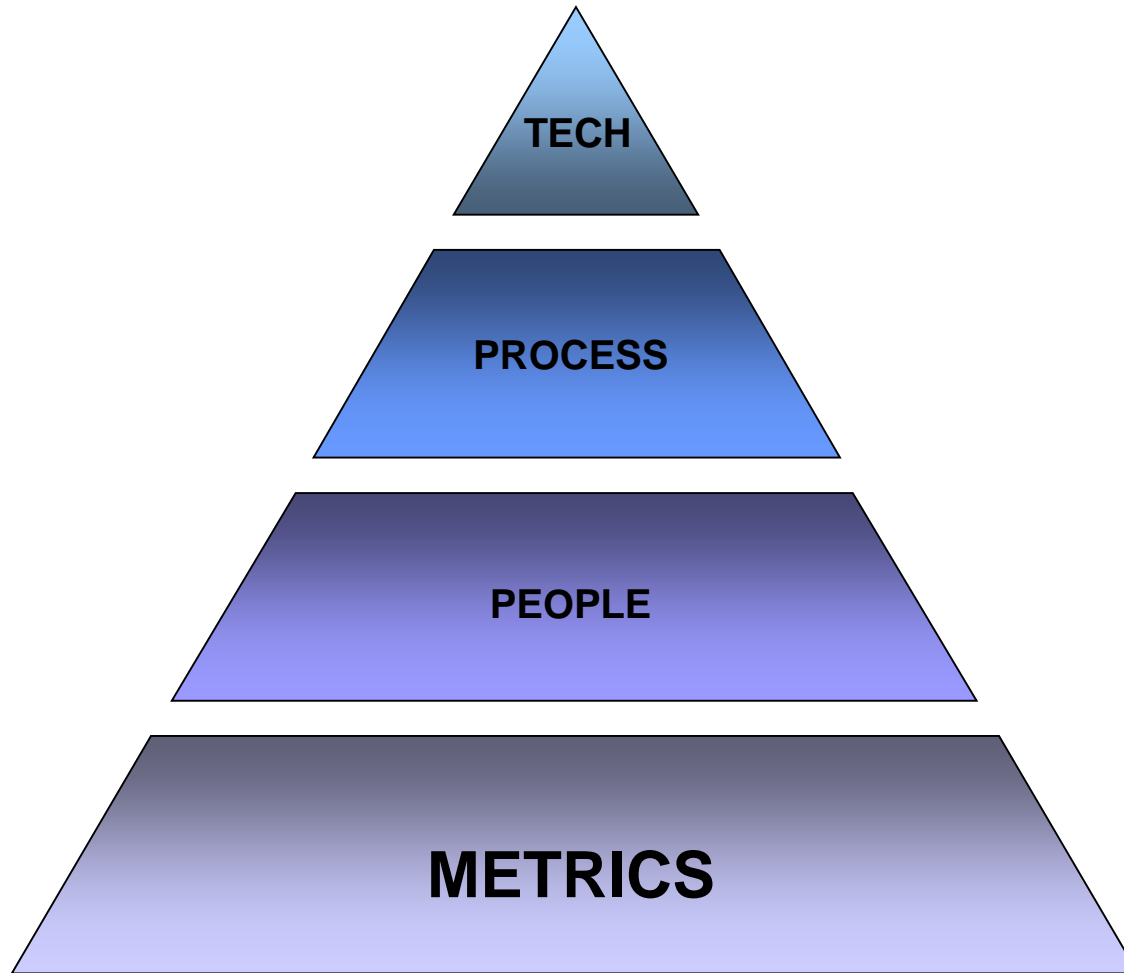


# World-Class Support Defined

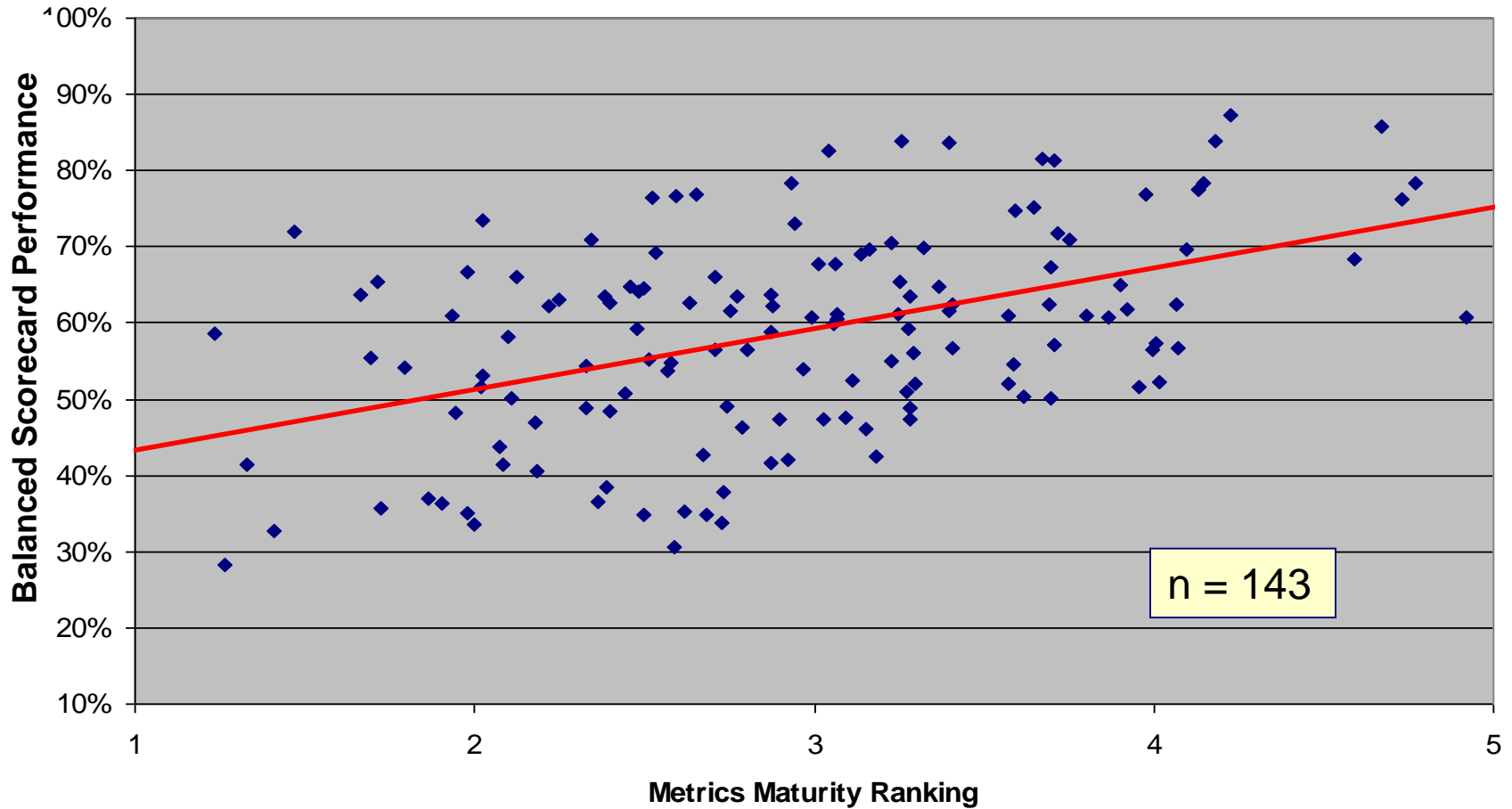
- **Service consistently exceeds customer expectations**
  - Result is high levels of Customer Satisfaction
  - Top Quartile Customer Satisfaction
- **Costs are managed at or below industry average levels**
  - Cost per Ticket below average
  - Bottom quartile Cost per Ticket
- **Service and Support follow industry best practices**
  - Practices and Procedures are well defined and well documented
  - Service and Support follows industry best practices
- **Every transaction adds value**
  - A positive customer experience
  - Creates ROI > 100%



# METRICS: An Even More Fundamental Building Block!



# The Evidence for Metrics as a Foundation Block



# Some Important Questions to Ask About KPIs

<b>Have You Leveraged KPIs for World-Class Performance?</b>	5 %
<b>Do You Use Metrics to Continuously Improve?</b>	10 %
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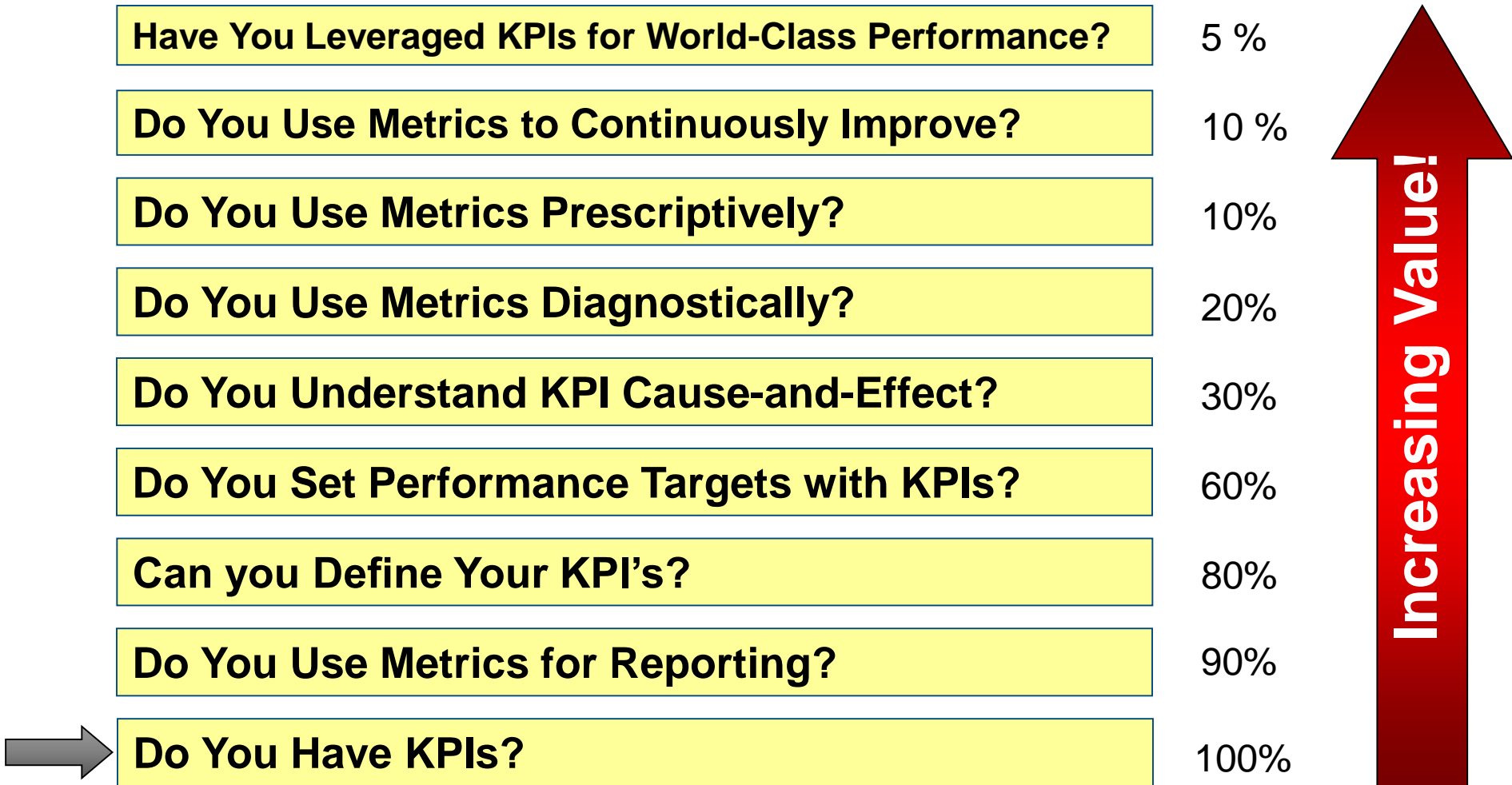


# The Dilemma with Service and Support KPIs

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# Turbocharge Your Metrics with Benchmarking!



# Some Common Service Desk KPIs

## Cost

- Cost per Ticket
- First Level Resolution Rate

## Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

## Productivity

- Tickets 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
- Mean Time to Resolve

## Call Handling

- Contact Handle Time
- User Self-Help Rate
- IVR completion Rate
- Percent of calls transferred

**And there are hundreds more!!**



# The 80/20 Rule for Service Desk KPIs

## 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



# Some Common Desktop Support KPIs

## 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 KPIs

## 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

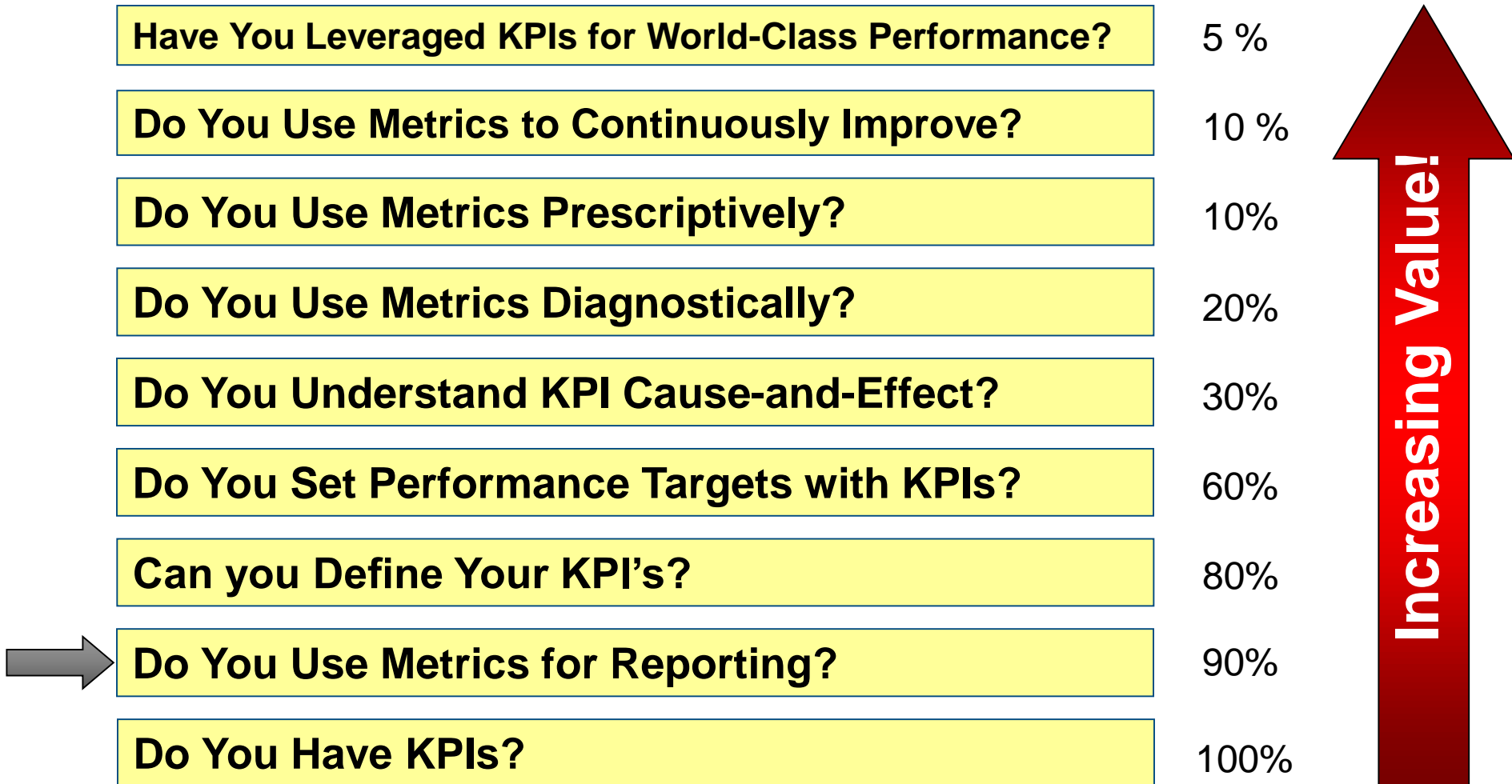
- Technician Satisfaction

## Aggregate

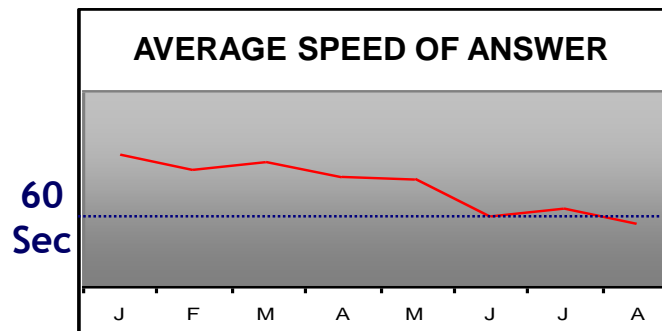
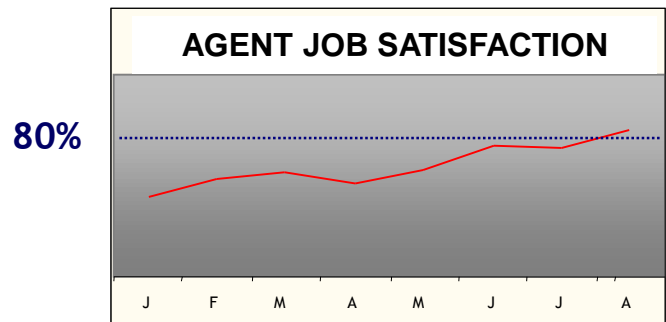
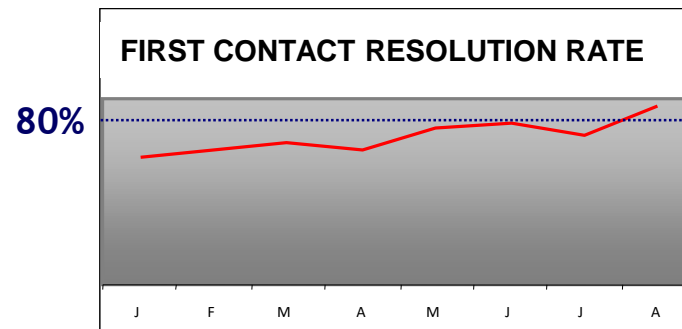
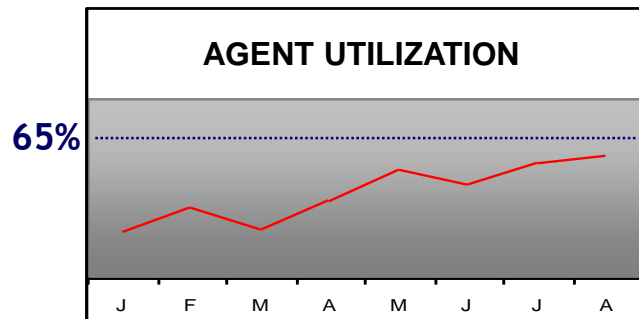
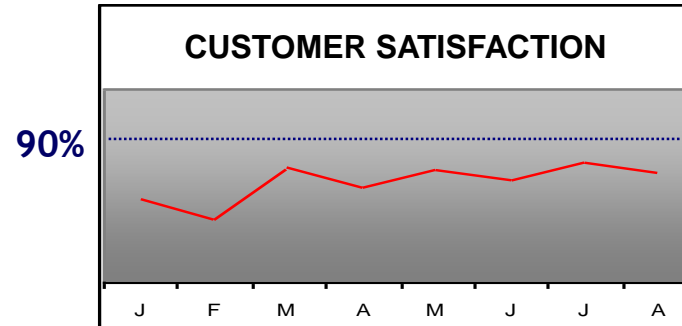
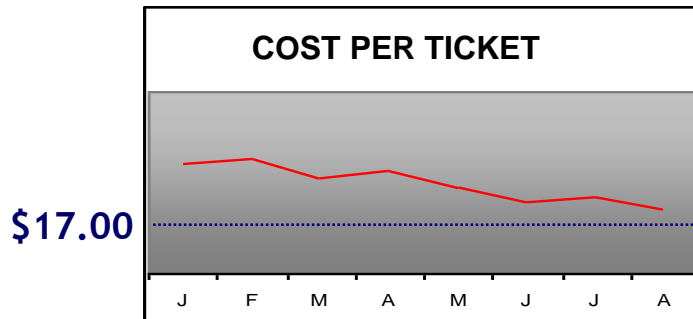
- Balanced scorecard



# Turbocharge Your Metrics with Benchmarking!

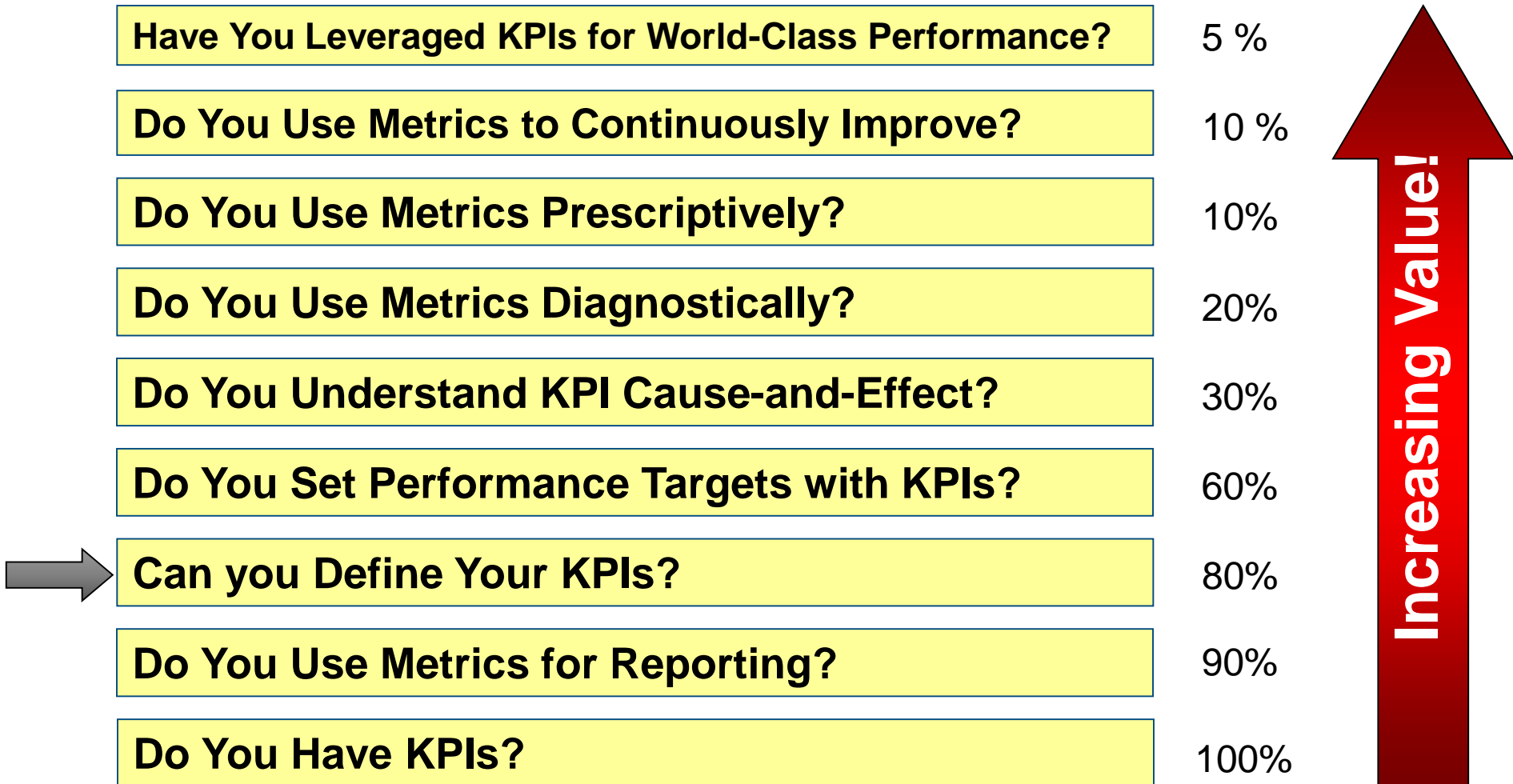


# Reporting: A Good Start

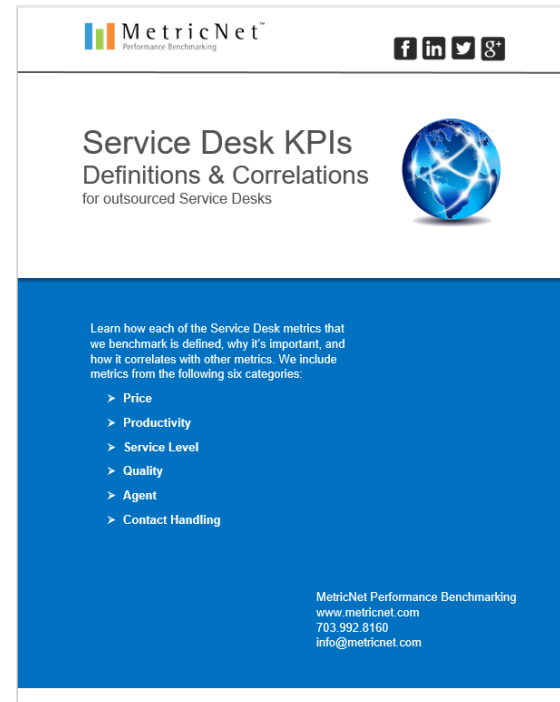
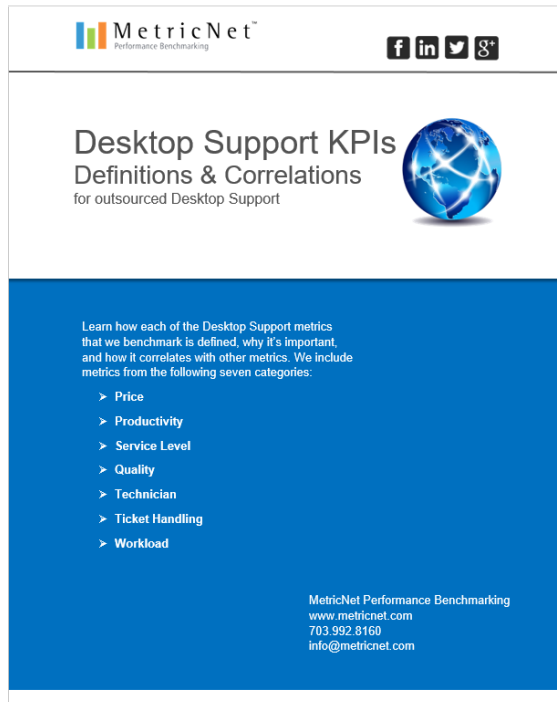




# Turbocharge Your Metrics with Benchmarking!



# Download eBooks of KPI Definitions



<https://www.metricnet.com/shine18>



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**Increasing Value!**



# North American Performance Quartiles

## Best Performers

## Worst Performers

	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
Cost per Contact	< \$10.23	\$10.23 - \$14.48	\$14.48 - \$20.56	> \$20.56
Customer Satisfaction	> 92.7%	92.7% - 88.0%	88.0% - 80.8%	< 80.8%
Agent Utilization	> 51.5%	51.5% - 45.1%	45.1% - 41.8%	< 41.8%
Net First Contact Resolution Rate	> 83.8%	83.8% - 79.8%	79.8% - 74.6%	< 74.6%
Agent Job Satisfaction	> 85.0%	85.0% - 81.8%	81.8% - 76.5%	< 76.5%
Average Speed of Answer (seconds)	< 48	48 - 71	71 - 91	> 91
Service Desk Balanced Score	> 67.8%	67.8% - 59.6%	59.6% - 53.7%	< 53.7%



# Service Desk Performance Targets

Performance Metric	Your Performance	Target Performance
Cost per Ticket	\$27.18	<b>\$22.00</b>
Customer Satisfaction	83.1%	<b>92.0%</b>
Agent Utilization	42.7%	<b>52.0%</b>
Net First Contact Resolution Rate	73.8%	<b>85.0%</b>
Agent Job Satisfaction	66.3%	<b>80.0%</b>
Average Speed of Answer (seconds)	88	<b>45</b>
<b>Service Desk Balanced Score</b>	44.9%	<b>81.2%</b>



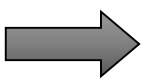
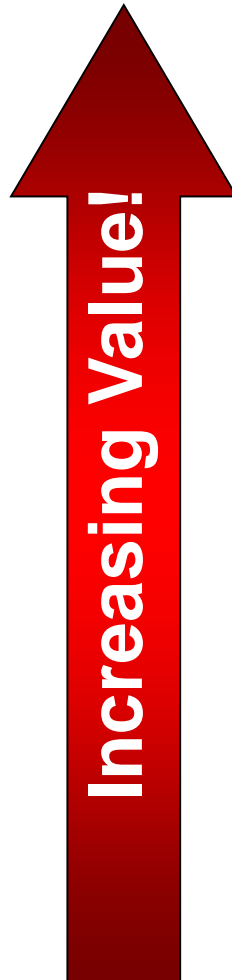
# Individual Performance Targets

Performance Metric	Agent Performance	Target Performance
Tickets Handled per Month	413	<b>450</b>
Customer Satisfaction by Agent	91.9%	<b>94.0%</b>
First Contact Resolution by Agent	77.7%	<b>85.0%</b>
Monthly Contributions to Kbase	0	<b>5</b>
Leadership	1	<b>4</b>
Initiative	3	<b>4</b>
<b>Agent Balanced Score</b>	46.4%	<b>69.8%</b>

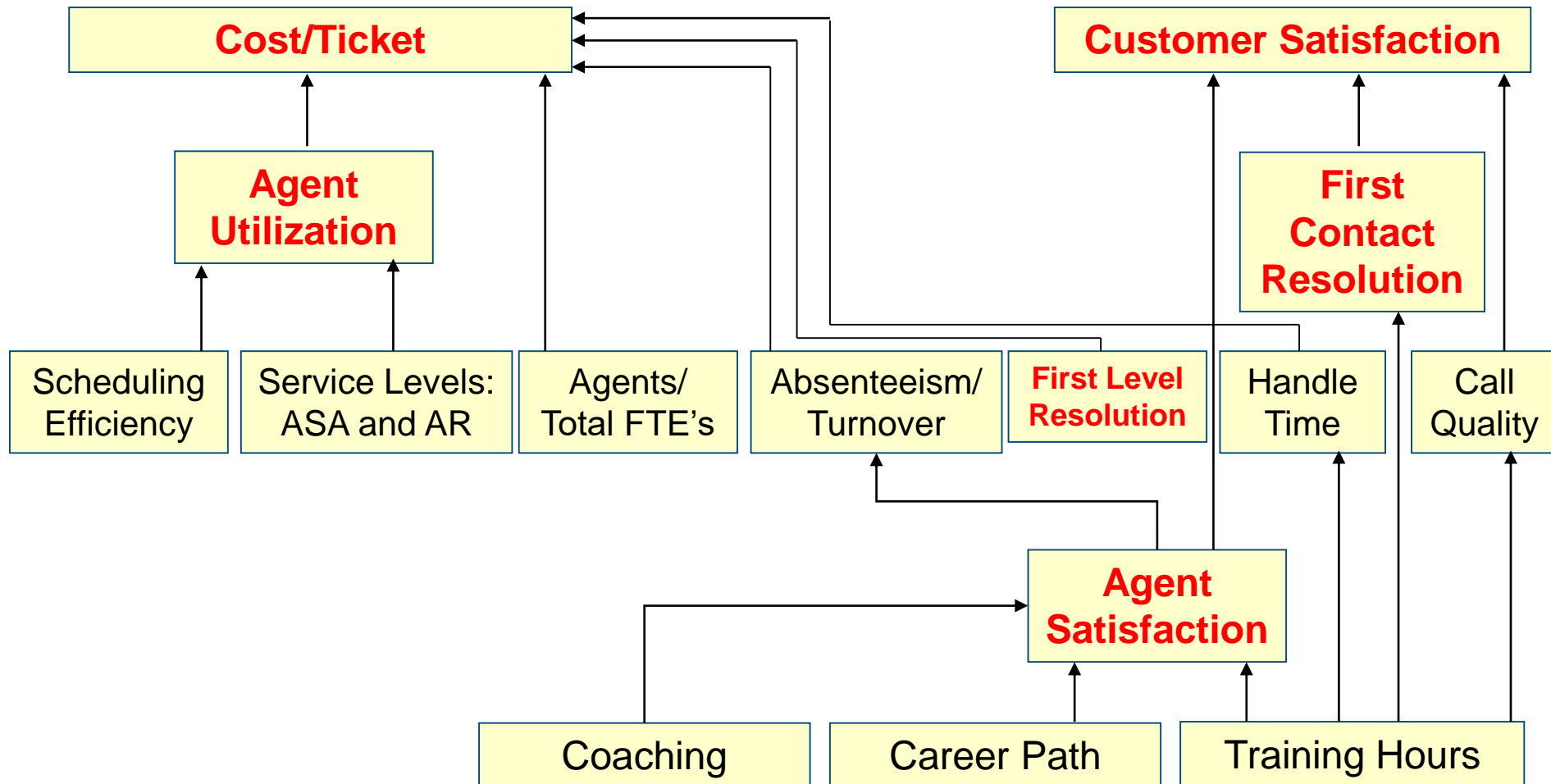


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# Important Service Desk KPI Correlations





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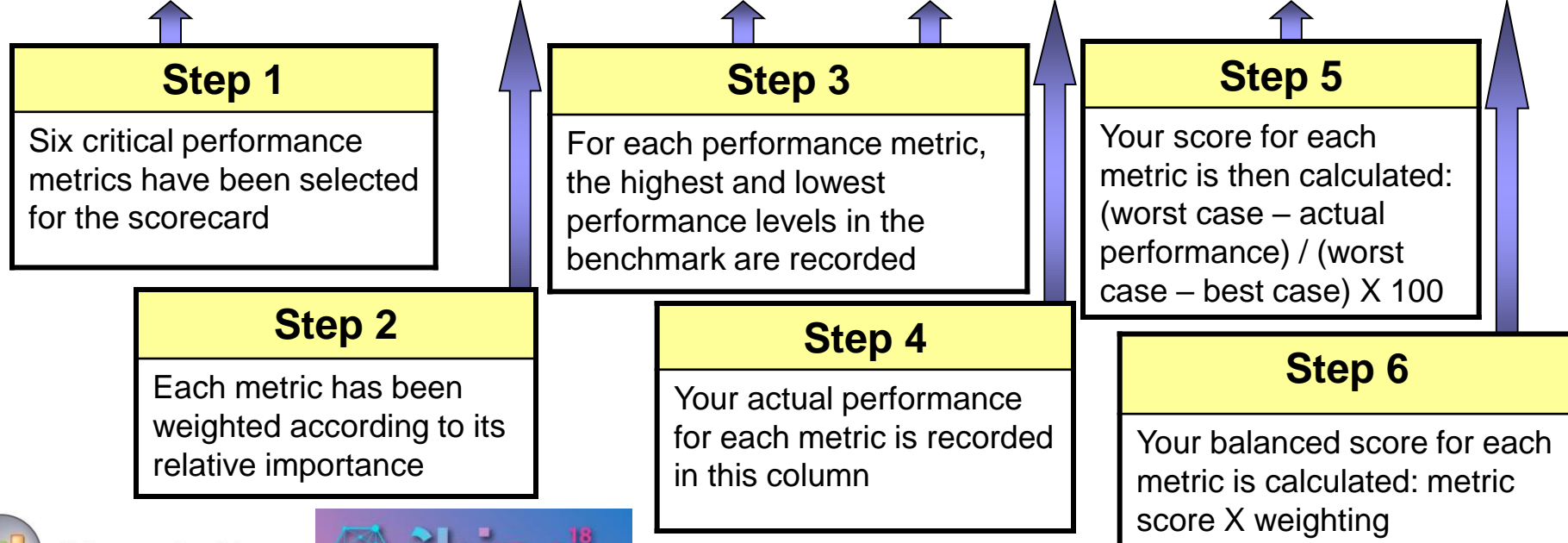
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**Increasing Value!**

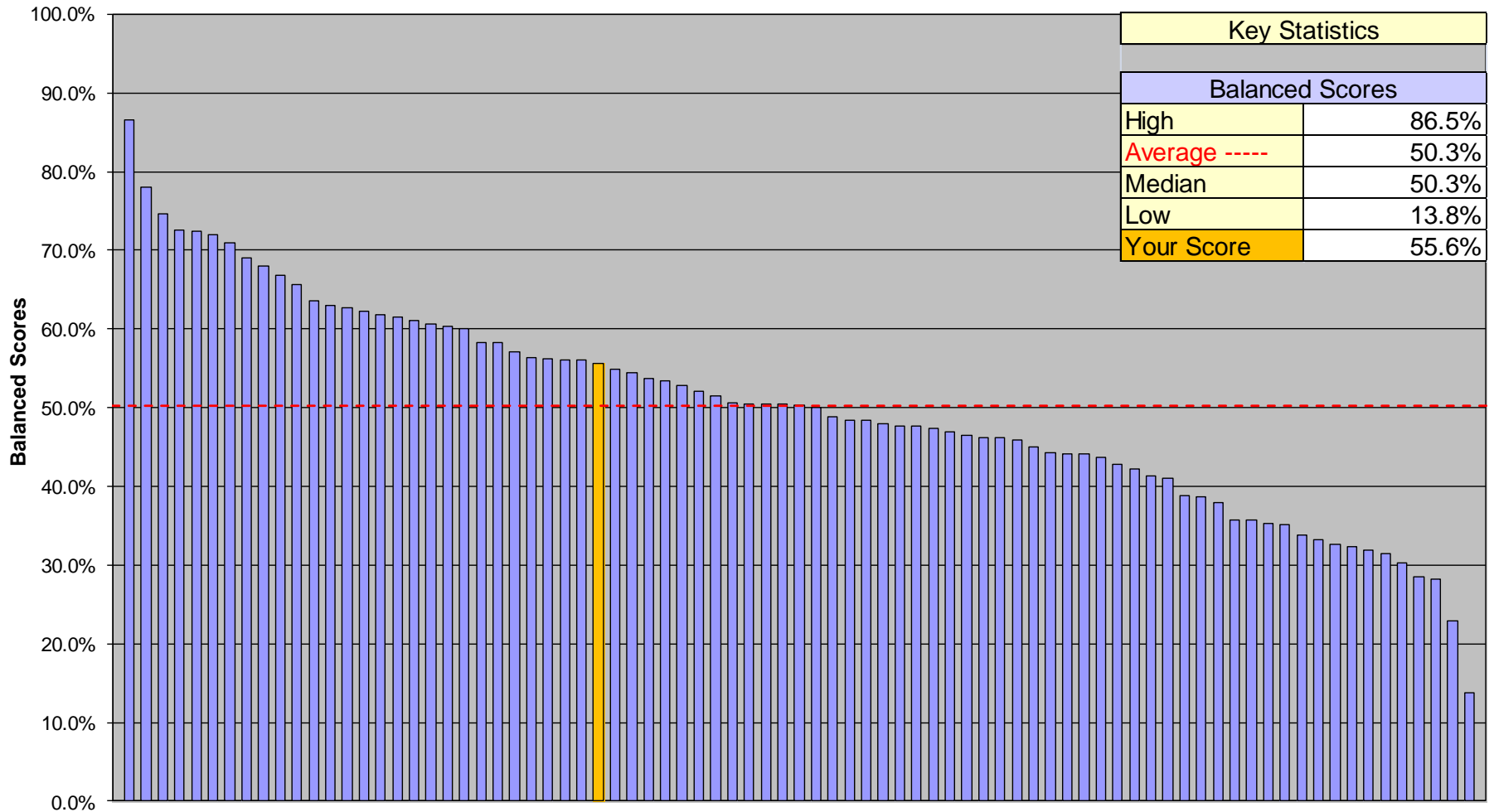


# The Service Desk Balanced Scorecard

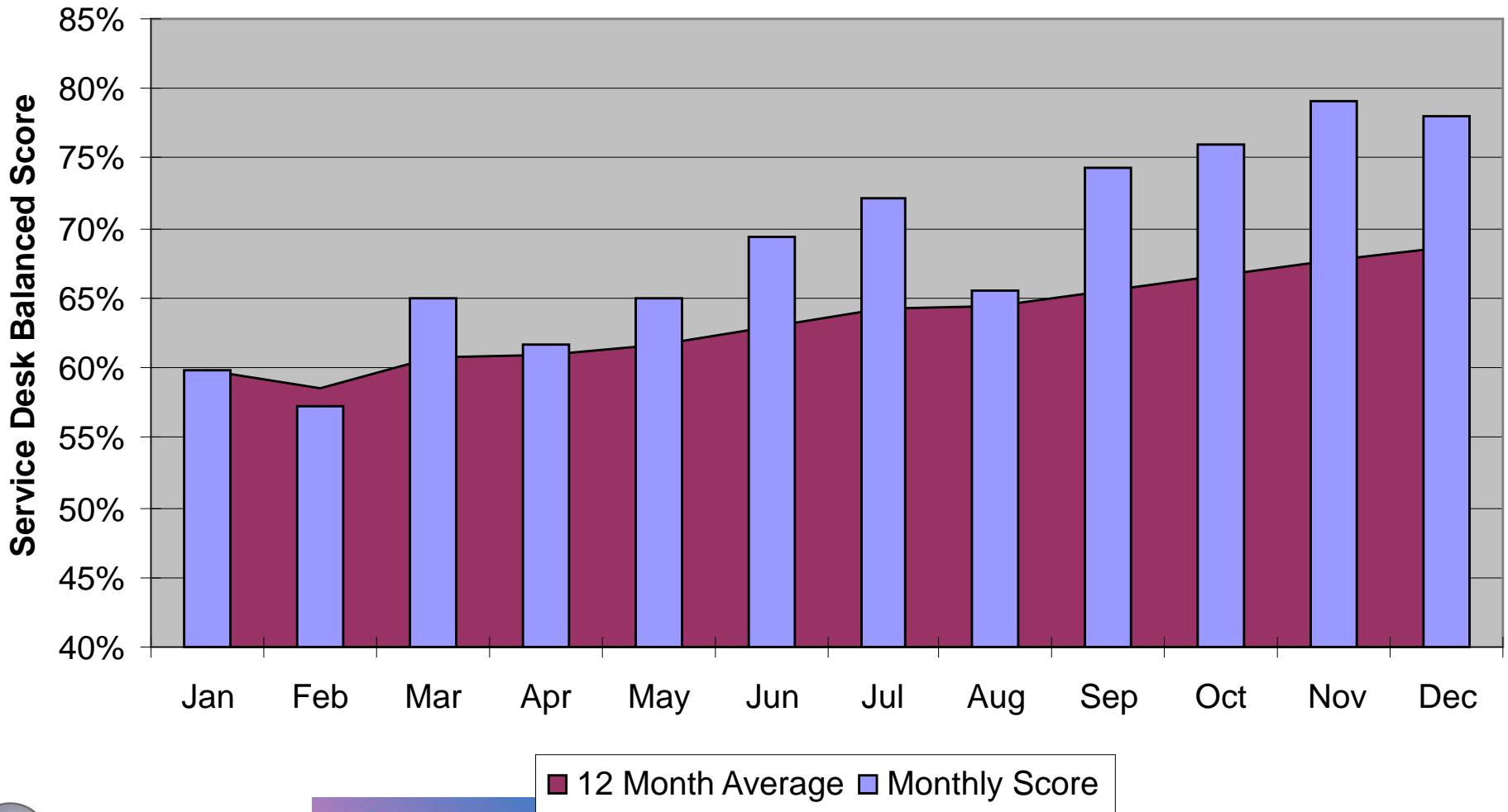
Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Ticket	25.0%	\$46.23	\$12.55	\$37.10	27.1%	6.8%
Customer Satisfaction	25.0%	56.2%	98.4%	98.4%	100.0%	25.0%
First Contact Resolution Rate	15.0%	43.8%	91.7%	67.2%	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%
<b>Total</b>	<b>100.0%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>55.6%</b>



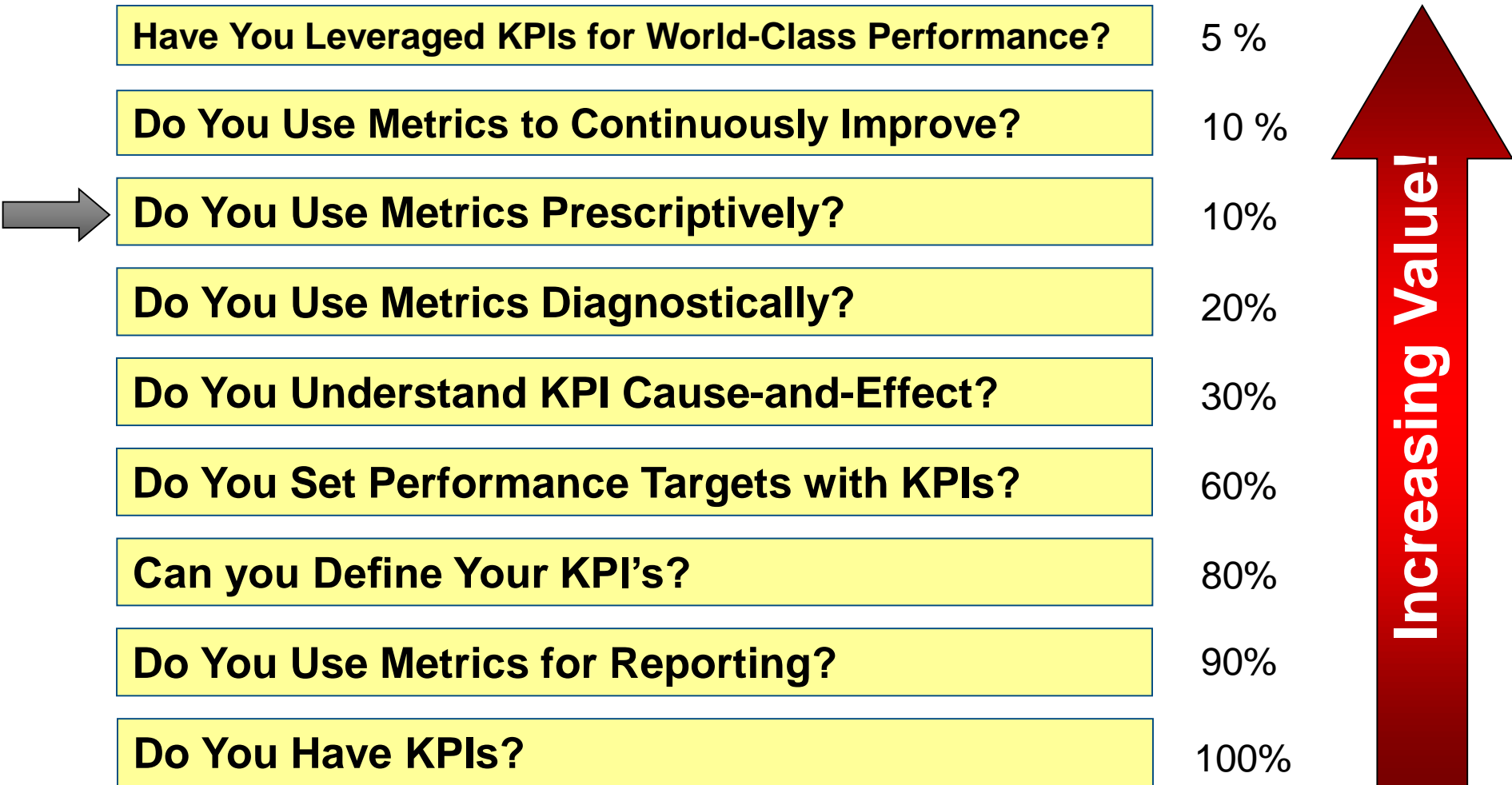
# Benchmarking Your Overall Performance



# The Service Desk Performance Trend



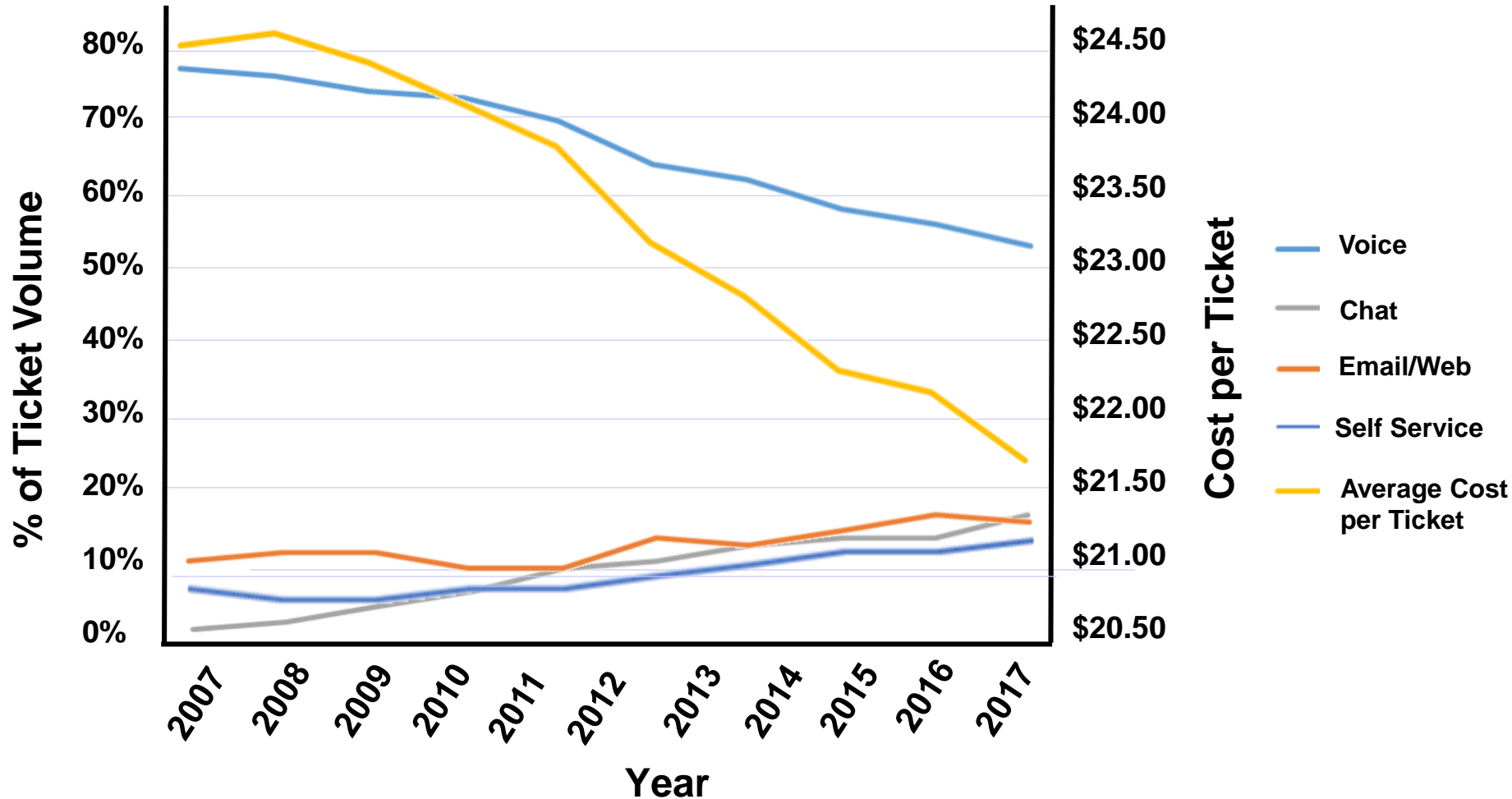
# Turbocharge Your Metrics with Benchmarking!



# Shift Left Reduces Total Cost of Ownership

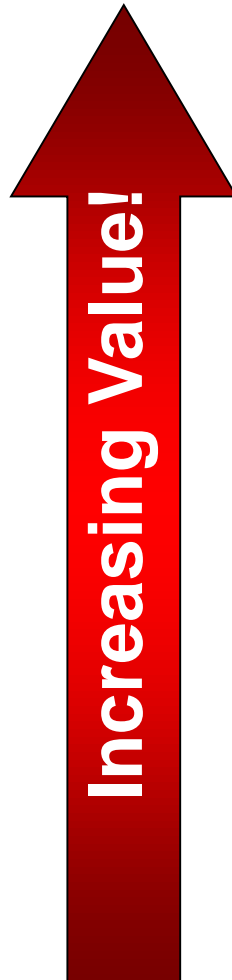


# Contact Deflection into Lower Cost Channels



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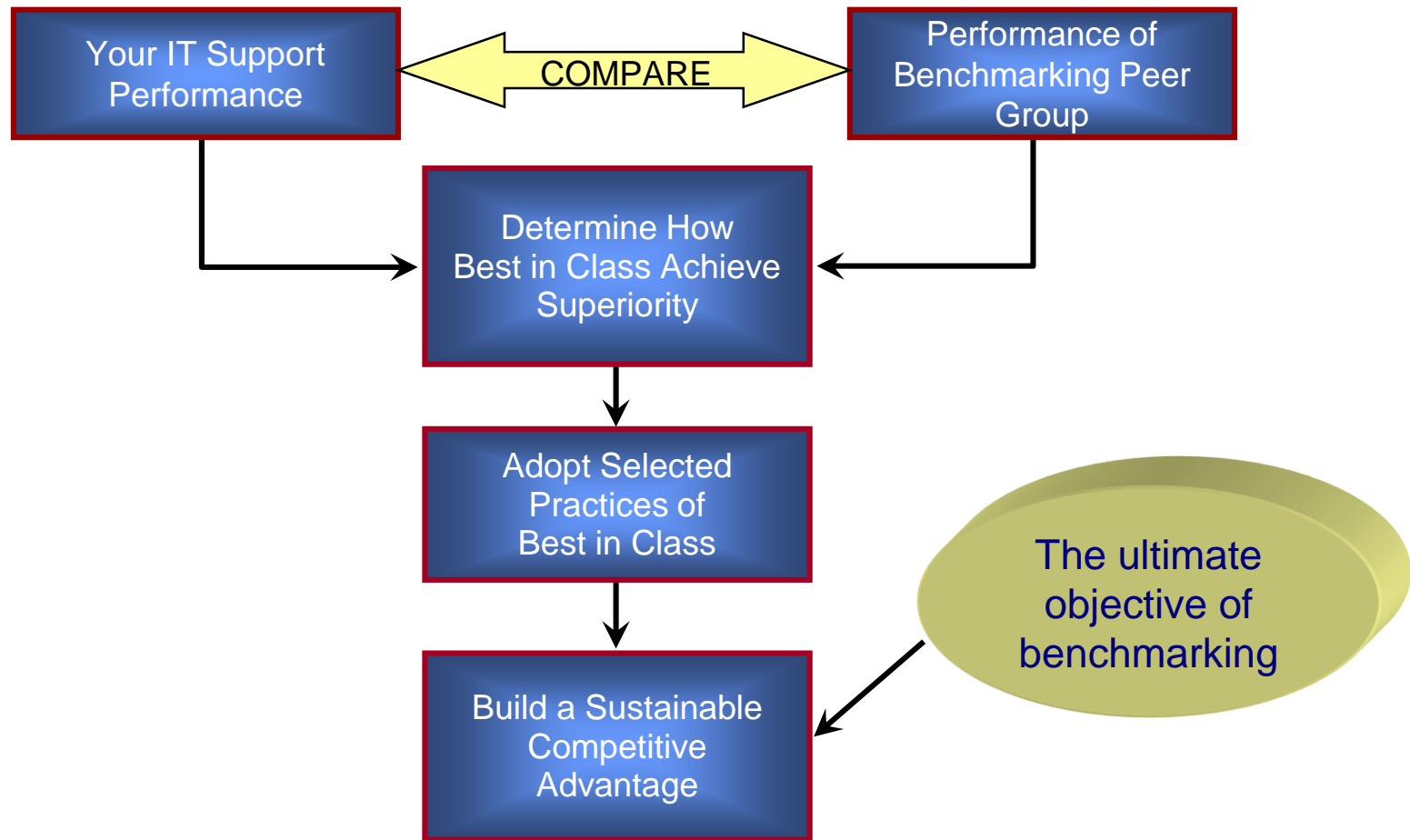
# The Role of Benchmarking

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

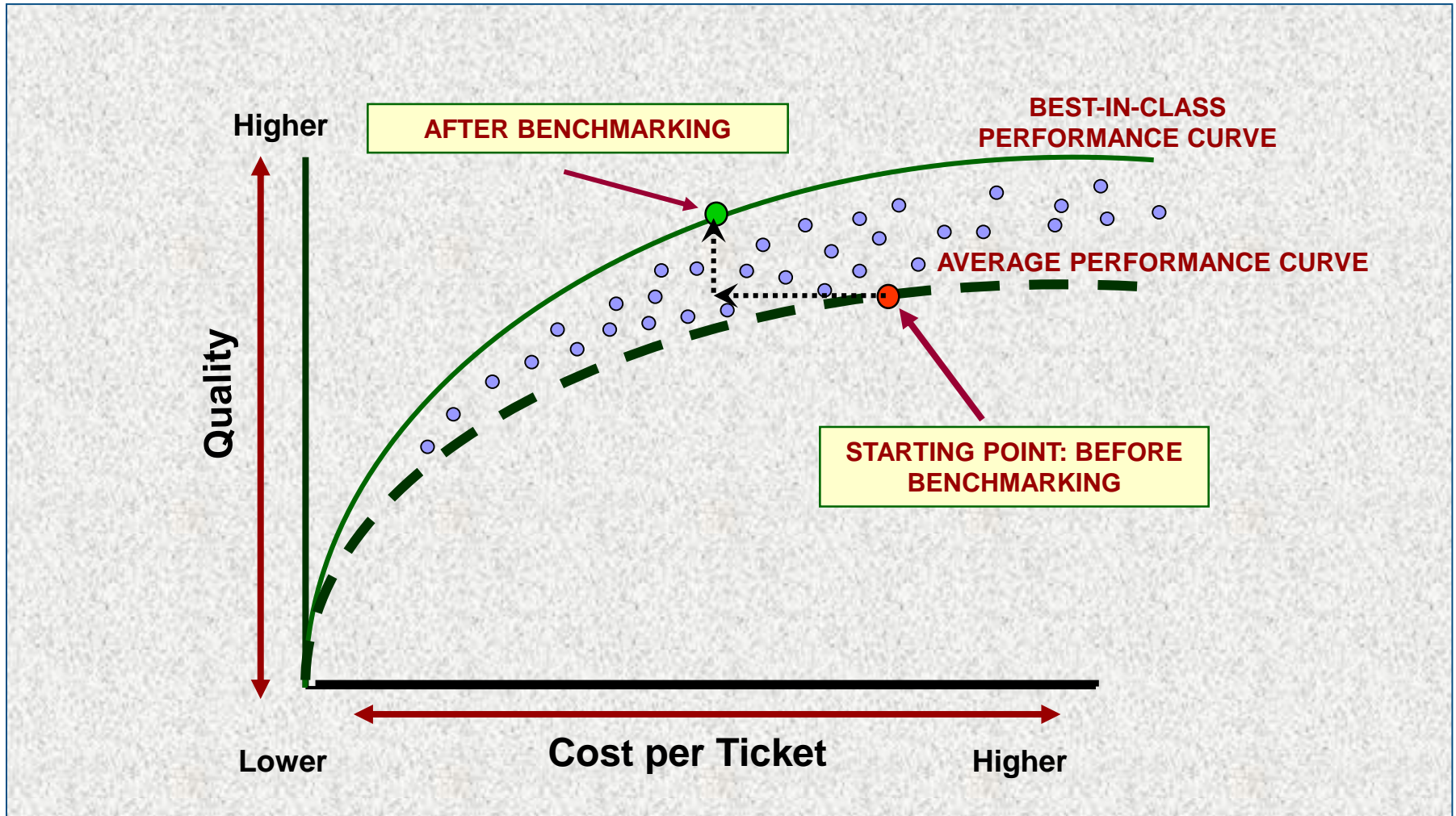
***Yet fewer than 20% of all IT  
support groups engage in  
benchmarking!***



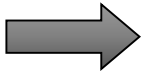
# The Benchmarking Methodology



# The Goal of Benchmarking



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**Increasing Value!**

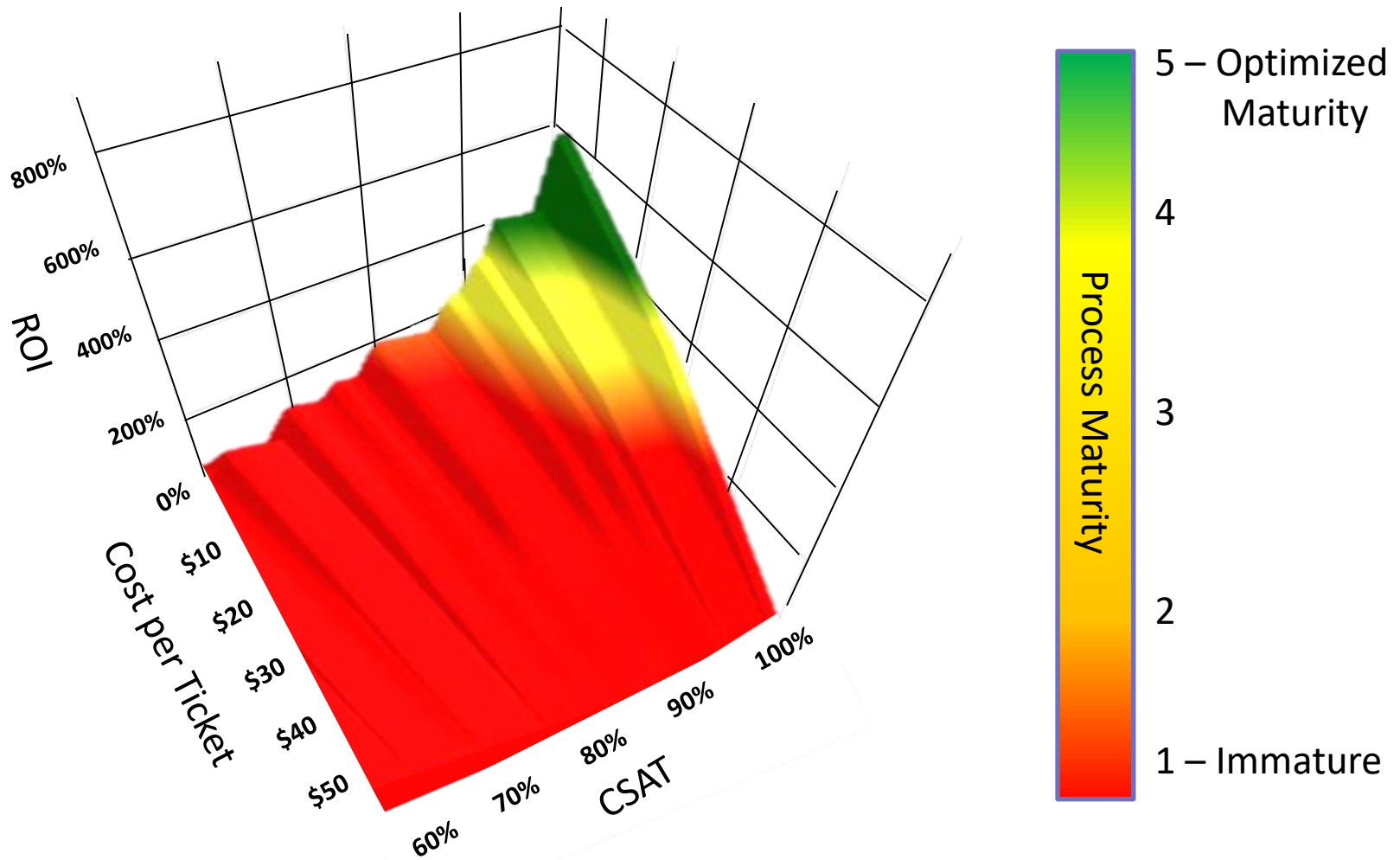


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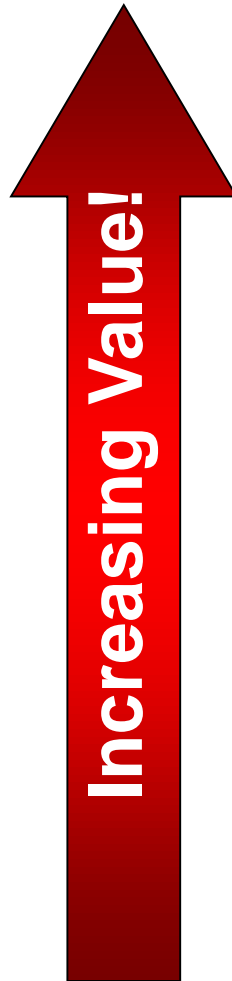


# Characteristics of an Optimized Support Organization



# The Opportunity For Service and Support KPIs

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*Questions?*



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Performance Benchmarking







*Thank You!*



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Performance Benchmarking





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*With Benchmarking!*

**MetricNet Best Practices Series**



**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 Ron Muns Lifetime Achievement Award
- Named one of HDI's Top 25 Thought Leaders in 2016 and 2017
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the IT Service and Support 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**
- **70+ Key Performance Indicators**
- **Nearly 120 Industry Best Practices**



# 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](http://www.metricnet.com)



703.992.8160



[info@metricnet.com](mailto:info@metricnet.com)







*Thank You!*



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