

# United States

Service Desk Balanced Scorecard Benchmark

In-house/Insourced Service Desks

Report Number: **SAMPLE-BSC-SD-US-IN-0220** | Updated: February 2020



MetricNet's instantly downloadable Service Desk benchmarks provide valuable industry data that your organization can use to begin improving performance right away!

# Report Information

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**Report number:**

**SAMPLE-BSC-SD-US-IN-0220**

**Number of data records in report:**

62

**Report production date:**

February 2020

**Currency units:**

United States Dollars \$

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# BENCHMARKING OVERVIEW

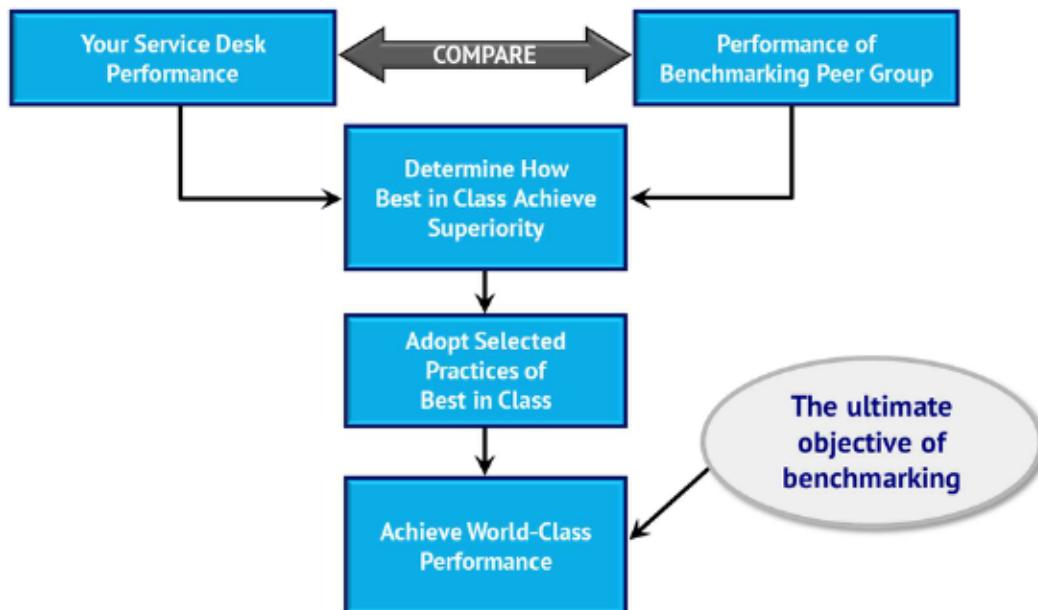
# Benchmarking Overview

Benchmarking is a well-established tool for measuring and improving Service Desk performance. Effective benchmarking enables you to quantify your Service Desk’s performance, compare your Service Desk to others in your industry, identify negative performance gaps, and define the actions necessary to close the gaps.

The power of benchmarking is that it enables your Service Desk to save enormous amounts of time and energy by building upon the know-how of peers, competitors, and world-class companies. Service Desks that focus exclusively on their internal operations tend to make progress at an *evolutionary* pace. But benchmarking forces an organization to look externally—at the competition. By studying the competition, and selectively adopting practices from the best of the best, Service Desks that successfully employ benchmarking can improve their performance at a *revolutionary* pace.

## The Basic Benchmarking Approach

Although benchmarking is a rigorous, analytical process, it is fairly straightforward. The basic approach is illustrated below.



The first critical step in benchmarking is to measure your Service Desk's performance. This benchmark contains six critical key performance indicators:

- 1) **Cost per Analyst-Assisted Contact**
- 2) **Customer Satisfaction**
- 3) **Analyst Utilization**
- 4) **Net First Contact Resolution Rate**
- 5) **Analyst Job Satisfaction**
- 6) **Average Speed of Answer (seconds)**

This benchmark report explains each KPI, how to measure it, and how it is connected with other KPIs.

But the true potential of KPIs can be unlocked only when they are used holistically, not just to measure your performance, but also to:

- ✓ Track and trend your performance over time
- ✓ Benchmark your performance vs. industry peers
- ✓ Identify strengths and weaknesses in your Service Desk
- ✓ Diagnose the underlying drivers of performance gaps
- ✓ Prescribe actions to improve your performance
- ✓ Establish performance goals for both individuals and your Service Desk overall

In other words, once you've measured your performance, benchmarking involves comparing your performance to others and asking questions such as, "How did they achieve a higher level of customer satisfaction? How did they get to a lower cost per contact? How did they drive customer loyalty by virtue of the Service Desk portal?"

Once you've answered those questions, you can adopt selected industry best practices to remedy your performance gaps on the critical KPIs that will help you to achieve superior performance. And since the Service Desk has historically been viewed as a "non-core" activity, the field is wide open for forward-thinking Service Desk managers to take the initiative and build a service-based competitive advantage through benchmarking!

## Achieving World-Class Performance

# Sample Report



# Sample Report

# Sample Report

# Sample Report



# HOW TO USE THIS BENCHMARK REPORT

# How to Use this Benchmark Report

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Here is the four-step benchmarking process to improve your Service Desk's performance with this report:

**Step 1: Collect your Service Desk's performance data.**



**Sample Report**

Step 2: Compare your performance to others.

**Sample Report**

Step 3: Develop strategies for improved performance.

**Sample Report**

# Sample Report

## Sample Report

Step 4: Implement, and monitor results.

## Sample Report





# KPI STATISTICS: SUMMARY AND QUARTILES

# KPI Statistics: Summary and Quartiles

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## Benchmarking Performance Summary

The table on the next page summarizes this report's benchmarking data. It shows the benchmarking peer group's average, minimum, median, and maximum performance levels for each Key Performance Indicator (KPI).

On the left of the table you see the nine categories of metrics, followed by 6 KPIs that you can use to benchmark your Service Desk. To compare your Service Desk's performance with that of this peer group, simply copy the table into a spreadsheet and add a column with your data for each KPI that you measure.

It's important to look at this data holistically. No single metric comes even close to telling the whole story. For example, if your cost is high, that's not necessarily a bad thing—particularly if it comes with good quality and service levels. By contrast, if your cost is low, that may not be a good thing if it comes with low Customer Satisfaction, low First Contact Resolution Rate, and the like.

Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Cost	Average Cost per Analyst-Assisted Contact	<b>Sample Report</b>			
Voice Quality	Voice Customer Satisfaction				
	Net First Contact Resolution Rate				
Voice Productivity	Voice Analyst Utilization				
Voice SLA	Average Speed of Answer (seconds)				
Analyst	Analyst Job Satisfaction				

## Quartile Rankings for Each KPI

Quartiles are another simple way to present the benchmarking data. For each metric, the best-performing Service Desks fall into the first quartile; the worst performers fall into the fourth quartile.

For example, the Service Desks who perform in the top 25% on the first cost metric have an Average Cost per Analyst-Assisted Voice Contact that ranges between SAMPLE (the best) and SAMPLE (the 75th percentile). The bottom 25% of Service Desks for that metric range between SAMPLE and SAMPLE per analyst-assisted contact.

Metric	Quartile			
	1 (Top)	2	3	4 (Bottom)
Average Cost per Analyst-Assisted Contact	<b>Sample Report</b>			
Voice Customer Satisfaction				
Net First Contact Resolution Rate				
Voice Analyst Utilization				
Average Speed of Answer (seconds)				
Analyst Job Satisfaction				



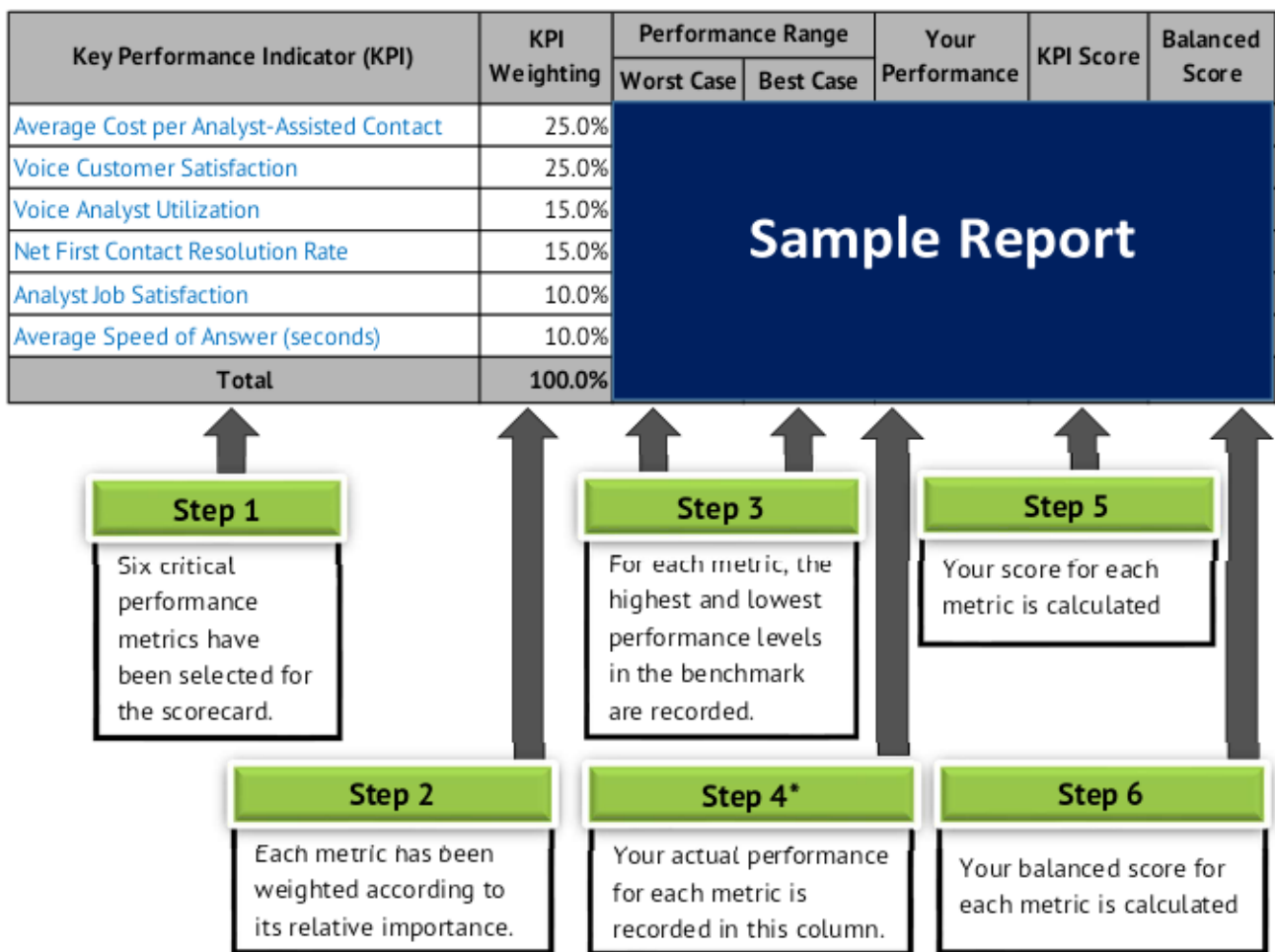
# BENCHMARKING SCORECARD AND RANKINGS

# Benchmarking Scorecard and Rankings

## The Service Desk Scorecard: An Overview

The Service Desk scorecard produces a single, holistic measure of Service Desk performance. It combines six critical cost, quality, productivity, analyst, and service-level KPIs into one overall performance indicator—the Balanced Score. Your score will range between zero and 100%. Using the scorecard that came with this report, you can compare your score directly with the Balanced Scores of other Service Desks in the industry.

This is what the scorecard looks.



\*Benchmark averages have been used in the "Your Performance" column to illustrate how the scorecard is calculated.

## Sample Report

Tracking Your Balanced Score

## Sample Report

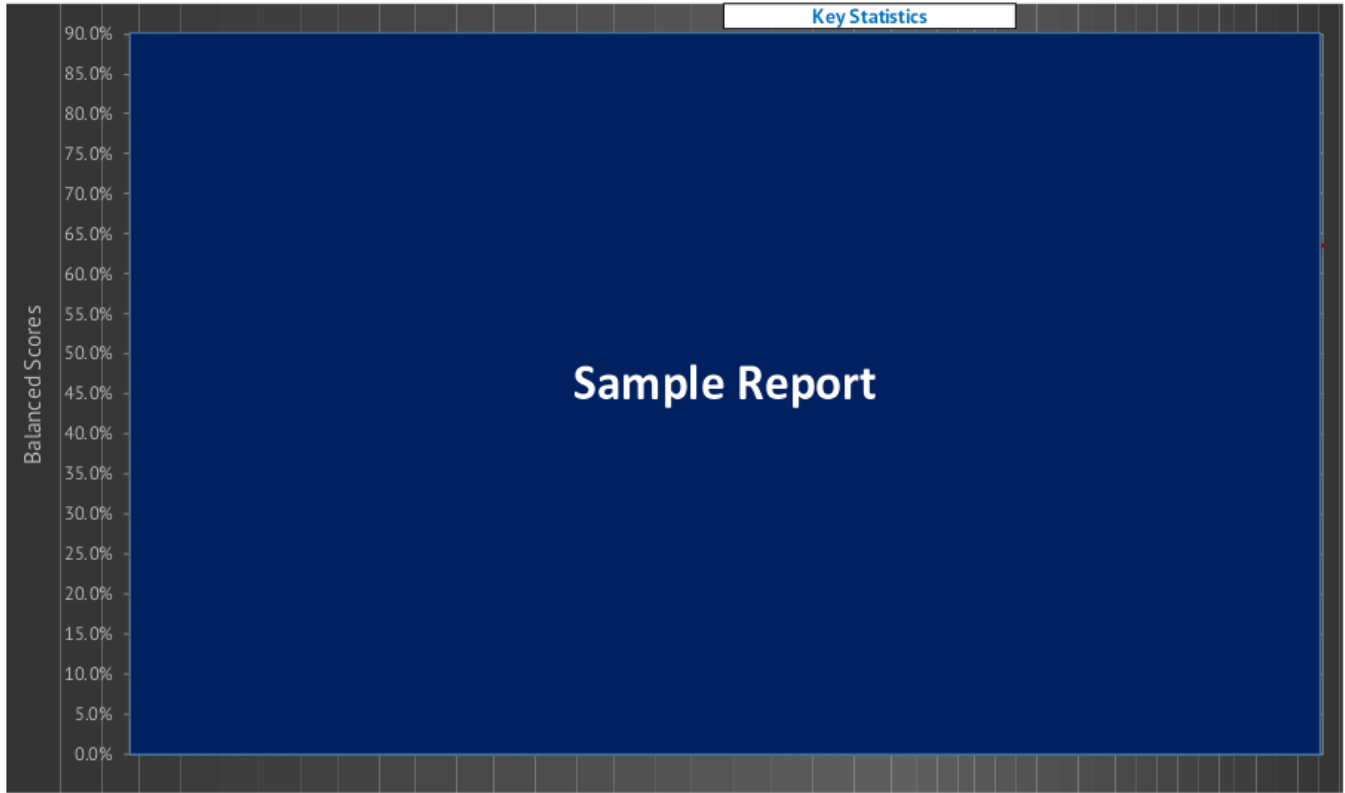
# Sample Report

Benchmarking the Balanced Score

# Sample Report



## Benchmarking the Balanced Score (continued)



## Benchmarking the Balanced Score (continued)

The next three pages list the Balanced Score for each Service Desk in the benchmark. They also list each Service Desk's performance for each of the six KPIs used to calculate the Balanced Score. The data records are listed in rank order, from the best Balanced Score (record #38) to the worst (record #35). If you want to see what any other Service Desk's score looks like compared to yours, you can use this list.

Rankings by Balanced Score								
Overall Ranking	Benchmark Data Record Number	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	Sample Report							
2								
3								
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25								

Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
26								
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Sample Report

Rankings by Balanced Score (continued)								
Overall Ranking	Benchmark Data Record Number	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
51	<h1>Sample Report</h1>							
52								
53								
54								
55								
56								
57								
58								
59								
60								
61								
62								
Key Statistics								

## Benchmarking the Balanced Score (continued)

The next three pages show the rankings for each KPI in the scorecard. The column for each KPI has the performance levels listed in rank order, from best (top row) to worst (bottom row). This is the same data you saw in the previous list. But in this list, it is not tied together by individual Service Desk data records. Instead, each KPI is ranked on its own. This allows you to look at your performance for any given metric on the scorecard and see how you stack up against other in-house/insourced Service Desks in the United States.

Rankings of Each KPI							
KPI Ranking	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
1	<h1>Sample Report</h1>						
2							
3							
4							
5							
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Rankings of Each KPI (continued)							
KPI Ranking	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
26	<h1>Sample Report</h1>						
27							
28							
29							
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31							
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Rankings of Each KPI (continued)							
KPI Ranking	Average Cost per Analyst-Assisted Contact	Voice Customer Satisfaction	Voice Analyst Utilization	Net First Contact Resolution Rate	Analyst Job Satisfaction	Average Speed of Answer (seconds)	Total Balanced Score
51	<h1>Sample Report</h1>						
52							
53							
54							
55							
56							
57							
58							
59							
60							
61							
62							
Average							
Max							
Min							
Median							

## Benchmarking the Balanced Score (continued)

For a graphical benchmark of each individual metric in the scorecard, see the following section of this report. It contains charts for all 6 KPIs. The red line in each chart represents the average performance within the benchmark peer group, for you to compare against your own Service Desk's performance. You can jump to the charts for the six scorecard KPIs using these links (each of those charts has links above it that you can use to return to this page or to jump to the next scorecard-KPI chart):

- [✔ Average Cost per Analyst-Assisted Contact](#)
- [✔ Voice Customer Satisfaction](#)
- [✔ Voice Analyst Utilization](#)
- [✔ Net First Contact Resolution Rate](#)
- [✔ Analyst Job Satisfaction](#)
- [✔ Average Speed of Answer](#)

We always organize these charts from left to right so that good performance is on the left and bad performance is on the right. In some cases, such as cost, you'll notice an ascending distribution because lower numbers are better. In other cases, such as customer satisfaction, you will see a descending distribution because higher numbers are better.



# DETAILED BENCHMARKING DATA

# Detailed Benchmarking Data

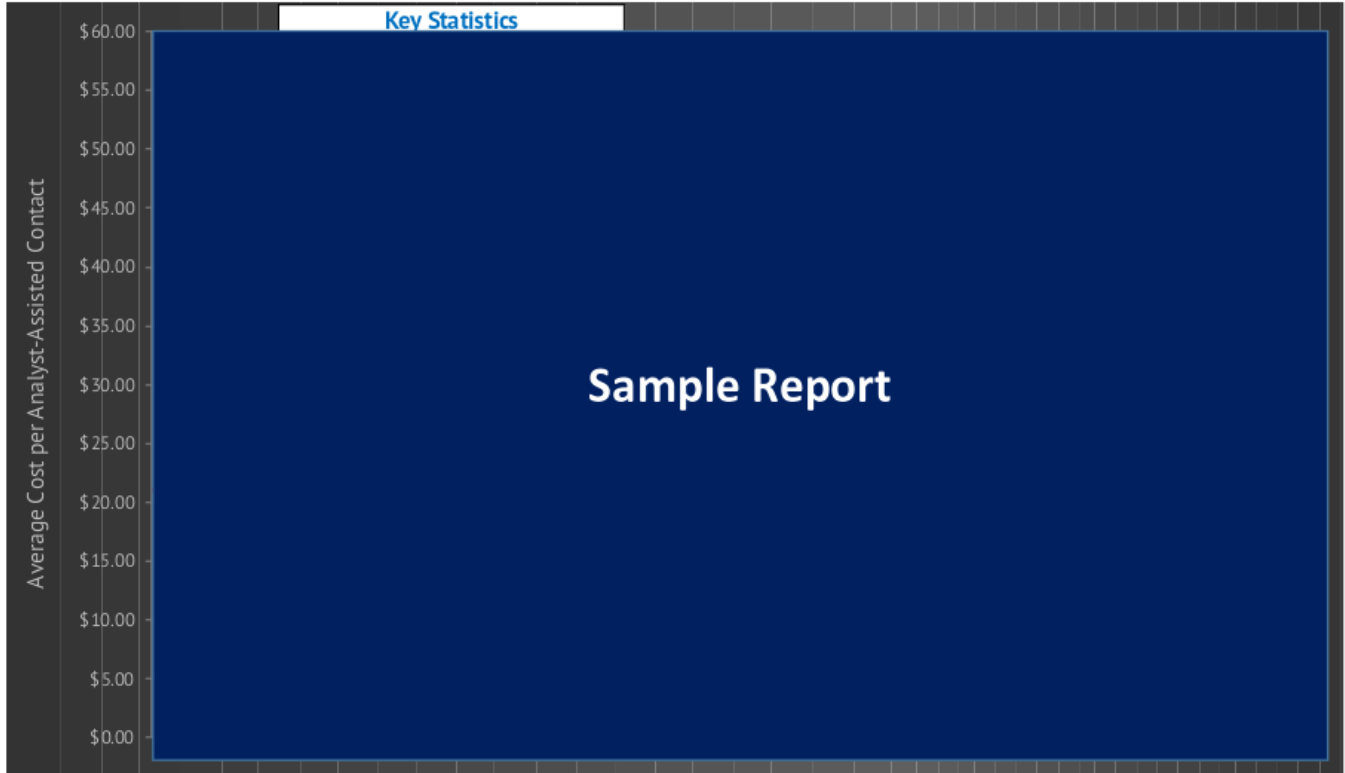
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## Average Cost per Analyst-Assisted Contact

**Sample Report**

## Average Cost per Analyst-Assisted Contact (continued)

[return to page 33](#) | [next scorecard KPI](#)

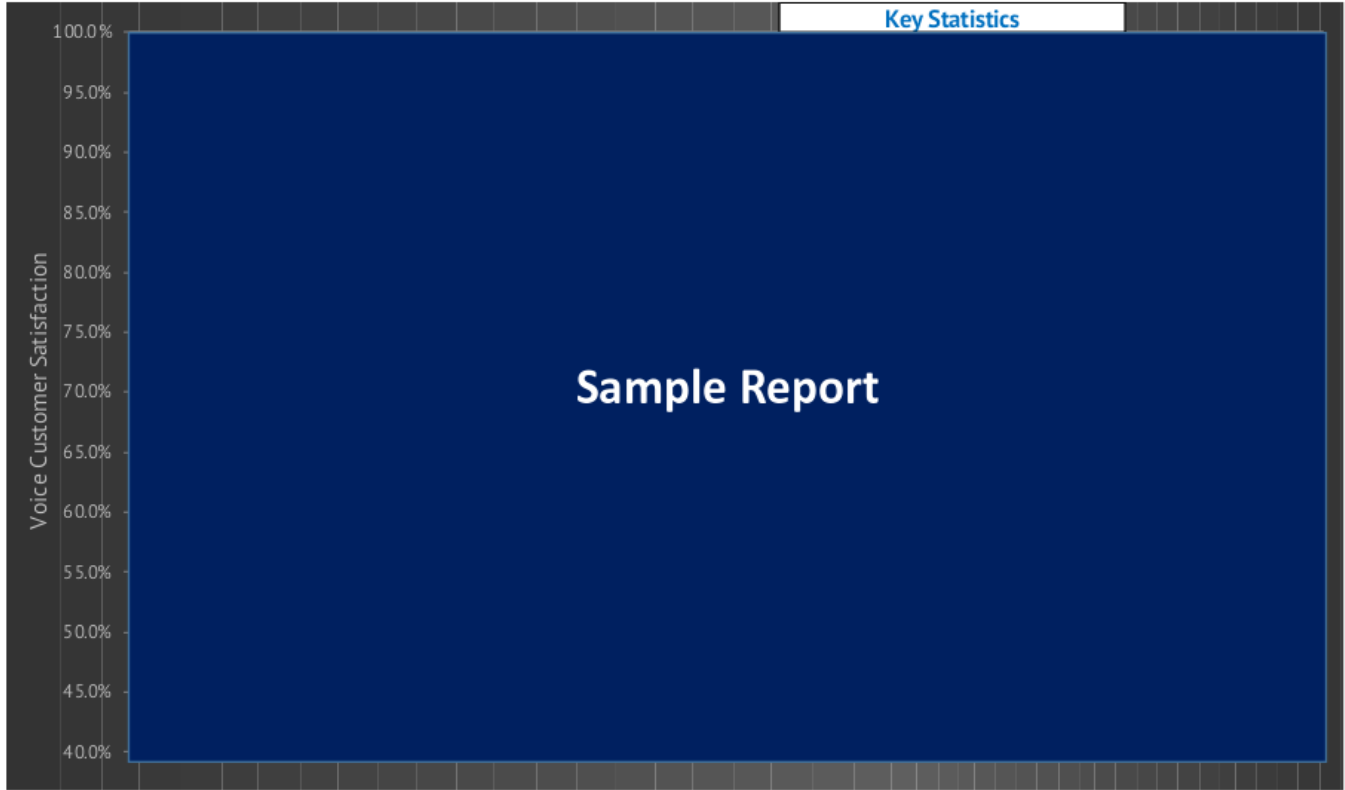


## Voice Customer Satisfaction

# Sample Report

## Voice Customer Satisfaction (continued)

[return to page 33](#) | [next scorecard KPI](#)



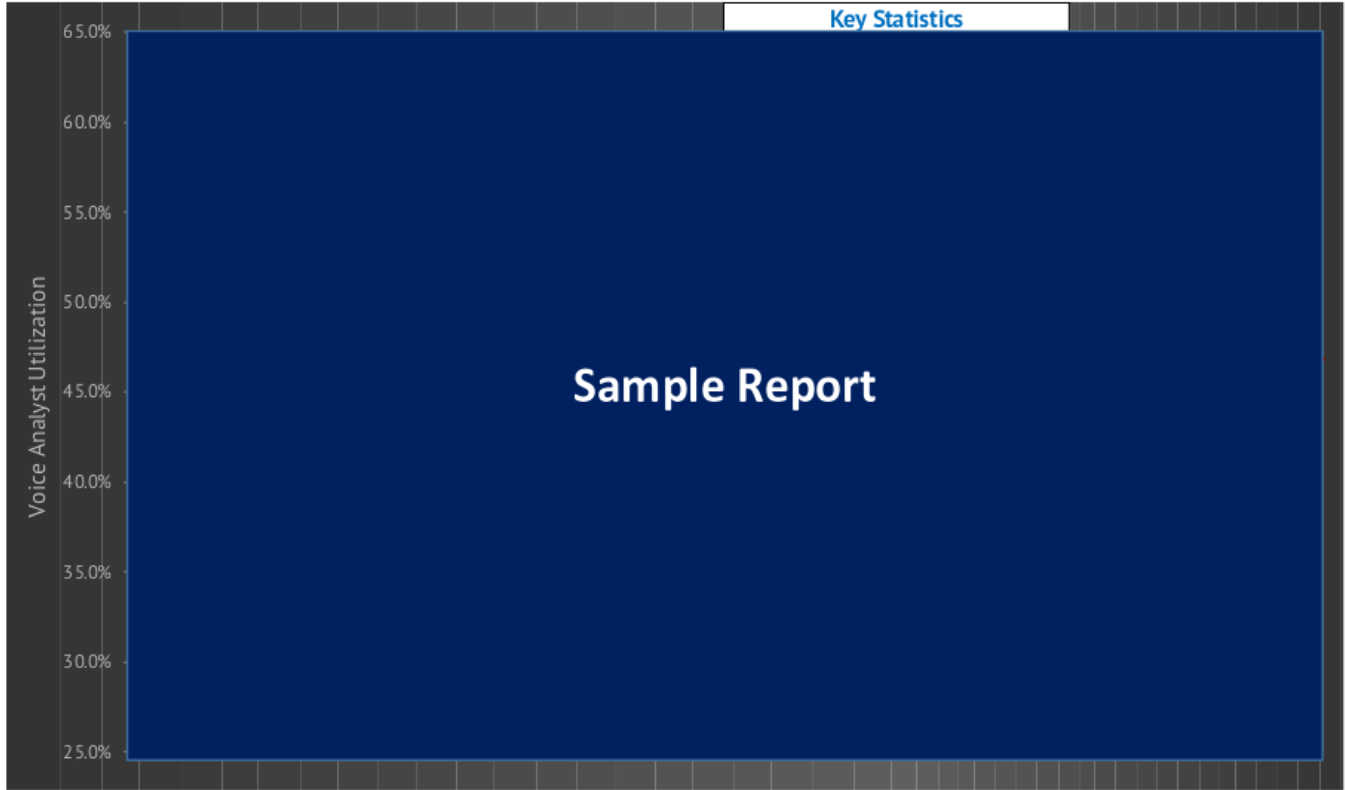
## Voice Analyst Utilization

# Sample Report



## Voice Analyst Utilization (continued)

[return to page 33](#) | [next scorecard KPI](#)



## Voice Analyst Utilization Defined

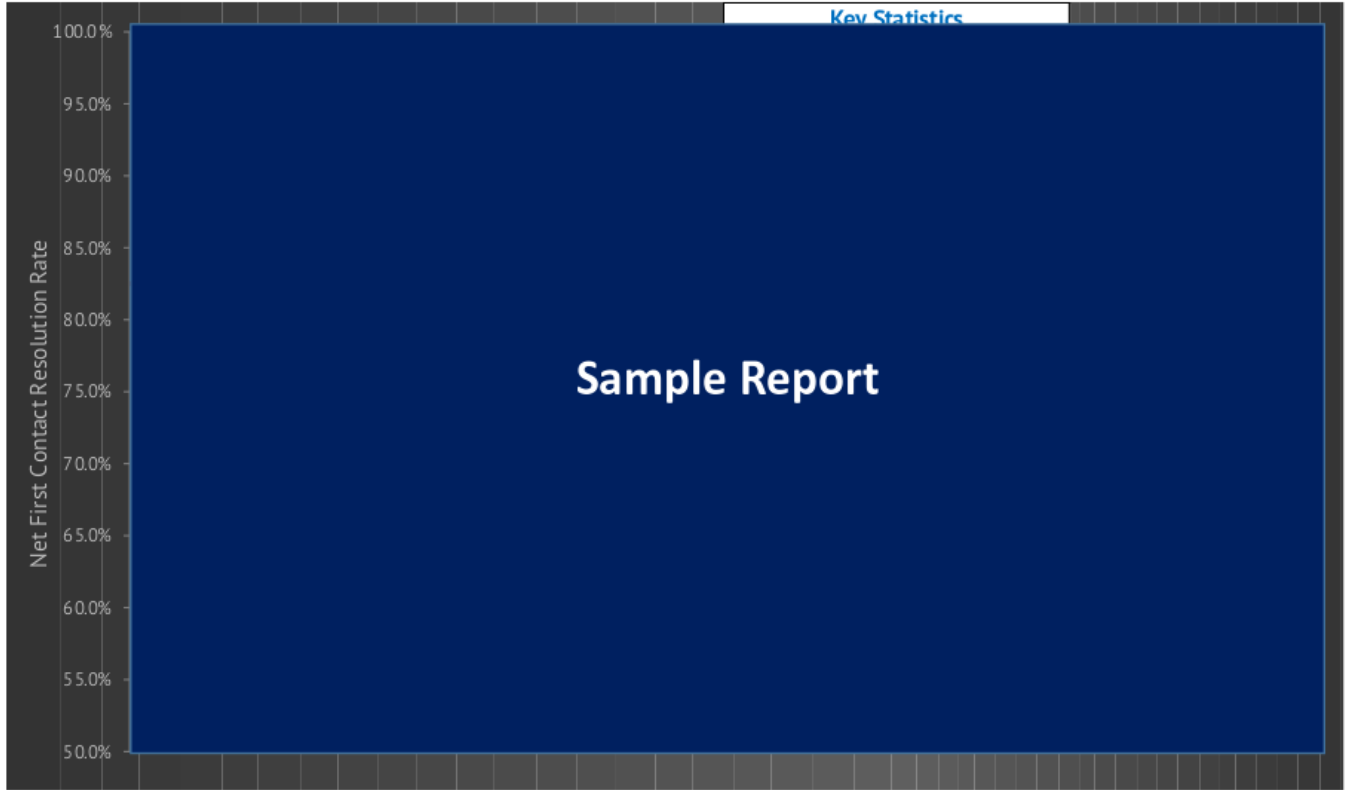
# Sample Report

## Net First Contact Resolution Rate

**Sample Report**

## Net First Contact Resolution Rate (continued)

[return to page 33](#) | [next scorecard KPI](#)

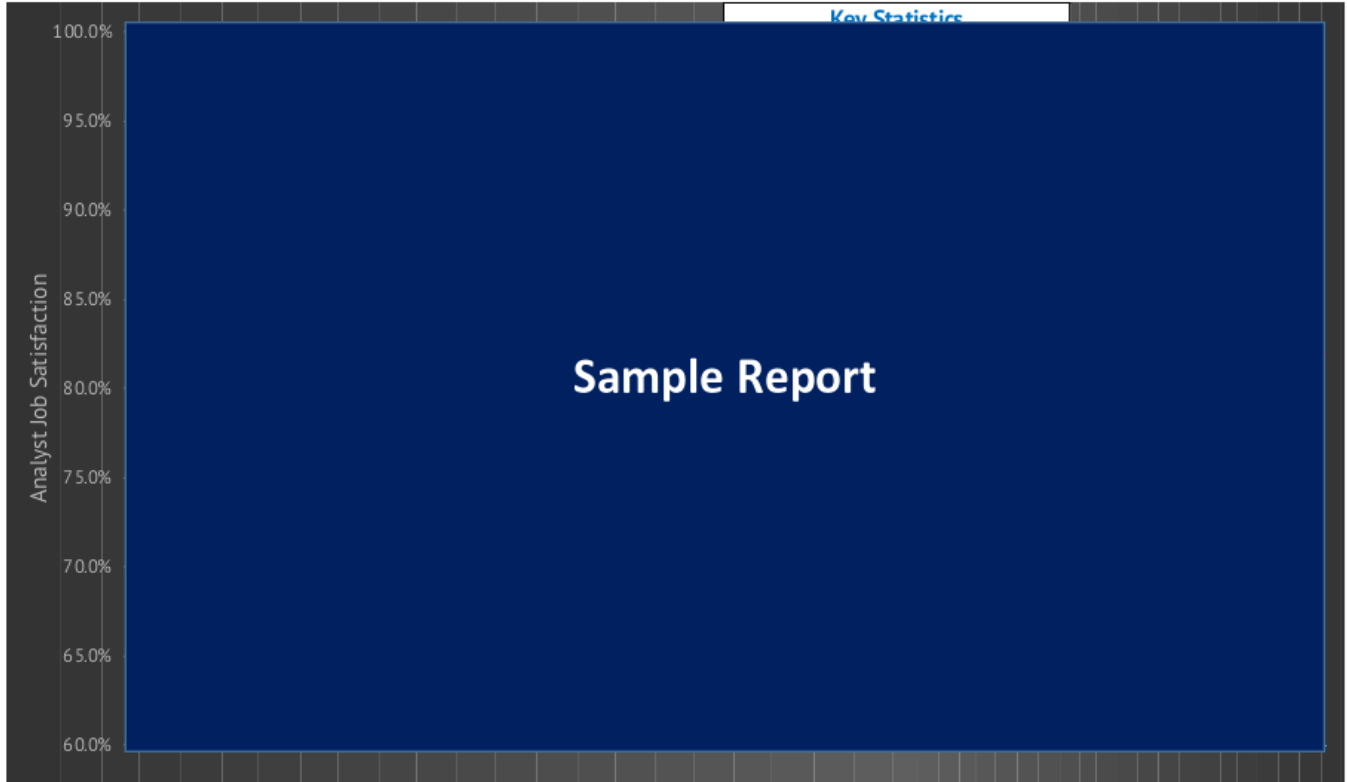


## Analyst Job Satisfaction

# Sample Report

### Analyst Job Satisfaction (continued)

[return to page 33](#) | [next scorecard KPI](#)

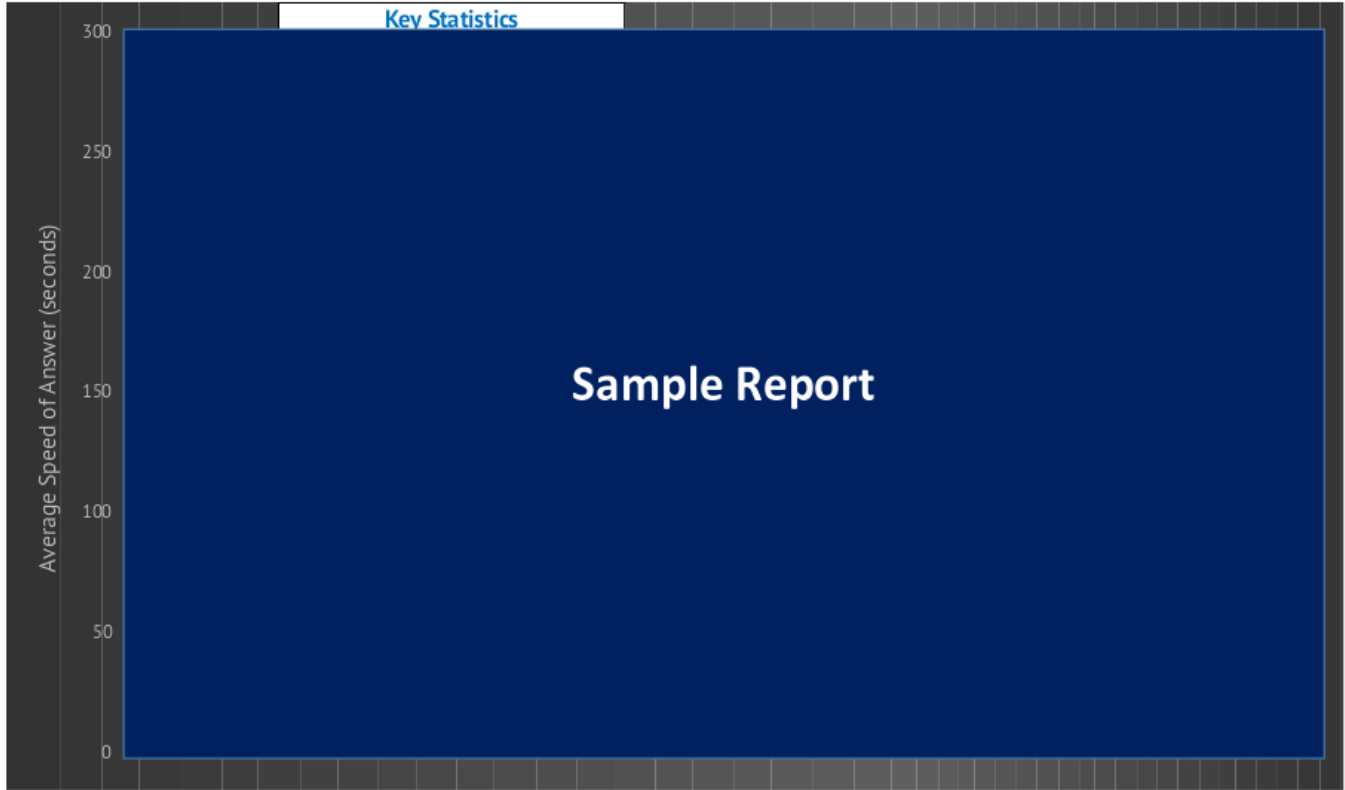


## Average Speed of Answer (ASA)

# Sample Report

## Average Speed of Answer (ASA) (continued)

[return to page 33 \(list of scorecard KPIs\)](#)





# Important KPI Correlations

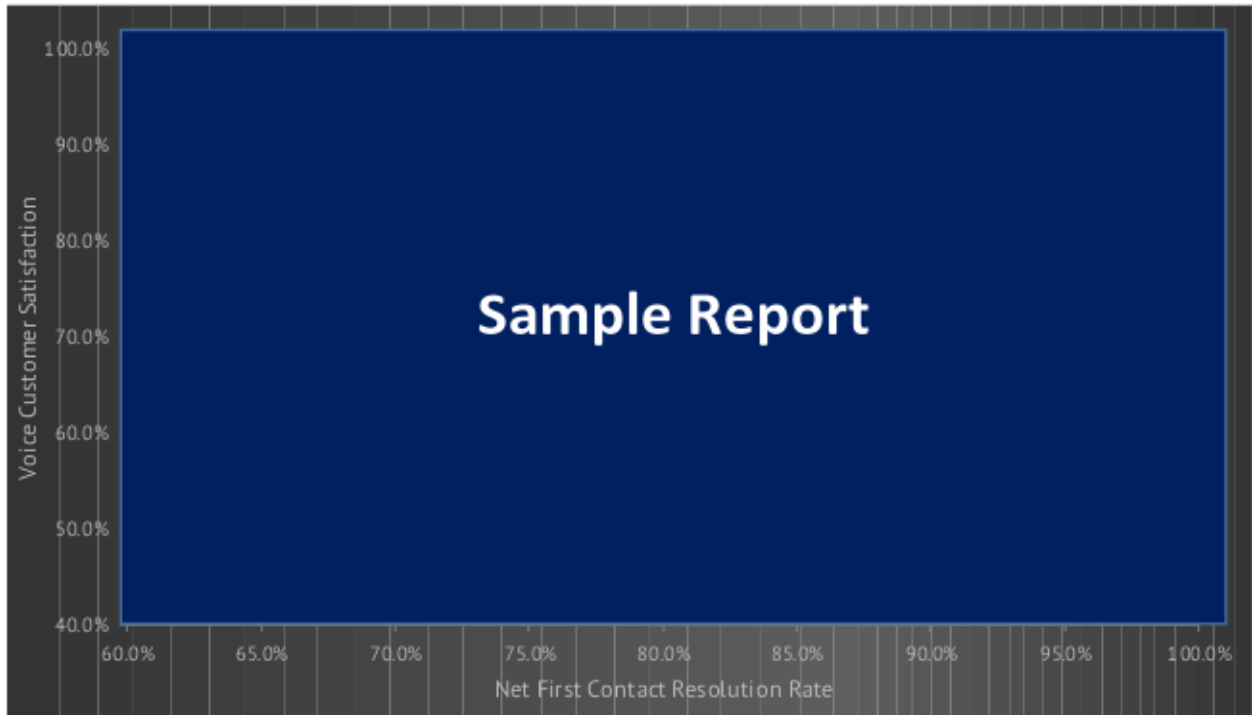
## Voice Analyst Utilization vs. Average Cost per Voice Minute



## Voice Analyst Utilization vs. Average Speed of Answer (seconds)



## Net First Contact Resolution Rate vs. Voice Customer Satisfaction



## Analyst Job Satisfaction vs. Voice Customer Satisfaction



# About MetricNet

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[MetricNet, LLC](#) is the leading source of benchmarks, scorecards, and performance metrics for Information Technology and Call Center Professionals worldwide. Our mission is to provide you with the benchmarks you need to run your business more effectively.

MetricNet has pioneered a number of innovative techniques to ensure that you receive fast, accurate benchmarks, with a minimum of time and effort.

In addition to our [Balanced Scorecard Industry Benchmarks](#), such as this report, MetricNet also offers:

- ✔ [Comprehensive Industry Benchmarking Reports](#) with 44 KPIs.
- ✔ [The One Year Path to World-Class Performance](#), a continuous Service Desk improvement program.
- ✔ [Benchmarking data files](#) for those who wish to conduct their own benchmarking analysis.
- ✔ Comprehensive [peer group benchmarks](#) that compare your performance to others in your vertical market.

## Free Resources

Every month, MetricNet presents a live training webcast. Thousands of professionals attend each year and many of our clients have their entire teams attend. These events are a great way to boost Annual Analyst Training Hours! Topics include Service Desk Best Practices and KPIs, Desktop Support Best Practices and KPIs, Call Center Best Practices and KPIs, and more. Sign up for our [Free Webcasts](#).

We also have developed an extensive resource library filled with free training materials for Information Technology and Call Center professionals. Each resource is available to download in PDF format. Browse our [resource library](#).

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