



# Service and Support as a Business

*KPIs That Tell the Big Picture!*

**MetricNet Best Practices Series**



**MetricNet**<sup>™</sup>  
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**Service and Support  
as a Business**  
*KPIs That Tell the Big Picture!*

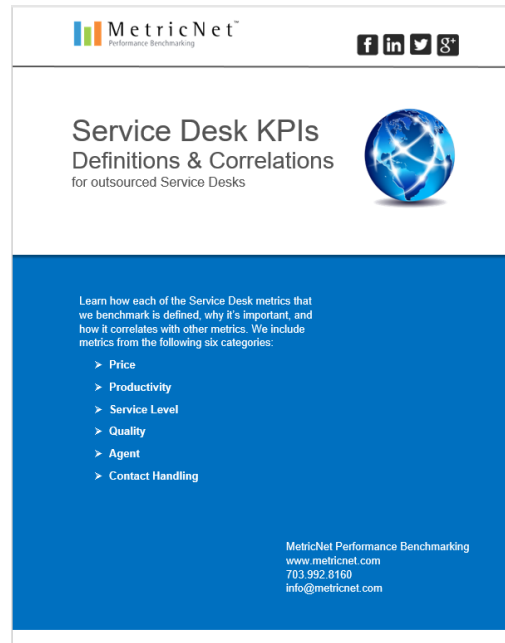
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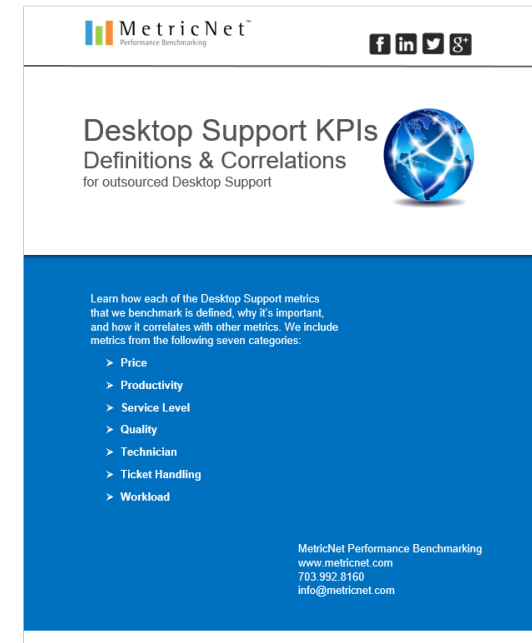
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**Service Desk KPIs  
Definitions & Correlations**  
for outsourced Service Desks

Learn how each of the Service Desk metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:

- > Price
- > Productivity
- > Service Level
- > Quality
- > Agent
- > Contact Handling

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**Desktop Support KPIs  
Definitions & Correlations**  
for outsourced Desktop Support

Learn how each of the Desktop Support metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- > Price
- > Productivity
- > Service Level
- > Quality
- > Technician
- > Ticket Handling
- > Workload

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# 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



# 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



# 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!



# IT Support as a Business Enterprise



# A Business Model for IT Support



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



# Value: A Business Model for IT Support



Model Component	Description
1. Value	Leverage end-user productivity and TCO
2. Metrics	Holistic and diagnostic application of KPI's
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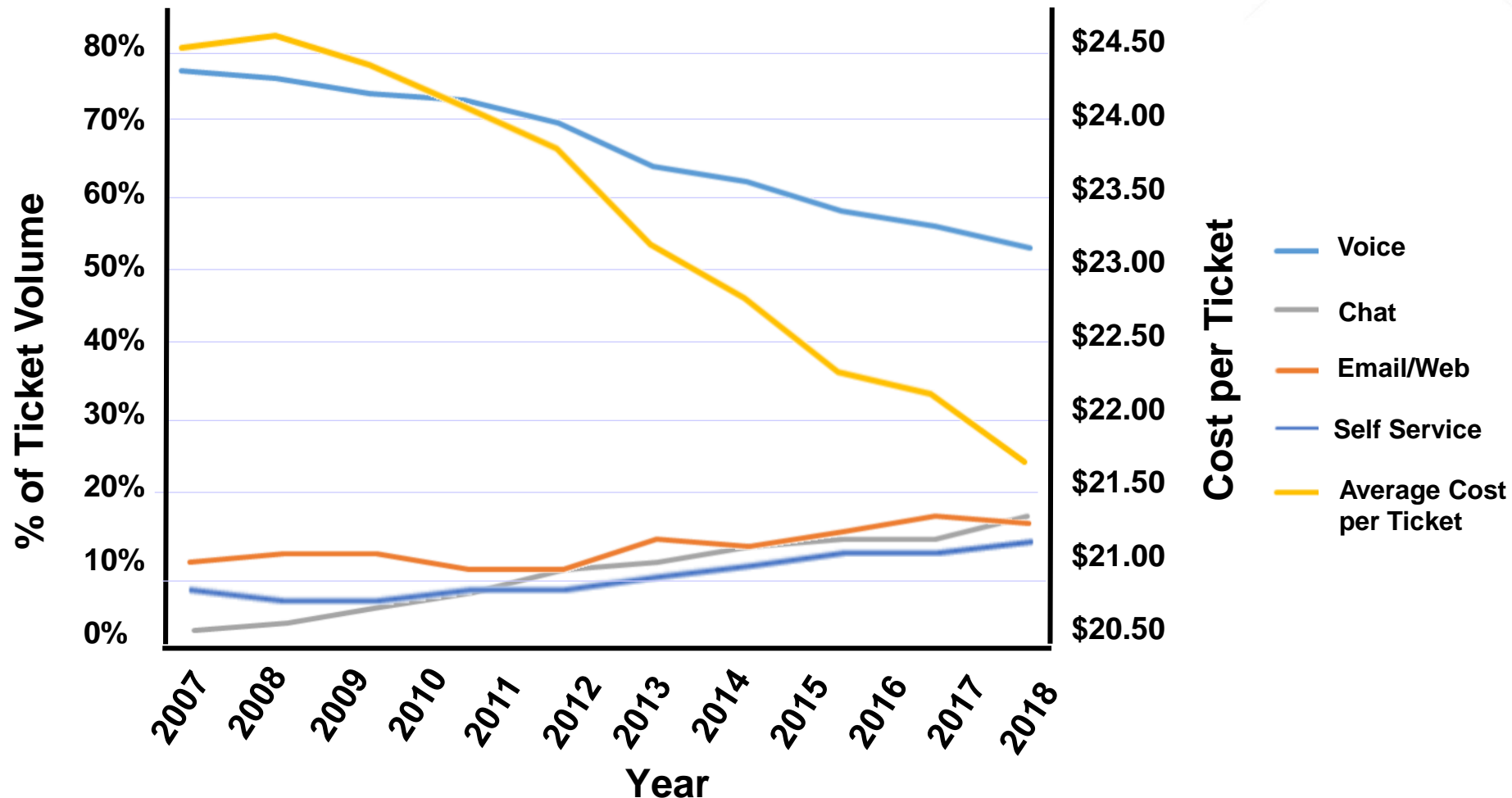


# Shift Left Reduces Total Cost of Ownership



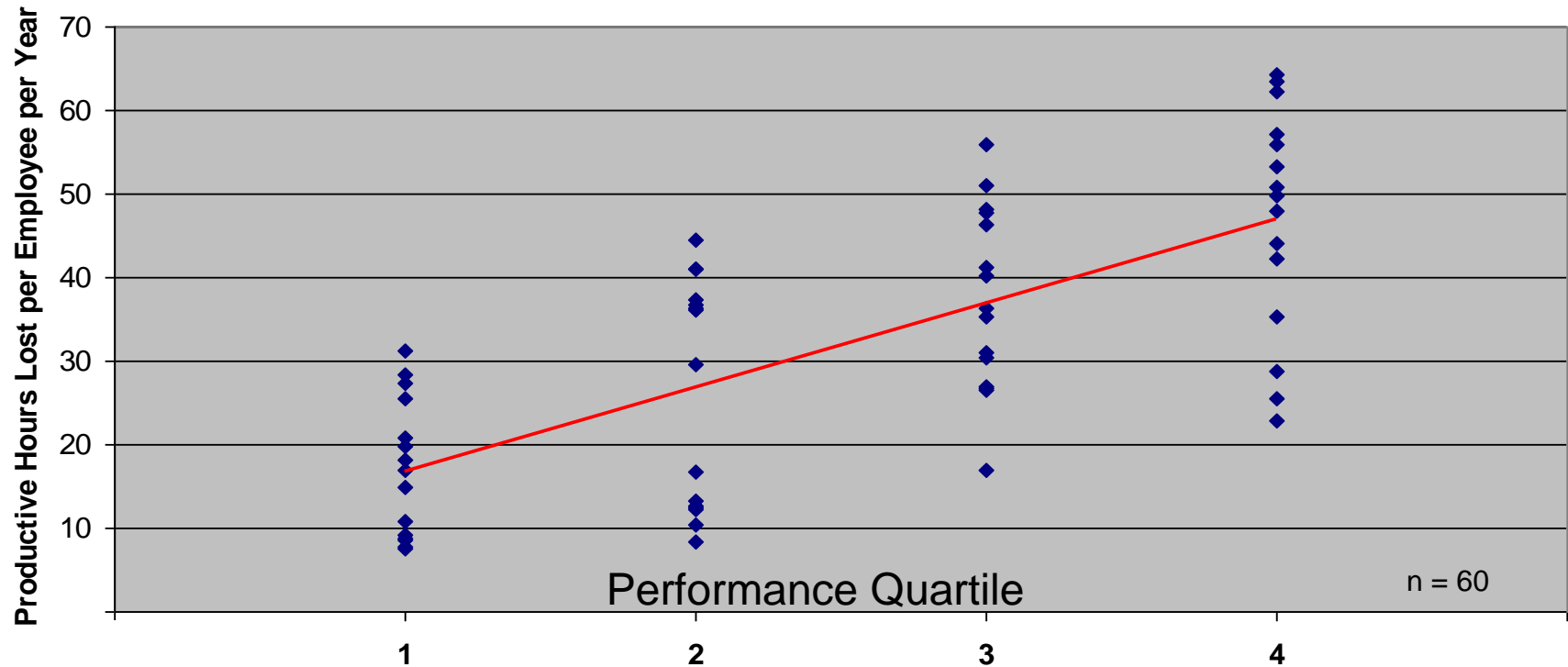


# Contact Deflection into Lower Cost Channels





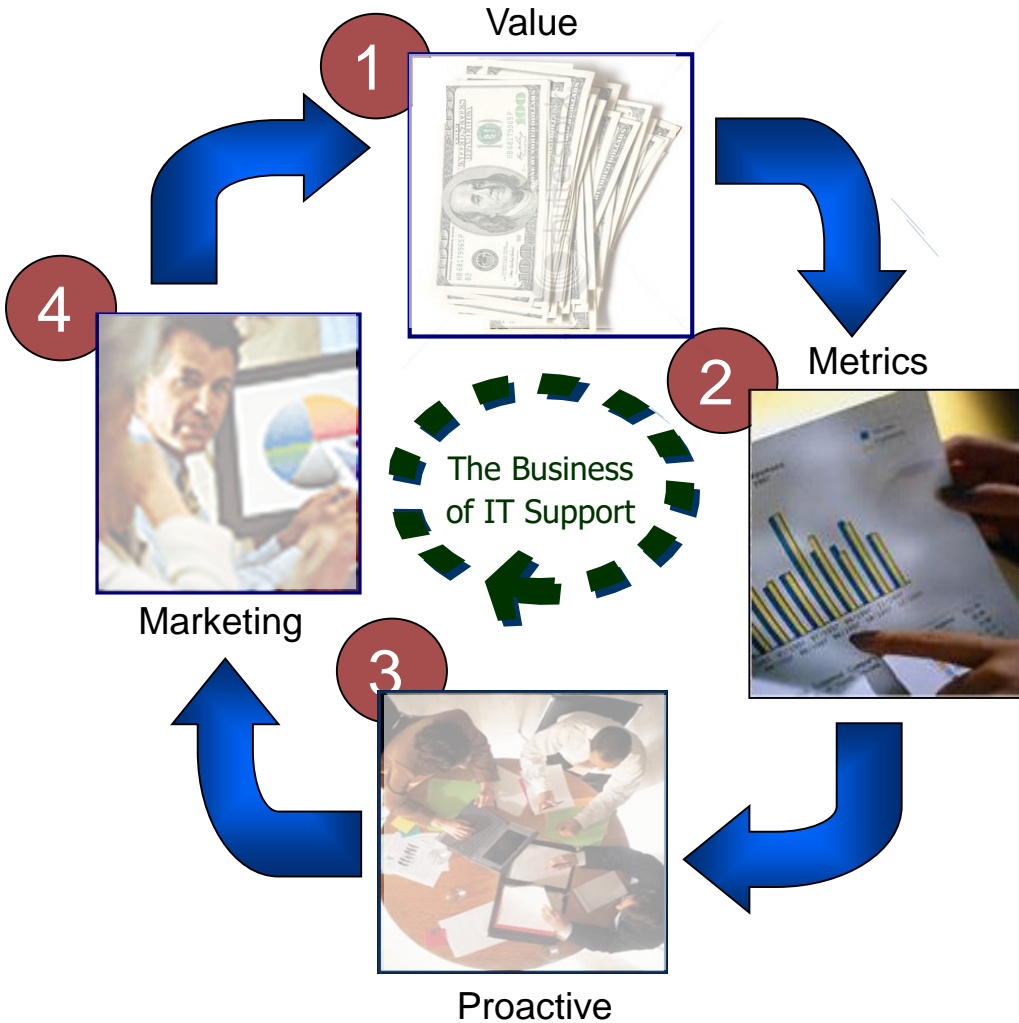
# Quality of Support Drives End-User Productivity



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



# Metrics: A Business Model for IT Support



Model Component	Description
1. Value	Leverage end-user productivity and TCO
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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

- 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 KPI's

## Cost

- Cost per Ticket

## Quality

- Customer Satisfaction

## Productivity

- Agent Utilization

## Call Handling

- First Contact Resolution Rate

## TCO

- First Level Resolution Rate

## Agent

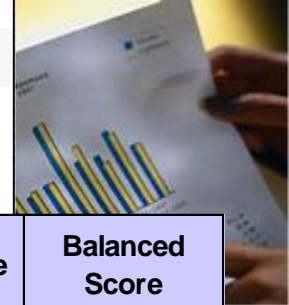
- Agent Job Satisfaction

## Aggregate

- Balanced Scorecard



# 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%
<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>

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

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

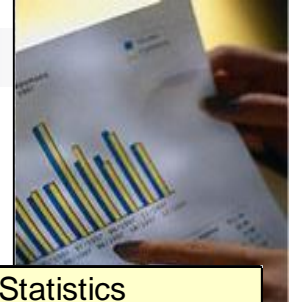
**Step 3**  
For each performance metric, the highest and lowest performance levels in the benchmark are recorded

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

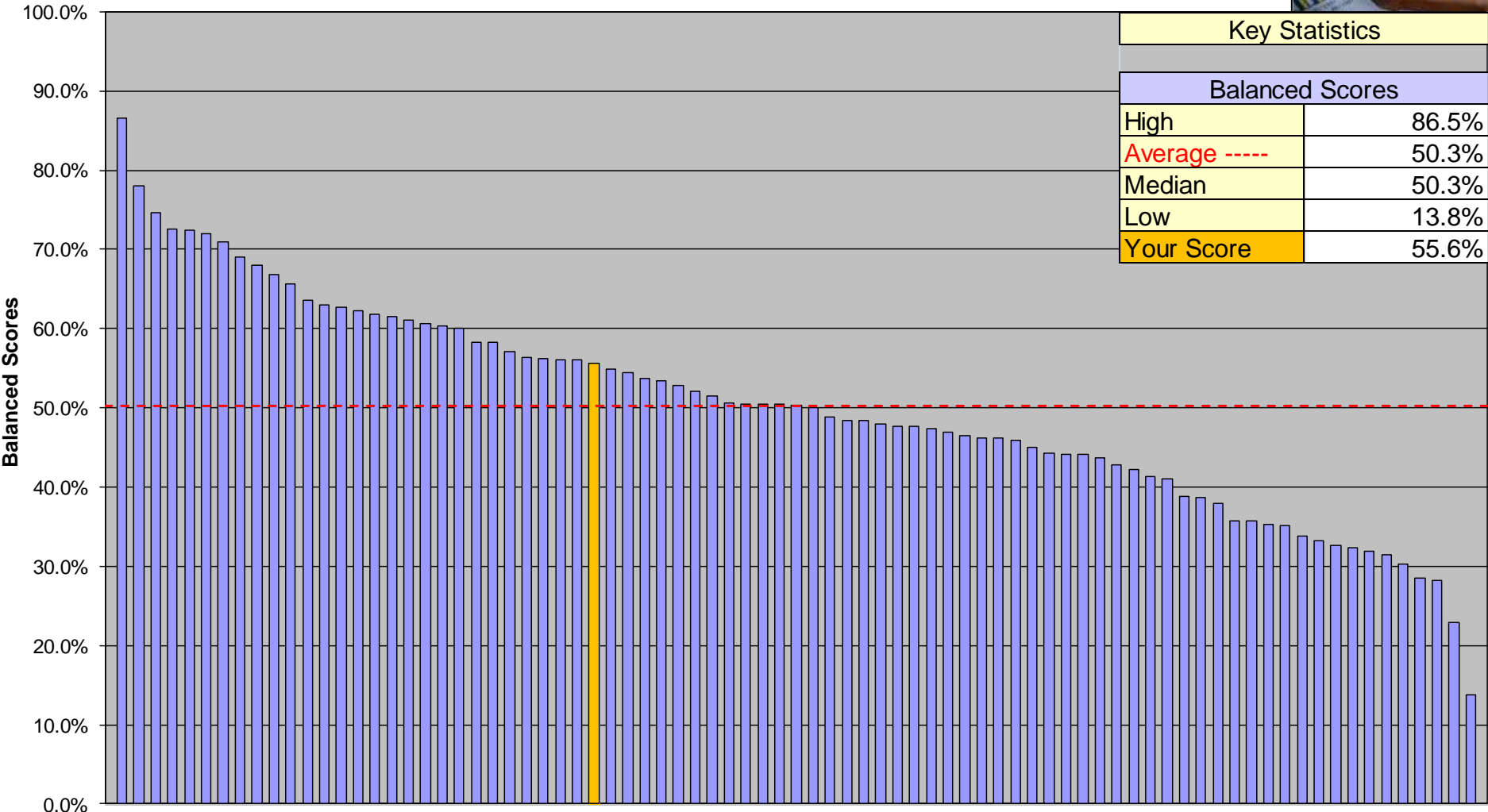
**Step 5**  
Your score for each metric is then calculated:  
(worst case – actual performance) / (worst case – best case) X 100

**Step 6**  
Your balanced score for each metric is calculated: metric score X weighting





# Benchmarking Your Overall Performance



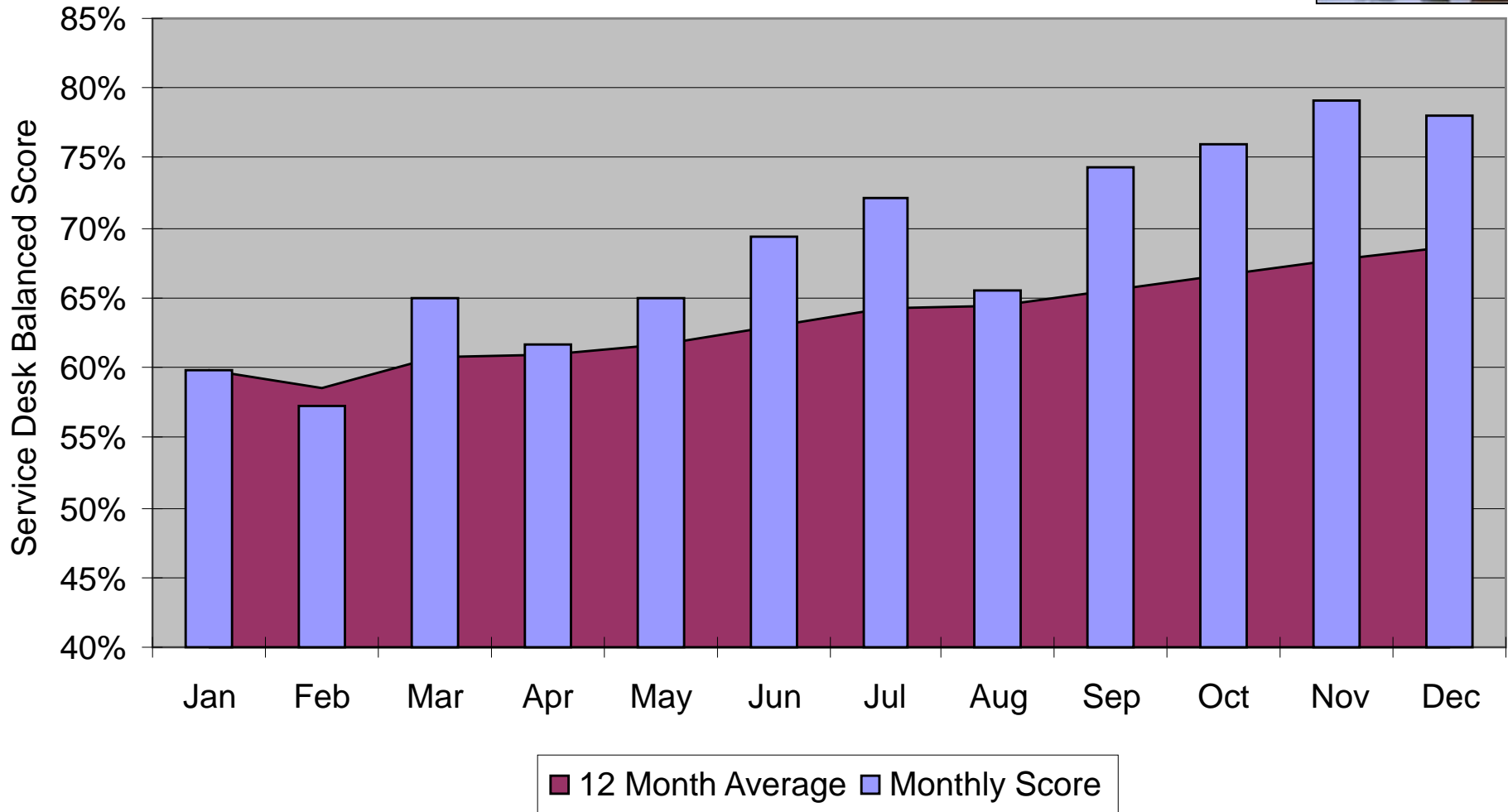
Key Statistics	
Balanced Scores	
High	86.5%
Average -----	50.3%
Median	50.3%
Low	13.8%
Your Score	55.6%





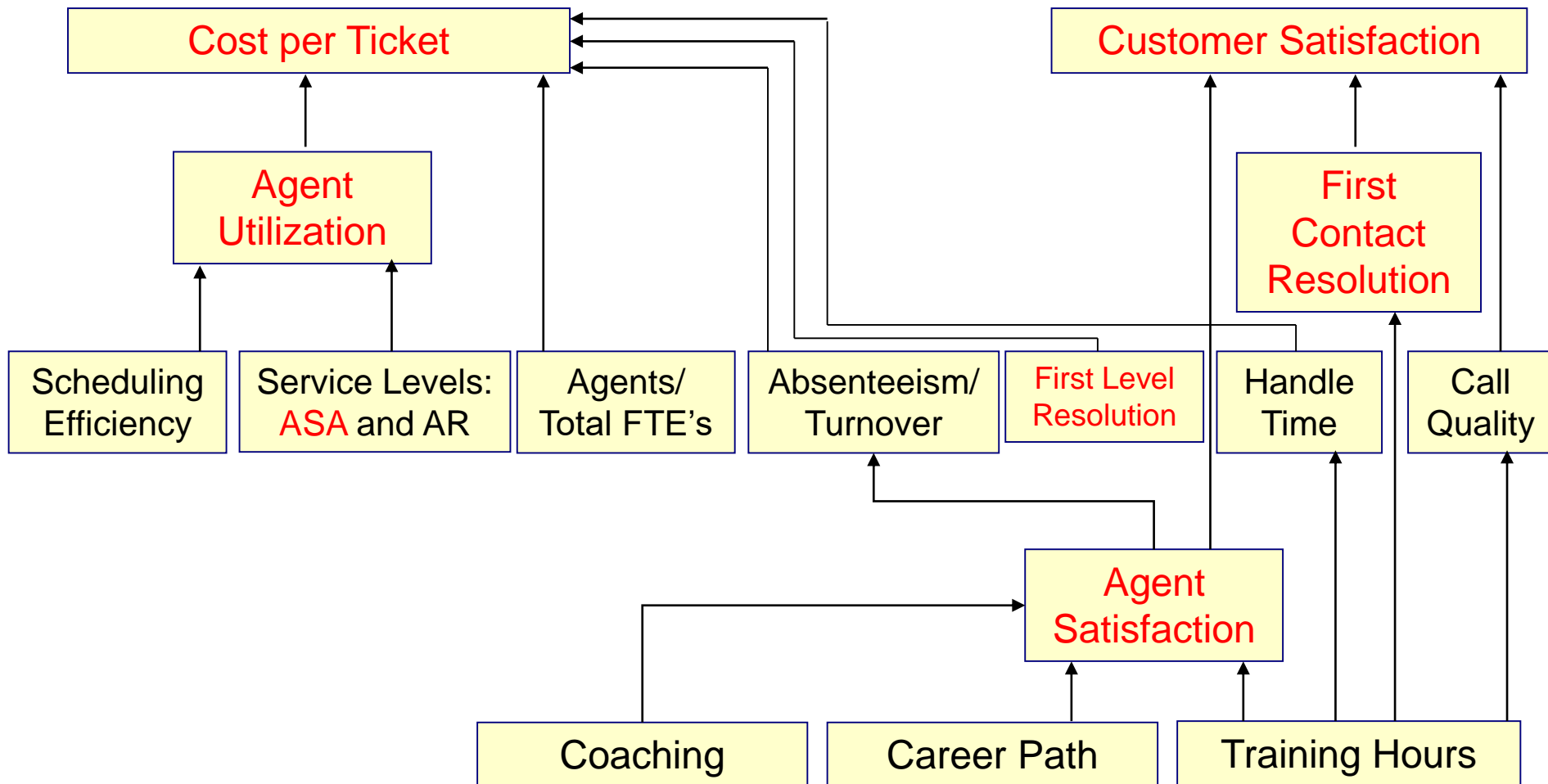


# The Service Desk Performance Trend





# A Summary of KPI Correlations for the Service Desk





# 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

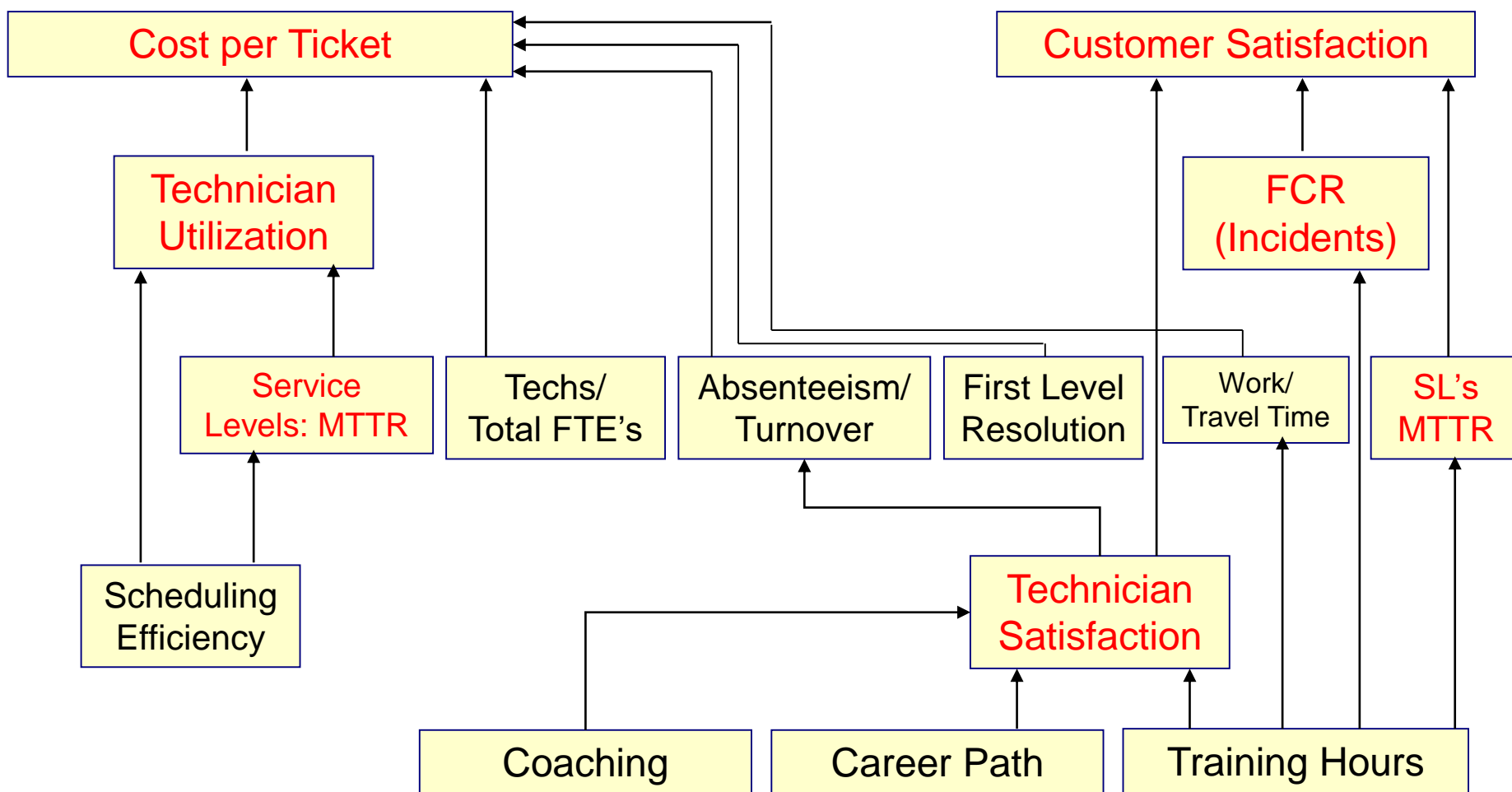
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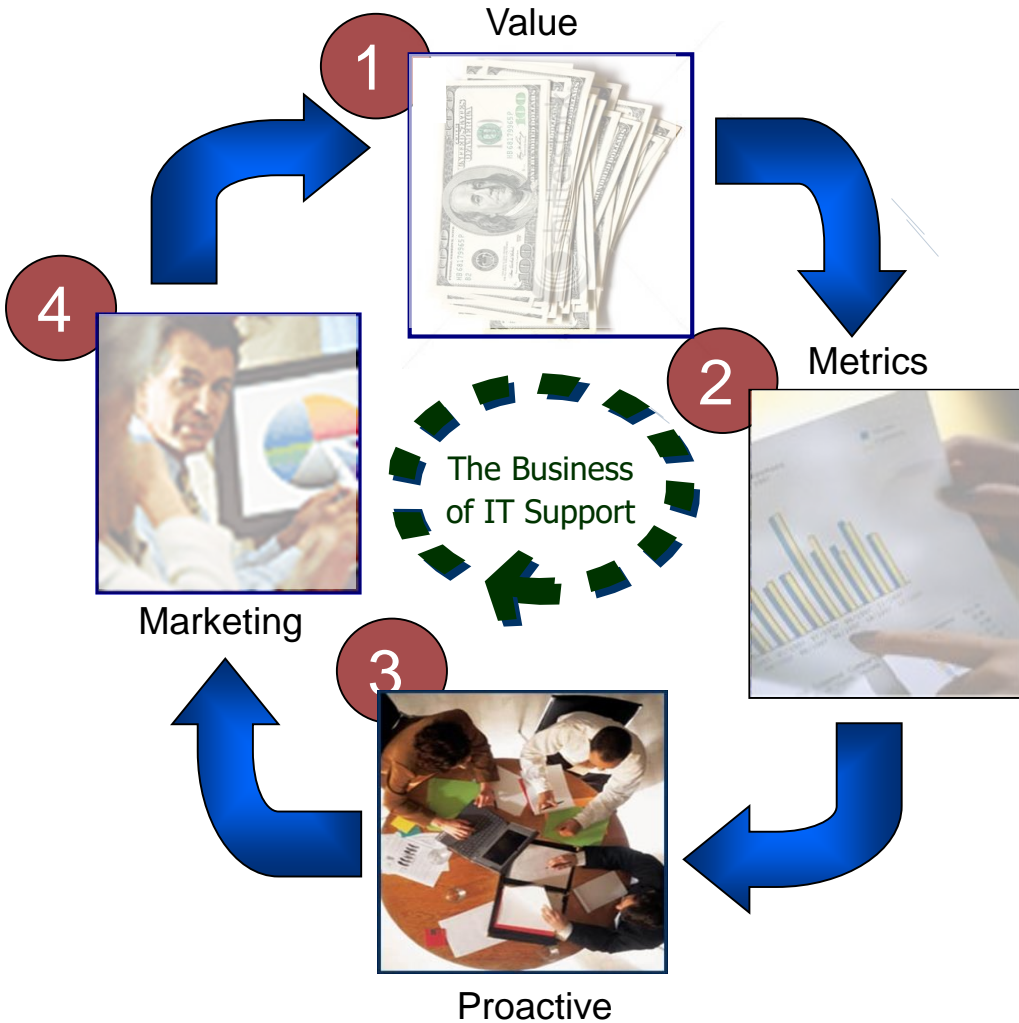




# A Summary of KPI Correlations for Desktop Support



# Proactive: A Business Model for IT Support



Model Component	Description
1. Value	Leverage end-user productivity and TCO
2. Metrics	Holistic and diagnostic application of KPI's
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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





## A Proactive Culture in IT Support

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# The Widespread Adoption of Benchmarking

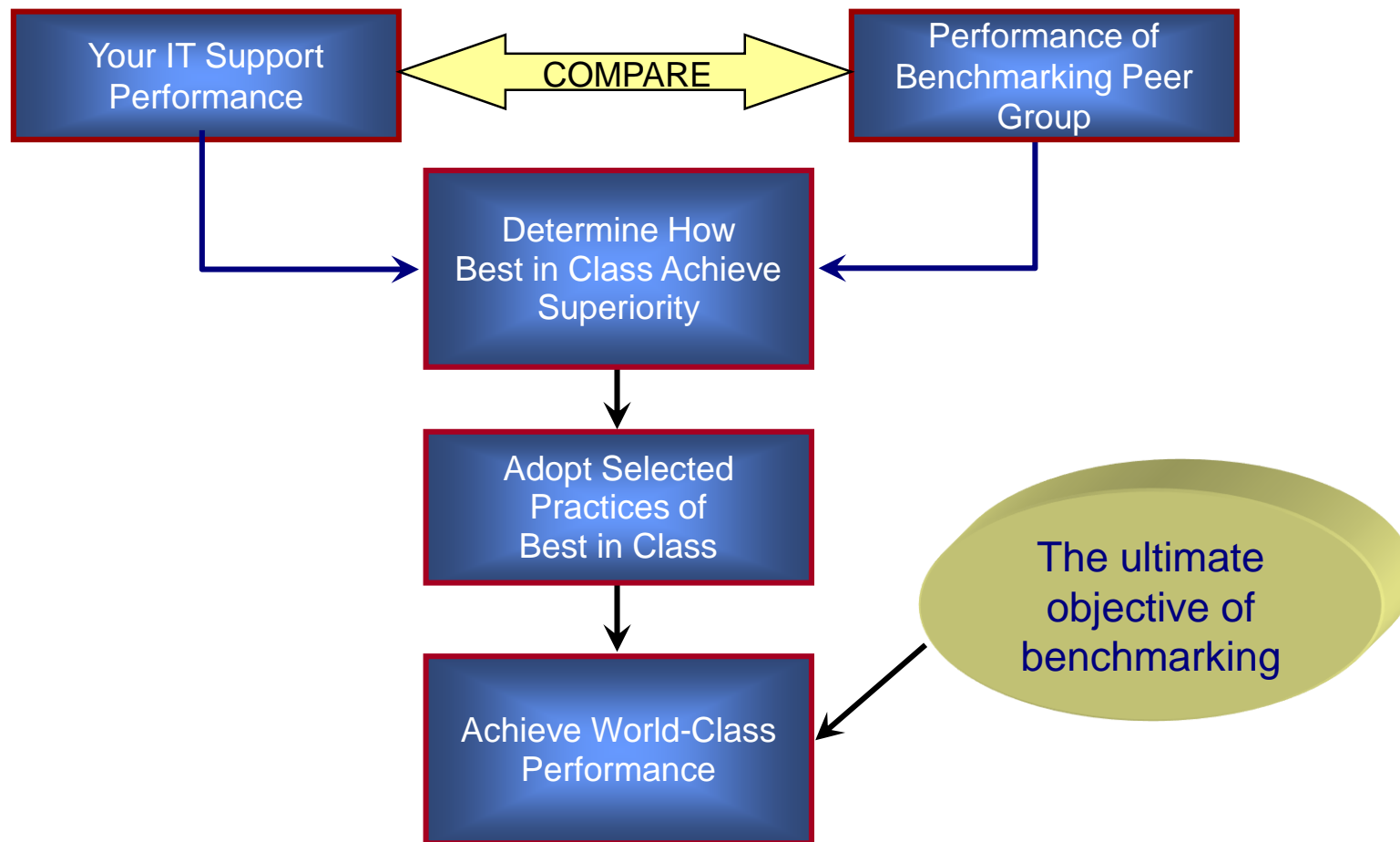
Fewer than 20% of all IT support groups engage in benchmarking.

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



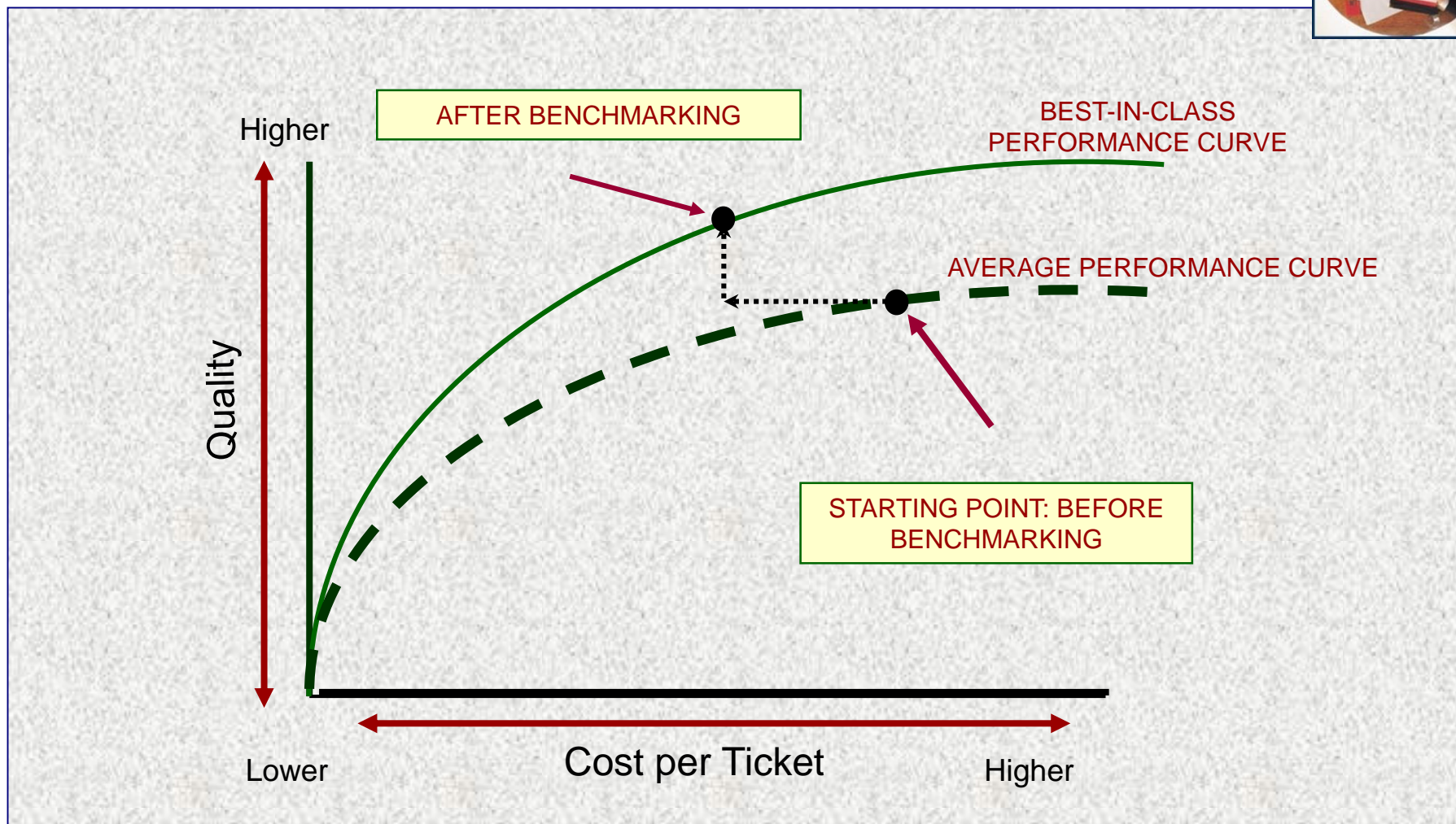


# The Benchmarking Methodology





# The Goal of Benchmarking





## A Proactive Culture in IT Support

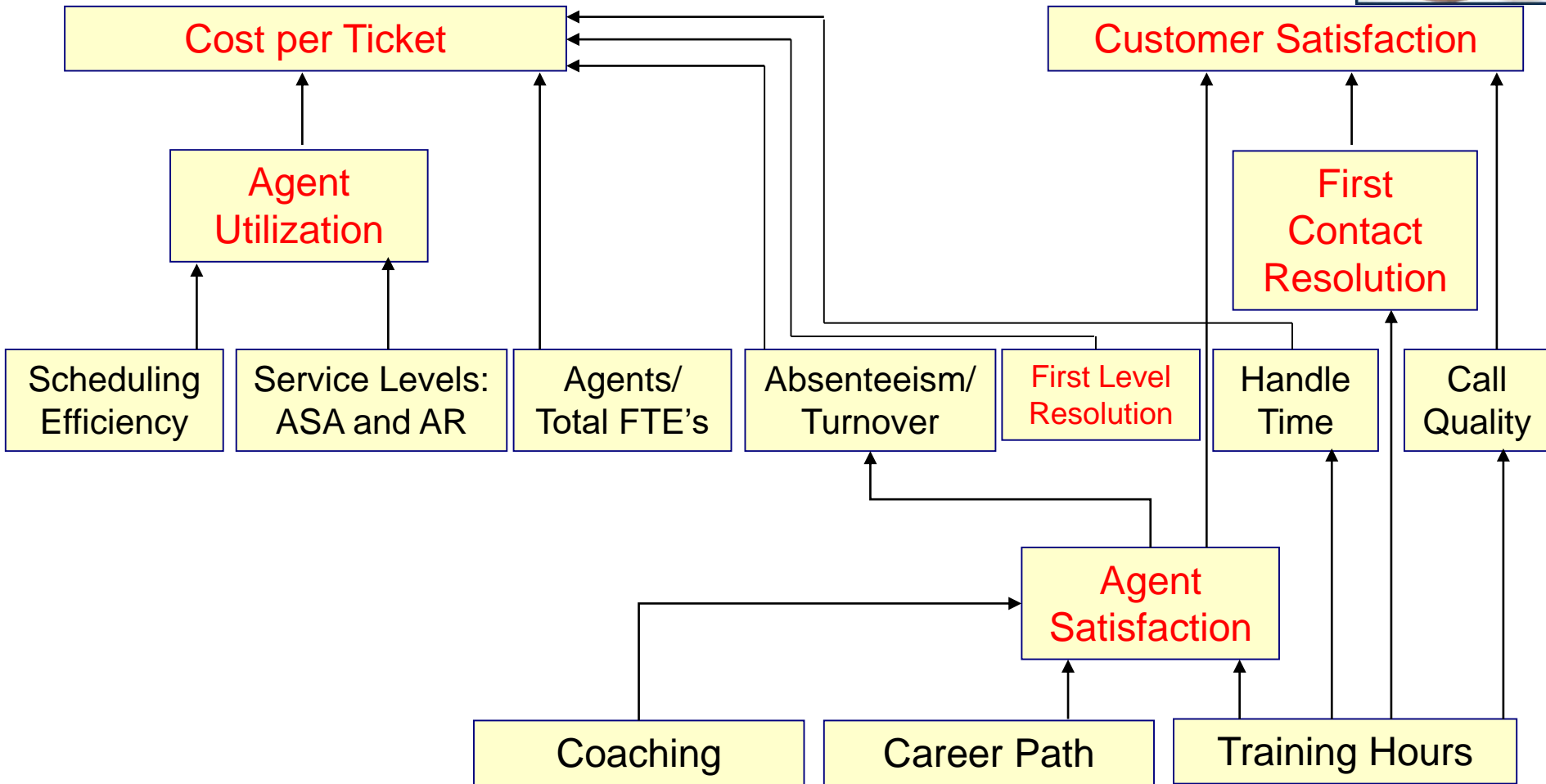
### Some Common Proactive Behaviors

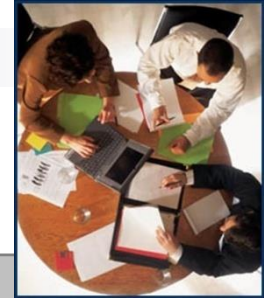
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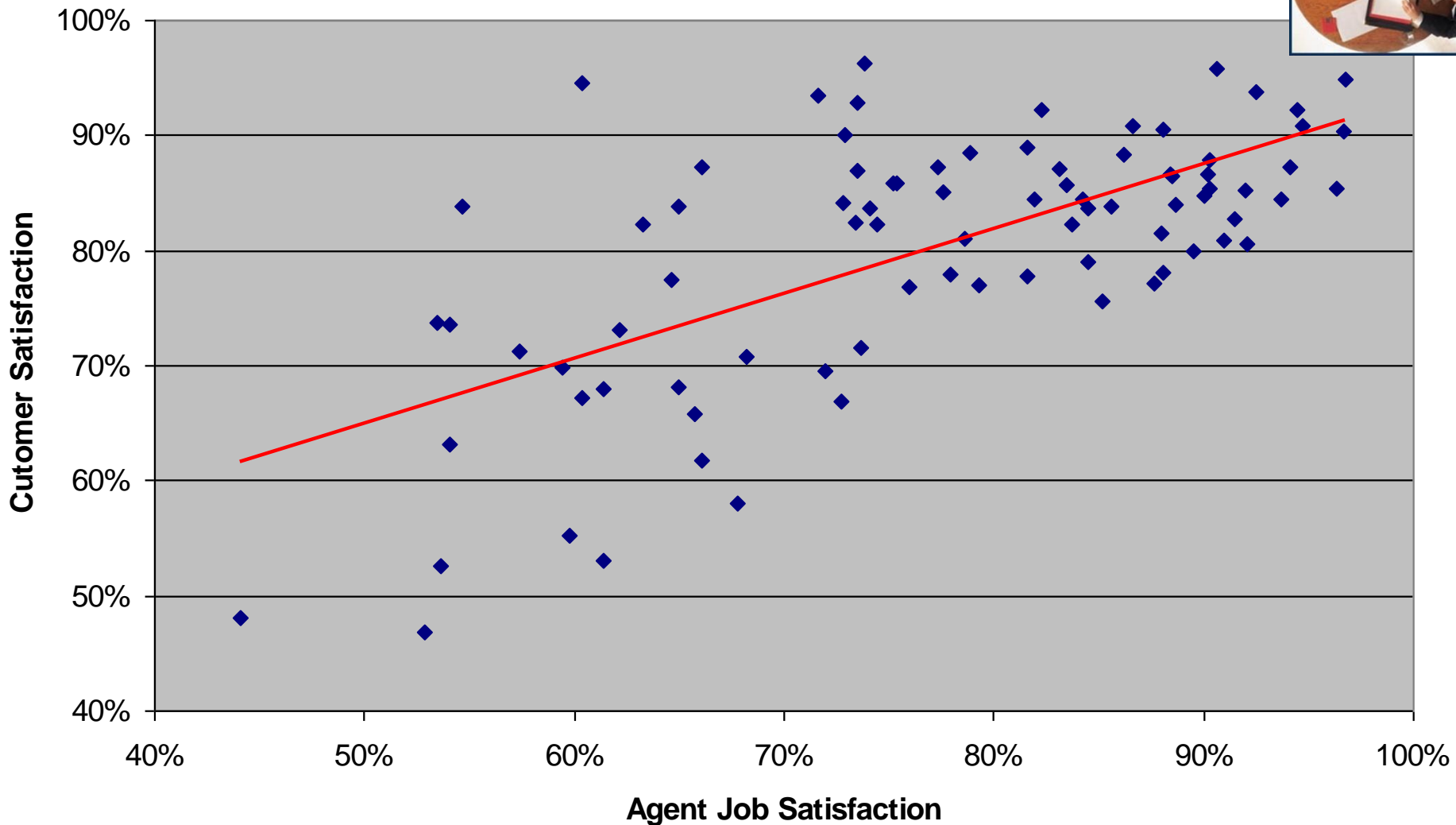


# Managing Agent Morale and Job Satisfaction



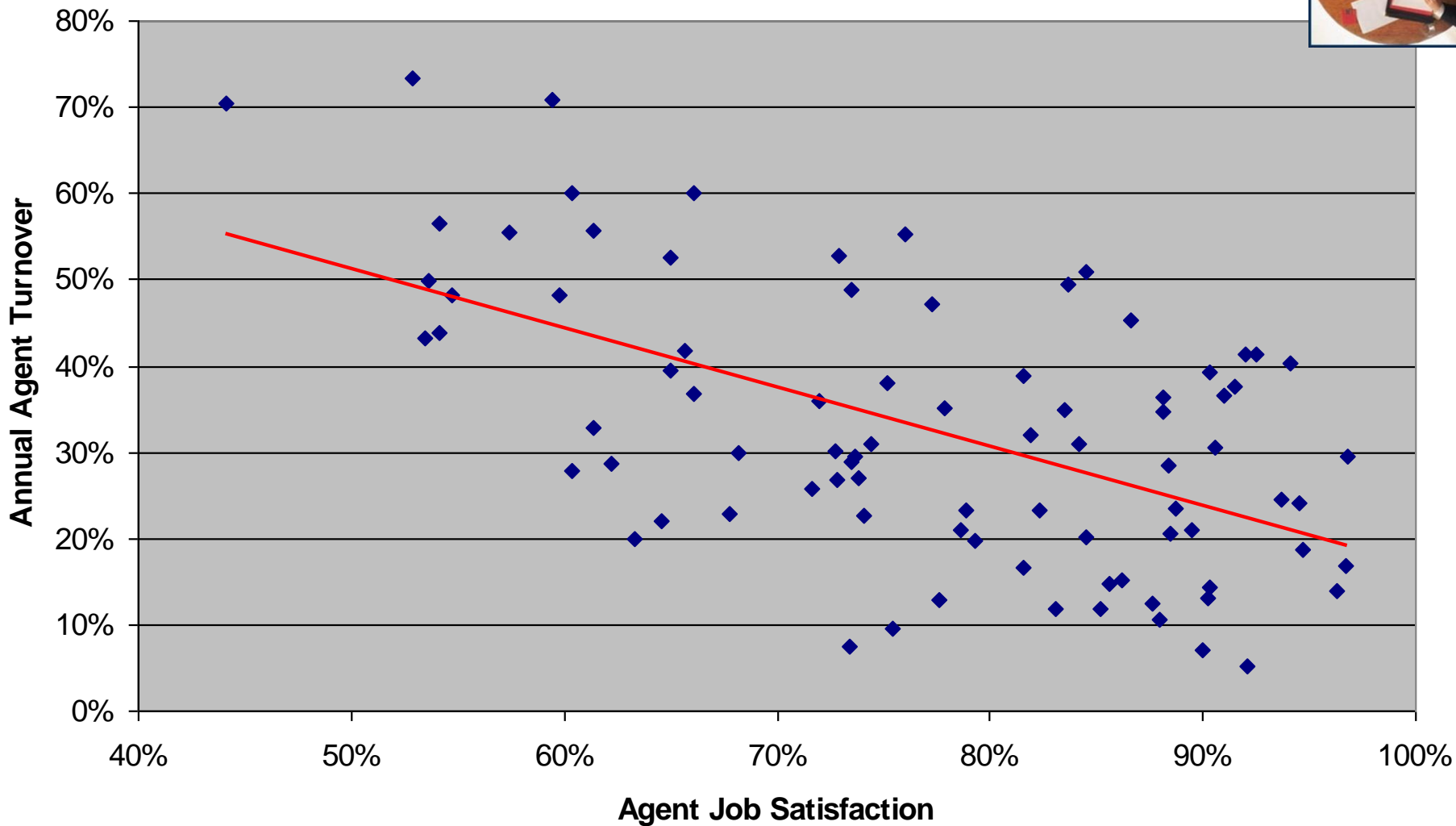


# Agent Job Satisfaction vs. Customer Satisfaction



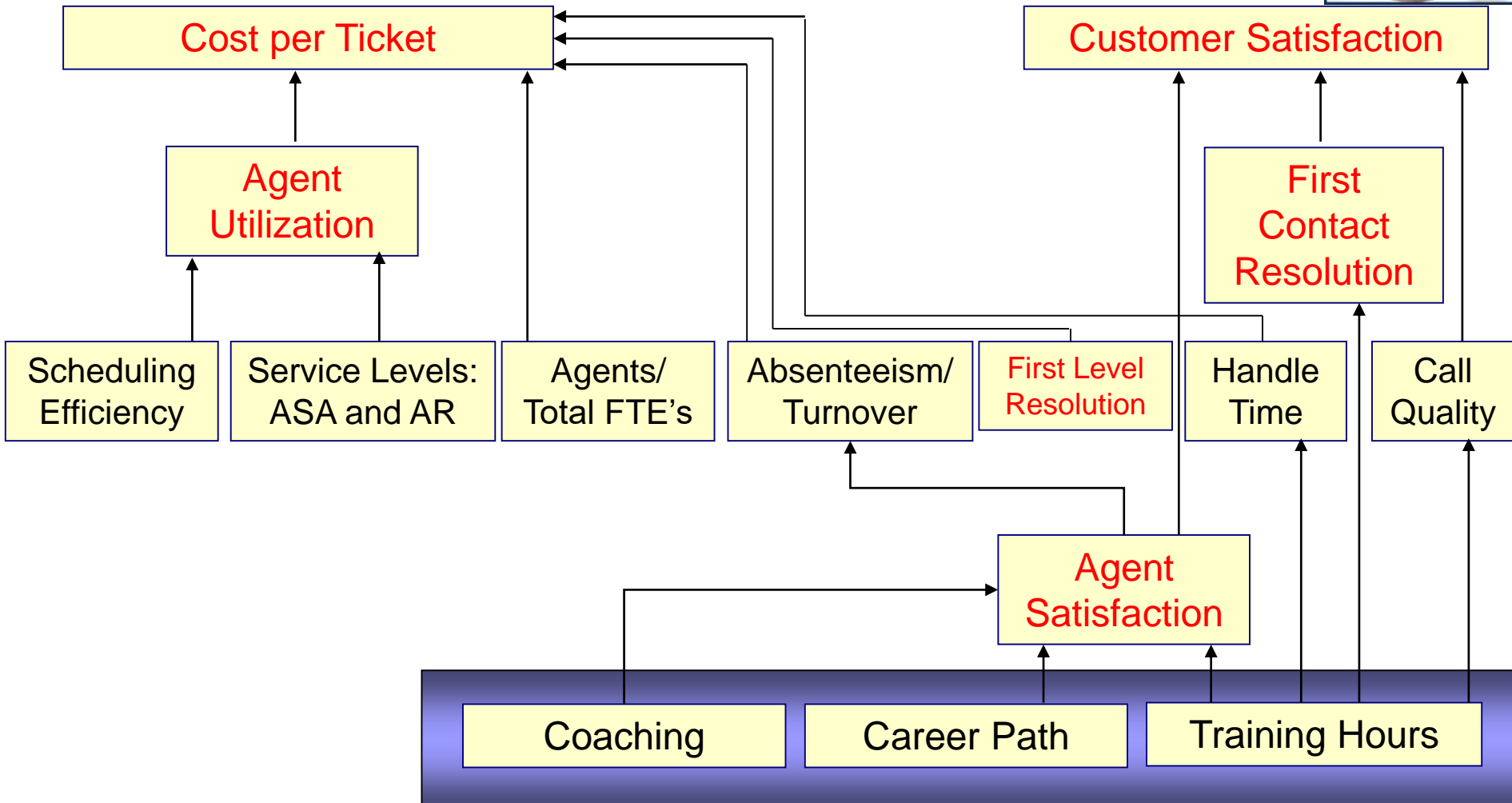


# Agent Job Satisfaction vs. Agent Turnover



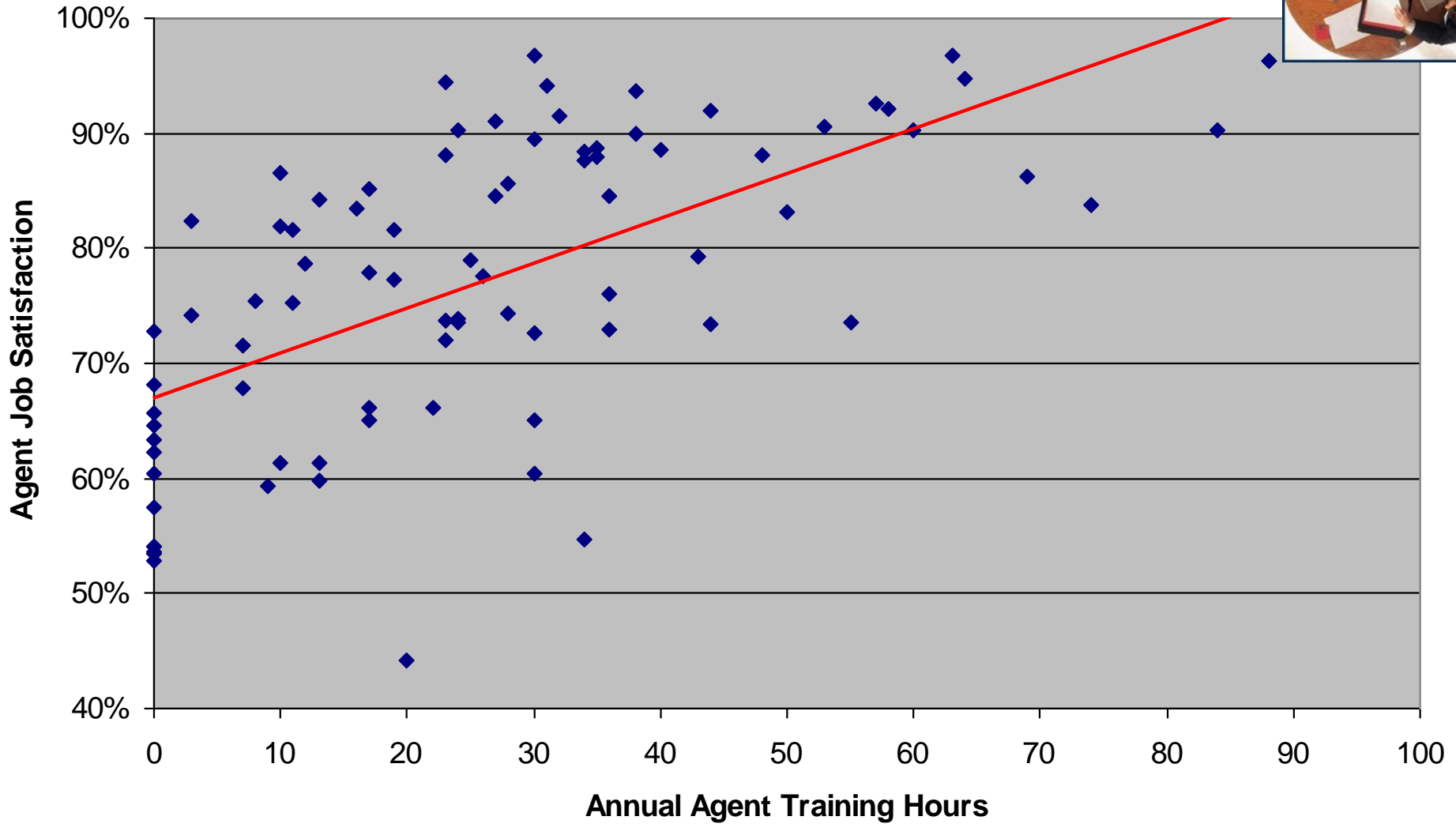


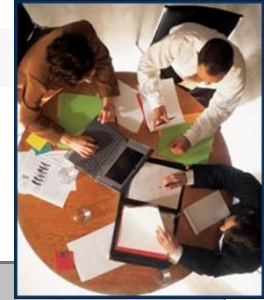
# Managing Agent Morale and Job Satisfaction



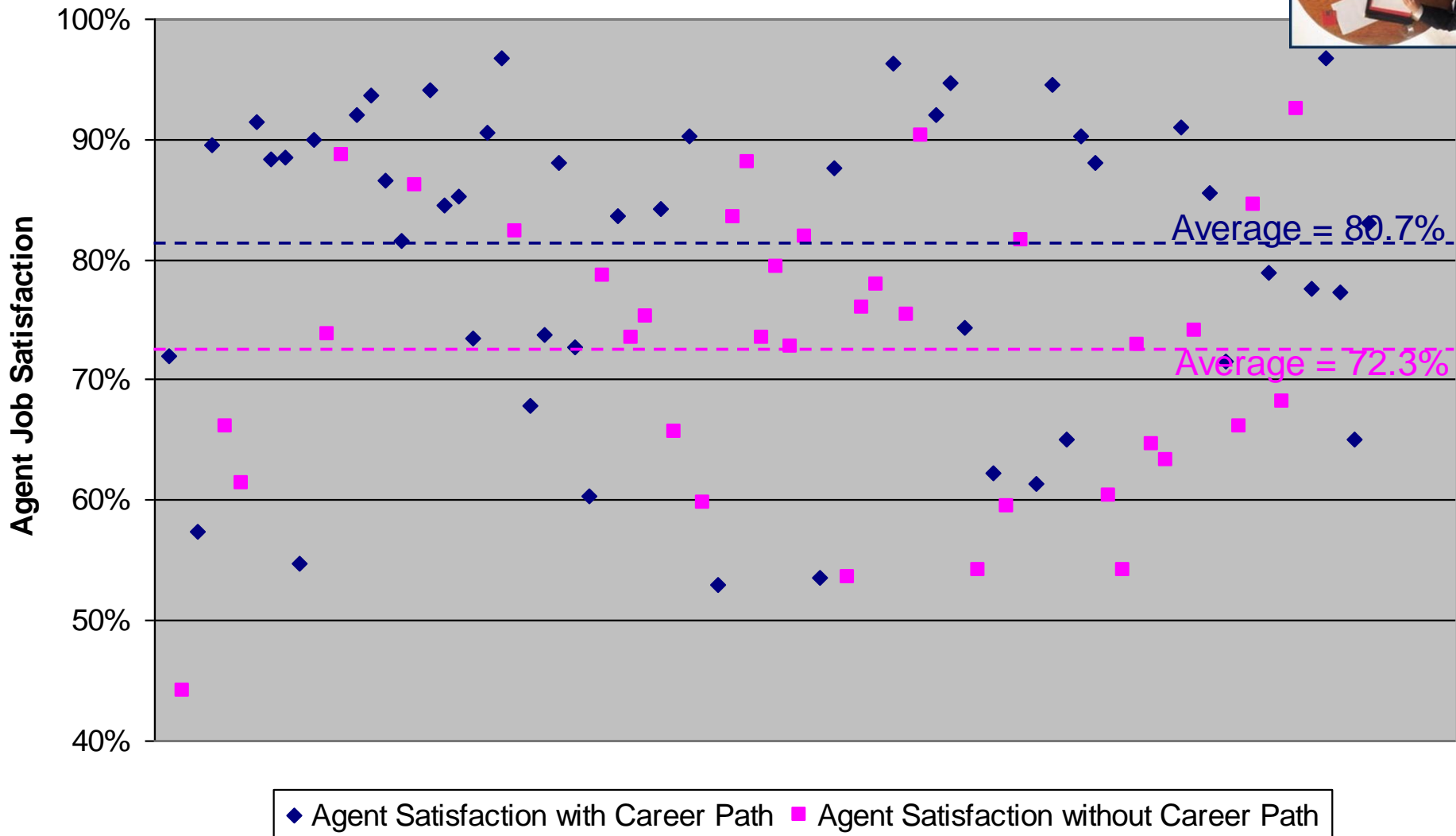


# Agent Training Hours vs. Agent Job Satisfaction

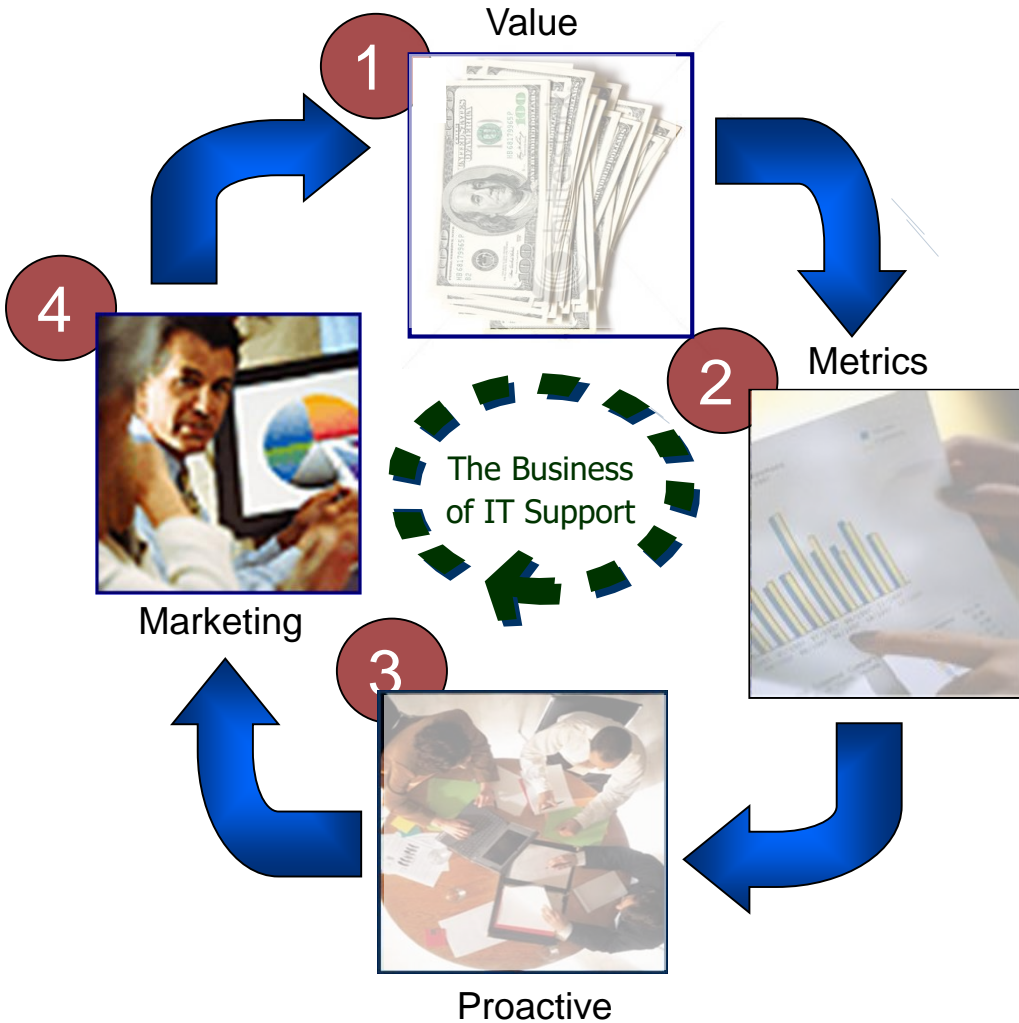




# The Impact of Career Path on Agent Job Satisfaction



# Marketing: A Business Model for IT Support



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## The Role of Marketing in IT Support

We've all heard the expression...

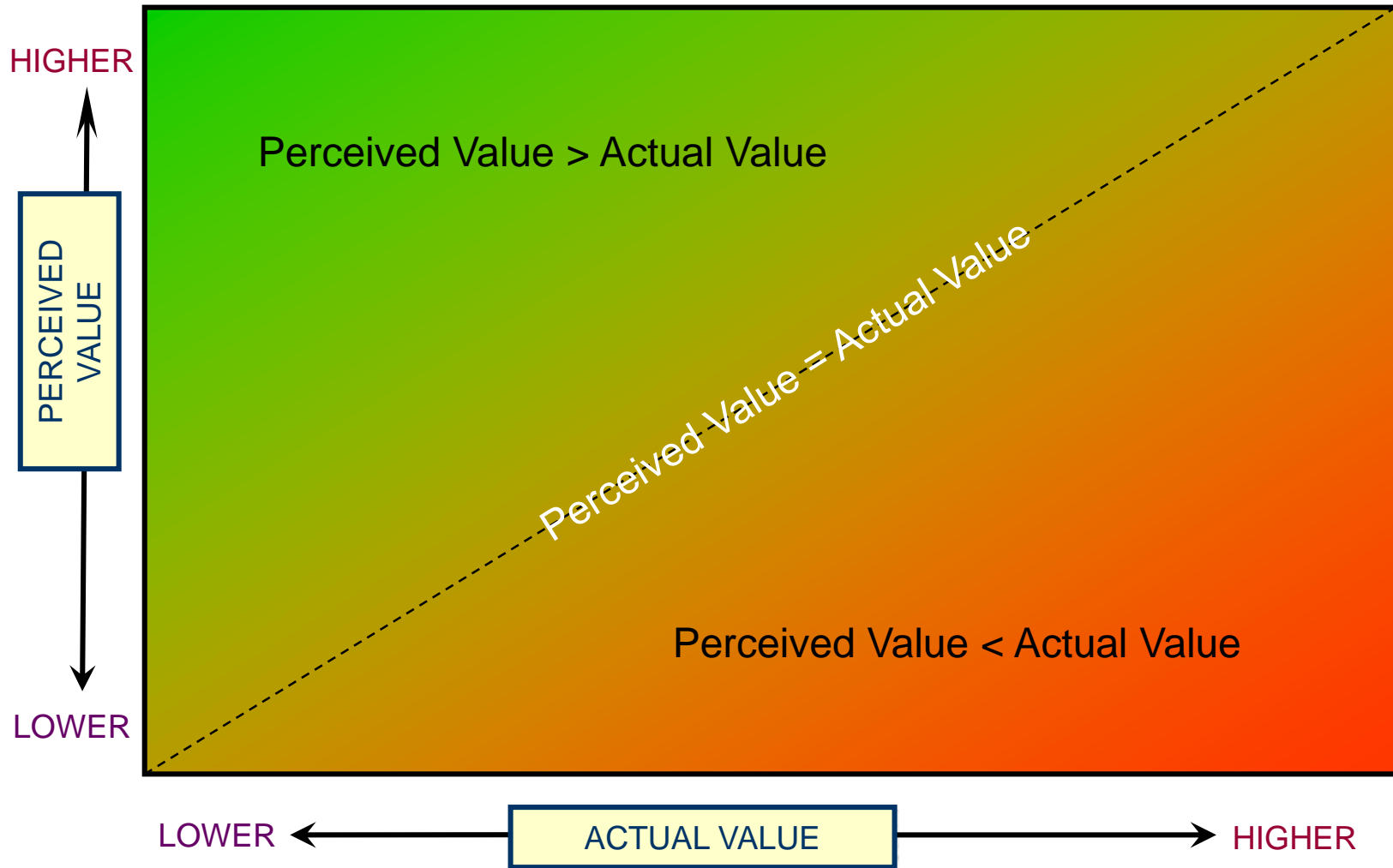
*“Expectations Not Set...  
are Expectations Not Met!”*

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



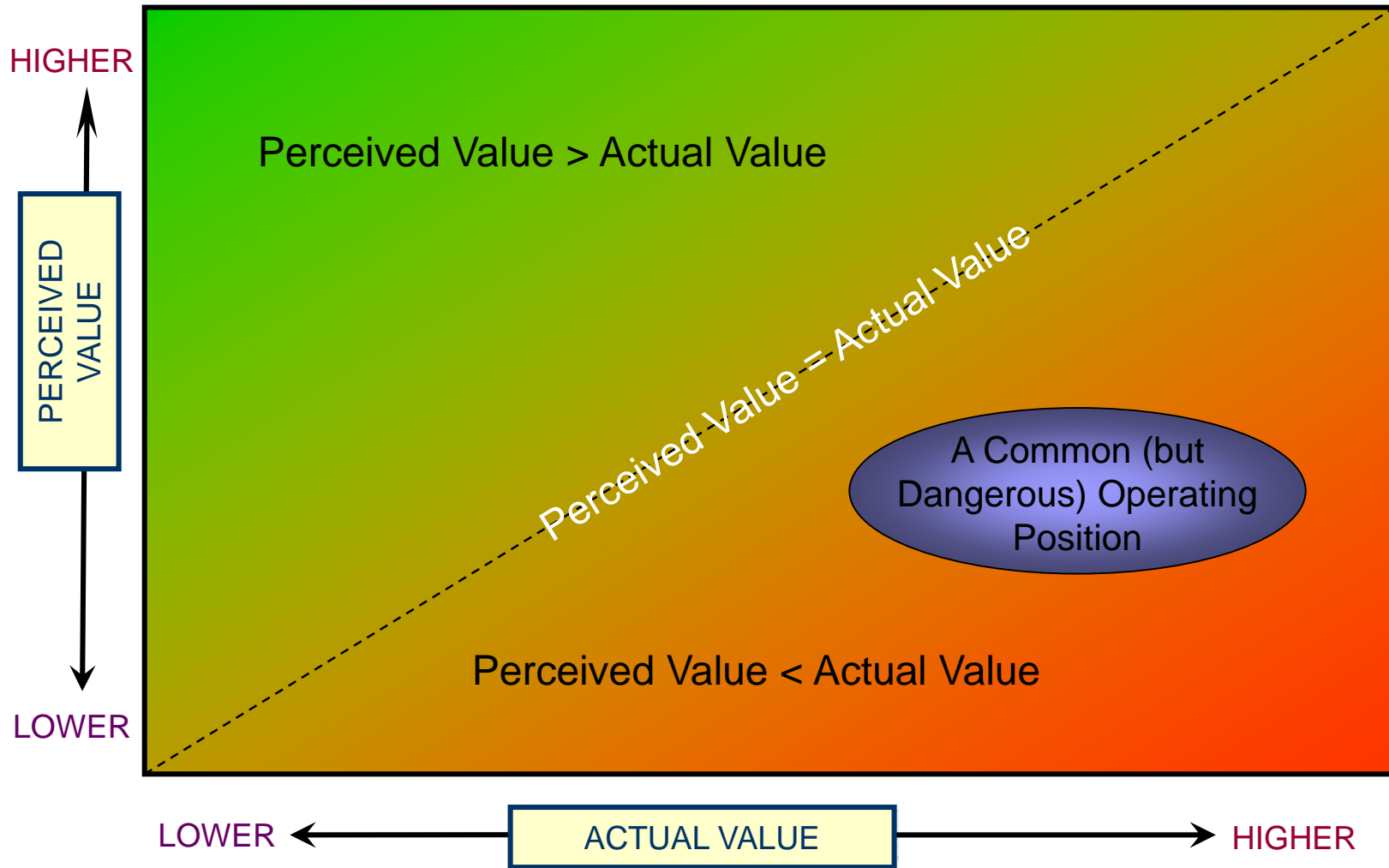


# Perception vs. Reality in IT Support



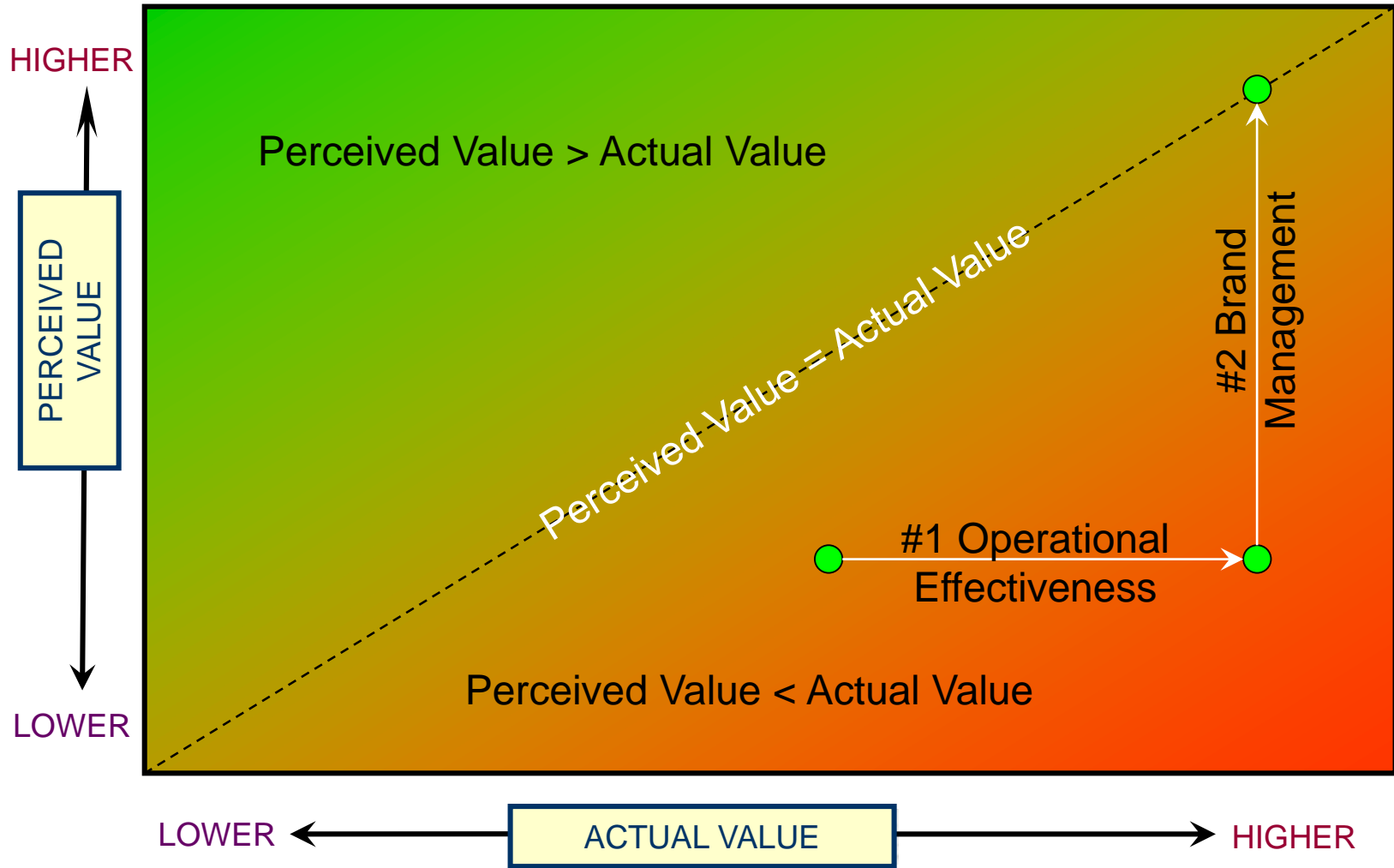


# Perception Is Almost Always Worse Than the Reality



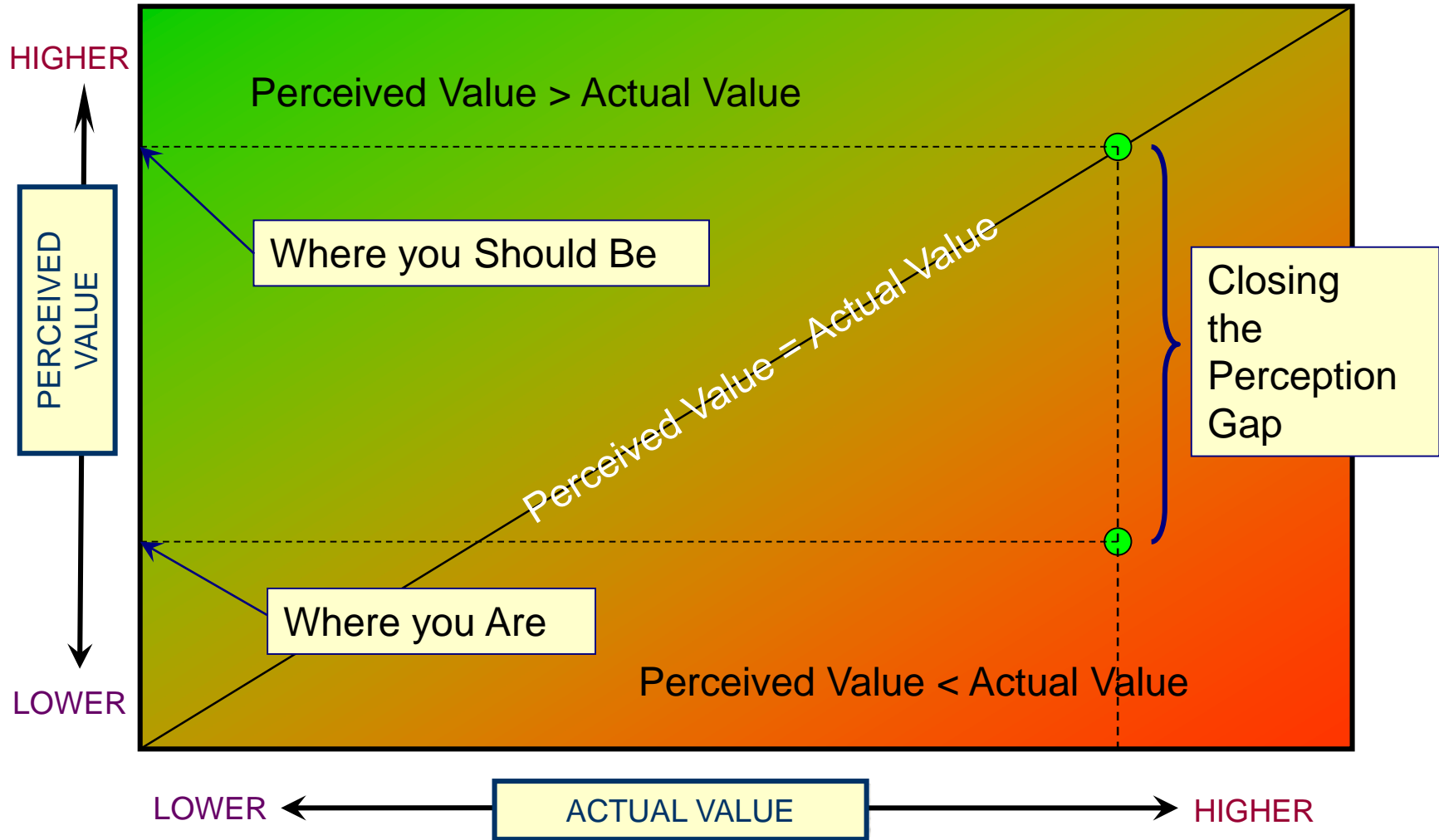


# Brand Management in IT Support





# Closing the Perception Gap







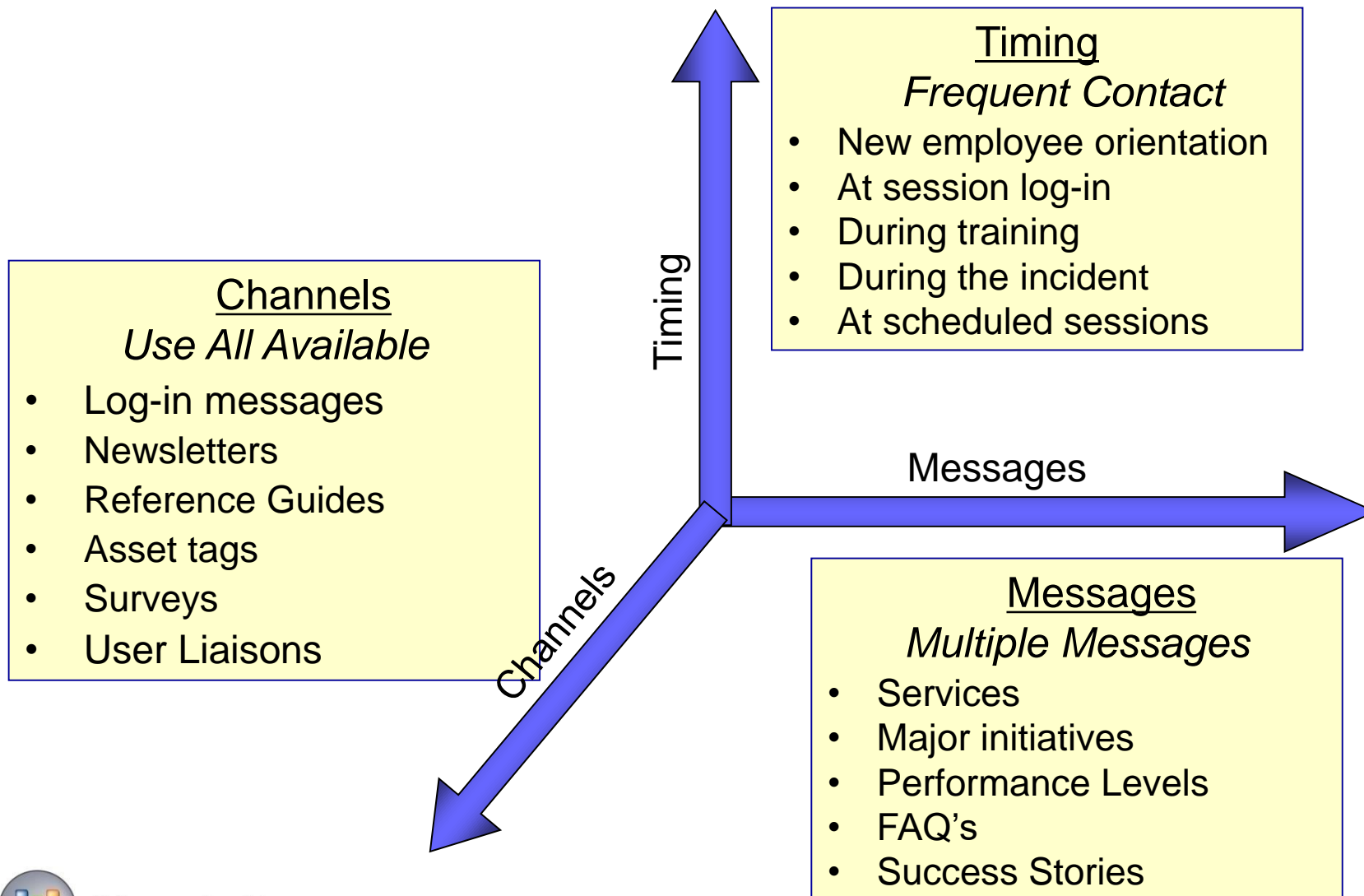
## Brand Management: The Five W's

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





# The Most Common Communication Vehicles

<h2>Newsletters</h2>	<h2>Brown Bag Sessions</h2>	<h2>Leave Behinds</h2>	<h2>Business Unit Liaisons</h2>																																																			
<h2>Surveys</h2>	<h2>Log-in Screens</h2>	<h2>Webcasts</h2>	<h2>FAQ Site</h2>																																																			
<p><b>Sort field</b> → Title of List → Selected Issues</p> <p>sequence field → Rank → Fails → Survey Question → above average</p> <table border="1"> <thead> <tr> <th>Rank</th> <th>Fails</th> <th>Survey Question</th> </tr> </thead> <tbody> <tr><td>1</td><td>22.1%</td><td>24. Availability of shared resources</td></tr> <tr><td>2</td><td>16.2%</td><td>30. Your satisfaction with remote access services</td></tr> <tr><td>3</td><td>14.7%</td><td>17. Continue using the IS Support Center</td></tr> <tr><td>4</td><td>13.2%</td><td>28. Overall satisfaction with computing/network services</td></tr> <tr><td>5</td><td>11.9%</td><td>21. The response to requested software changes</td></tr> <tr><td>6</td><td>11.8%</td><td>29. Satisfaction with the current E-Mail services</td></tr> <tr><td>7</td><td>10.3%</td><td>09. Current services provided by IS</td></tr> <tr><td>8</td><td>9.8%</td><td>19. Developers understand your business requirements</td></tr> <tr><td>9</td><td>8.9%</td><td>23. Reliability of business applications</td></tr> <tr><td>10</td><td>7.4%</td><td>08. IS communication of products and services</td></tr> <tr><td>11</td><td>7.4%</td><td>22. The response to requested enhancements</td></tr> <tr><td>12</td><td>4.4%</td><td>07. IS value compared to the cost of services</td></tr> <tr><td>12</td><td>4.4%</td><td>duplicate rank Business Consultants</td></tr> <tr><td>12</td><td>4.4%</td><td>20. Responsiveness to application maintenance requests</td></tr> <tr><td>15</td><td>2.9%</td><td>12. Acquisition process for IT</td></tr> <tr><td>15</td><td>2.9%</td><td>18. Applications provide the necessary functionality</td></tr> </tbody> </table> <p>12% → Mean for ALL "fails"</p> <p>2.9% of XXX's said issue 18, failed to meet expectations.</p> <p>↑ above average</p> <p>↓ below average</p>	Rank	Fails	Survey Question	1	22.1%	24. Availability of shared resources	2	16.2%	30. Your satisfaction with remote access services	3	14.7%	17. Continue using the IS Support Center	4	13.2%	28. Overall satisfaction with computing/network services	5	11.9%	21. The response to requested software changes	6	11.8%	29. Satisfaction with the current E-Mail services	7	10.3%	09. Current services provided by IS	8	9.8%	19. Developers understand your business requirements	9	8.9%	23. Reliability of business applications	10	7.4%	08. IS communication of products and services	11	7.4%	22. The response to requested enhancements	12	4.4%	07. IS value compared to the cost of services	12	4.4%	duplicate rank Business Consultants	12	4.4%	20. Responsiveness to application maintenance requests	15	2.9%	12. Acquisition process for IT	15	2.9%	18. Applications provide the necessary functionality			
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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



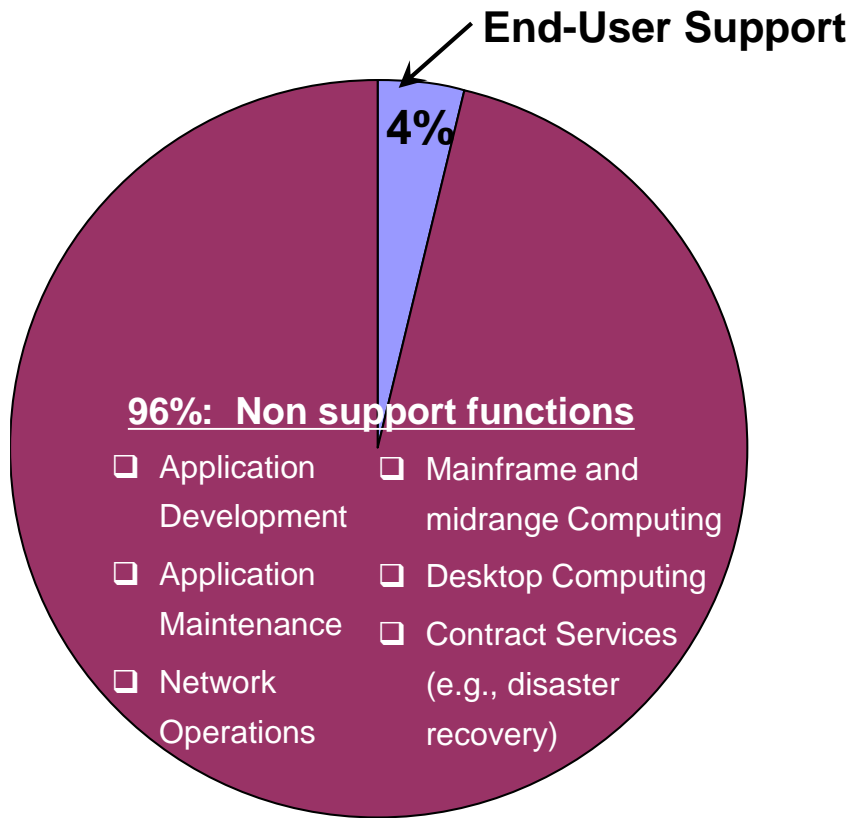


# The Paradox of IT Service and Support



**MetricNet™**  
Performance Benchmarking

# The Paradox of IT Support



**Corporate IT Spending Breakdown**

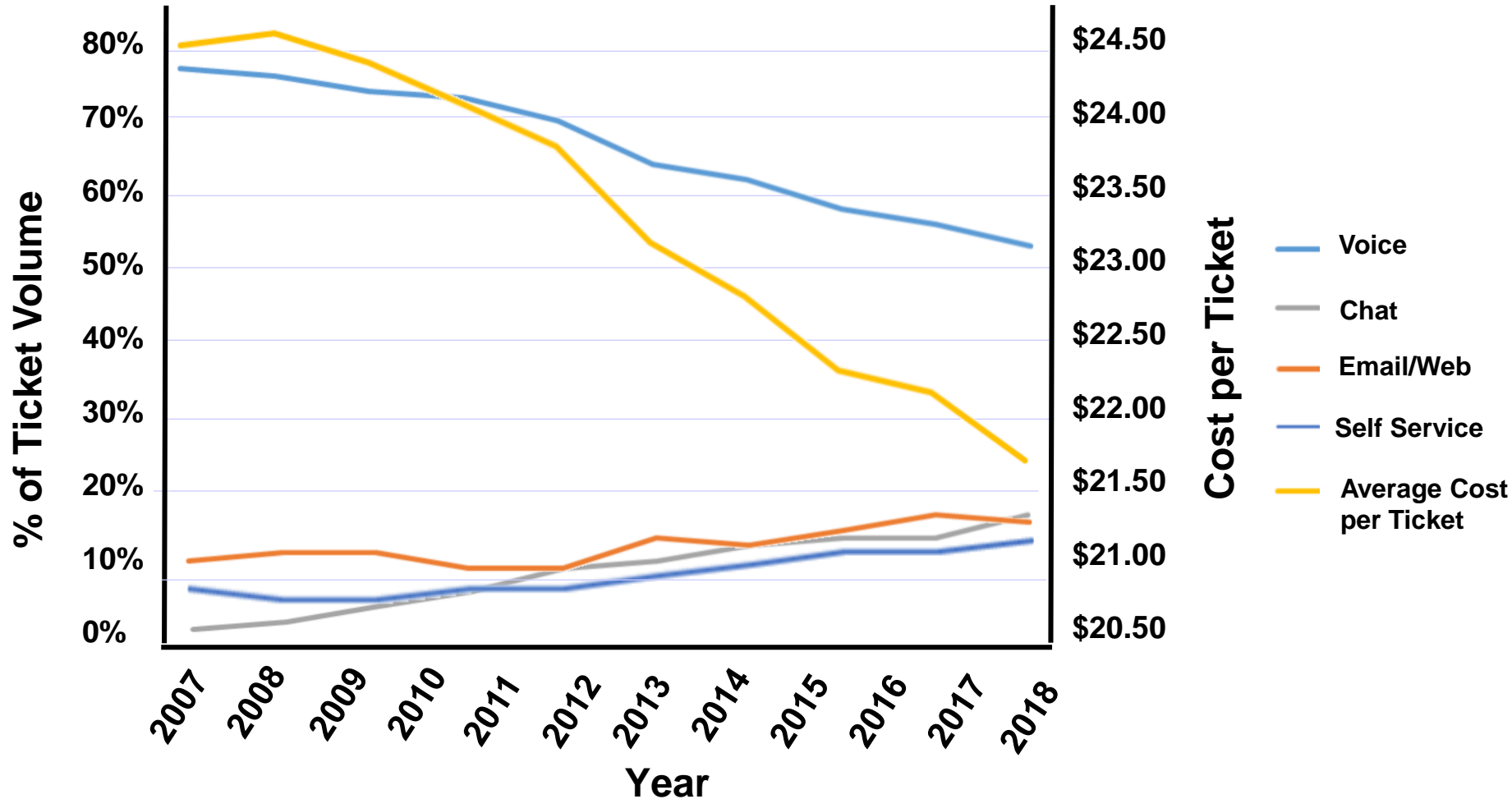
- ❑ Less than 5% of all IT spending is allocated to end-user support
  - Service desk, desktop support, field support
- ❑ This leads many to erroneously assume that there is little upside opportunity in IT support
- ❑ The result is that most support organizations are managed with the goal of minimizing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



# Shift Left Reduces Total Cost of Ownership

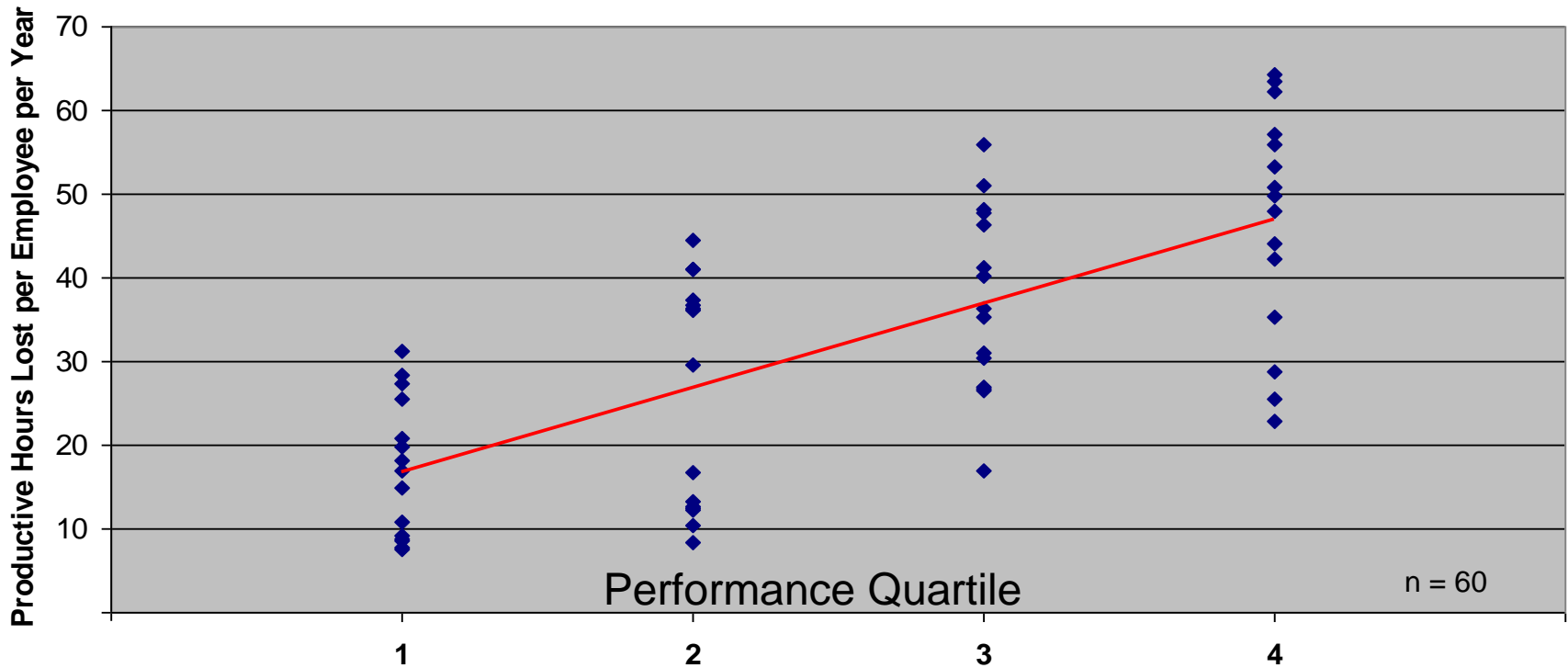


# Contact Deflection into Lower Cost Channels





# Quality of Support Drives End-User Productivity



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	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

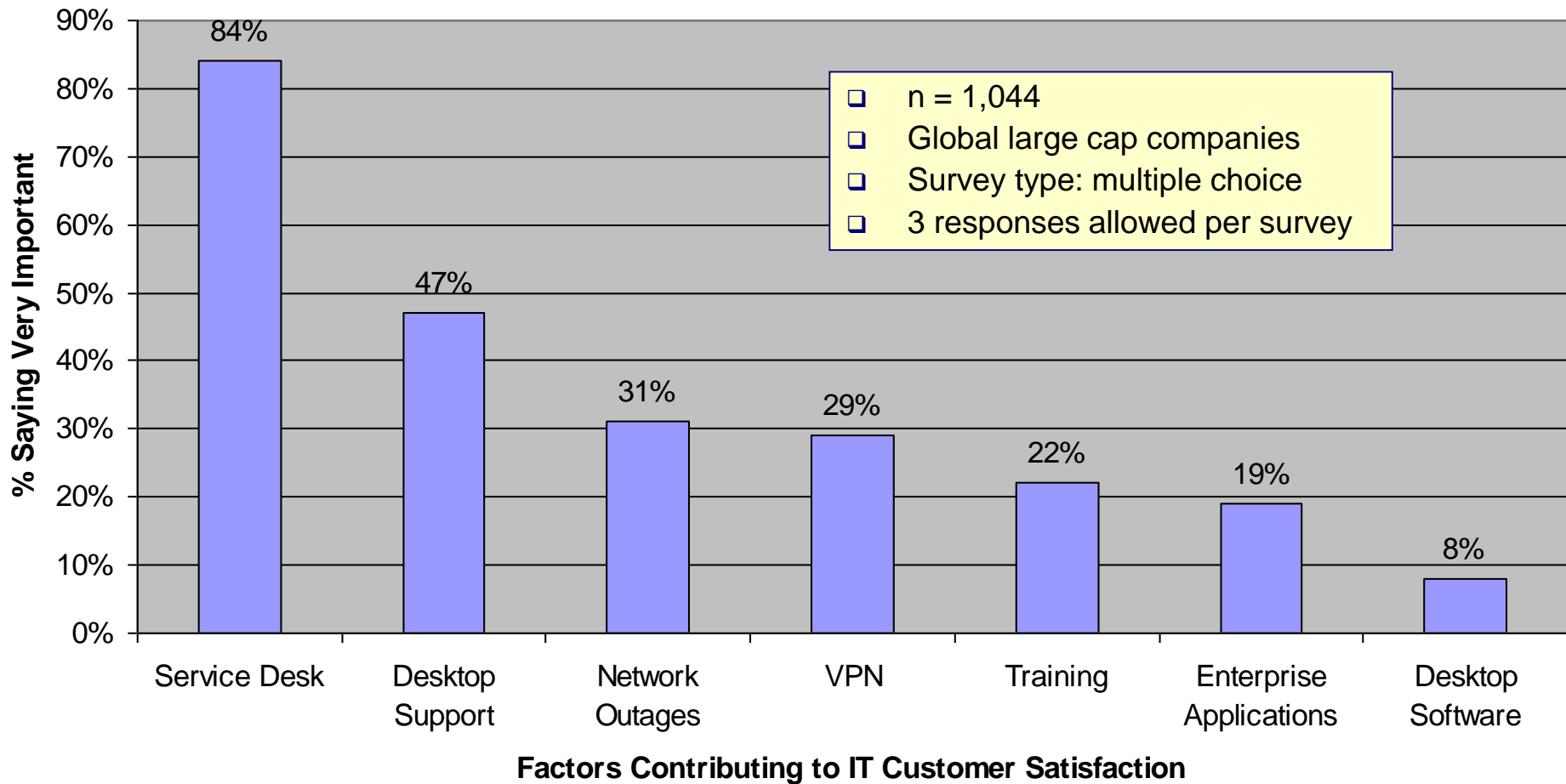




***“Delight customers?! Why can’t we just satisfy them like we used to?”***



# Support is a Key Driver of 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



# 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**





# Questions?



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Performance Benchmarking

# Download eBooks and Today's Presentation



**Service and Support  
as a Business**  
*KPIs That Tell the Big Picture!*

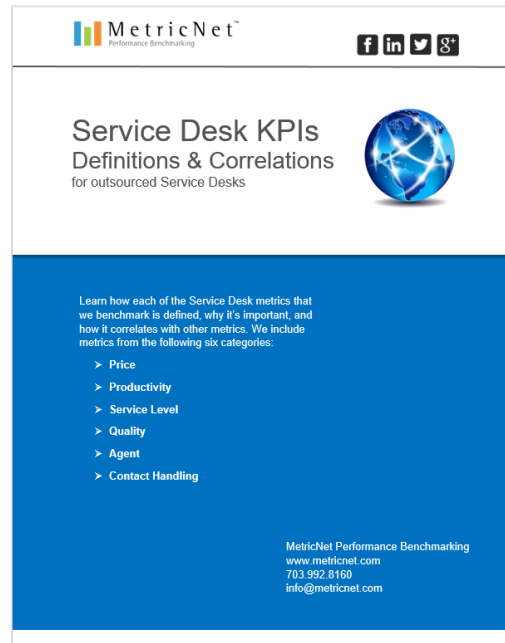
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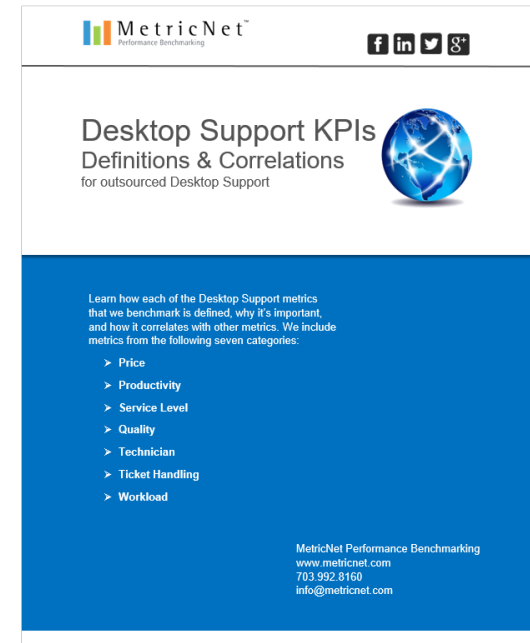
**Service Desk KPIs  
Definitions & Correlations**  
for outsourced Service Desks



Learn how each of the Service Desk metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following six categories:

- > Price
- > Productivity
- > Service Level
- > Quality
- > Agent
- > Contact Handling


MetricNet Performance Benchmarking  
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**Desktop Support KPIs  
Definitions & Correlations**  
for outsourced Desktop Support



Learn how each of the Desktop Support metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- > Price
- > Productivity
- > Service Level
- > Quality
- > Technician
- > Ticket Handling
- > Workload

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# Questions?



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*Thank You!*



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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 Services

## Call Centers

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

## Telecom

- Cost Benchmarking

## Satisfaction

- Customer Satisfaction
- Employee Satisfaction



# 28 Years of Service Desk Benchmarking Data



Global Database

More than 4,000 Benchmarks

40+ Key Performance Indicators

More than 70 Industry Best Practices



# Meet a Sampling of Our Clients

MetricNet conducts benchmarking for Service Desks worldwide, and across virtually every industry sector.





*Thank You!*



MetricNet™  
Performance Benchmarking