ITSM INTELLIGENCE

2020 INDUSTRY ANALYSIS

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ITSM INTELLIGENCE SURVEY OVERVIEW

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RESPONDENT SNAPSHOT

217 RESPONDENTS WERE IT PROFESSIONALS IN NORTH AMERICA

➢ More than three quarters of respondents work on the front line in Service and Support Delivery (78%).

➢ Two-thirds of respondents (66%) have been on the job for 2 years or more.

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SURVEY RESPONDENT CURRENT JOB TITLE

Which best describes your current job title?
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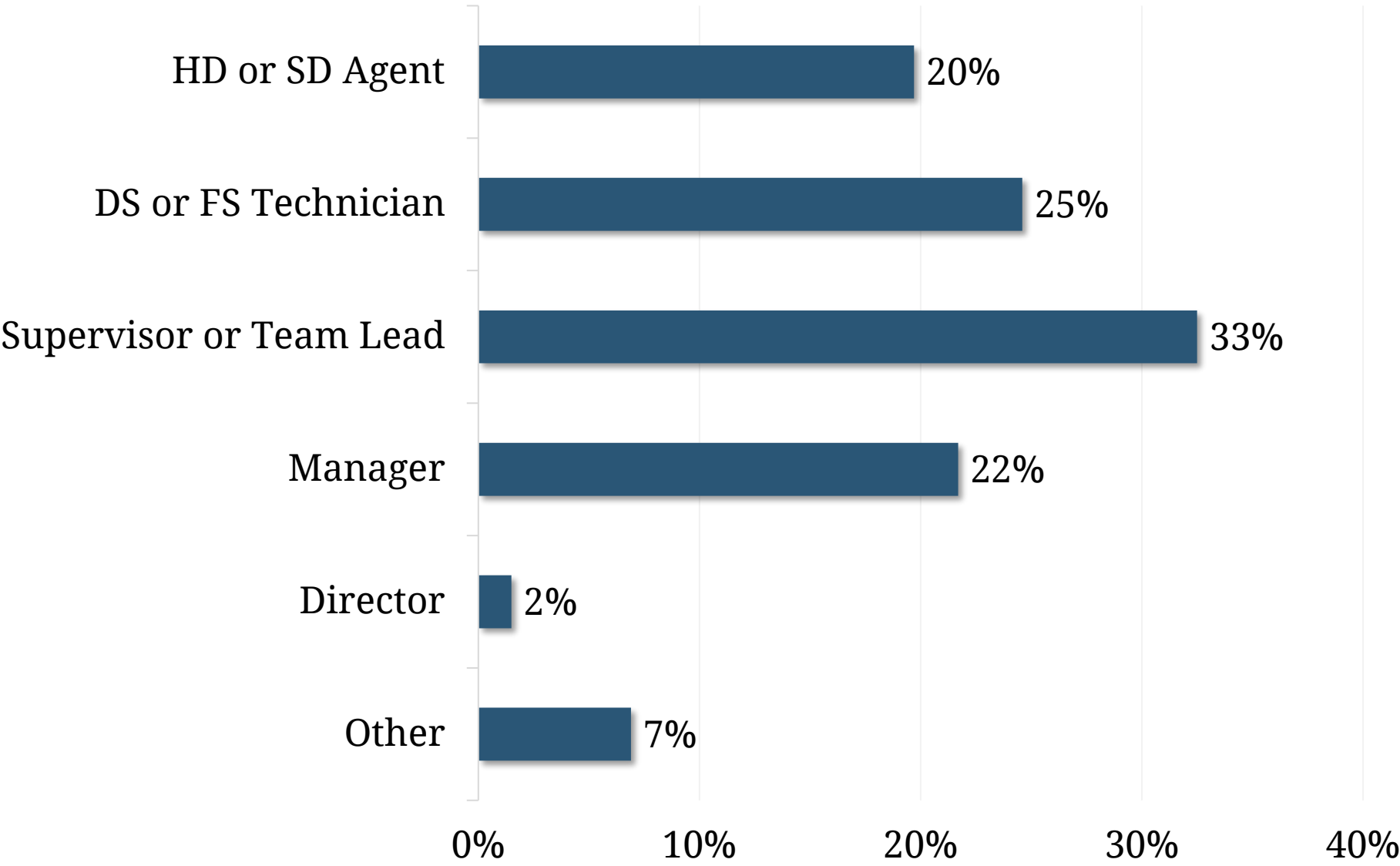
Which best describes your current job title?

Job Title	Count	Percent
Help Desk or Service Desk Agent	40	19.7%
Desktop Support or Field Services Technician	50	24.6%
Supervisor or Team Lead	66	32.5%
Manager	44	21.7%
Director	3	1.5%
Other	14	6.9%

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SURVEY RESPONDENT TIME ON JOB

How long have you been in your current role?
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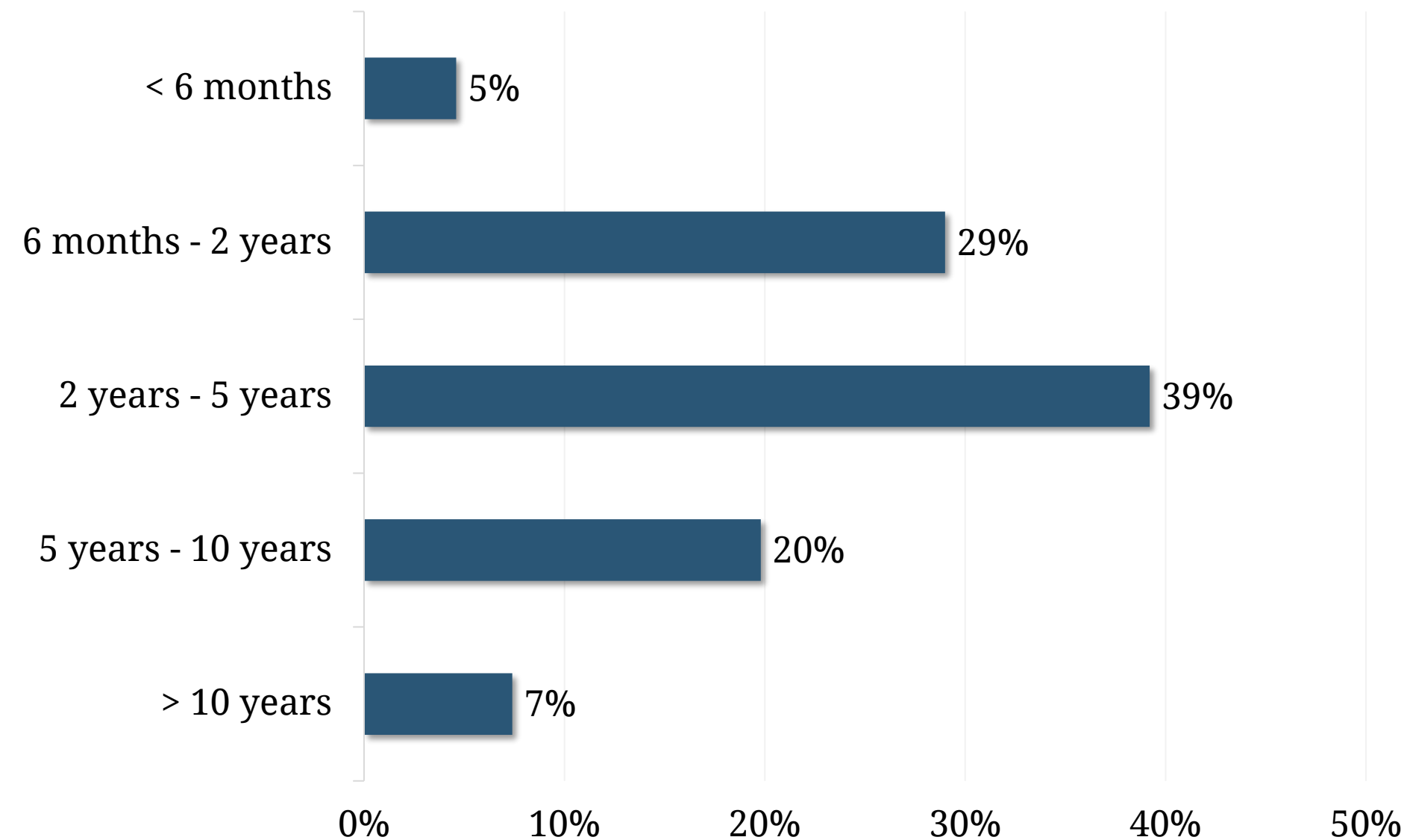
How long have you been in your current role?

Age Range	Count	Percentage
Less than 6 months	10	4.6%
6 months - 2 years	63	29.0%
2 years - 5 years	85	39.2%
5 years - 10 years	43	19.8%
Greater than 10 years	16	7.4%

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ITSM INTELLIGENCE SURVEY RESULTS

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OBSERVATIONS AND CONCLUSIONS

TICKET VOLUMES ARE INCREASING AS A RESULT OF THE PANDEMIC

➢ Nearly half of all respondents reported an increase in ticket volume (43%).

MAJOR INCIDENTS COULD BE AVOIDED WITH BETTER CHANGE MANAGEMENT PROCESSES

➢ Nearly two-thirds of respondents (65%) feel that 26%-100% of major or critical incidents were caused by IT changes or issues with the change management process.

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SURVEY RESPONDENT PANDEMIC IMPACT ON VOLUME

How has the Covid-19 pandemic affected your ticket volume?
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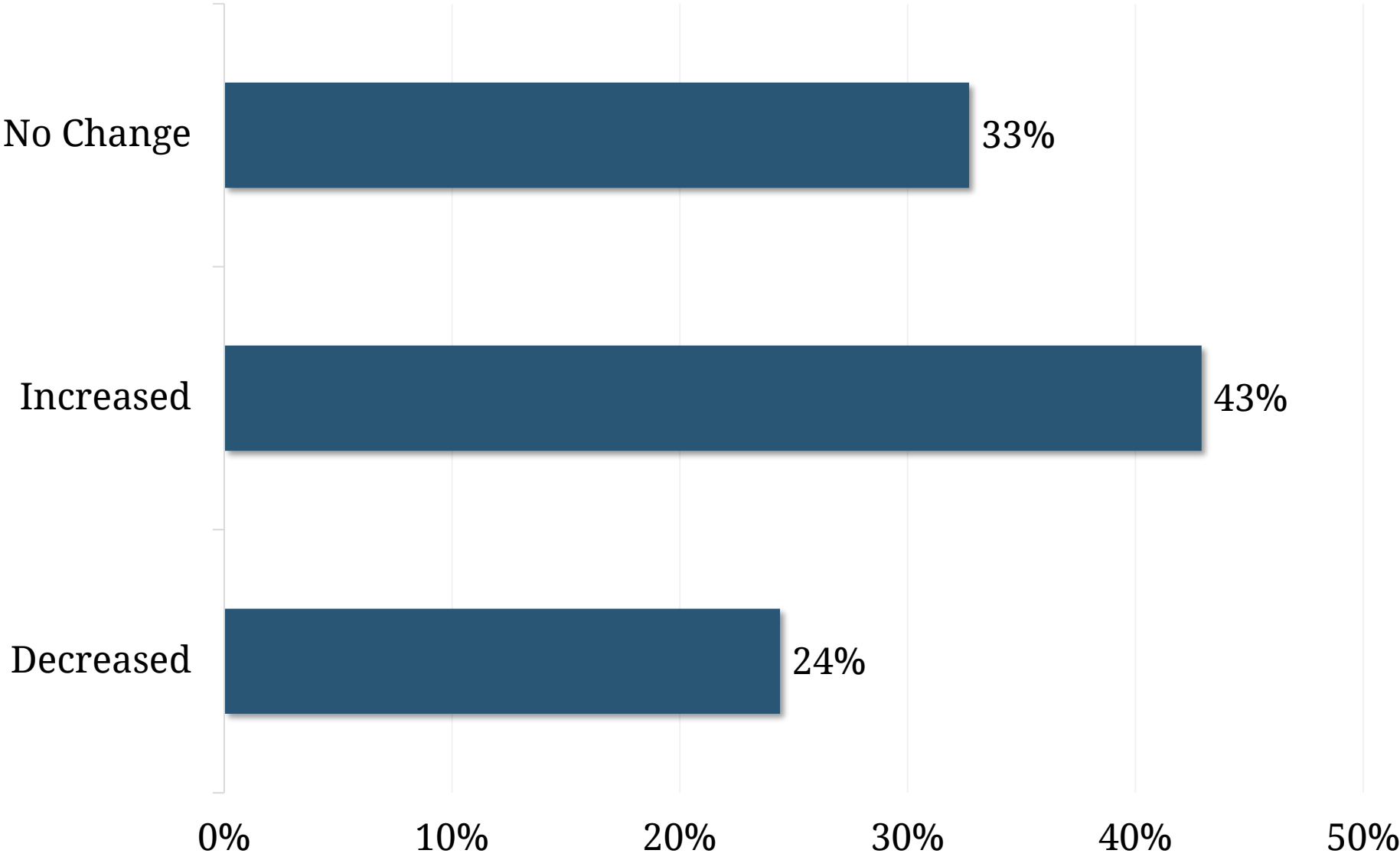
How has the Covid-19 pandemic affected your ticket volume?

Response	Count	Percent
Ticket volume has remained the same	71	32.7%
Ticket volume has increased	93	42.9%
Ticket volume has decreased	53	24.4%

SURVEY RESPONDENT CHANGE IMPACT ON MI

In your experience, what % of major or critical incidents were caused by IT changes or issues with the change management process?
N=217
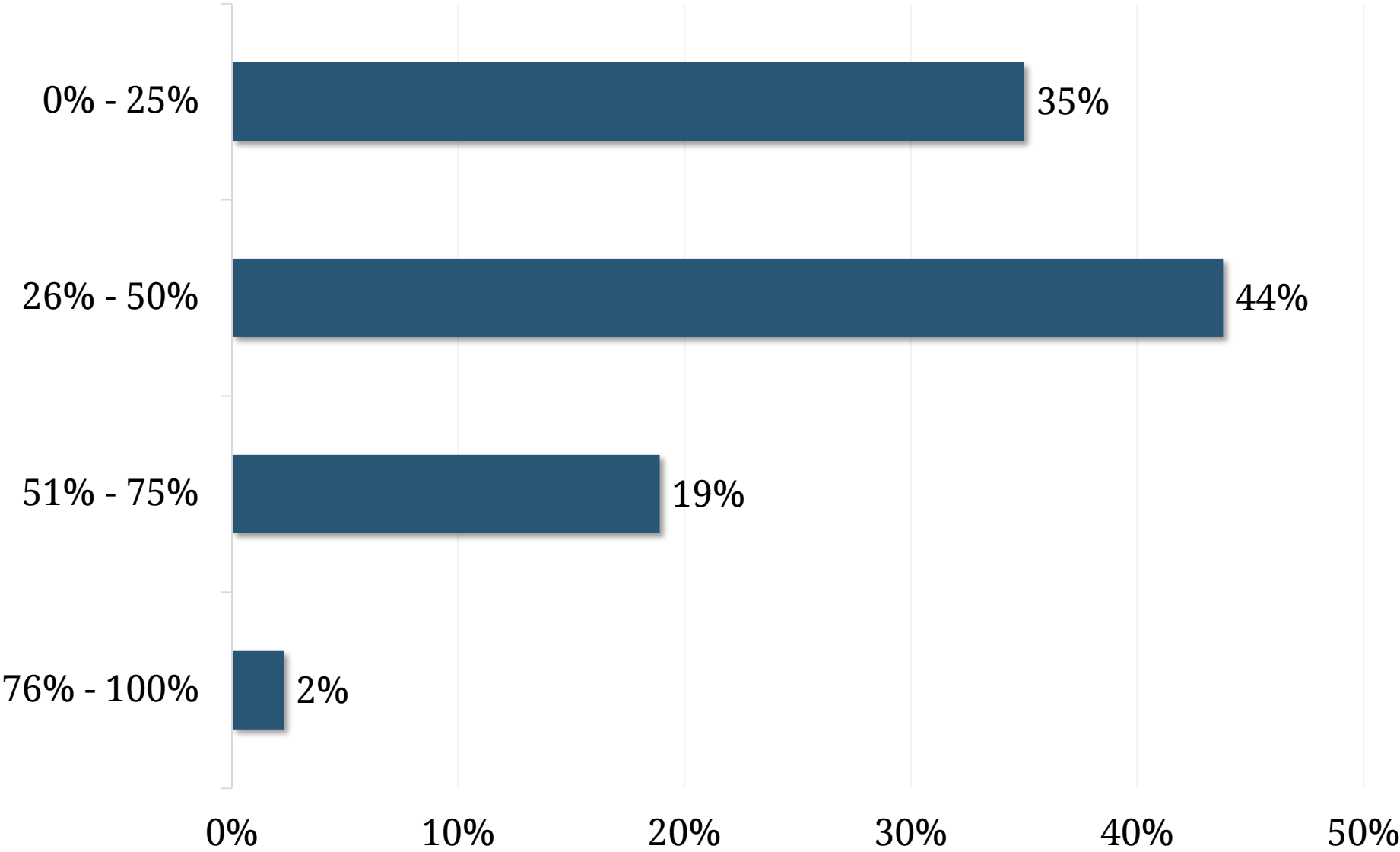
In your experience, what % of major or critical incidents were caused by IT changes or issues with the change management process?

Response	Count	Percent
0% - 25%	76	35.0%
26% - 50%	95	43.8%
51% - 75%	41	18.9%
76% - 100%	5	2.3%

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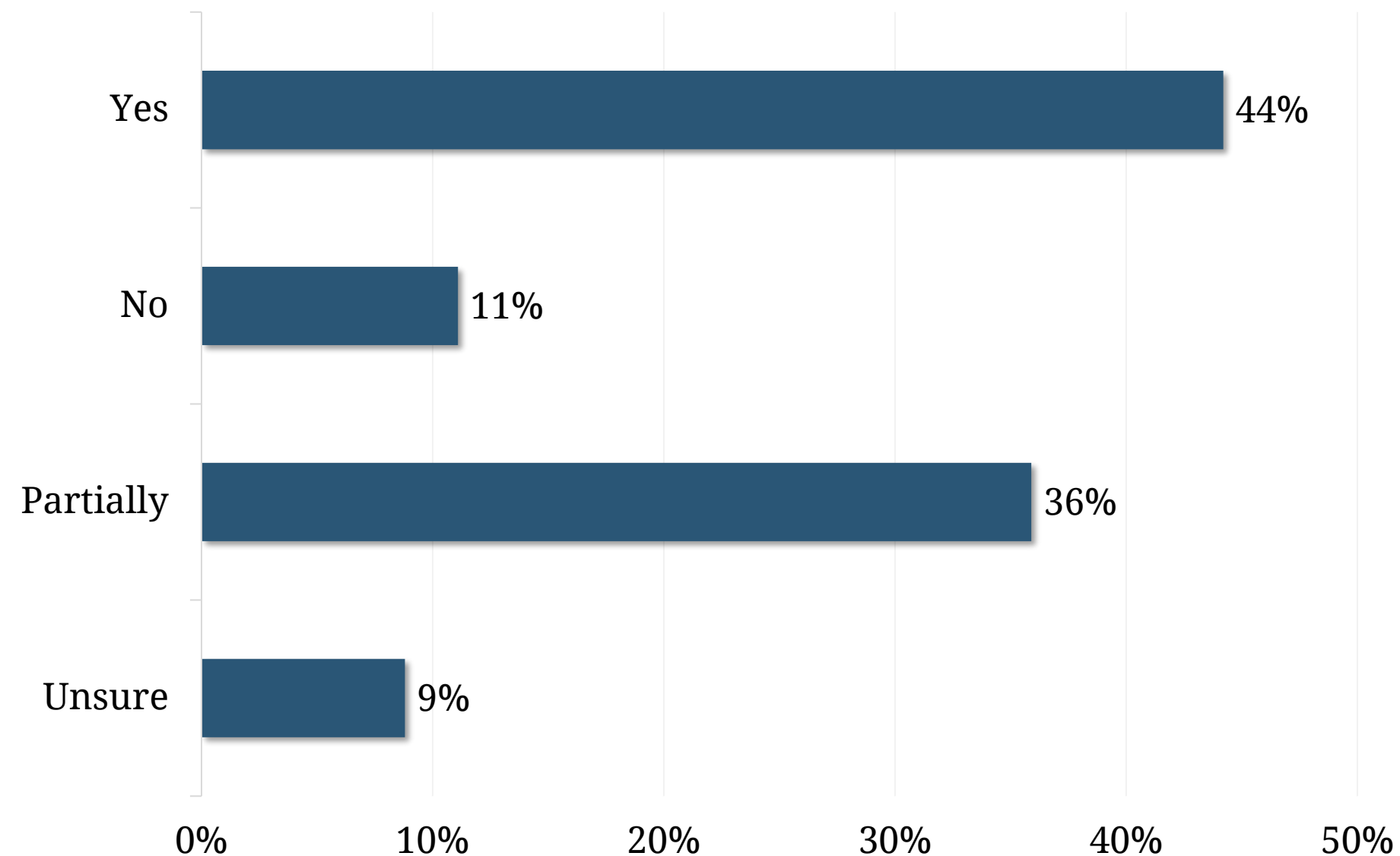
OBSERVATIONS AND CONCLUSIONS

THE MAJORITY OF IT SERVICE AND SUPPORT GROUPS HAVE AT LEAST PARTIALLY IMPLEMENTED ITIL

➤ 80% of respondents reported at least partially implementing ITIL practices (e.g., incident management, problem management, and knowledge management).

➤ More than 10% reported that their organizations have not implemented ITIL practices at all.

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SURVEY RESPONDENT ITIL IMPLEMENTATION

Has your organization implemented ITIL practices? (e.g., Incident Management, Knowledge Management, and/or Problem Management)
N=217

Has your organization implemented ITIL practices? (e.g., Incident Management, Knowledge Management, and/or Problem Management)

Response	Count	Percent
Yes	96	44.2%
No	24	11.1%
Partially	78	35.9%
Unsure	19	8.8%

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OBSERVATIONS AND CONCLUSIONS

FRONT LINE SERVICE DELIVERY PROFESSIONALS ARE CRYING OUT FOR AI, MACHINE LEARNING, AND AUTOMATION

➤ Specifically, respondents expressed a desire for:

  ➤ More effective knowledge capture and maintenance

  ➤ Better self-service options for end users

  ➤ Improved problem management practices

  ➤ Automated ticket categorization and intelligent ticket routing
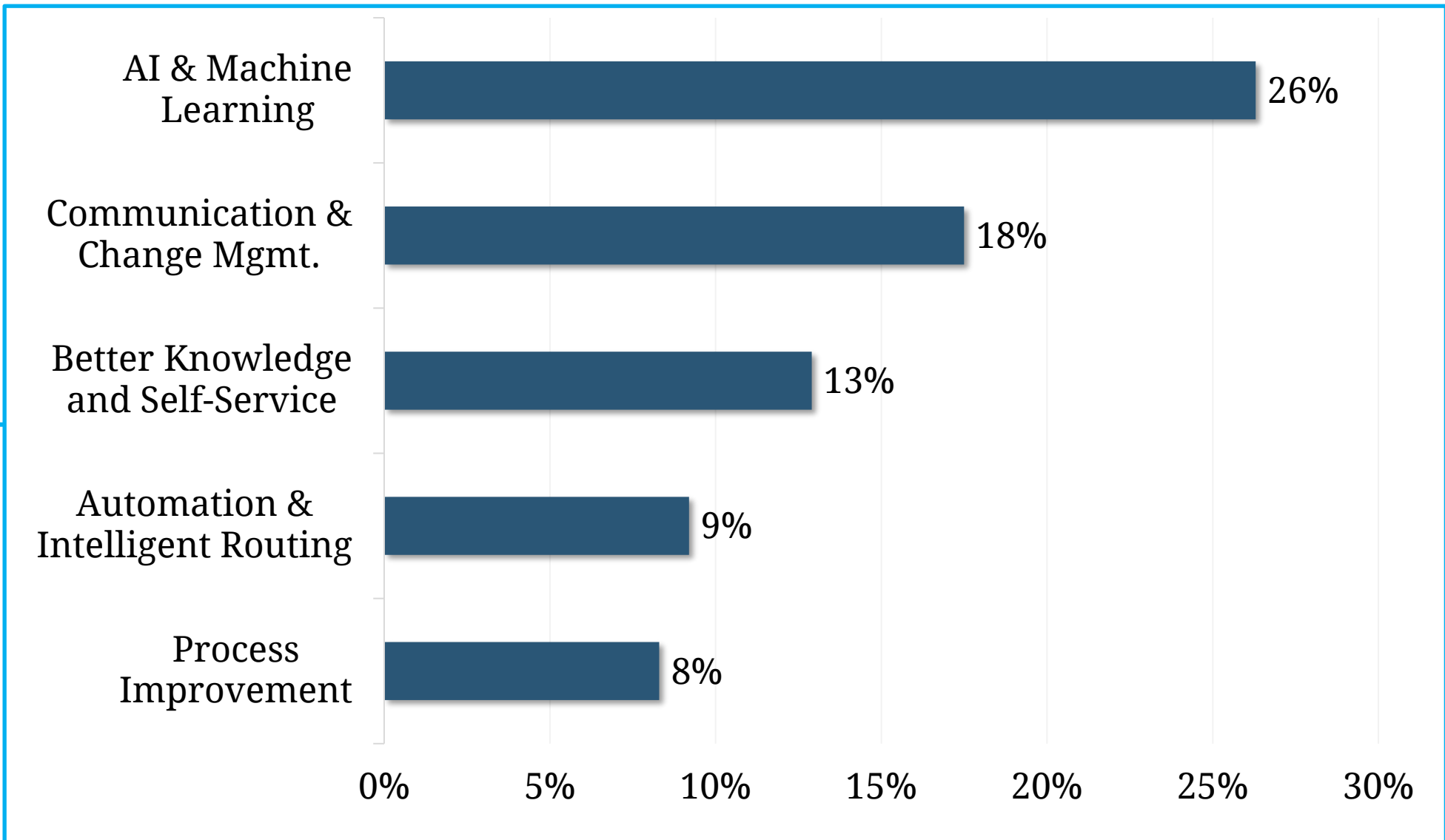
  ➤ Process improvements

WISH LIST FROM THE FRONT LINE

If you could have anything you wanted or make any changes you would like to make in IT Service and Support, what would be #1 on your wish list?
N=217 – Top themes represented

Response	Count	Percentage**
AI & Machine Learning	57	26.3%
Communication & Change Mgmt.	38	17.5%
Better Knowledge and Self-Service	28	12.9%
Automation & Intelligent Routing	20	9.2%
Process Improvement	18	8.3%

If you could have anything you wanted or make any changes you would like to make in IT Service and Support, what would be #1 on your wish list?

** As a % of total responses. Does not equal 100%.

OPPORTUNITIES FOR IMPROVEMENT

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# OBSERVATIONS AND CONCLUSIONS

SERVICE DELIVERY HAS A VARIETY OF IMPROVEMENT OPPORTUNITIES INCLUDING:

➢ Automated problem and knowledge management

➢ AI-powered problem detection and resolution

➢ Automatic ticket categorization

➢ Real-time benchmarking

➢ Automatic ticket quality grading

➢ Improved visibility and accountability

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OPPORTUNITIES FOR IMPROVEMENT #1

My organization would benefit from better Problem Management practices.
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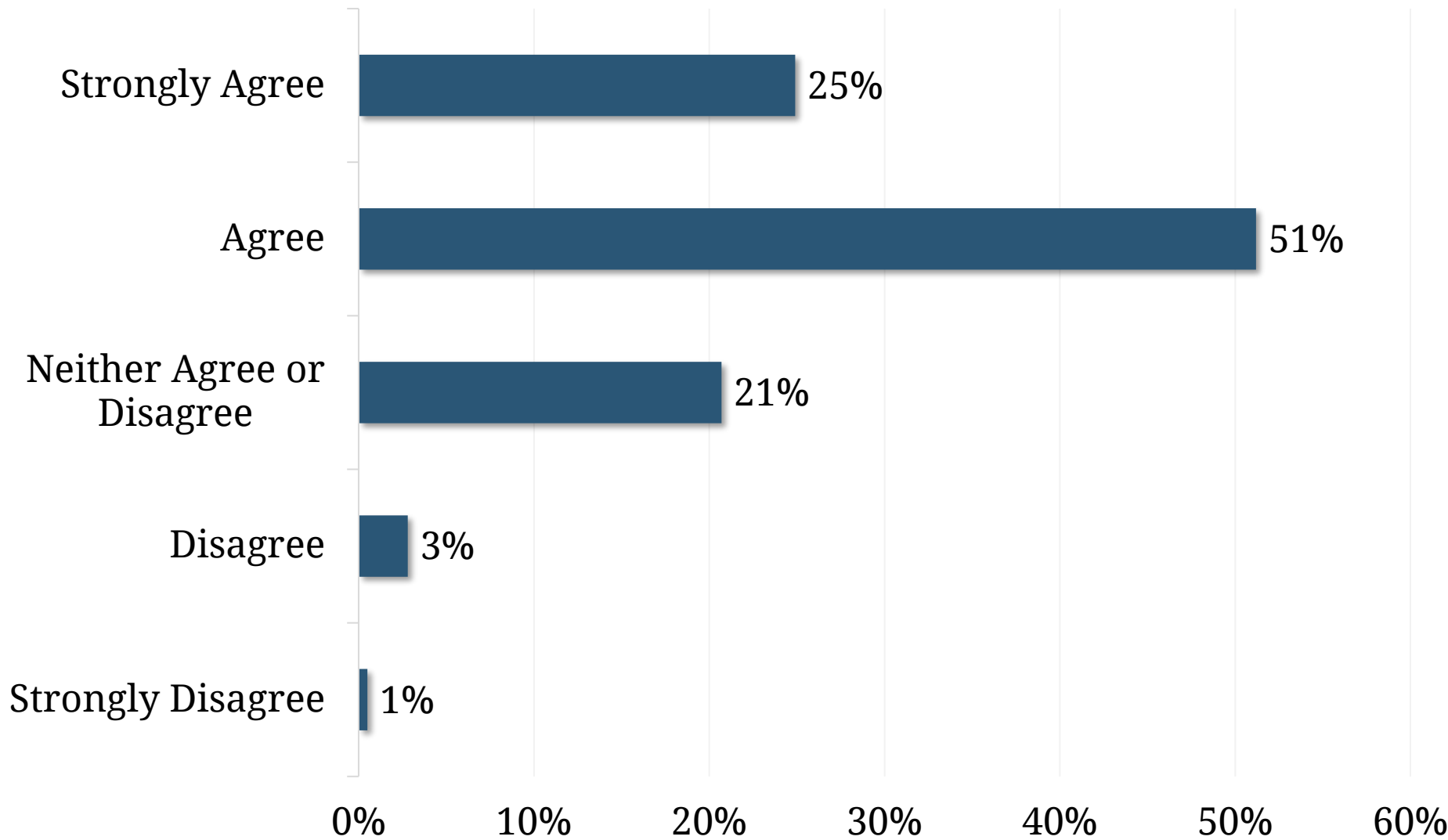
Response	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Percentage	25%	51%	21%	3%	1%

My organization would benefit from better Problem Management practices.

Response	Count	Percentage
Strongly Agree	54	24.9%
Agree	111	51.2%
Neither Agree or Disagree	45	20.7%
Disagree	6	2.8%
Strongly Disagree	1	0.5%

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OPPORTUNITIES FOR IMPROVEMENT #2

My organization would benefit from better Knowledge Management practices.
N=217
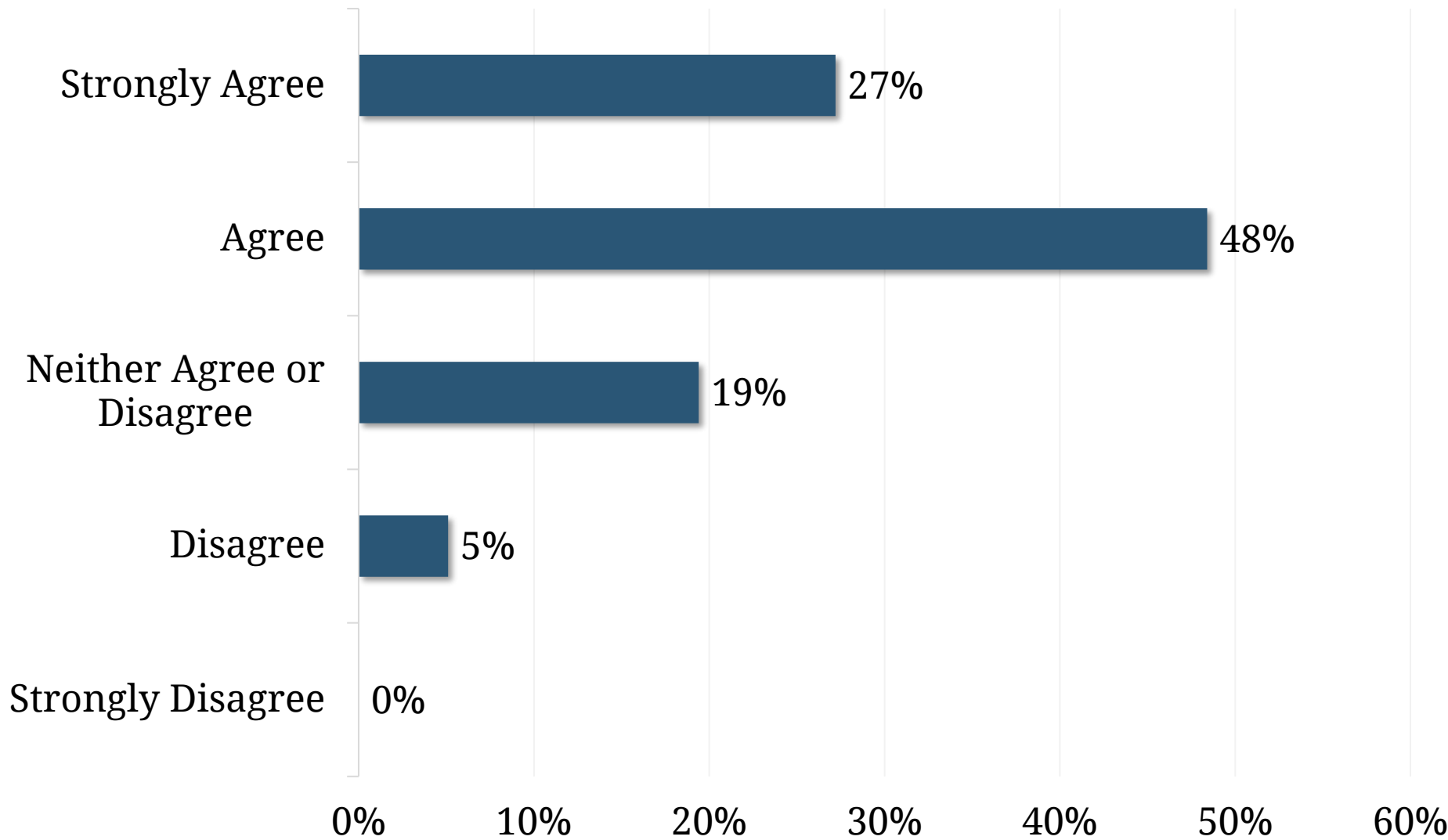
My organization would benefit from better Knowledge Management practices.

Response	Count	Percentage
Strongly Agree	59	27.2%
Agree	105	48.4%
Neither Agree or Disagree	42	19.4%
Disagree	11	5.1%
Strongly Disagree	0	0.0%

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THE CHALLENGE OF TRIBAL KNOWLEDGE

My support group has a substantial amount of knowledge that is not currently in the knowledge base.
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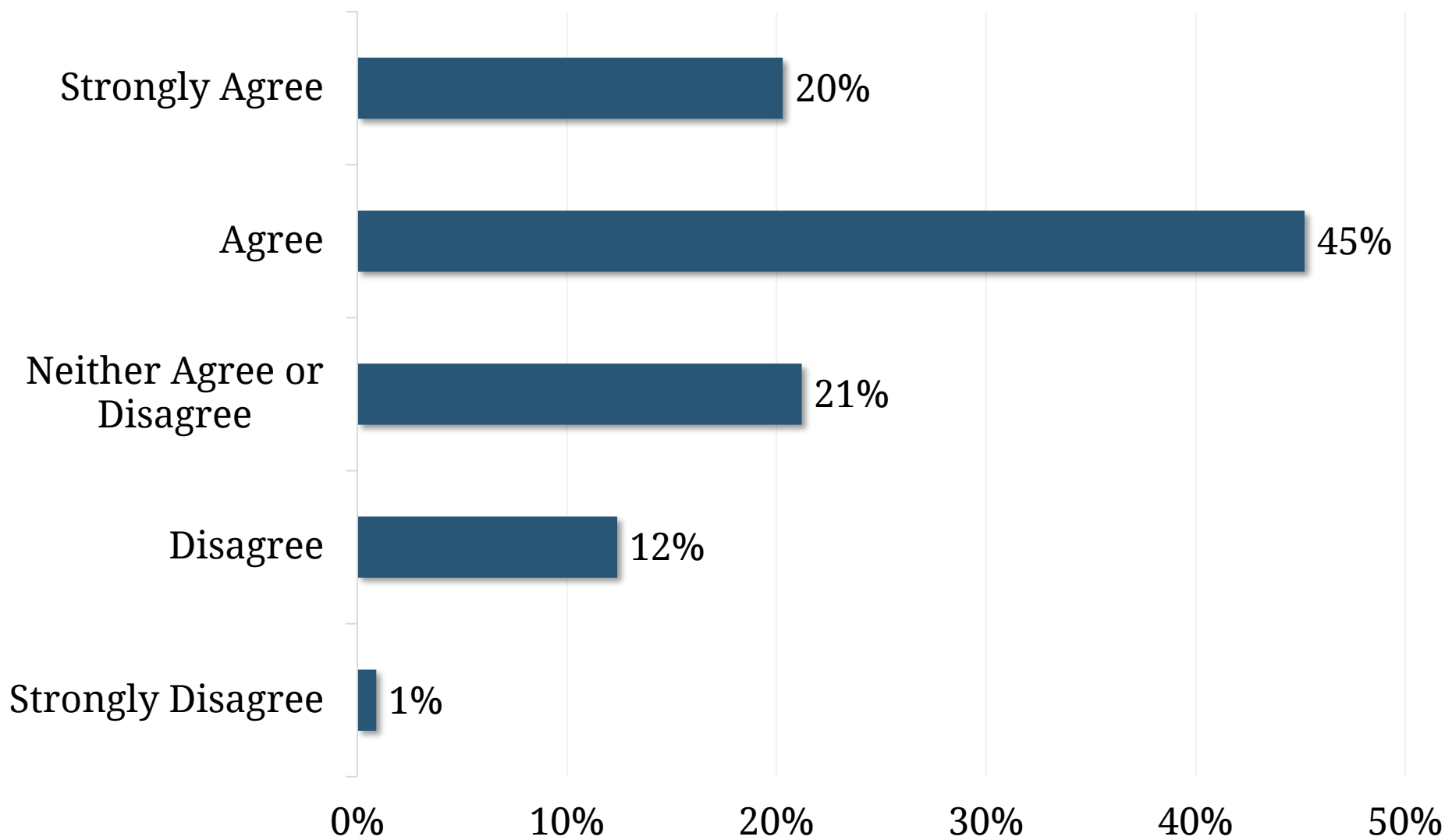
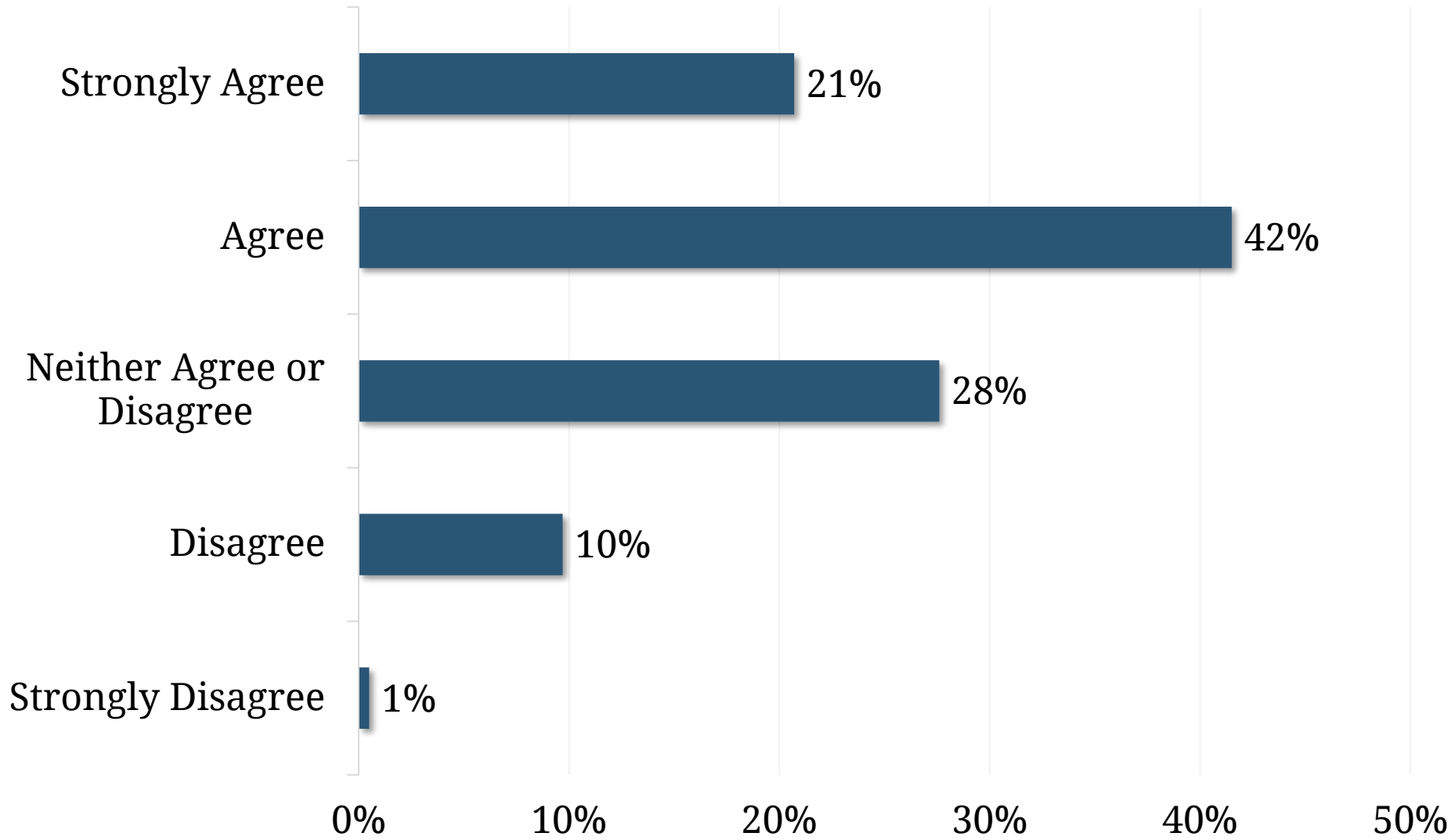| Strongly Agree | 20% |
Agree	45%
Neither Agree or Disagree	21%
Disagree	12%
Strongly Disagree	1%

My support group has a substantial amount of knowledge that is not currently in the knowledge base.

Response	Count	Percentage
Strongly Agree	44	20.3%
Agree	98	45.2%
Neither Agree or Disagree	46	21.2%
Disagree	27	12.4%
Strongly Disagree	2	0.9%

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OPPORTUNITIES FOR IMPROVEMENT #3

My organization would benefit from AI-powered problem detection and resolution.
N=217

My organization would benefit from AI-powered problem detection and resolution.

Response	Count	Percentage
Strongly Agree	45	20.7%
Agree	90	41.5%
Neither Agree or Disagree	60	27.6%
Disagree	21	9.7%
Strongly Disagree	1	0.5%

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OPPORTUNITIES FOR IMPROVEMENT #4

My organization would benefit from automatic ticket categorization.
N=217

- Strongly Agree — 25%
- Agree — 44%
- Neither Agree or Disagree — 23%
- Disagree — 7%
- Strongly Disagree — 1%
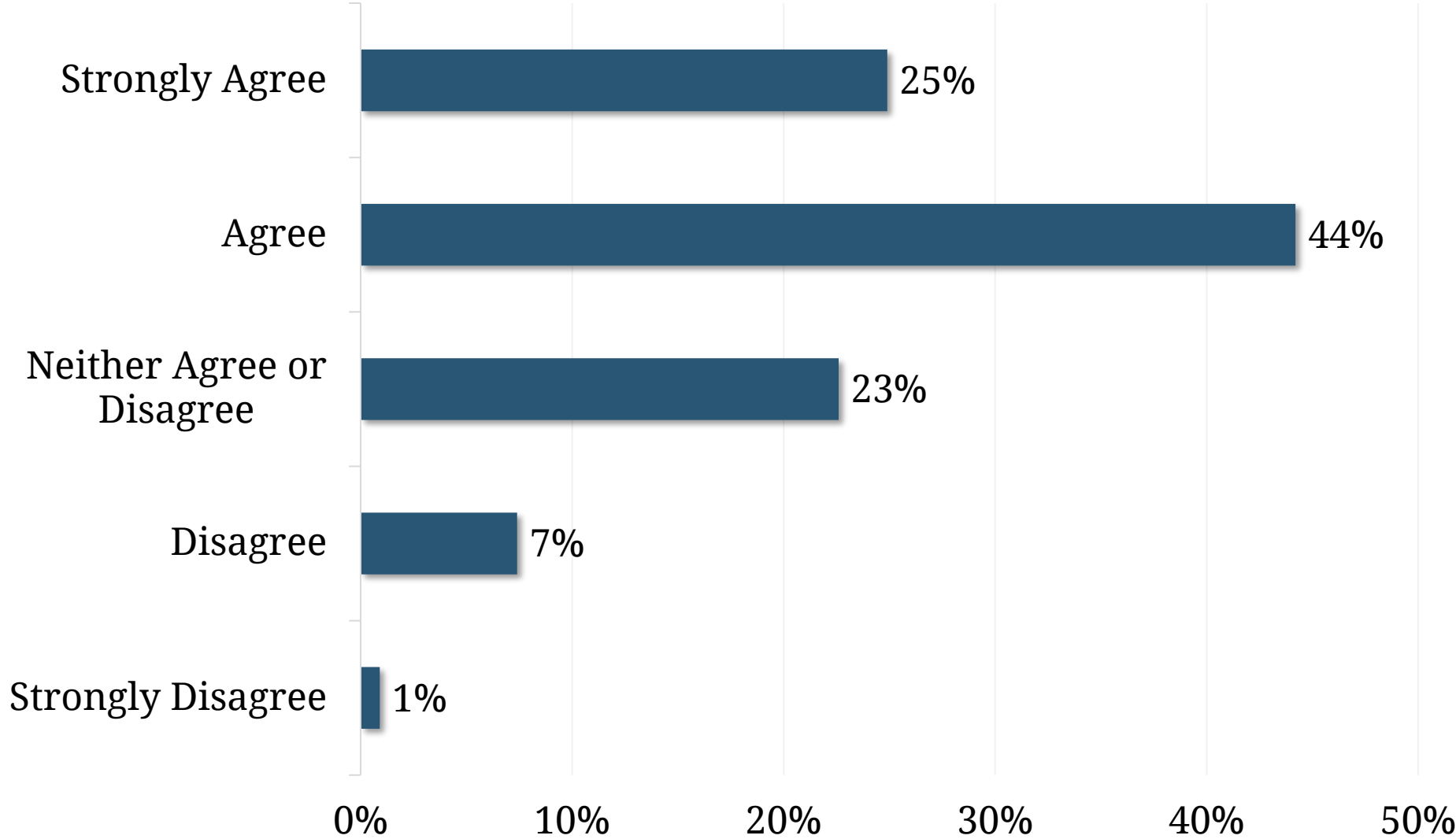
My organization would benefit from automatic ticket categorization.

Response	Count	Percentage
Strongly Agree	54	24.9%
Agree	96	44.2%
Neither Agree or Disagree	49	22.6%
Disagree	16	7.4%
Strongly Disagree	2	0.9%

OPPORTUNITIES FOR IMPROVEMENT #5

My organization would benefit from automated Problem Management.
N=217
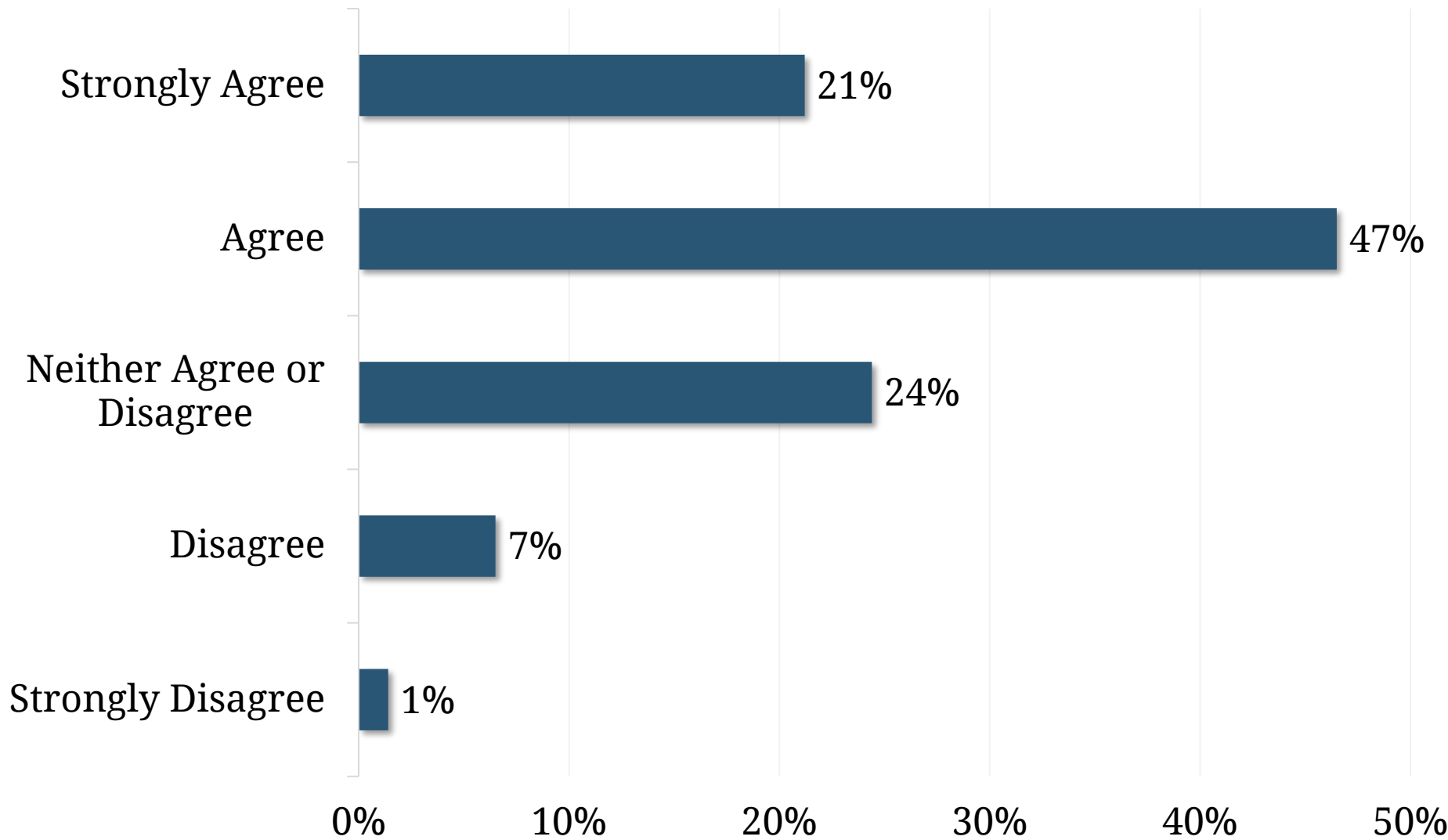
My organization would benefit from automated Problem Management.

Response	Count	Percentage
Strongly Agree	46	21.2%
Agree	101	46.5%
Neither Agree or Disagree	53	24.4%
Disagree	14	6.5%
Strongly Disagree	3	1.4%

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OPPORTUNITIES FOR IMPROVEMENT #6

My organization would benefit from real-time benchmarking.
N=217

Strongly Agree	15%
Agree	48%
Neither Agree or Disagree	27%
Disagree	9%
Strongly Disagree	0%
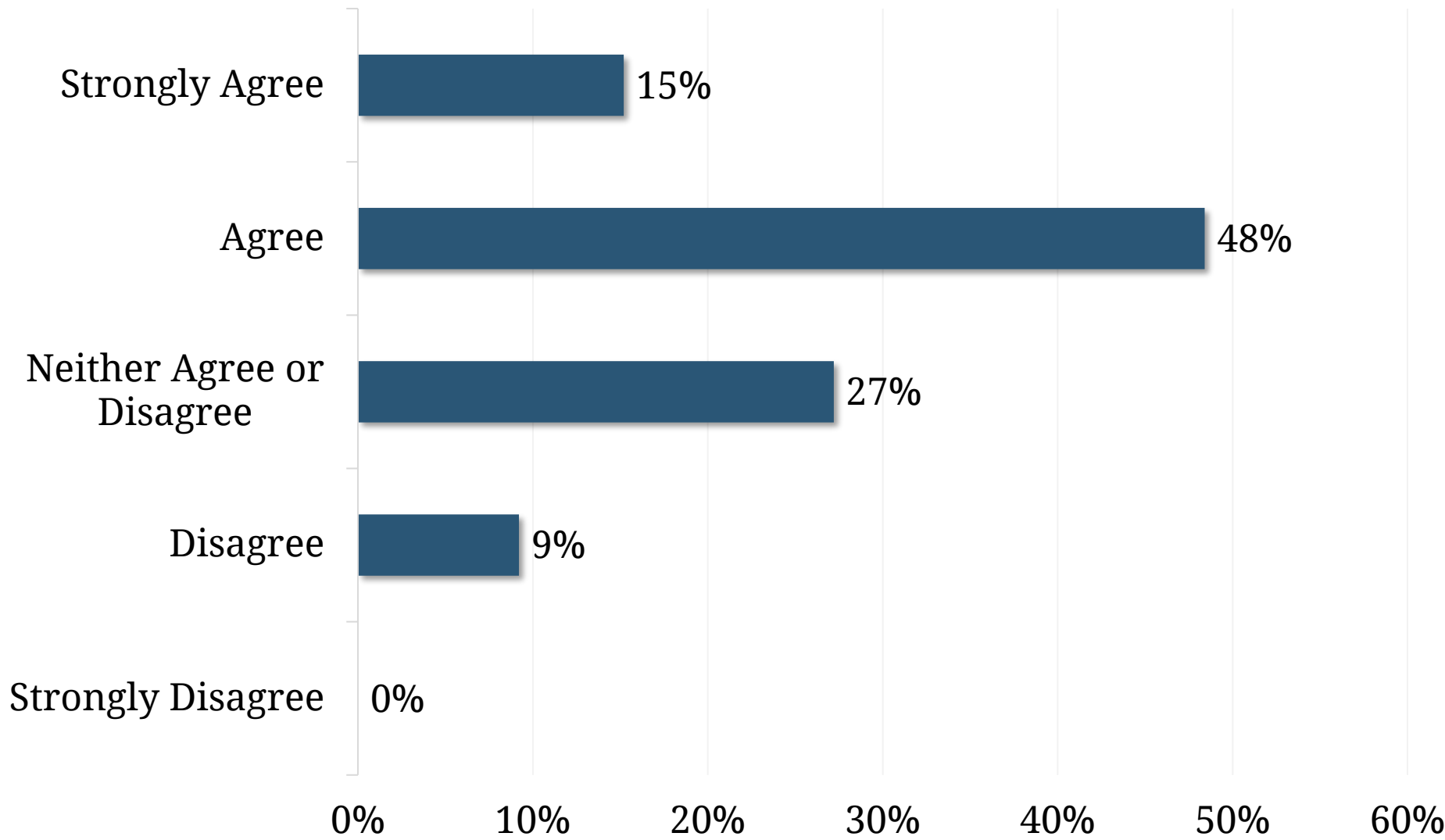
My organization would benefit from real-time benchmarking.

Response	Count	Percentage
Strongly Agree	33	15.2%
Agree	105	48.4%
Neither Agree or Disagree	59	27.2%
Disagree	20	9.2%
Strongly Disagree	0	0.0%

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OPPORTUNITIES FOR IMPROVEMENT #7

My organization would benefit from automatic knowledge and ticket quality grading.
N=217
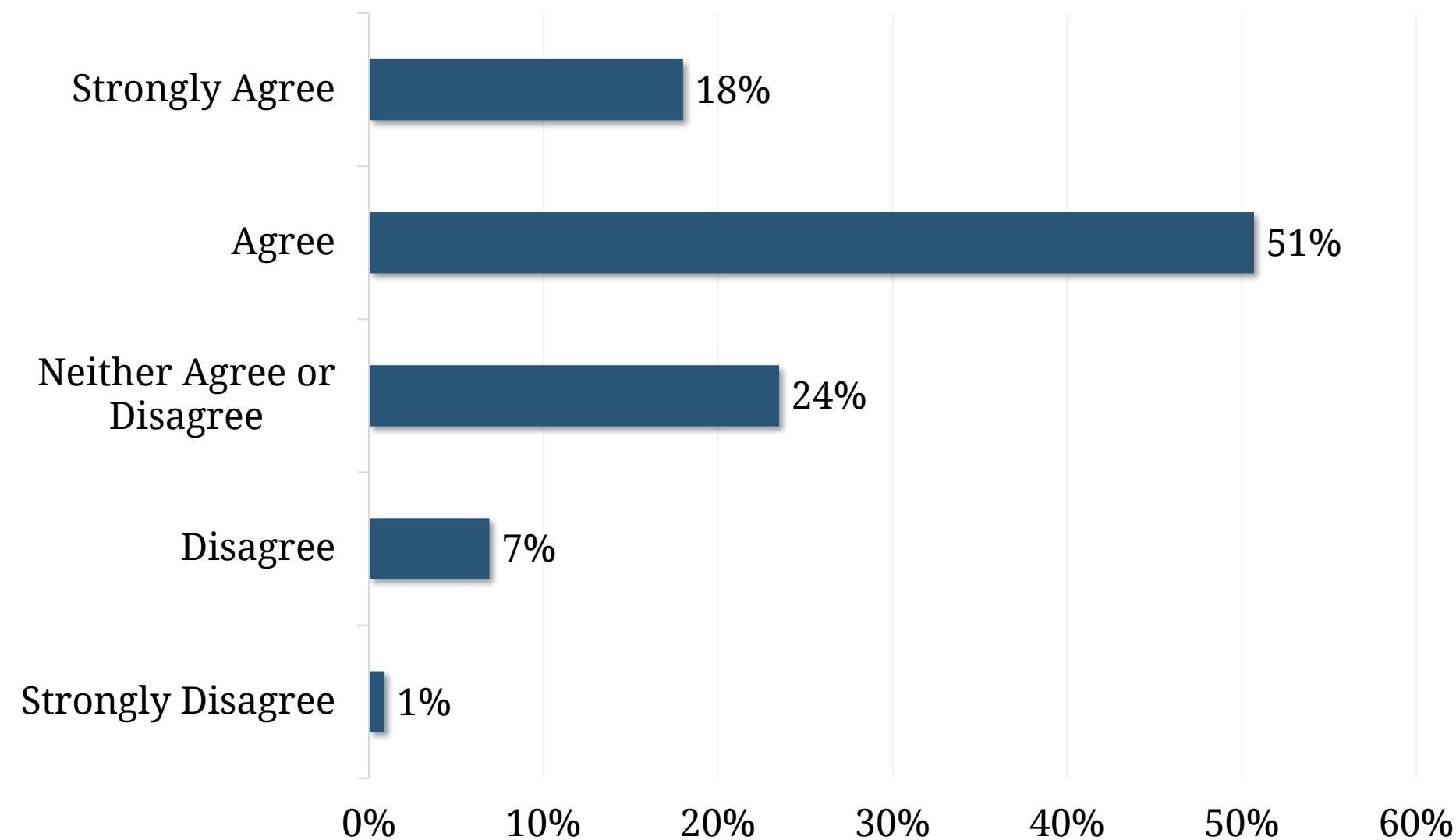
My organization would benefit from automatic knowledge and ticket quality grading.

Response	Count	Percentage
Strongly Agree	39	18.0%
Agree	110	50.7%
Neither Agree or Disagree	51	23.5%
Disagree	15	6.9%
Strongly Disagree	2	0.9%

Strongly Agree — 18%
Agree — 51%
Neither Agree or Disagree — 24%
Disagree — 7%
Strongly Disagree — 1%

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OPPORTUNITIES FOR IMPROVEMENT #8

My organization would benefit from improved visibility and accountability.
N=217
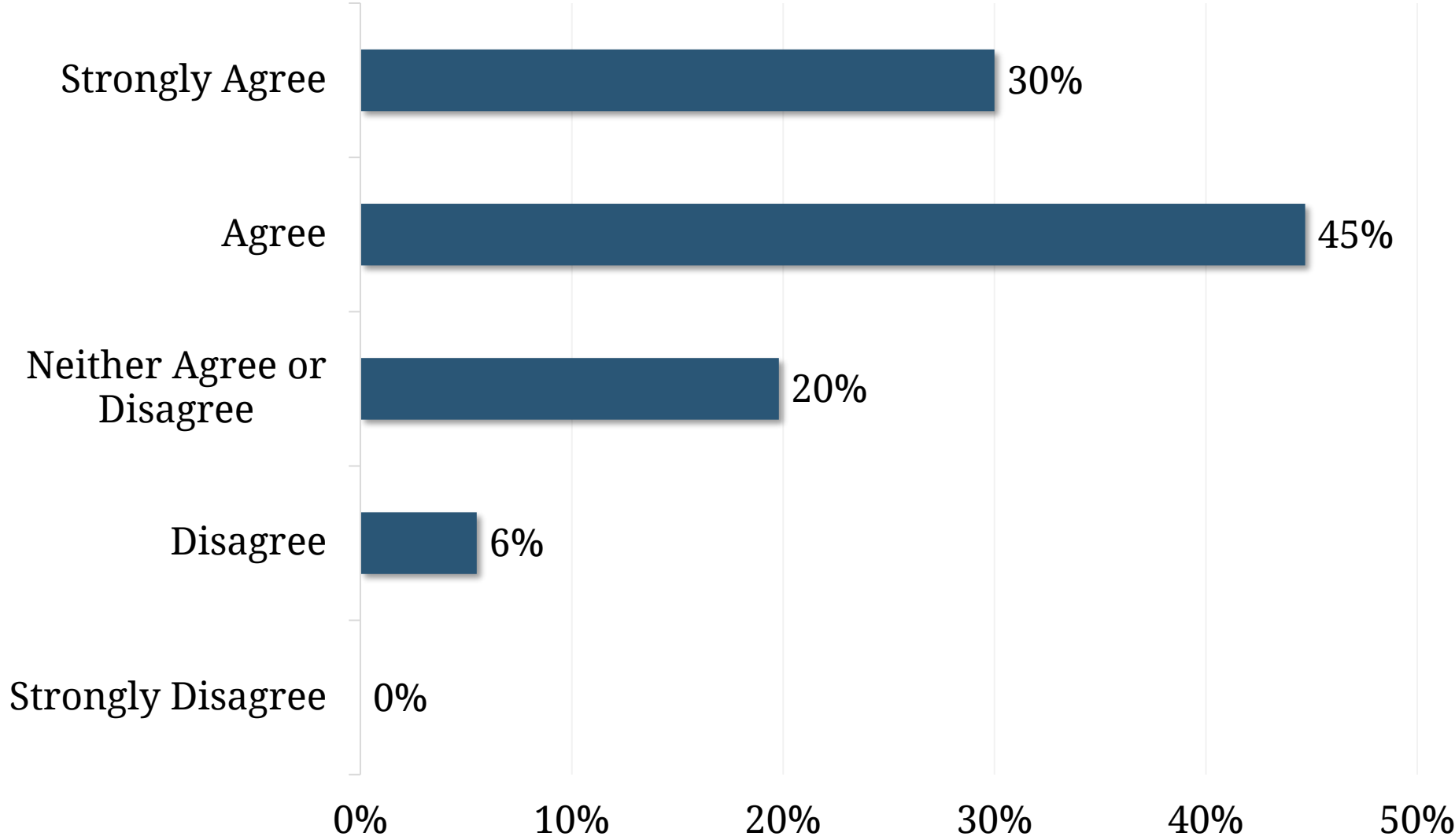
My organization would benefit from improved visibility and accountability.

Response	Count	Percentage
Strongly Agree	65	30.0%
Agree	97	44.7%
Neither Agree or Disagree	43	19.8%
Disagree	12	5.5%
Strongly Disagree	0	0.0%

VERBATIM QUOTES
WISH LIST FROM THE FRONT LINE

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WISH LIST FROM THE FRONT LINE

➢ There are several things that I would love to change about the way we do things. As far as our ticketing system, it would be great if it sorted to certain departments for us as well as incorporating some AI to take care of the simple repeat problems that are just an annoyance. I wish we had a better system for our Knowledge systems as we have an old one that is outdated, and everything is just based on our previous knowledge and experiences. We should really work on updating that....Sometimes I wish we had better ticketing systems with metrics in it as well.

➢ Somehow forcing technicians to explain *what* they did to resolve an issue or problem when closing out a ticket other than just saying "fixed it". And then, using AI, be able to show those related tickets whenever a new problem or issue happens. So often, people will say "oh, I remember this happened before..." but no one knows when or what was done to fix it. Better tracking and documentation would help, but even with a system in place that allows for that, without employees actually using it, it doesn't do any good.

➢ I would like to implement more AI processes to monitor tickets and perform analysis. Additionally, taking the resolution from the problem and adding it automatically to the knowledge base would also save a lot of time. Much of the ticket review/analysis/information porting could easily be more automated. I would also like to add more AI to our change management process. With everyone working from home it has made it much more difficult to track and analyze.

➢ I would like to have a knowledge base that recommends solutions to clients and allows them to accept or try it. If the issue is not resolved, they would be able to send an auto-ticket for non-urgent matters otherwise it would connect via chat or telephone for more urgent matters. If there was a self-healing solution that would also be wonderful. I envision these being powered by an AI tool similar to Watson where I could input my current knowledge base information along with incidents and problems along with the resolutions.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ I would implement smart AI that can automatically tag specific issues. This would help to automatically create tickets and assign them to the relevant technicians. A system like this could lead to much faster resolution times and an immediate increase in SLAs.

➢ If I could have anything wanted in IT service and support, then I would really improve AI technology.

➢ Using AI and leveraging automation would improve IT Service and Support.

➢ I would like to see more AI and machine learning. I believe that if this was more readily available it would improve response times.

➢ A remote AI solution agent would be great, so problems could be submitted and resolved by AI.

➢ It would definitely be more machine learning automation. Some of the repetitive tasks can be automated and users can fix things on their own without human intervention if they were guided properly. So I feel that machine learning to use data to understand problems and formulate solutions is the biggest enhancement that can be made in IT service and support. That would save a lot of time and money after the initial outlay.

➢ I would want increased automation. Especially in the areas of speech recognition and the leveraging of machine learning.

➢ The number one priority would be a higher budget to improve the performance of our systems. Both space and performance is an issue, being able to upgrade the servers would benefit every role in the organization and improve efficiency. I am most certain the overall consumption of electricity would lower drastically. The redundancy we need is not available because of the lack of space and hardware. Sometimes it feels like the higher management refuses to acknowledge the reality and every day becomes a risk, having the free will to upgrade and expand would resolve many of the day to day issues.

WISH LIST FROM THE FRONT LINE CONTD.

➢ Updated and onshore knowledge base articles. The current process is maintained by offshore company resources and it takes an act of God to get an article updated or added.

➢ I would like our knowledge base database to be more familiar to all workers.

➢ Better knowledge management is probably the most requested item. Many people in the office know the "tools of the trade" which aren't properly documented and/or widely known to all employees. Increased knowledge management would result in shorter ticket times in many cases, or simply ease of use for all employees. Better knowledge bases. Information more readily passed between employees and documented for future use and disaster cases.

➢ Allowing workers to update our knowledge management system. There's a huge lag between technological innovations and the knowledge required to troubleshoot issues, and the actual knowledge database. If it was updated perhaps, we wouldn't have to spend so much time training ourselves.

➢ Having a chatbot system implemented in our organization's support knowledge base to help employees with issues first would decrease the number of tickets we as support staff need to read through and resolve.

➢ More flexibility in offering better answers to customer tickets than the standard scripted replies; ability to escalate more tickets to management above me without being criticized for it.

➢ To better the process of transferring tickets to the appropriate teams.

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WISH LIST FROM THE FRONT LINE CONTD.

➤ The change I would make would be to have better oversight and more input from each department on how to build our current baseline image. More often than not, a small group of individuals from the same department manages our baseline image and excludes all the various departments that have insight into the various product versions and updates that are required on our systems. This leads to deployment of systems that are out of compliance and affect our overall grading for reporting to higher echelons.

➤ I would like our ticket system to be categorized by incident type. That way, we would not have to sift through over thirty tickets just to find the high priority ones first. We generally get a ton of "I cant log into X" or "I am having problems launching Y program" and it would be beneficial if the people having these problems could get an automated response showing them work arounds first, so they could then be escalated into a higher priority queue if they are still having issues. It honestly drives our team nuts getting repeat calls after calls after calls because we have not gotten to their ticket first or figured out that "They are more important because they are a lead in their department and can't manage their employees without the program that won't launch". Another high thing on the wish list would be the ability for workers needing assistance to be able to search through a "FAQ" before submitting a ticket. It would really alleviate the high volume of "How do I connect through my work VPN?" tickets we have been having recently.

➤ A better system of communication between the general workforce and IT would be a good idea.

➤ Have more control over how the tickets get created and how far we go to help on things that aren't under our control.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ Automated intelligence to prevent "bad things" from happening and resolve them faster when they do.

➢ Uptime monitoring and management to ensure security, connectivity & fast issue resolution.

➢ The latest intelligent automation and ITSM tools that deliver an excellent user experience.

➢ A very effective knowledge base that gets updated frequently. If an issue is caused by an IT related change, there should be fixes for that in the KB. If someone is let go or quits or if someone is on vacation, other colleagues may not be able to resolve issues in a timely manner if certain aspects of services currently live in that person's head. By continually maintaining a KB, issues that could take an hour to resolve might now just take a minute or so. Thus, this keeps business reliability and continuity up.

➢ I think, for my organization, the best thing would be training and compliance starting from the top. If the management team made it a priority to populate our CMDB (Common Management DB) and train all users and technicians to properly categorize tickets, then ensure knowledge was transferred to the knowledge base (for self-service), then I think the IT organization would be much better off. But that requires a priority setting from above and compliance checks from middle management to be held to account.

➢ My number one gripe in IT service and Support is the demand people have for tickets. I'm often disrespected by several people in the office if the tickets are behind. I'm also used as a computer guy to help people with there problems when that isn't even in my job description, it's ridiculous.

➢ The biggest headache for us is onboarding new support agents and transferring knowledge to them. It'd be awesome if we didn't have to do that, or if there was a much easier and faster way to get them up to speed rather than digesting the knowledge base slowly.

WISH LIST FROM THE FRONT LINE CONTD.

➢ What would be most beneficial to us would be a metrics dashboard that we could utilize to track our progress and failures. This would be an excellent tool to help show leadership at a glance how we are performing and where issues are occurring. To do this we would really need solid ticket categorization, open/closure times, and parties accountable for working on each issue.

➢ The number one item on my wish list for IT Service and Support would be getting more self-help tools into the hands of the customers. They use limited resources from IT and because of that, it delays their problem resolution time and lowers customer satisfaction.

➢ The most important changes come down to active listening and the ability to empathize with the individuals that we are interacting with. In many cases, these individuals that are calling in for assistance are already frustrated with the systems. Fully engaging in the dialogue, listening to understand the individual's issues, and providing concrete timelines and actionable items help to decrease frustration while opening the lines of communication and setting proper expectations.

➢ A better internal (behind the firewall) 'search' engine for knowledge accessible by end-users and support staff.

➢ If I could change anything I wanted, I think I would change the way that a problem is reported and tracked. It takes much longer to resolve a problem currently than it should be taking. Priorities are not realistic and calling something an emergency doesn't make it a life or death situation. Being proactive goes a long way in establishing a realistic deadline and problem resolution system.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ I would have a much better tool for tracking IT service tickets and problem resolution. At the moment, we have so many critical issues even 5 months after COVID with access to our network and applications from our remote workers who are growing impatient. They call, text, email, and put in tickets and then bother the service desk with instant messages about the tickets they just submitted. People are circumventing the system. Also affecting our service quality was we merged with another significantly sized company and getting computers and access for about 450 new employees has been ROUGH, to say the least. My team is truly having a tough time staying organized and on task.

➢ I would like the Change Management process to be tied together with the Development process, so the two areas do not seem to be at odds. This way it could be a seamless integration from the requirements tool through the lifecycle to the change deployment. Currently, the tools stop at accepted on the development side and do not go all the way through to the change management/deployment side. You have to manually sent up new items in the change management tools and manually link through text. It should all be seamless integration and not a bunch of new documentation required.

➢ I would force all customers into calling our National Service Desk for first level support. Too many high executives work around this procedure, reach out to Team Leaders or managers and circumvent the process. This is frustrating as then our engineers are pulled immediately to resolve an issue and are processing requests out of order and/or priority.

➢ I would want full live network statistics that was granular. The largest complaint I get is slowness, but it is very hard to diagnose most of the time. Unable to tell if it's the computer, the local network, the applications, or the internet connection or all the other devices in the chain.

WISH LIST FROM THE FRONT LINE CONTD.

➢ Improve automation of service requests allowing for real-time metrics to be visible.

➢ Intelligent routing of problems to best agent.

➢ Automatically route tickets based on the information provided by the requester about the issue.

➢ Leveraging educational opportunities, expert consulting, and best of breed technology can help improve the process and the service outcomes for the business, as well as improve initiatives with DevOps, and IOT.

➢ At my company, it would be more workers. Coronavirus cost us about half our staff when it comes to IT service.

➢ Better communication to the IT specialists. Making sure the specialist gets the right information and is provided all the details.

➢ It would be fantastic if our ticketing system that we use to track client support requests interfaced with our knowledgebase. If the ticketing system could index the knowledgebase, see if there is already an answer for this problem, and serve up suggestions to the client if any exist. Conversely, if this problem does not have a documented solution in the knowledgebase, it would be great if upon closure of the ticket it suggested the technician create the kb article and prefilled some of the fields that it may already detect.

➢ I would change the structure, so each team has a dedicated team of engineers that are specific to each type of issue that arises (e.g., pod style).

➢ I feel taking advantage of the available data to measure and improve communication would be a desirable solution and support tool.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ The changes I would love to make in IT services are the ability to provide service at a lower cost and implement a tool to gather customer data, analyze customer data, and use the data analyzed to better meet customers' needs.

➢ For organizations that follow the ITIL framework and processes, authorization from a Change Manager is nearly always required to implement any major change. IT organizations should implement ITSM software tools that automatically inform Change Managers when their authorization is required. This ensures timely communication and coordination between change management and service desk, reducing resolution times for issues that require change implementation.

➢ Automate resolution of the Level 1 support issues. This will help reduce inflow of tickets and reduces cost of operations. Also the support team can focus more on resolving Level 2 and Level 3 issues.

➢ A more fluid method of communicating between teams. There are times where reliance lies on 1 person and waiting on receiving their knowledge to resolve an issue leads to delays in resolving cases. I think if we were able to fully dump our knowledge in a source accessible to stakeholders (and in a manageable and clear way), this would minimize problems we face.

➢ I think that people should be informed on how to fill out support tickets to include helpful information so that we can diagnose the problem a lot quicker.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ Although things have been improving, if there was a standard way to run an effective simulation and look at potential bottlenecks beforehand, planning ahead could become a whole lot easier.

➢ The self-service portal needs improvement. I've had multiple vendors show new self service products, but in reality, I've seen none in practice that do much more than password reset functions. I want one that can identify upgrades needed and better problem resolutions. The volume of help tickets my department receives for simple things is still too much.

➢ Reduced service disruptions and system downtime. Regularly test server backups. When a server goes down, you can reduce damage if you get it back online quickly.

➢ I wish that we had a program that sent various problems to people better equipped to take care of them. It would be nice if people could focus on the things that they have the knowledge to take care of the best, and not send problems to people that are unsure of how to handle them.

➢ If the tickets were sorted due to priority prior to me seeing them that would help me work on hottest tickets first.

➢ I would want to greatly increase the user interface and usability of existing tools like ServiceNow. They are far too complex and require too much training to use effectively in high-turnover environments. Additionally, IT service implementation vendors often have to use these systems when rolling out new services. They get an assignment group (queue) but are often not fully integrated into the process. Thus routing tickets between the Service Desk and vendors often takes DAYS and gets "ping ponged" back and forth while the customer waits and gets frustrated. Having better, more usable software would help the process end to end.

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WISH LIST FROM THE FRONT LINE CONTD.

➤ Better and easier automation of help desk ticket flow and escalation, combined with the ability of tier 2 and 3 support staff to add or remove steps/dependencies. For instance, we have a workflow for requesting a new virtual machine (VM). That workflow includes the configuration of system monitoring. A support tech should be able to remove the "configure monitoring" step if they know that this VM does not require in-house monitoring, instead of sending an unnecessary ticket to the monitoring team. Likewise, if the support tech knows that we need to configure extra firewall or VPN support for the new VM, the tech should be able to add a step for "configure specific VPN rules" in the appropriate position in the workflow.

➤ The ability for the knowledge base to be updated based on closing of the trouble ticket.

➤ I'd love to have a more robust knowledge-base - wiki style, where all IT workers can add articles. It would be nice to have someone as a designated knowledge manager, whose responsibility is to maintain and vet out solutions. In a perfect world, there would be one available for IT Support technicians, and one for end-users for self-service.

➤ Categorize the information to make it easier to find necessary answers.

➤ We need a better platform / internal tools to submit tickets more effectively. Right now, there's so many unsolved bugs and tickets in the system due to poor ticket management system and prioritization.

➤ I would have Automatic routing of new incidents to the subject matter expert who is most likely to be able to help with the problem.

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WISH LIST FROM THE FRONT LINE CONTD.

➢ Automated classification of issues using Artificial Intelligence into clusters for easier management.

➢ I would like to improve customer service and support such that customers can get fast, reliable and more efficient responses from Artificial Intelligence innovations.

➢ Better ticket tracking and user communication so users can feel their issues are being taken care of.

➢ The biggest thing that would help would be additional staff, at least temporarily. With the increase in people working remotely, a lot more employees are using personal equipment, which has led to a lot more tickets, mostly minor ones. Having an additional support member or two to handle the extra workload of the minor cases, at least during the stay-at-home period, would help immensely in freeing up the more senior people to handle the bigger infrastructure projects to keep everything running smoothly.

➢ Knowledge comprehension and confirmation. Making sure clients understand what went wrong any why. Usually they'll say "just show me how to do it" but not understand why it is what went wrong.

➢ A better help desk chat system. I feel like we spend a lot of time just talking to people and getting to know them and know the problem. If there was a way to incorporate a chatbot into a system that then turned it over to an agent after they got all the relevant information and the greetings out of the way, I feel like it would speed up my job and a lot of other help desk employees jobs so much.

➢ Getting senior management's support/understanding of the importance of Service and Support.

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WISH LIST FROM THE FRONT LINE CONTD.

- ➢ I would like to have the ability to facetime with coworkers while resolving issues.

- ➢ We need a much better knowledge base with weighted entries. Far too many issues should be solved by the Tier 1 or Tier 2 phone support, before they send out field technicians. More than half of the issues I am sent into the field for, could have easily been solved if a better knowledge base were implemented.

- ➢ I would hire more technicians. I think to work efficiently, our department needs more technicians.

- ➢ Support staffing is too low to effectively test changes prior to release.

- ➢ I think if customers were able to answer a small questionnaire to help filter out the issues and areas to better assist them would make the workflow easier.

- ➢ More ways for a customer to resolve issues on their own. Maybe by looking through past tickets and seeing if someone had their problem.

- ➢ I would definitely like to see our company implement a knowledge base that would also be shared with clients. It would significantly decrease the number of non-problem tickets that come in and would give us more time to focus on real issues.

- ➢ If we can somehow automate the tickets and sort them by types. Very often people are miss-labeling the ticket type, and this causes great delay for back and forth. A filtering system for tickets (maybe using keywords) would be nice.

- ➢ Being able to escalate more difficult issues to the next level of support.

WISH LIST FROM THE FRONT LINE CONTD.

➢ Our software for prioritizing is very poor. It would be more beneficial to list all problems in order of priority rather than just escalate the most severe to the top while everything else floats in limbo for who knows how long.

➢ Automated ticketing system and an intuitive knowledge base system are the two items highest in my queue for items that would vastly improve metrics, results, and overall work pace at the company where I work.

➢ So much knowledge is tribal knowledge and is not efficiently and effectively transferred to other associates. What knowledge is documented is documented in multiple places which makes locating that knowledge difficult and time consuming. The biggest change I would make would be to implement a FORMAL training program with knowledge objectives and assessments prior to starting any actual work. In addition, I would require associates to spend at least 10% of their work time in continuing training, skills refreshers, knowledge article writing and updating.

➢ We need a better way to automatically detect system errors and issues that would affect the customers before we start getting reports in from the customers themselves.

➢ I would like the documentation of completed items be more organized and accountability more readily accessed through databases of information.

➢ I'd like to see more automation. If there was a way to prioritize tickets based on urgency, severity and complexity and also escalate if needed that would allow support reps to dedicate more time to actually solving problems. Even grouping tickets based on the issue or field would be helpful.

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ABOUT METRICNET

COMPETITIVE DIFFERENTIATORS

MetricNet offers a portfolio of competitive differentiators including those listed below.

CREDIBILITY AND EXPERIENCE

MetricNet has conducted benchmarks and assessments for more than half of the Global 2000.

BENCHMARKING DATABASE

MetricNet has the largest database of process and performance indicators in the industry.

OBJECTIVITY

MetricNet's clients receive objective recommendations that are free from any vendor bias.

JEFF RUMBURG

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ANGELA IRIZARRY

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MEET SOME OF OUR CLIENTS

A BRIEF HISTORY OF METRICNET, LLC

The Verity Group is Founded by Jeff Rumburg

1990

More than half of the GLOBAL 2000 rely on MetricNet benchmarks and custom consulting engagements to improve and optimize performance

PRESENT

1997

The Verity Group, now the largest independent IT benchmarking firm in the world, is acquired by META Group

2014

MetricNet develops the industry's first methodology for the ROI of Service and Support

META Group is acquired by Gartner

2004

MetricNet is Founded by Jeff Rumburg

2006

SERVICES WE OFFER

MetricNet®
Performance Benchmarking

BENCHMARKING

MetricNet has a Service and Support benchmarking solution to fit every business need and budget!

> Downloadable Industry Benchmarks

> Benchmarking Data Files

> Comprehensive Peer Group Benchmarks

> The One Year Path to World Class Performance

MetricNet®
Performance Benchmarking

DOWNLOADABLE BENCHMARKS

FUNCTIONAL AREA

MetricNet offers downloadable industry benchmarks for Service Desks, Desktop Support groups and Contact Centers.

SOURCING MODEL

MetricNet offers downloadable industry benchmarks for insourced service and support as well as outsourced service and support.

GEOGRAPHY

MetricNet offers downloadable industry benchmarks for a variety of regions, including US, Canada, UK, AU, India and The Philippines. Other countries are available upon request.

ADD-ONS

Excel data files and a presentation of results can be added on to any of MetricNet's downloadable industry benchmarks.

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BENCHMARKING DATA FILES

FUNCTIONAL AREA

MetricNet offers benchmarking data files for Service Desks, Desktop Support groups and Contact Centers.

SOURCING MODEL

MetricNet offers benchmarking data files for insourced service and support as well as outsourced service and support.

GEOGRAPHY AND INDUSTRY

MetricNet's benchmarking data files can be prepared by country, by region, or by industry.

DESIGNED FOR

Benchmarking data files are designed for those organizations that wish to conduct their own benchmarking analysis.

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PEER GROUP BENCHMARKS

FUNCTIONAL AREA

MetricNet offers comprehensive peer group benchmarks for Service Desks, Desktop Support groups and Contact Centers.

SOURCING MODEL

MetricNet offers comprehensive peer group benchmarks for insourced service and support as well as outsourced service and support.

ROI CALCULATION

MetricNet has developed the only proven ROI methodology in the industry. Tracking ROI, and demonstrating year over year improvements, is a sure way to prove the business value of Service and Support.

DATABASE AND DPGS™

In addition to having the most comprehensive database of process and performance indicators in the industry, MetricNet is the only company to offer Dynamic Peer Group Selection (DPGS)™.

WORLD-CLASS DEFINED

1 — Top quartile **customer satisfaction** relative to a comparable peer group

2 — Bottom quartile **cost per ticket** relative to a comparable peer group

3 — Industry **best practices** are integrated into the support organization

4 — Produces a **measurable ROI** of greater than 100%

MetricNet®
Performance Benchmarking

THE ONE YEAR PATH TO WORLD-CLASS PERFORMANCE

1. BASELINING

A performance baseline is established, and improvement opportunities are identified with an initial benchmark and ROI calculation.

2. IMPROVEMENT PHASE

MetricNet's engagement manager works with you to implement recommendations, mature the metrics, and realize performance gains

WORLD CLASS

3. VALIDATION

MetricNet conducts a second benchmark and ROI calculation to objectively demonstrate the progress since the start of the initiative, and to validate that you have indeed achieved world-class performance.

CASE STUDY EXAMPLE

The Deloitte service desk faced a number of serious challenges. After MetricNet's One Year Path, Deloitte has one of the best performing service desks in the industry and is considered a center of excellence in the company.

CUSTOM CONSULTING

MetricNet offers a range of Custom Consulting engagements designed to improve Service and Support performance

› Metrics Maturation

› MSP Procurement Assistance

› Competitive Intelligence

› Optimization Initiatives

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Performance Benchmarking

30%

Only 30% of support organizations understand the cause-and-effect relationships of KPIs.

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Performance Benchmarking

METRICS MATURATION

BALANCED SCORECARDS

Drive visibility and improve performance through MetricNet's balanced scorecard and cascading scorecard framework from the individual agent level up.

SURVEYS

Employee and customer satisfaction survey templates will reveal valuable insights about engagement and allow you to compare your performance to that of a benchmarking peer group.

METRICS WORKSHOP

MetricNet's award winning metrics workshop is designed to create a common understanding of the metrics that really matter in Service and Support.

METRICS DEVELOPMENT

MetricNet teaches you how to capture and calculate the most important KPIs such as Cost per Contact, Customer Satisfaction and FCR.

MetricNet®
Performance Benchmarking

95%

95% of managed services are out of compliance with the underlying contract.

– Some of them **significantly** so!

MSP PROCUREMENT ASSISTANCE

RFP DEVELOPMENT

RFPs are the cornerstone of an effective Managed Services contract. MetricNet will work hand in glove with you to develop an RFP that emphasizes value while minimizing the risk of complexity-based pricing.

PROCUREMENT ASSISTANCE

Procurement is a complex process. MetricNet will work collaboratively with you to manage and answer supplier questions; review, evaluate, and rank supplier proposals; and aid in supplier down selection.

SUPPLIER DAY

MetricNet will provide you with expert guidance and support on supplier day and subsequently work with you to revise the proposal reviews/rankings, as well as assist in contract negotiations.

SUPPLIER ONBOARDING

MetricNet will work with you to facilitate the onboarding process and standardize performance reviews to ensure a seamless 60-90-day transition period.

COMPETITIVE INTELLIGENCE

ANNUAL TRENDS REPORT

MetricNet identifies emerging industry trends that have far reaching implications - from the need to adopt new metrics and measures, to making traditional training and hiring practices obsolete.

COMPETITIVE ANALYSIS

MetricNet's ethical intelligence gathering and analyzing of insights about competitors is a valuable technique that enables organizations to make better decisions and accelerate progress.

BEST PRACTICES RESEARCH

Industry best practices have proven time and again to be the key drivers of world-class performance. MetricNet identifies the best practices that must be adopted to improve performance.

CUSTOM ENGAGEMENTS

MetricNet's mission is to provide its clients with the actionable insights they need to run their businesses more effectively. All engagements can be customized to fit your needs!

OPTIMIZATION INITIATIVES

GLOBALIZATION

MetricNet's globalized support model has numerous benefits, including lower costs, greater productivity for all company associates, and higher quality customer transactions.

IVR CONTAINMENT

With the help of MetricNet, a growing number of organizations are thinking strategically about the IVR and engineering an effortless experience in a simple and manageable environment.

AGENT RETENTION

Turnover is costly! In North America, the direct cost of replacing an agent is more than $12,000. The good news is, with MetricNet's expert assistance, turnover can be controlled and reduced dramatically!

CUSTOM ENGAGEMENTS

MetricNet's mission is to provide its clients with the actionable insights they need to run their businesses more effectively. All engagements can be customized to fit your needs!