SERVICE MANAGEMENT WORLD

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Benchmarks from the World of Enterprise Service Management

Session 404 | Your Speaker: Jeff Rumburg

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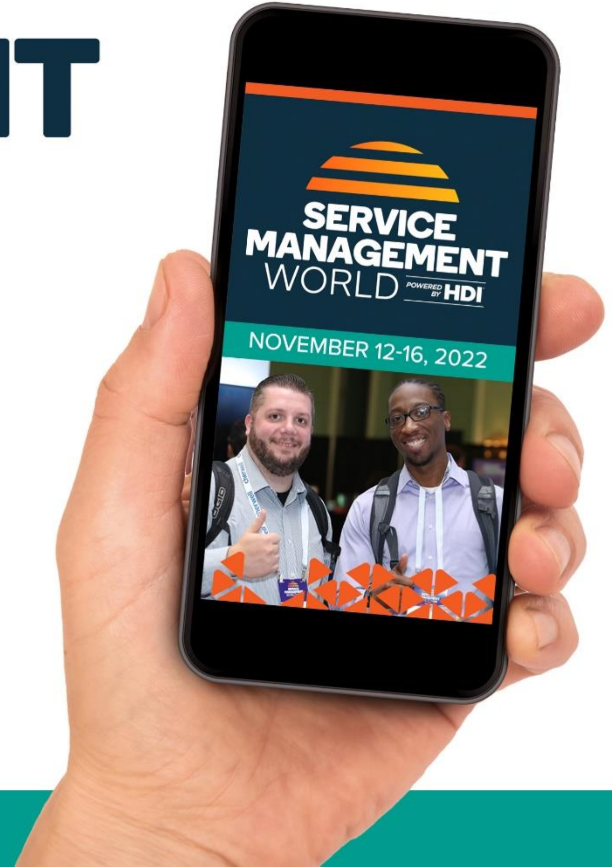
SERVICE MANAGEMENT WORLD
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NOVEMBER 12-16, 2022

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BENCHMARKING OBSERVATIONS

- Global Database
- More Than 4,000 ESM Benchmarks
- 70+ Key Performance Indicators
- Nearly 120 Industry Best Practices
- 30 Years of Benchmarking Data

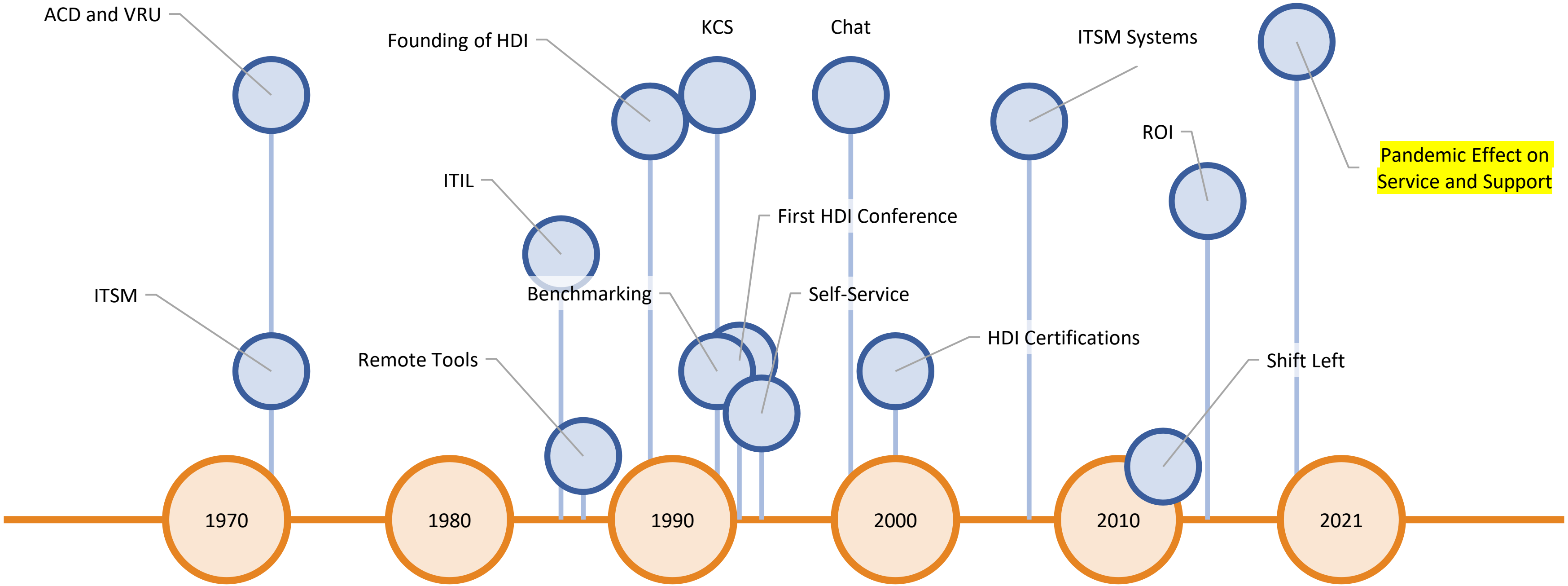
MEGA TRENDS IN IT SERVICE AND SUPPORT

- The Rise of the Strategic Service and Support Organization
- Holistic Use of Key Performance Indicators
- Benchmarking to Improve and Optimize Performance
- Maturing Chat, User Self-Help, and Other Alternative Channels
- Understanding of TCO and Shift Left Strategies
- Process Rationalization and Maturity (ITIL, ITSM)
- The ROI of Service and Support
- Machine Learning AI and Robotic Process Automation (RPA)
- ➡ Enterprise Service Management

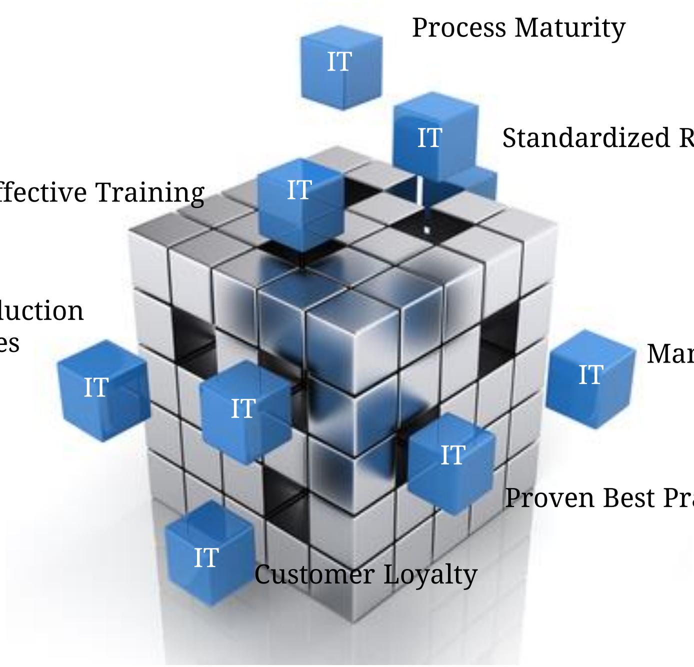
ENTERPRISE SERVICE MANAGEMENT DEFINED

- The Enterprise Service Desk is a Customer SPOC for All Company Services
  - Human Resources
  - Facilities
  - Supply Chain
  - Regulatory Compliance
  - Legal
  - Payroll
- The Discipline of Enterprise Service Management (ESM) Leverages ITSM
  - Tickets
  - Incidents
  - Service Requests

A BRIEF HISTORY OF IT SERVICE AND SUPPORT


ACD and VRU
Founding of HDI
KCS
Chat
ITSM Systems
Pandemic Effect on Service and Support
ROI
ITIL
First HDI Conference
ITSM
Benchmarking
Self-Service
HDI Certifications
Remote Tools
Shift Left
1970
1980
1990
2000
2010
2021

WHY ENTERPRISE SERVICE MANAGEMENT?



Process Maturity

Standardized Reporting

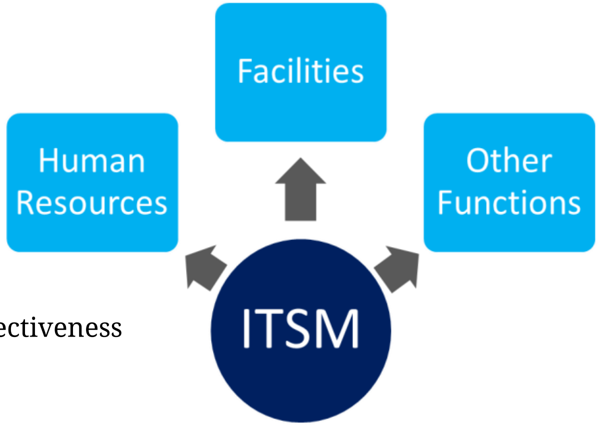
Effective Training

Cost Reduction Strategies

Managerial Effectiveness

Proven Best Practices

Customer Loyalty



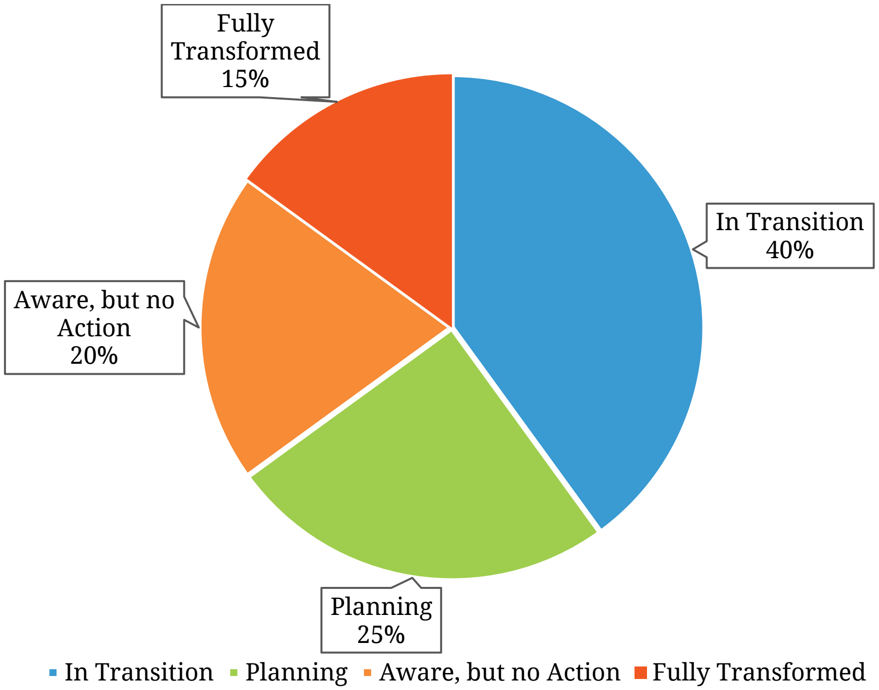
Facilities

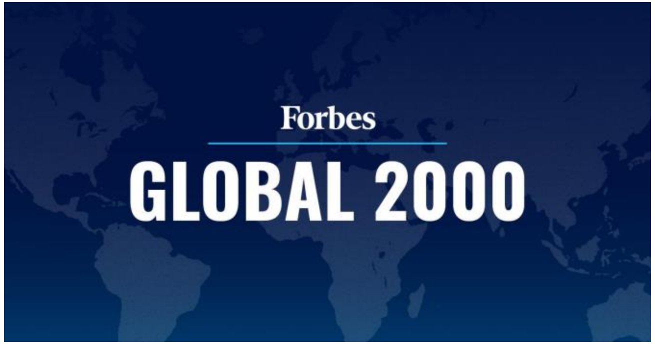
Human Resources

Other Functions

ITSM

COMPANIES WORLDWIDE ARE MOVING TOWARDS ENTERPRISE SERVICES




Forbes
GLOBAL 2000

MOST COMMON ENTERPRISE SERVICES

Human Resources

Facility Management

Marketing

Legal Services

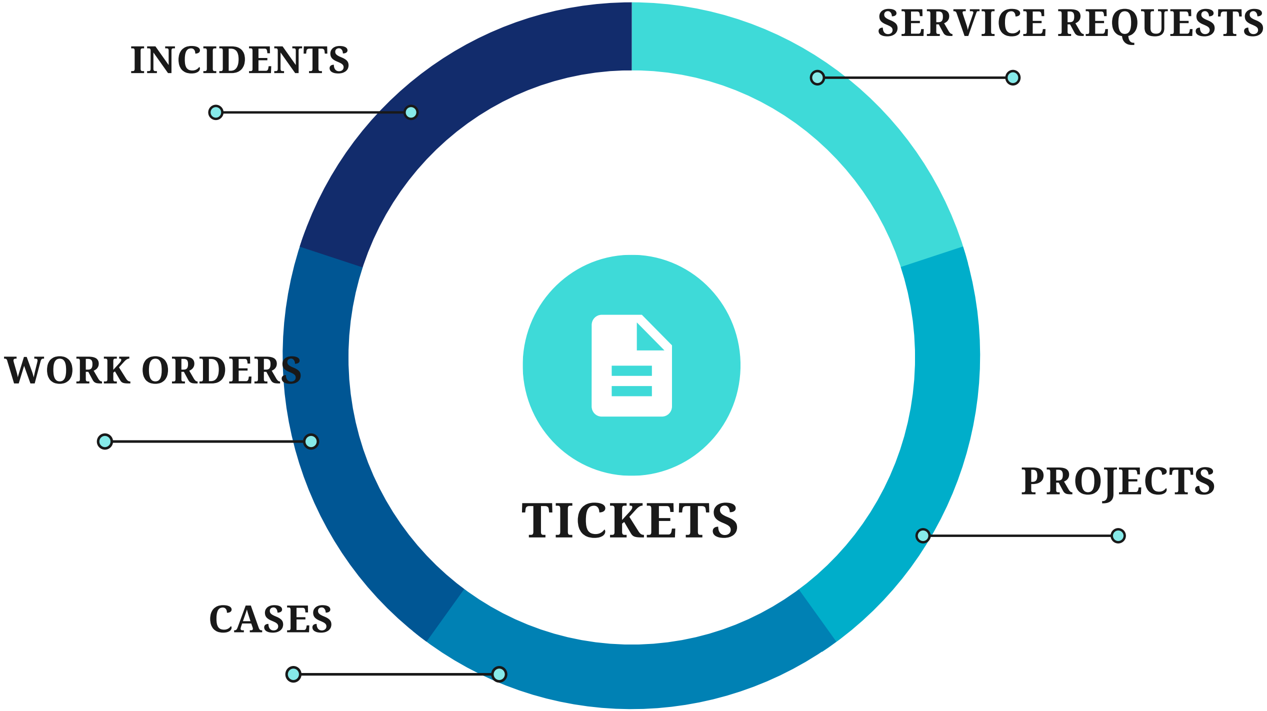
Finance

Security

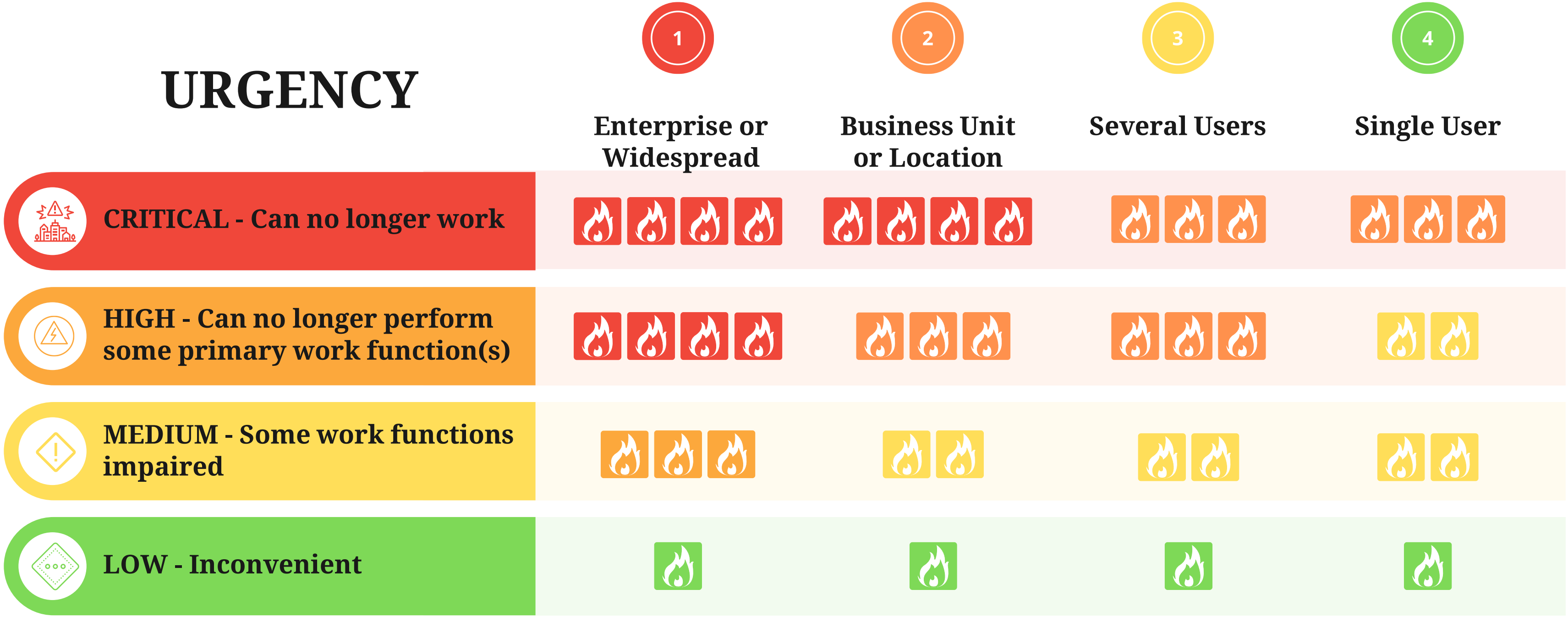
Office Management

Logistics

ESM TICKET TYPES


INCIDENTS
SERVICE REQUESTS
WORK ORDERS
TICKETS
PROJECTS
CASES

WORK PRIORITIZATION



URGENCY	IMPACT			
	EXTENSIVE	SIGNIFICANT	LIMITED	MINOR
	1	2	3	4
	Enterprise or Widespread	Business Unit or Location	Several Users	Single User
CRITICAL - Can no longer work	🔥🔥🔥🔥	🔥🔥🔥🔥	🔥🔥🔥	🔥🔥🔥
HIGH - Can no longer perform some primary work function(s)	🔥🔥🔥🔥	🔥🔥🔥	🔥🔥🔥	🔥🔥
MEDIUM - Some work functions impaired	🔥🔥🔥	🔥🔥	🔥🔥	🔥🔥
LOW - Inconvenient	🔥	🔥	🔥	🔥

THE HR USE CASE

Incidents

- Payroll inquiry
- Benefits inquiry
- HR policy inquiry
- Unused PTO inquiry
- Training inquiry

Service Requests

- New-Hire onboarding
- Leave of absence
- Life event (marriage, retirement, etc.)
- Transfer or location change
- Reporting policy violations

SOME COMMON ESM METRICS

Cost

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

Quality

- Customer Satisfaction
- First Contact Resolution Rate
- Call Quality

Productivity

- Inbound Contacts 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

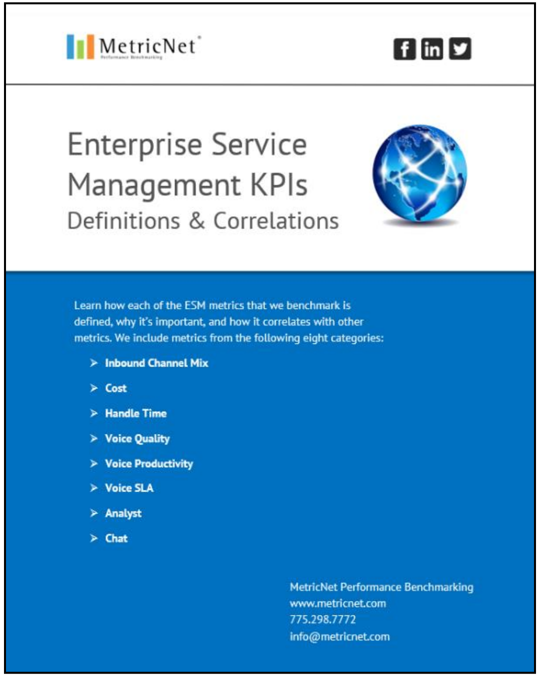
- Average Speed of Answer (ASA)
- Mean Time to Respond
- Mean Time to Resolve

Call Handling

- Inbound Contact Handle Time
- User Self-Service Completion Rate

And there are hundreds more!!

DOWNLOAD EBOOKS OF KPI DEFINITIONS



MetricNet
Performance Benchmarking

Enterprise Service Management KPIs

Definitions & Correlations

Learn how each of the ESM metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following eight categories:

- **Inbound Channel Mix**
- **Cost**
- **Handle Time**
- **Voice Quality**
- **Voice Productivity**
- **Voice SLA**
- **Analyst**
- **Chat**

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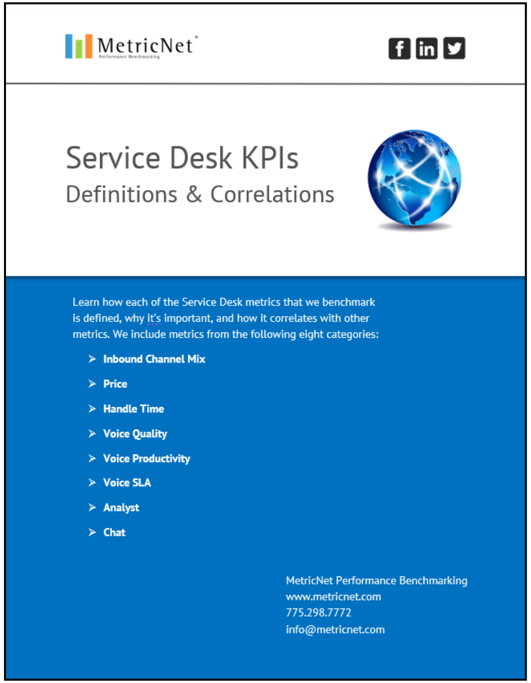

MetricNet
Performance Benchmarking

Service Desk KPIs

Definitions & Correlations

Learn how each of the Service Desk metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following eight categories:

- **Inbound Channel Mix**
- **Price**
- **Handle Time**
- **Voice Quality**
- **Voice Productivity**
- **Voice SLA**
- **Analyst**
- **Chat**

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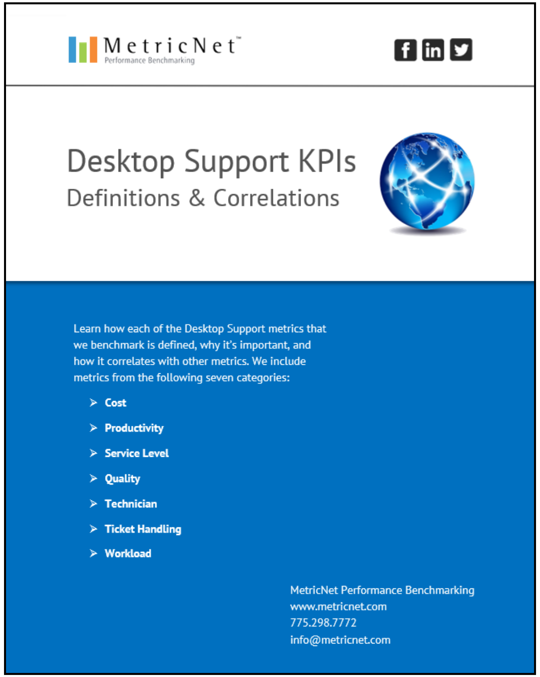

MetricNet
Performance Benchmarking

Desktop Support KPIs

Definitions & Correlations

Learn how each of the Desktop Support metrics that we benchmark is defined, why it's important, and how it correlates with other metrics. We include metrics from the following seven categories:

- **Cost**
- **Productivity**
- **Service Level**
- **Quality**
- **Technician**
- **Ticket Handling**
- **Workload**

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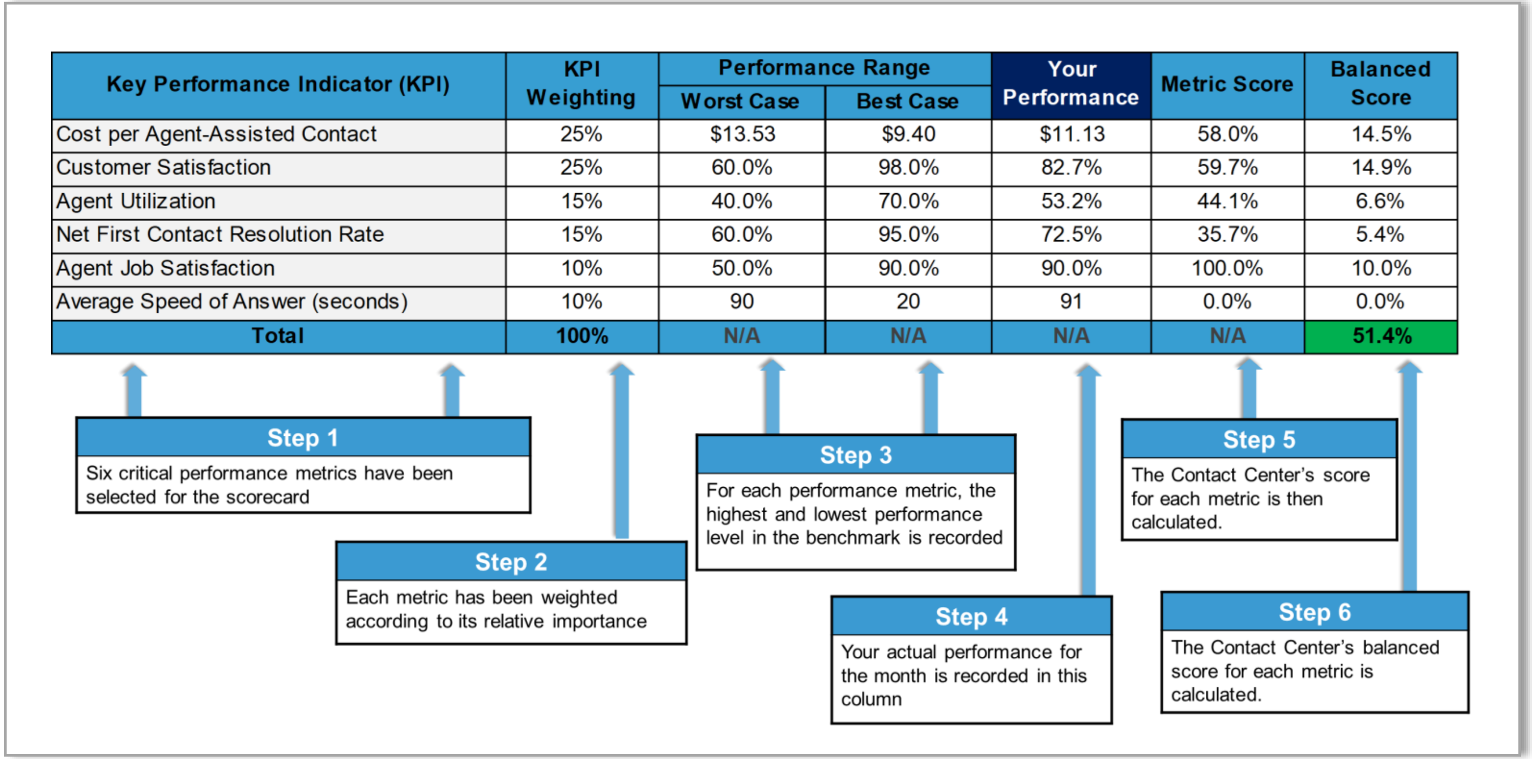
ESM KPIs: WHICH METRICS REALLY MATTER?

COST	Cost per Ticket
QUALITY	Customer Satisfaction
PRODUCTIVITY	Analyst Utilization
SERVICE LEVEL	Mean Time to Respond
SERVICE LEVEL	Mean Time to Resolve
ANALYST	Analyst Job Satisfaction
AGGREGATE	Balanced Scorecard

THE ESM BALANCED SCORECARD



Key Performance Indicator (KPI)	KPI Weighting	Performance Range		Your Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Agent-Assisted Contact	25%	$13.53	$9.40	$11.13	58.0%	14.5%
Customer Satisfaction	25%	60.0%	98.0%	82.7%	59.7%	14.9%
Agent Utilization	15%	40.0%	70.0%	53.2%	44.1%	6.6%
Net First Contact Resolution Rate	15%	60.0%	95.0%	72.5%	35.7%	5.4%
Agent Job Satisfaction	10%	50.0%	90.0%	90.0%	100.0%	10.0%
Average Speed of Answer (seconds)	10%	90	20	91	0.0%	0.0%
Total	**100%**	**N/A**	**N/A**	**N/A**	**N/A**	**51.4%**

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 level in the benchmark is recorded

Step 4

Your actual performance for the month is recorded in this column

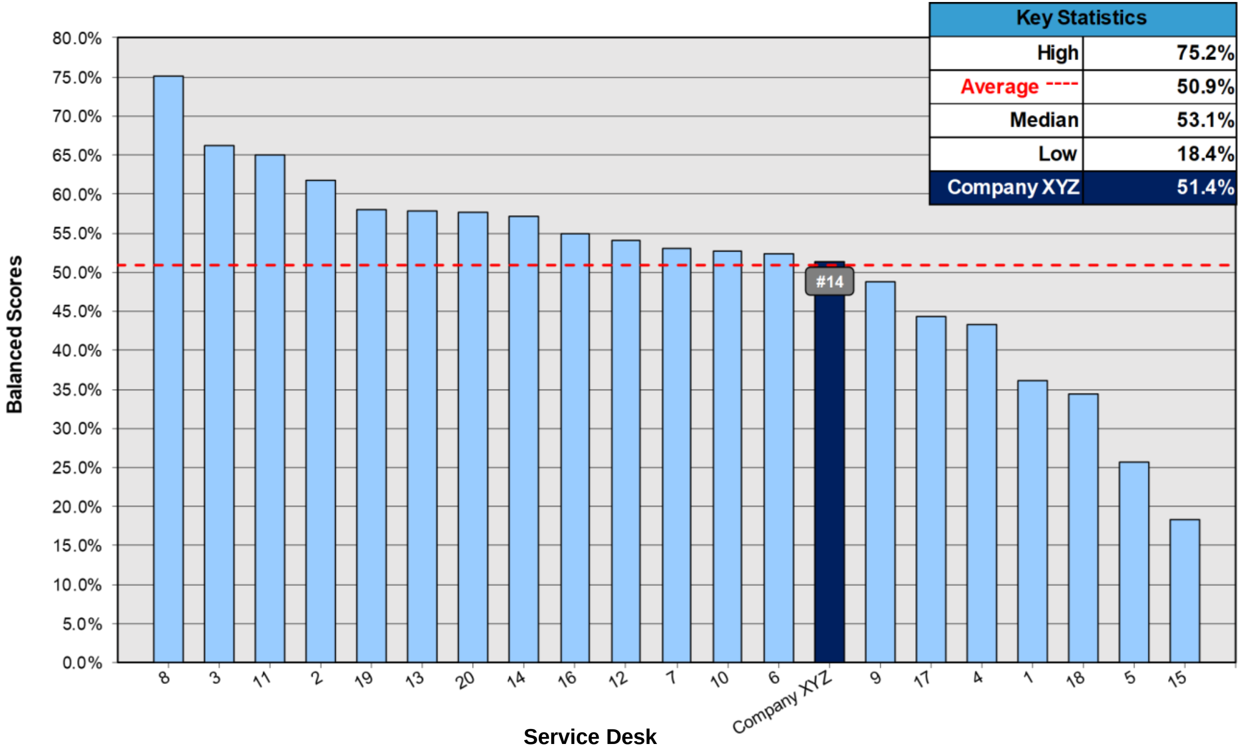
Step 5

The Contact Center's score for each metric is then calculated.

Step 6

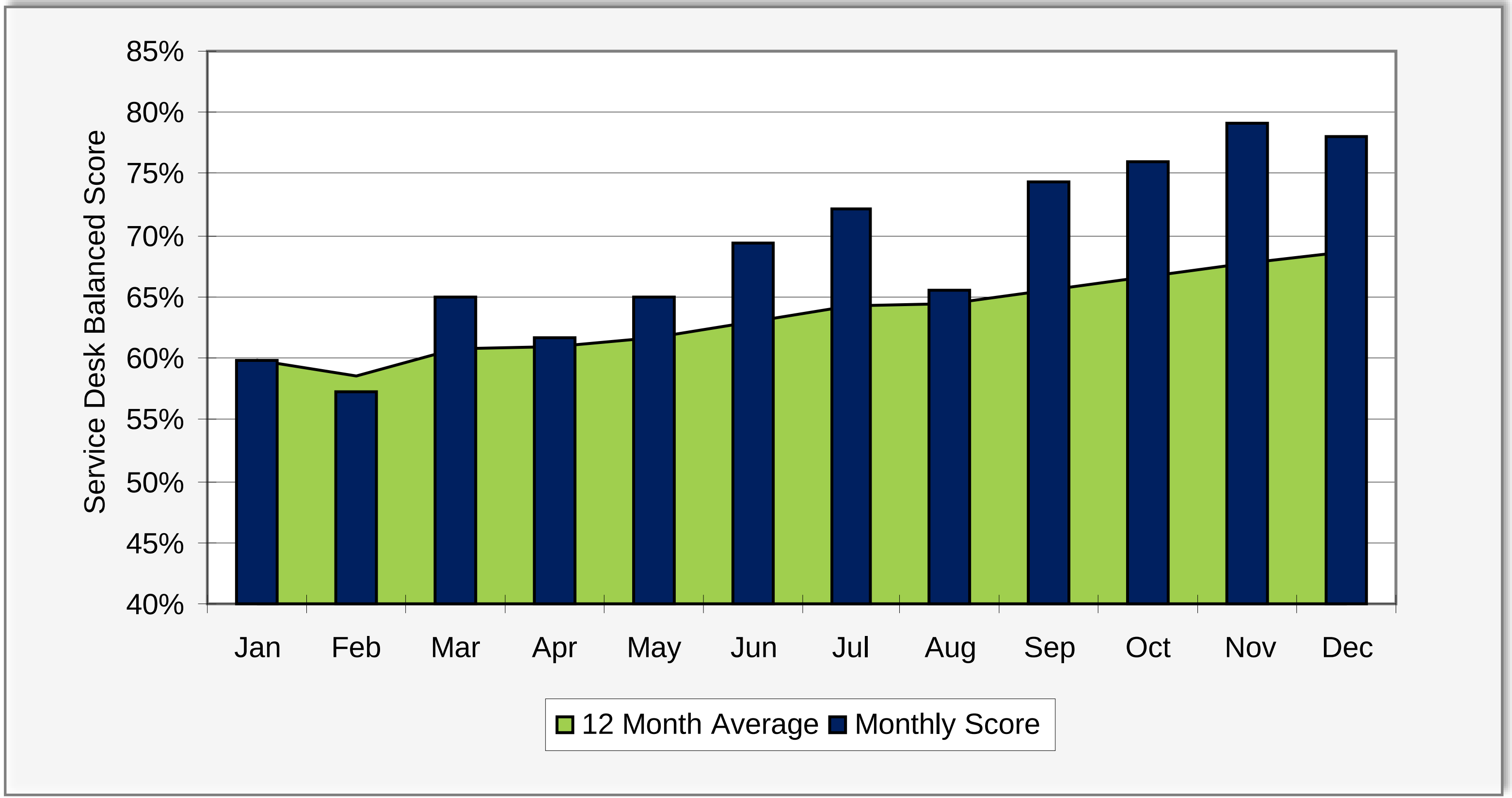
The Contact Center's balanced score for each metric is calculated.

THE ESM BALANCED SCORECARD BENCHMARK

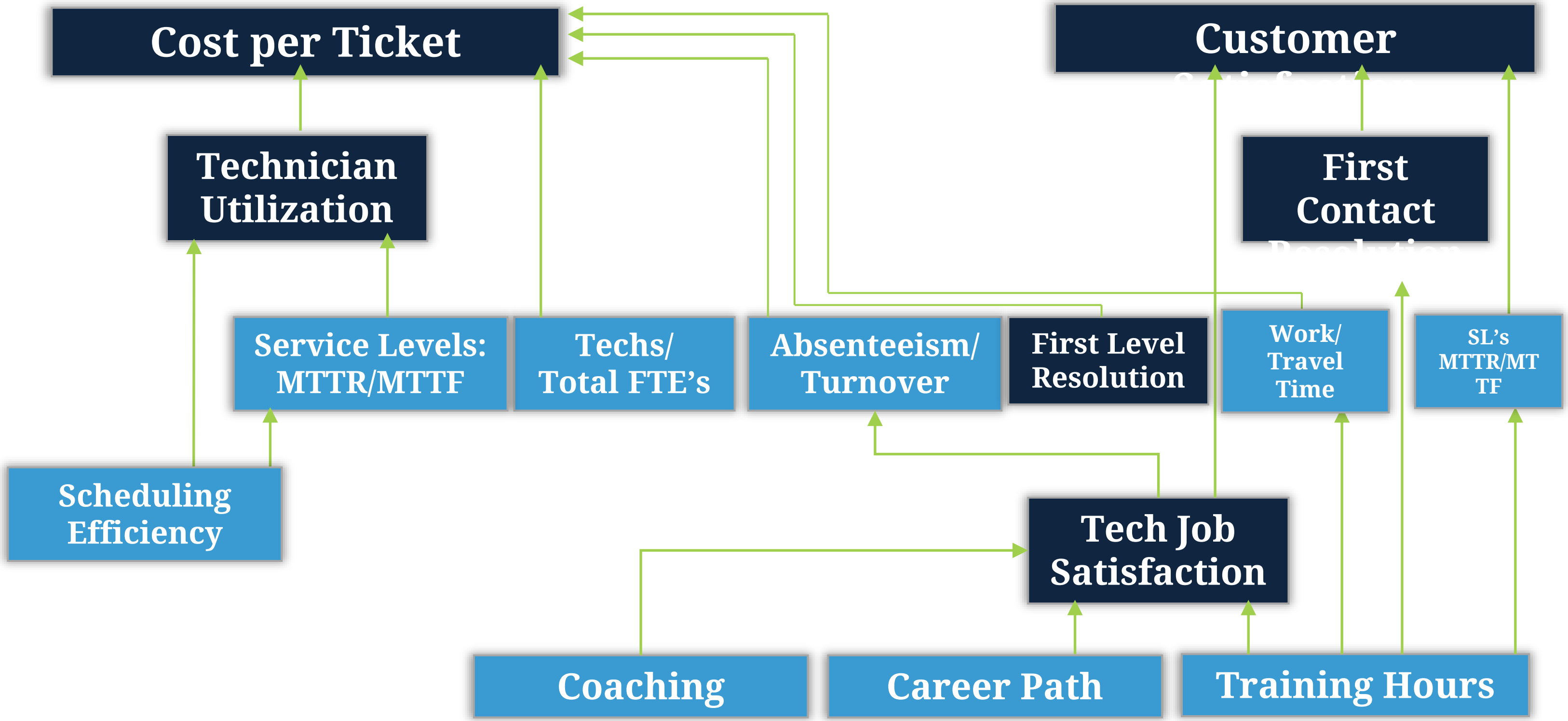


Key Statistics	
High	75.2%
Average ----	50.9%
Median	53.1%
Low	18.4%
Company XYZ	51.4%

OVERALL SERVICE DESK SCORECARD TREND



IMPORTANT ENTERPRISE SERVICE KPI CORRELATIONS



Cost per Ticket

Customer Satisfaction

Technician Utilization

First Contact Resolution

Service Levels: MTTR/MTTF

Techs/ Total FTE's

Absenteeism/ Turnover

First Level Resolution

Work/ Travel Time

SL's MTTR/MTTF

Scheduling Efficiency

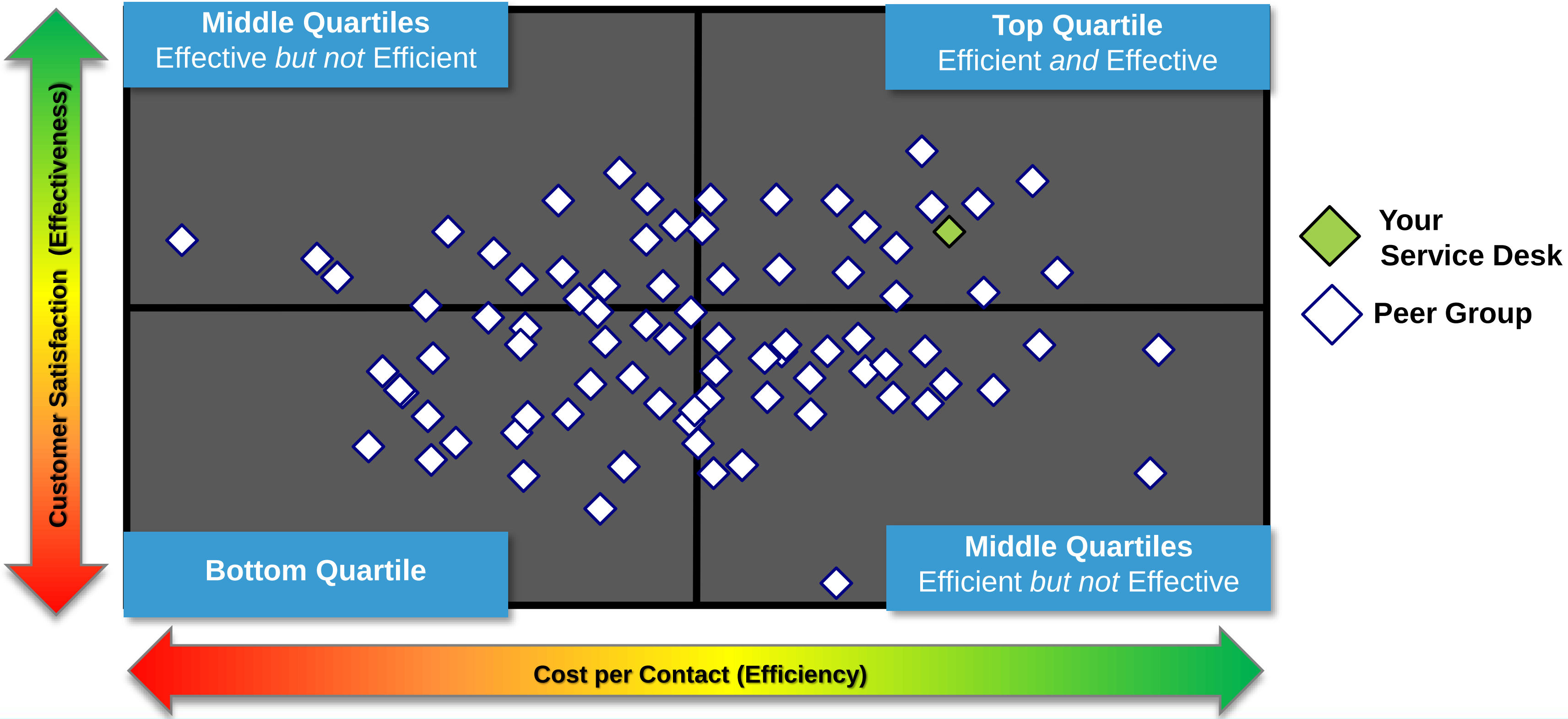
Tech Job Satisfaction

Coaching

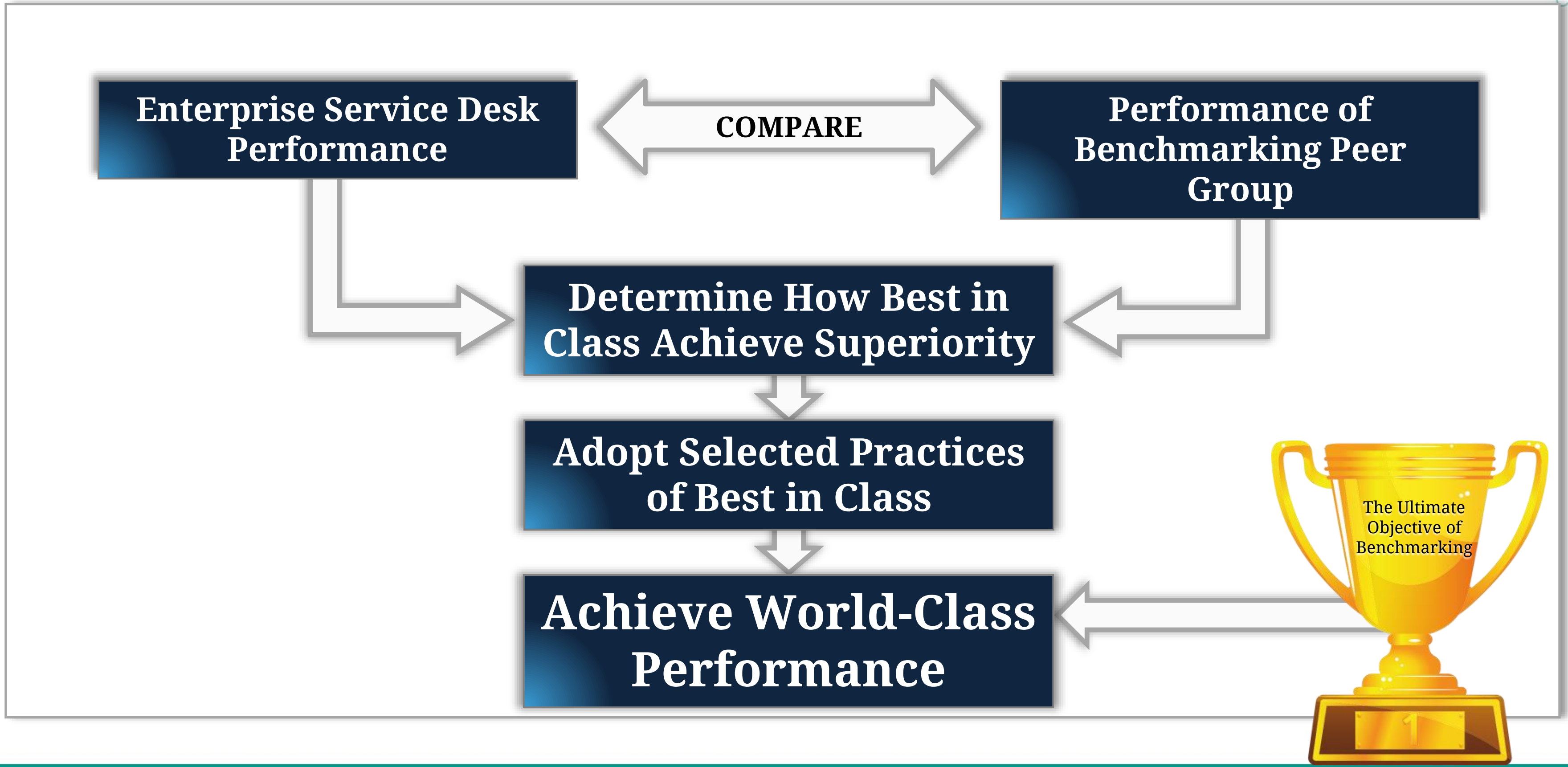
Career Path

Training Hours

COST VS. QUALITY – THE FOUNDATION METRICS



THE BENCHMARKING METHODOLOGY



Enterprise Service Desk Performance

COMPARE

Performance of Benchmarking Peer Group

Determine How Best in Class Achieve Superiority

Adopt Selected Practices of Best in Class

Achieve World-Class Performance

The Ultimate Objective of Benchmarking

THE ROLE OF BENCHMARKING

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

Yet fewer than 20% of all enterprise service desks engage in benchmarking!

Enterprise Service Desks that Benchmark Annually have an average ROI of 330%!

Benchmarks from Level 1 IT

KPI	Average	Min	Max
Cost per Ticket	$19	$6	$50
Customer Satisfaction	83%	57%	99%
Agent Utilization	44%	32%	59%
First Contact Resolution Rate	72%	53%	85%
Average Speed of Answer (seconds)	80	8	269
Agent Job Satisfaction	78%	58%	90%

Benchmarks from HR

KPI	Average	Min	Max
Cost per Ticket	$140	$45	$230
Customer Satisfaction	92%	77%	98%
Agent Utilization	50%	30%	60%
Mean time to Respond (hours)	2	0.5	8
Mean time to Resolve (days)	3	1	10
Agent Job Satisfaction	80%	70%	90%

Benchmarks from Facilities Management

KPI	Average	Min	Max
Cost per Ticket	$560	$90	$2,100
Customer Satisfaction	87%	61%	94%
Agent Utilization	40%	25%	55%
Mean time to Respond (hours)	7	2	72
Mean time to Resolve (days)	8	3	22
Agent Job Satisfaction	74%	58%	85%

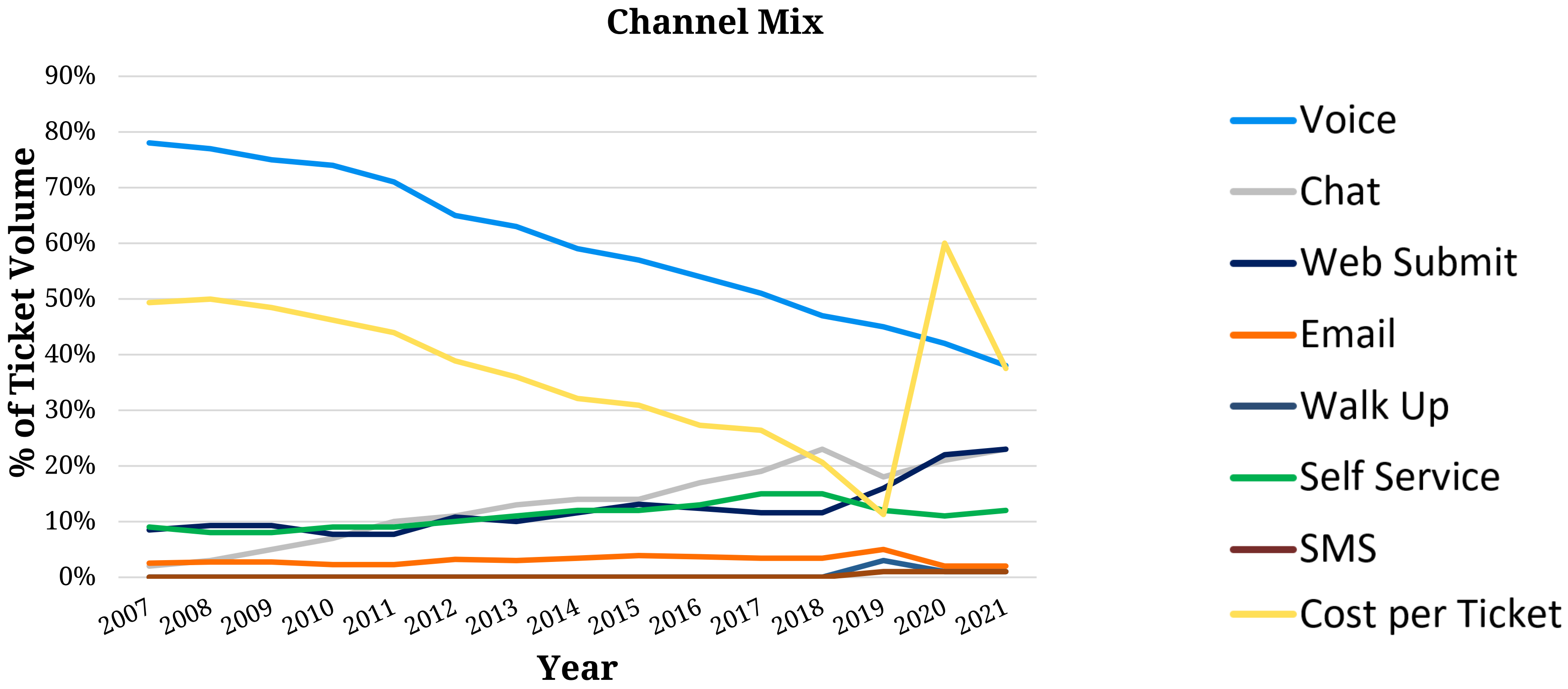
SHIFT LEFT COST REDUCTION STRATEGIES

SUPPORT LEVEL

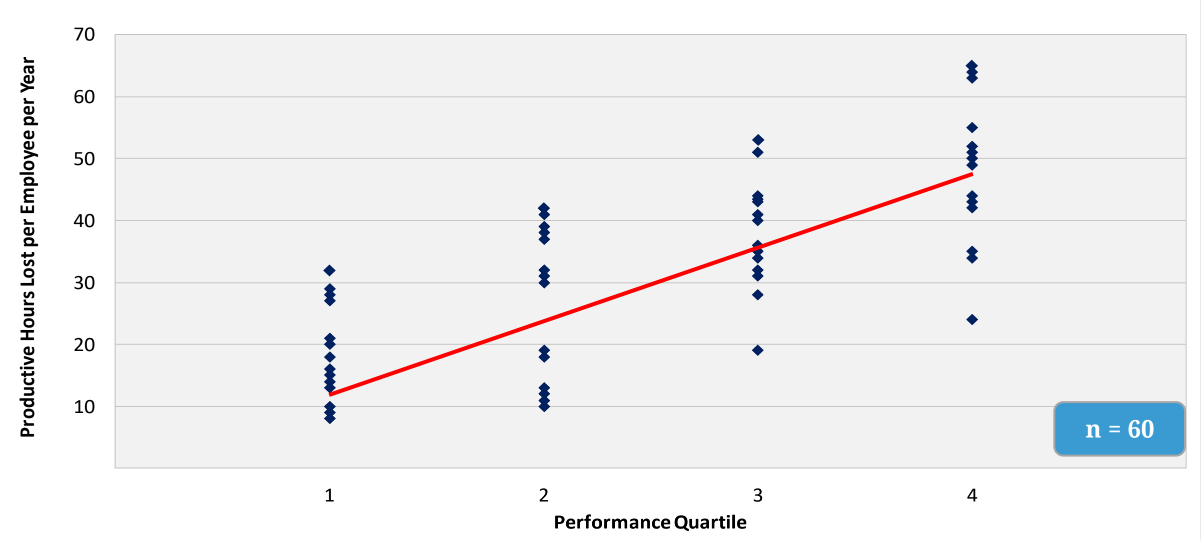
-2	-1	0	1	2	3	Field	Vendor
	$0	$2	$22	$69	$104	$221	$599
Search and Destroy	**Problem Management**	**Self-Help**	**Service Desk**	**Desktop Support**	**IT Support**	**Field Support**	**Vendor Support**

SHIFT LEFT

CHANNEL MIX CONSIDERATIONS

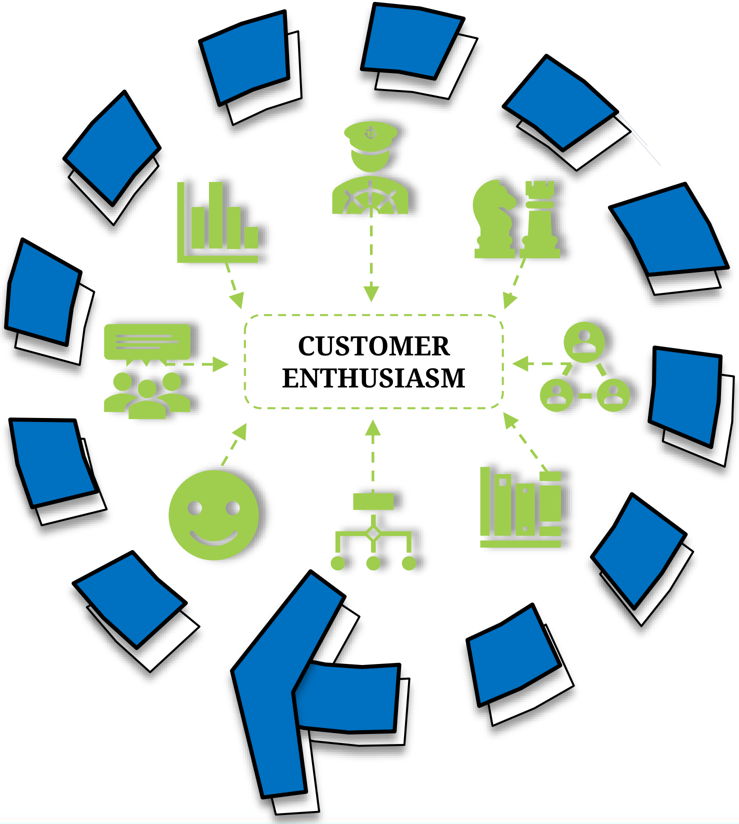


RETURNING PRODUCTIVITY TO CUSTOMERS



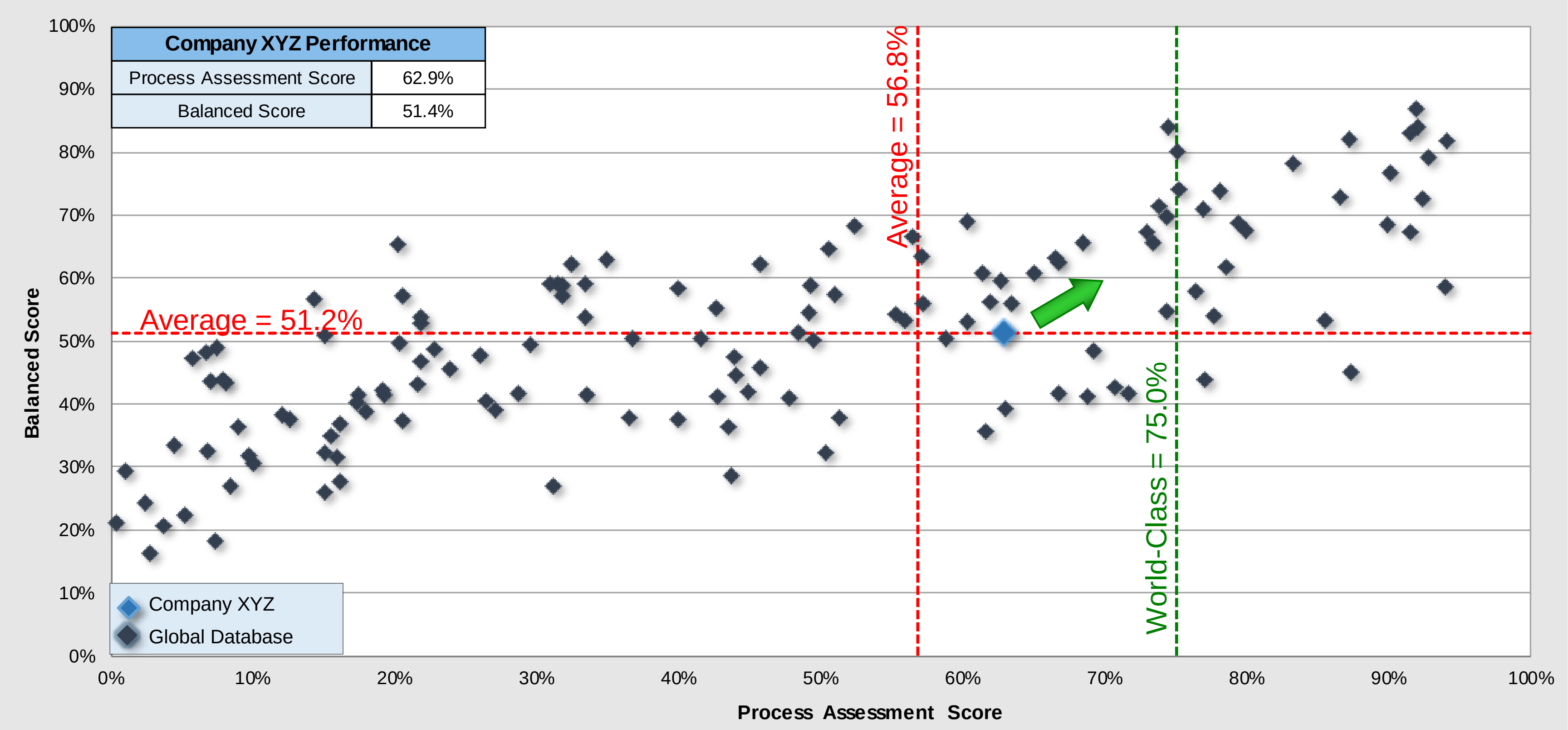
Support Function	Key Performance Indicator	Performance Quartile			
		1 (top)	2	3	4 (bottom)
Service Desk	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
Desktop Support	Customer Satisfaction	94.4%	89.2%	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

EIGHT-PART MODEL FOR ESM BEST PRACTICES



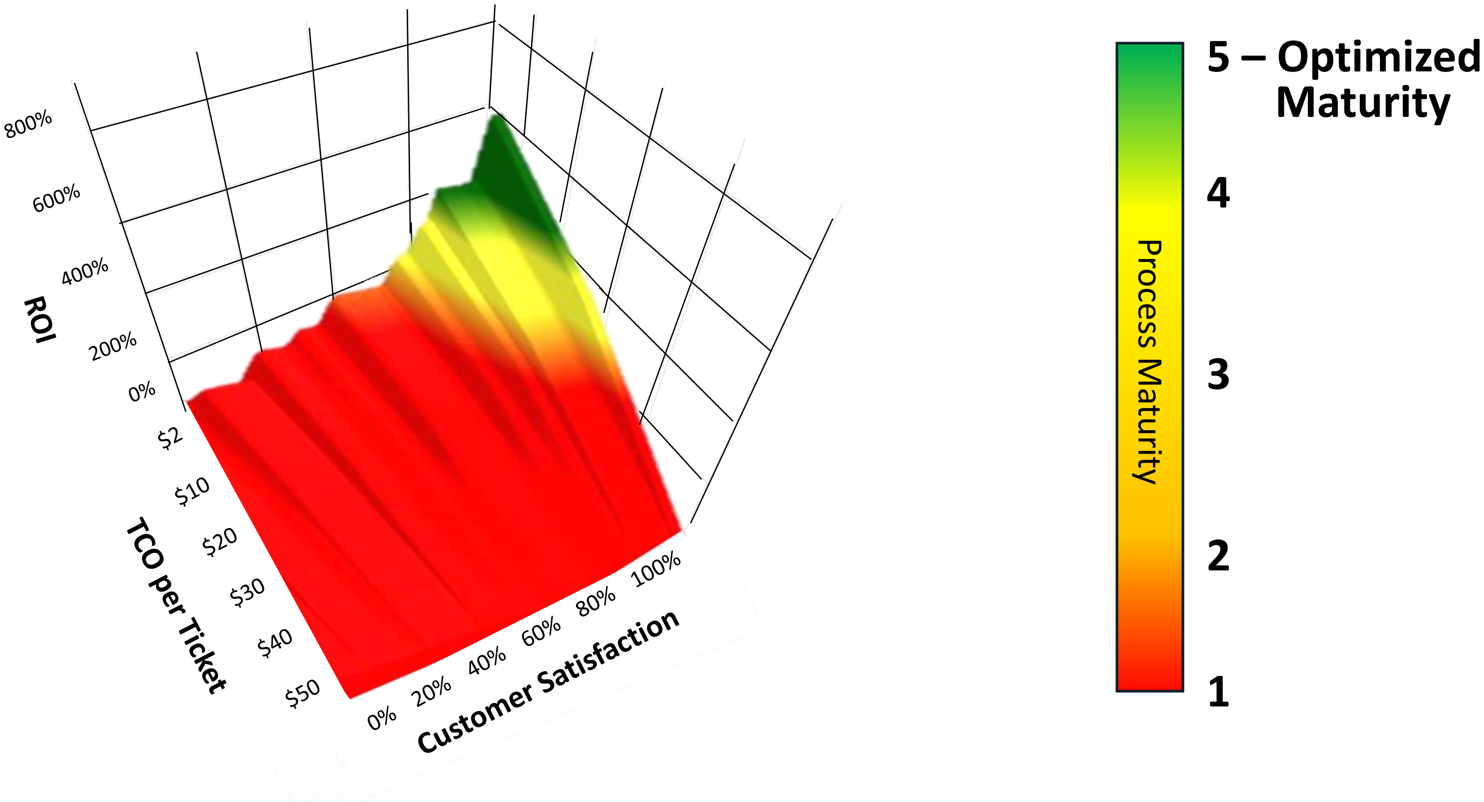
Model Component
Leadership
Policy and Strategy
People Management
Resources
Processes and Procedures
Managing Employee Satisfaction
Managing the Customer Experience
Management Info & Performance Results

PROCESS DRIVES PERFORMANCE

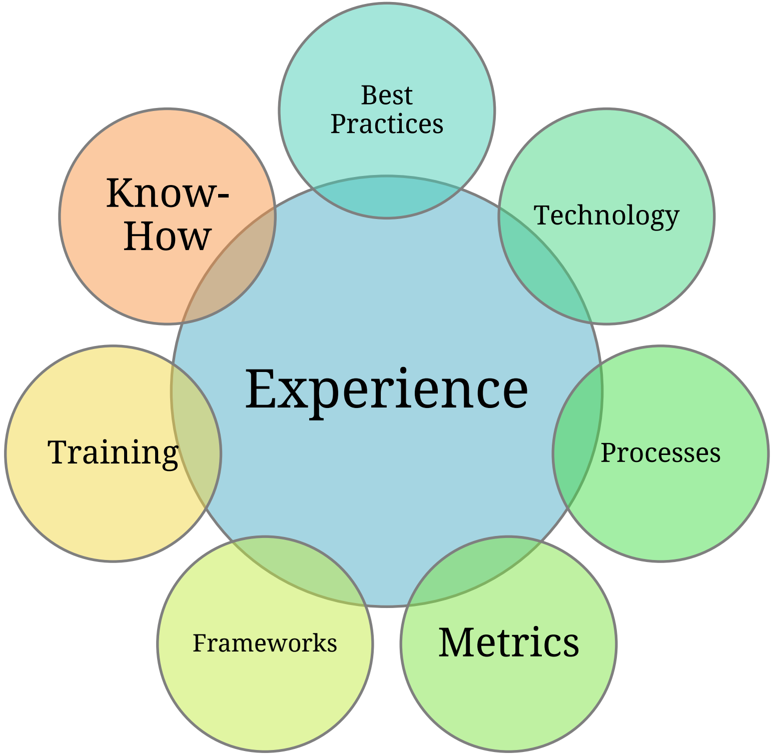


Company XYZ Performance	
Process Assessment Score	62.9%
Balanced Score	51.4%

BETTER, FASTER, CHEAPER…

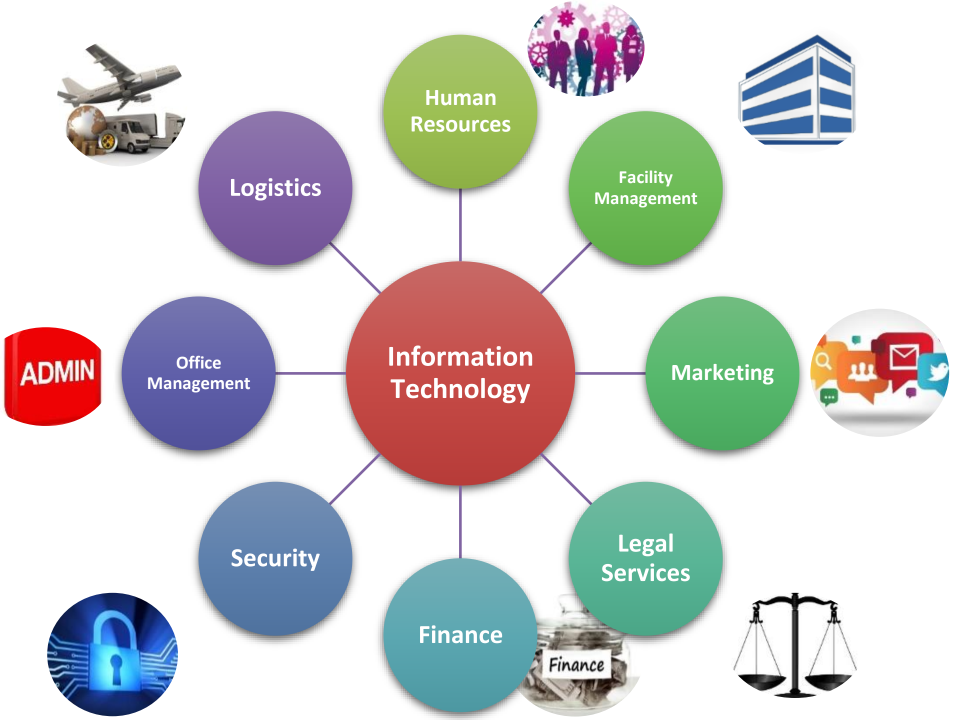


YOUR VALUE TO ENTERPRISE SERVICES



Best Practices
Know-How
Technology
Experience
Training
Processes
Frameworks
Metrics

YOUR OPPORTUNITY TO LEAD ON ENTERPRISE SERVICES!



Information Technology

Human Resources

Facility Management

Marketing

Legal Services

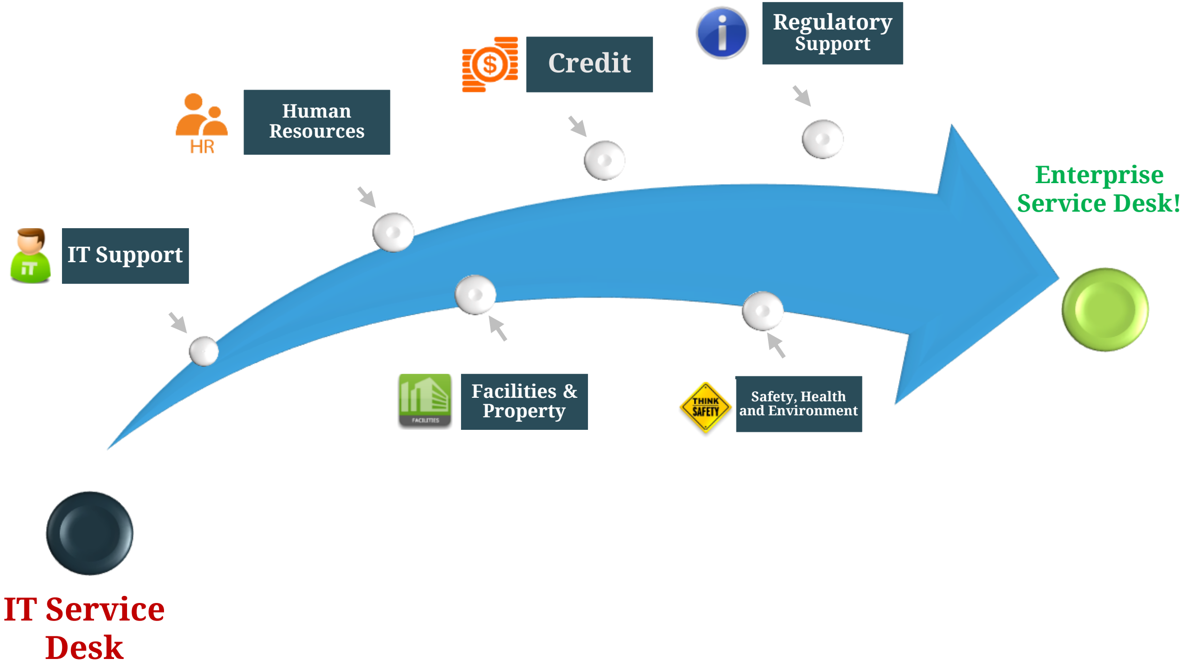
Finance

Security

Office Management

Logistics

ENTERPRISE SERVICES:
THE GREATEST CAREER OPPORTUNITY IN A GENERATION!



IT Support

Human Resources

Credit

Regulatory Support

Facilities & Property

Safety, Health and Environment

IT Service Desk

Enterprise Service Desk!

Key Benefits of Enterprise Service Desk

- One-Stop-Shop for End Users
- Shared Infrastructure Improves Customer Satisfaction and Efficiency
- Company-Wide Productivity Improves
- Improved Visibility into Value and ROI of company services
- Better and More Effective Communication and Collaboration
- Standardized Processes, Procedures and Technology Improves Maturity, Knowledge Management and Self-Service
- Potential for Cross Training Improves Workload Management
- Mature performance Diagnostics provide a Clear Roadmap for Competitive Excellence and Continual Service Improvement

QUESTIONS?

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Benchmarks from the World of Enterprise Service Management

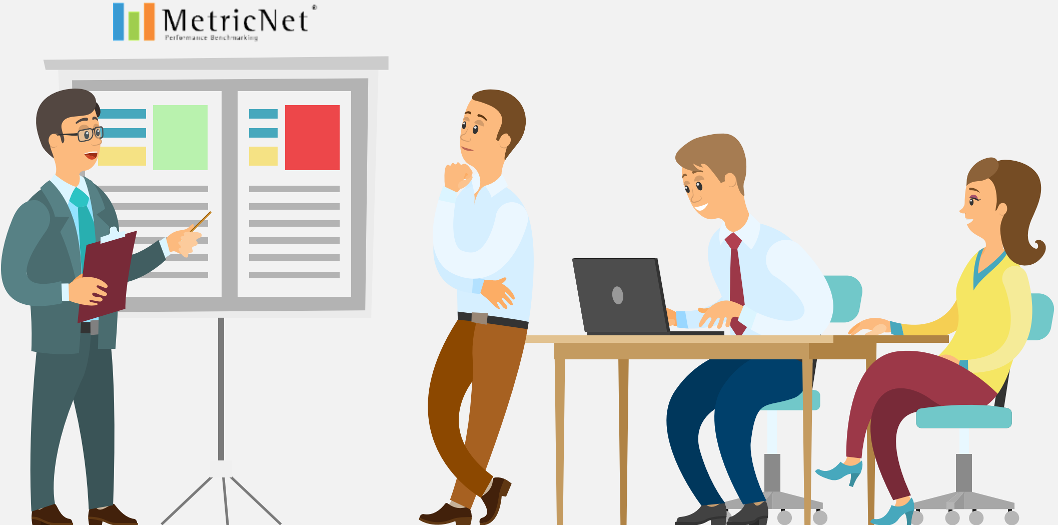
Session 404 | Your Speaker: Jeff Rumburg

ABOUT METRICNET

MetricNet®
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.

EXECUTIVE TEAM

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