

# HDI<sup>®</sup> 2017

## CONFERENCE & EXPO

*Turbocharge*

Your Metrics

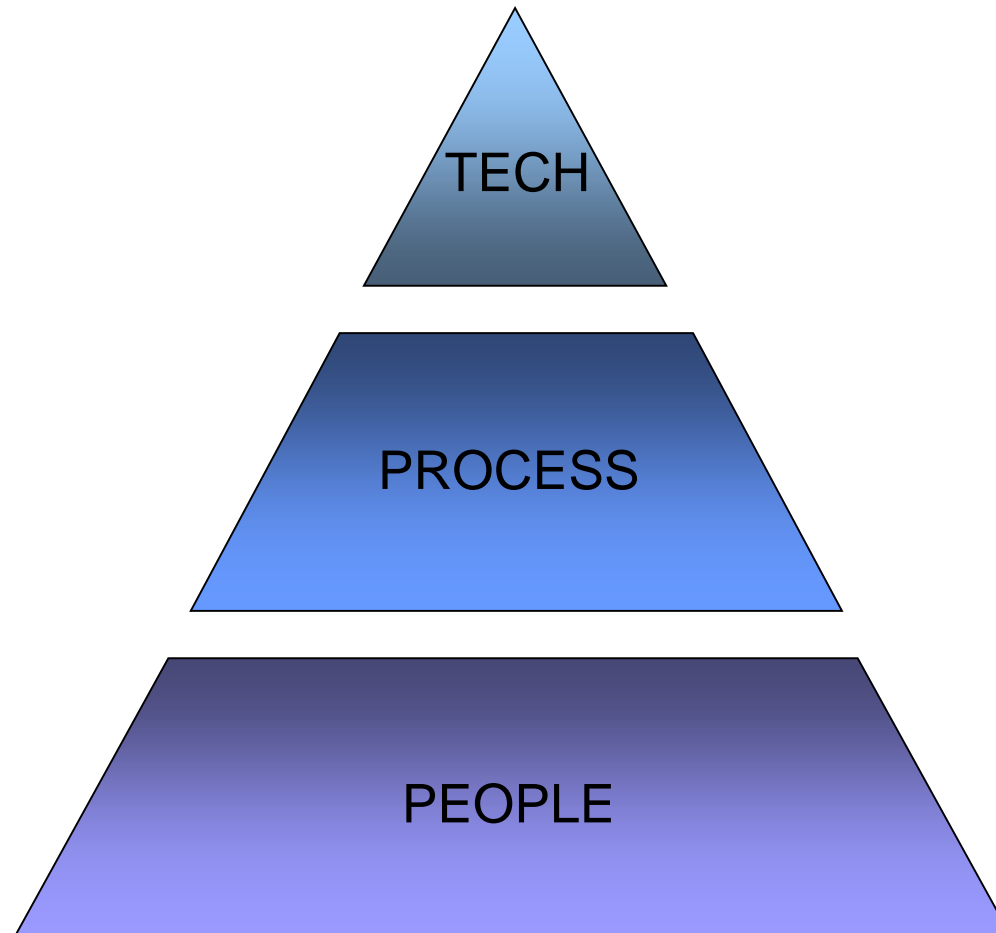
*With Benchmarking*

CONNECTING  
THE  
WORLD  
OF TECHNICAL  
SUPPORT

Read the Whitepaper in HDI's Support World

[http://www.thinkhdi.com/library/supportworld/2017/  
turbocharge-your-metrics-with-benchmarking.aspx](http://www.thinkhdi.com/library/supportworld/2017/turbocharge-your-metrics-with-benchmarking.aspx)

# The Traditional Paradigm for Technical Support



# Empirical Observations from Our Global Benchmarking Database



- Global Database
- More than 3,700 Service and Support Benchmarks
- 70+ Key Performance Indicators
- Nearly 120 Industry Best Practices

# World-Class Support Defined



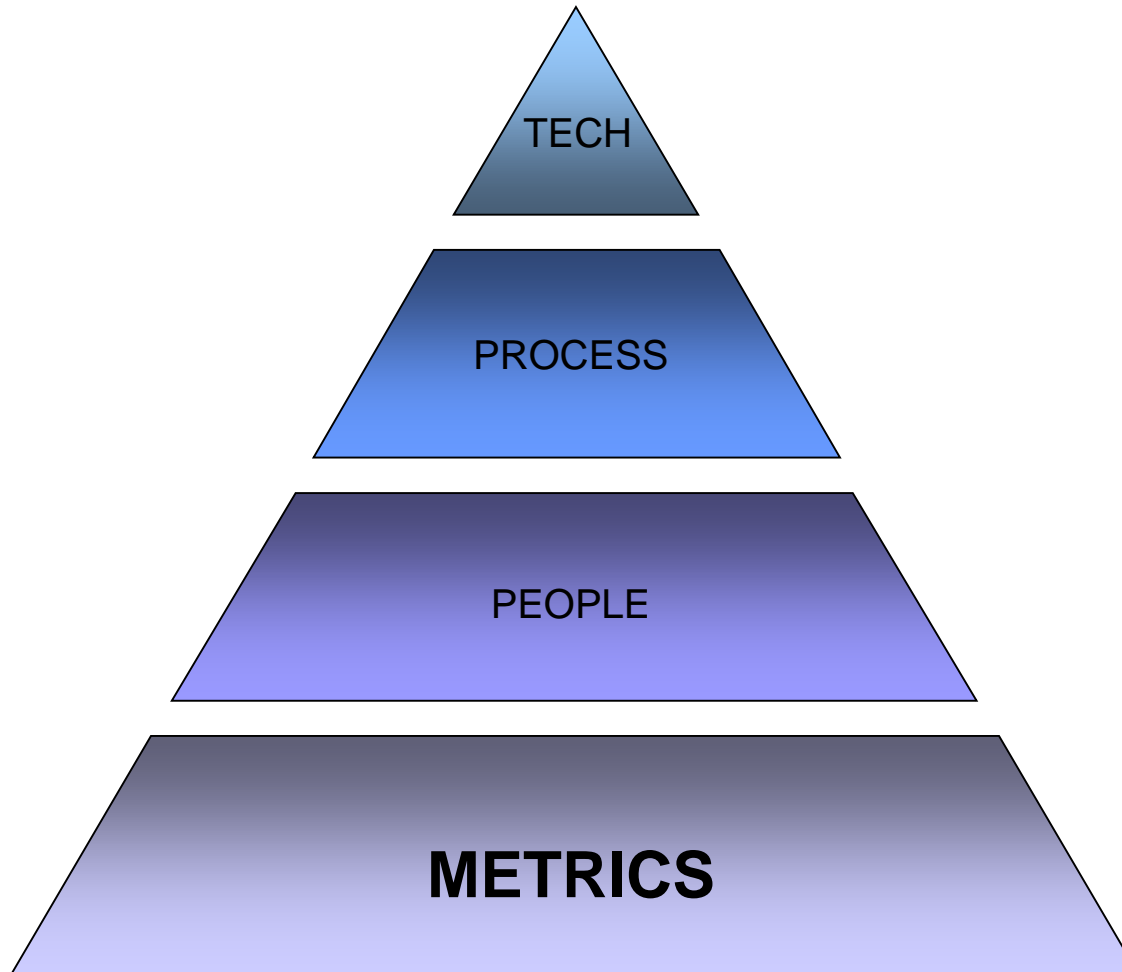
- Service consistently exceeds customer expectations
  - Result is high levels of Customer Satisfaction
  - Top Quartile Customer Satisfaction
- Costs are managed at or below industry average levels
  - Cost per Ticket below average
  - Bottom quartile Cost per Ticket
- Service and Support follow industry best practices
  - Practices and Procedures are well defined and well documented
  - Service and Support follows industry best practices
- Every transaction adds value
  - A positive customer experience
  - Creates ROI > 100%

# Process Drives Performance!

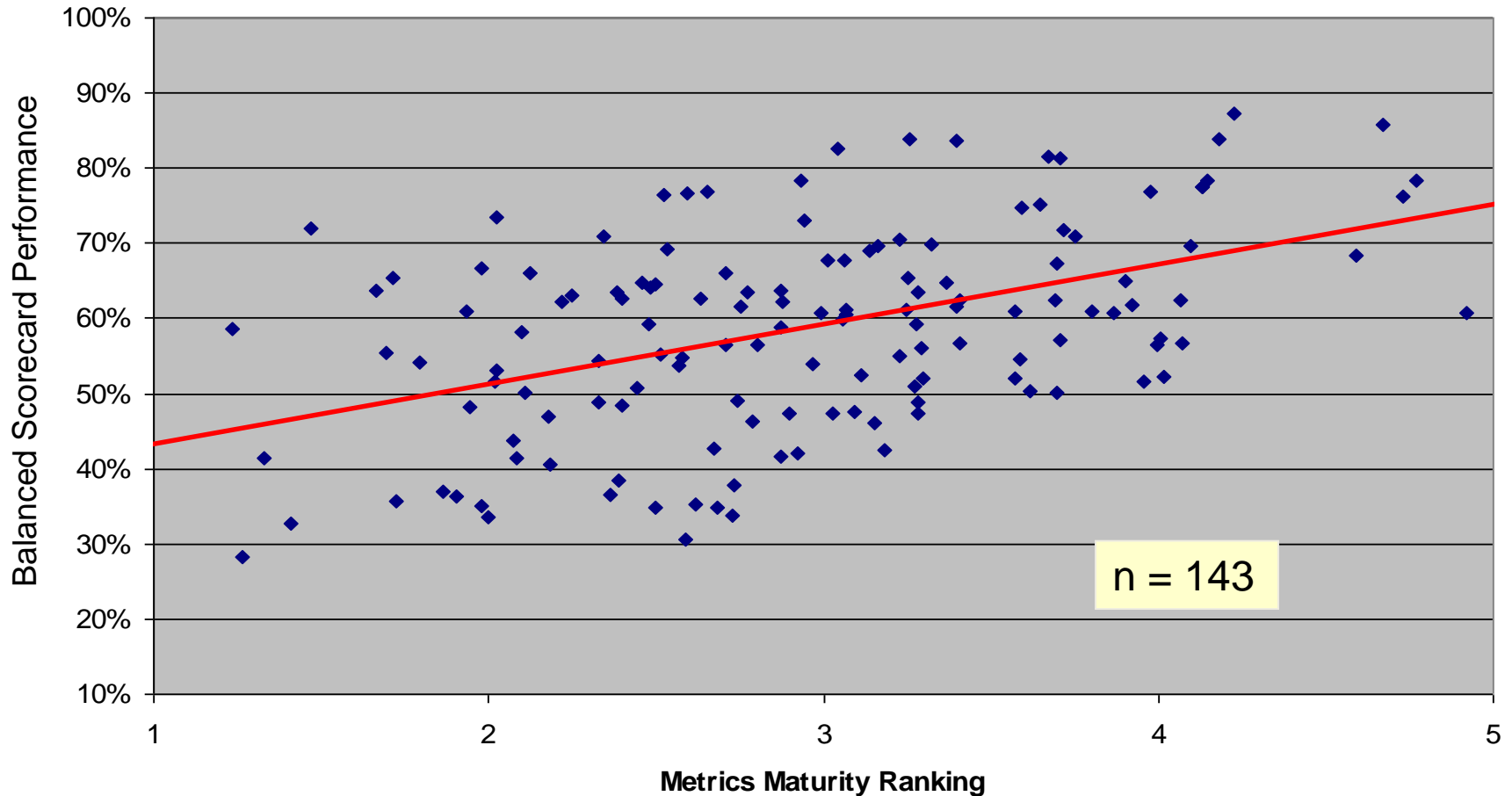


Model Component	Definition
Strategy	Defining Your Charter and Mission
Human Resources	Proactive, Life-cycle Management of Personnel
Process	Expeditious Delivery of Customer Service
Technology	Leveraging People and Processes
Performance Measurement	A Holistic Approach to Performance Measurement
Stakeholder Communication	Proactively Managing Stakeholder Expectations

# METRICS: An Even More Fundamental Building Block!



# The Evidence for Metrics as a Foundation Block

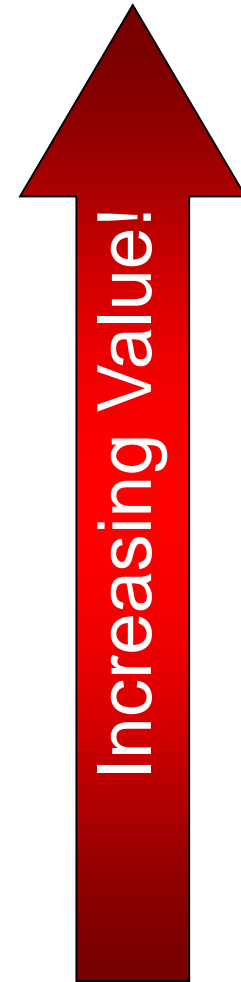
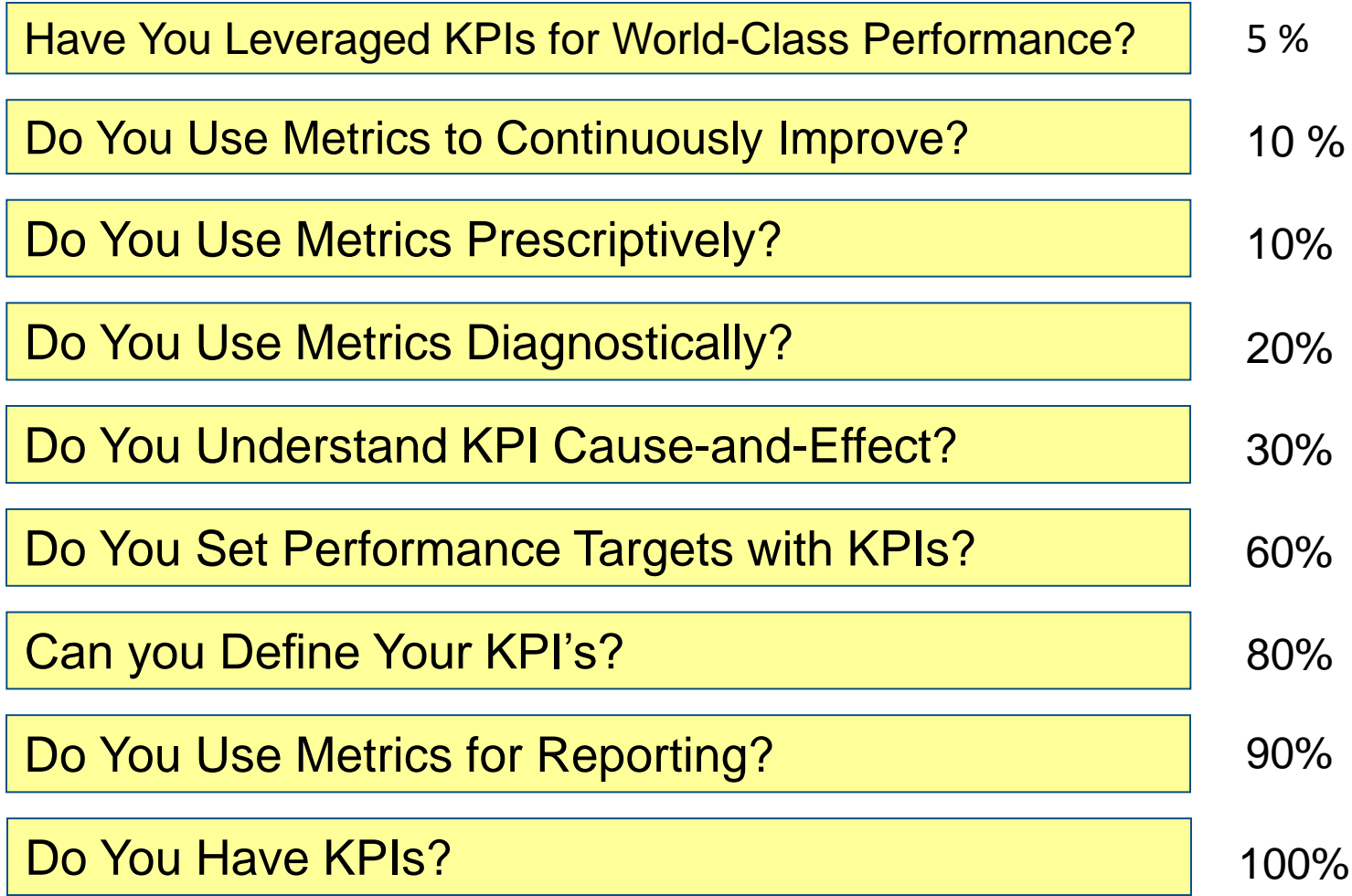




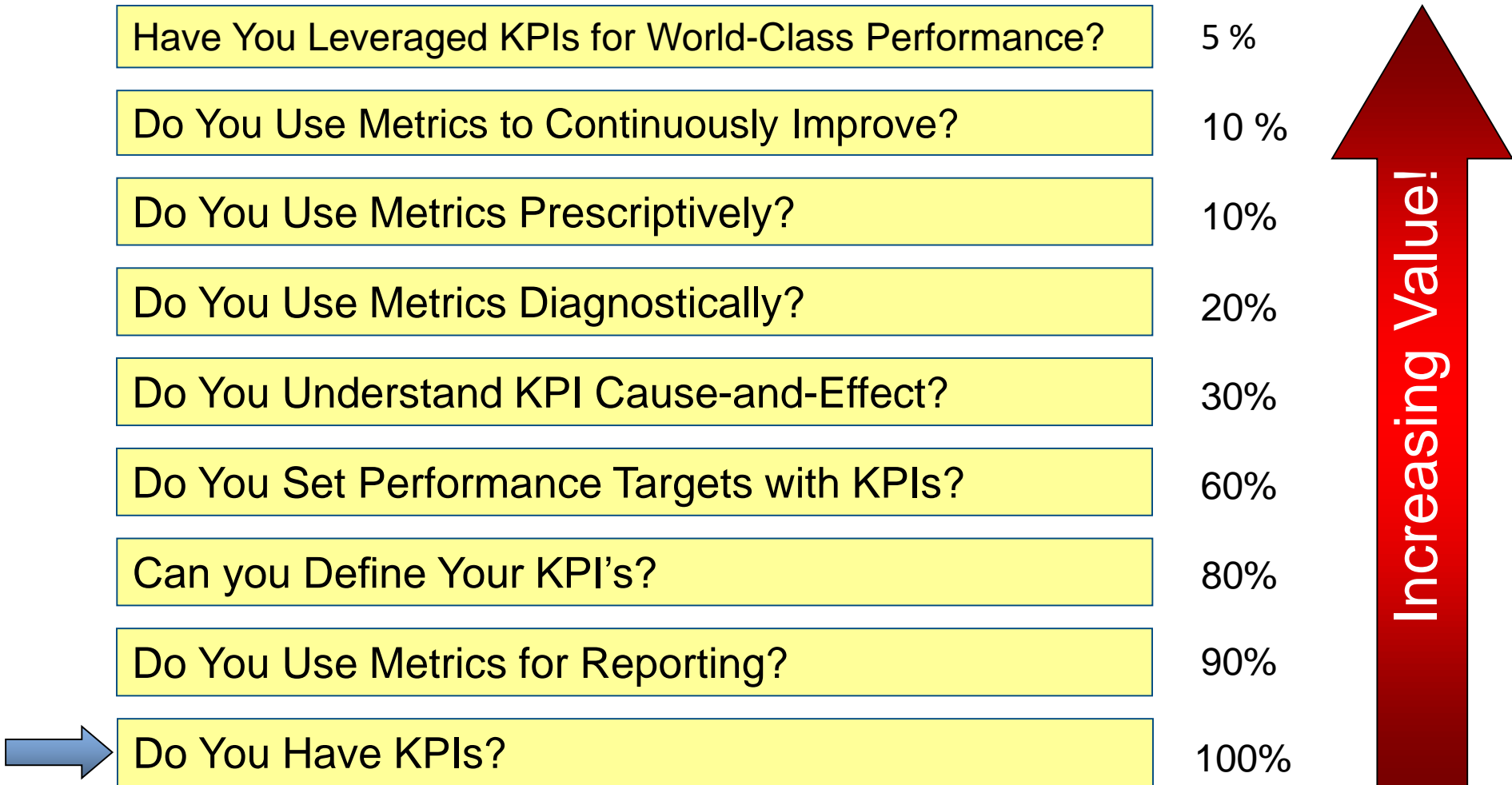
# Some Important Questions to Ask About KPIs

Have You Leveraged KPIs for World-Class Performance?	5 %
Do You Use Metrics to Continuously Improve?	10 %
Do You Use Metrics Prescriptively?	10%
Do You Use Metrics Diagnostically?	20%
Do You Understand KPI Cause-and-Effect?	30%
Do You Set Performance Targets with KPIs?	60%
Can you Define Your KPI's?	80%
Do You Use Metrics for Reporting?	90%
Do You Have KPIs?	100%

# The Dilemma with Service and Support KPIs



# Turbocharge Your Metrics with Benchmarking!



# Some Common Service Desk KPI's

## Cost

- Cost per Ticket
- First Level Resolution Rate

## Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

## Productivity

- Tickets per Agent per Month
- Agent Utilization
- Agents as % of Total FTE's

## Agent

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

## Service Level

- Average speed of answer (ASA)
- Call abandonment rate
- % Answered within 30 Seconds
- Mean Time to Resolve

## Call Handling

- Contact Handle Time
- User Self-Help Rate
- IVR completion Rate
- Percent of calls transferred

And there are hundreds more!!

# The 80/20 Rule for Service Desk KPIs

Cost

- Cost per Ticket

Quality

- Customer Satisfaction

Productivity

- Agent Utilization

Call Handling

- First Contact Resolution Rate

TCO

- First Level Resolution Rate

Agent

- Agent Job Satisfaction

Aggregate

- Balanced Scorecard

# Some Common Desktop Support KPI's

## Cost

- Cost per Ticket
- Cost per Incident
- Cost per Service Request

## Service Level

- Average Incident Response Time (min)
- % of Incidents Resolved in 24 Hours
- Mean Time to Resolve Incidents (hours)
- Mean Time to Complete Service Requests (days)

## Ticket Handling

- Average Incident Work Time (min)
- Average Service Request Work Time (min)
- Average Travel Time per Ticket (min)

## Quality

- Customer Satisfaction
- First Contact Resolution Rate (Incidents)
- % Resolved Level 1 Capable
- % of Tickets Re-opened

## Technician

- Technician Satisfaction
- New Technician Training Hours
- Annual Technician Training Hours
- Annual Technician Turnover
- Technician Absenteeism
- Technician Tenure (months)
- Technician Schedule Adherence

## Productivity

- Technician Utilization
- Tickets per Technician-Month
- Incidents per Technician-Month
- Service Requests per Technician-Month
- Ratio of Technicians to Total Headcount

## Workload

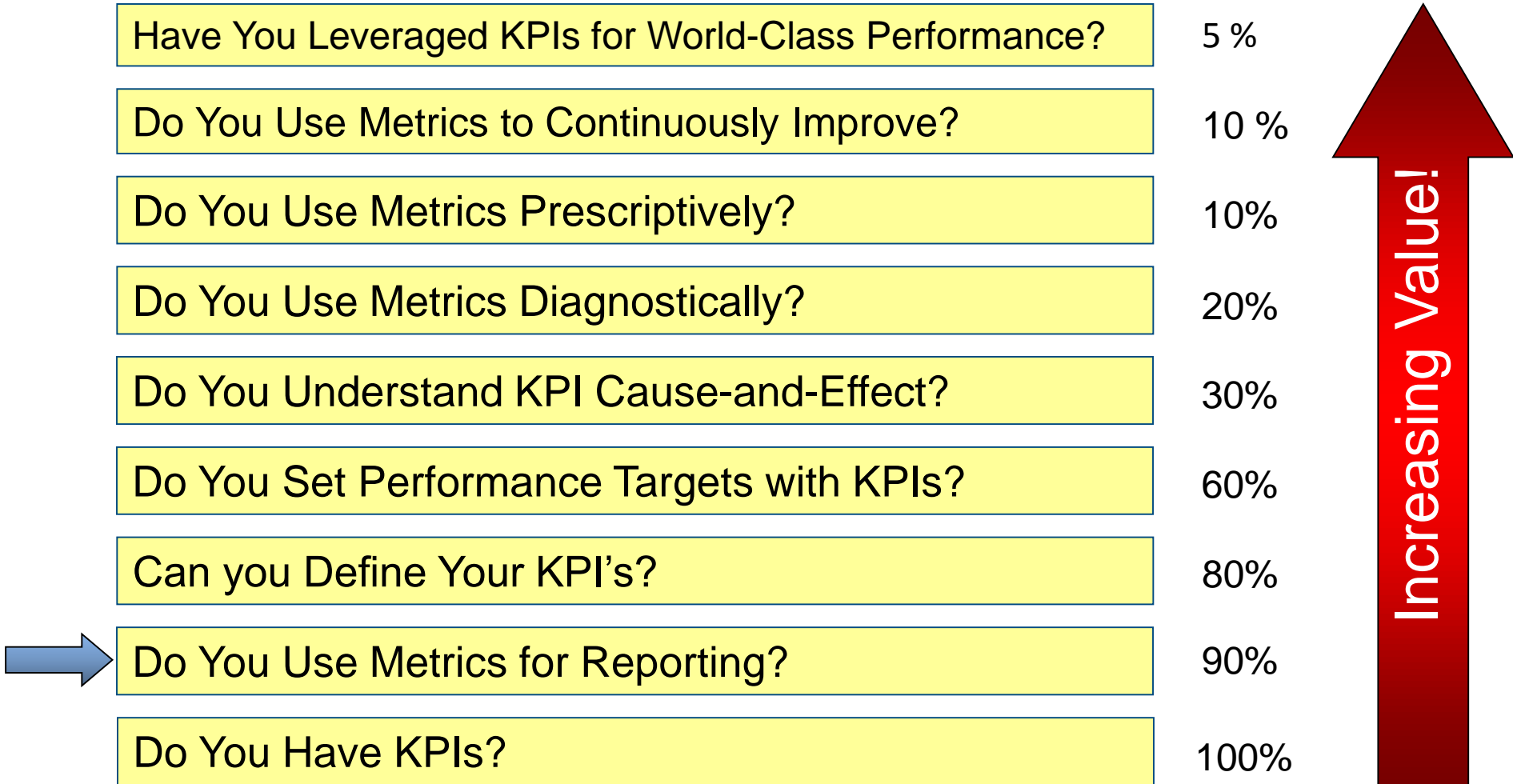
- Tickets per Seat per Month
- Incidents per Seat per Month
- Service Requests per Seat per Month
- Incidents as a % of Total Ticket Volume

And there are hundreds more!!

# The 80/20 Rule for Desktop Support KPI's

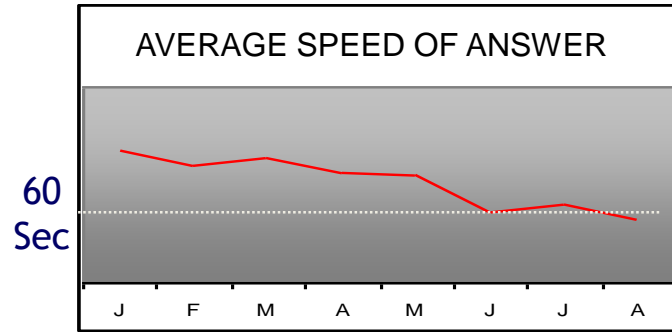
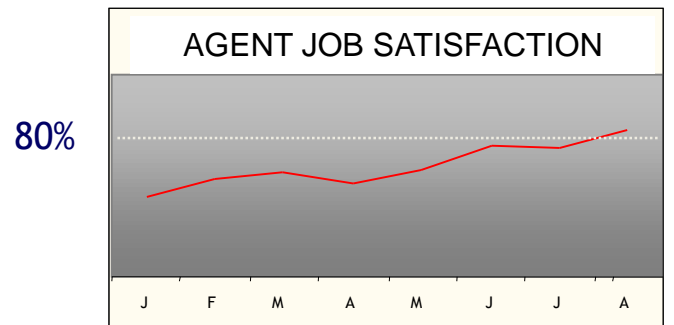
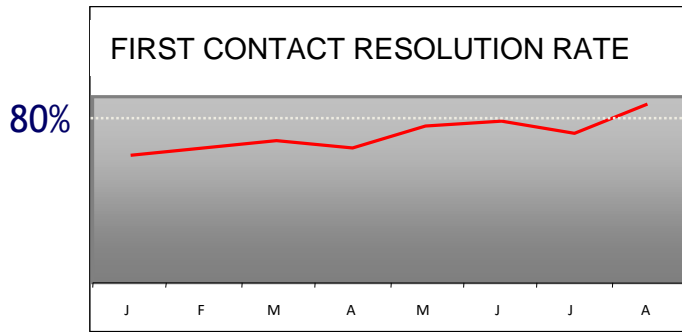
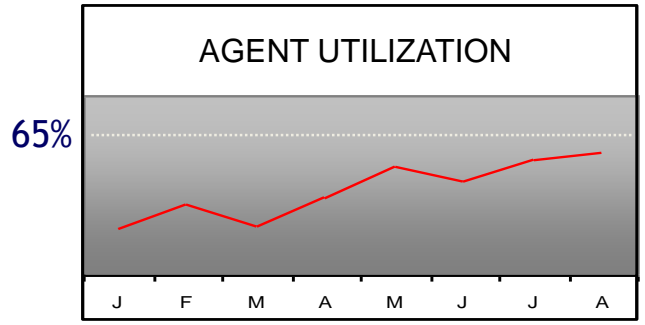
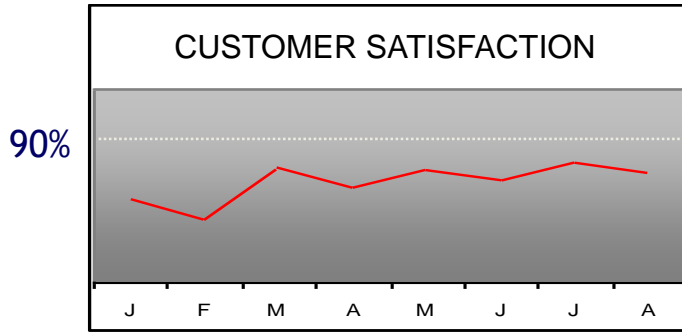
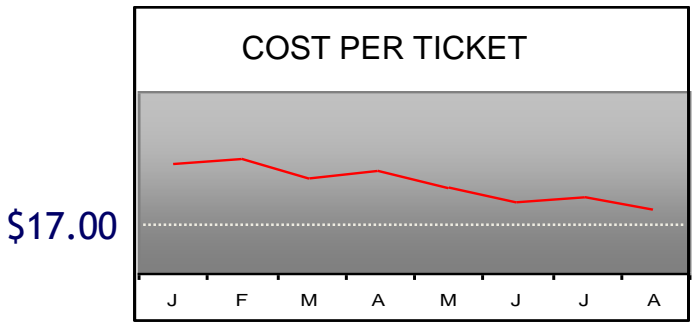
Cost	<ul style="list-style-type: none"> <li>Cost per Ticket</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Customer satisfaction</li> </ul>
Productivity	<ul style="list-style-type: none"> <li>Technician Utilization</li> </ul>
Call Handling	<ul style="list-style-type: none"> <li>First contact resolution rate (incidents)</li> </ul>
Service Level	<ul style="list-style-type: none"> <li>Mean Time to Resolve</li> </ul>
TCO	<ul style="list-style-type: none"> <li>% Resolved Level 1 Capable</li> </ul>
Technician	<ul style="list-style-type: none"> <li>Technician Satisfaction</li> </ul>
Aggregate	<ul style="list-style-type: none"> <li>Balanced scorecard</li> </ul>

# Turbocharge Your Metrics with Benchmarking!

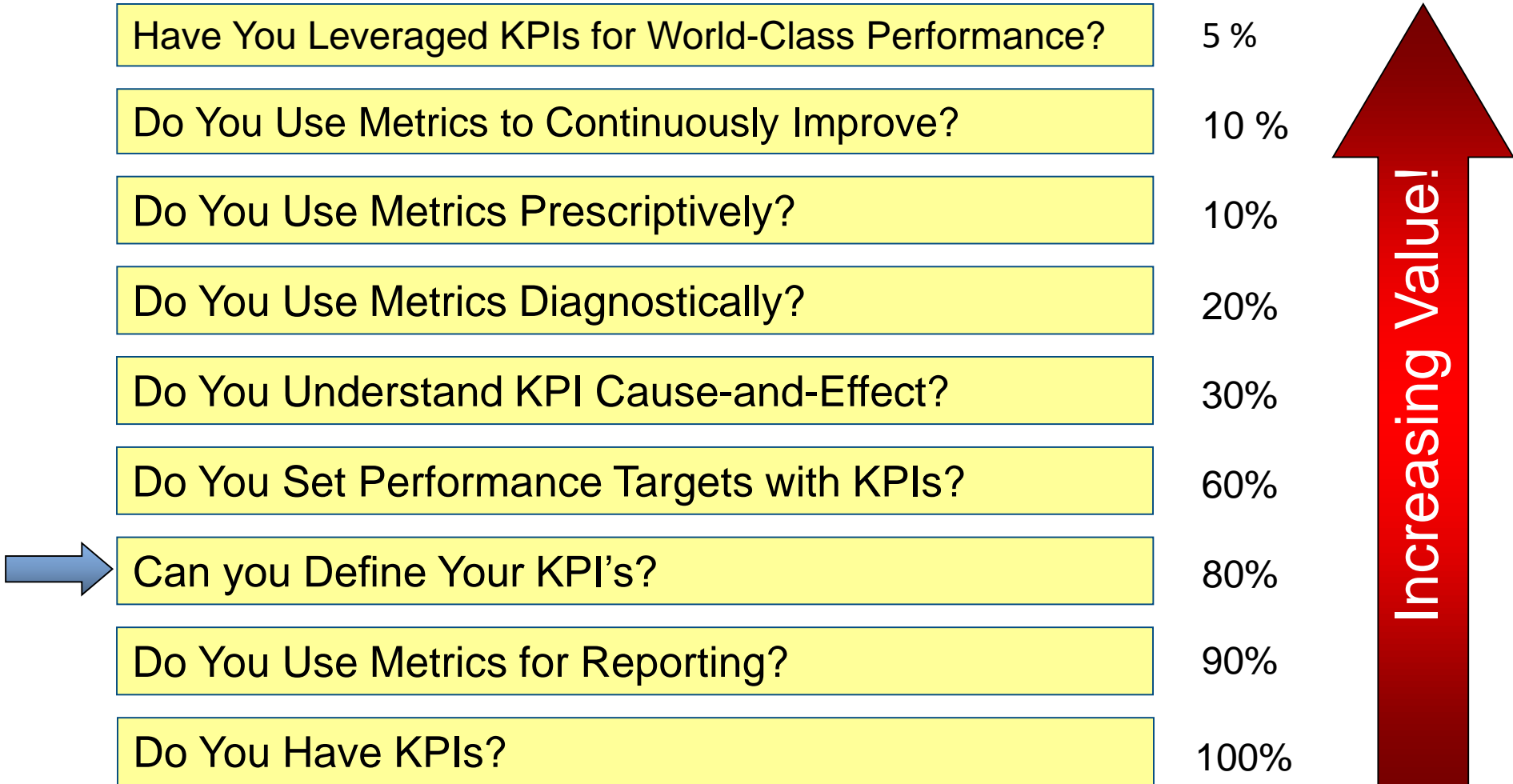




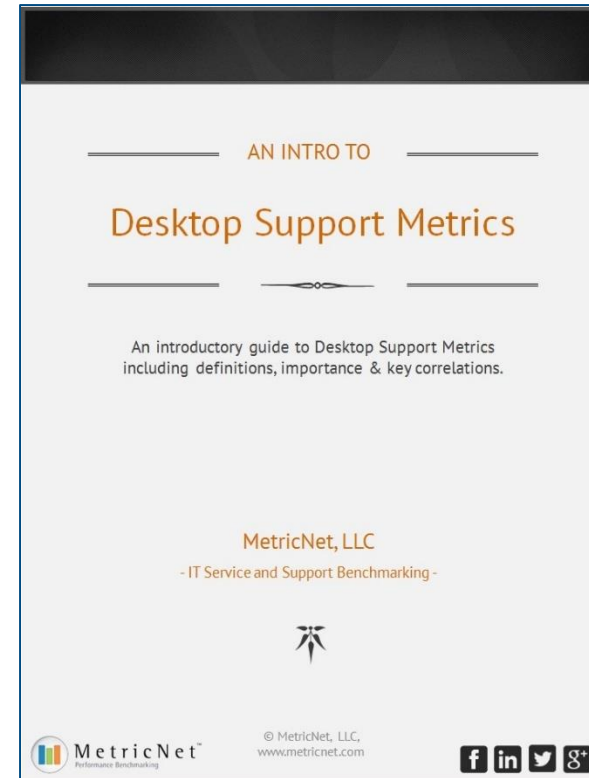
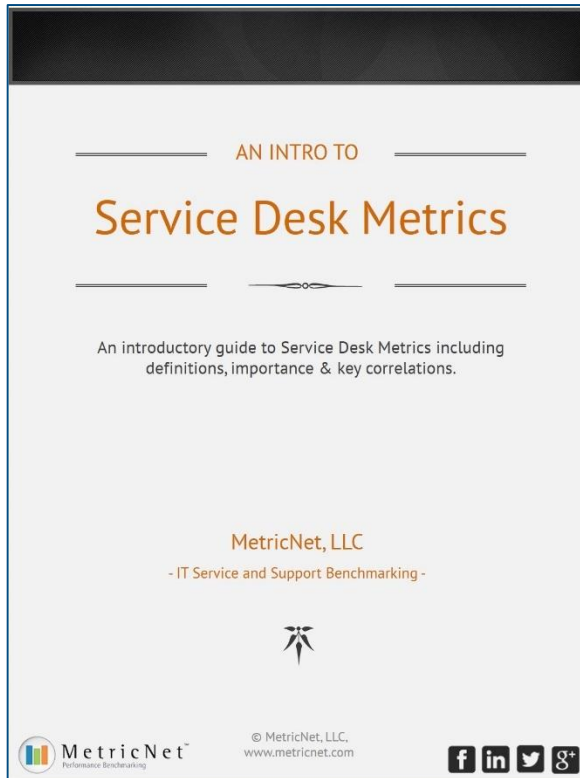
# Reporting: A Good Start



# Turbocharge Your Metrics with Benchmarking!

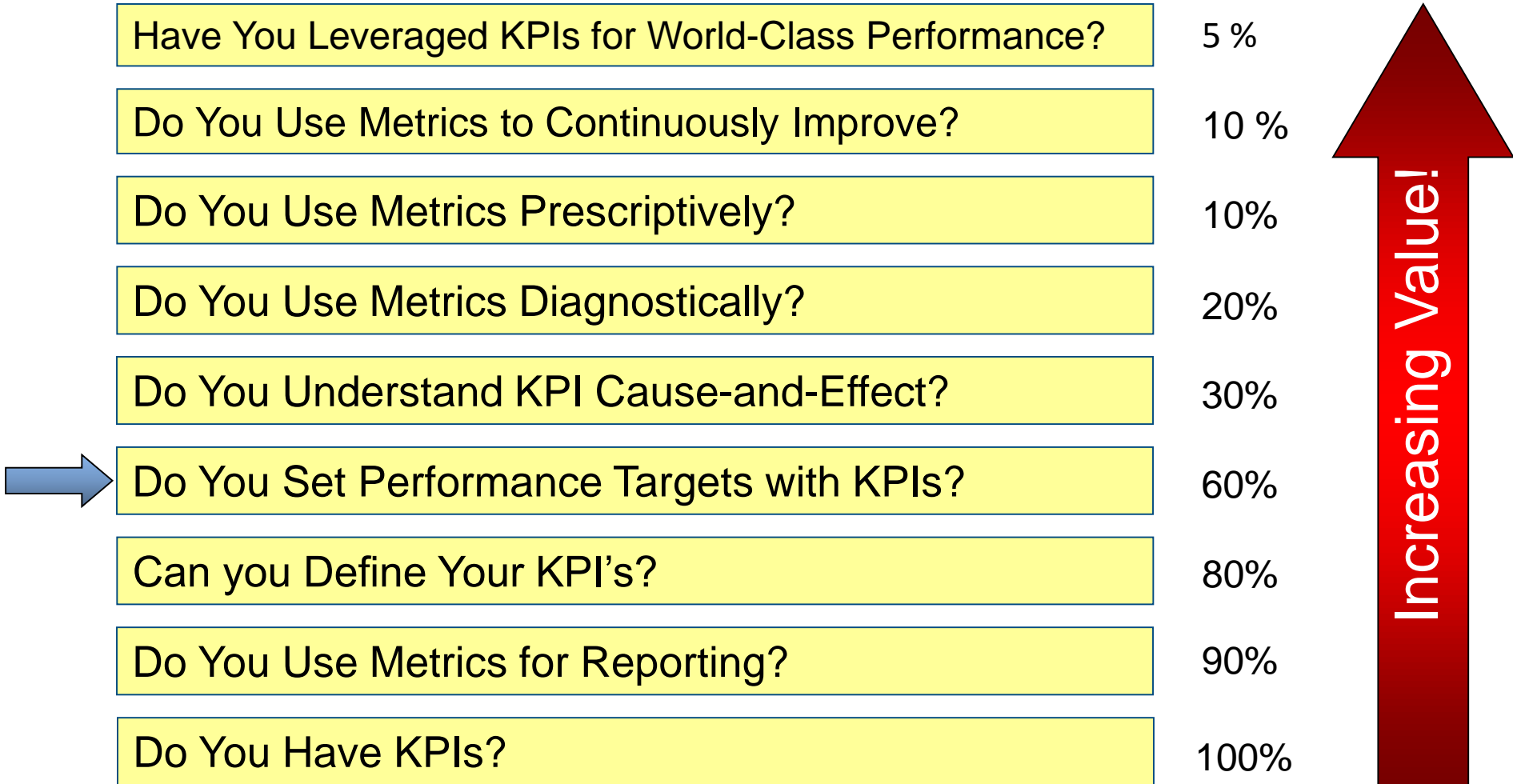


# Download eBooks of KPI Definitions



<https://www.metricnet.com/hdiconf17/>

# Turbocharge Your Metrics with Benchmarking!



# 2016 Service Desk Benchmarking Summary



Metric Type	Key Performance Indicator (KPI)	Peer Group Statistics			
		Average	Min	Median	Max
Cost	Cost per Inbound Contact	\$22.15	\$5.05	\$15.69	\$83.16
	Cost per Minute of Inbound Handle Time	\$2.22	\$0.93	\$1.82	\$6.77
	Net Level 1 Resolution Rate	87.3%	63.8%	89.1%	98.3%
Productivity	Agent Utilization	46.3%	30.4%	46.8%	67.9%
	Inbound Contacts per Agent per Month	413	122	383	985
	Outbound Contacts per Agent per Month	280	0	246	720
	Agents as a % of Total Headcount	75.3%	59.5%	76.0%	91.0%
Service Level	Average Speed of Answer (seconds)	52	14	34	156
	% of Calls Answered in 30 Seconds	61.6%	13.4%	68.8%	92.7%
	Call Abandonment Rate	5.7%	1.1%	3.8%	17.6%
Quality	Customer Satisfaction	83.1%	58.6%	85.2%	98.9%
	Net First Contact Resolution Rate	73.8%	52.6%	74.0%	93.8%
	Call Quality	87.0%	51.5%	90.5%	99.3%
Agent	Annual Agent Turnover	37.2%	4.8%	35.2%	87.0%
	Daily Agent Absenteeism	9.2%	1.2%	8.6%	18.8%
	Agent Occupancy	69.5%	45.6%	71.1%	86.3%
	Agent Schedule Adherence	85.5%	71.3%	86.5%	94.9%
	New Agent Training Hours	171	49	159	358
	Annual Agent Training Hours	28	0	18	136
	Agent Tenure (months)	40.0	12.6	33.1	98.7
	Agent Job Satisfaction	72.8%	57.4%	73.4%	96.3%
Contact Handling	Inbound Contact Handle Time (all contacts) (minutes)	8.83	5.21	8.62	16.99
	Outbound Contact Handle Time	3.85	0.00	3.82	11.27
	Inbound Contacts as a % of Total Contacts	62.3%	26.4%	60.9%	100.0%
	Outbound Contacts as a % of Total Contacts	37.6%	0.0%	39.0%	73.5%
	User Self-Service Completion Rate	9.6%	0.0%	5.8%	41.4%

# North American Performance Quartiles

**Best Performers**

**Worst Performers**

1<sup>st</sup> Quartile

2<sup>nd</sup> Quartile

3<sup>rd</sup> Quartile

4<sup>th</sup> Quartile

Cost per Inbound  
Contact



# Service Desk Performance Targets

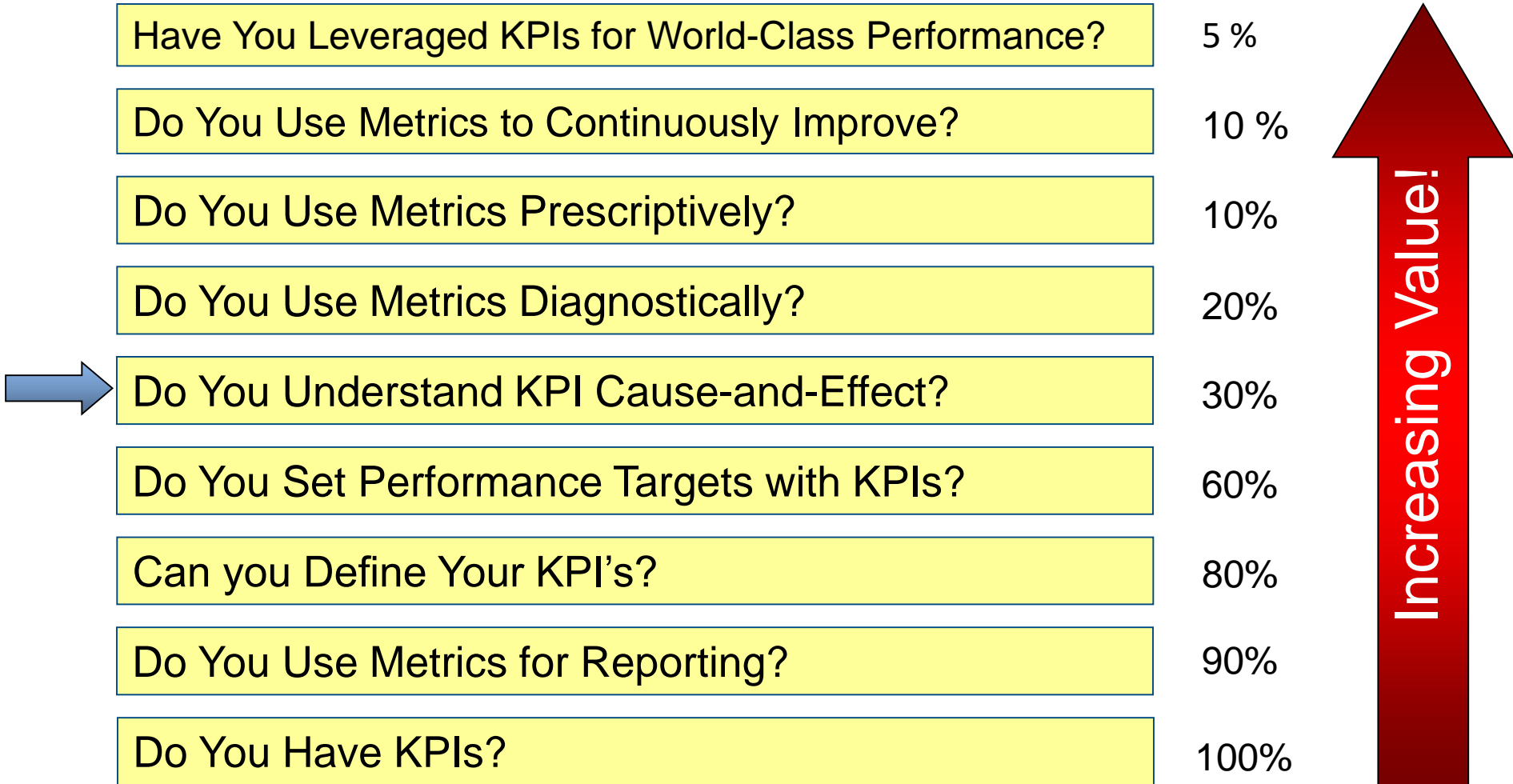
Performance Metric	Your Performance	Target Performance
Cost per Ticket	\$27.18	<b>\$22.00</b>
Customer Satisfaction	83.1%	<b>92.0%</b>
Agent Utilization	42.7%	<b>52.0%</b>
Net First Contact Resolution Rate	73.8%	<b>85.0%</b>
Agent Job Satisfaction	66.3%	<b>80.0%</b>
Average Speed of Answer (seconds)	88	<b>45</b>
<b>Service Desk Balanced Score</b>	44.9%	<b>81.2%</b>

# Individual Performance Targets

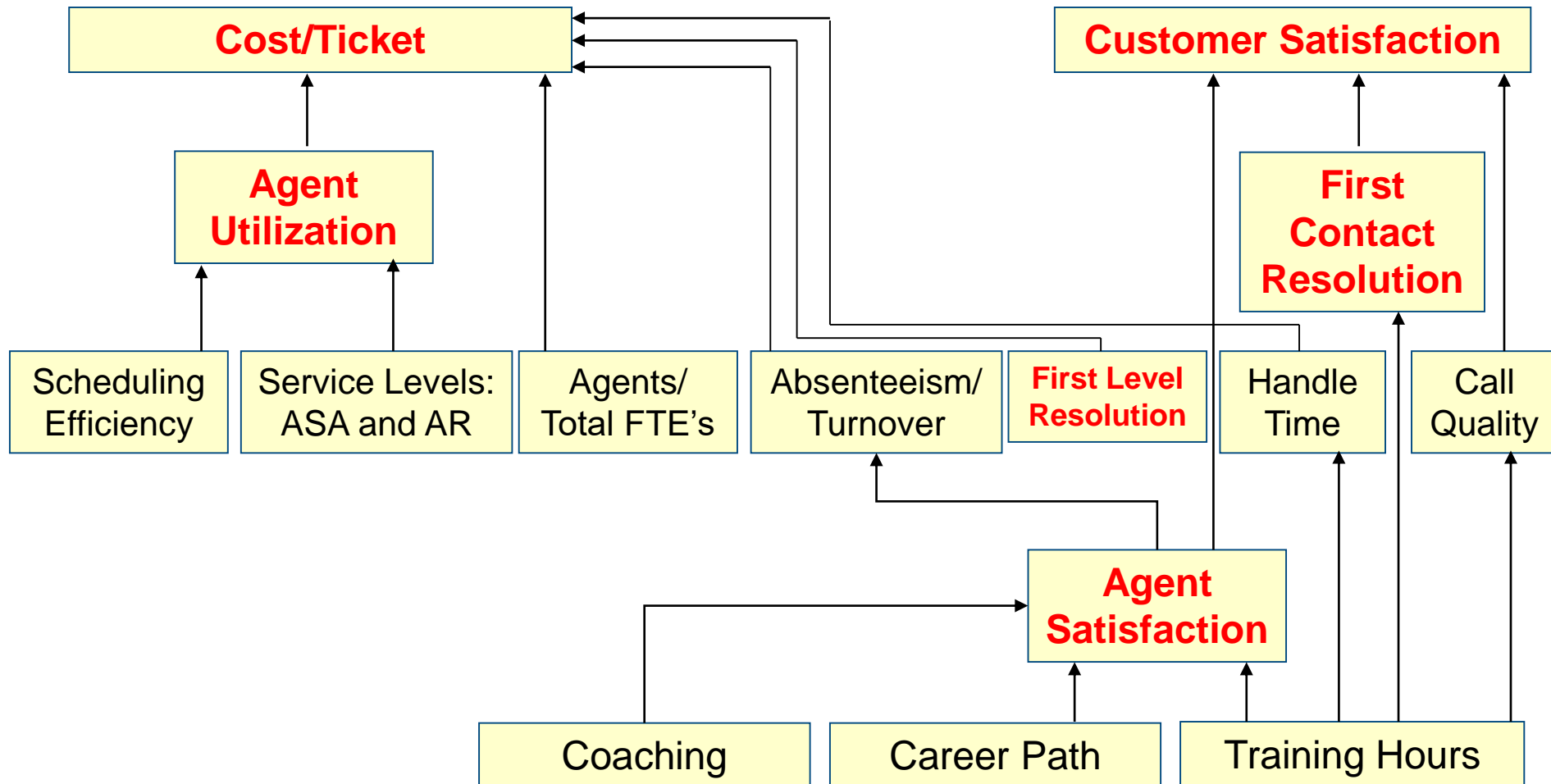
Performance Metric	Agent Performance	Target Performance
Tickets Handled per Month	413	<b>450</b>
Customer Satisfaction by Agent	91.9%	<b>94.0%</b>
First Contact Resolution by Agent	77.7%	<b>85.0%</b>
Monthly Contributions to Kbase	0	<b>5</b>
Leadership	1	<b>4</b>
Initiative	3	<b>4</b>
<b>Agent Balanced Score</b>	46.4%	<b>69.8%</b>



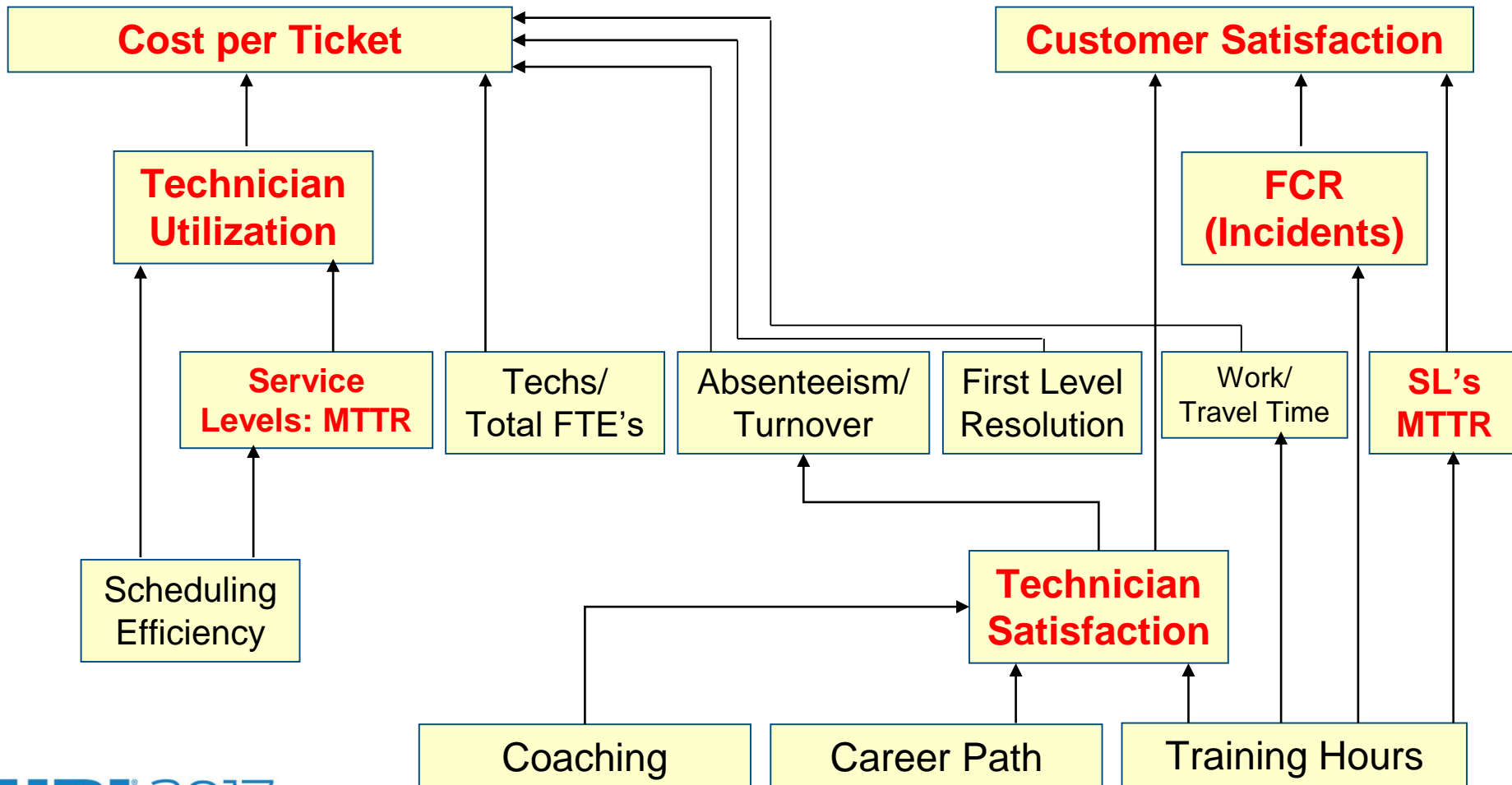
# Turbocharge Your Metrics with Benchmarking!



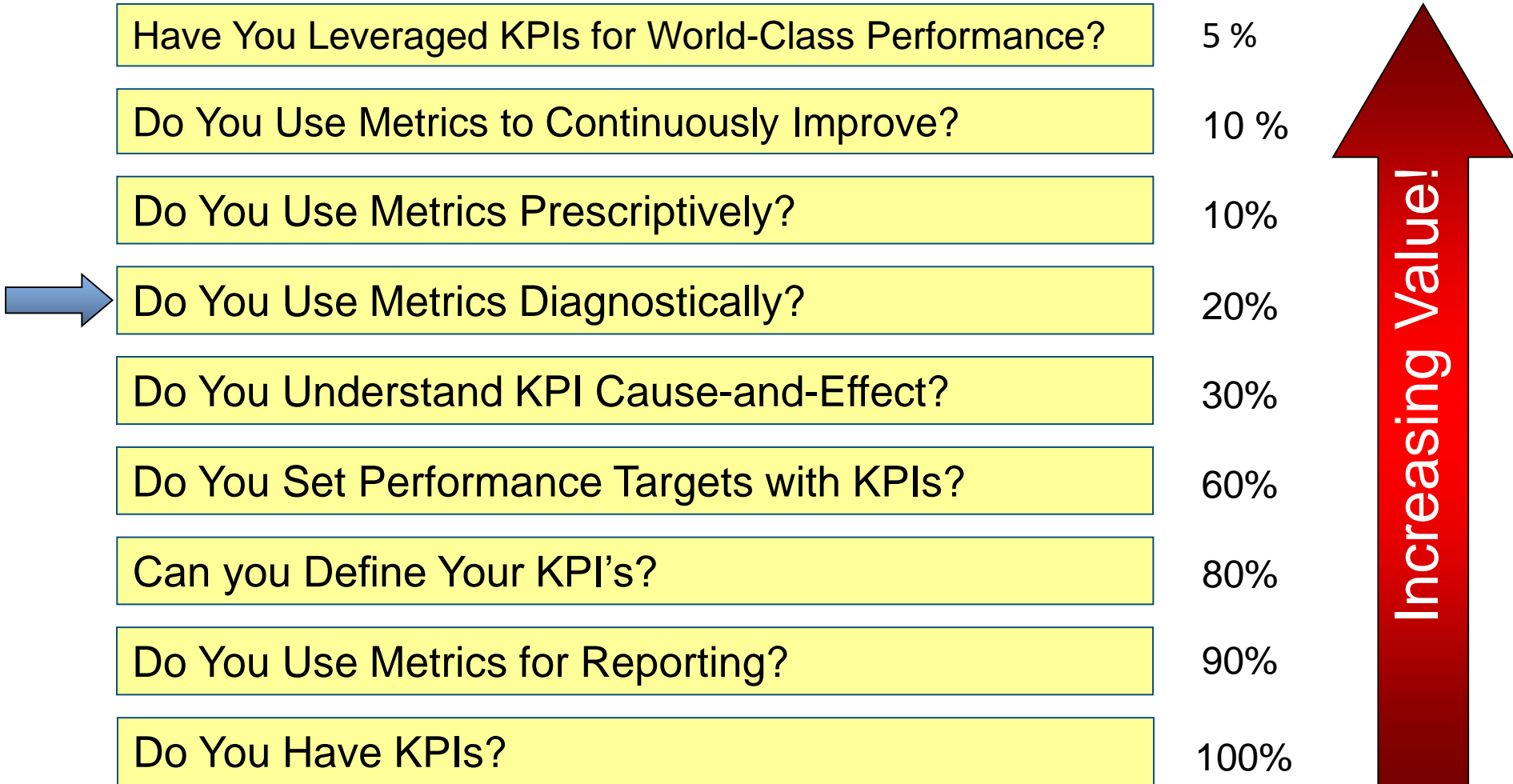
# Important Service Desk KPI Correlations



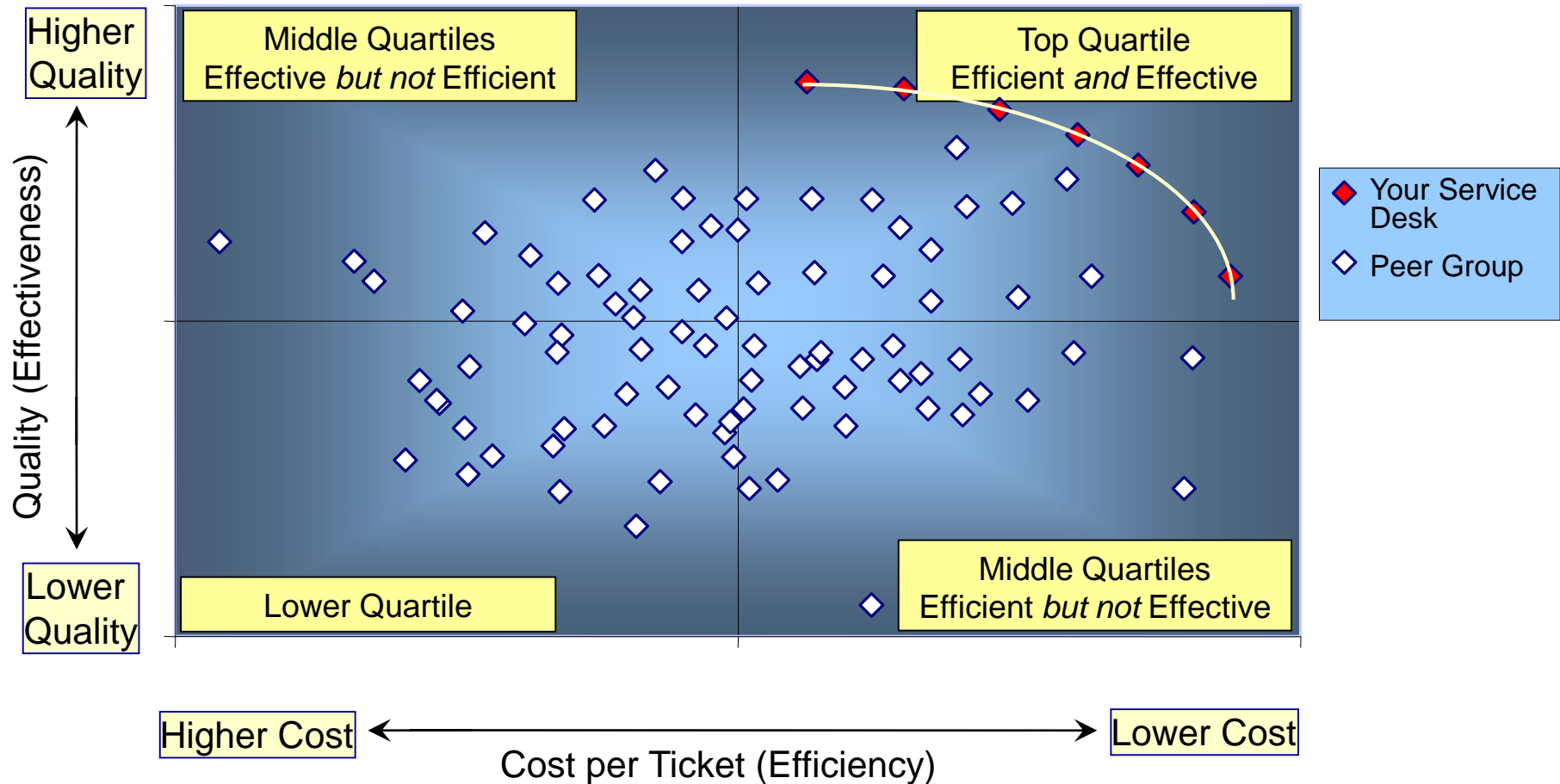
# Important Desktop Support KPI Correlations



# Turbocharge Your Metrics with Benchmarking!



# The Foundation Metrics: Cost and Quality



# The Service Desk Balanced Scorecard

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Cost per Ticket	25.0%	\$46.23	\$12.55	\$37.10	27.1%	6.8%
Customer Satisfaction	25.0%	56.2%	98.4%	98.4%	100.0%	25.0%
First Contact Resolution Rate	15.0%	43.8%	91.7%	67.2%	48.9%	7.3%
Agent Utilization	15.0%	25.4%	63.9%	25.4%	0.0%	0.0%
Agent Job Satisfaction	10.0%	57.0%	89.3%	78.9%	67.8%	6.8%
Average Speed of Answer (ASA) (seconds)	10.0%	327	18	28	96.8%	9.7%
<b>Total</b>	<b>100.0%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>55.6%</b>

**Step 1**  
Six critical performance metrics have been selected for the scorecard

**Step 2**  
Each metric has been weighted according to its relative importance

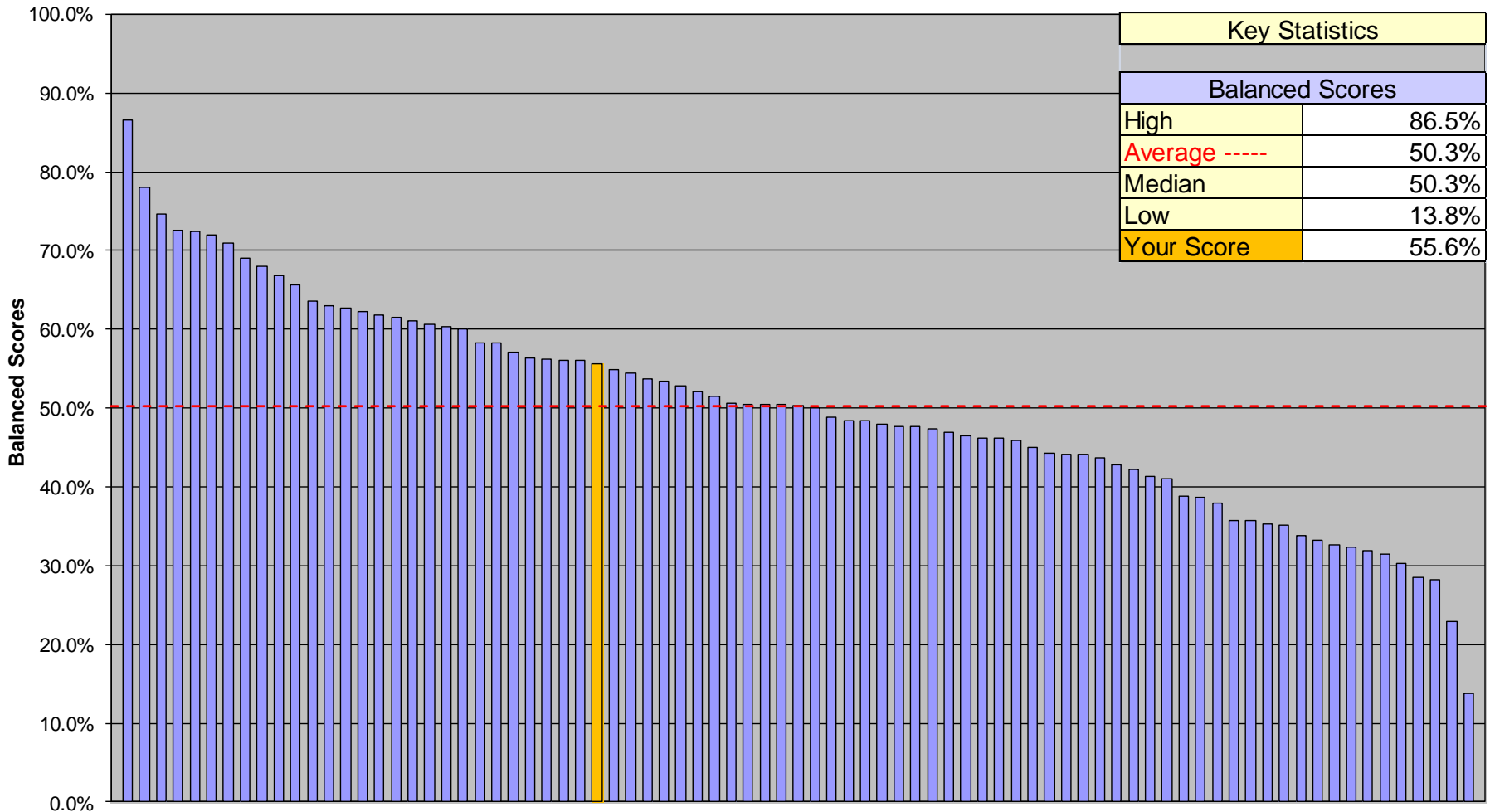
**Step 3**  
For each performance metric, the highest and lowest performance levels in the benchmark are recorded

**Step 4**  
Your actual performance for each metric is recorded in this column

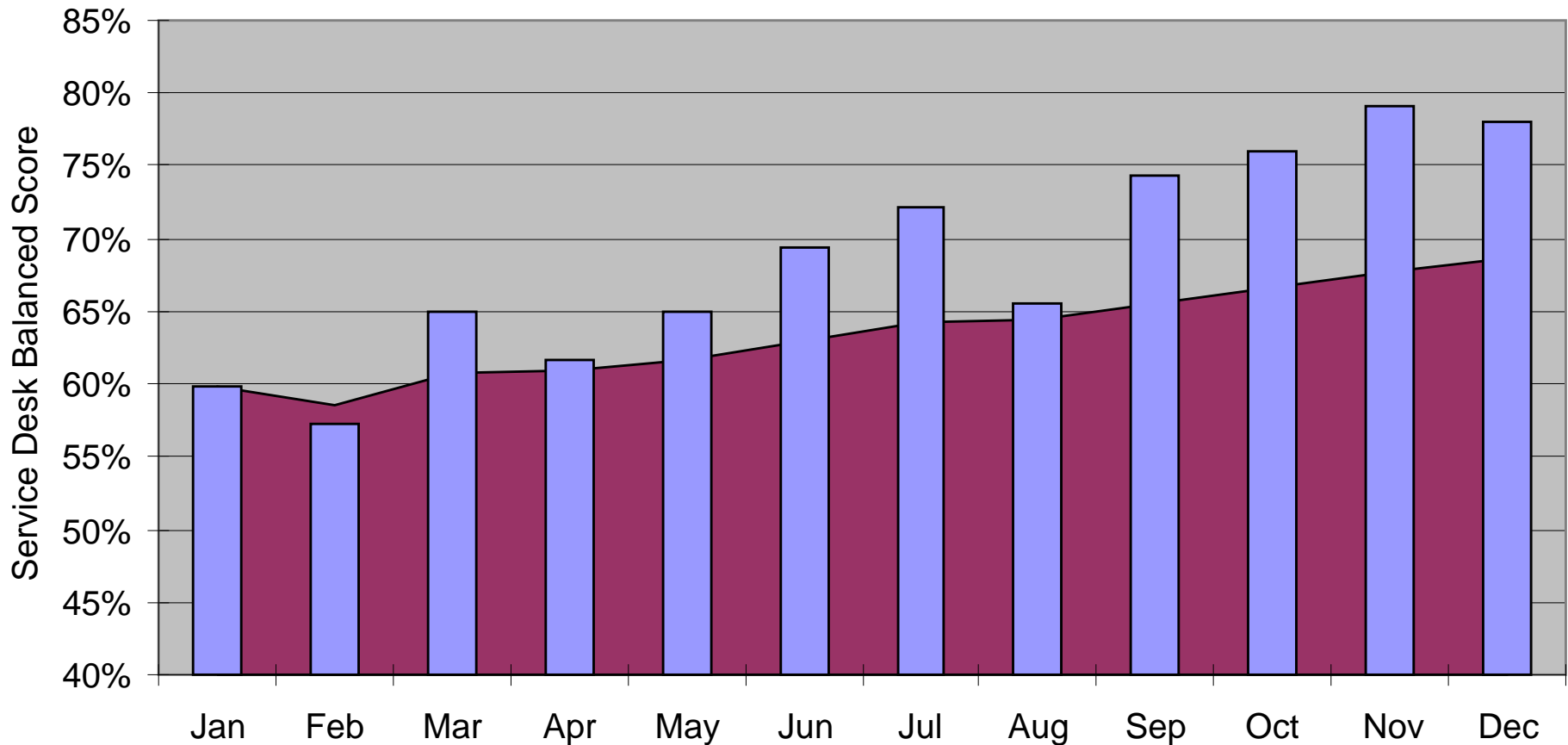
**Step 5**  
Your score for each metric is then calculated:  
 $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

**Step 6**  
Your balanced score for each metric is calculated: metric score X weighting

# Benchmarking Your Overall Performance

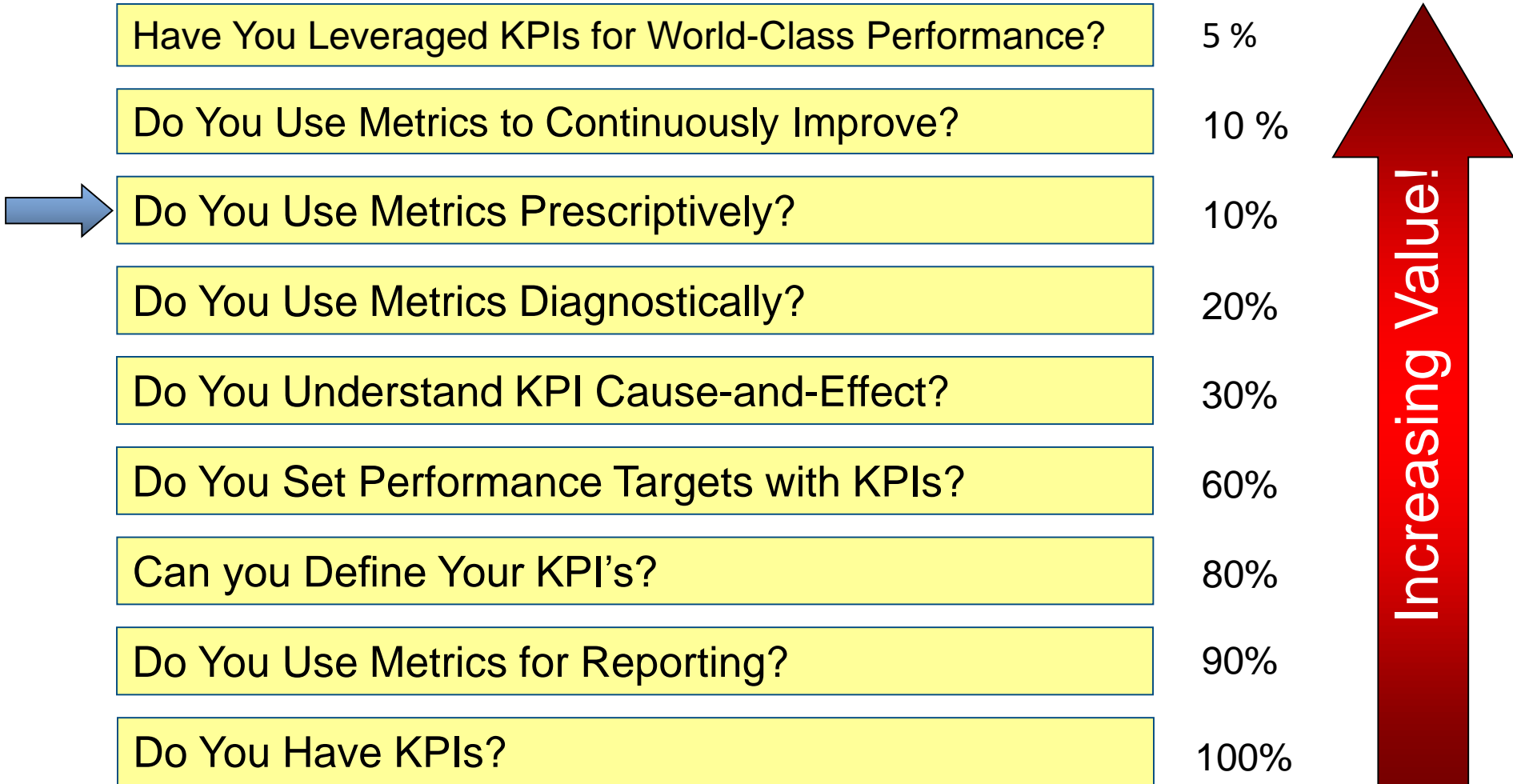


# The Service Desk Performance Trend





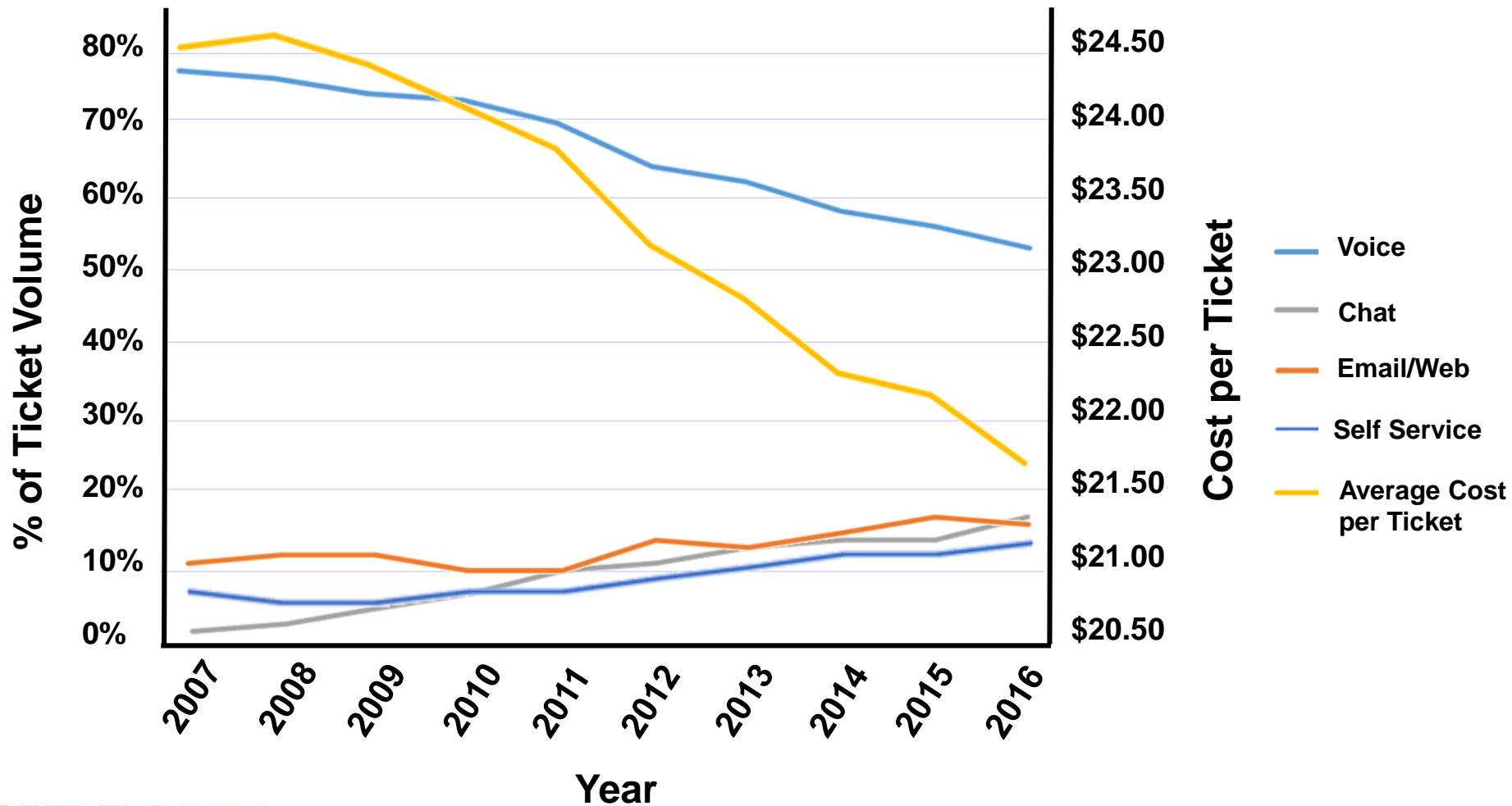
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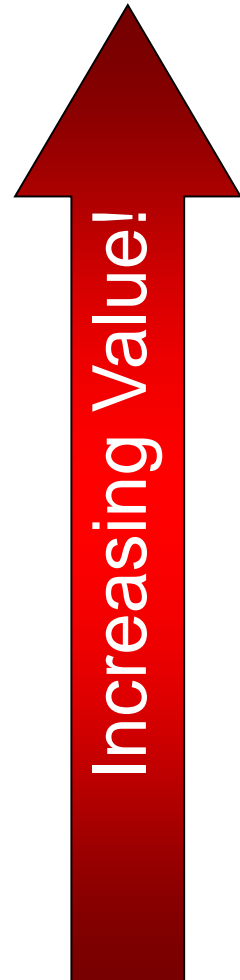
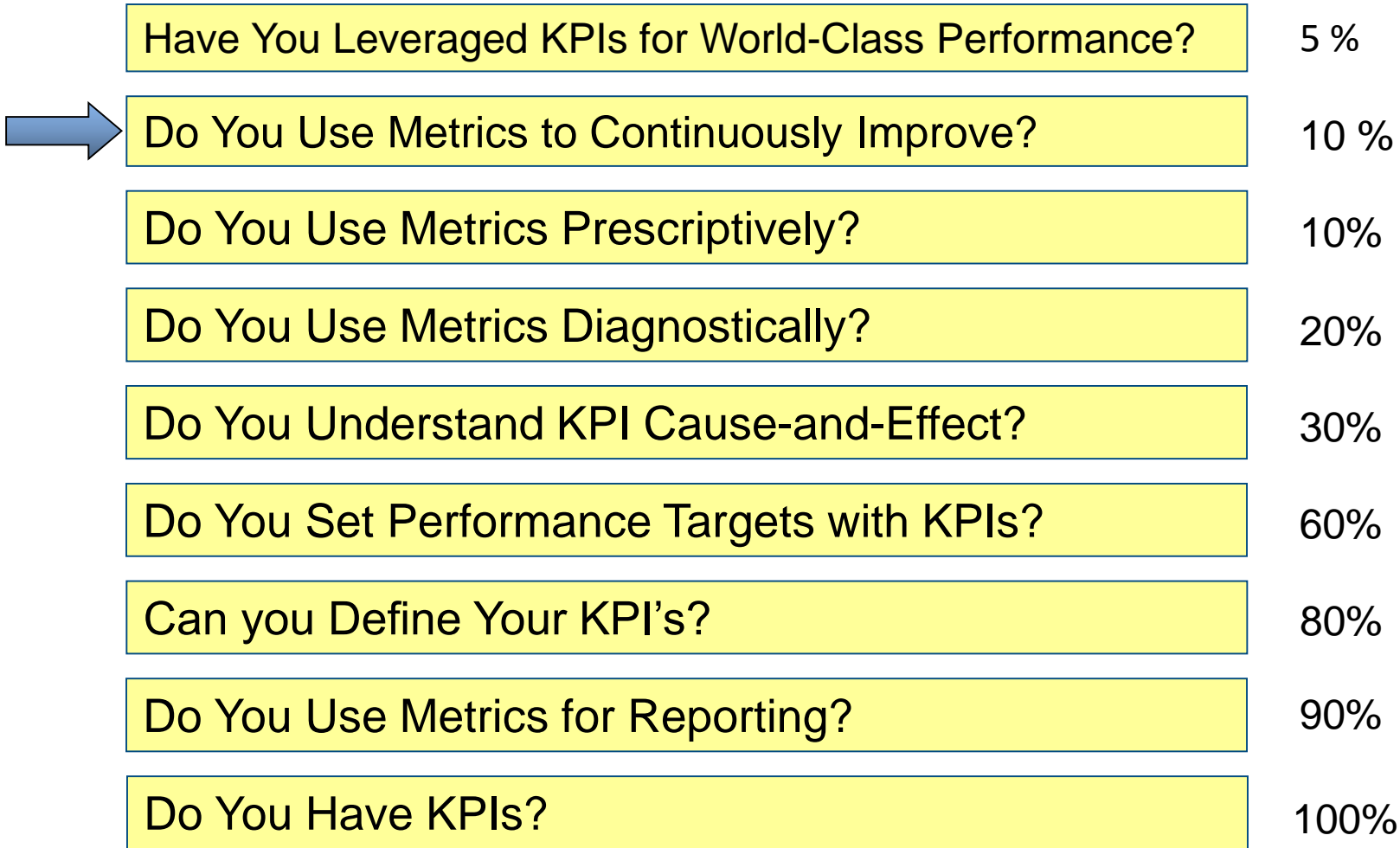
# Shift Left Reduces Total Cost of Ownership



# Contact Deflection into Lower Cost Channels



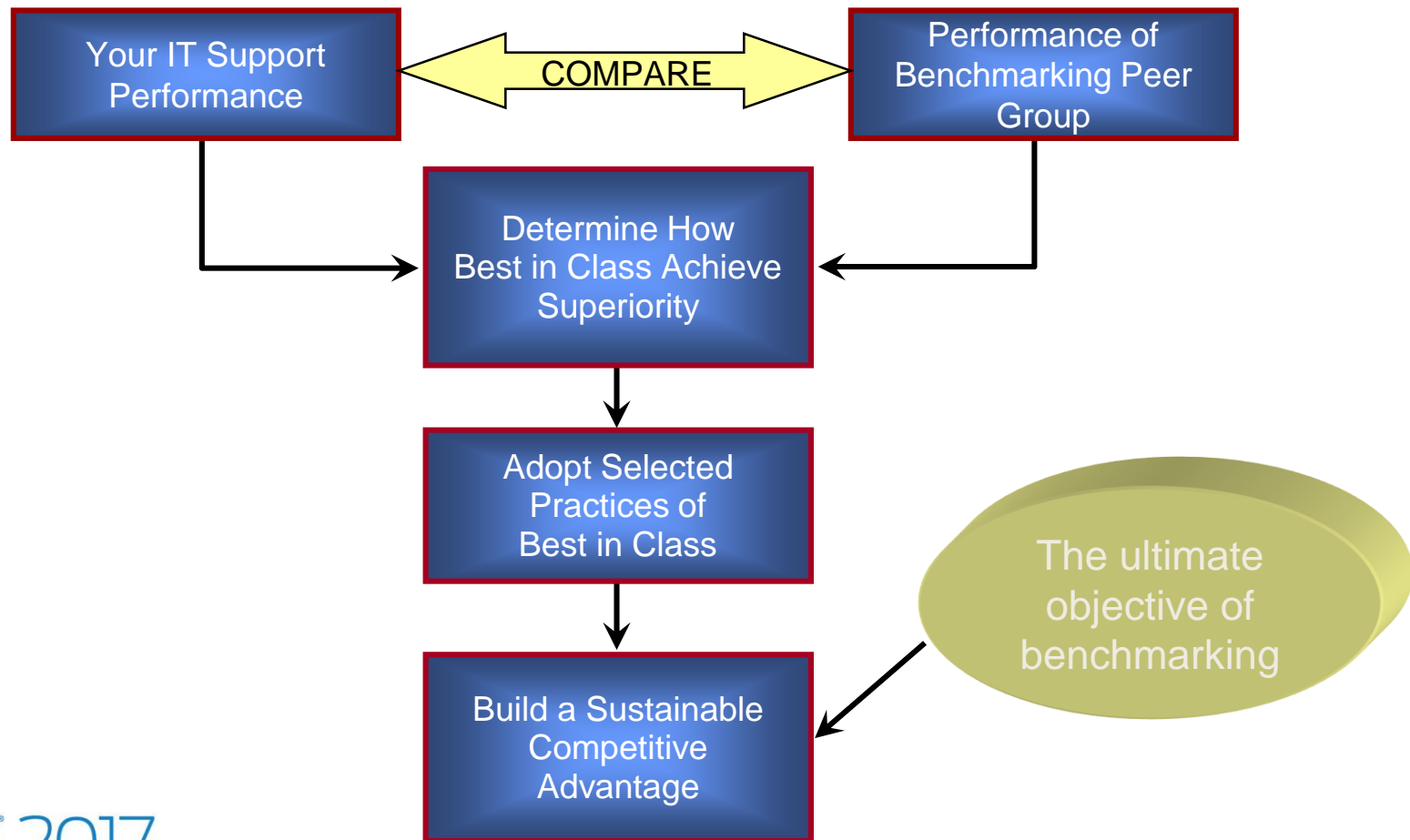
# Turbocharge Your Metrics with Benchmarking!



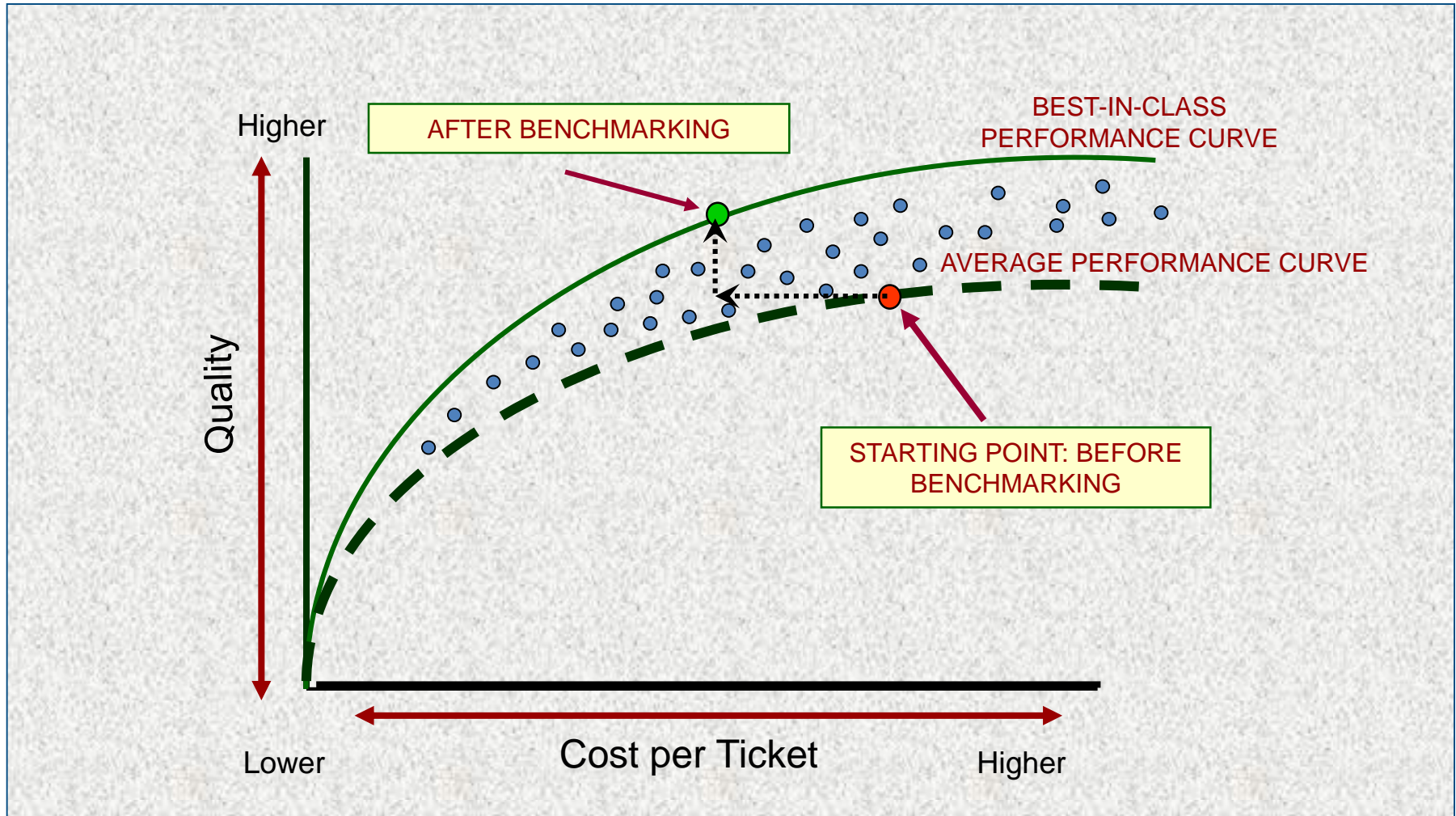
**There is a 1:1 Correspondence  
Between Benchmarking and  
World-Class Performance.**

***Yet fewer than 20% of all IT support  
groups engage in benchmarking!***

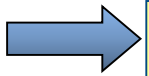
# The Benchmarking Methodology



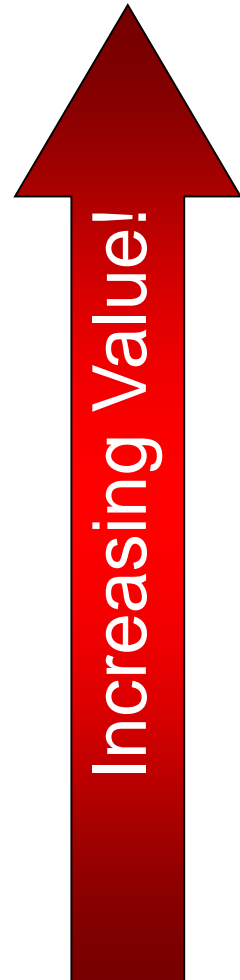
# The Goal of Benchmarking



# Turbocharge Your Metrics with Benchmarking!



Have You Leveraged KPIs for World-Class Performance?	5 %
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Do You Have KPIs?	100%



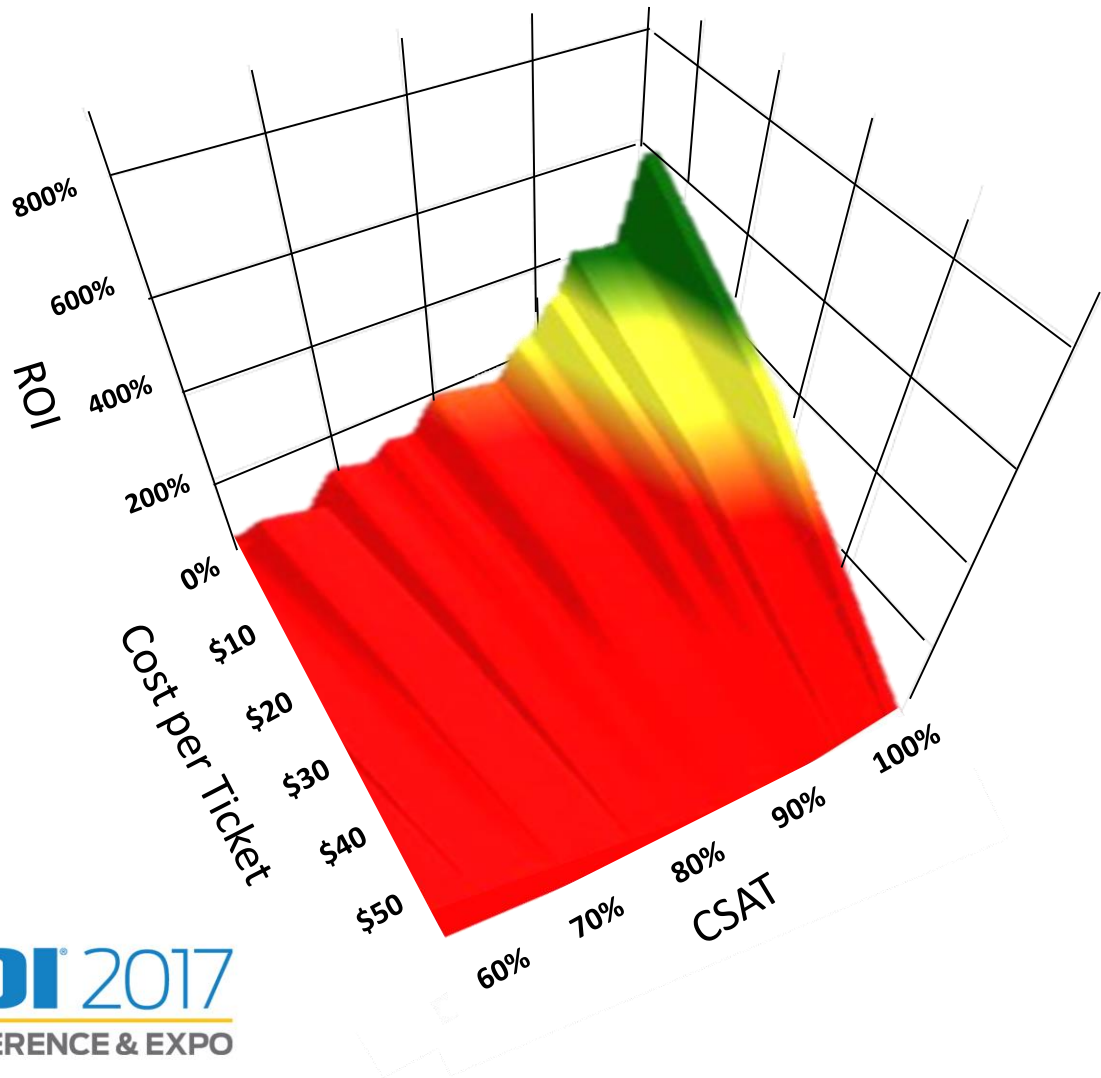


# World-Class Support Defined

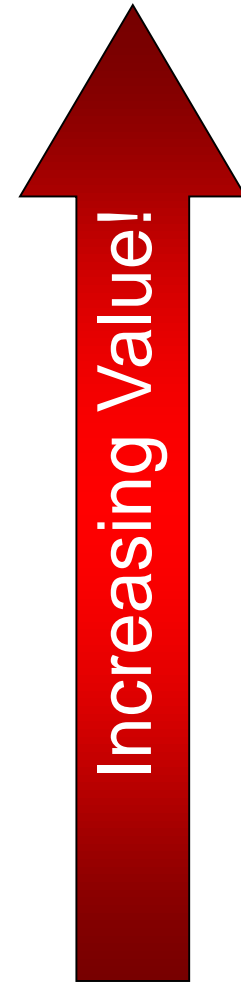
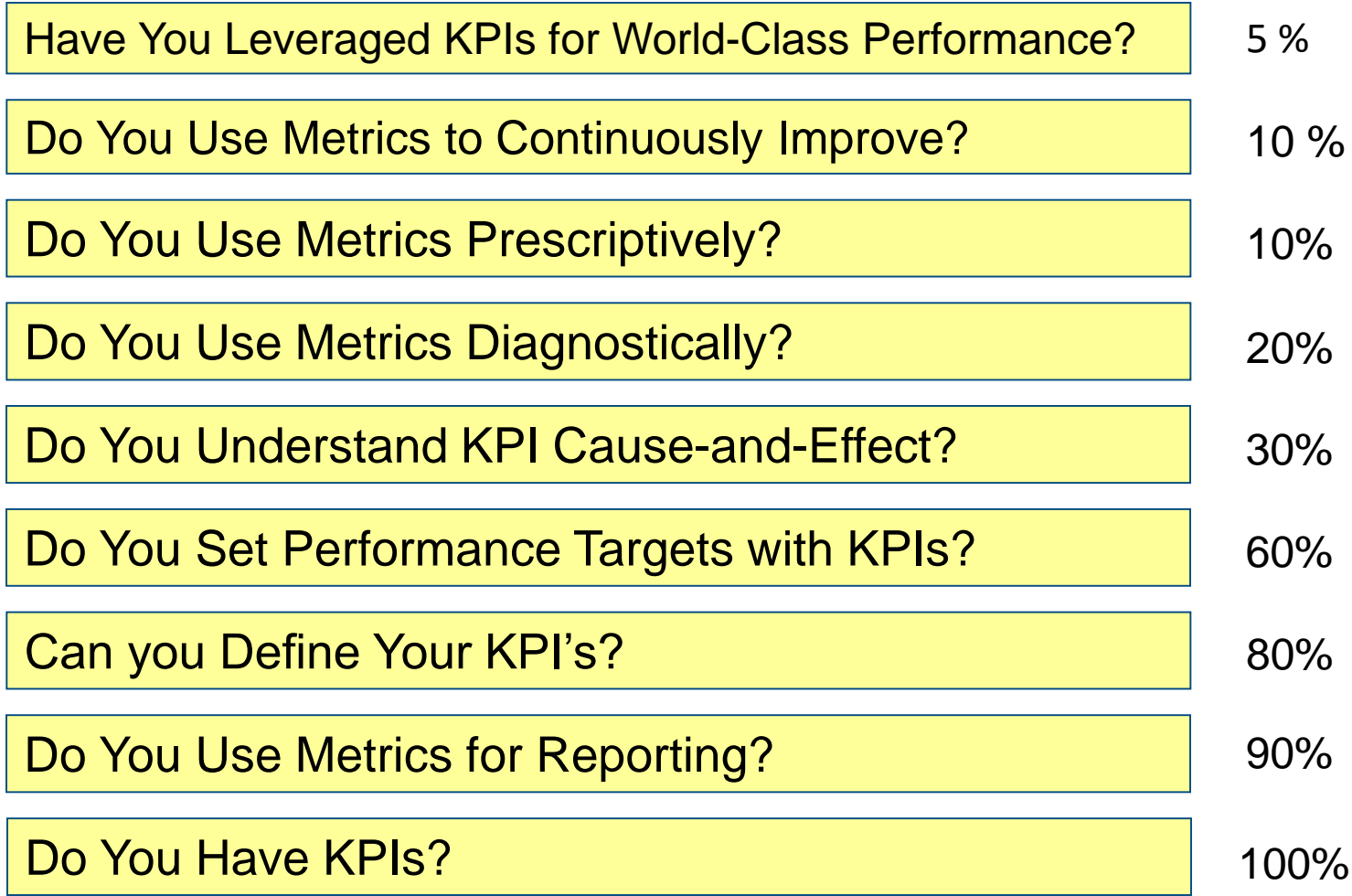


- Service consistently exceeds customer expectations
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  - Top Quartile Customer Satisfaction
- Costs are managed at or below industry average levels
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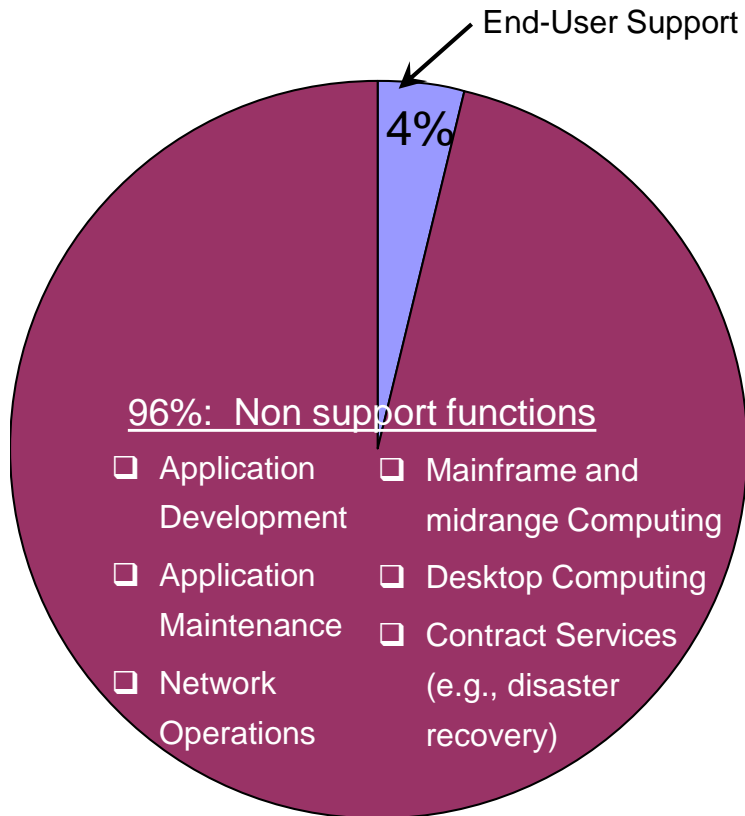
# Characteristics of an Optimized Support Organization



# The Opportunity For Service and Support KPIs



# The Paradox of IT Support



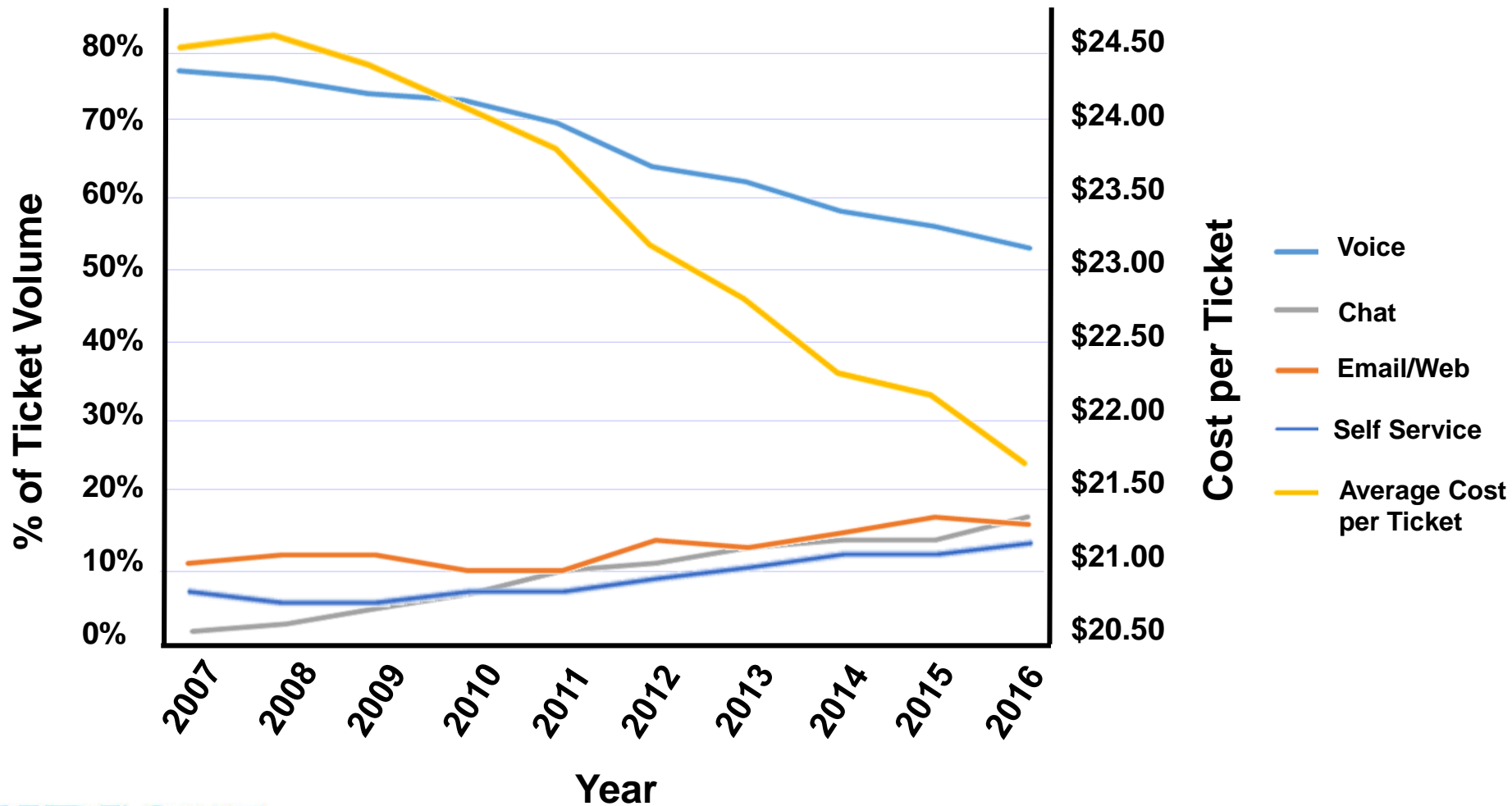
Corporate IT Spending Breakdown

- Less than 5% of all IT spending is allocated to end-user support
  - Service desk, desktop support, field support
- This leads many to erroneously assume that there is little upside opportunity in IT support
- The result is that most support organizations are managed with the goal of minimizing costs
- But the most effective support strategies focus on maximizing value

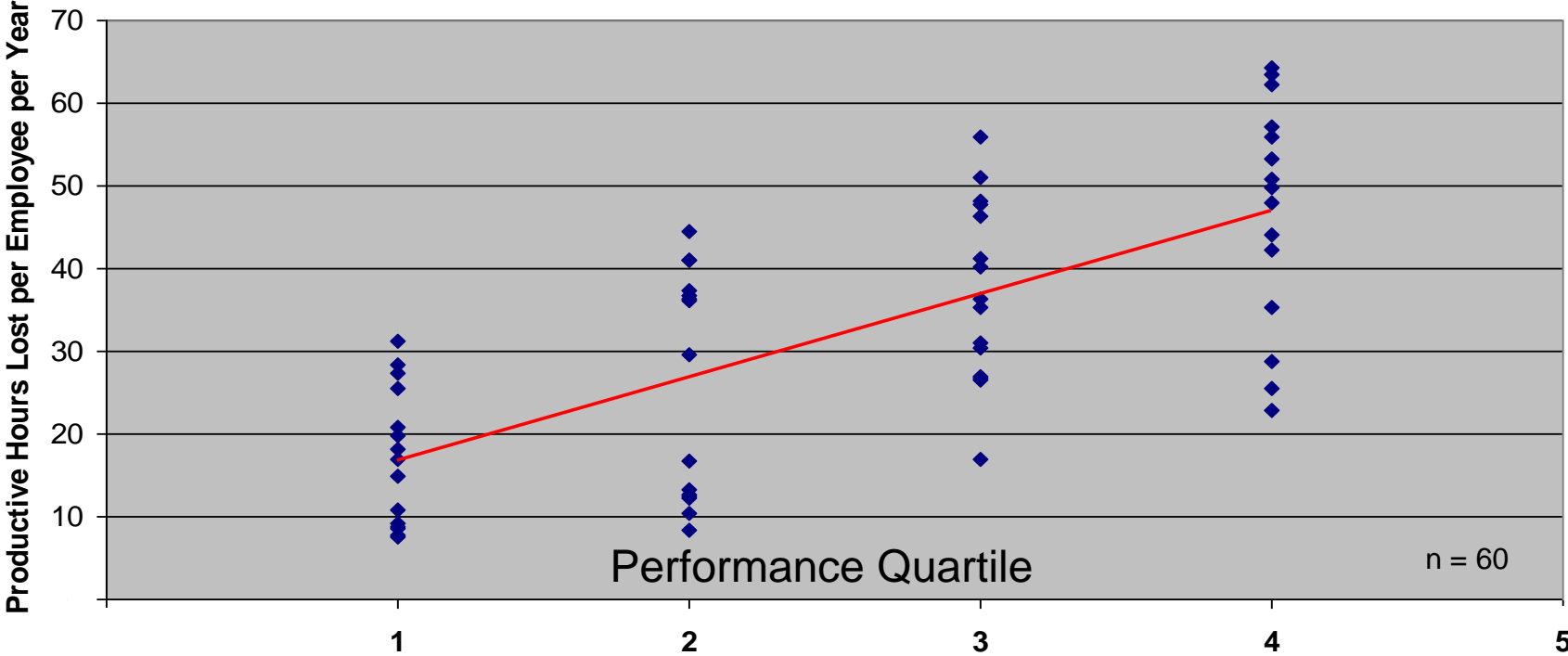
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# Contact Deflection into Lower Cost Channels

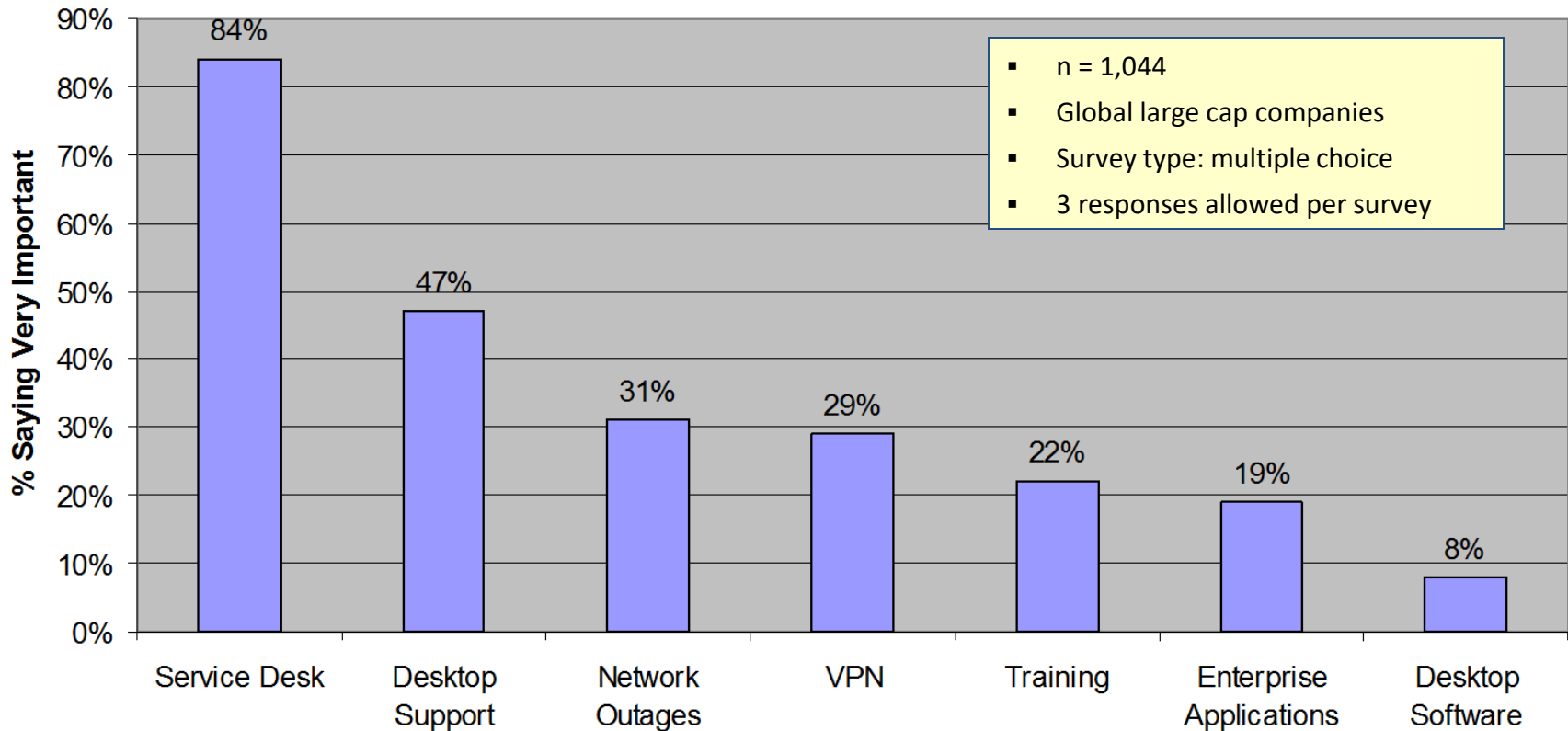


# Quality of Support Drives Productivity



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

# Service and Support Drives Customer Satisfaction for *All* of IT



- n = 1,044
- Global large cap companies
- Survey type: multiple choice
- 3 responses allowed per survey

**Factors Contributing to IT Customer Satisfaction**

- 84% cited the service desk as a very important factor in their overall satisfaction with corporate IT
- 47% cited desktop support as a very important factor in their overall satisfaction with corporate IT



# HDI<sup>®</sup> 2017

CONFERENCE & EXPO

QUESTIONS?

CONNECTING  
THE  
WORLD  
OF TECHNICAL  
SUPPORT

#HDIConf

# Thank you for attending this session.

Please complete the short evaluation for this session on your mobile device. It is available in your email or through the conference app.

Read the Whitepaper in HDI's Support World

[http://www.thinkhdi.com/library/supportworld/2017/  
turbocharge-your-metrics-with-benchmarking.aspx](http://www.thinkhdi.com/library/supportworld/2017/turbocharge-your-metrics-with-benchmarking.aspx)

# HDI® 2017

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THANK YOU!

CONNECTING  
THE  
WORLD  
OF TECHNICAL  
SUPPORT

#HDIConf

# HDI® 2017

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QUESTIONS?

CONNECTING  
THE  
WORLD  
OF TECHNICAL  
SUPPORT

# Your Speaker: Jeff Rumburg



- Co Founder and Managing Partner, MetricNet, LLC
- Winner of the 2014 Ron Muns Lifetime Achievement Award
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the Service Desk Benchmarking Consortium
- Author of *A Hands-On Guide to Competitive Benchmarking*
- Harvard MBA, Stanford MS

# Contact MetricNet



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703.992.8160



[info@metricnet.com](mailto:info@metricnet.com)

# Connect With MetricNet



Use @MetricNet on Twitter to participate.



Share thoughts, key points, questions or just follow along!