



Succeeding with Metrics

An SDI and MetricNet Workshop!



MetricNet™
Performance Benchmarking

SDI19DXB

Introductions

HELLO

MY NAME IS

*Jeff Rumburg
Managing Partner at MetricNet*





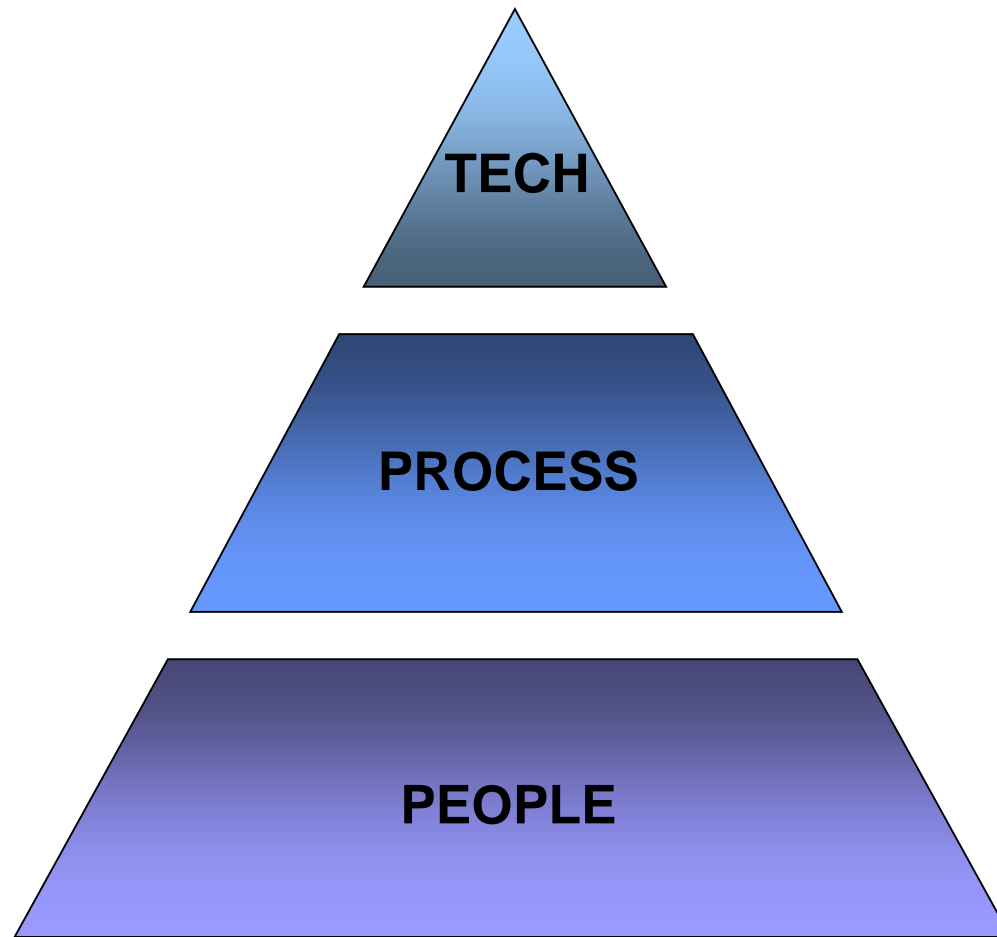
The Fundamental Role of Metrics in Service and Support

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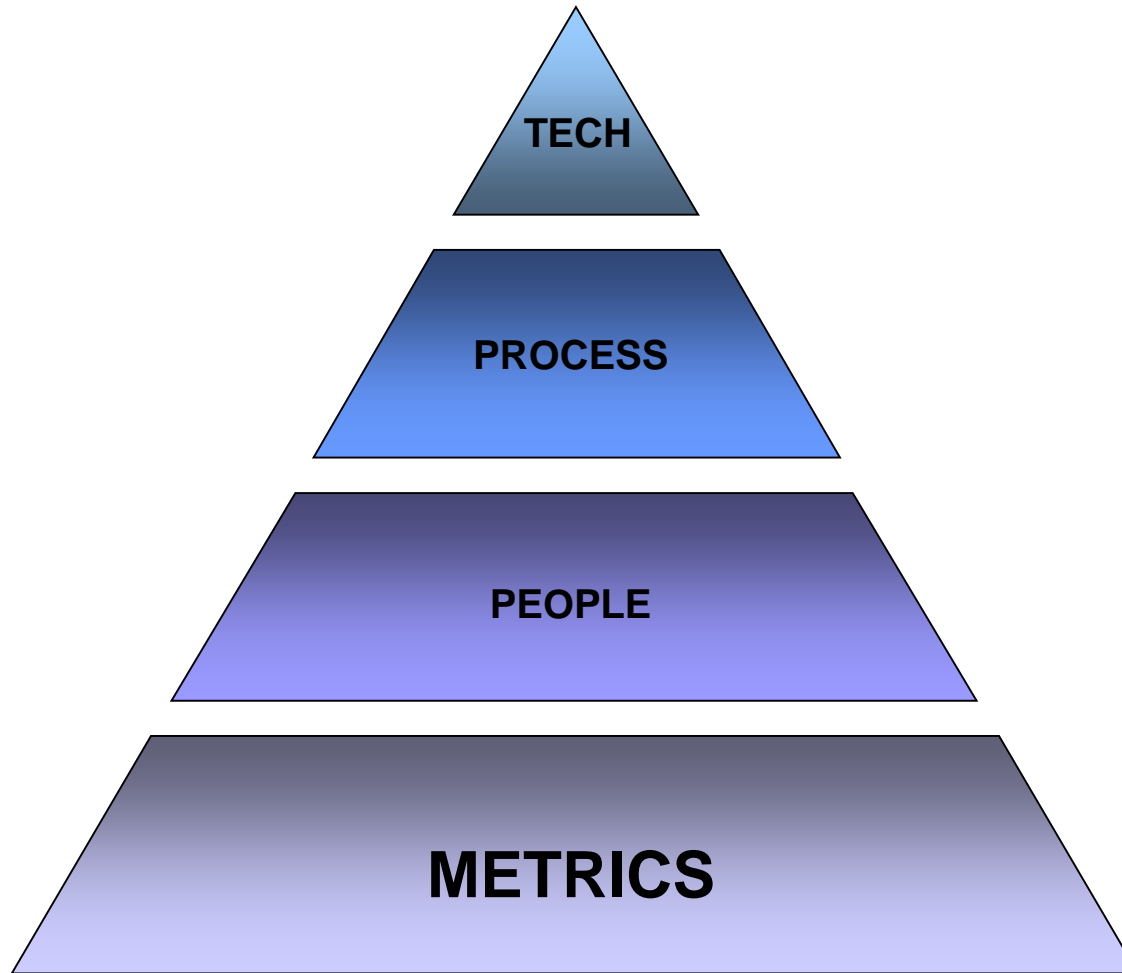


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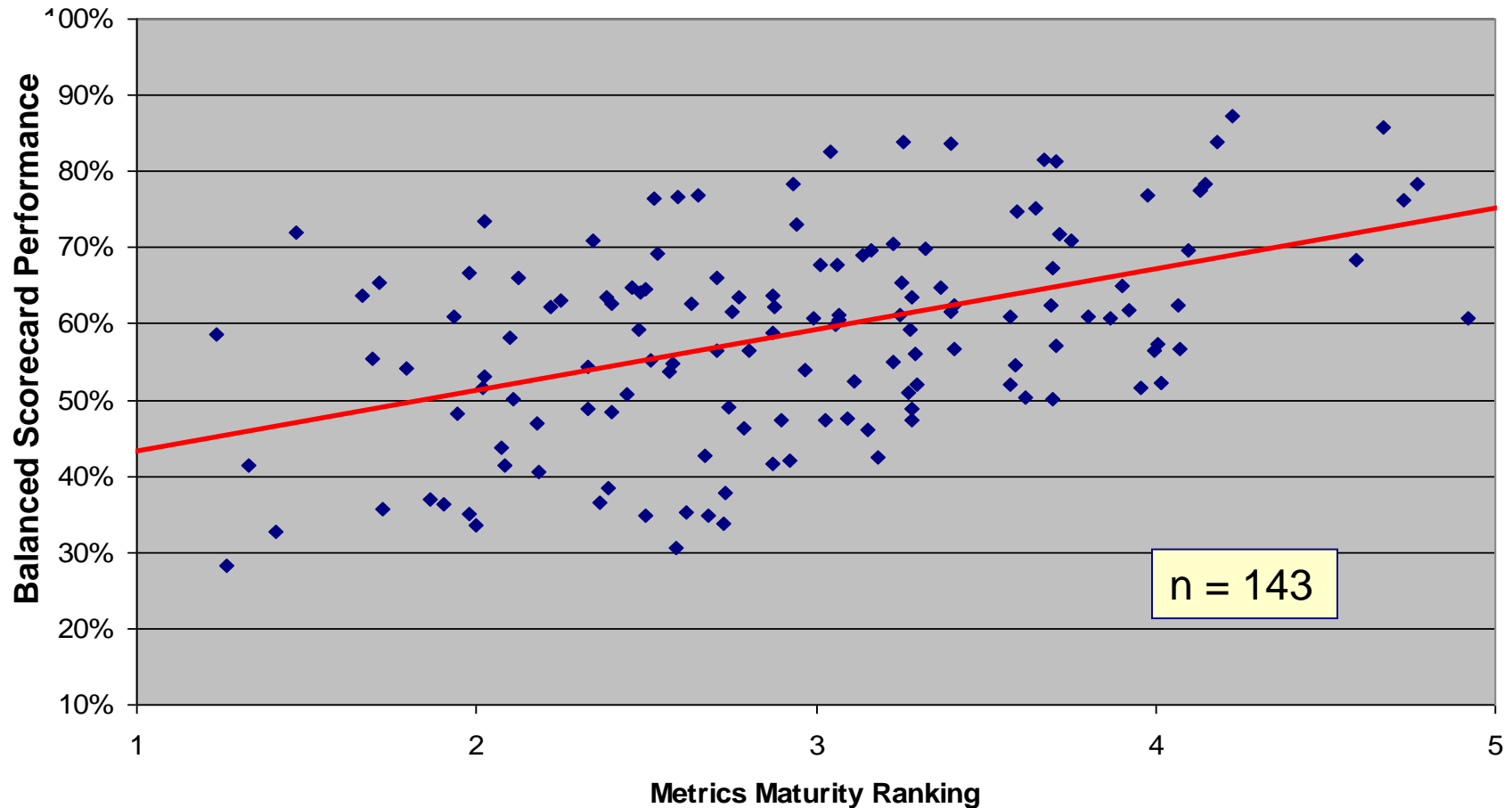
The Traditional Paradigm for Technical Support



METRICS: An Even More Fundamental Building Block!



The Evidence for Metrics as a Foundation Block





The Metrics Hierarchy

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The Service and Support Metrics Hierarchy

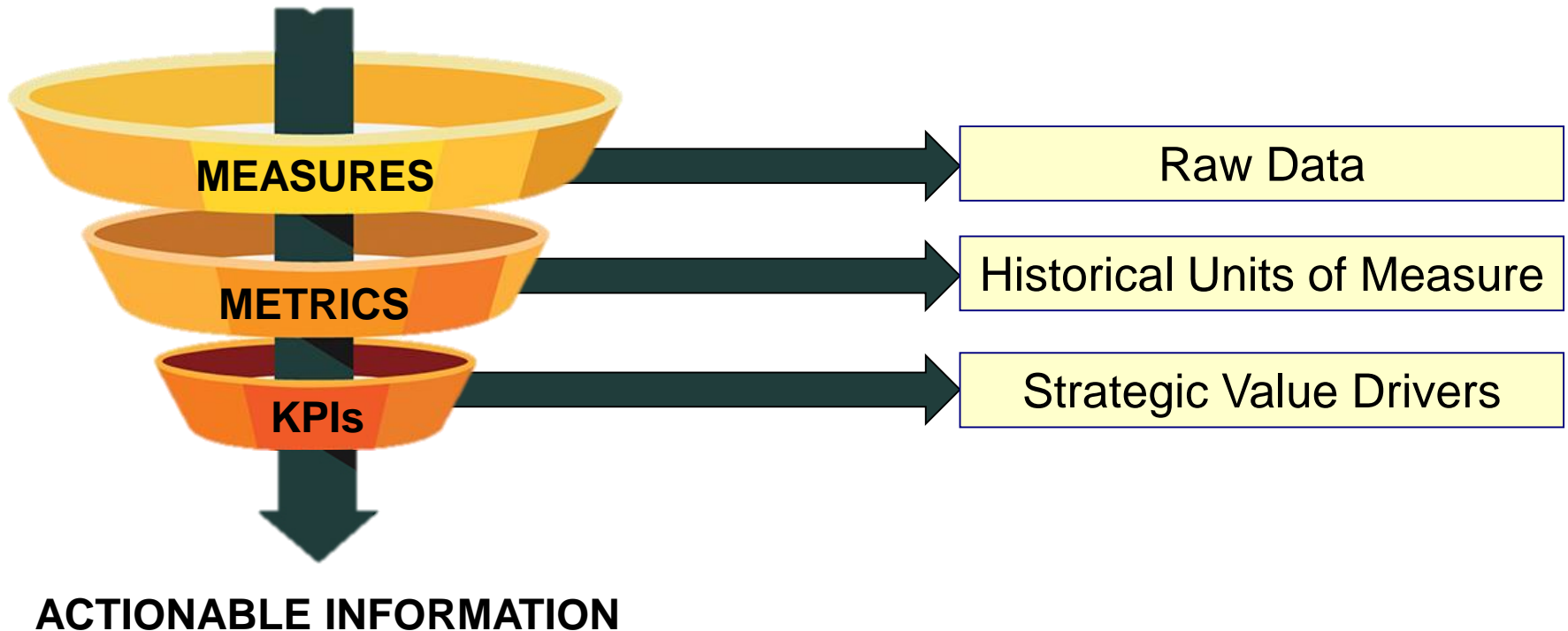
Have You Leveraged KPIs for World-Class Performance?	5 %
Do You Use Metrics to Continuously Improve?	10 %
Do You Use Metrics Prescriptively?	10%
Do You Use Metrics Diagnostically?	20%
Do You Understand KPI Cause-and-Effect?	30%
Do You Set Performance Targets with KPIs?	60%
Can you Define Your KPI's?	80%
Do You Use Metrics for Reporting?	90%
Do You Have KPIs?	100%

Increasing Value!



KPIs, Metrics, and Measures

What's the Difference?



The Most 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 Most 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

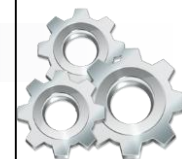
- Technician Utilization
- Tickets per Technician-Month
- Incidents per Technician-Month
- Service Requests per Technician-Month
- Ratio of Technicians to Total Headcount

Workload

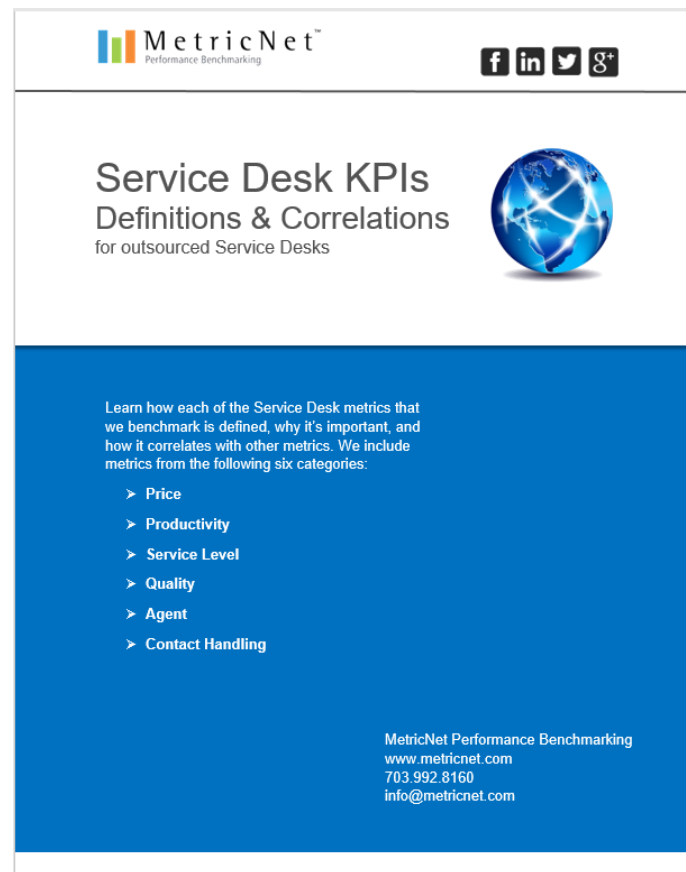
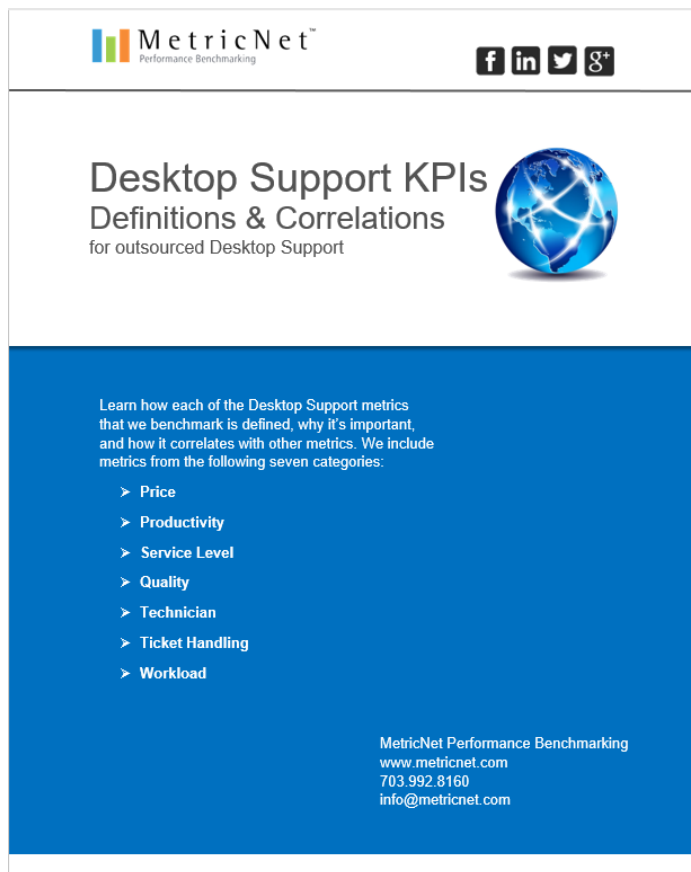
- Tickets per Seat per Month
- Incidents per Seat per Month
- Service Requests per Seat per Month
- Incidents as a % of Total Ticket Volume

And there are hundreds more!!





Download eBooks of KPI Definitions



metricnet.com/sdi19dxb



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



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

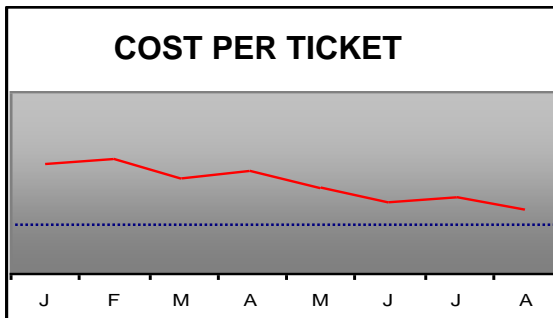
- Balanced scorecard



Reporting: A Good Start

COST PER TICKET

\$17.00



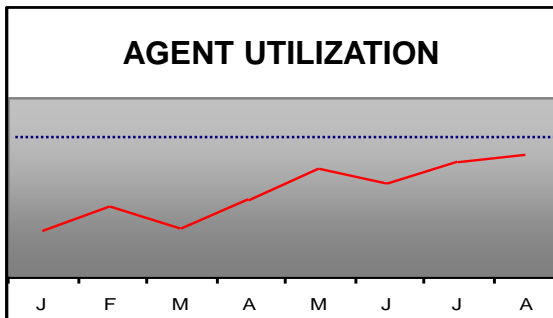
CUSTOMER SATISFACTION

90%



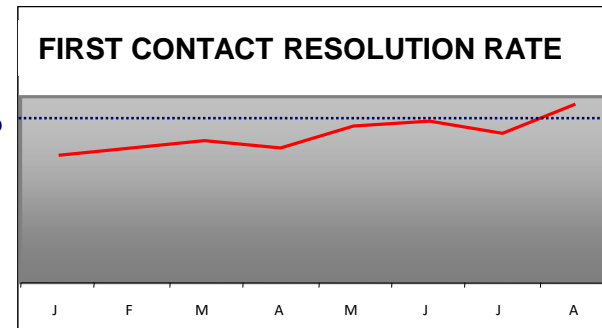
AGENT UTILIZATION

65%



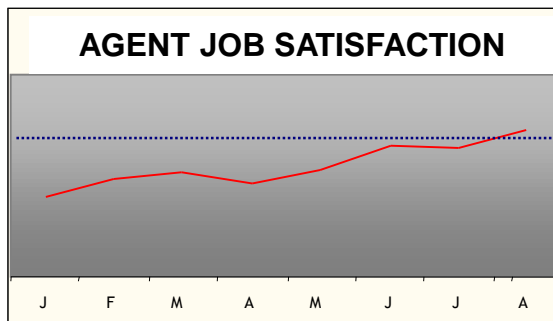
FIRST CONTACT RESOLUTION RATE

80%



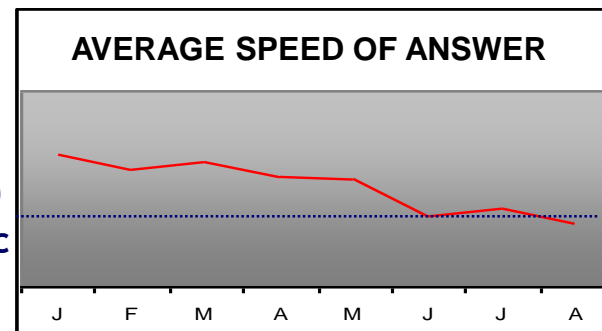
AGENT JOB SATISFACTION

80%



AVERAGE SPEED OF ANSWER

60 Sec





Industry Benchmarks

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Industry Averages and Ranges for Service Desk KPIs

Best Performers

Worst Performers

1st Quartile

2nd Quartile

3rd Quartile

4th Quartile

Cost per Inbound Contact	< \$12.01	\$12.01 - \$15.69	\$15.69 - \$24.97	> \$24.97
Customer Satisfaction	> 94.0%	94.0% - 85.2%	85.2% - 76.3%	< 76.3%
Agent Utilization	> 52.0%	52.0% - 46.8%	46.8% - 39.5%	< 39.5%
Net First Contact Resolution Rate	> 80.3%	80.3% - 74.0%	74.0% - 68.3%	< 68.3%
Agent Job Satisfaction	> 77.1%	77.1% - 73.4%	73.4% - 66.4%	< 66.4%
Average Speed of Answer (seconds)	< 21	21 - 34	34 - 82	> 82
Service Desk Balanced Score	> 66.0%	66.0% - 55.0%	55.0% - 47.0%	< 47.0%



Industry Averages and Ranges for Desktop Support KPIs

Best Performers

Worst Performers

1st Quartile

2nd Quartile

3rd Quartile

4th Quartile

Cost per Ticket

< \$68.82

\$68.82 - \$98.98

\$98.98 - \$135.01

> \$135.01

Customer Satisfaction

> 94.7%

94.7% - 90%

90%-83.2%

< 83.2%

Technician Utilization

> 63.0%

63.0% - 56.6%

56.6% - 47.3%

< 47.3%

Incident First Visit Resolution Rate

> 87.0%

87.0% - 80.5%

80.5% - 76.6%

< 76.6%

Technician Job Satisfaction

> 84.3%

84.3% - 78.5%

78.5% - 75.7%

< 75.7%

MTTR Incidents (business hours)

< 4.8

4.8 - 7.2

7.2 - 9.5

> 9.5

Desktop Support Balanced Score

> 67.3%

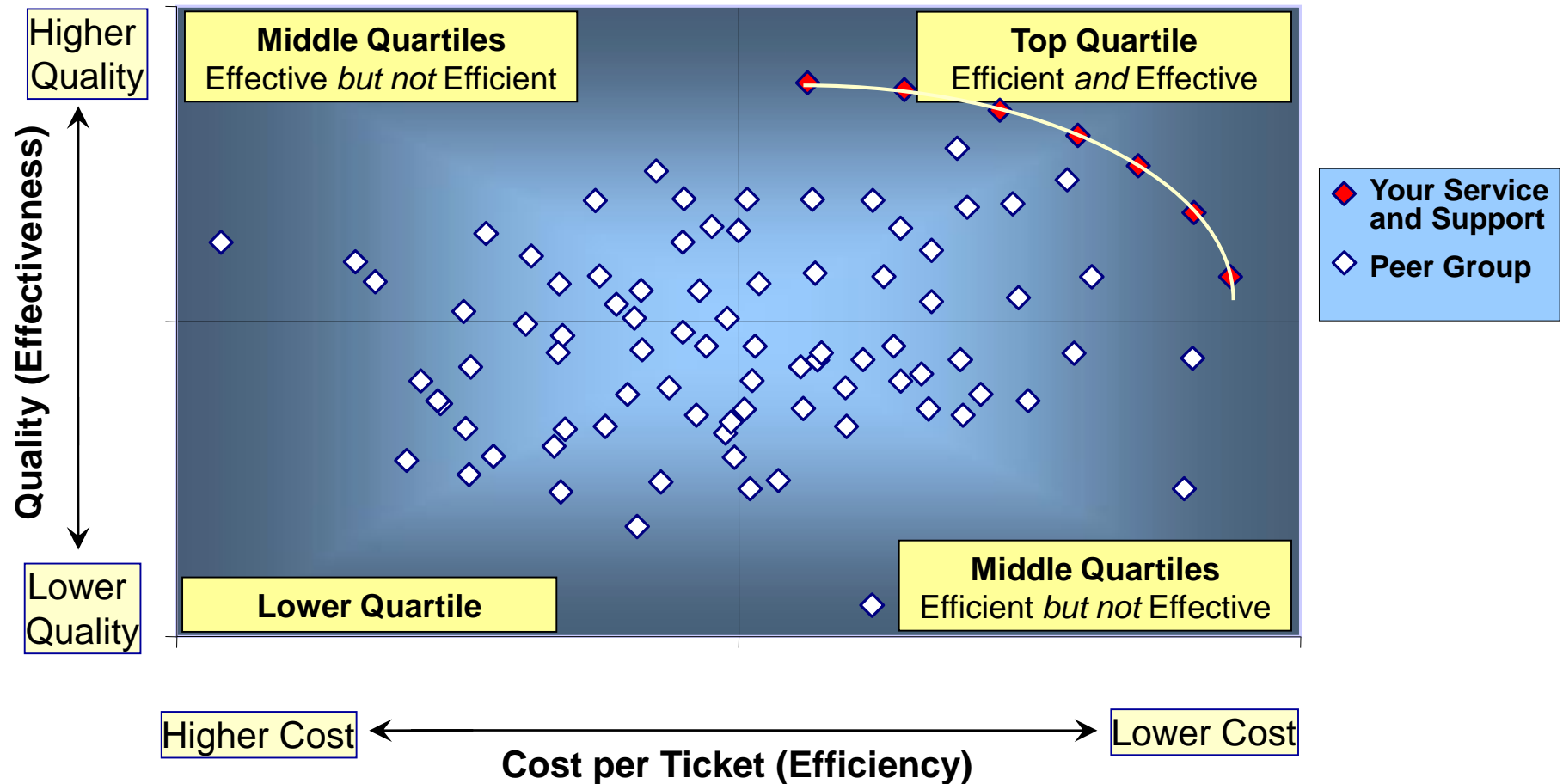
67.3% - 62.4%

62.4% - 50.4%

< 50.4%



Cost vs. Quality – The Foundation Metrics





The Balanced Scorecard

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Introduction to 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:

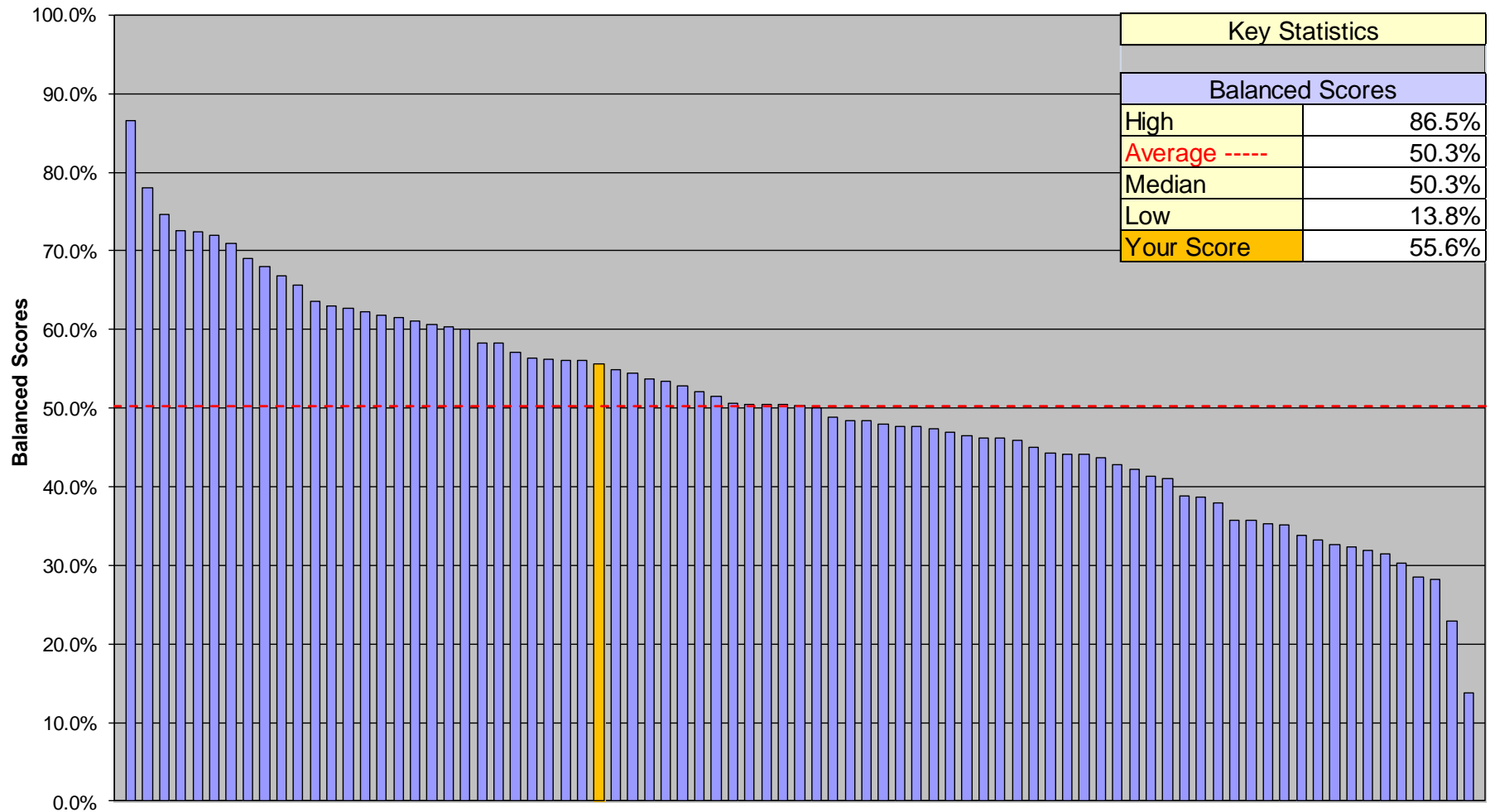
$$(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$$

Step 6

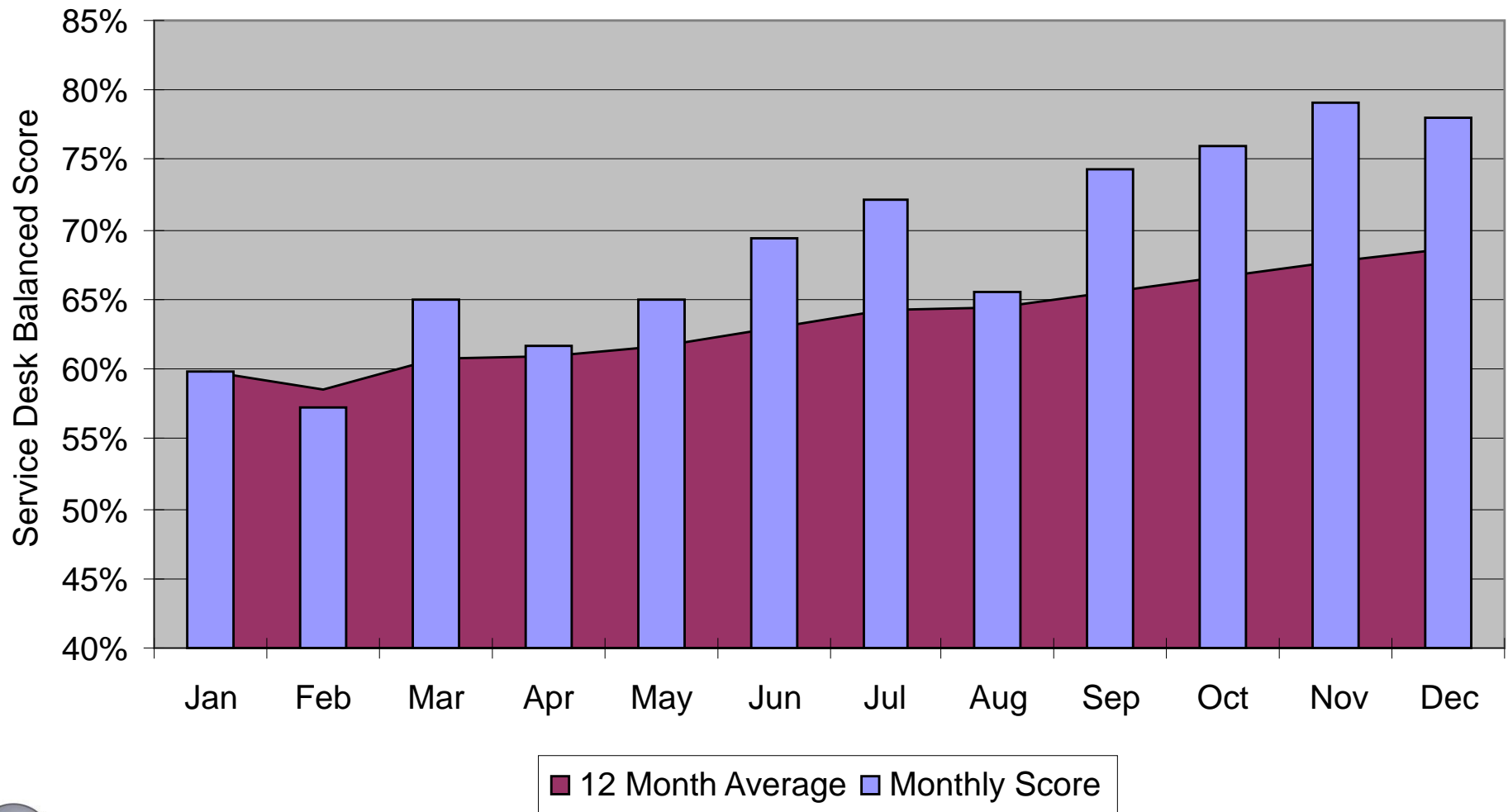
Your balanced score for each metric is calculated: metric score X weighting



The Balanced Scorecard Benchmark



The Balanced Scorecard Trend





TOOL

Download Balanced Scorecard Template

	A	B	C	D	E	F	G	H	I
1	MetricNet Balanced Scorecard Builder for Service Desks								
2	Scorecard Template								
3									
4									
5	Performance Metric		Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score	
6				Worst Case	Best Case				
7	Cost per Ticket		25.0%				#DIV/0!	#DIV/0!	
8	Customer Satisfaction		25.0%				#DIV/0!	#DIV/0!	
9	First Contact Resolution Rate		15.0%				#DIV/0!	#DIV/0!	
10	Agent Utilization		15.0%				#DIV/0!	#DIV/0!	
11	Agent Job Satisfaction		10.0%				#DIV/0!	#DIV/0!	
12	Average Speed of Answer (ASA) (seconds)		10.0%				#DIV/0!	#DIV/0!	
13	Total		100.0%	N/A	N/A	N/A	N/A	#DIV/0!	
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									



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



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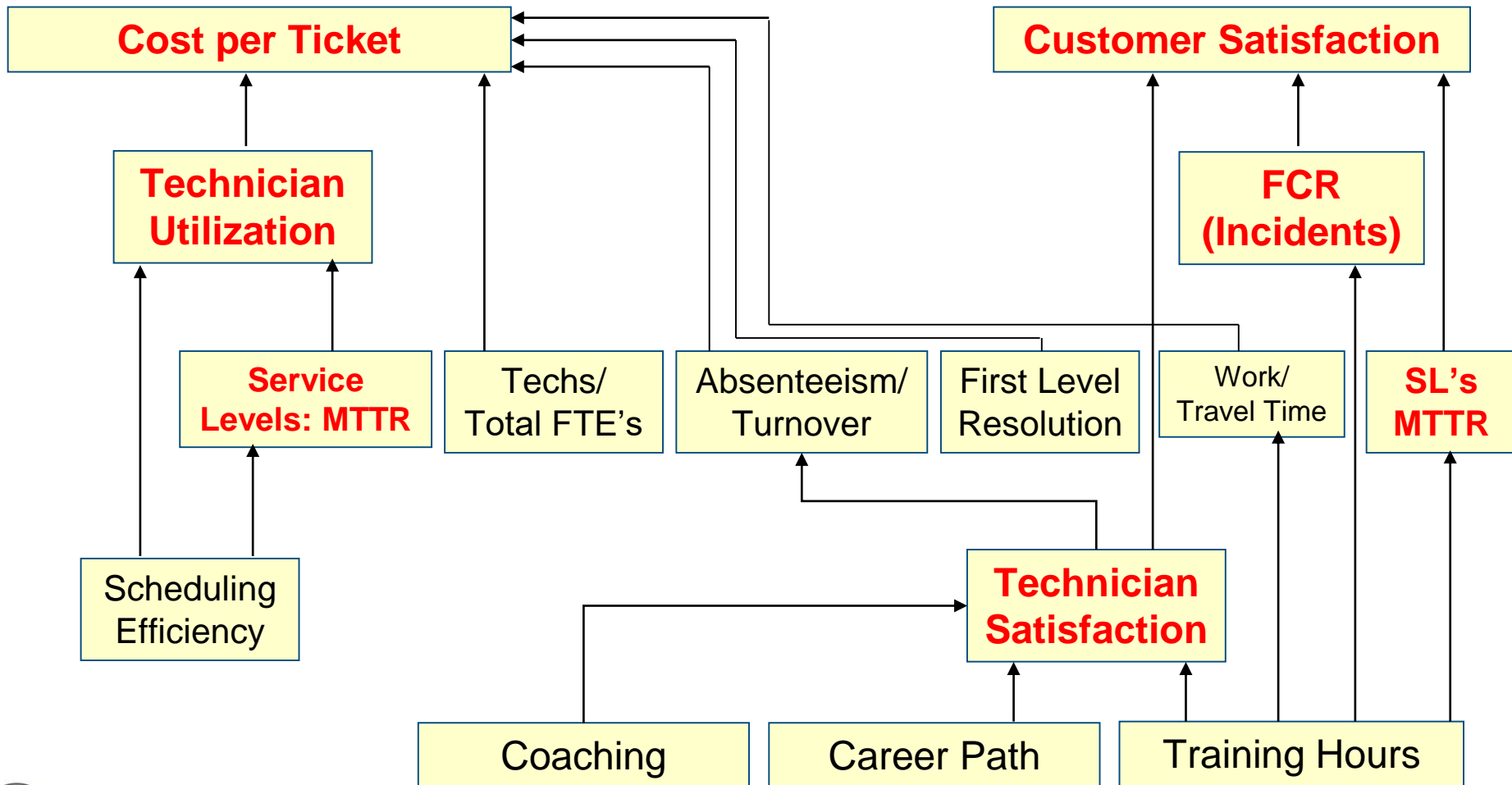
KPI Cause-and-Effect Relationships

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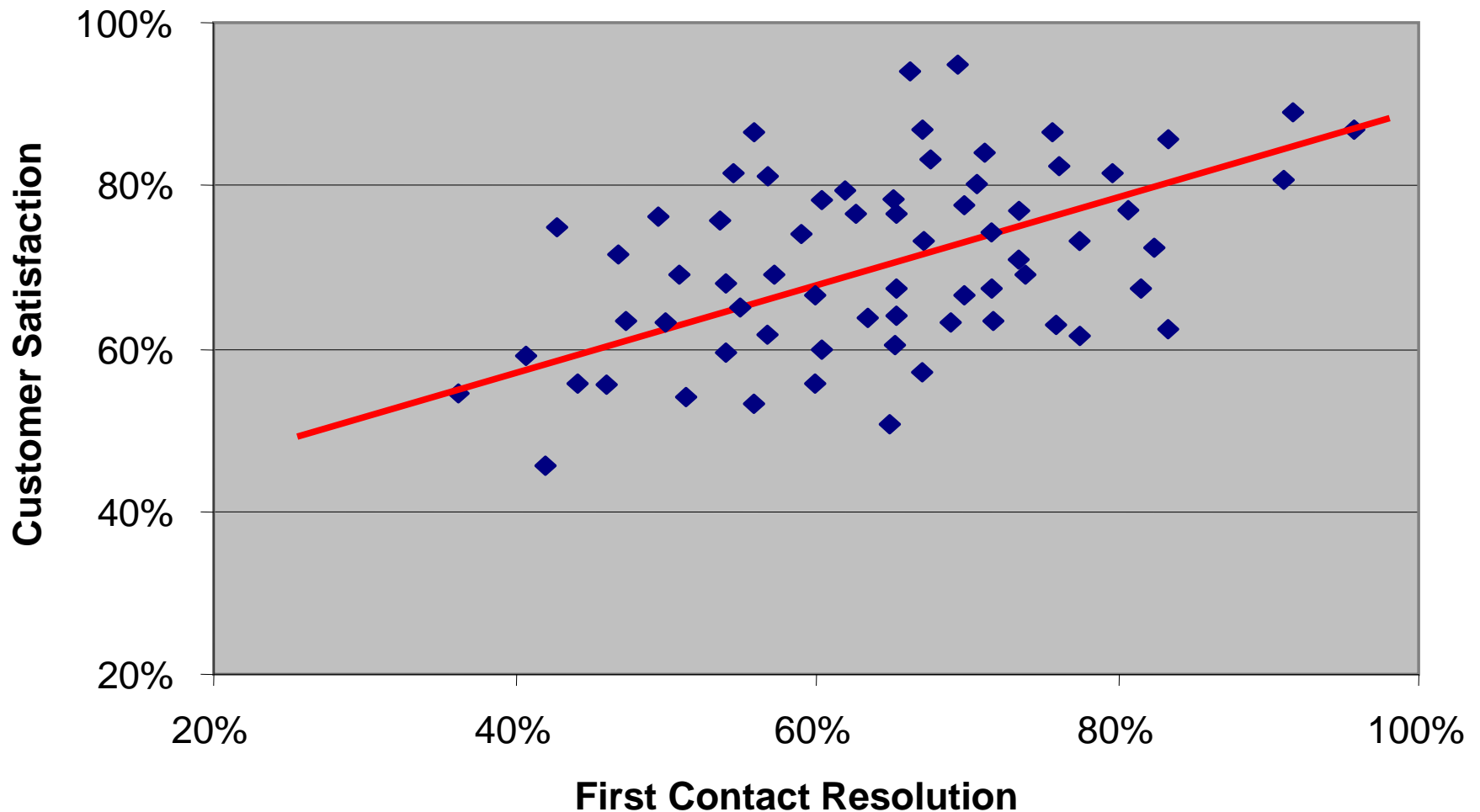


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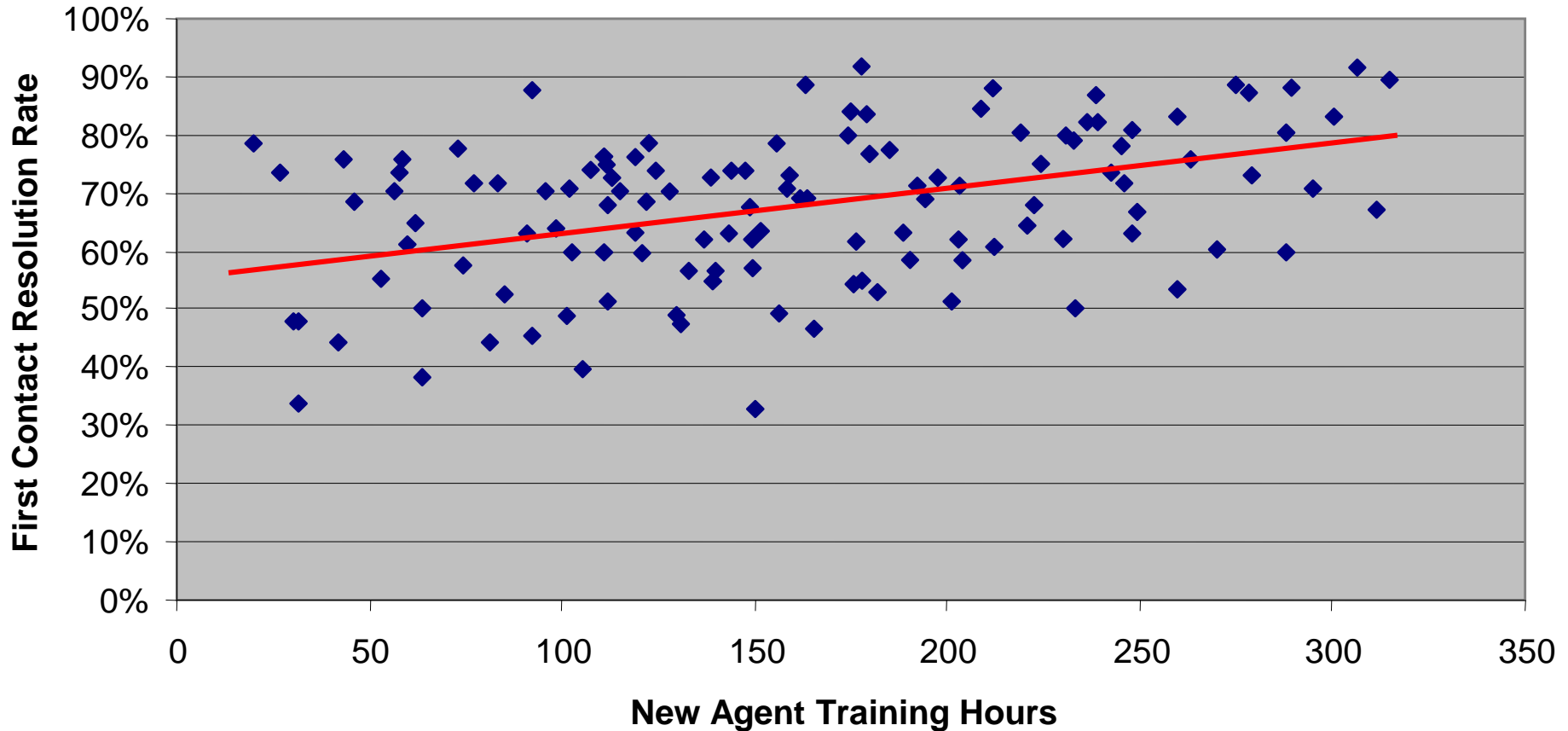
Important Desktop Support KPI Correlations



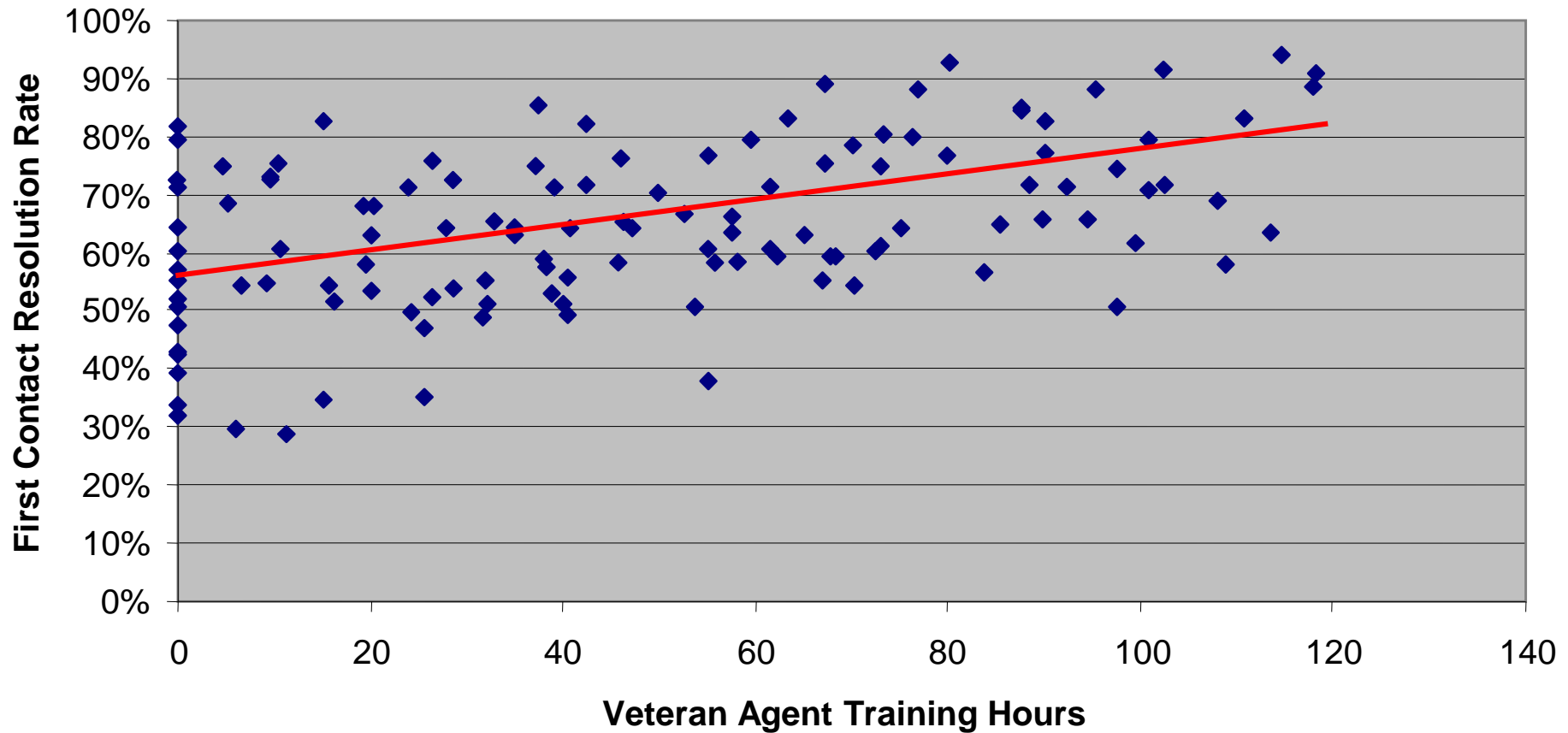
First Contact Resolution Drives Customer Satisfaction



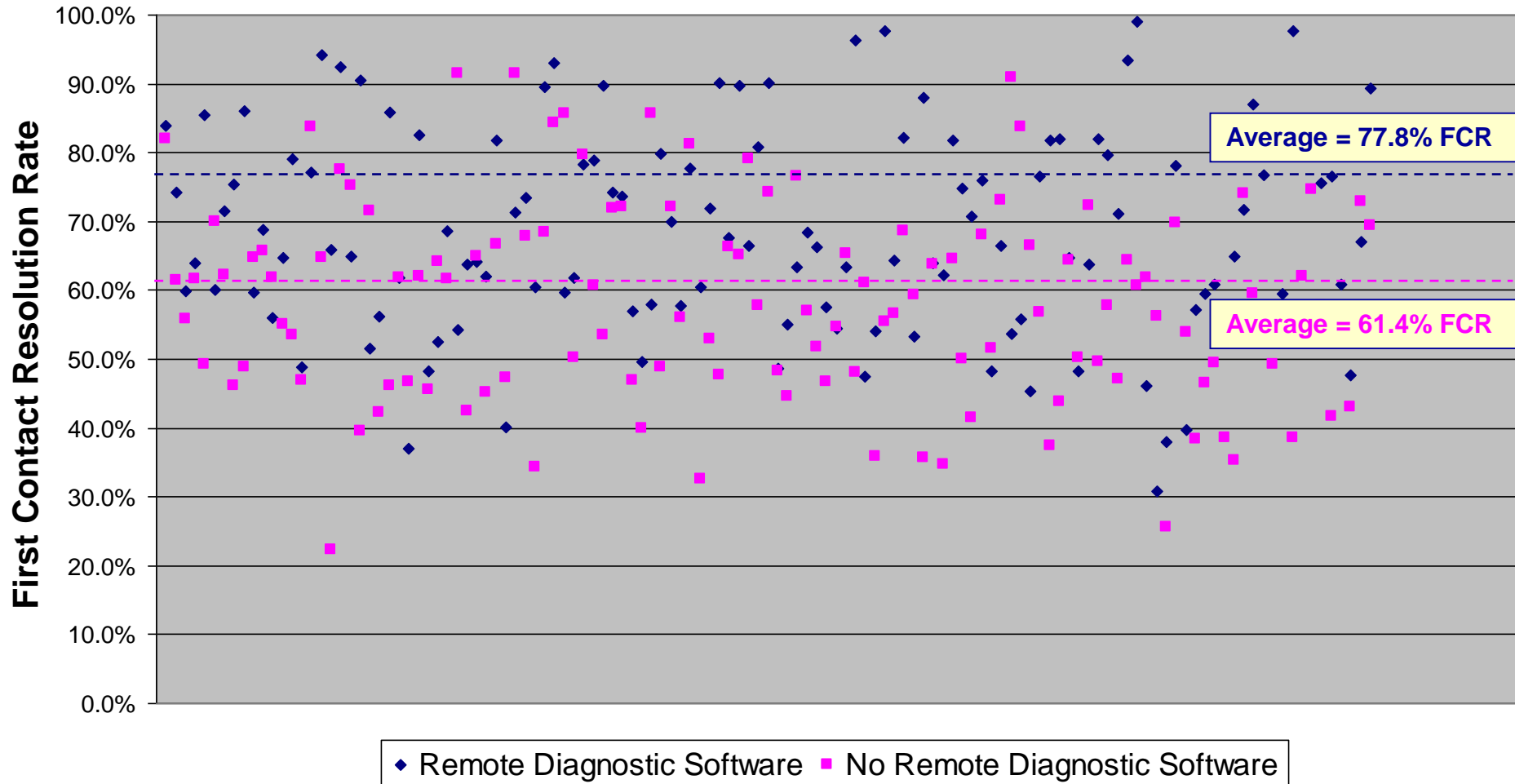
New Agent Training Hours vs. First Contact Resolution



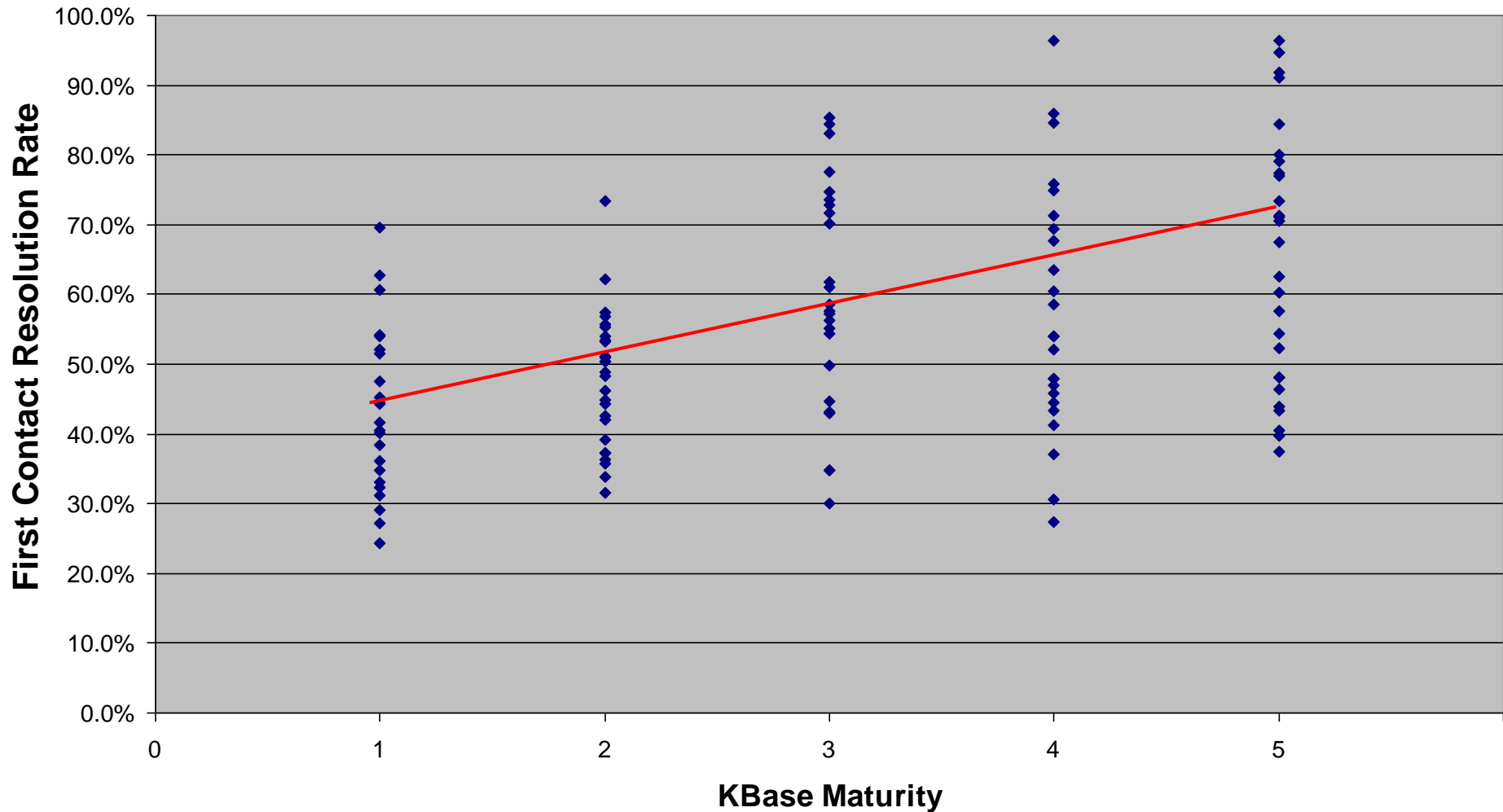
Veteran Agent Training vs. First Contact Resolution



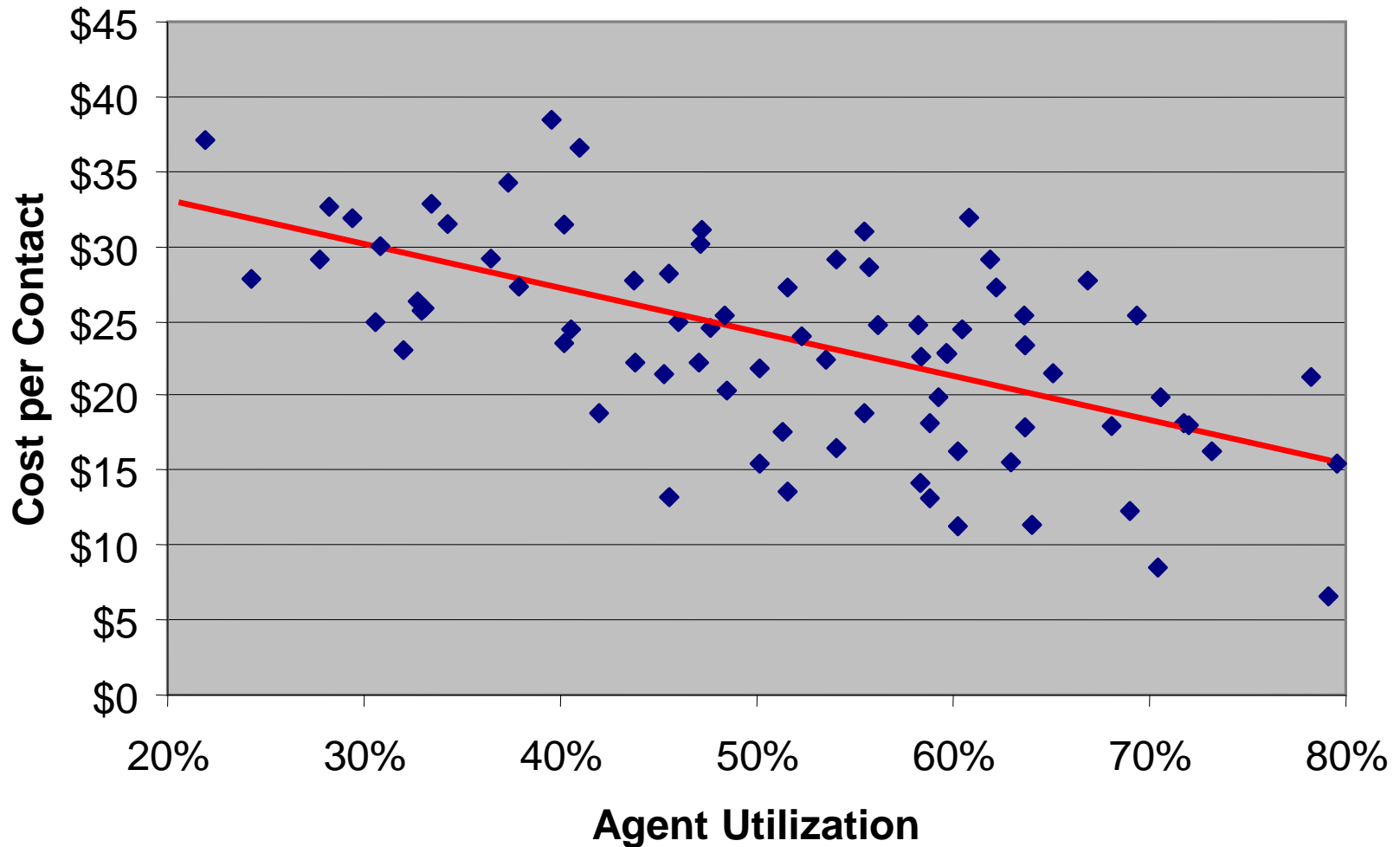
The Effect of Remote Diagnostic Tools on FCR



The Effect of a Mature Knowledge Base on FCR



Agent Utilization Drives Cost per Contact



Agent Utilization Defined

$$\text{Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

- ❑ Agent Utilization is a measure of the actual time agents spend providing direct customer support in a month, divided by total time at work during the month
- ❑ It takes into account both inbound and outbound contacts handled by the Agents, and includes all contact types: voice, voice mail, email, web chat, walk-in, etc.
- ❑ But the calculation for Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time
- ❑ By calculating Agent Utilization in this way, all Service Desks worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes



Example: Service Desk Agent Utilization

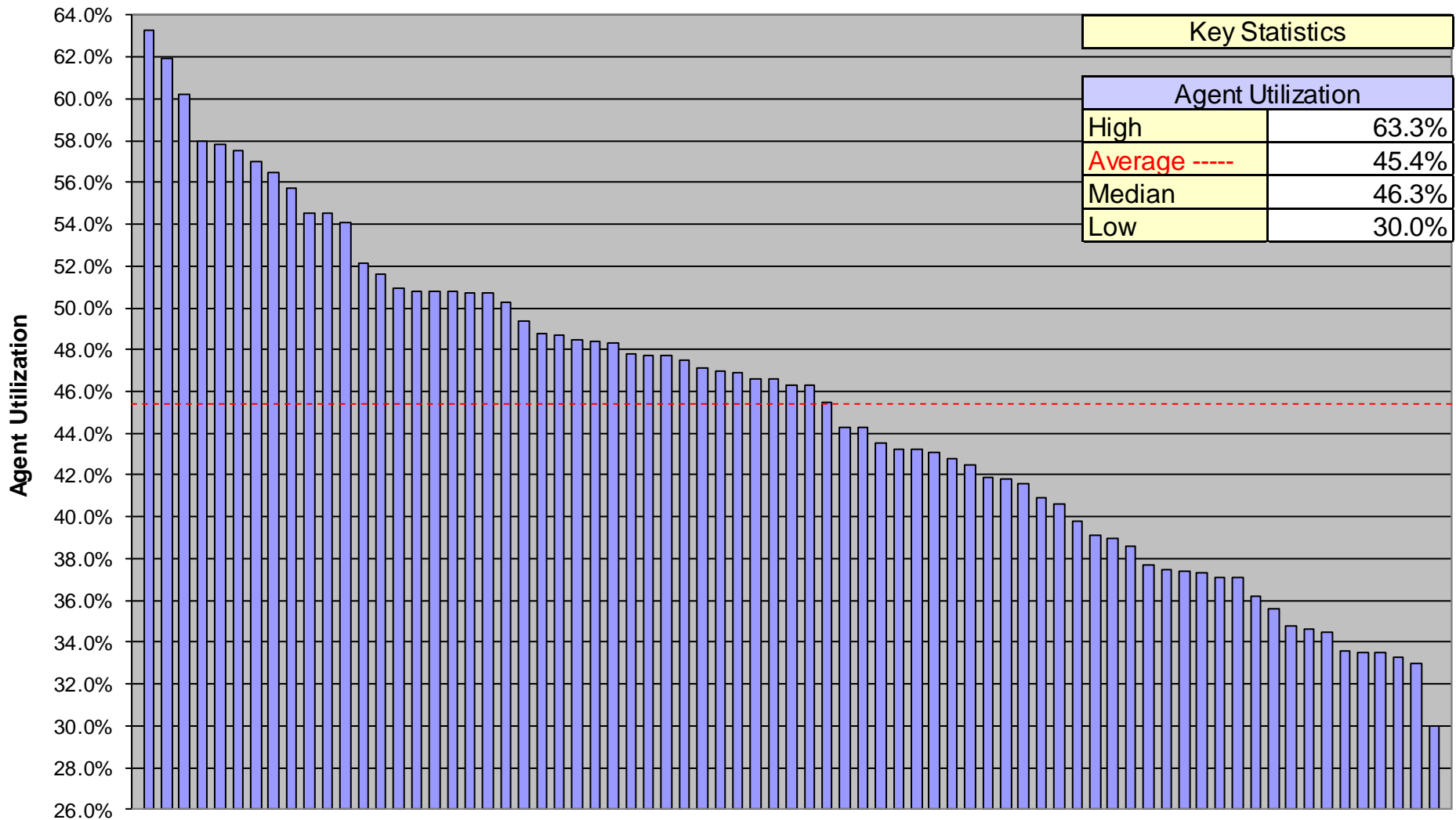
- ❑ Inbound Contacts per Agent per Month = 375
- ❑ Outbound Contacts per Agent per Month = 225
- ❑ Average Inbound Contact Handle Time = 10 minutes
- ❑ Average Outbound Contact Handle Time = 5 minutes

$$\text{Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

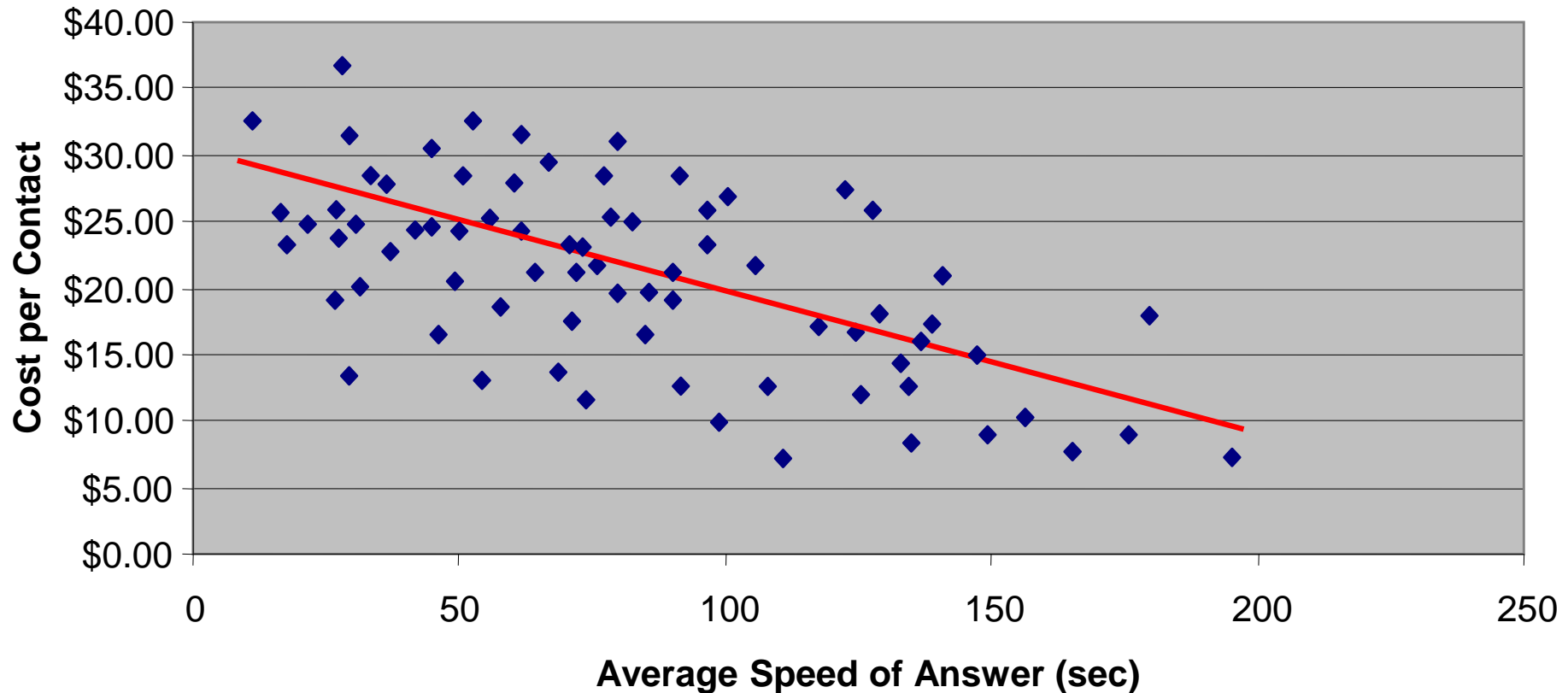
$$\text{Agent Utilization} = \frac{((375 \text{ Inbound Contacts per Month}) \times (10 \text{ minutes}) + (225 \text{ Outbound Contacts per Month}) \times (5 \text{ minutes}))}{(21.5 \text{ working days per month}) \times (7.5 \text{ work hours per day}) \times (60 \text{ minutes/hr})} = \text{50.4\% Agent Utilization}$$



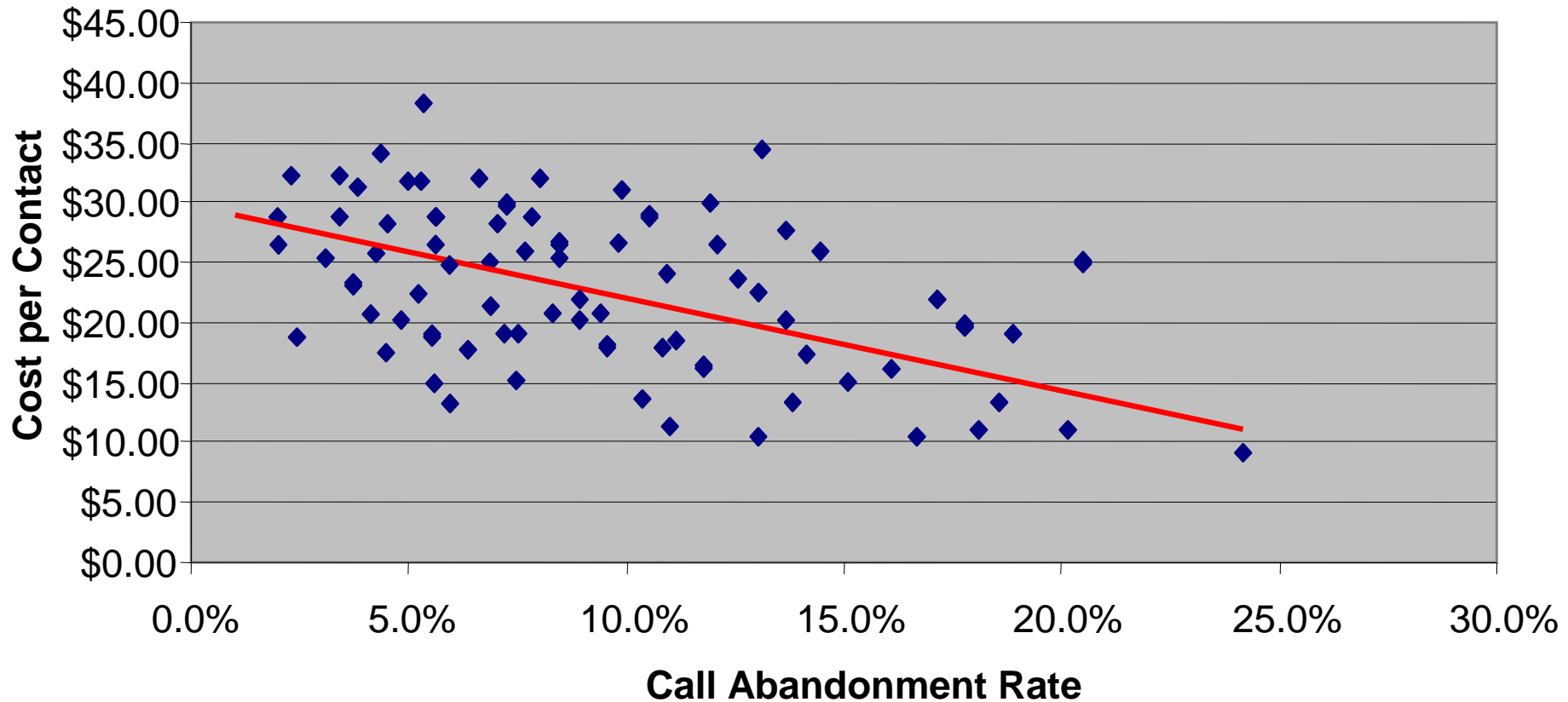
Agent Utilization: Benchmarking Results



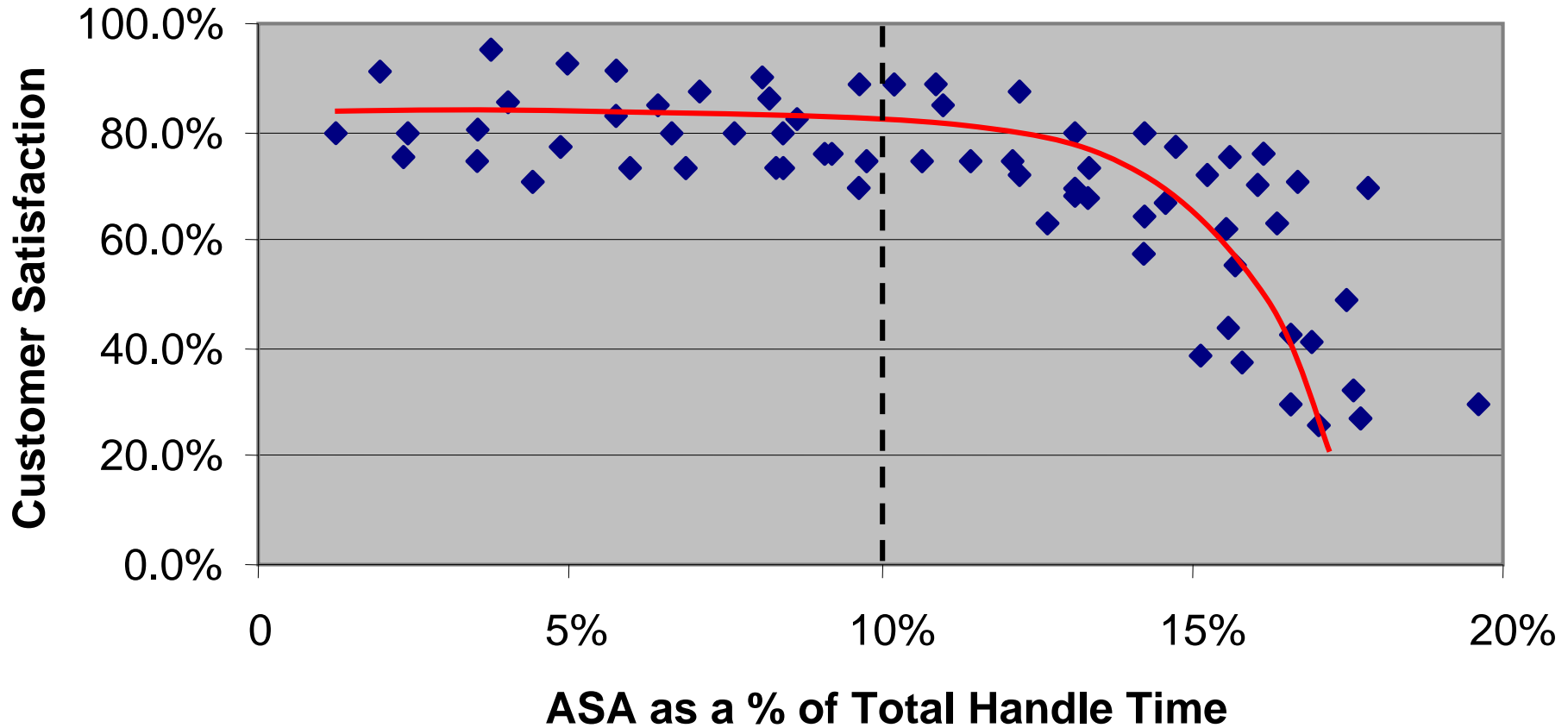
ASA Drives Cost per Contact



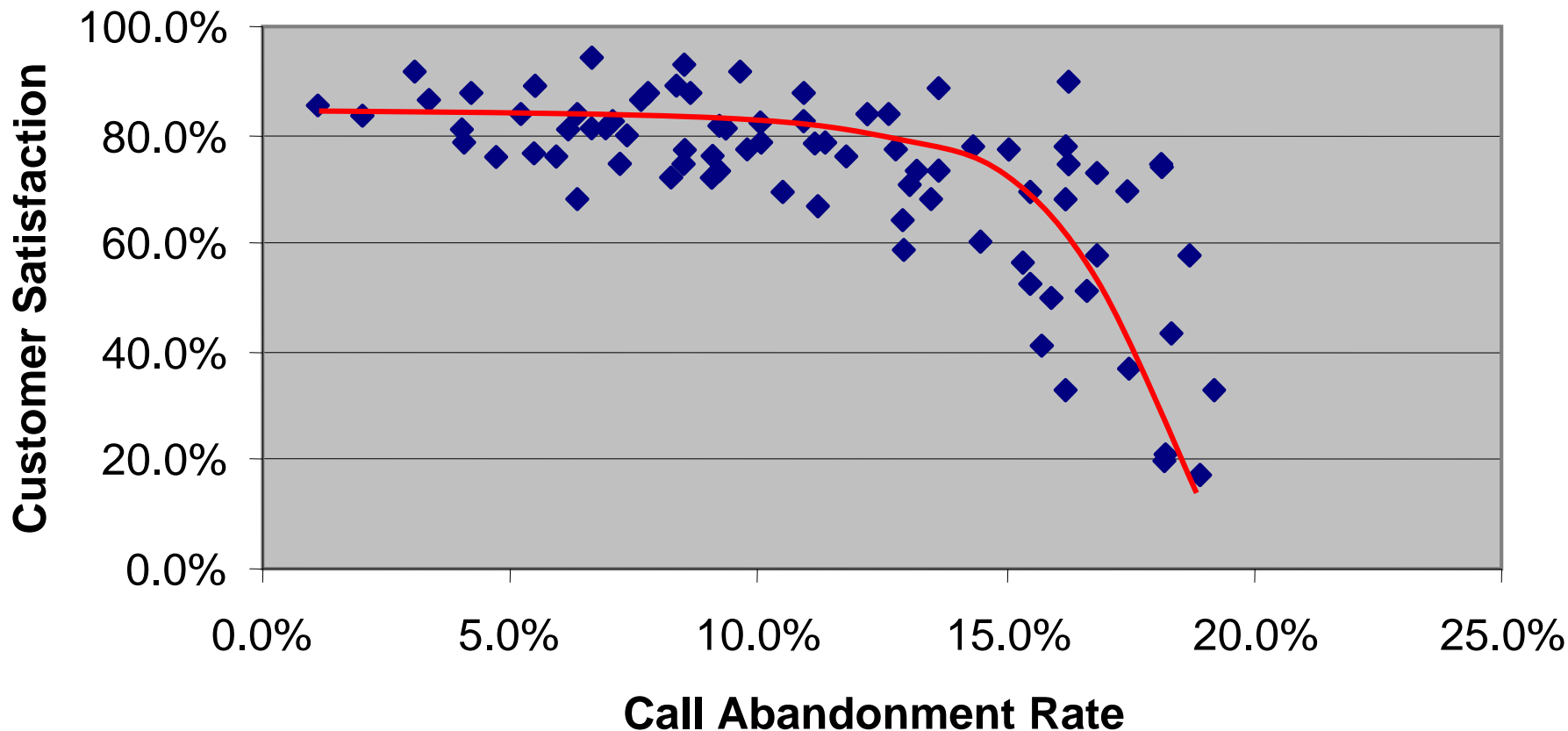
Call Abandonment Rate Also Drives Cost per Contact



ASA vs. Customer Satisfaction



Call Abandonment Rate vs. Customer Sat





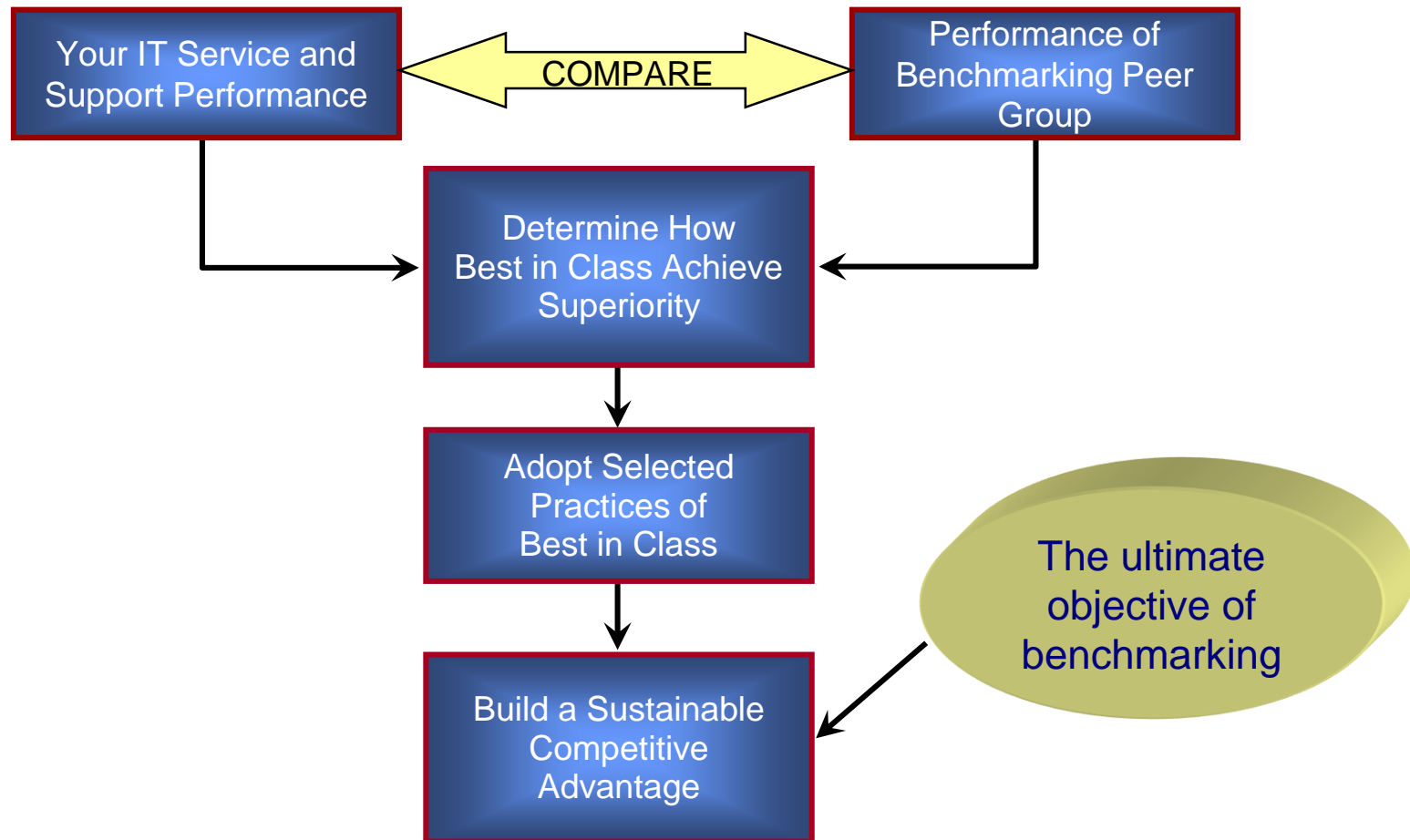
Introduction to Benchmarking

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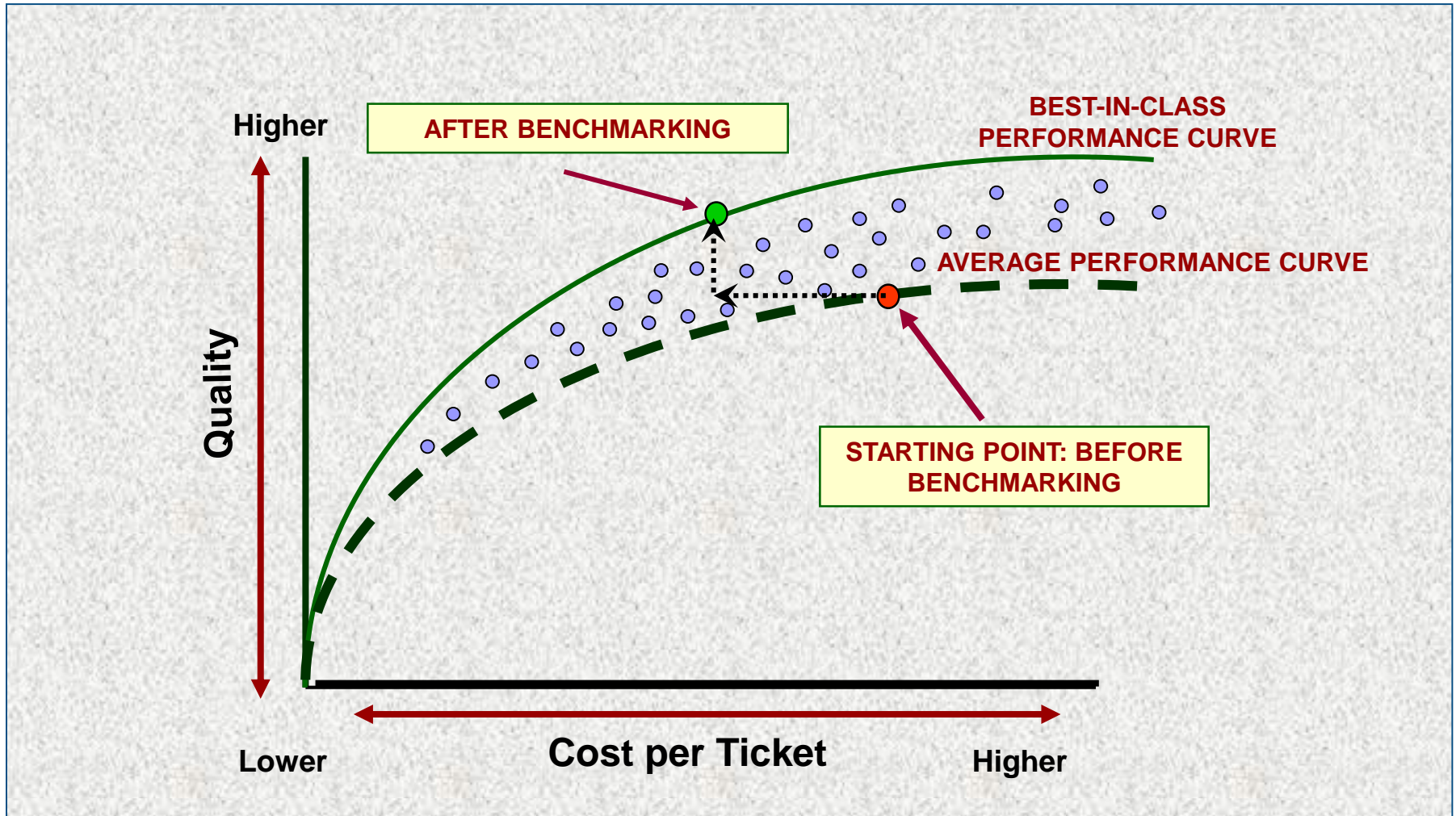


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The Benchmarking Methodology



The Goal of Benchmarking



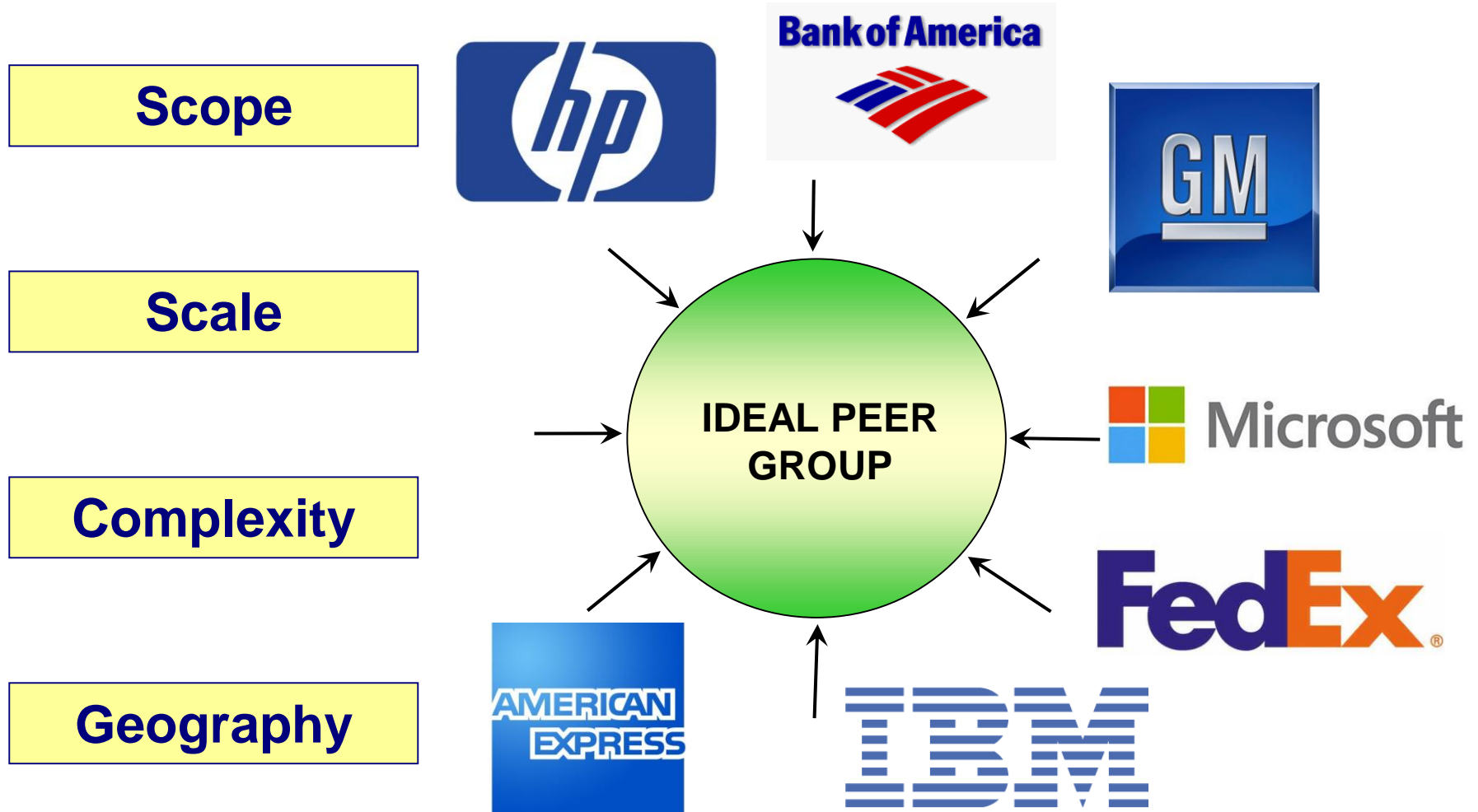
The Role of Benchmarking

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

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



A Note on Valid Benchmarking Comparisons



Case Study Using Actual Service Desk Benchmarking Data



Group Exercise

Sample Data Only! Not Intended for Benchmarking Purposes!

Metric Type	Key Performance Indicator (KPI)	Your Score	Peer Group			
			Average	Min	Median	Max
Cost	Cost/Contact	\$28.17	\$22.96	\$6.59	\$22.56	\$38.44
	First Level Resolution Rate	59.0%	81.0%	59.0%	83.0%	88.0%
Productivity	Contacts/Agent-Month	429	504	373	487	699
	Agent Utilization	46.7%	53.1%	25.9%	53.9%	71.1%
Service Level	Average Speed of Answer (ASA) in seconds	18	45	12	34	187
	Percent Answered in 30 Seconds or Less	86.6%	72.1%	36.5%	71.3%	100.0%
	Call Abandonment Rate	2.9%	8.1%	1.4%	7.6%	25.2%
Quality	Call Quality	68.4%	79.9%	43.8%	75.8%	94.5%
	Customer Satisfaction	63.0%	79.0%	41.9%	75.5%	96.6%
Agent	Annual Agent Turnover	29.5%	31.7%	1.7%	26.4%	94.0%
	Daily Absenteeism	19.2%	13.2%	0.1%	13.0%	29.8%
	New Agent Training Hours	36	79	20	69	241
	Ongoing Agent Annual Training Hours	12	34	0	20	130
	Agent Satisfaction (% satisfied or very satisfied)	71.0%	75.4%	33.8%	70.1%	94.5%
	Agents as a Percent of Total FTE's	77.9%	70.5%	57.1%	69.3%	88.4%
Call Handling	Contact Handle Time (min:sec)	12:41	11:18	2:47	9:34	19:55
	First Contct Resolution Rate	51.3%	71.2%	45.4%	67.8%	94.1%
	IVR Completion Rate	6.7%	22.0%	0.0%	18.9%	44.8%





The Synergy of Process and Performance

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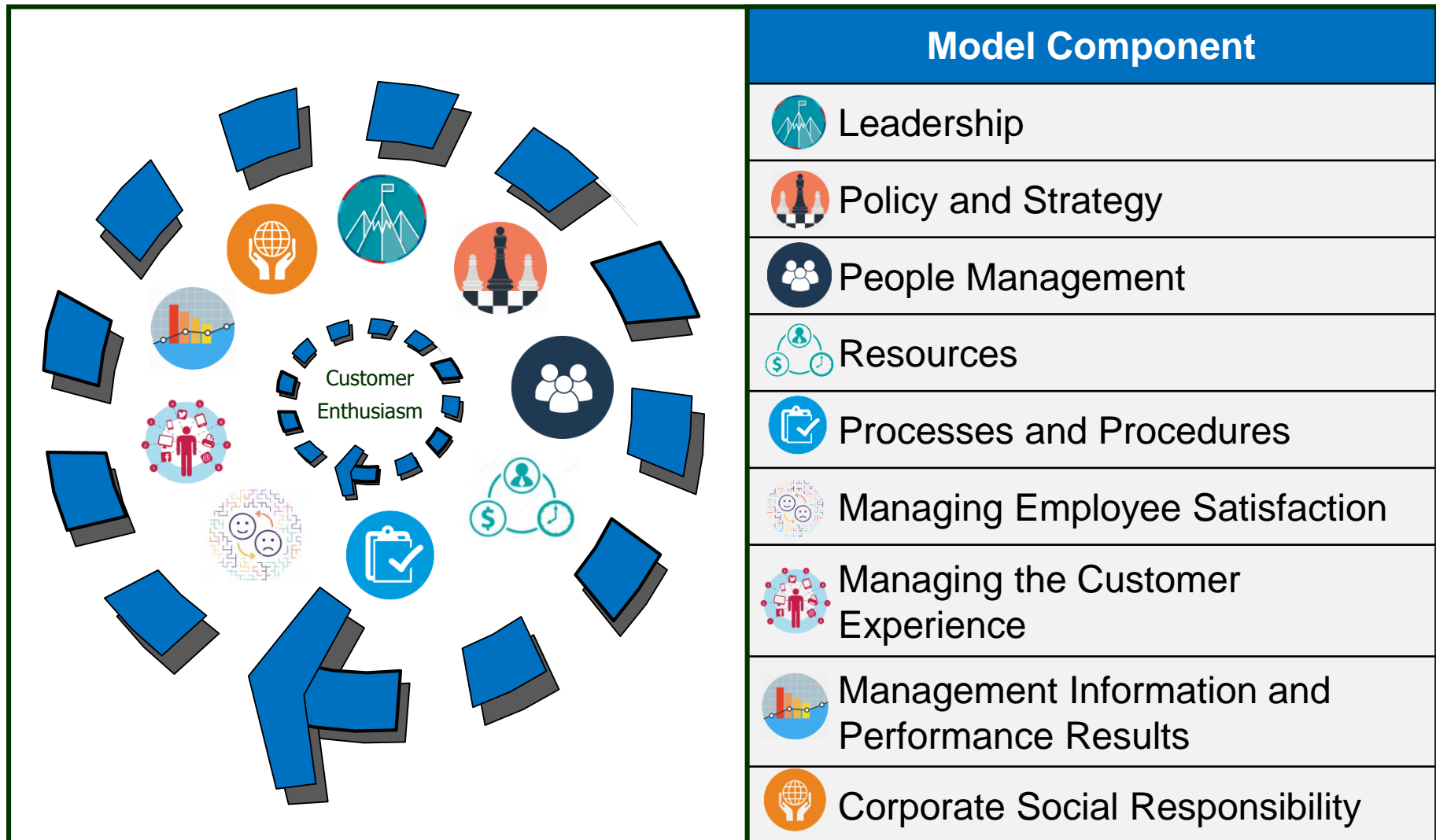
Is This You?



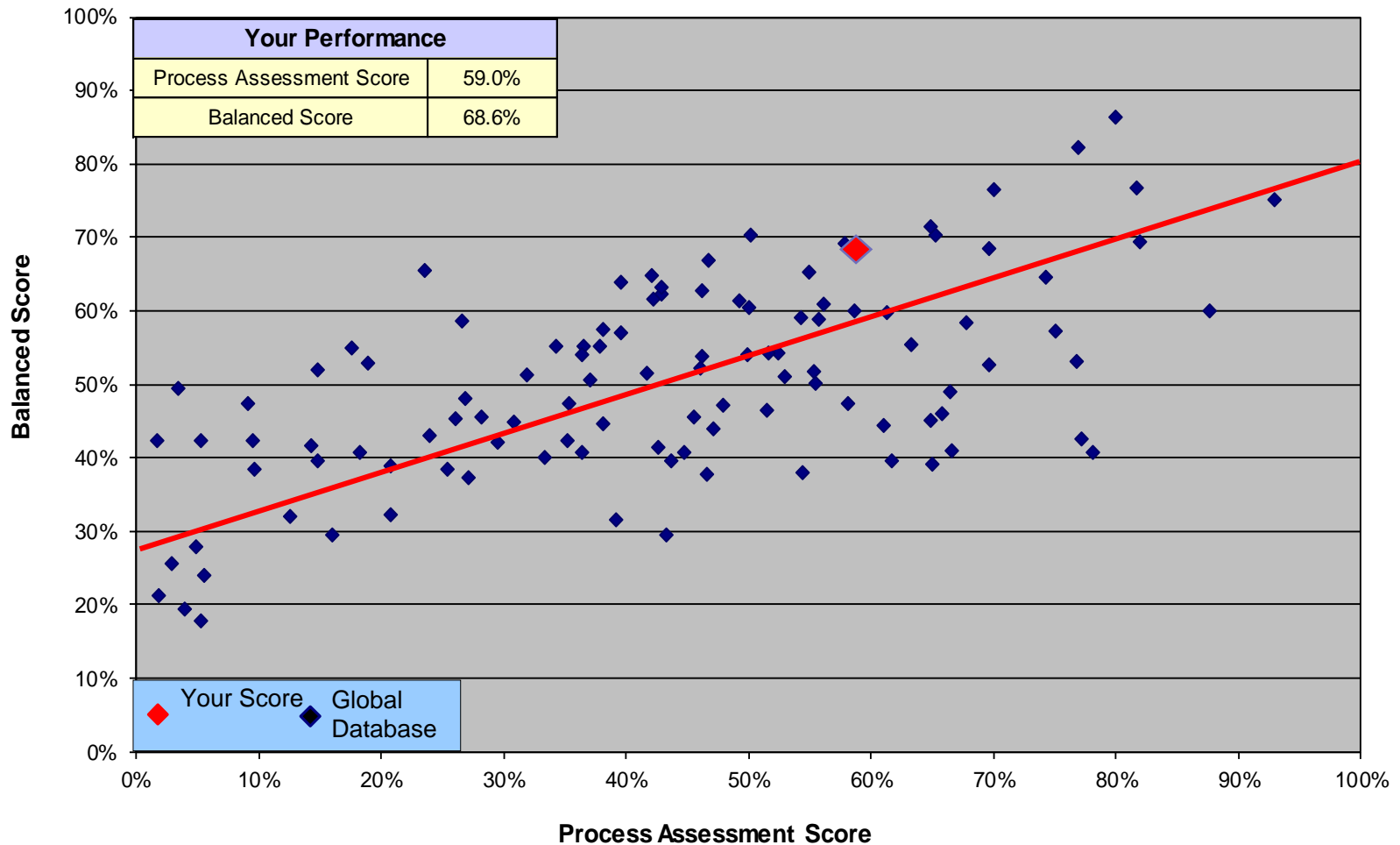
“What if we don’t change at all ...
and something magical just happens?”



Nine-Part Model for Service Desk Best Practices



Process Drives Performance!



Best Practices Evaluation Criteria

Ranking	Explanation
★	Reactive - Service desk performance is measured against service level agreements or agreed and documented service targets at least monthly.
★★	Proactive - Performance results reports are readily available to service desk staff and other IT groups.
★★★	Customer-led - Service desk leadership regularly provides information that gives direction to the service desk team and other support groups about service performance.
★★★★	Business-led - Stakeholders have access to timely, meaningful and relevant service performance information that can be used to make business decisions.



SDI's Best Practice Standard has 9 Concepts & 138 Criteria

Leadership

- 10 Criteria

Policy & Strategy

- 9 Criteria

People Management

- 12 Criteria

Resources

- 15 Criteria

Process & Procedures

- 23 Criteria

Managing Employee Satisfaction

- 9 Criteria

Managing the Customer Experience

- 8 Criteria

Management Information & Performance Results

- 44 Criteria

Corporate Social Responsibility

- 8 Criteria

Total Score from 138 to 552 (converted to scale of 0% to 100%)

- The lowest score possible on the Best Practices Process Assessment is 104:
Maturity Level ★ (Reactive) X 138 Criteria = 138 (0%)
- The highest score possible on the Best Practices Process Assessment is 552:
Maturity Level ★★★★★ (Business-Led) X 104 Criteria = 552 (100%)



Download the SDI Global Best Practice Standard



servicedesk institute.com/service-desk-benchmarking/best-practice-standard-v8



Take the Online Service Desk Assessment



hello@sdi-e.com ✉
+44 (0) 1689 889100 ☎

ONLINE SERVICE DESK ASSESSMENT

**Benchmark your service against the Global
Best Practice Standard for Service Desk**

Discover your maturity level with this free online evaluation...

Online Service Desk Assessment Tool

A taster of the Service Desk Certification programme

Complete this informal online service desk assessment to get an idea of how the service provided by your service desk and wider IT support operation measures against the Global Best Practice Standard for Service Desk. After completing the short questionnaire you will receive a report that includes an indication of the rating and maturity level your service desk might achieve for each of the Best Practice Standard's 9 concepts. The questionnaire comprises 19 sample questions (the full Best Practice Standard comprises 138 criteria covering 9 concepts) and will take approximately **15 minutes to complete.**

sdceval.servicedeskintstitute.com



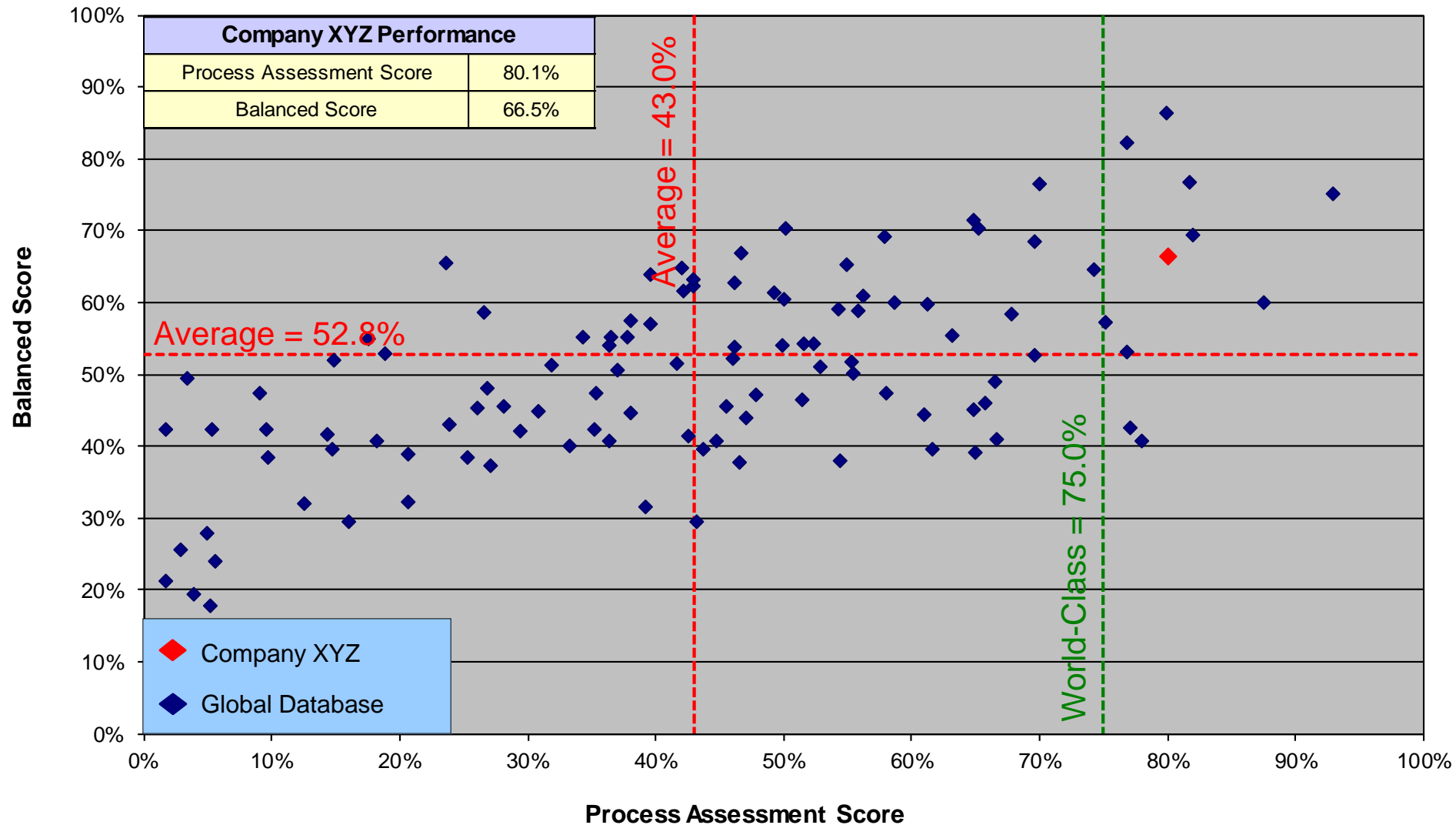
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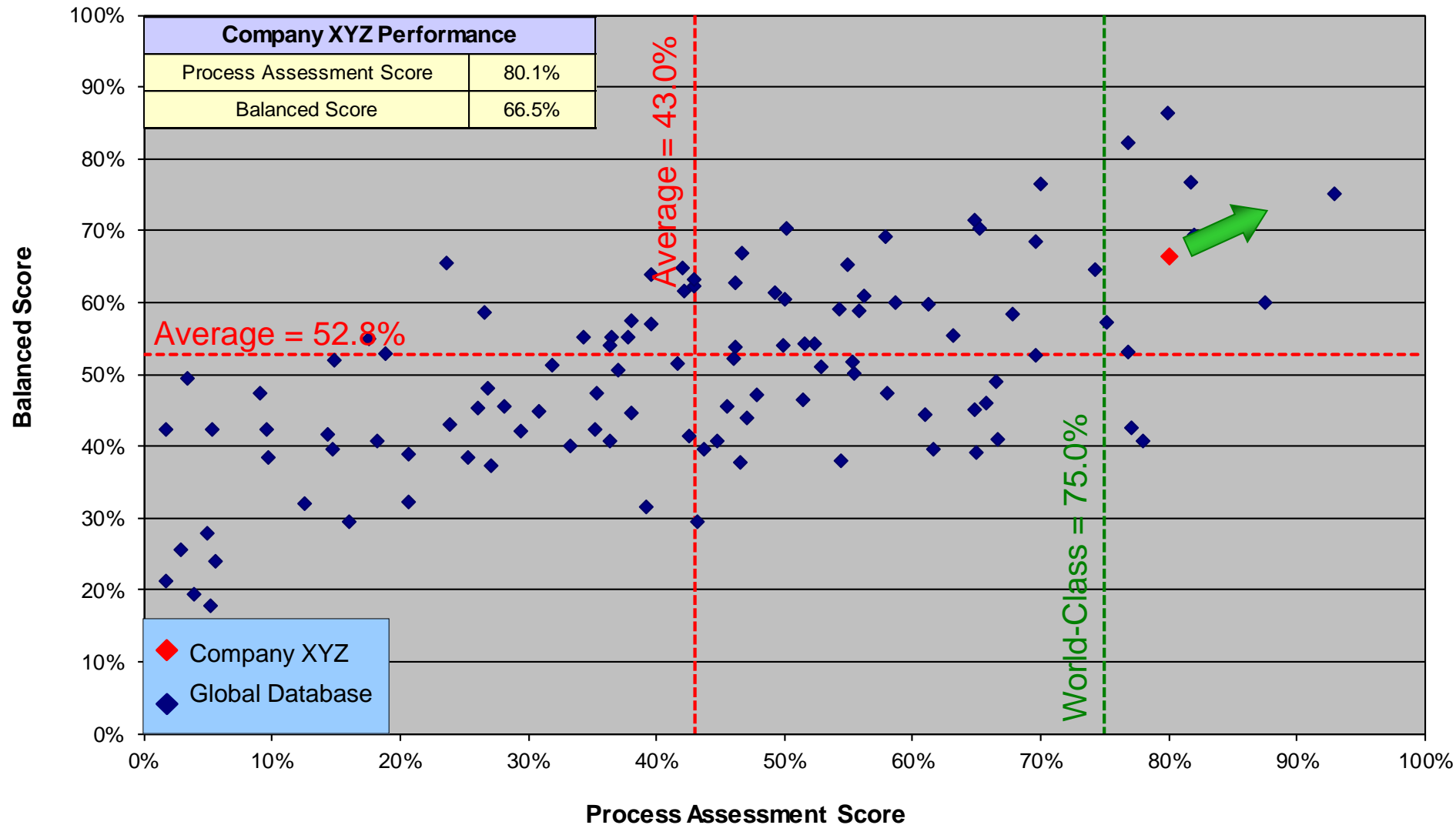
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Process Maturity vs. Scorecard Performance



Company XYZ Can Improve Process Maturity Over Time





The ROI of Service and Support

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Cost Center vs. Value Center

Cost Center

- ❑ Responsible for cost control
- ❑ Not responsible for...
 - Revenue generation
 - Profits
 - Investment decisions

VS.

Value Center

- ❑ Creates value
- ❑ Demonstrates value
 - Cost savings
 - Cost Benefit Analysis
 - ROI Analysis

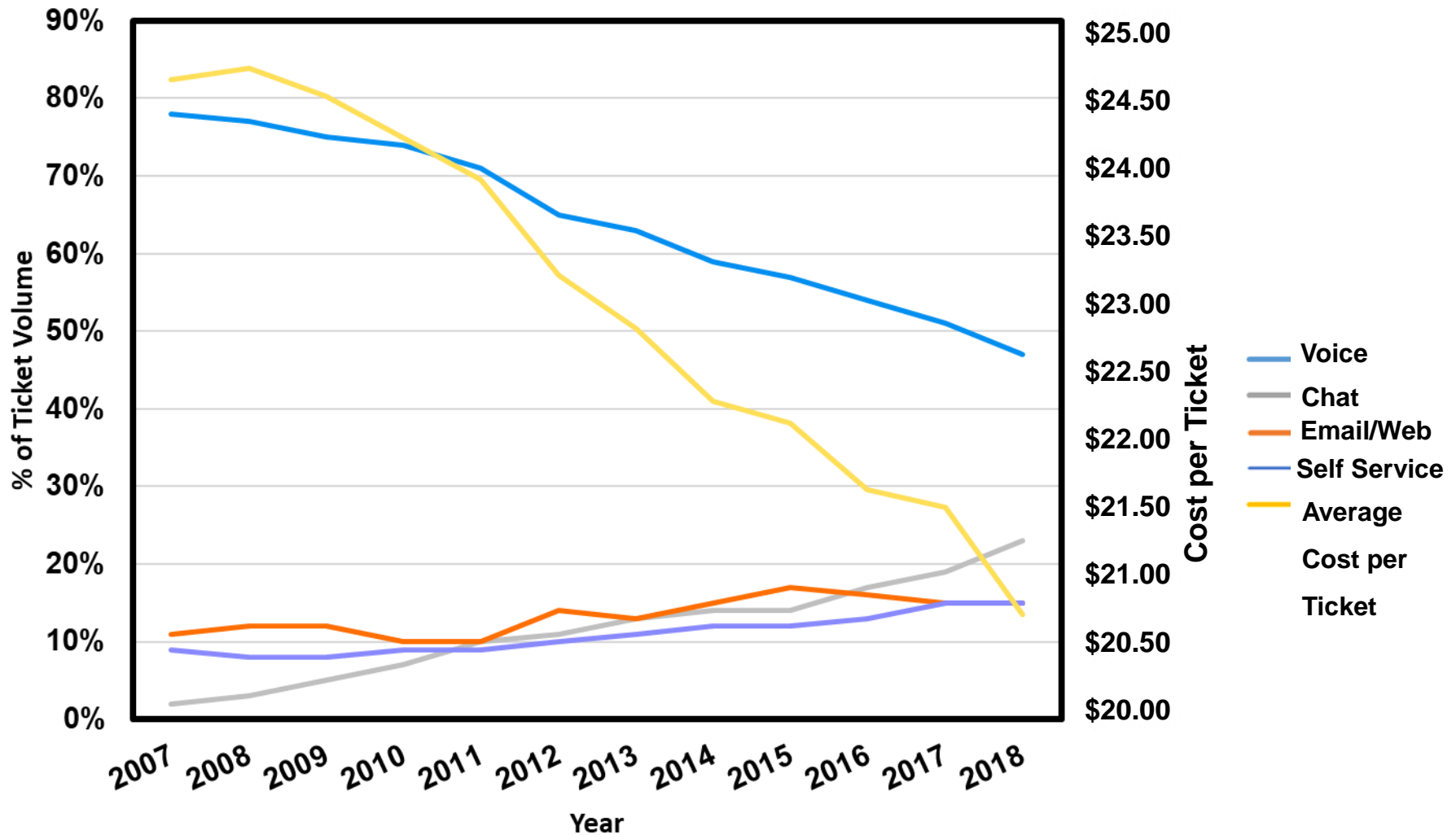
- The vast majority of IT Service and Support organizations operate as cost centers
 - They are expected to control costs, but are not expected to make any explicit financial contribution to the enterprise
- The focus in a cost center is on minimizing costs
- The focus in a Value Center is on maximizing value!



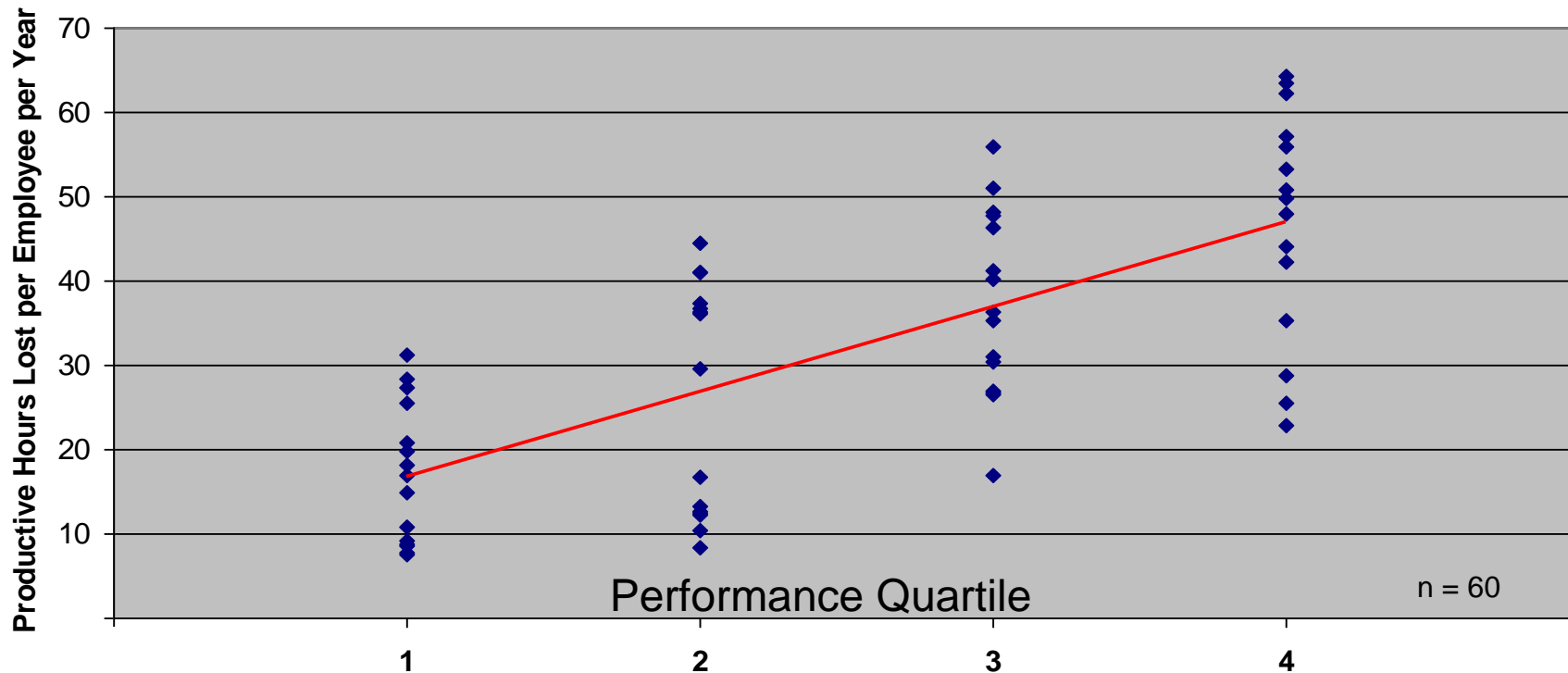
Shift Left Reduces Total Cost of Ownership



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



Example: ROI from Channel Mix

Contact Channel	Avg. Monthly Contact Volume	Cost per Contact
Voice	37,204	\$15.61
Email	17,501	\$12.49
Web	303	\$12.49
Chat	0	\$11.86
Walk-Up	18	\$23.42
Other	207	\$15.61
Self Service	1,008	\$2.00
Monthly Total	56,241	\$808,760
Annual Total		\$9,705,114

Estimated Annual Savings vs. Voice Only	\$829,950
--	------------------



Example: ROI from Shift Left

Average Monthly Contact Volume		55,233
Net First Level Resolution Rate	Peer Group	84.0%
	Company XYZ	81.9%
Monthly FLR Ticket Volume vs. Peer Group		-1,141
FLR Savings per Ticket		\$47
Estimated Annual Shift Left Savings		-\$643,771



Example: ROI from User Productivity Gains

Balanced Scorecard Quartile Performance		1
Annual Productive Hours Lost per End User	Industry Average	25.9
	Company XYZ	17.1
Productive Hours Returned per End User per Year		8.8
Number of End Users Supported		45,000
Total Productive Hours Returned to End Users		396,000
Annual Working Hours per FTE		1,800
Estimated FTE Savings		220
Estimated Annual Fully Loaded FTE Cost		\$120,000
Estimated End-User Productivity ROI		\$26,400,000



Total Estimated Service Desk ROI is 267%

Channel-Mix ROI	\$829,950
Shift-Left ROI	-\$643,771
End-User Productivity ROI	\$26,400,000
Annual Operating Expense	\$9,894,357
Annual ROI	267%





ROI Calculator in Excel Format

Channel-Mix ROI	\$829,950
Shift-Left ROI	-\$643,771
End-User Productivity ROI	\$26,400,000
Annual Operating Expense	\$9,894,357
Annual ROI	267%





Setting Performance Targets and Driving Accountability

SDI19DXB



MetricNet™
Performance Benchmarking

Establishing Performance Goals in Service and Support

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



Industry Averages and Ranges for Service Desk KPIs

Best Performers

Worst Performers

	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Cost per Inbound Contact	< \$12.01	\$12.01 - \$15.69	\$15.69 - \$24.97	> \$24.97
Customer Satisfaction	> 94.0%	94.0% - 85.2%	85.2% - 76.3%	< 76.3%
Agent Utilization	> 52.0%	52.0% - 46.8%	46.8% - 39.5%	< 39.5%
Net First Contact Resolution Rate	> 80.3%	80.3% - 74.0%	74.0% - 68.3%	< 68.3%
Agent Job Satisfaction	> 77.1%	77.1% - 73.4%	73.4% - 66.4%	< 66.4%
Average Speed of Answer (seconds)	< 21	21 - 34	34 - 82	> 82
Service Desk Balanced Score	> 66.0%	66.0% - 55.0%	55.0% - 47.0%	< 47.0%



Industry Averages and Ranges for Desktop Support KPIs

Best Performers

Worst Performers

1st Quartile

2nd Quartile

3rd Quartile

4th Quartile

Cost per Ticket

< \$68.82

\$68.82 - \$98.98

\$98.98 - \$135.01

> \$135.01

Customer Satisfaction

> 94.7%

94.7% - 90%

90%-83.2%

< 83.2%

Technician Utilization

> 63.0%

63.0% - 56.6%

56.6% - 47.3%

< 47.3%

Incident First Visit Resolution Rate

> 87.0%

87.0% - 80.5%

80.5% - 76.6%

< 76.6%

Technician Job Satisfaction

> 84.3%

84.3% - 78.5%

78.5% - 75.7%

< 75.7%

MTTR Incidents (business hours)

< 4.8

4.8 - 7.2

7.2 - 9.5

> 9.5

Desktop Support Balanced Score

> 67.3%

67.3% - 62.4%

62.4% - 50.4%

< 50.4%



The Agent/Technician Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Customer Satisfaction	20.0%	67.0%	94.0%	83.0%	59.3%	11.9%
First Contact Resolution Rate (Incidents)	20.0%	38.0%	84.0%	61.0%	50.0%	10.0%
Incidents Closed this Month	15.0%	19.9	76.9	59.8	69.9%	10.5%
Service Requests Closed This Month	15.0%	15.6	42.2	28.5	48.6%	7.3%
Unplanned Absenteeism	7.5%	0.0%	22.0%	19.0%	86.4%	6.5%
Teamwork	7.5%	0.0	5.0	3.5	69.9%	5.2%
Initiative	7.5%	0.0	5.0	5.0	100.0%	7.5%
Mentoring	7.5%	0.0	5.0	4.5	90.0%	6.7%
Total	100.0%	N/A	N/A	N/A	N/A	43.7%

Step 1

Eight 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: $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

Step 6

Your balanced score for each metric is calculated: $\text{metric score} \times \text{weighting}$



Monthly Agent Performance Rankings

Technician Number	Monthly Ranking	Monthly Scorecard Performance						Six Month Average
		Sep	Aug	Jul	Jun	May	Apr	
11	1	95.8%	98.0%	97.1%	95.7%	98.3%	97.3%	97.0%
32	2	92.8%	92.1%	90.3%	89.3%	84.6%	92.2%	90.2%
21	3	91.5%	88.5%	83.2%	94.0%	93.7%	93.5%	90.7%
35	4	91.0%	86.8%	85.2%	78.5%	80.5%	68.2%	81.7%
14	5	89.5%	89.1%	90.0%	90.1%	92.3%	92.1%	90.5%
26	6	83.8%	84.4%	90.2%	86.5%	77.8%	63.9%	81.1%
25	7	83.0%	73.6%	81.9%	72.1%	84.8%	87.9%	80.5%
15	8	70.4%	66.6%	53.3%	56.3%	56.6%	39.0%	57.0%
20	9	64.9%	66.5%	70.1%	56.9%	40.9%	72.7%	62.0%
31	10	62.3%	47.4%	22.7%	38.4%	26.0%	93.0%	48.3%
16	11	61.0%	62.8%	54.5%	45.9%	41.7%	62.7%	54.8%
17	12	57.9%	42.1%	32.3%	71.6%	60.3%	60.3%	54.1%
33	13	56.8%	75.5%	64.8%	80.3%	79.7%	73.5%	71.8%
13	14	52.2%	34.9%	61.0%	52.8%	58.9%	48.7%	51.4%
24	15	48.9%	66.7%	86.9%	87.7%	83.6%	74.5%	74.7%
28	16	46.4%	45.5%	19.3%	40.3%	28.8%	32.4%	35.4%
27	17	43.7%	26.5%	31.5%	24.3%	22.2%	17.2%	27.6%
19	18	41.5%	28.4%	50.1%	48.1%	71.1%	81.0%	53.4%
23	19	39.1%	52.3%	57.1%	86.4%	87.7%	88.9%	68.6%
22	20	36.8%	18.7%	19.3%	52.9%	66.4%	64.3%	43.1%
12	21	36.6%	43.2%	33.1%	65.7%	69.0%	86.0%	55.6%
30	22	36.3%	22.6%	23.5%	85.8%	81.5%	70.3%	53.3%
29	23	34.1%	44.9%	50.2%	28.3%	48.9%	36.9%	40.5%
34	24	33.4%	37.9%	23.1%	21.7%	29.7%	22.6%	28.0%
18	25	32.6%	68.4%	80.4%	88.4%	83.8%	91.6%	74.2%
Monthly Average		59.3%	58.5%	58.0%	65.5%	66.0%	68.4%	62.6%





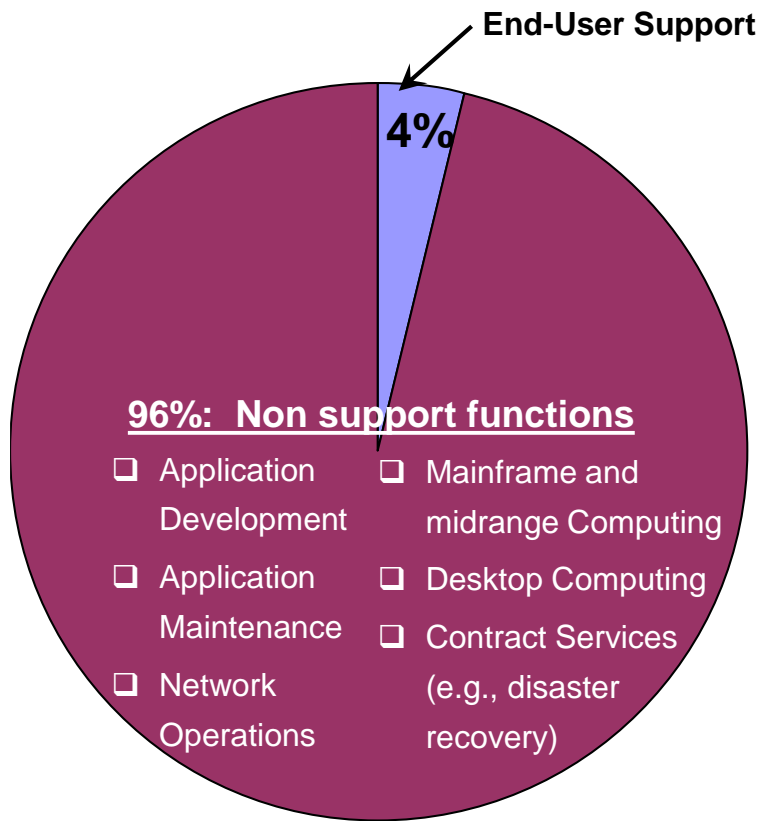
The Paradox of IT Service and Support

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The Paradox of IT Support

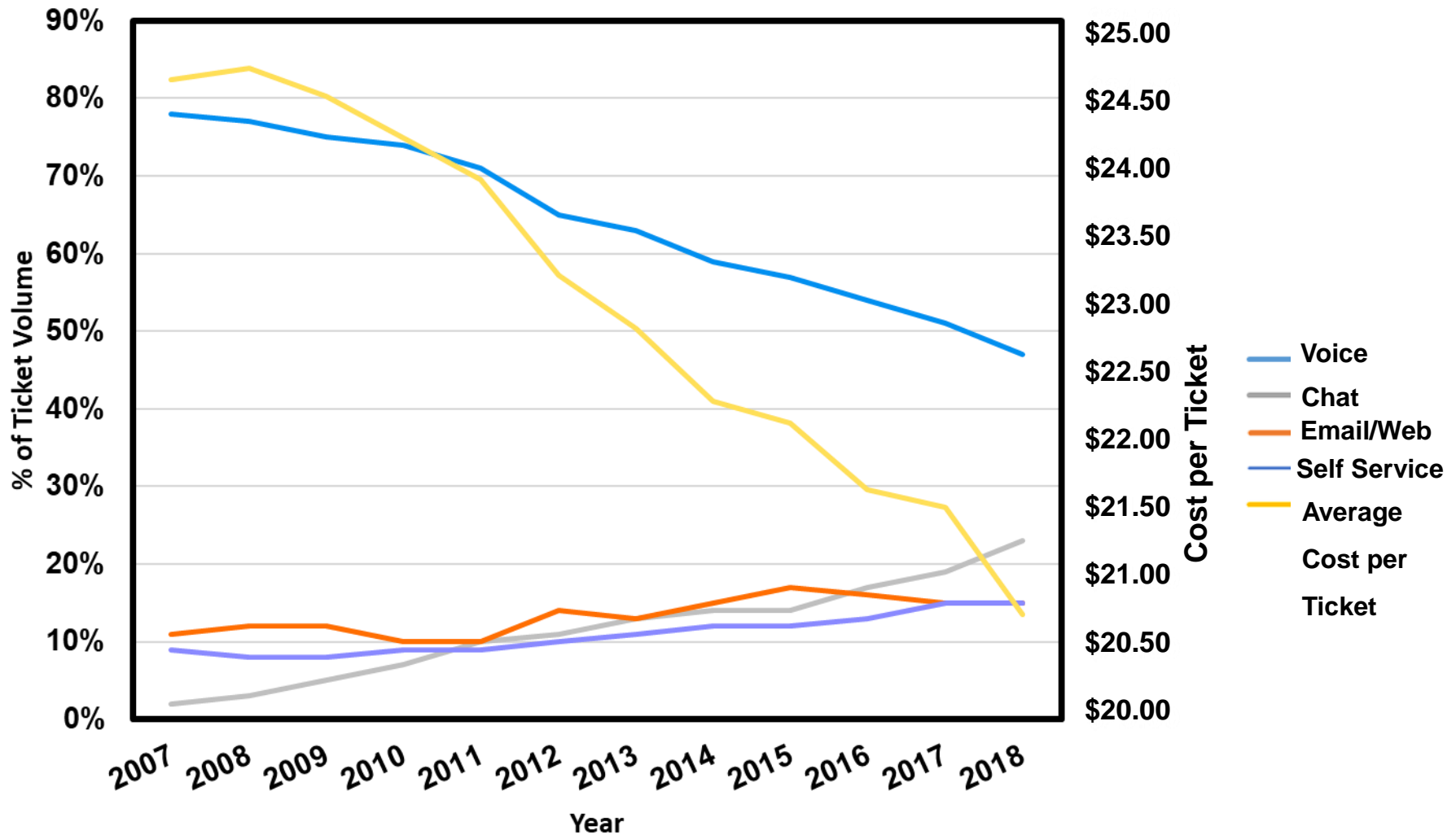


Corporate IT Spending Breakdown

- ❑ 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



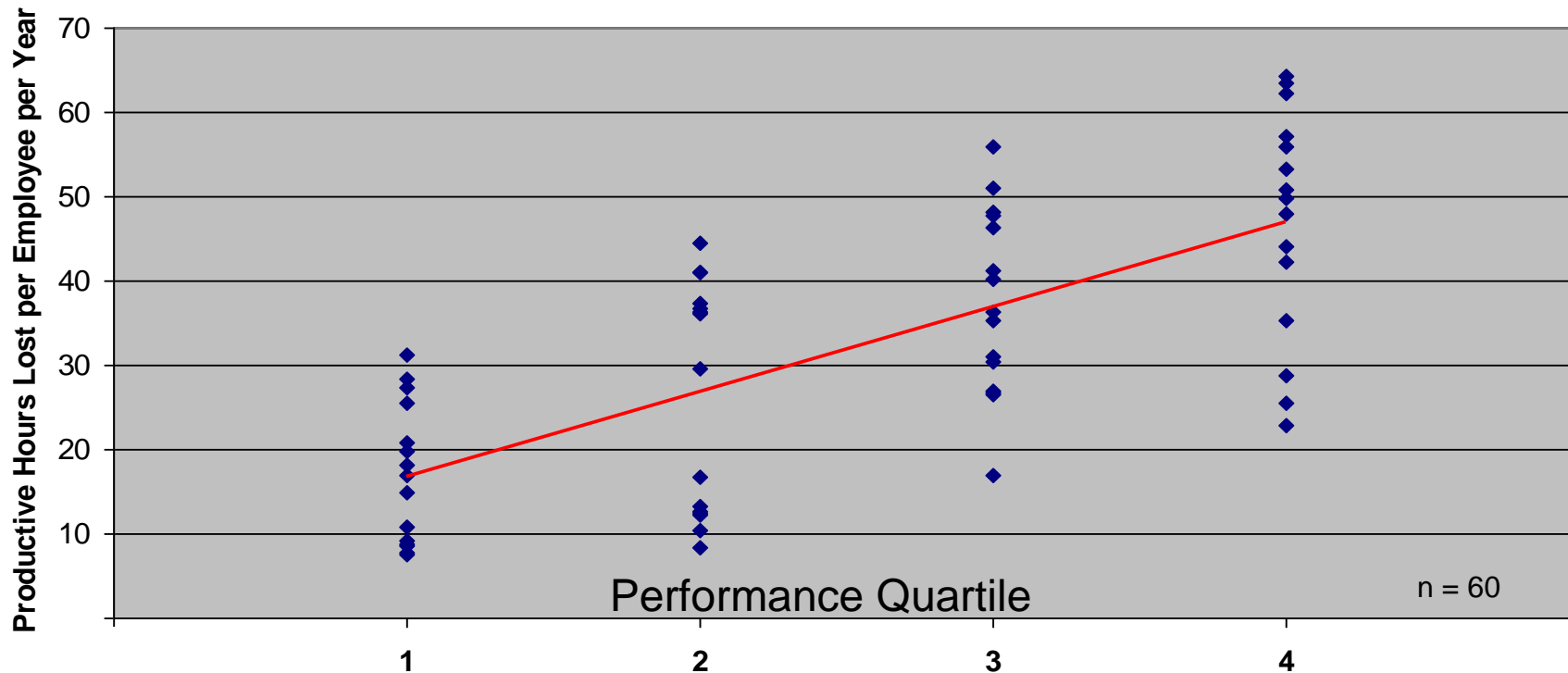
Contact Deflection into Lower Cost Channels



Shift Left Reduces Total Cost of Ownership



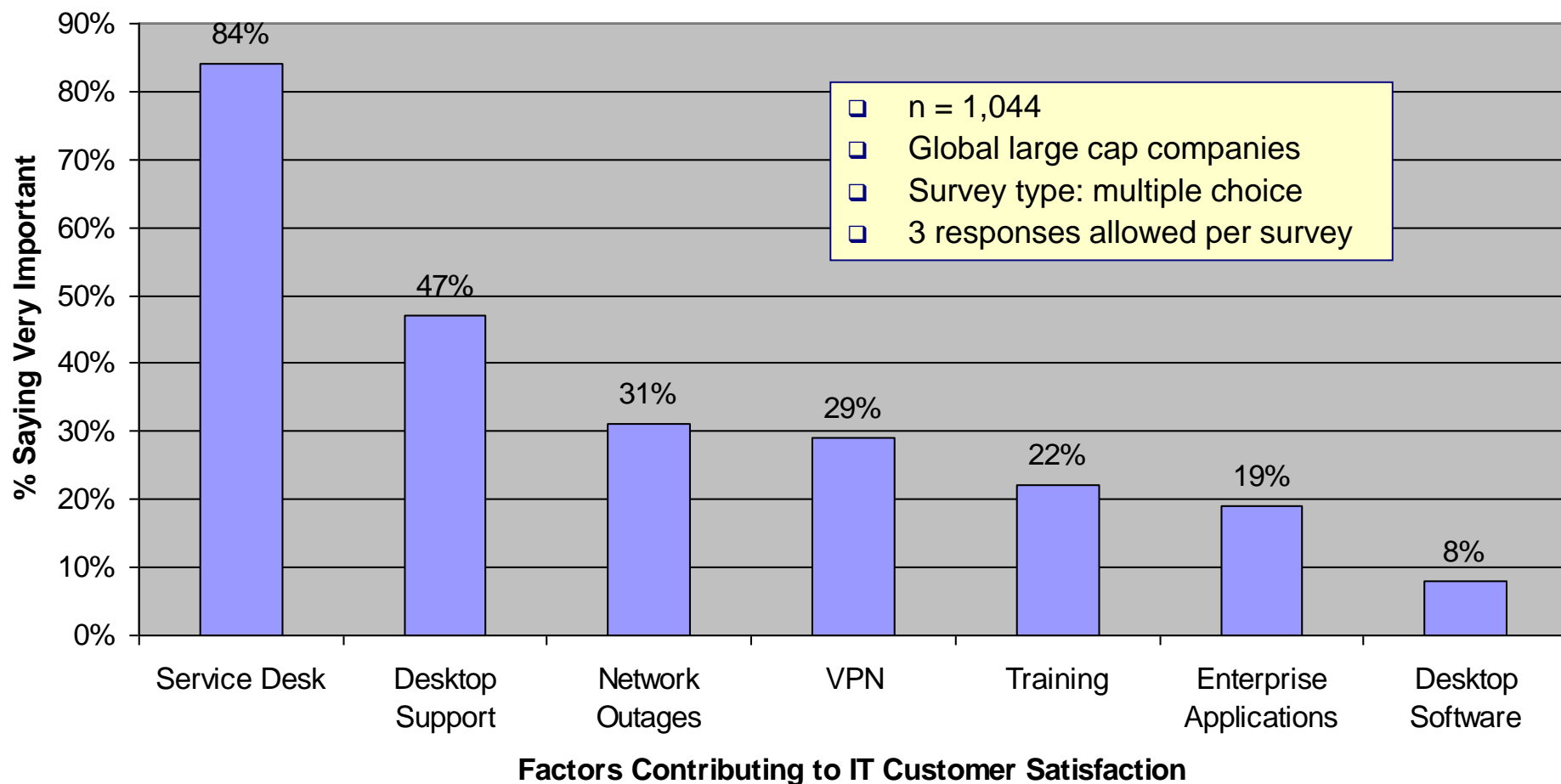
Quality of Support Drives End-User Productivity



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
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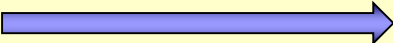

Service and Support Drives Customer Satisfaction for *All* of IT



- 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



Your Opportunity to Excel!

- Performance Measurement Should be a Holistic Discipline
- Successful Measurement Goes Well Beyond Tracking and Trending to Produce Actionable Insights
- Near Term Goal  Improved Performance
- Ultimate Goal  World-Class Performance
- Effective Performance Measurement and Management is the Key to Becoming World-Class
- The Key to Getting Results is to Take Action!

Just Do It!!



Course Review

Have You Leveraged KPIs for World-Class Performance?	5 %
Do You Use Metrics to Continuously Improve?	10 %
Do You Use Metrics Prescriptively?	10%
Do You Use Metrics Diagnostically?	20%
Do You Understand KPI Cause-and-Effect?	30%
Do You Set Performance Targets with KPIs?	60%
Can you Define Your KPI's?	80%
Do You Use Metrics for Reporting?	90%
Do You Have KPIs?	100%

Increasing Value!

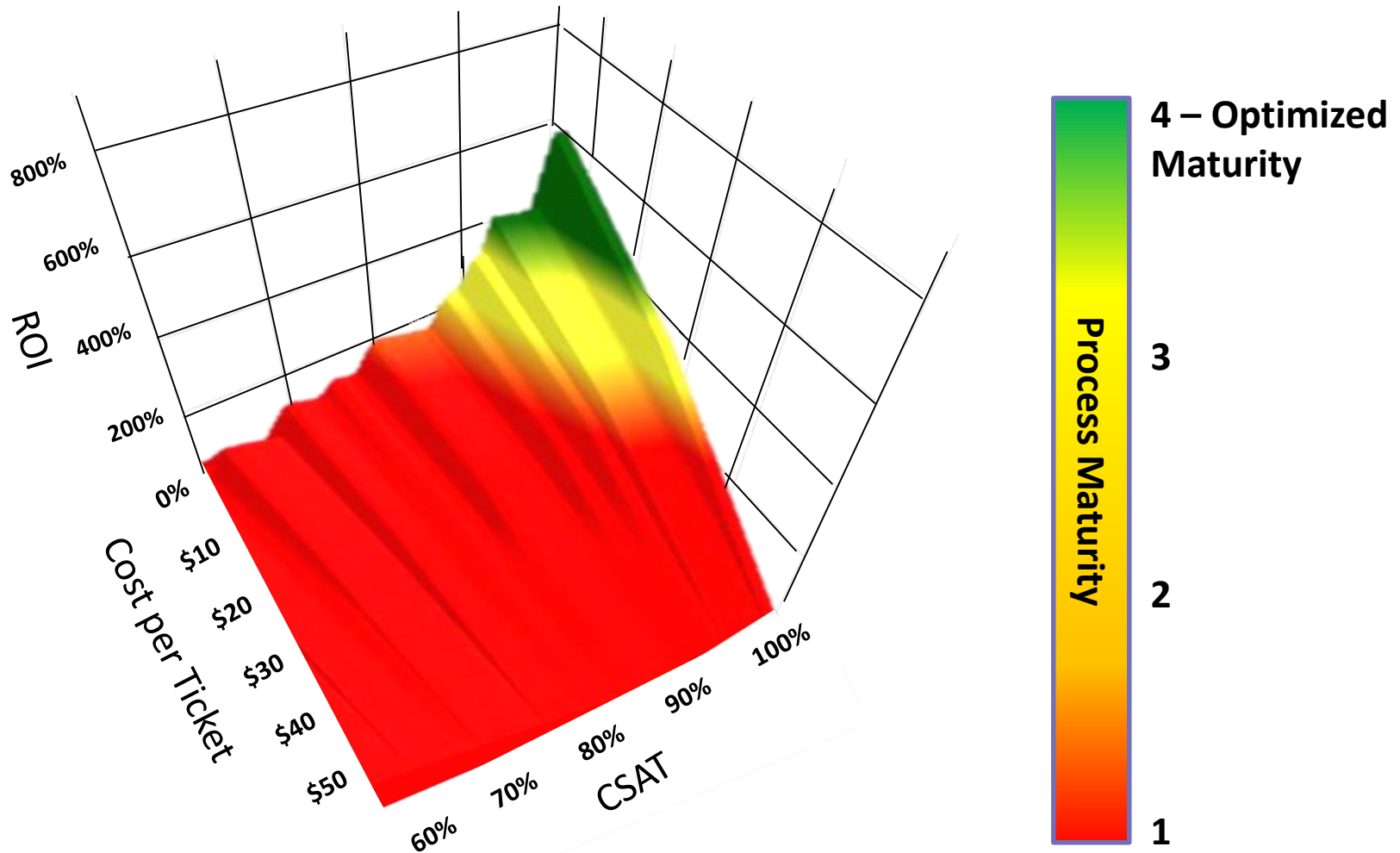


World-Class Service Desk Defined

- **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 Desk follow industry best practices**
 - Practices and Procedures are well defined and well documented
 - Service Desk follows industry best practices
- **Every transaction adds value**
 - A positive customer experience
 - Creates ROI > 100%



Characteristics of an Optimized Support Organization





Questions?

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Thank You!

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Your Course Instructor: 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, 2017 and 2018
- 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
- Help Desk
- Desktop Support
- Field Services

Call Centers

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

Telecom

- Cost Benchmarking

Satisfaction

- Customer Satisfaction
- Employee Satisfaction



28 Years of Service Desk Benchmarking Data



- **Global Database**
- **Nearly 4,000 Service Desk Benchmarks**
- **70+ Key Performance Indicators**
- **Nearly 120 Industry Best Practices**



Meet a Sampling of Our Clients

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



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Thank You!



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