

# SUPPORT RT<sup>®</sup> WORLD LIVE

Where **Smarter Service** Starts,  
And **Better Business** Begins.

# SUPPORT<sup>®</sup> WORLD LIVE

## Session 302: ITIL Hacks That Work! Fast-Track Your Way to ITIL Maturity

*Jeff Rumburg, Managing Partner, MetricNet, LLC*

# SUPPORT RT<sup>®</sup> WORLD LIVE

[metricnet.com/swl22](https://metricnet.com/swl22)

# EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE



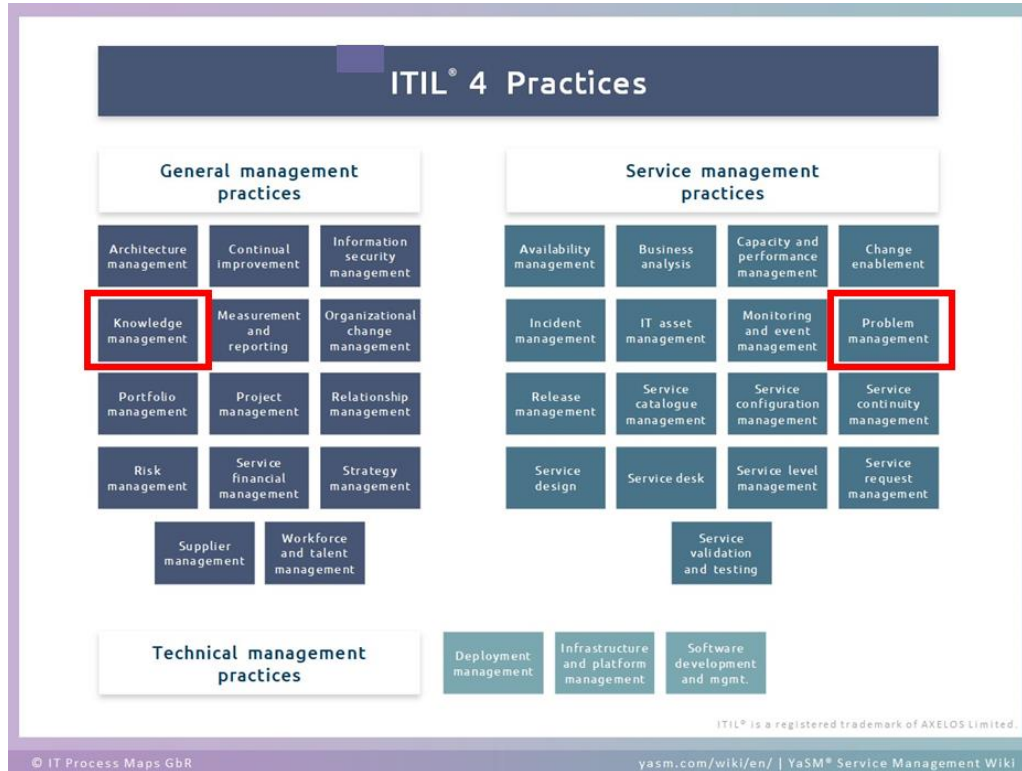
4,000+ Benchmarks

Global Benchmarking Database

70+ Key Performance Indicators

Nearly 120 Industry Best Practices

# ITIL 4 – 34 PRACTICES



# MATURING KEY ITIL PRACTICES



# THE TRADITIONAL APPROACH TO ITIL MATURITY



# EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE



4,000+ Benchmarks

Global Benchmarking Database

70+ Key Performance Indicators

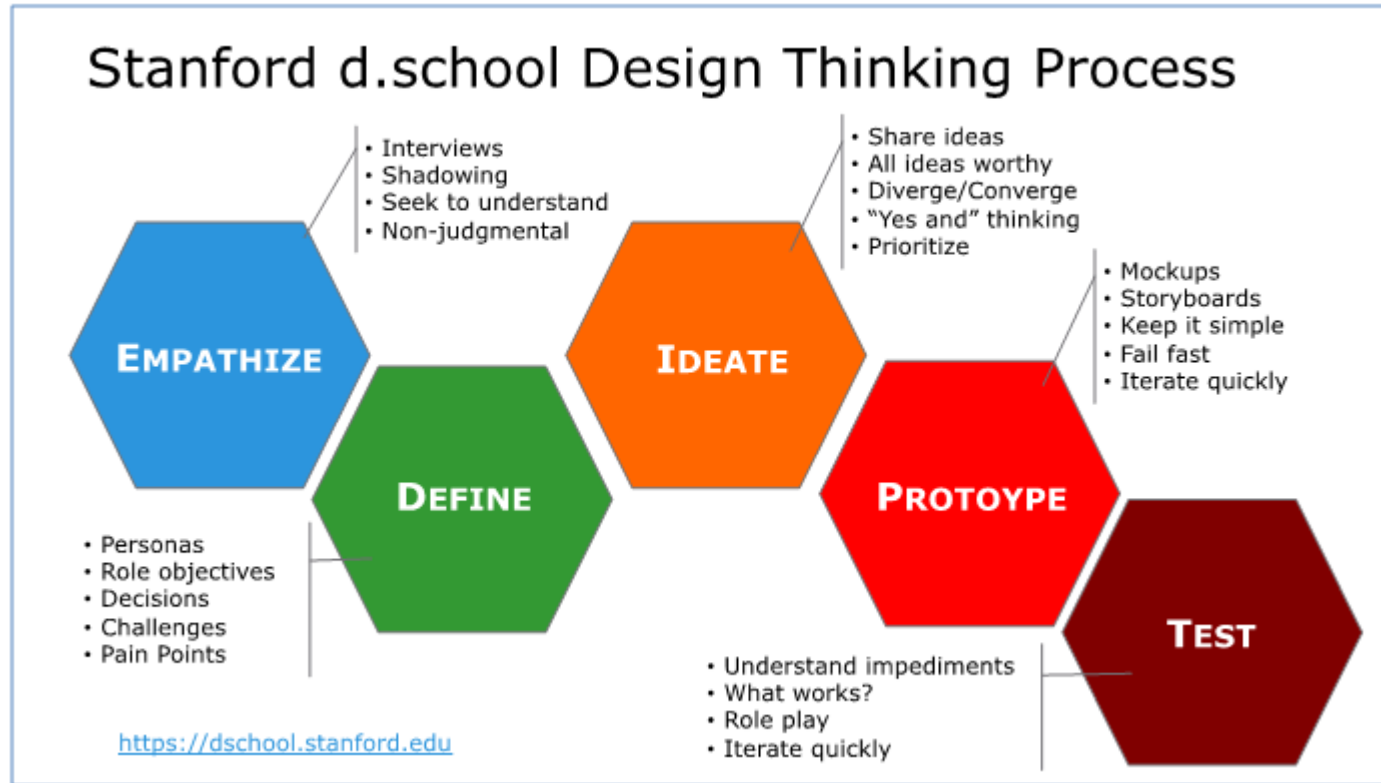
Nearly 120 Industry Best Practices



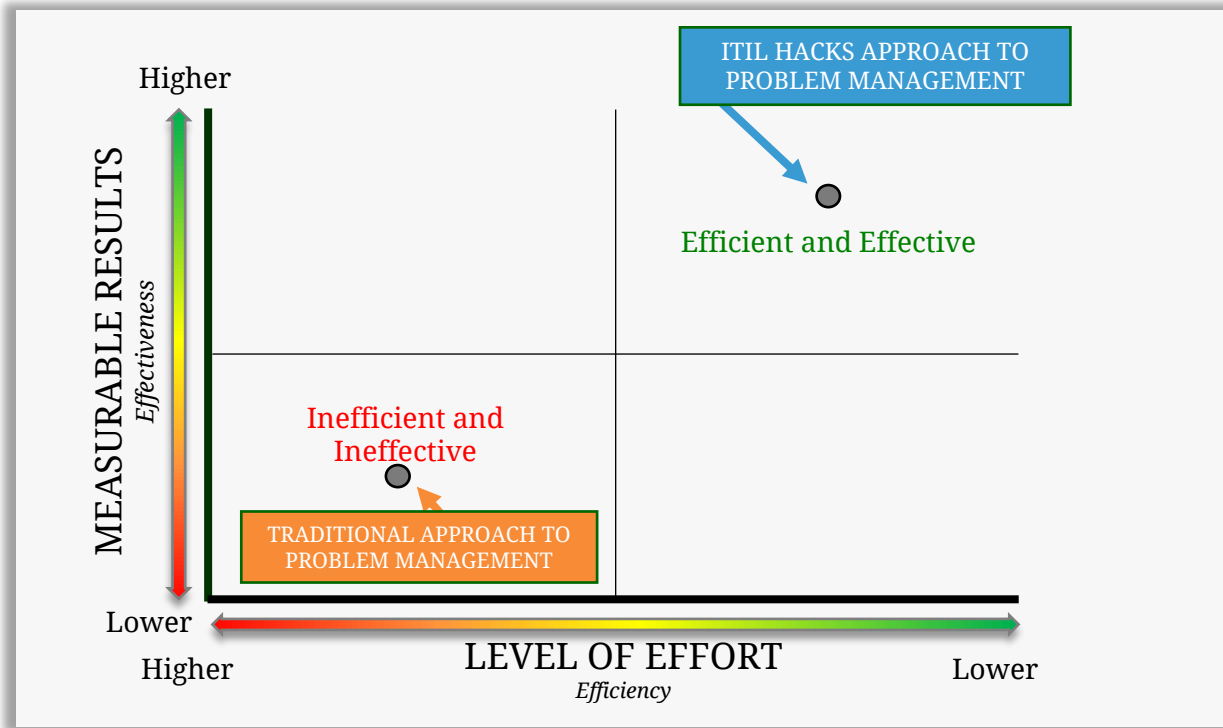
# WHAT'S AN ITIL HACK?

- An ITIL hack bypasses the traditional approach to ITIL
- It is results oriented, and involves design thinking
- It typically begins with the desired goal, and works backwards from there
- The methodology and approach is tailored for your unique organization
- Results are achieved in days or weeks, not months, years, or never

# WHAT IS DESIGN THINKING?



# TWO APPROACHES TO PROBLEM MANAGEMENT



# THE METRICS OF PROBLEM MANAGEMENT

KPI	EFFECT OF PROBLEM MANAGEMENT
Monthly Ticket Volume	↓
Tickets per User per Month	↓
Total Cost of Ownership	↓
Tickets Prevented	↑

# THE ECONOMICS OF SHIFT LEFT



# TWO PROBLEM MANAGEMENT KPIS YOU SHOULD KNOW

## PROBLEM VELOCITY

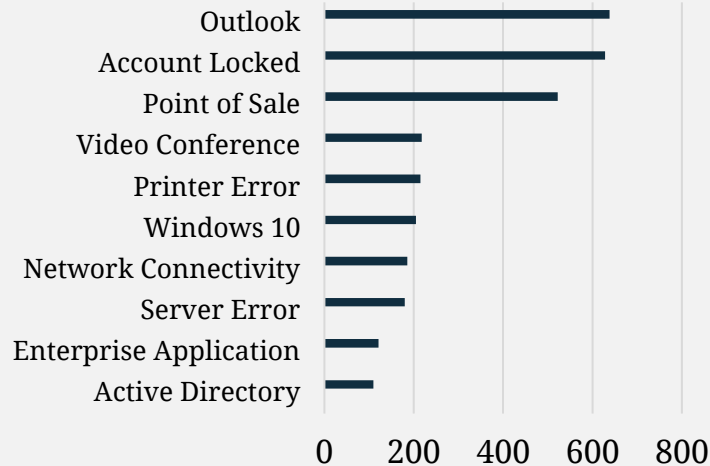
The number of incidents per problem divided by the number of months that the problem has been open.

## INCIDENTS ASSOCIATED WITH PROBLEMS RESOLVED

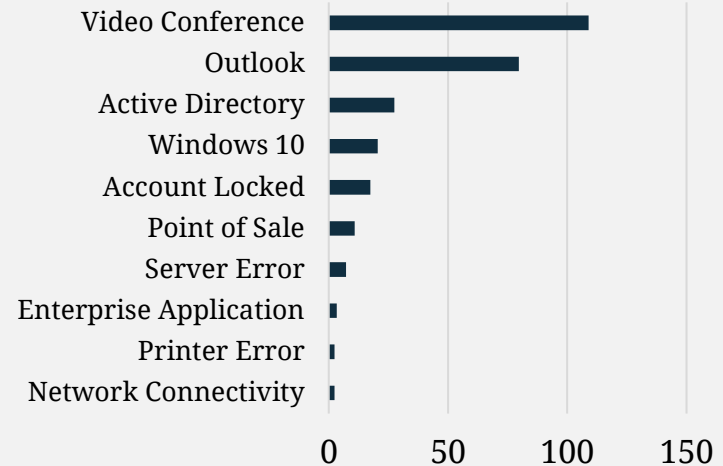
The monthly number of incidents eliminated through problem management

# FOCUS ON HIGH VELOCITY PROBLEMS

## Top 10 Problems by Incident Volume



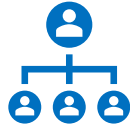
## Top 10 Problems by Problem Velocity



# CASE STUDY EXAMPLE – SUMMARY



A benchmark revealed that end users were generating nearly 2X the number of incidents as a comparable peer group.



This red flag caught the CIO's attention and he tasked IT Service and Support leadership to reduce incident volume by 50% in 1 year.



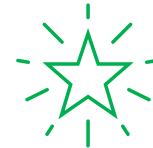
A team was stood up to swarm the issue and they developed a metric that would enable them to achieve the CIO's imperative



Using Problem Velocity, the team identified the problems that would have the greatest impact on incident volume



Application and product owners associated with the highest velocity problems were brought in to eliminate those problems



In less than 1 year, incident volume decreased by more than 50% - no formal ITIL training, no formal ITIL certification – simply an **unrelenting focus on getting results!**



# PROBLEM MANAGEMENT INDUSTRY CASE STUDY RESULTS

Key Performance Indicator	Before	After (one year later)
Tickets per Month	164,900	79,200
Tickets per User per Month	2.21	1.03
Total Cost of Ownership	\$59.4 mm per year	\$28.2 mm per year
Tickets Prevented	N/A	85,700 per month

# THE METRICS OF KNOWLEDGE MANAGEMENT

KPI	EFFECT OF KNOWLEDGE MANAGEMENT
Contact Handle Time	↓
MTTR	↓
User Self-Service Completion Rate	↑
Customer Satisfaction	↑
Cost per Ticket	↓

# TWO KNOWLEDGE MANAGEMENT KPIS YOU SHOULD KNOW

## SELF SERVICE SUCCESS RATE

This KPI measures the percent of visits to your self-service portal that resulted in the user finding helpful knowledge that ultimately resolved their issue.

## LINK RATE

This KPI measures the percent of tickets that have been closed with knowledge either reused or created.

# CASE STUDY EXAMPLE – SUMMARY



A benchmark revealed that had more than 5,000 knowledge articles, but many of the articles were out of date, and the knowledge base was rarely used.



This red flag caught the CIO's attention and he tasked IT Service and Support leadership identify the most frequently used knowledge articles and update them.



A team was stood up to swarm the issue and they developed a metric that would enable them to achieve the CIO's imperative



Using Knowledge Velocity, the team identified the articles that that accounted for the largest number of tickets



Application and product owners associated with the highest velocity knowledge articles were brought in to update those articles



In less than 1 year, almost 300 knowledge articles that accounted for more than 2/3 of all tickets were updated - no formal ITIL training, no formal ITIL certification – simply an **unrelenting focus on getting results!**





# KNOWLEDGE MANAGEMENT INDUSTRY CASE STUDY RESULTS

Key Performance Indicator	Before	After (one year later)
Contact Handle Time (Minutes)	14.9	9.2
MTTR (Business Hours)	16	4
User Self-Service Completion Rate	N/A	17.5%
Customer Satisfaction	81.5%	92.0%
Cost per Ticket	\$27.87	\$21.34

## ITIL HACK SUCCESS FACTORS

- Support from senior leadership is critically important
- Focus first on high velocity problems and knowledge articles
- Involve application, product and infrastructure owners
- Perform Root Cause Analysis, update high velocity knowledge articles
- Eliminate high velocity problems and focus on high usage knowledge

# EFFECTIVE PROBLEM MANAGEMENT WILL...

KPI	EFFECT OF PROBLEM MANAGEMENT
Monthly Ticket Volume	
Tickets per User per Month	
Total Cost of Ownership	
Tickets Prevented	

# EFFECTIVE KNOWLEDGE MANAGEMENT WILL...

KPI	EFFECT OF KNOWLEDGE MANAGEMENT
Contact Handle Time	↓
MTTR	↓
User Self-Service Completion Rate	↑
Customer Satisfaction	↑
Cost per Ticket	↓



# SUPPORT<sup>®</sup> WORLD LIVE

## QUESTIONS?



Where **Smarter Service** Starts, And **Better Business** Begins.

**#SUPPORTWORLD**

# SUPPORT<sup>®</sup> WORLD LIVE

*Thank you for  
attending this session.*

Please complete the session evaluation form  
[HDIConference.com/Eval](https://HDIConference.com/Eval) or on the App.



Where **Smarter Service** Starts, And **Better Business** Begins.

**#SUPPORTWORLD**

# SUPPORT<sup>®</sup> WORLD LIVE

## QUESTIONS?



Where **Smarter Service** Starts, And **Better Business** Begins.

**#SUPPORTWORLD**

# SUPPORT<sup>®</sup> WORLD LIVE

## Session 302: ITIL Hacks That Work! Fast-Track Your Way to ITIL Maturity

*Jeff Rumburg, Managing Partner, MetricNet, LLC*



# ABOUT METRICNET



**MetricNet**<sup>®</sup>  
Performance Benchmarking

# COMPETITIVE DIFFERENTIATORS

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

## CREDIBILITY AND EXPERIENCE

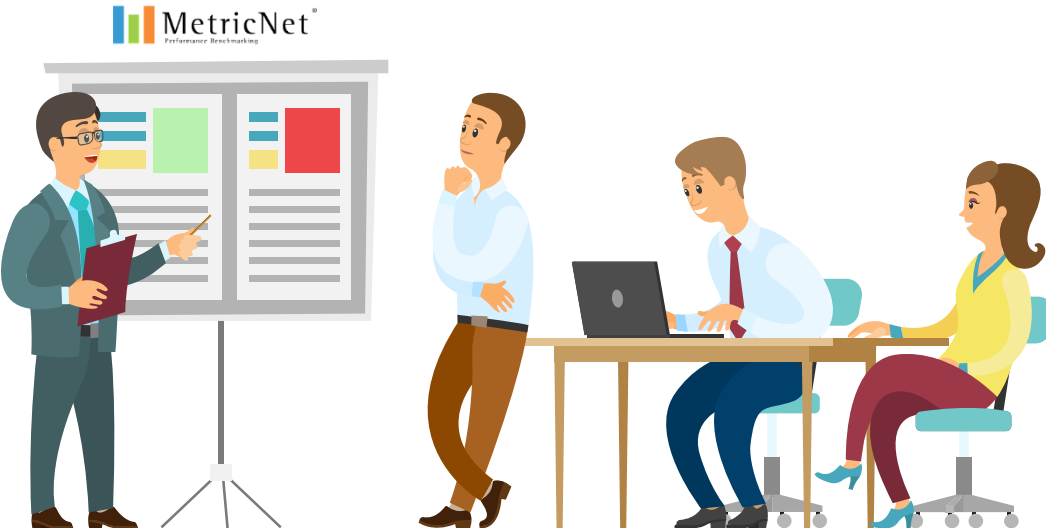
MetricNet has conducted benchmarks and assessments for more than half of the Global 2000.

## 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

Managing Partner and CEO



**ANGELA IRIZARRY**

President and COO



**TIMOTHY COVER**

Executive Project Director



EXECUTIVE

TEAM

# CONTACT US

**BY PHONE**  
775.298.7772

**VIA EMAIL**  
info@metricnet.com

**ON THE WEB**  
MetricNet.com





# CONNECT WITH US



@METRICNET



AMERICAN EXPRESS

Coca-Cola

IBM

SONY

Allstate  
You're in good hands.

GM

USAA

PIZZA PAPA JOHN'S

TIFFANY & CO.

SOUTHWEST

BAYER

Anheuser-Busch

Capital One

Advance Auto Parts

M UNIVERSITY OF MICHIGAN

Hertz

EMORY HEALTHCARE

Canon  
advanced simplicity™

RAYMOND JAMES®

Deloitte.

barclaycard

HARVARD

DSV

Global Transport and Logistics

Schneider Electric

Banfield PET HOSPITAL

LEGO

Boston Scientific  
Advancing science for life™



PEPSICO

# MEET SOME OF OUR CLIENTS



THANK  
YOU!



# PROBLEM MANAGEMENT DEFINED

ITIL defines a **problem** as the *root cause* of one or more incidents.

**Problem management** is the process of **managing** the lifecycle of all **problems** that happen or could happen in an IT service.