

# SUPPORT RT<sup>®</sup> WORLD LIVE

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

# SUPPORT<sup>®</sup> WORLD LIVE

## Session 602: Tapping the Potential of Self-Service *Success Factors from the Overachievers*

*Jeff Rumburg, Managing Partner, MetricNet, LLC*

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

# EMPIRICAL OBSERVATIONS FROM OUR GLOBAL DATABASE



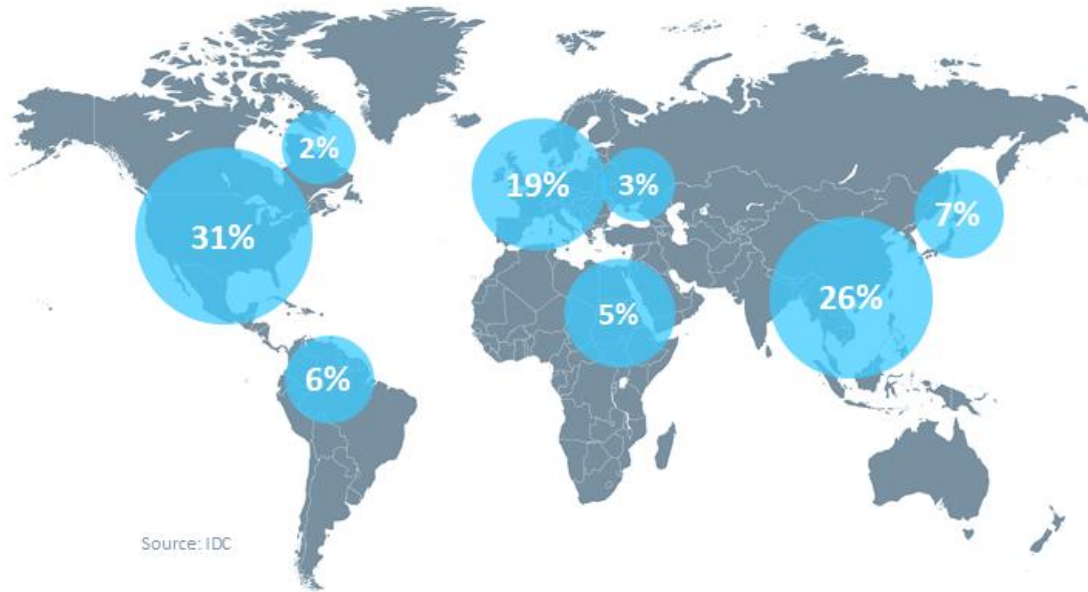
4,000+ Benchmarks

Global Benchmarking Database

70+ Key Performance Indicators

Nearly 120 Industry Best Practices

# THE \$85 TRILLION GLOBAL ECONOMY



Global IT Industry  
**\$6 Trillion**

Global ITSM Industry  
**\$1.5 Trillion**

Global IT Support  
**\$300 Billion**

Global IT Support  
Employment  
**8 Million FTEs**

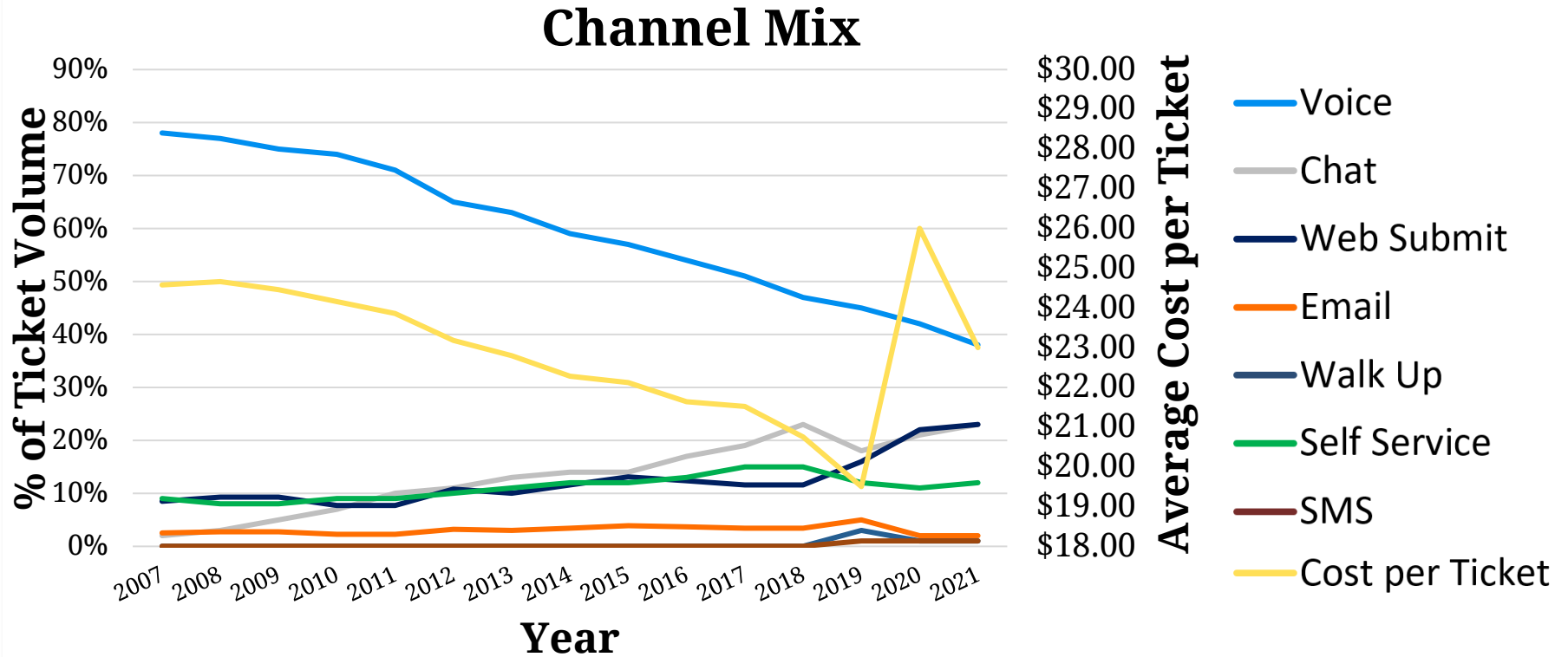
# WHAT WE'RE HEARING POST PANDEMIC...

- Ticket Volumes have increased
- Resolution Times are longer
- First Contact and First Level Resolution has decreased
- Technician Absenteeism is up
- Job Satisfaction is down
- Processes are not improving
- Customer Satisfaction is down

# WHAT THE DATA SAYS...

IT Support Metric	Pre-Pandemic	During Pandemic
Monthly Ticket Volume	Baseline	+ 35%
First Contact Resolution Rate	78.2%	71.5%
First Level Resolution Rate	84.9%	77.2%
Service Desk Cost per Ticket	\$20.44	\$26.51
Service Desk Ticket Handle Time (minutes)	7.62	9.91
Mean Time to Resolve (MTTR) (hours)	6.18	9.72
Ticket Backlog (days backlogged)	7.2	12.1
Technician Absenteeism	5.6%	11.3%
Employee Job Satisfaction	76.8%	67.1%
Customer Satisfaction	83.8%	74.7%

# A 15-YEAR TREND IN CHANNEL MIX

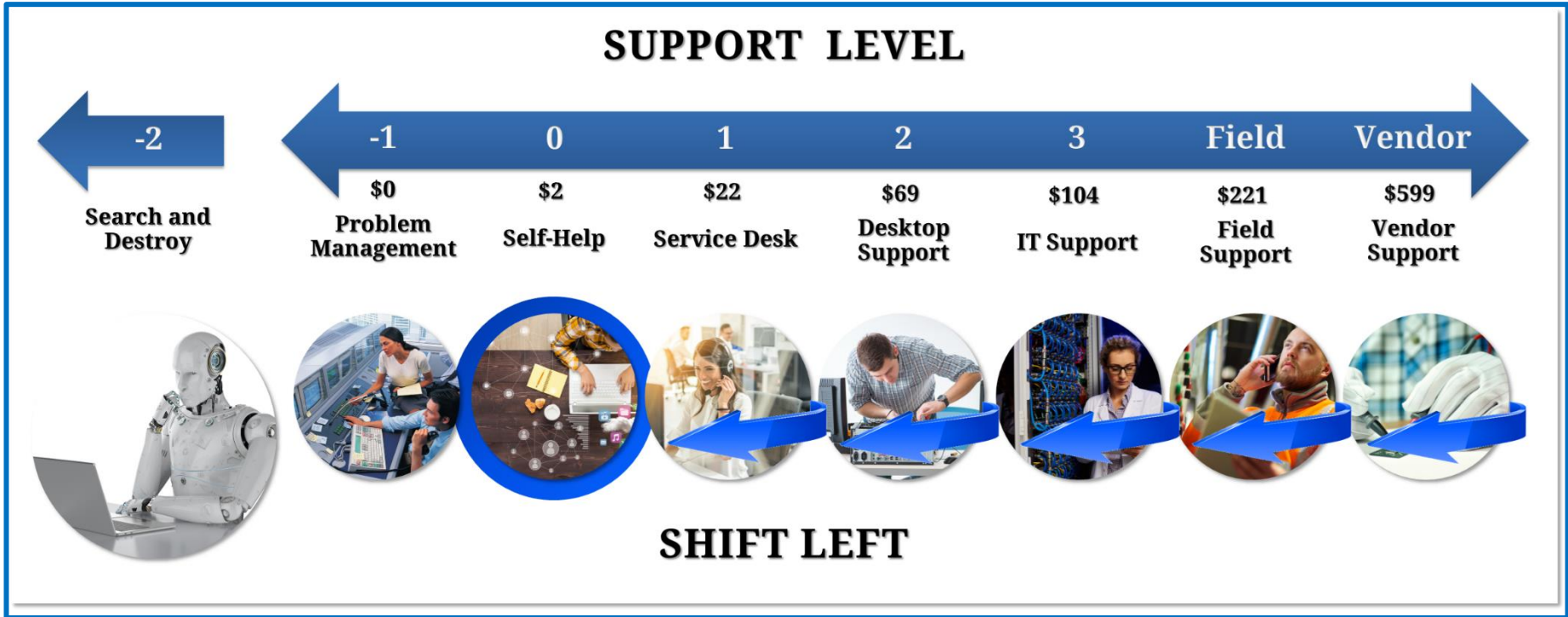




# A NOTE ON SELF-HELP / SELF-SERVICE

- Self-Help *is Not*...
  - Chat bots, Voice bots, Web submitted tickets or AI resolved tickets
- Self-Help *Is*...
  - A unique channel
  - Agent-less
  - Two sub-channels: IVR Resolved or User Resolved from a Kbase search
- It is measured by sampling users
  - % of Inbound contacts that try Self-Help (Trial Percentage)
  - % of Trials that Yield a successful solution (Trial Success Rate)
  - % of Inbound contacts that Yield a successful solution (Overall Success Rate)

# THE ECONOMICS OF SHIFT LEFT



# THE MOST COMMON SERVICE DESK METRICS

## Cost

- Cost per Ticket
- Cost per Minute of Handle Time
- First Level Resolution Rate

## Quality

- Customer Satisfaction
- Net First Contact Resolution Rate
- Call Quality

## Productivity

- Tickets per Analyst per Month
- Analyst Utilization
- Analysts as a % of Total Headcount

## Analyst

- Annual Analyst Turnover
- Daily Analyst Absenteeism
- Schedule Adherence
- New Analyst Training Hours
- Annual Analyst Training Hours
- Analyst Tenure
- Analyst Job Satisfaction

## Service Level

- Average Speed of Answer (ASA)
- X% of Calls Answered in Y seconds
- Call Abandonment Rate

## Call Handling

- Ticket Handle Time
- User Self-Service Completion Rate
- Tickets per User per Month

**AGGREGATE METRIC: BALANCED SCORECARD**

# THE METRICS OF SHIFT LEFT AT L1

## Cost

- Cost per Ticket
- Cost per Minute of Handle Time
- **First Level Resolution Rate**

## Quality

- Customer Satisfaction
- Net First Contact Resolution Rate
- Call Quality

## Productivity

- Tickets per Analyst per Month
- Analyst Utilization
- Analysts as a % of Total Headcount

## Analyst

- Annual Analyst Turnover
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- Analyst Job Satisfaction

## Service Level

- Average Speed of Answer (ASA)
- X% of Calls Answered in Y seconds
- Call Abandonment Rate

## Call Handling

- Ticket Handle Time
- **User Self-Service Completion Rate**
- **Tickets per User per Month**

**AGGREGATE METRIC: BALANCED SCORECARD**

# THE **SECONDARY METRICS** OF SHIFT LEFT AT L1

## Cost

- **Cost per Ticket**
- Cost per Minute of Handle Time
- **First Level Resolution Rate**

## Analyst

- Annual Analyst Turnover
- Daily Analyst Absenteeism
- Schedule Adherence
- New Analyst Training Hours
- Annual Analyst Training Hours
- Analyst Tenure
- Analyst Job Satisfaction

## Quality

- **Customer Satisfaction**
- Net First Contact Resolution Rate
- Call Quality

## Service Level

- Average Speed of Answer (ASA)
- X% of Calls Answered in Y seconds
- Call Abandonment Rate

## Productivity

- Tickets per Analyst per Month
- Analyst Utilization
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## Call Handling

- **Ticket Handle Time**
- **User Self-Service Completion Rate**
- **Tickets per User per Month**

**AGGREGATE METRIC: BALANCED SCORECARD**

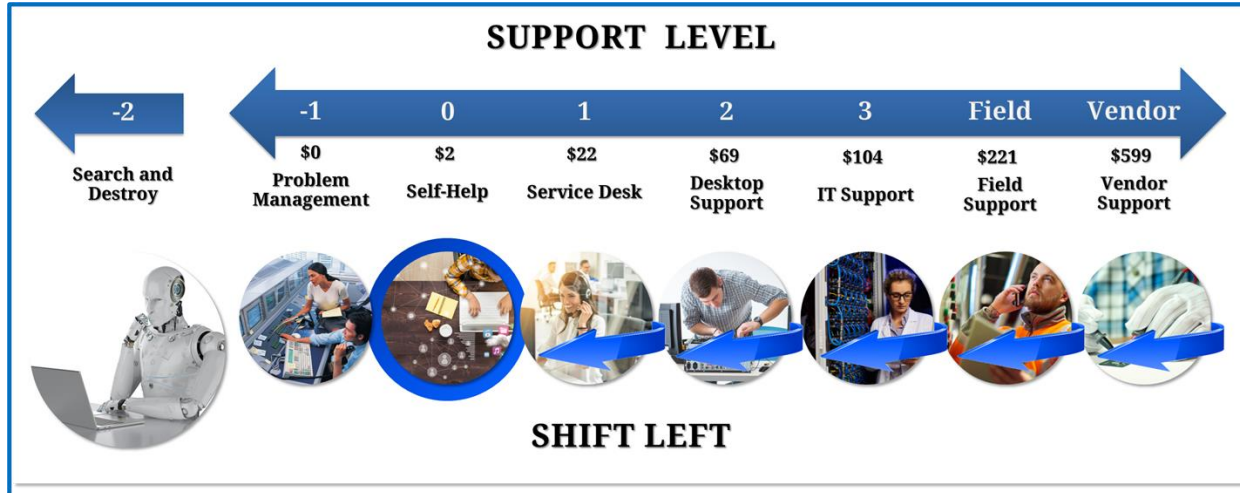
# SUMMARY OF SHIFT LEFT METRICS AT L1

L1 Shift Left Metric		Effect of Shift Left
Primary	First Level Resolution Rate	↑
	User Self-Service Completion Rate	↑
	Tickets per User per Month	↓
Secondary	Cost per Ticket	↑
	Customer Satisfaction	↑
	Ticket Handle Time (minutes)	↑

# RETAIL INDUSTRY CASE STUDY

L1 Shift Left Metric		Before	After (one year later)
Primary	First Level Resolution Rate	67.4%	83.6%
	User Self-Service Completion Rate	2.9%	11.3%
	Tickets per User per Month	1.91	1.02
Secondary	Cost per Ticket	\$20.44	\$26.51
	Customer Satisfaction	79.3%	92.8%
	Ticket Handle Time (minutes)	7.62	8.92

# CASE STUDY TCO CALCULATION



TCO Metrics		L -2	L -1	L 0	L 1	L 2	L 3	Field	Vendor	Total (Average)	
Before	End Users	68,350									
	Monthly Ticket Volume	0	0	1,982	130,549	35,542	11,141	8,886	2,221	190,321	
	Cost per Ticket	0	0	\$2.00	\$20.44	\$71.80	\$104.00	\$221	\$599	\$50.85	
	Annual TCO	\$0	\$0	\$47,572	\$32,020,936	\$30,622,987	\$13,904,030	\$23,564,346	\$15,967,244	\$116,127,115	
After	End Users	71,600									
	Monthly Ticket Volume	4,700	3,600	8,091	73,032	22,196	5,871	5,549	1,387	116,126	
	Cost per Ticket	0	0	\$2.00	\$26.51	\$90.22	\$104.00	\$221	\$599	\$57.03	
	Annual TCO	\$0	\$0	\$194,179	\$23,232,940	\$24,030,277	\$7,327,258	\$14,715,948	\$9,971,553	\$79,472,155	



## A \$37 MILLION REDUCTION IN TCO!

- Established performance targets for every TCO metric
- Instituted goal-based training to achieve performance targets
- Established formal knowledge and problem management disciplines
- Deflected tickets to the self-help portal
- Adopted an AI tool that...
- Had L -2, search and destroy capabilities
- Automated problem management
- Updated the K-base automatically
- Automatically categorized and routed tickets

# DRIVING SELF-HELP ADOPTION

- Ensure that the knowledge base is up-to-date and easily searchable by customers
- Continuously optimize the IVR menu and structure
- Measure self-help trials, trial success rate, and overall success rate by surveying customers
- Publicize the self-help option: e.g., wait time messages in the voice channel, and co-browsing sessions where an agent shows the customer how to use the self-help channel



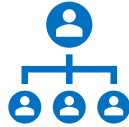
# THE METRICS OF KNOWLEDGE MANAGEMENT

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

# 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!**

# 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

# THE TREND IN IVR OPTIMIZATION



➤ 80% of calls with an optimized IVR are answered within 2 minutes

➤ 28 seconds is the average speed to answer



➤ 4 minutes is the average call duration

## IVR Optimization:

- Reduces total cost of ownership
- Delivers speed and personalization for customers
- Integrates seamlessly with other mission critical service desk technology
- Provides real-time data and speech analytics
- Increases operational efficiencies

# CASE STUDY EXAMPLE – IVR & SELF-SERVICE CONTAINMENT

## CHALLENGES

- Canon Financial Services wanted to raise the “golden metric” - percentage of callers self-serving, reduce IT troubleshooting, and empower managers with data to improve training and staffing.

## SOLUTION

- Implemented Avaya IX™, and Nuance Automatic Speech Recognition with Text-to-Speech.

**Canon**

CANON FINANCIAL SERVICES, INC.

**AVAYA**

  
**NUANCE**

## RESULTS

- IVR Containment Rate doubled year over year saving the company hundreds of manhours
- Canon experienced a significant reduction in IT support
- With reporting, several key performance indicators have steadily improved (i.e., average hold time, abandonment rate, customer satisfaction)

## SELF-SERVICE SUCCESS FACTORS

- Self-Help is enabled by Shift Left
- Publicize and market the channel to gain adoption
- Build knowledge and optimize your IVR to increase success rates
- Measure your performance – Trials, Successful Trials, Overall Success Rate
- Act on Customer Feedback
- Focus on getting results!



# The Bots Are HERE!



# PAST IS PROLOGUE...



# PAST IS PROLOGUE...



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## QUESTIONS?



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# 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.



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THANK  
YOU!

