



# Service Desk Best Practices

*The Road to World-Class Performance!*

MetricNet Best Practices Series



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



Orange County

# Download Today's Presentation

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



# 27 Years of IT Service and Support Benchmarking Data



Global Database

More than 3,000 IT Service and Support Benchmarks

70+ Key Performance Indicators

More than 120 Industry Best Practices

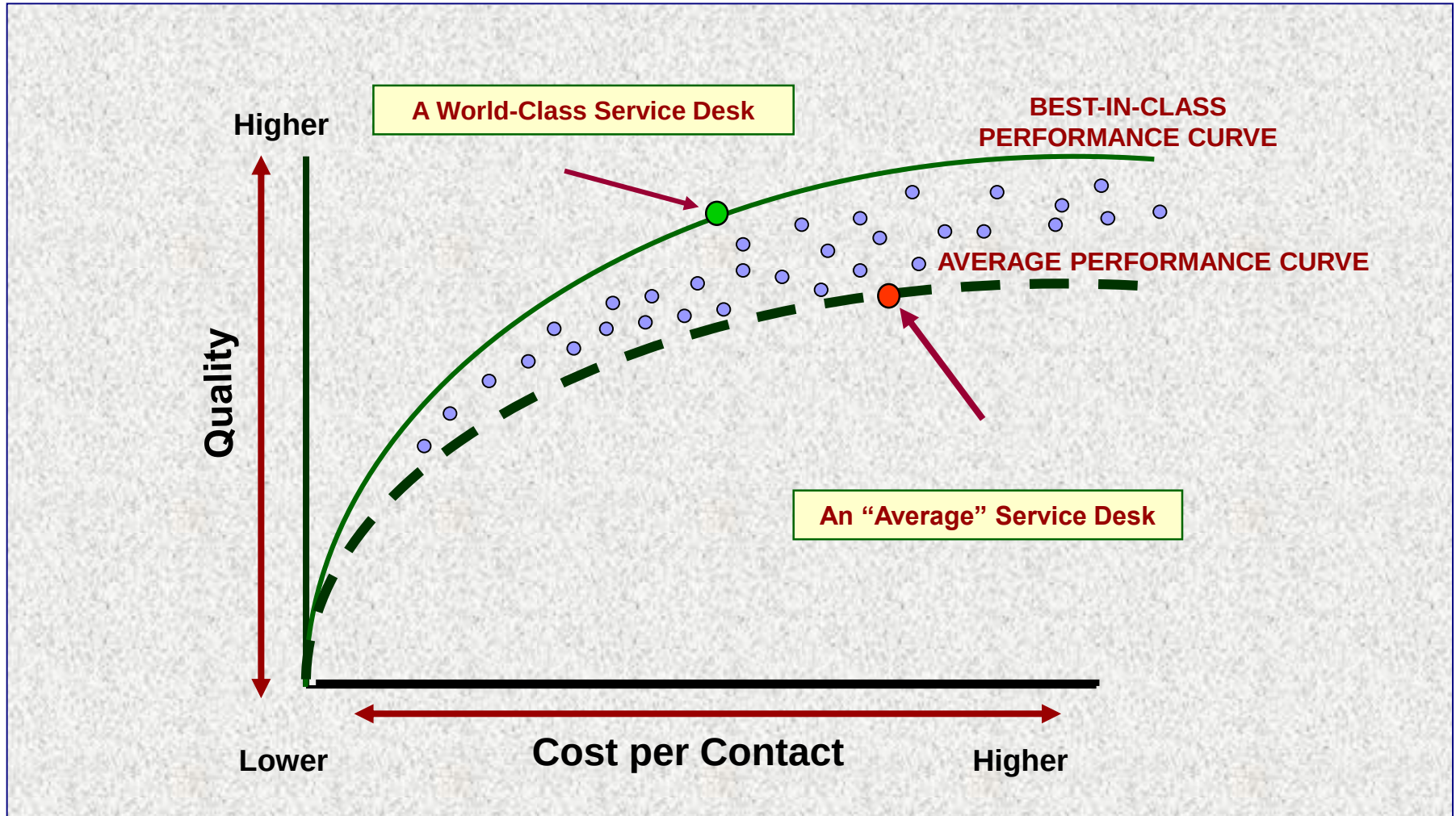


# Characteristics of a World-Class Service Desk

- Service desk consistently exceeds customer expectations
  - Result is high levels of customer satisfaction
  - Call quality is consistently high
- Costs are managed at or below industry average levels
  - Cost per contact below average
  - Minimizes Total Cost of Ownership (TCO)
- Service desk follows industry best practices
  - Industry best practices are defined and documented
  - Service desk follows industry best practices
- Every transaction adds value
  - A positive customer experience
  - Drives a positive view of IT overall



# The World-Class Service Desk Defined





# A Model for Service Desk Best Practices: *Strategy, Metrics, Human Resources, Marketing!*



Orange County



MetricNet™  
Performance Benchmarking



# A Model for Service Desk Best Practices



| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |



# The Strategic Service Desk



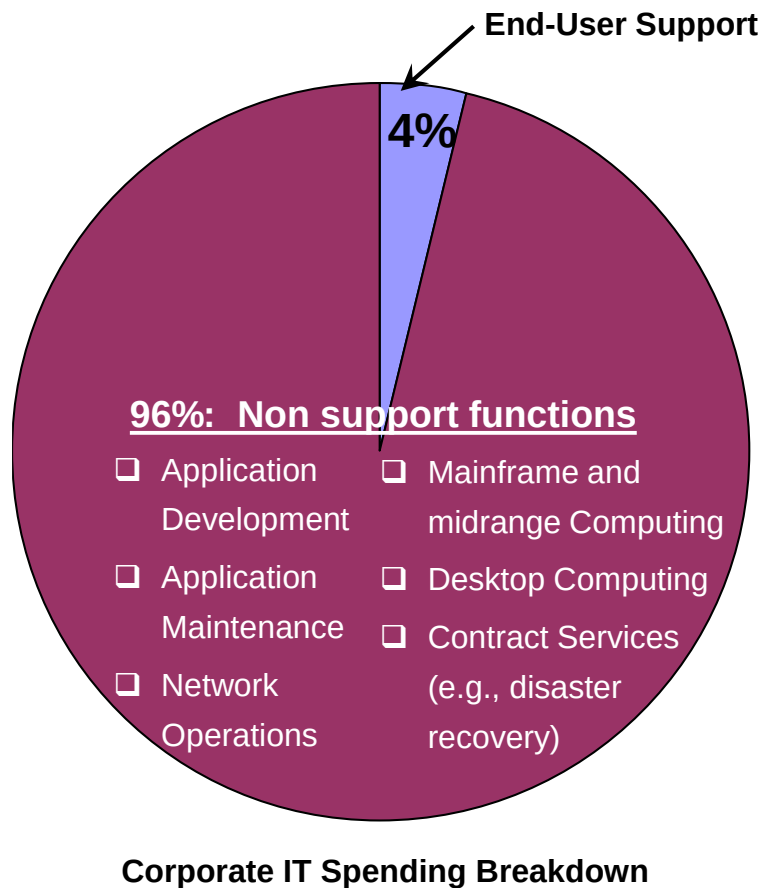
| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |







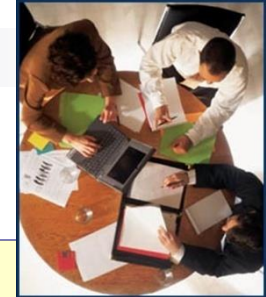
# The Paradox of IT Support



- ❑ 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

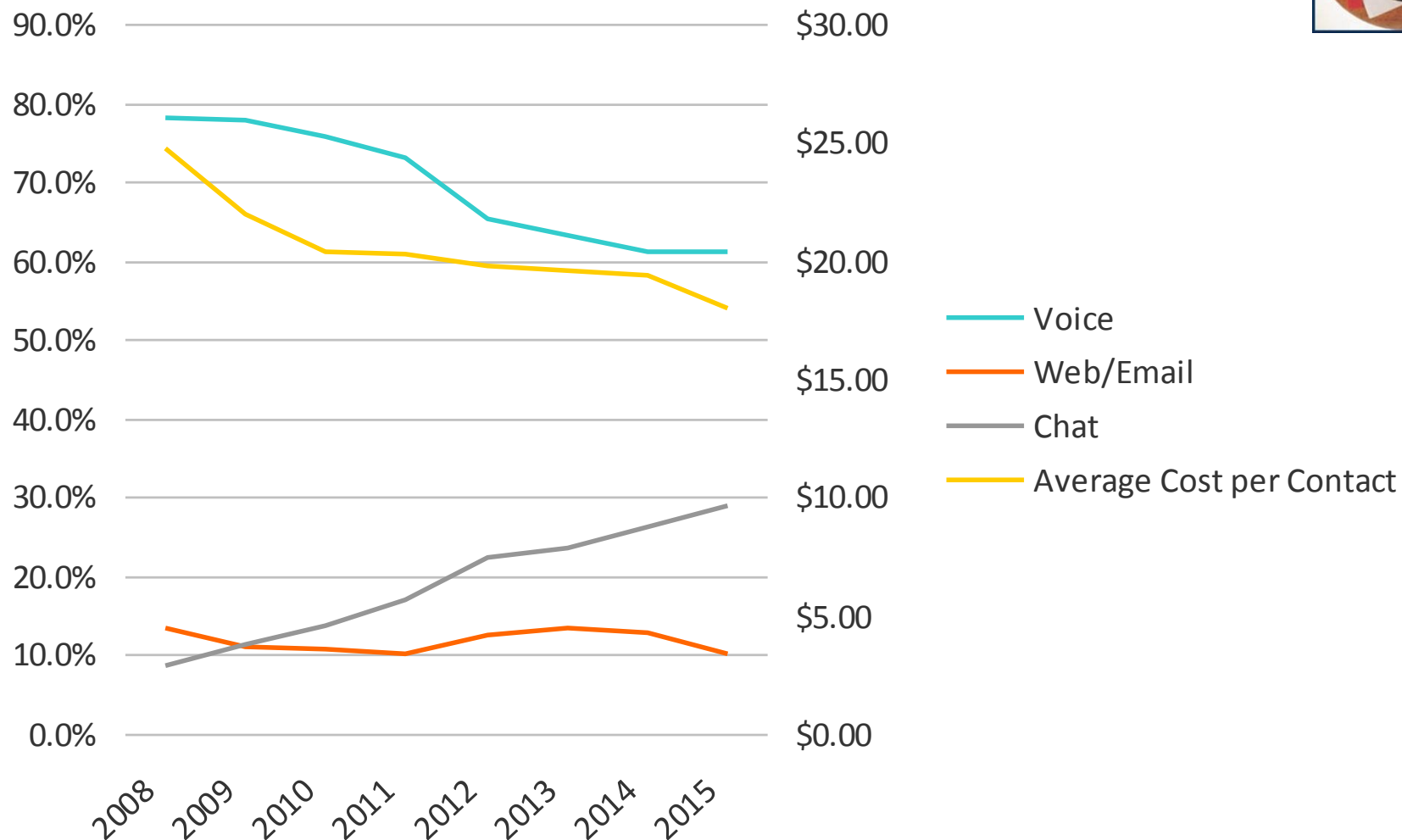


# Support Has an Opportunity to Minimize TCO

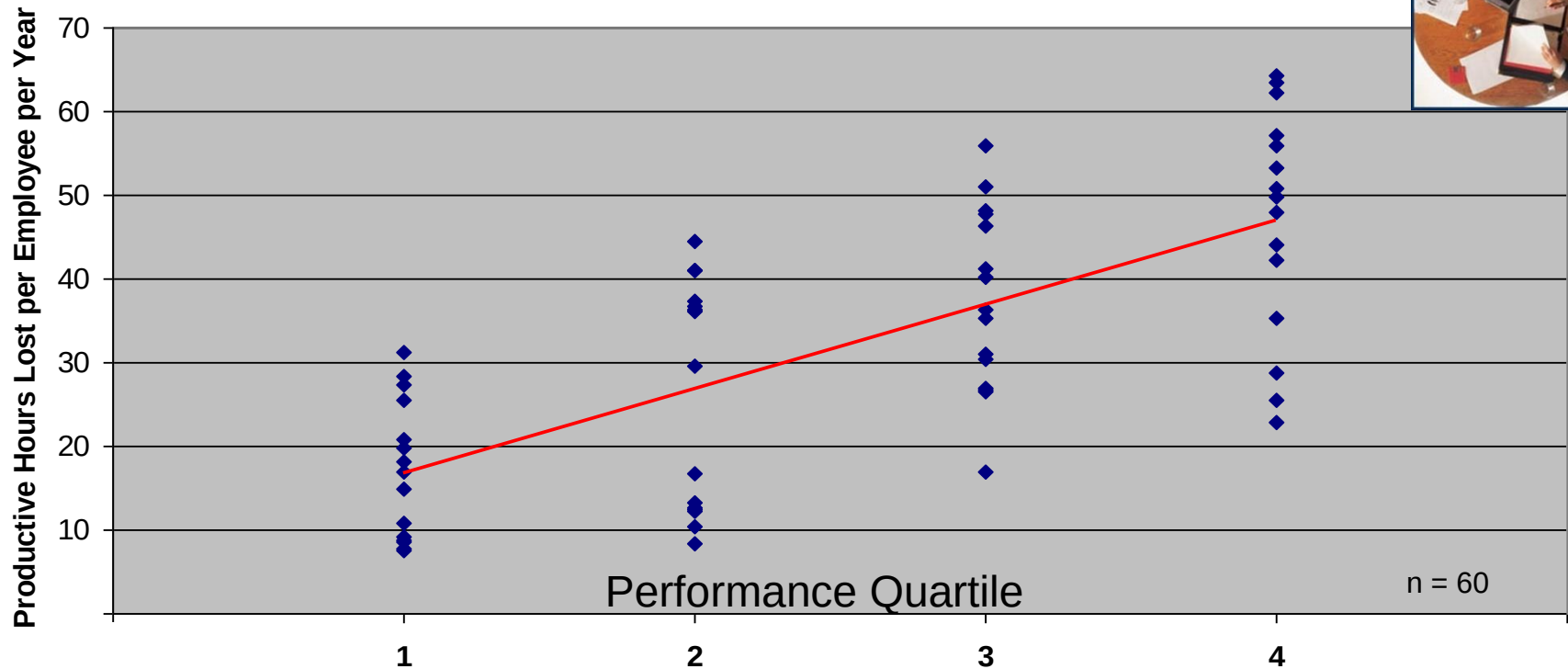




# Contact Deflection into Lower Cost Channels



# Quality of Support Drives End-User 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       |



# Performance Measurement and Management



| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |





## Some Common Service Desk KPI's

### Cost

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

### Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

### Productivity

- Contacts 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
- Agent Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

### Service Level

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

### Call Handling

- Contact Handle Time
- % Escalated Level 1 Resolvable
- User Self-Service Completion Rate

**And there are hundreds more!!**







## The Premise Behind Service Desk KPI's

We've all heard the expression...

*“If you're not measuring it...  
you're not managing it!”*

But there's more to the story...Lots more!





## The Dilemma with Service Desk KPI's

### Lots and Lots of data

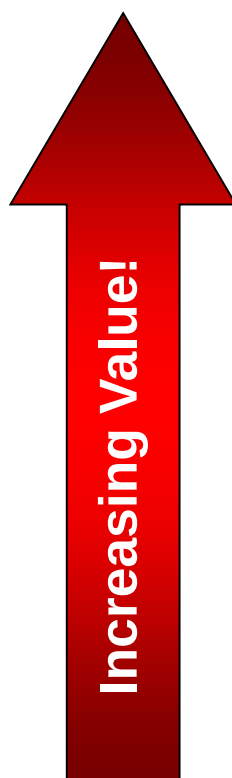
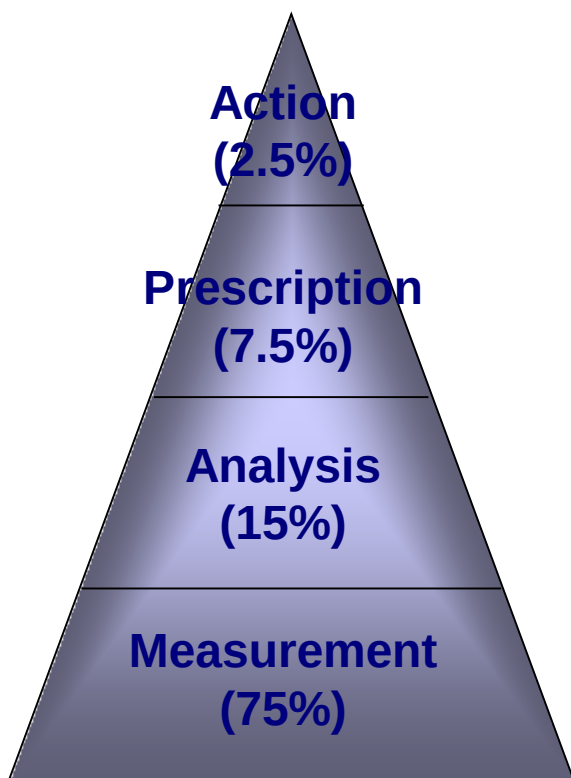
- But not enough analysis...
- Not enough Insight...
- And not enough Action!!



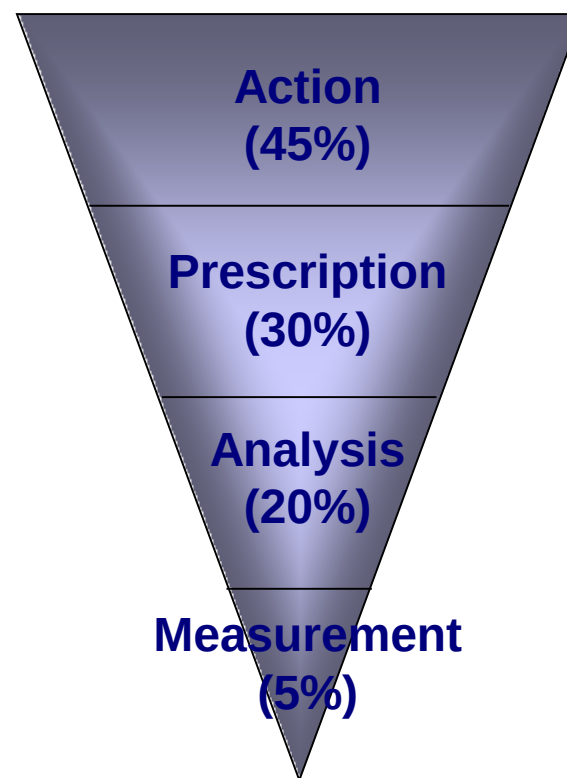


## Two Paradigms for Service Desk KPI's

### The Historical Approach



### The Holistic Approach





## Some Common Service Desk KPI's

### Cost

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

### Quality

- Customer Satisfaction
- Call Quality
- First Contact Resolution Rate

### Productivity

- Contacts 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
- Agent Schedule Adherence
- Agent Tenure
- Agent Job Satisfaction

### Service Level

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

### Call Handling

- Contact Handle Time
- % Escalated Level 1 Resolvable
- User Self-Service Completion Rate

**And there are hundreds more!!**





## KPI's: Which Ones Really Matter?

### Cost

- Cost per Contact

### Quality

- Customer Satisfaction

### Productivity

- Agent Utilization

### Call Handling

- First Contact Resolution Rate

### TCO

- First Level Resolution Rate

### Agent

- Agent Job Satisfaction

### Aggregate

- Balanced scorecard

Read MetricNet's whitepaper on ***Service Desk Performance Metrics***. Go to [www.metricnet.com](http://www.metricnet.com) to get your copy!



# Aggregate Metrics: The Balanced Scorecard

| Performance Metric                | Metric Weighting | Performance Range |            | Your Performance | Metric Score | Balanced Score |
|-----------------------------------|------------------|-------------------|------------|------------------|--------------|----------------|
|                                   |                  | Worst Case        | Best Case  |                  |              |                |
| Cost per Contact                  | 25.0%            | \$55.28           | \$9.15     | \$21.83          | 72.5%        | 18.1%          |
| Customer Satisfaction             | 25.0%            | 63.7%             | 97.5%      | 77.2%            | 39.9%        | 10.0%          |
| Agent Utilization                 | 15.0%            | 30.9%             | 64.4%      | 47.0%            | 48.0%        | 7.2%           |
| Net First Contact Resolution Rate | 15.0%            | 51.8%             | 87.5%      | 70.2%            | 51.4%        | 7.7%           |
| Agent Job Satisfaction            | 10.0%            | 53.5%             | 91.5%      | 73.4%            | 52.4%        | 5.2%           |
| Average Speed of Answer           | 10.0%            | 192               | 13         | 60               | 73.5%        | 7.3%           |
| <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:  

$$(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$$

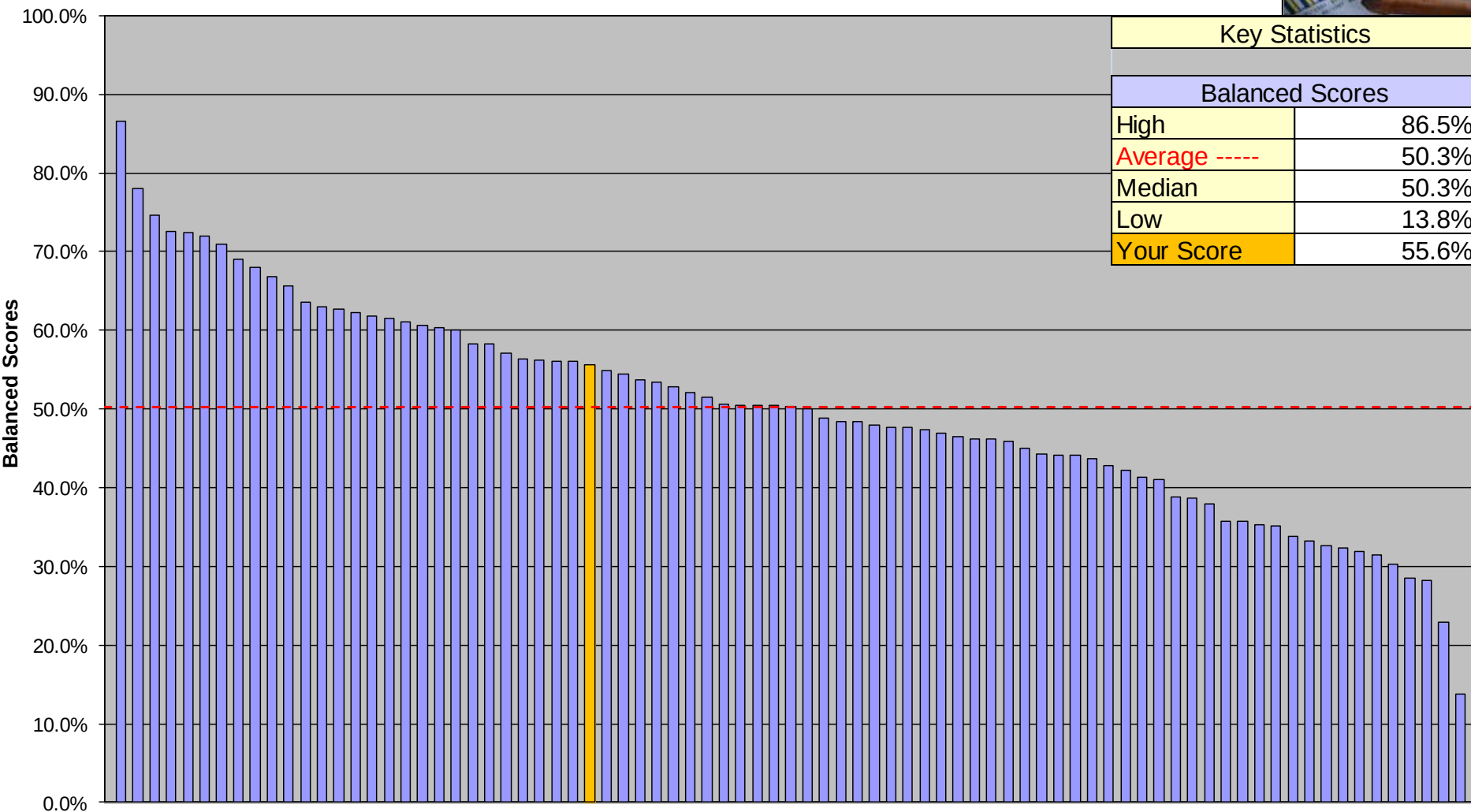
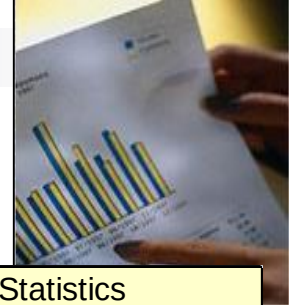
## Step 6

Your balanced score for each metric is calculated: metric score X weighting



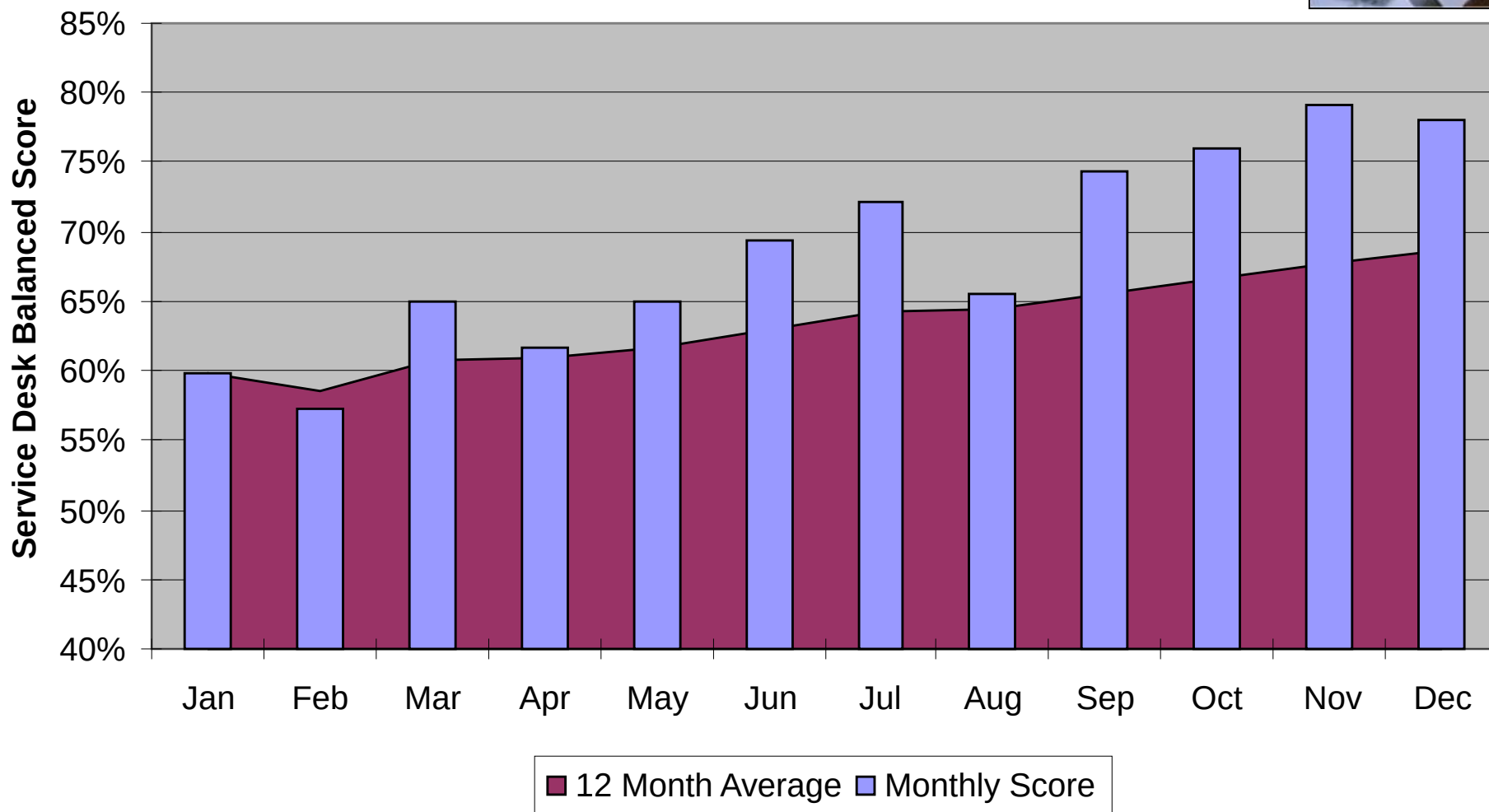


# Balanced Scorecard Benchmark





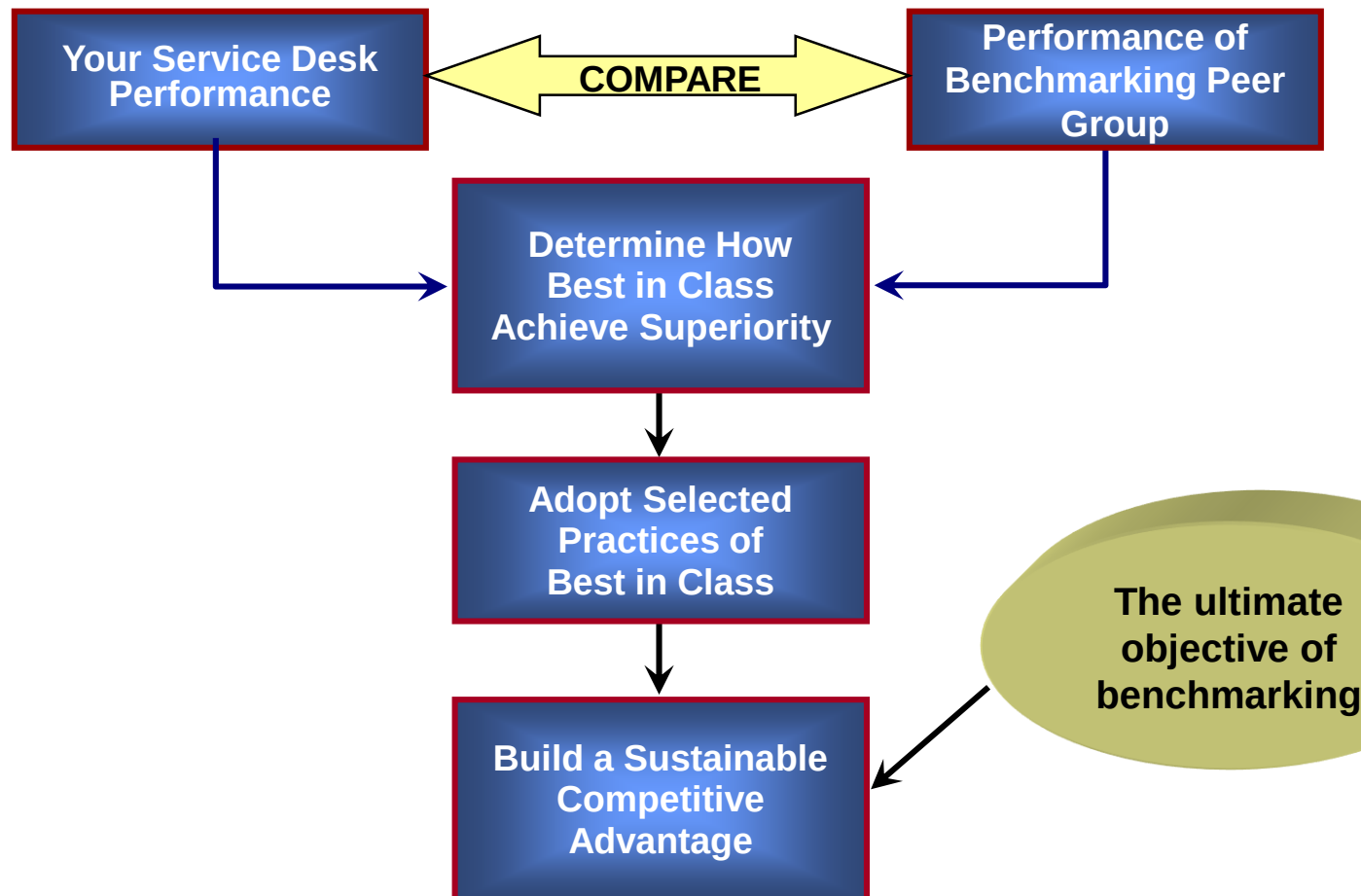
## Overall Service Desk Scorecard Trend



# **Benchmarking Case Study**



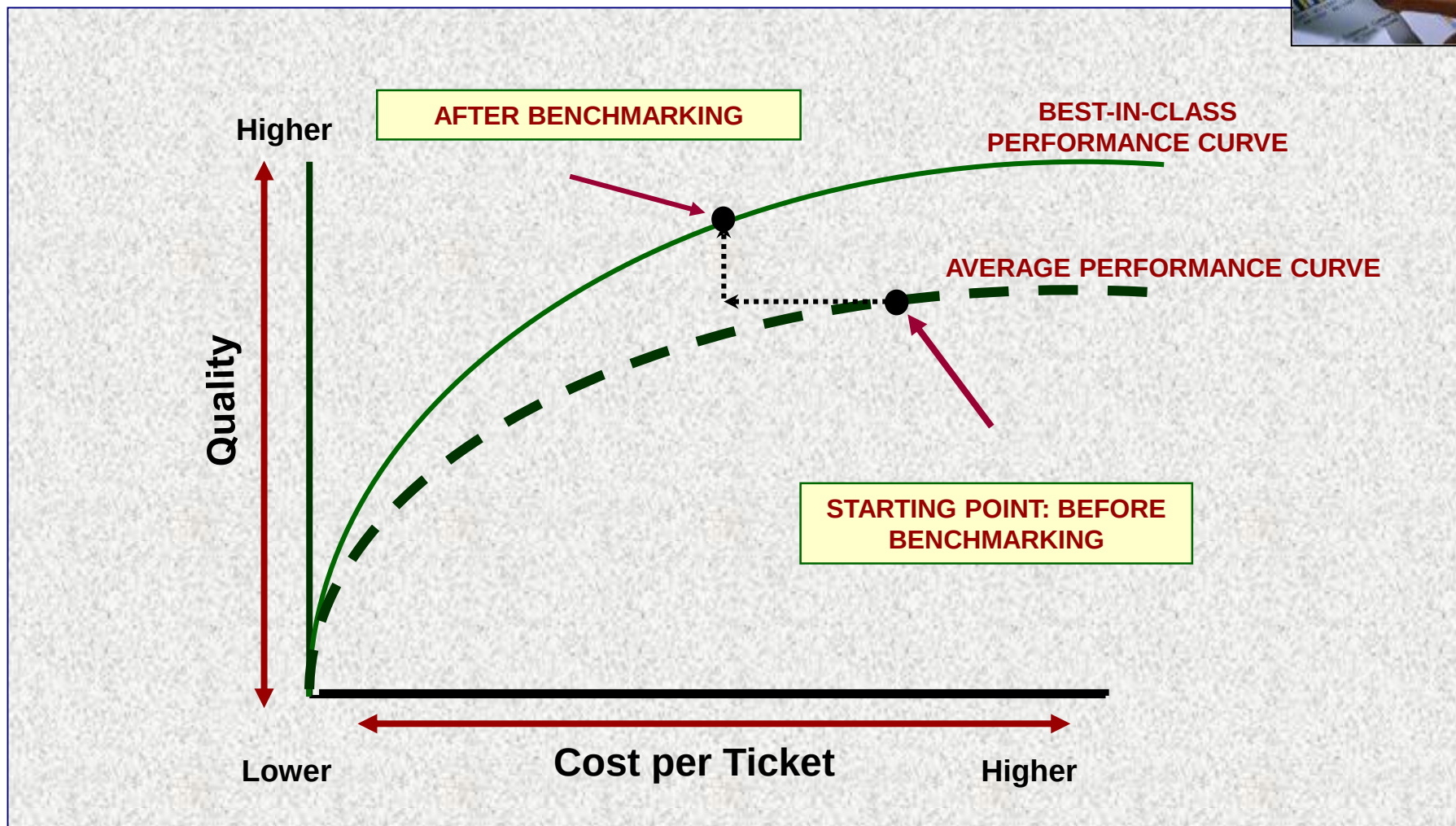
# The Benchmarking Methodology



Read MetricNet's whitepaper on **Service Desk Benchmarking**. Go to [www.metricnet.com](http://www.metricnet.com) to receive your copy!



# The Goal of Benchmarking



# Benchmarking Performance Summary

**Sample Data Only! Not Intended for Benchmarking Purposes!**



| Metric Type   | Key Performance Indicator (KPI)                    | Your Score | Peer Group |        |         |         |
|---------------|----------------------------------------------------|------------|------------|--------|---------|---------|
|               |                                                    |            | Average    | Min    | Median  | Max     |
| Cost          | Cost/Contact                                       | \$28.17    | \$22.96    | \$6.59 | \$22.56 | \$38.44 |
|               | First Level Resolution Rate                        | 59.0%      | 81.0%      | 59.0%  | 83.0%   | 88.0%   |
| Productivity  | Contacts/Agent-Month                               | 429        | 504        | 373    | 487     | 699     |
|               | Agent Utilization                                  | 46.7%      | 53.1%      | 25.9%  | 53.9%   | 71.1%   |
| Service Level | Average Speed of Answer (ASA) in seconds           | 18         | 45         | 12     | 34      | 187     |
|               | Percent Answered in 30 Seconds or Less             | 86.6%      | 72.1%      | 36.5%  | 71.3%   | 100.0%  |
|               | Call Abandonment Rate                              | 2.9%       | 8.1%       | 1.4%   | 7.6%    | 25.2%   |
| Quality       | Call Quality                                       | 68.4%      | 79.9%      | 43.8%  | 75.8%   | 94.5%   |
|               | Customer Satisfaction                              | 63.0%      | 79.0%      | 41.9%  | 75.5%   | 96.6%   |
| Agent         | Annual Agent Turnover                              | 29.5%      | 31.7%      | 1.7%   | 26.4%   | 94.0%   |
|               | Daily Absenteeism                                  | 19.2%      | 13.2%      | 0.1%   | 13.0%   | 29.8%   |
|               | New Agent Training Hours                           | 36         | 79         | 20     | 69      | 241     |
|               | Ongoing Agent Annual Training Hours                | 12         | 34         | 0      | 20      | 130     |
|               | Agent Satisfaction (% satisfied or very satisfied) | 71.0%      | 75.4%      | 33.8%  | 70.1%   | 94.5%   |
|               | Agents as a Percent of Total FTE's                 | 77.9%      | 70.5%      | 57.1%  | 69.3%   | 88.4%   |
| Call Handling | Contact Handle Time (min:sec)                      | 12:41      | 11:18      | 2:47   | 9:34    | 19:55   |
|               | First Contct Resolution Rate                       | 51.3%      | 71.2%      | 45.4%  | 67.8%   | 94.1%   |
|               | IVR Completion Rate                                | 6.7%       | 22.0%      | 0.0%   | 18.9%   | 44.8%   |

Read MetricNet's whitepaper on **Benchmarking Peer Group Selection**. Go to [www.metricnet.com](http://www.metricnet.com) to get your copy!



# The Foundation Metrics: Cost and Quality



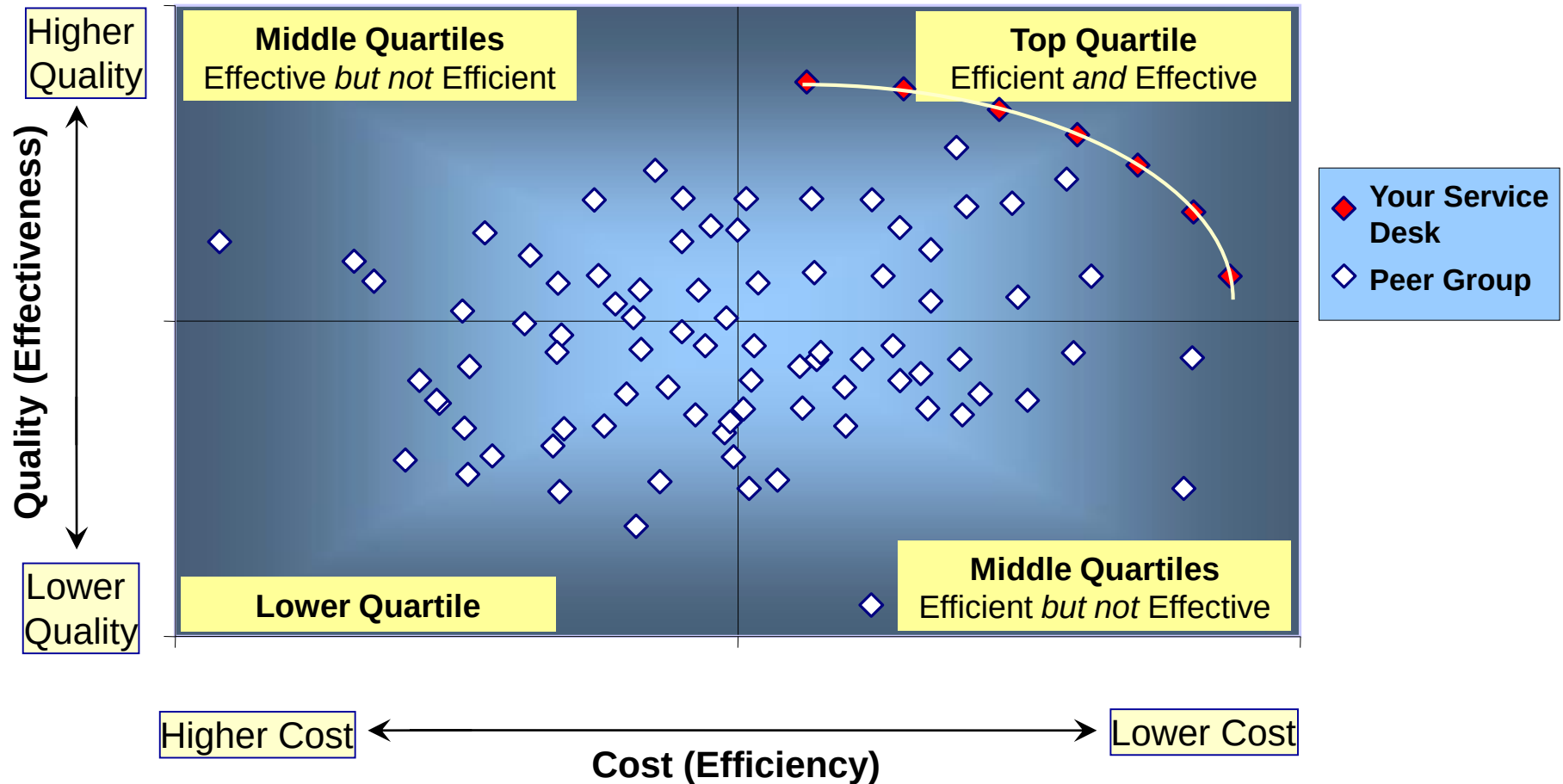
**Cost per Contact  
(Efficiency)**

**Customer Satisfaction  
(Effectiveness)**





# Aggregate Metrics: Cost vs. Quality

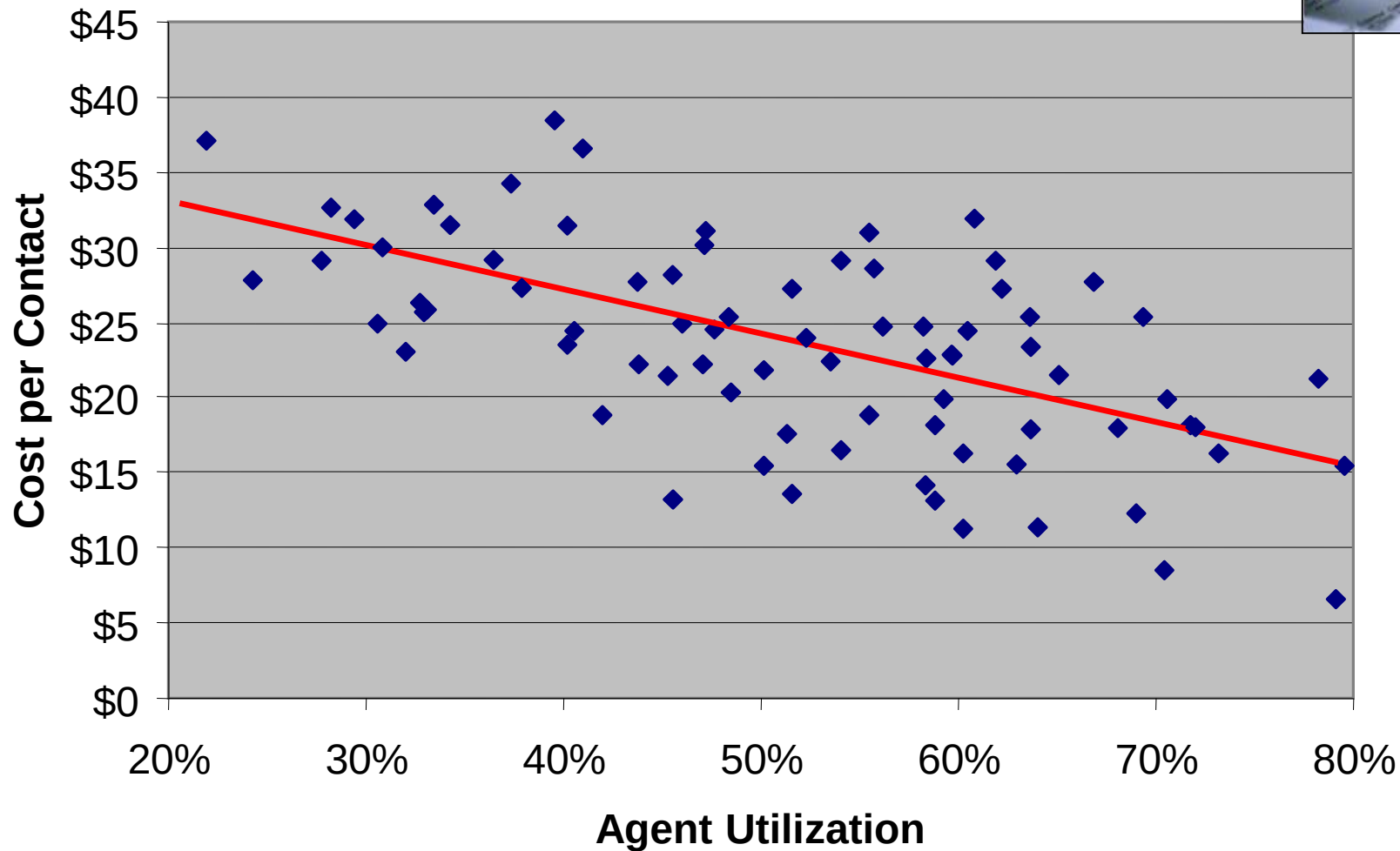




# Agent Utilization and First Contact Resolution Rate



# Agent Utilization Drives Cost per Contact



# Agent Utilization Defined



$$\text{Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes})) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

- Agent Utilization is a measure of the actual time agents spend providing direct customer support in a month, divided by total time at work during the month
- It takes into account both inbound and outbound contacts handled by the Agents, and includes all contact types: voice, voice mail, email, web chat, walk-in, etc.
- But the calculation for Agent Utilization does not make adjustments for sick days, holidays, training time, project time, or idle time
- By calculating Agent Utilization in this way, all Service Desks worldwide are measured in exactly the same way, and can therefore be directly compared for benchmarking purposes





## Example: Service Desk Agent Utilization

- Inbound Contacts per Agent per Month = 375
- Outbound Contacts per Agent per Month = 225
- Average Inbound Contact Handle Time = 10 minutes
- Average Outbound Contact Handle Time = 5 minutes

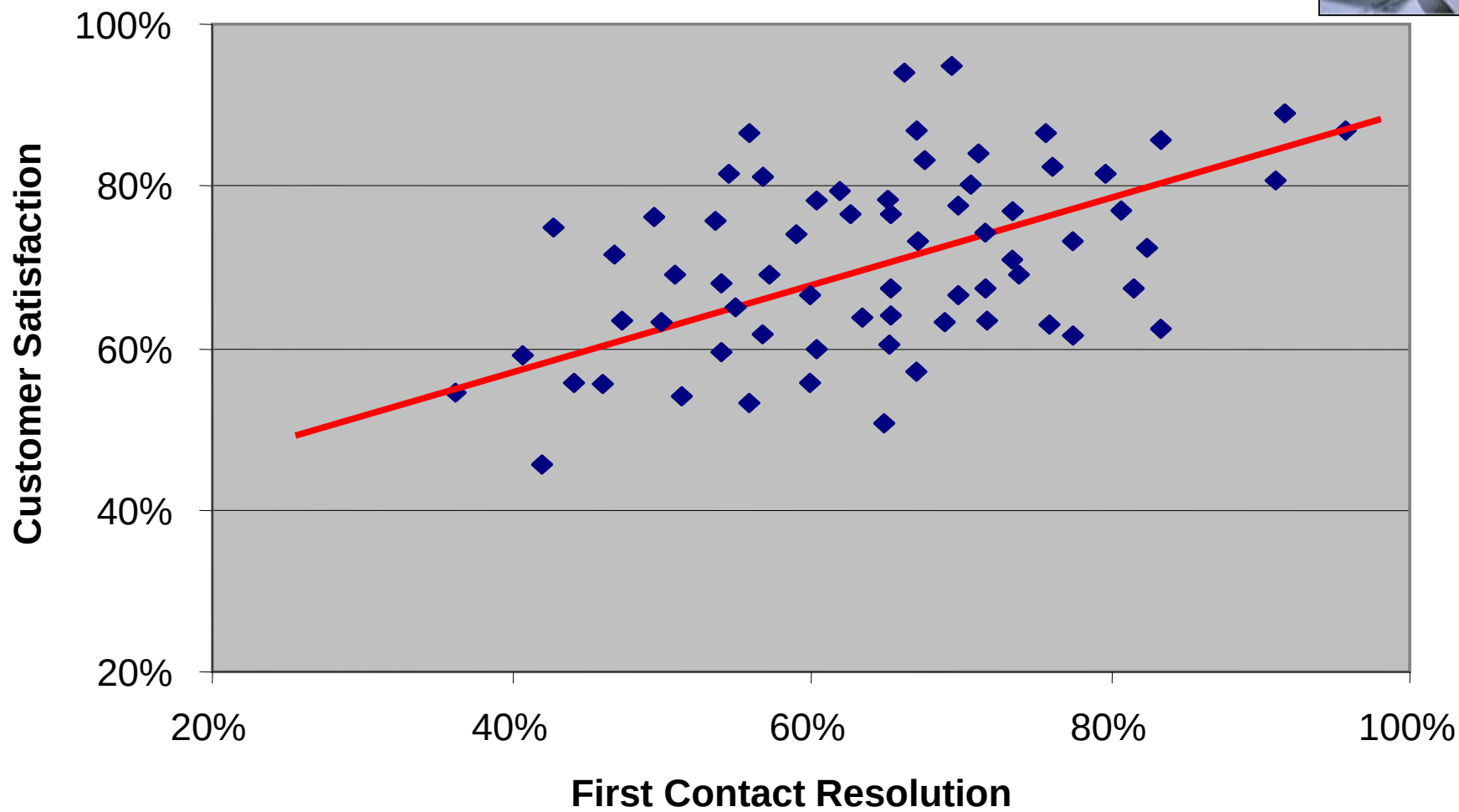
$$\text{Agent Utilization} = \frac{((\text{Average number of inbound Contacts handled by an Agent in a month}) \times (\text{Average inbound handle time in minutes}) + (\text{Average number of outbound Contacts handled by an Agent in a month}) \times (\text{Average outbound handle time in minutes}))}{(\text{Average number of days worked in a month}) \times (\text{Number of work hours in a day}) \times (60 \text{ minutes/hr})}$$

$$\text{Agent Utilization} = \frac{((375 \text{ Inbound Contacts per Month}) \times (10 \text{ minutes}) + (225 \text{ Outbound Contacts per Month}) \times (5 \text{ minutes}))}{(21.5 \text{ working days per month}) \times (7.5 \text{ work hours per day}) \times (60 \text{ minutes/hr})} = \text{50.4\% Agent Utilization}$$



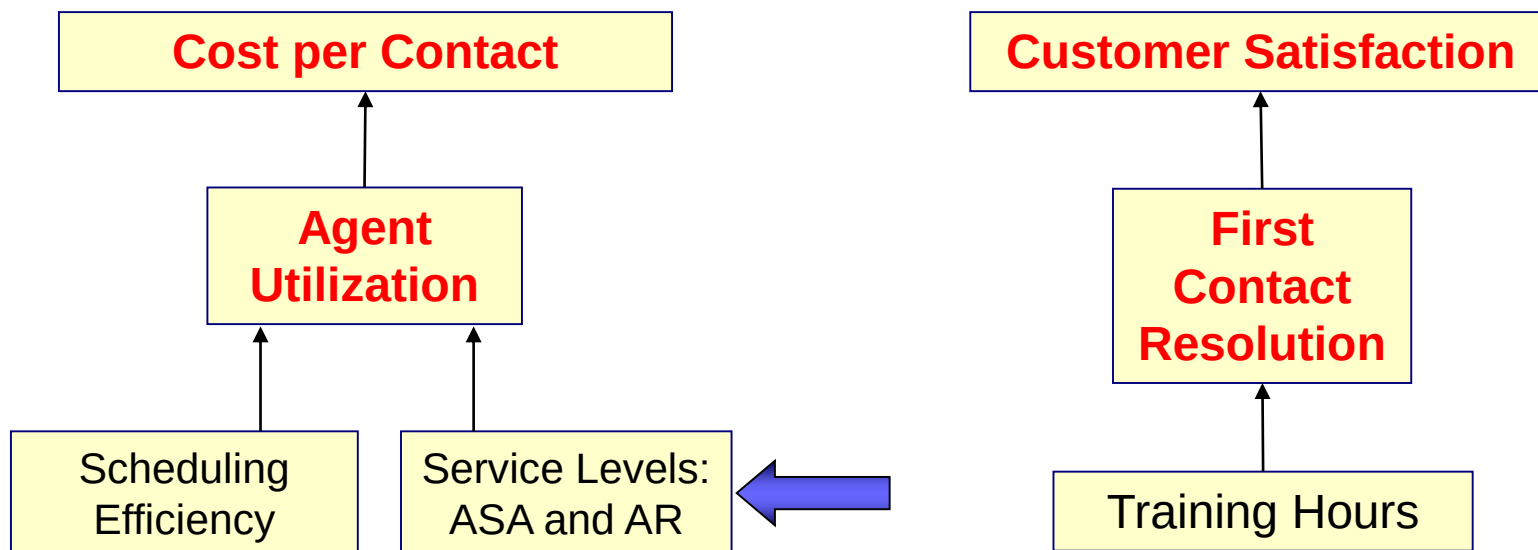


## First Contact Resolution Drives Customer Satisfaction



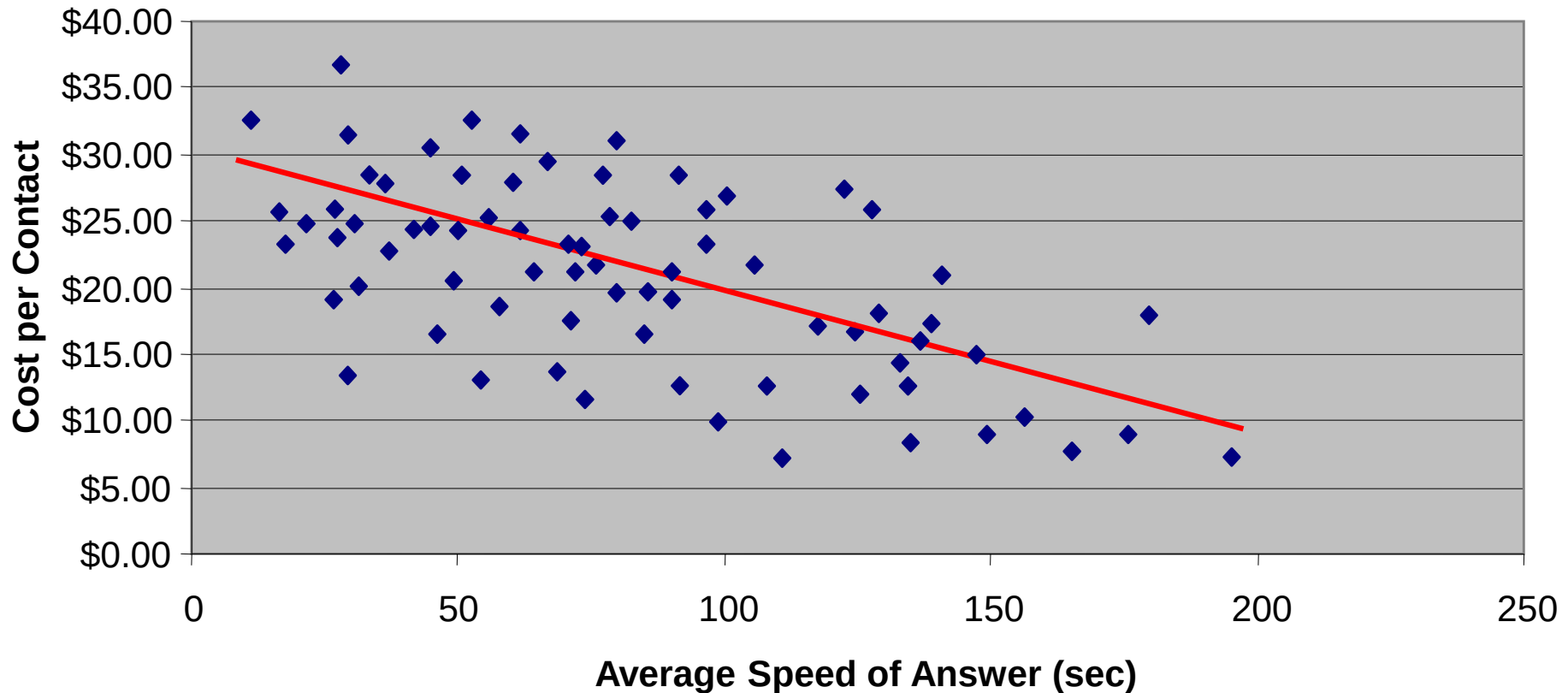


## Service Levels: ASA and Abandonment Rate

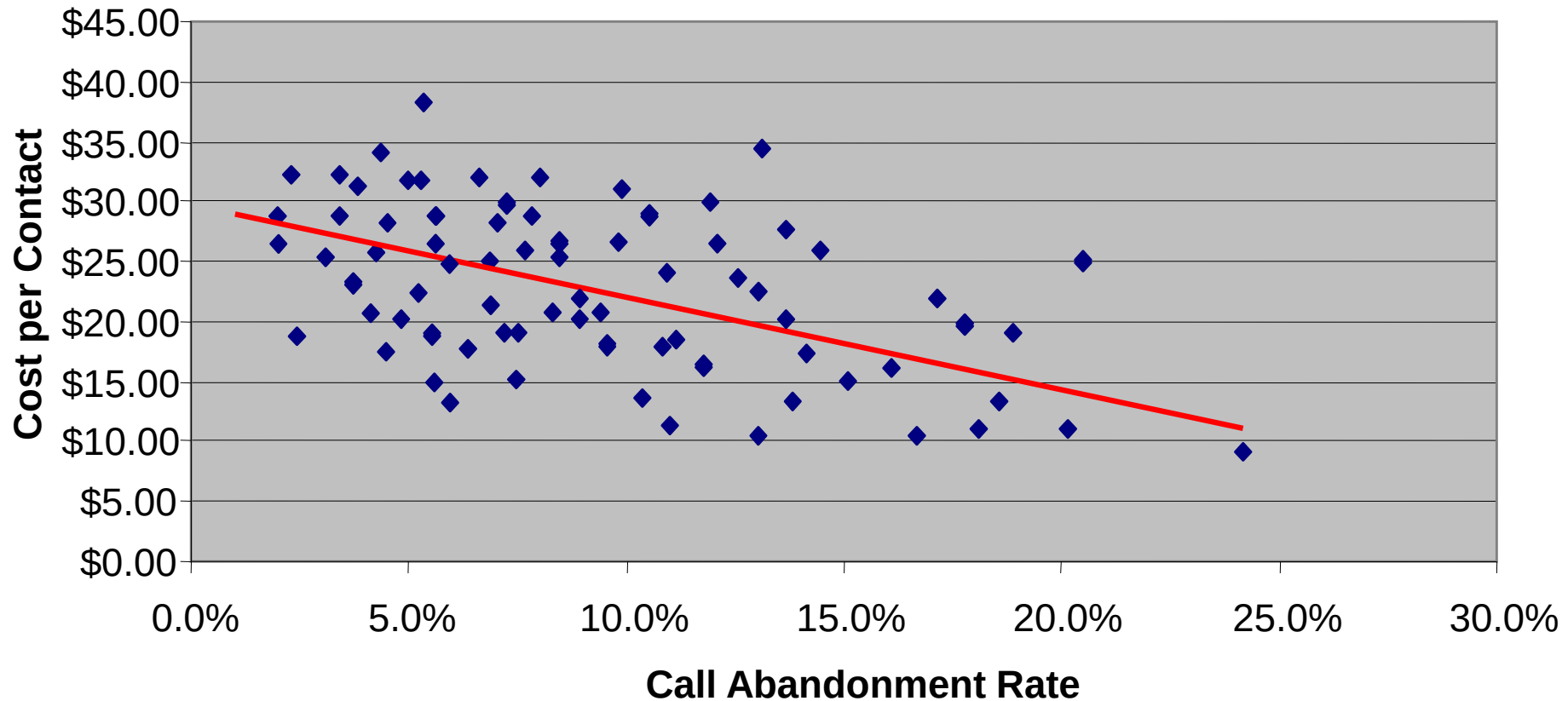




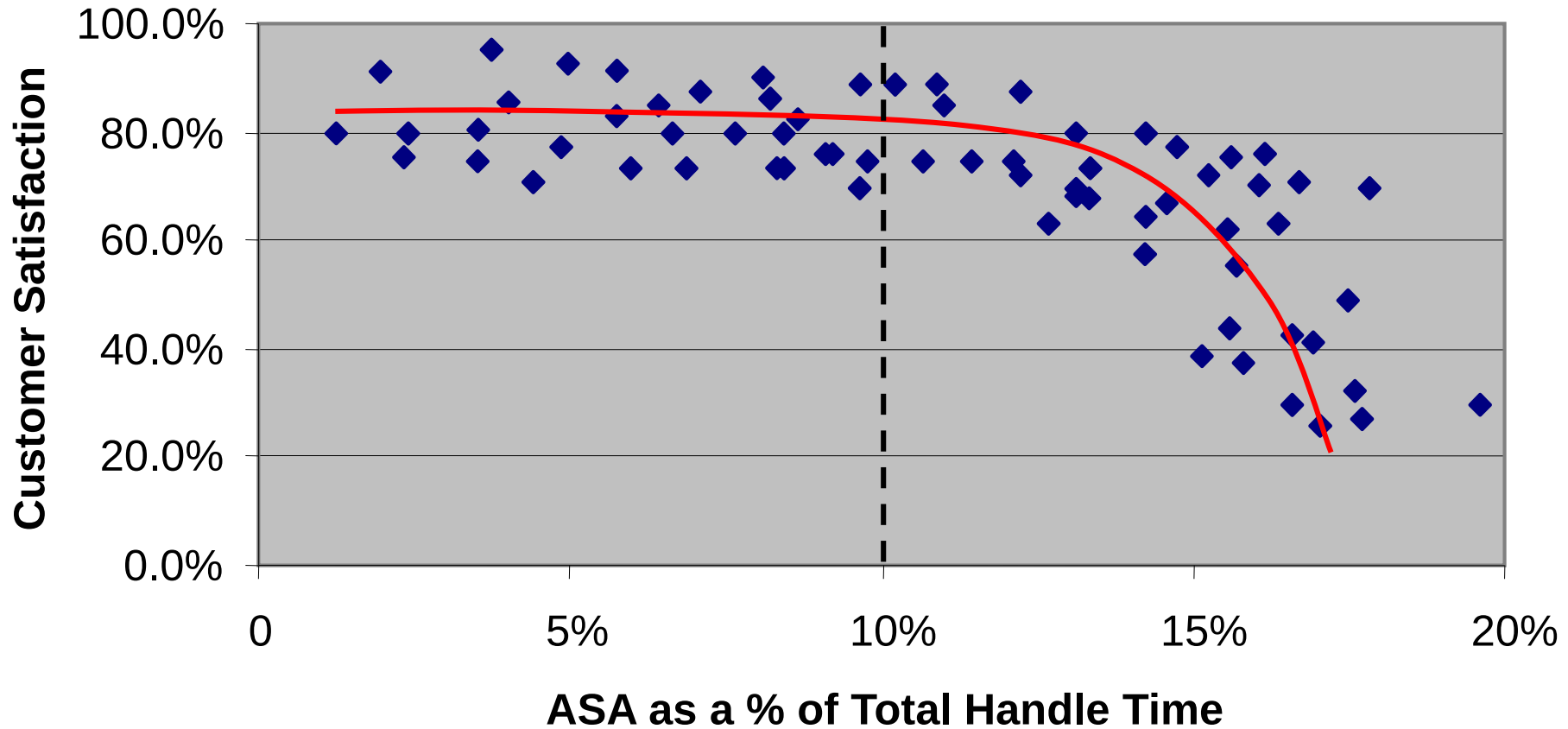
## ASA Drives Cost per Contact



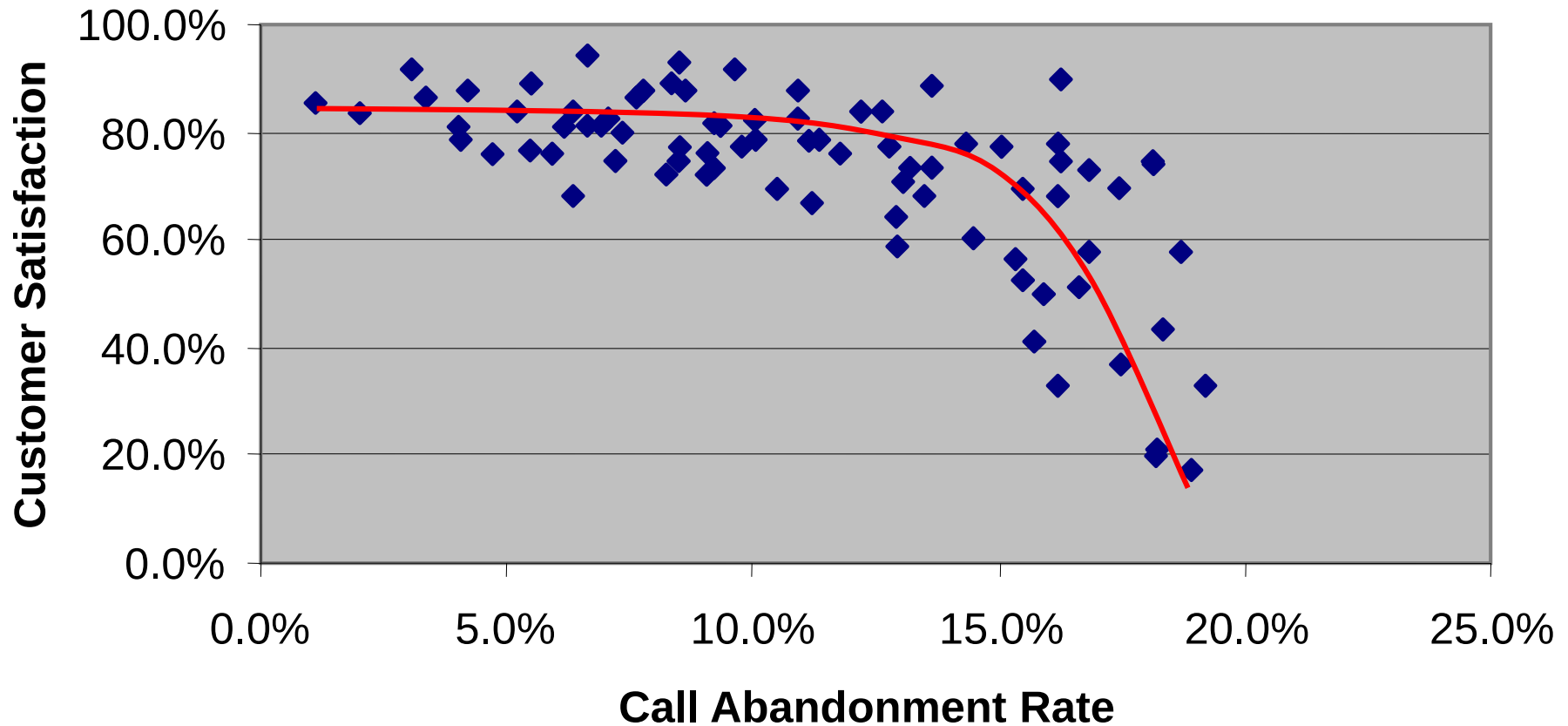
## Call Abandonment Rate Also Drives Cost per Contact



## ASA vs. Customer Satisfaction

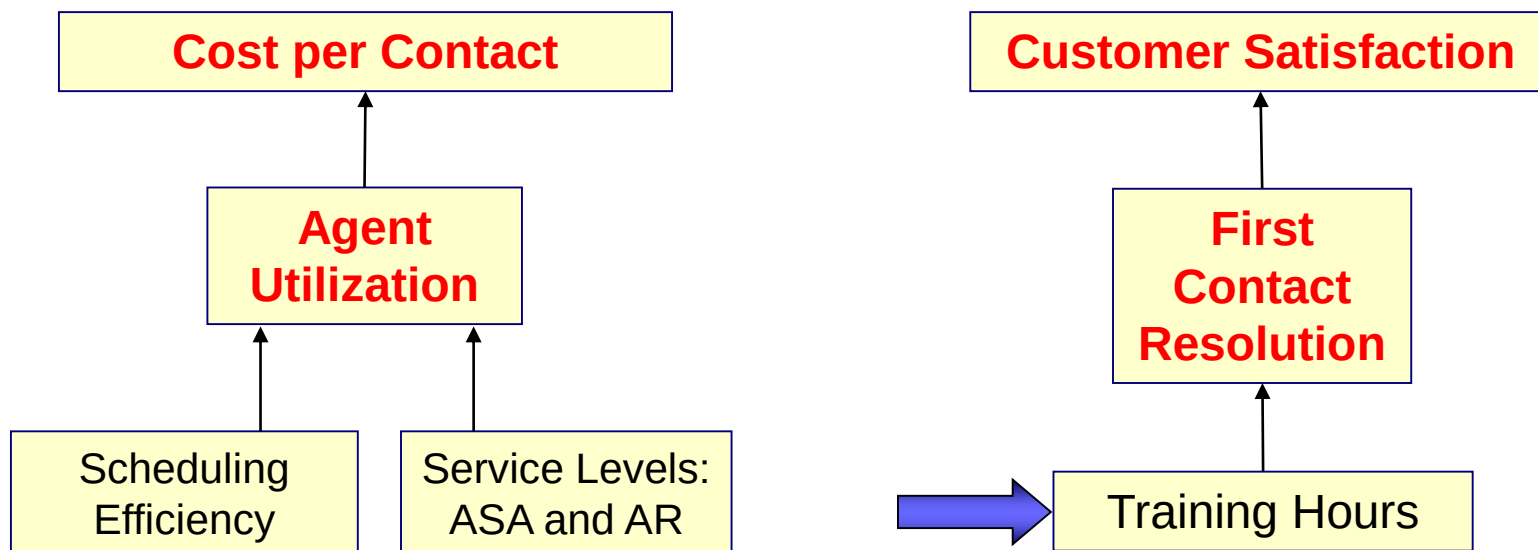


## Call Abandonment Rate vs. Customer Sat

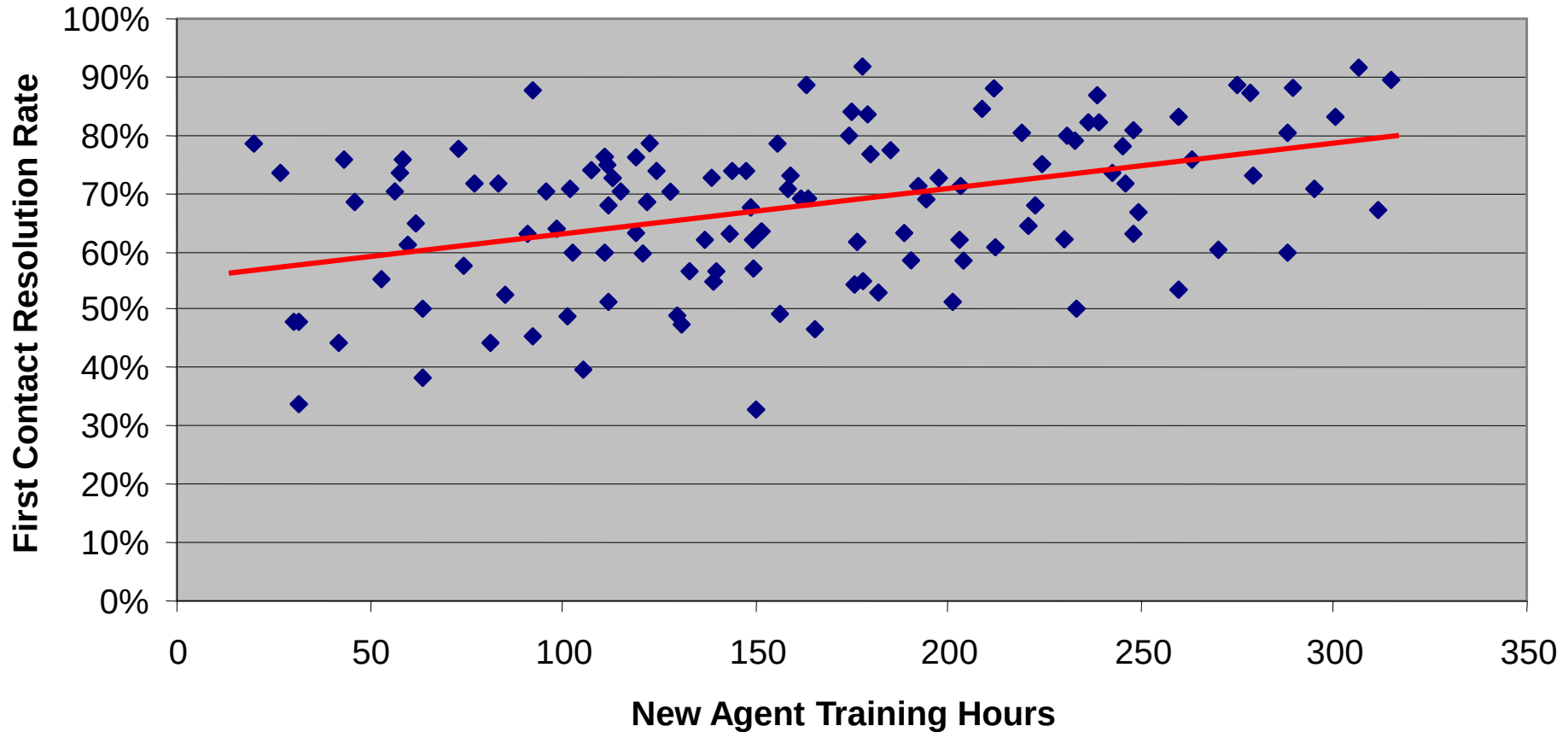




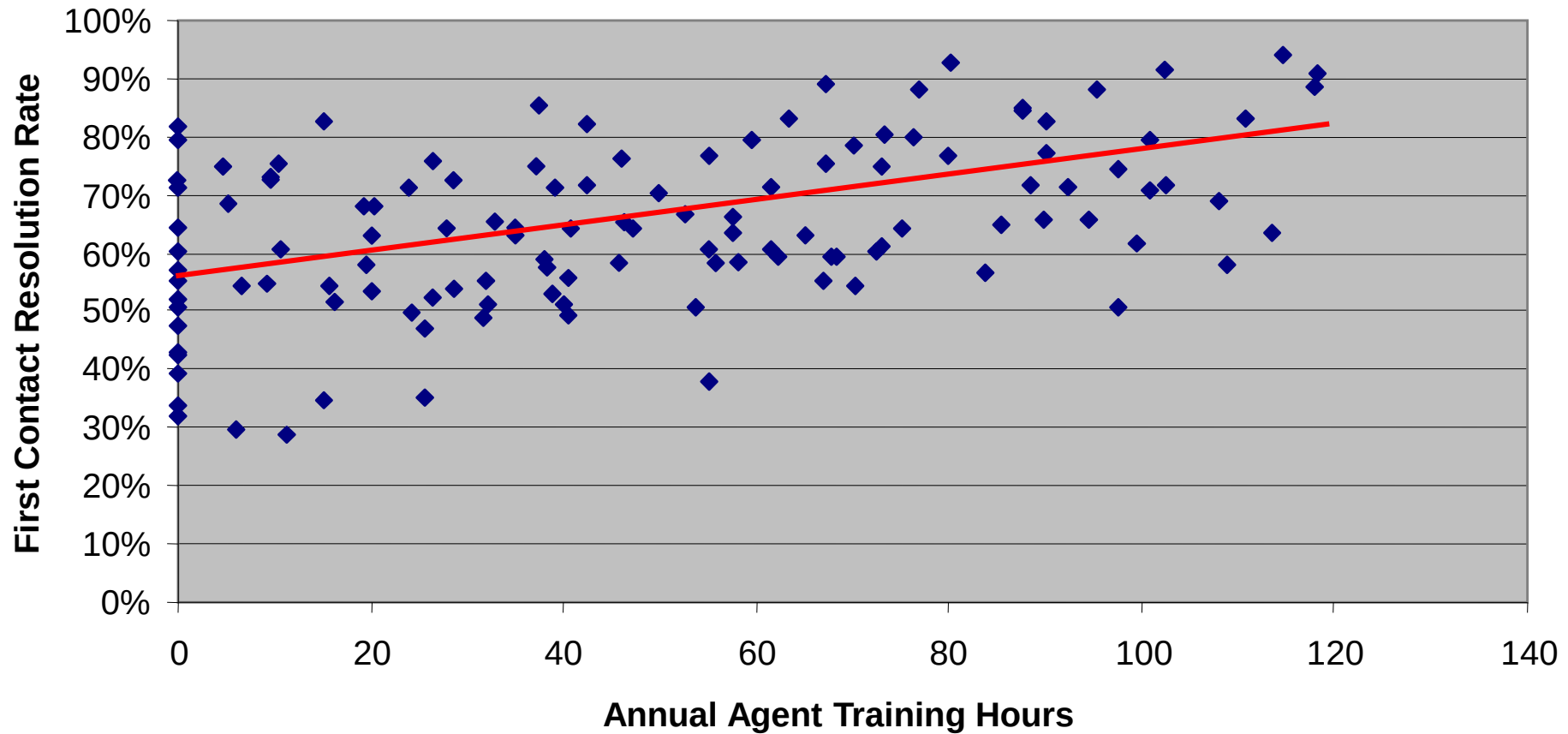
# Training Hours Impact First Contact Resolution Rate



## New Agent Training Hours vs. First Contact Resolution

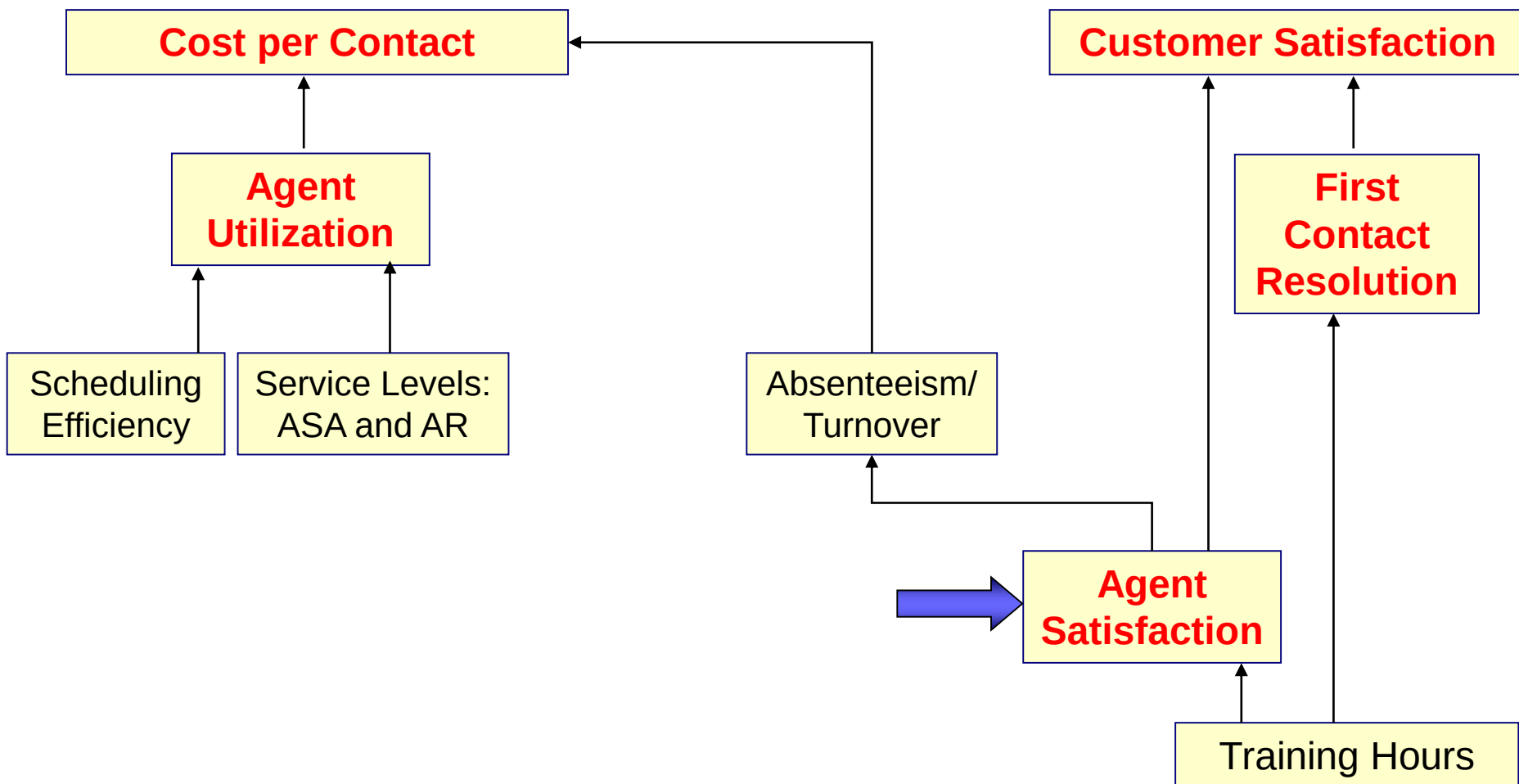


# Veteran Agent Training vs. First Contact Resolution



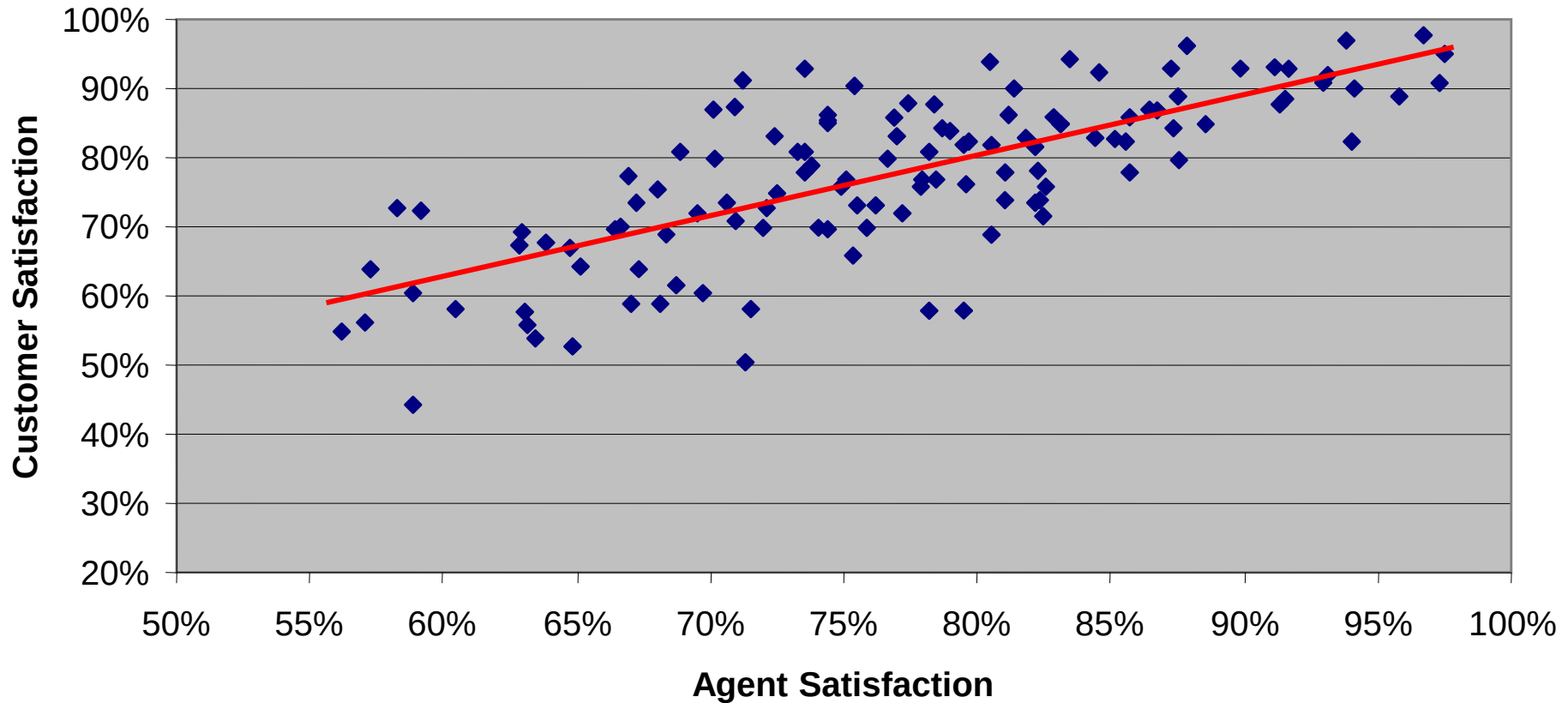


# Agent Satisfaction

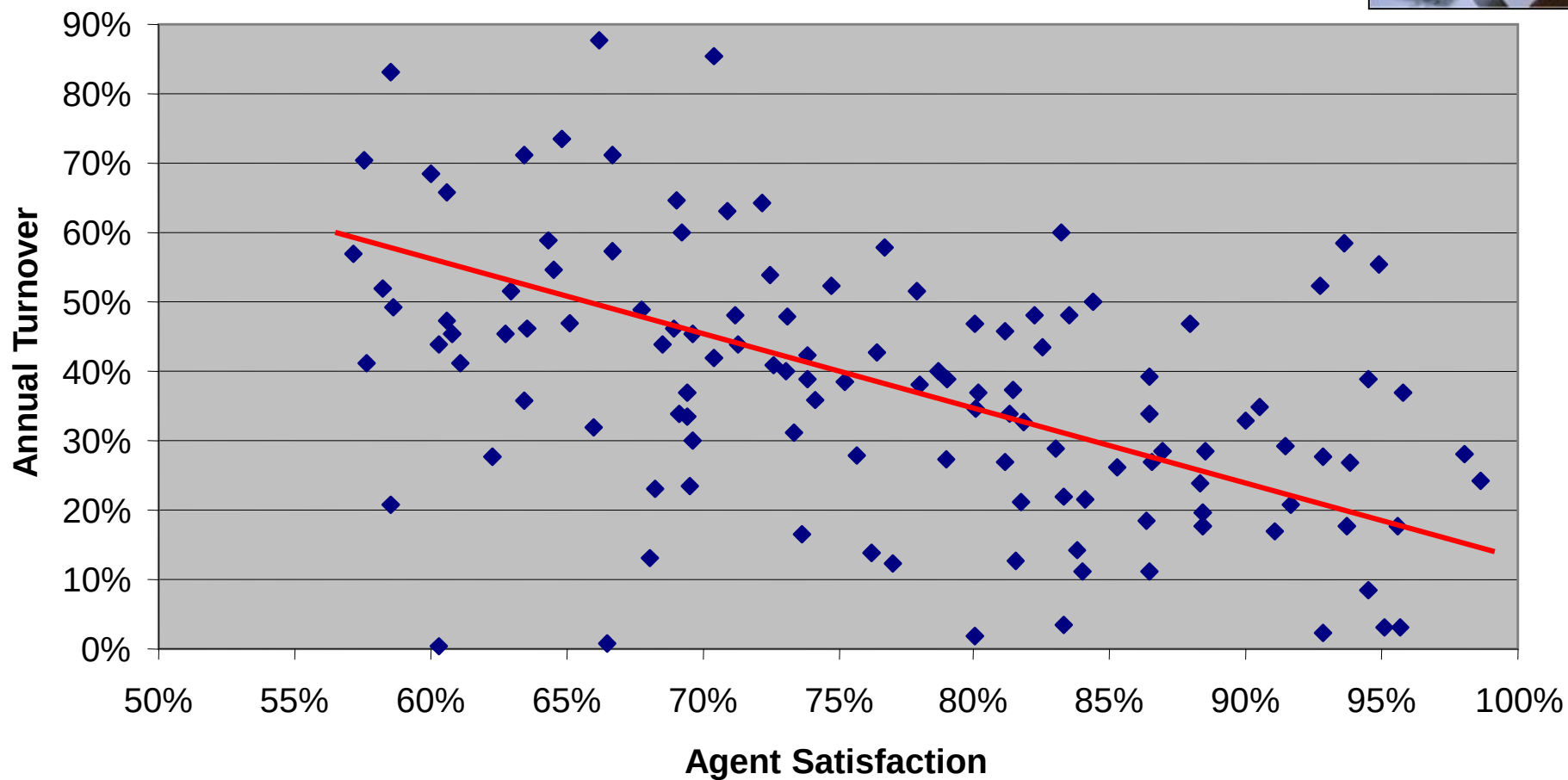




# Agent Satisfaction Impacts Customer Satisfaction

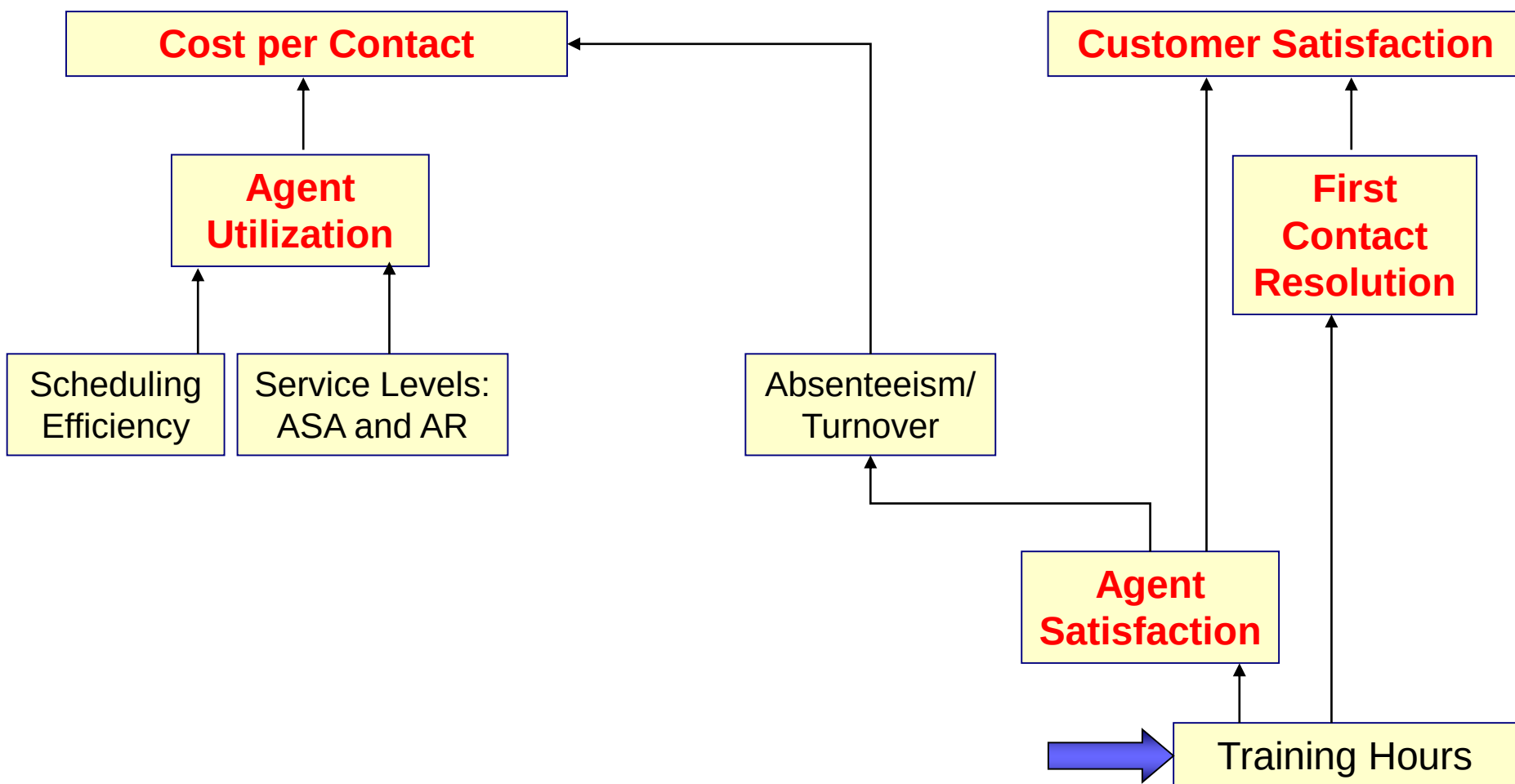


# Agent Satisfaction Drives Agent Turnover

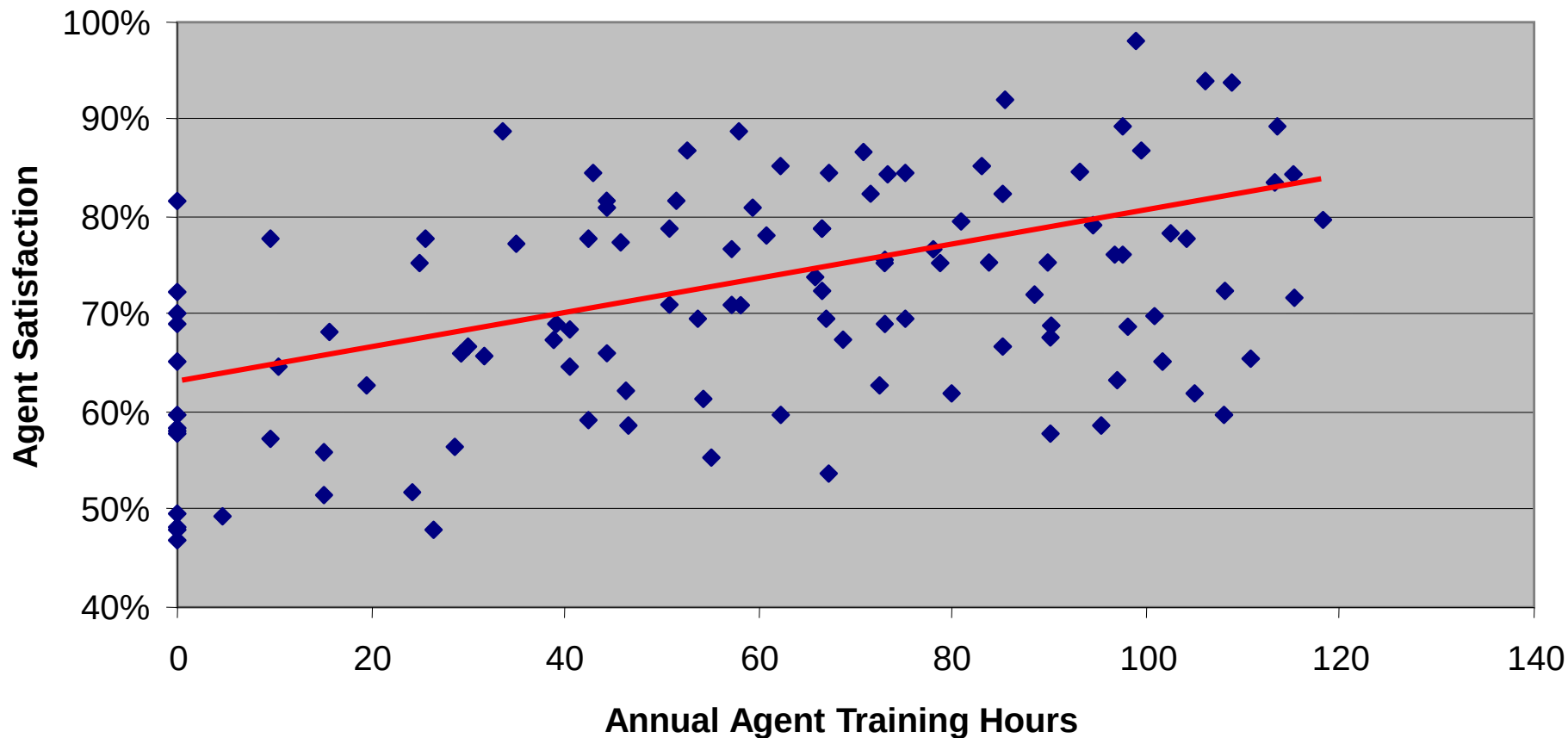




## Cause and Effect of Primary KPI's

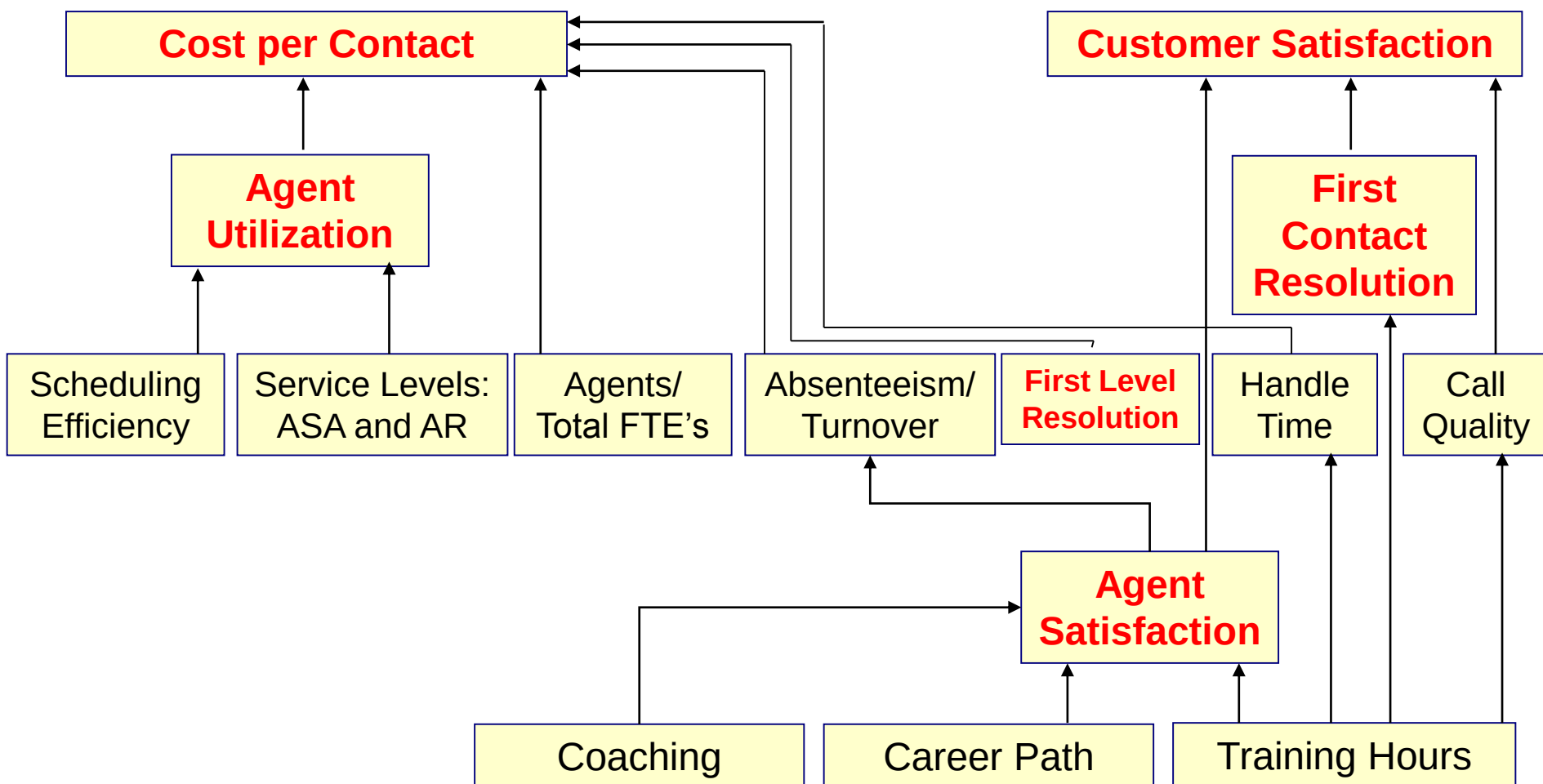


## Training Hours Drive Agent Satisfaction





## A Summary of the Major KPI Correlations



# Benchmarking Performance Summary

**Sample Data Only! Not Intended for Benchmarking Purposes!**



| Metric Type   | Key Performance Indicator (KPI)                    | Your Score | Peer Group |        |         |         |
|---------------|----------------------------------------------------|------------|------------|--------|---------|---------|
|               |                                                    |            | Average    | Min    | Median  | Max     |
| Cost          | Cost/Contact                                       | \$28.17    | \$22.96    | \$6.59 | \$22.56 | \$38.44 |
|               | First Level Resolution Rate                        | 59.0%      | 81.0%      | 59.0%  | 83.0%   | 88.0%   |
| Productivity  | Contacts/Agent-Month                               | 429        | 504        | 373    | 487     | 699     |
|               | Agent Utilization                                  | 46.7%      | 53.1%      | 25.9%  | 53.9%   | 71.1%   |
| Service Level | Average Speed of Answer (ASA) in seconds           | 18         | 45         | 12     | 34      | 187     |
|               | Percent Answered in 30 Seconds or Less             | 86.6%      | 72.1%      | 36.5%  | 71.3%   | 100.0%  |
|               | Call Abandonment Rate                              | 2.9%       | 8.1%       | 1.4%   | 7.6%    | 25.2%   |
| Quality       | Call Quality                                       | 68.4%      | 79.9%      | 43.8%  | 75.8%   | 94.5%   |
|               | Customer Satisfaction                              | 63.0%      | 79.0%      | 41.9%  | 75.5%   | 96.6%   |
| Agent         | Annual Agent Turnover                              | 29.5%      | 31.7%      | 1.7%   | 26.4%   | 94.0%   |
|               | Daily Absenteeism                                  | 19.2%      | 13.2%      | 0.1%   | 13.0%   | 29.8%   |
|               | New Agent Training Hours                           | 36         | 79         | 20     | 69      | 241     |
|               | Ongoing Agent Annual Training Hours                | 12         | 34         | 0      | 20      | 130     |
|               | Agent Satisfaction (% satisfied or very satisfied) | 71.0%      | 75.4%      | 33.8%  | 70.1%   | 94.5%   |
|               | Agents as a Percent of Total FTE's                 | 77.9%      | 70.5%      | 57.1%  | 69.3%   | 88.4%   |
| Call Handling | Contact Handle Time (min:sec)                      | 12:41      | 11:18      | 2:47   | 9:34    | 19:55   |
|               | First Contct Resolution Rate                       | 51.3%      | 71.2%      | 45.4%  | 67.8%   | 94.1%   |
|               | IVR Completion Rate                                | 6.7%       | 22.0%      | 0.0%   | 18.9%   | 44.8%   |

Read MetricNet's whitepaper on **Benchmarking Peer Group Selection**. Go to [www.metricnet.com](http://www.metricnet.com) to get your copy!



# Human Resource Management



| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |





# Best Practices: Human Resources

## Human Resources: Best Demonstrated Practices

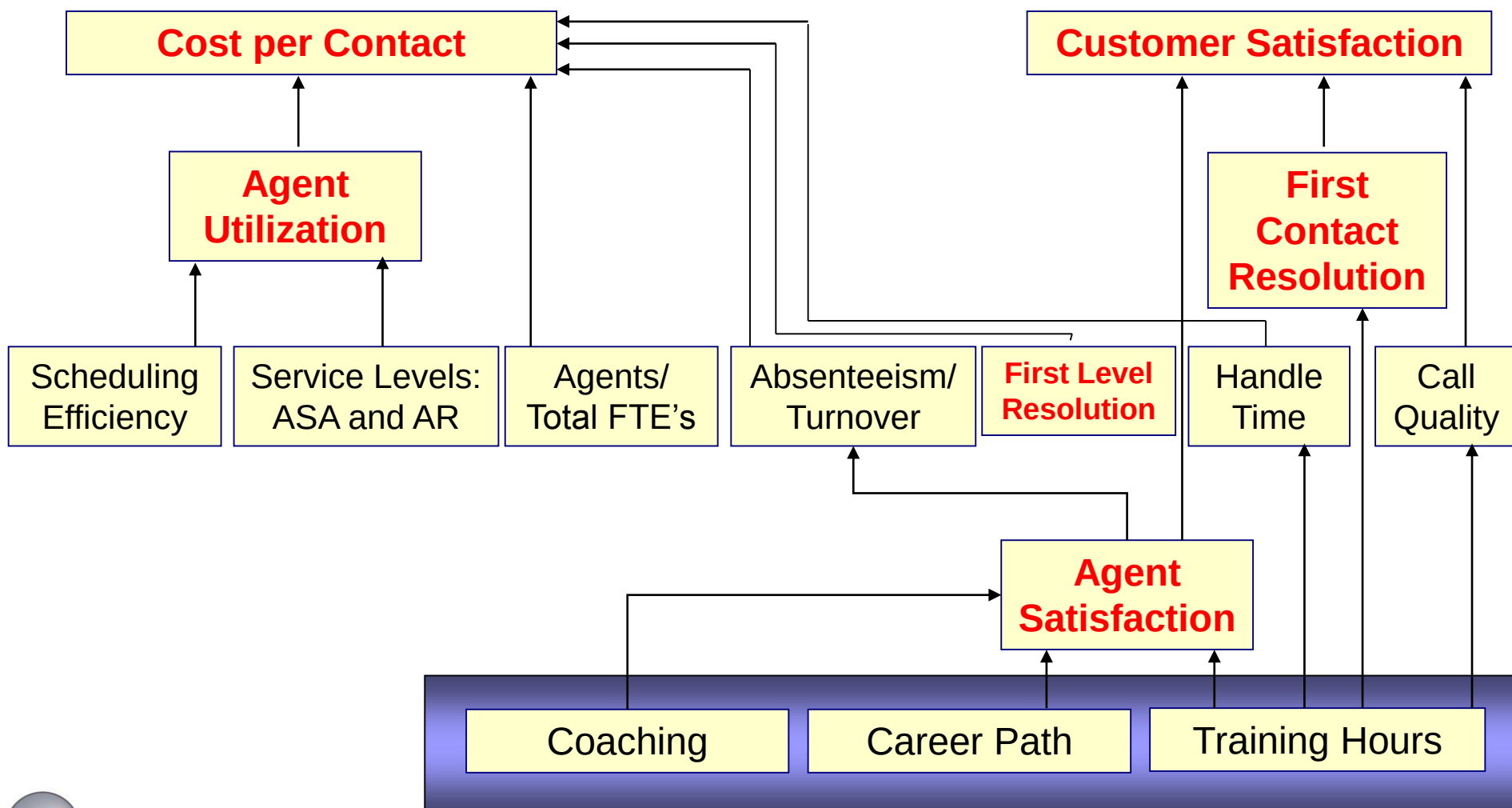
| Human Resources:<br>Best Demonstrated Practices |                                                                                                                                                                                                                                                                                | Affected KPI's |              |             |                |              |             |          |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|-------------|----------------|--------------|-------------|----------|
|                                                 |                                                                                                                                                                                                                                                                                | Cost/Call      | Customer Sat | Utilization | First Call Res | Call Quality | Handle Time | Turnover |
| Recruit-ment                                    | Recruiting is a rigorous and holistic process that measures specific agent competencies, and matches those competencies to the needs of the service desk.                                                                                                                      |                |              |             |                |              |             |          |
| Training                                        | Rigorous and formalized training is available for both new and seasoned agents. Training is customized to meet the needs of each agent, and is designed to maximize First Level and First Contact Resolution.                                                                  |                |              |             |                |              |             |          |
| Career Pathing                                  | Career paths have been formalized and documented, and often include vertical as well as lateral promotion opportunities. Performance levels required for advancement are clearly articulated. Agents are encouraged to take charge of their own career and skills development. |                |              |             |                |              |             |          |
| Retention                                       | Formal strategies are employed to maximize employee retention. These strategies are designed to improve employee job satisfaction and loyalty, thereby maximizing agent morale and minimizing turnover.                                                                        |                |              |             |                |              |             |          |
| Coaching and Feedback                           | Service desk management demonstrates commitment to continuous improvement by conducting frequent, one-on-one coaching to each agent, and by providing specific suggestions for improvement and setting attainable goals.                                                       |                |              |             |                |              |             |          |
| Perform-ance Standards                          | Service desk agents are held accountable for minimum performance standards with incentives for surpassing, and disincentives for falling short of the standard. Performance goals cover both quality and productivity.                                                         |                |              |             |                |              |             |          |





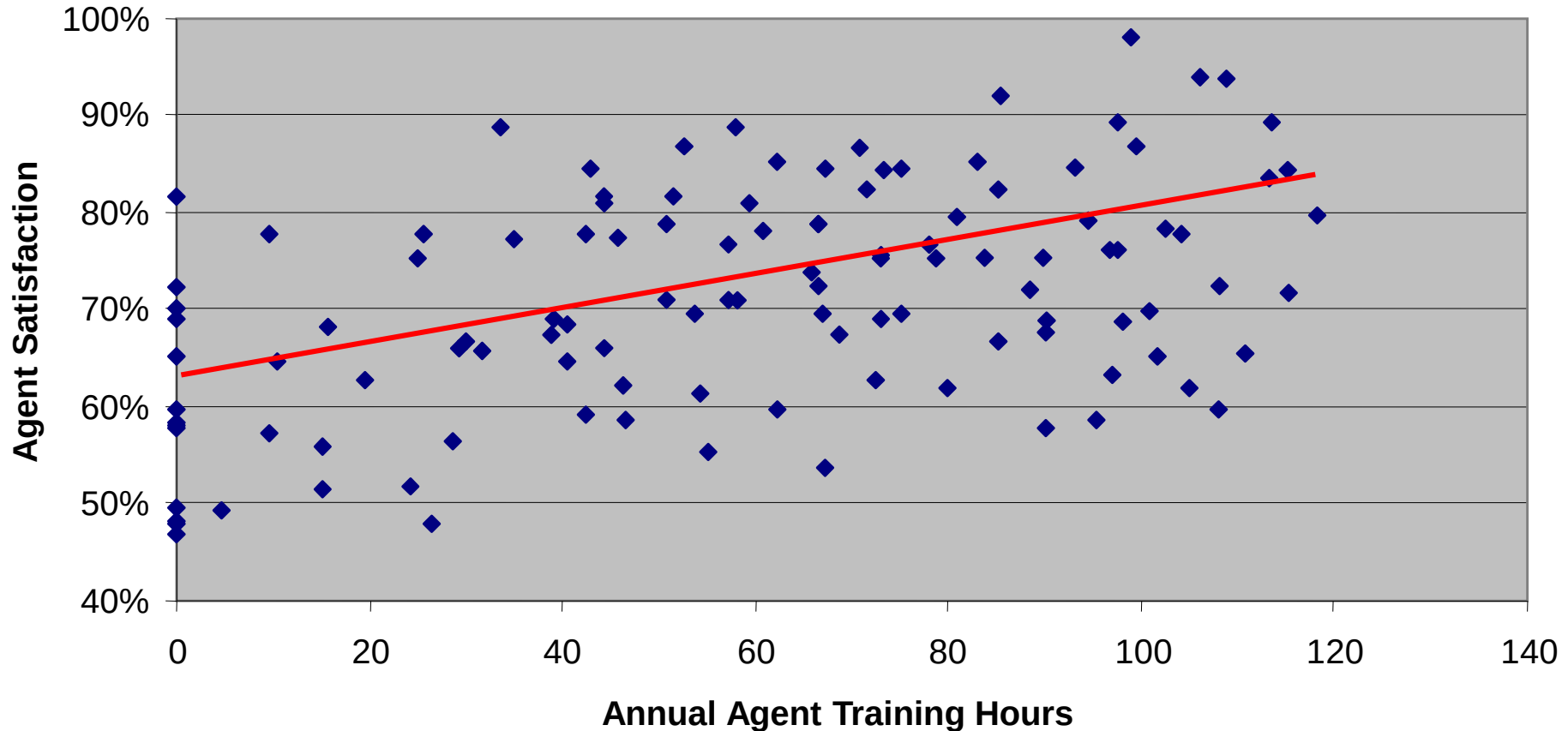


## A Summary of the Major KPI Correlations



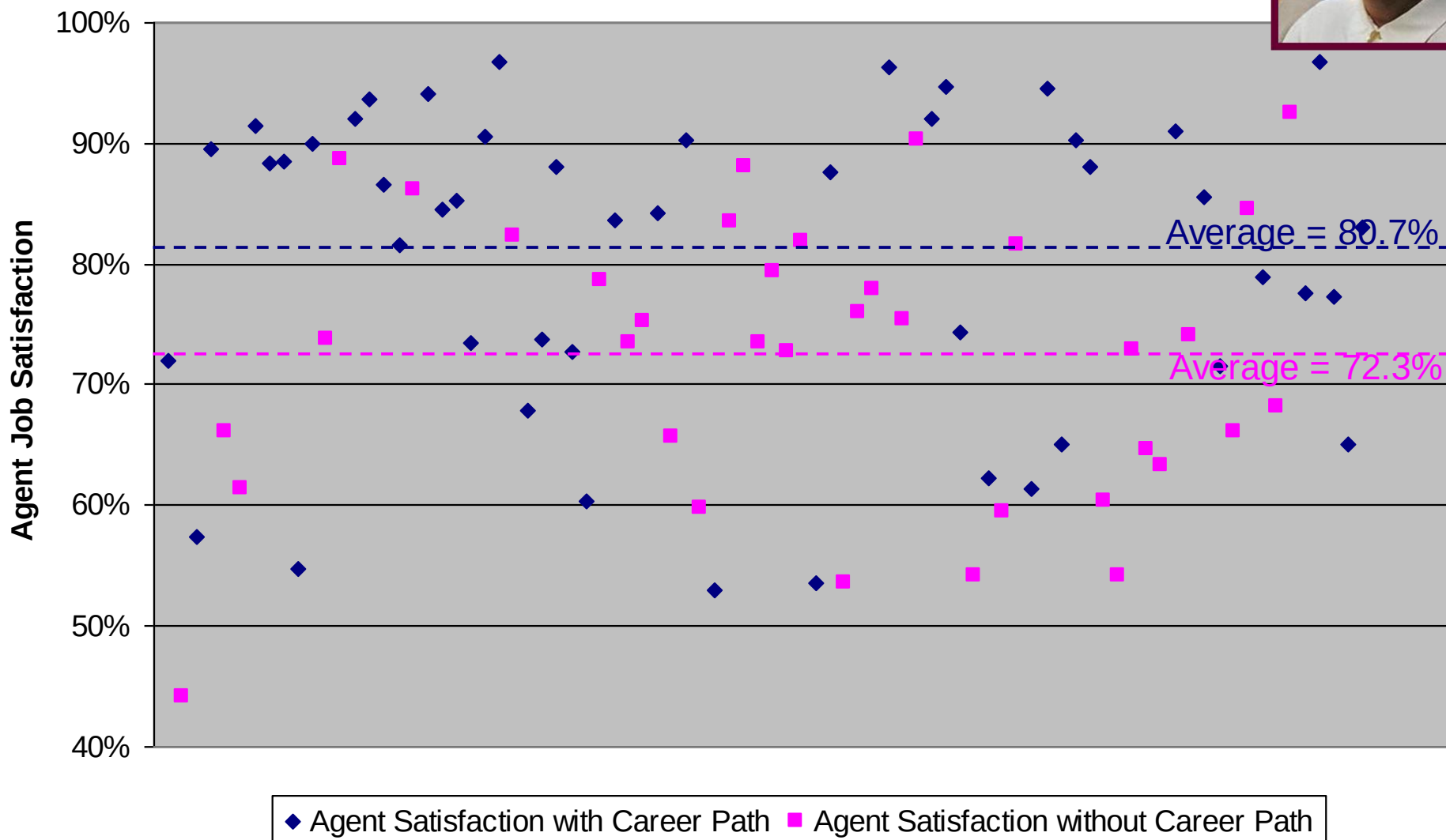


# Training Hours Drive Agent Job Satisfaction





# Career Path Also Drives Agent Job Satisfaction





# The Agent Scorecard

| Agent Performance Metric      | Metric Weighting | Benchmark Performance Range |            | Your Actual Performance | Metric Score | Balanced Score |
|-------------------------------|------------------|-----------------------------|------------|-------------------------|--------------|----------------|
|                               |                  | Worst Case                  | Best Case  |                         |              |                |
| Inbound Contacts Handled      | 25.0%            | 92                          | 141        | 130                     | 77.9%        | 19.5%          |
| Customer Satisfaction         | 20.0%            | 60.4%                       | 84.9%      | 70.0%                   | 39.2%        | 7.8%           |
| Agent Utilization             | 15.0%            | 34.8%                       | 62.3%      | 48.6%                   | 50.3%        | 7.5%           |
| First Contact Resolution Rate | 15.0%            | 47.1%                       | 73.5%      | 65.3%                   | 68.9%        | 10.3%          |
| Teamwork                      | 10.0%            | 1                           | 5          | 5                       | 100.0%       | 10.0%          |
| Initiative                    | 10.0%            | 1                           | 5          | 4                       | 75.0%        | 7.5%           |
| Mentoring                     | 5.0%             | 1                           | 5          | 5                       | 100.0%       | 5.0%           |
| <b>Total</b>                  | <b>100.0%</b>    | <b>N/A</b>                  | <b>N/A</b> | <b>N/A</b>              | <b>N/A</b>   | <b>67.7%</b>   |

## Step 1

Seven 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

The technician's actual performance for each metric is recorded in this column

## Step 5

The technician's score for each metric is then calculated:  $(\text{worst case} - \text{actual performance}) / (\text{worst case} - \text{best case}) \times 100$

## Step 6

The technician's balanced score for each metric is calculated:  $\text{metric score} \times \text{weighting}$

53



# Monthly Agent Performance Postings



| Agent Number    | Monthly Ranking | Monthly Scorecard Performance |       |       |       |       |       | Six Month Average |
|-----------------|-----------------|-------------------------------|-------|-------|-------|-------|-------|-------------------|
|                 |                 | Sep                           | Aug   | Jul   | Jun   | May   | Apr   |                   |
| 11              | 1               | 95.8%                         | 98.0% | 97.1% | 95.7% | 98.3% | 97.3% | 97.0%             |
| 32              | 2               | 92.8%                         | 92.1% | 90.3% | 89.3% | 84.6% | 92.2% | 90.2%             |
| 21              | 3               | 91.5%                         | 88.5% | 83.2% | 94.0% | 93.7% | 93.5% | 90.7%             |
| 35              | 4               | 91.0%                         | 86.8% | 85.2% | 78.5% | 80.5% | 68.2% | 81.7%             |
| 14              | 5               | 89.5%                         | 89.1% | 90.0% | 90.1% | 92.3% | 92.1% | 90.5%             |
| 26              | 6               | 83.8%                         | 84.4% | 90.2% | 86.5% | 77.8% | 63.9% | 81.1%             |
| 25              | 7               | 83.0%                         | 73.6% | 81.9% | 72.1% | 84.8% | 87.9% | 80.5%             |
| 15              | 8               | 70.4%                         | 66.6% | 53.3% | 56.3% | 56.6% | 39.0% | 57.0%             |
| 20              | 9               | 64.9%                         | 66.5% | 70.1% | 56.9% | 40.9% | 72.7% | 62.0%             |
| 31              | 10              | 62.3%                         | 47.4% | 22.7% | 38.4% | 26.0% | 93.0% | 48.3%             |
| 16              | 11              | 61.0%                         | 62.8% | 54.5% | 45.9% | 41.7% | 62.7% | 54.8%             |
| 17              | 12              | 57.9%                         | 42.1% | 32.3% | 71.6% | 60.3% | 60.3% | 54.1%             |
| 33              | 13              | 56.8%                         | 75.5% | 64.8% | 80.3% | 79.7% | 73.5% | 71.8%             |
| 13              | 14              | 52.2%                         | 34.9% | 61.0% | 52.8% | 58.9% | 48.7% | 51.4%             |
| 24              | 15              | 48.9%                         | 66.7% | 86.9% | 87.7% | 83.6% | 74.5% | 74.7%             |
| 28              | 16              | 46.4%                         | 45.5% | 19.3% | 40.3% | 28.8% | 32.4% | 35.4%             |
| 27              | 17              | 43.7%                         | 26.5% | 31.5% | 24.3% | 22.2% | 17.2% | 27.6%             |
| 19              | 18              | 41.5%                         | 28.4% | 50.1% | 48.1% | 71.1% | 81.0% | 53.4%             |
| 23              | 19              | 39.1%                         | 52.3% | 57.1% | 86.4% | 87.7% | 88.9% | 68.6%             |
| 22              | 20              | 36.8%                         | 18.7% | 19.3% | 52.9% | 66.4% | 64.3% | 43.1%             |
| 12              | 21              | 36.6%                         | 43.2% | 33.1% | 65.7% | 69.0% | 86.0% | 55.6%             |
| 30              | 22              | 36.3%                         | 22.6% | 23.5% | 85.8% | 81.5% | 70.3% | 53.3%             |
| 29              | 23              | 34.1%                         | 44.9% | 50.2% | 28.3% | 48.9% | 36.9% | 40.5%             |
| 34              | 24              | 33.4%                         | 37.9% | 23.1% | 21.7% | 29.7% | 22.6% | 28.0%             |
| 18              | 25              | 32.6%                         | 68.4% | 80.4% | 88.4% | 83.8% | 91.6% | 74.2%             |
| Monthly Average |                 | 59.3%                         | 58.5% | 58.0% | 65.5% | 66.0% | 68.4% | 62.6%             |



# Market Your Service Desk!

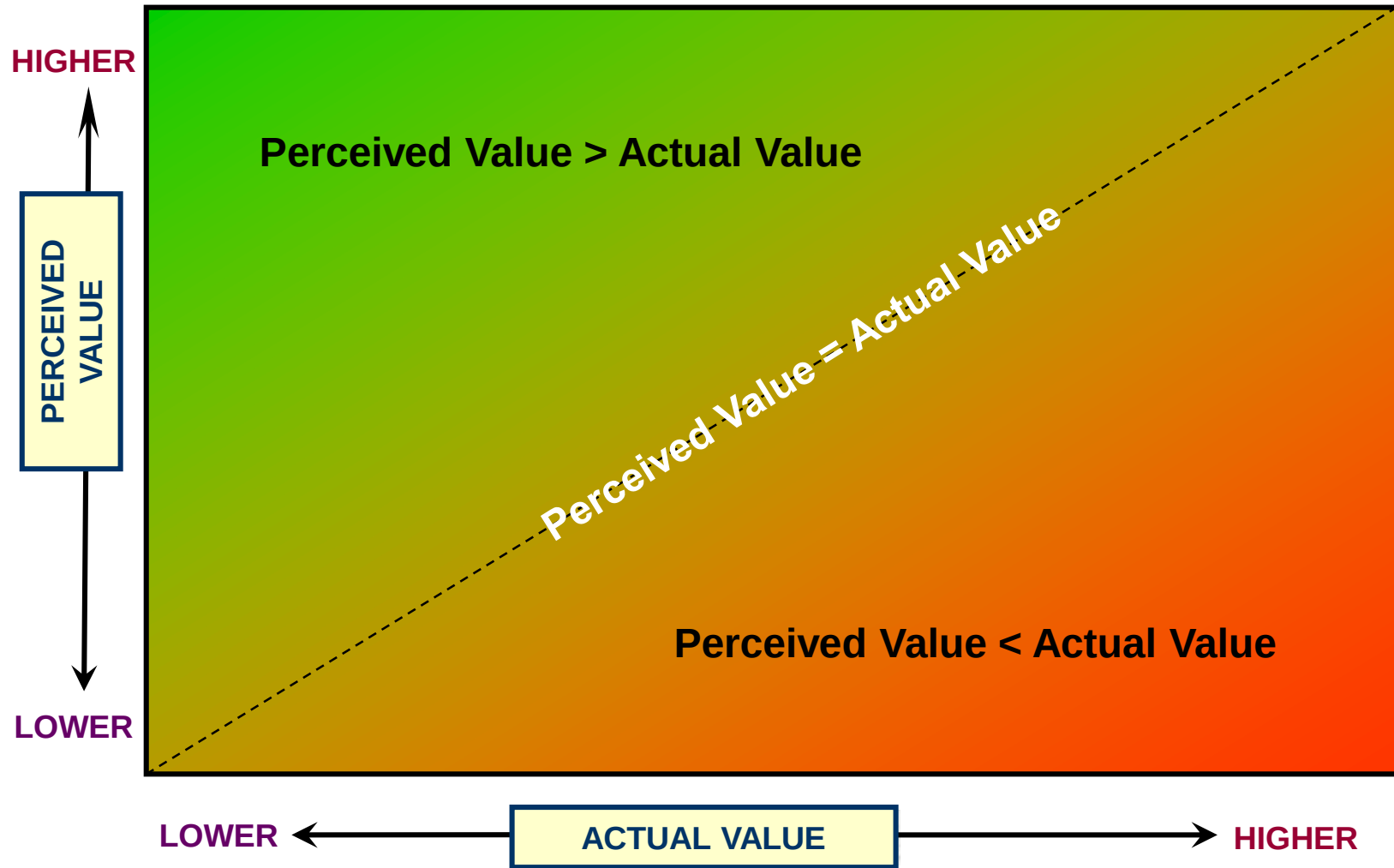


| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |



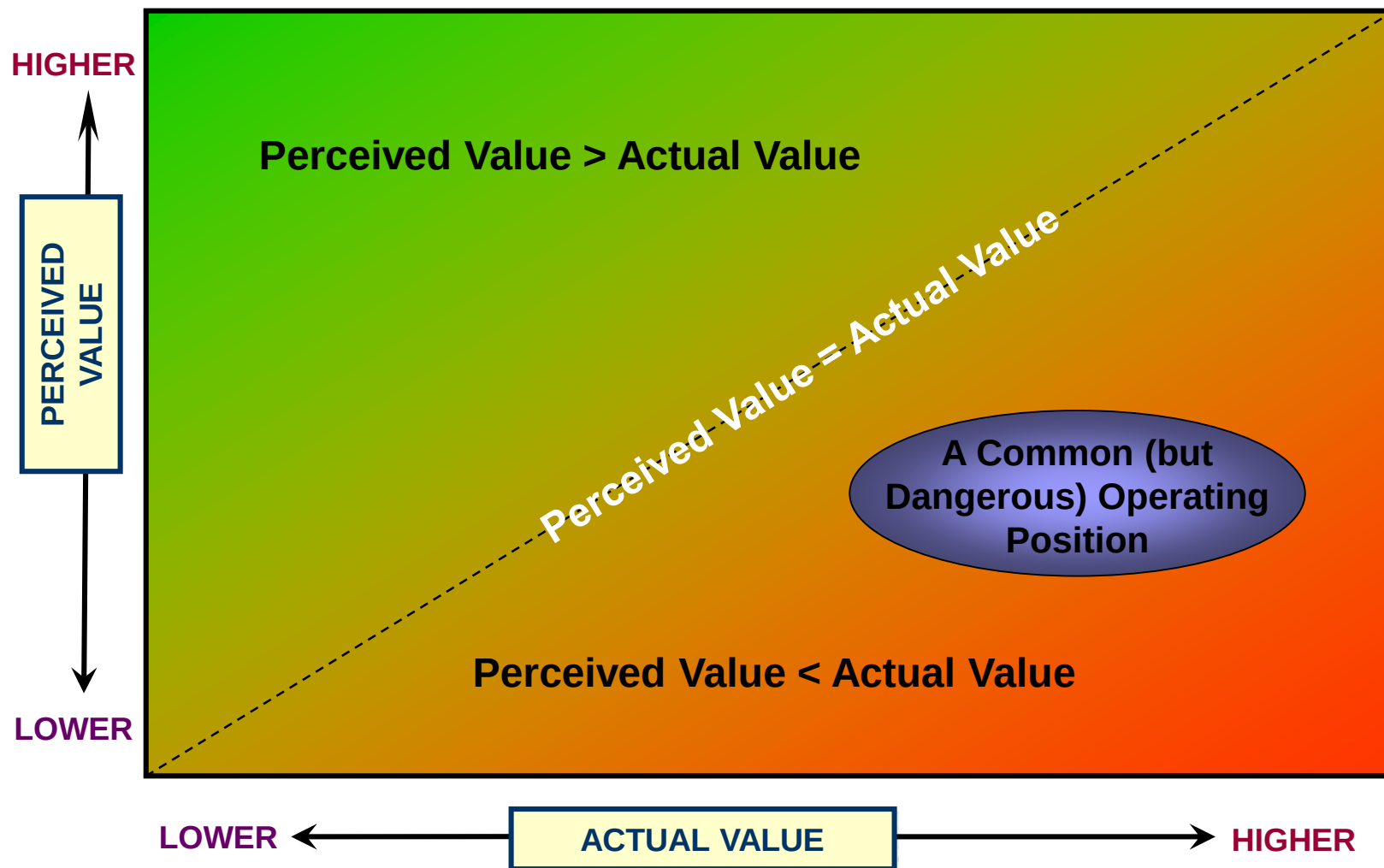


## Perception vs. Reality





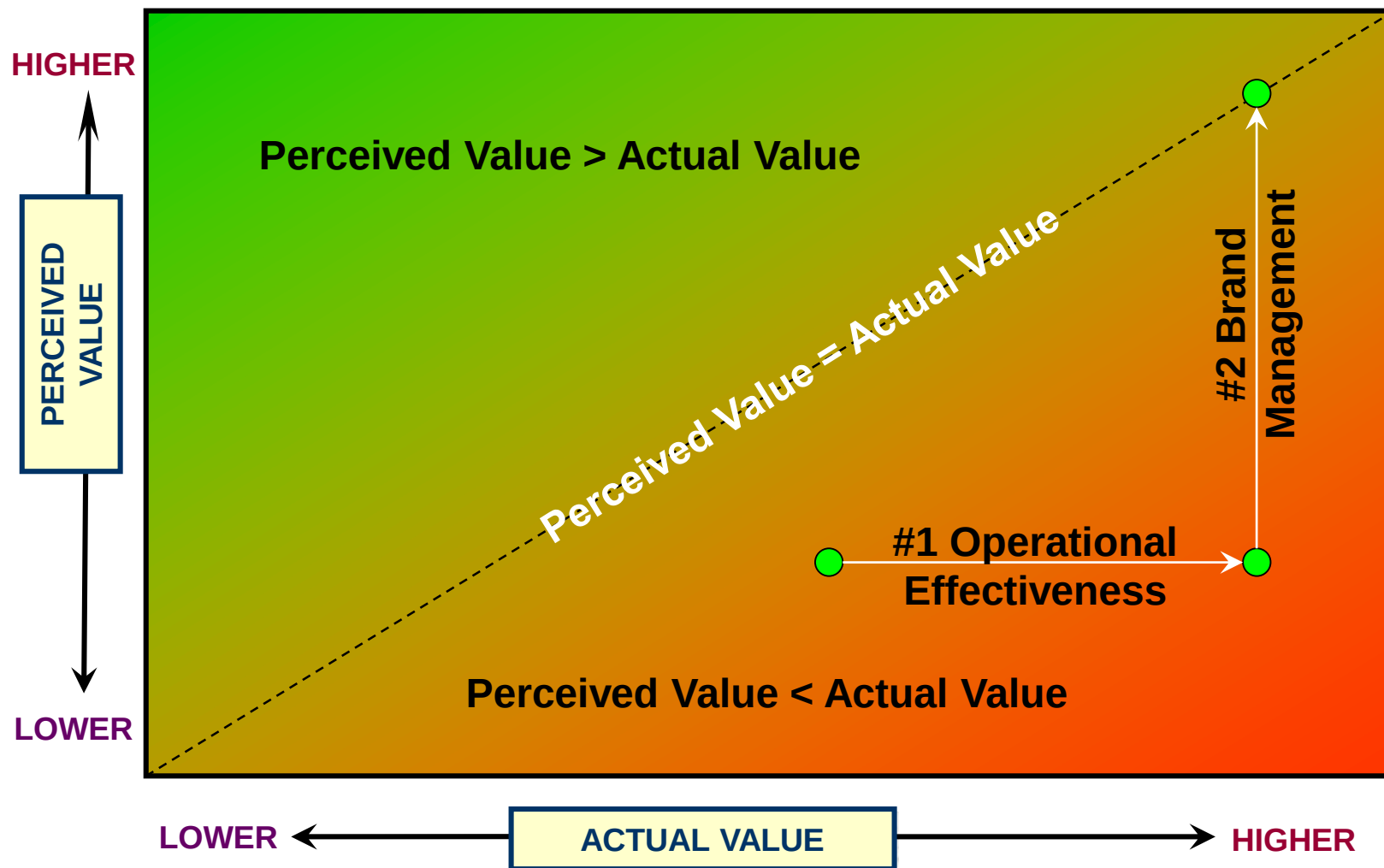
## Where Does Your Service Desk Operate?





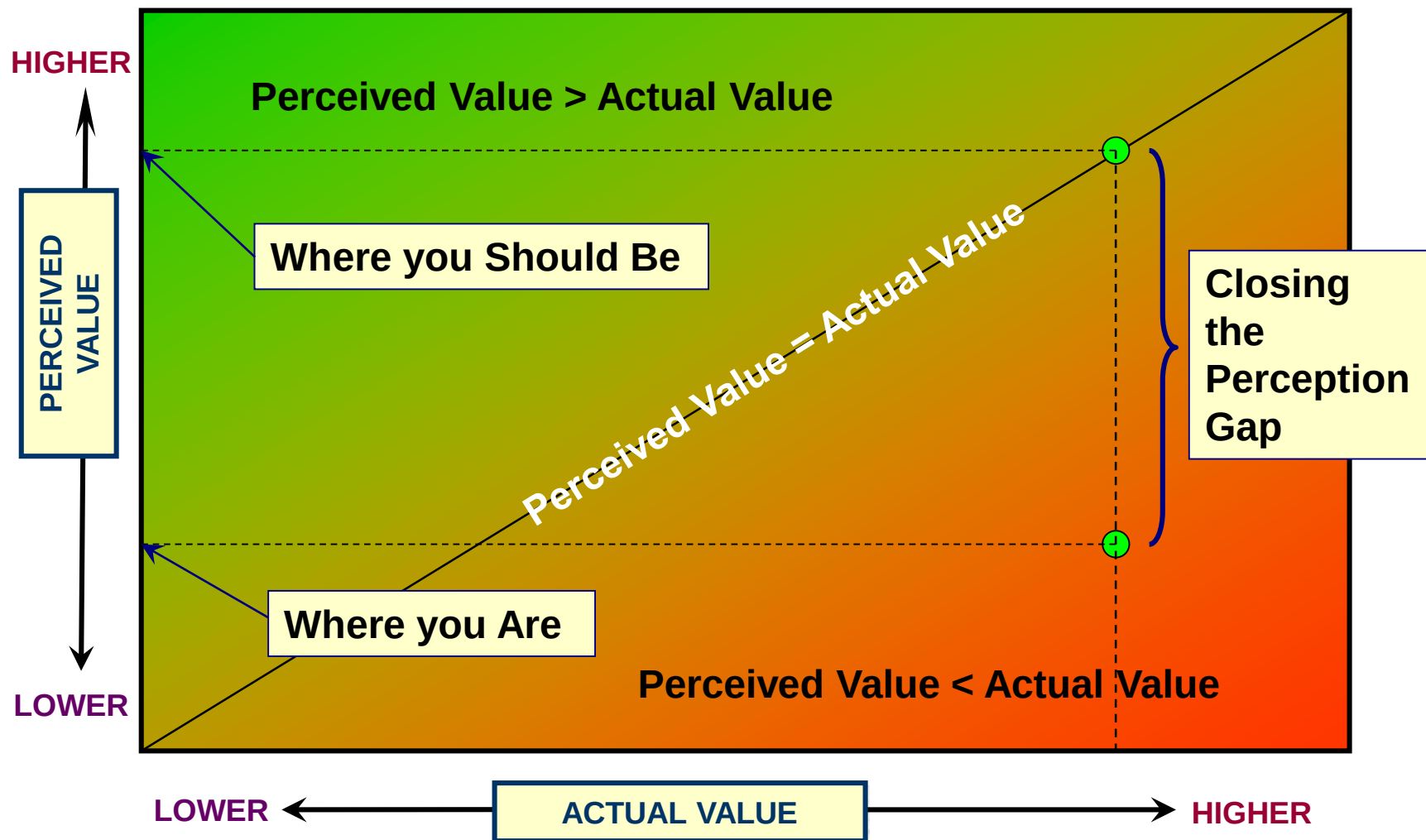


## Operational Effectiveness First!





## Closing the Perception vs. Reality Gap





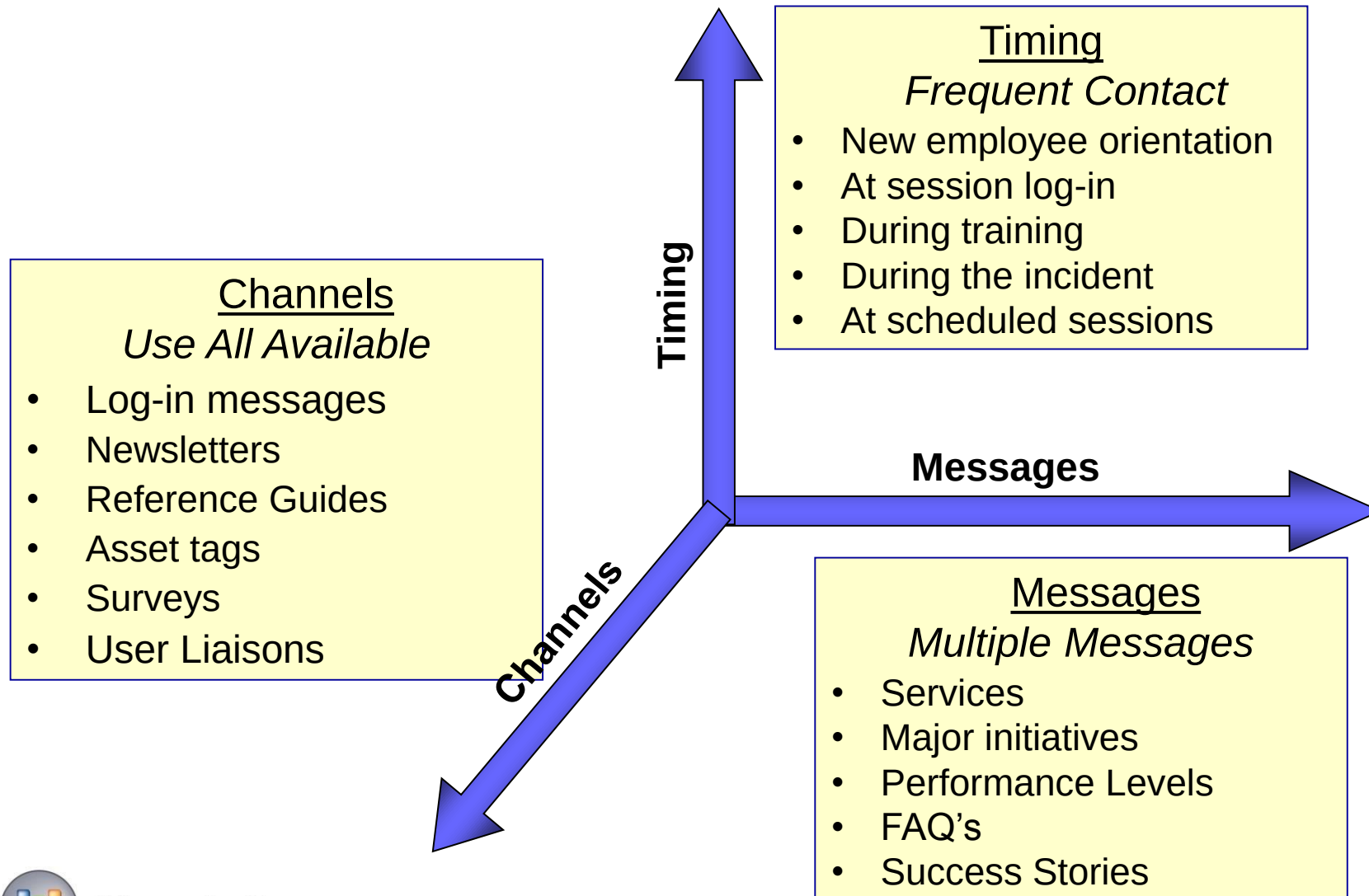
## Image Management: The Five W's

1. Who – Who are the Key Stakeholder Groups?
2. What – What are the Key Messages?
3. When – When are You Going to Communicate Them?
4. Where/How – Where/How do You Reach the Stakeholders?
5. Why – Why are We Doing This?





# Key Success Factors in Service Desk Image Management





# The Most Common Communication Vehicles

## Newsletters



## Brown Bag Sessions



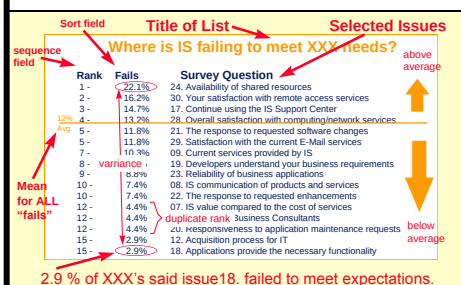
## Leave Behinds



## Business Unit Liaisons



## Surveys



## Log-in Screens



## Webcasts



## FAQ Site





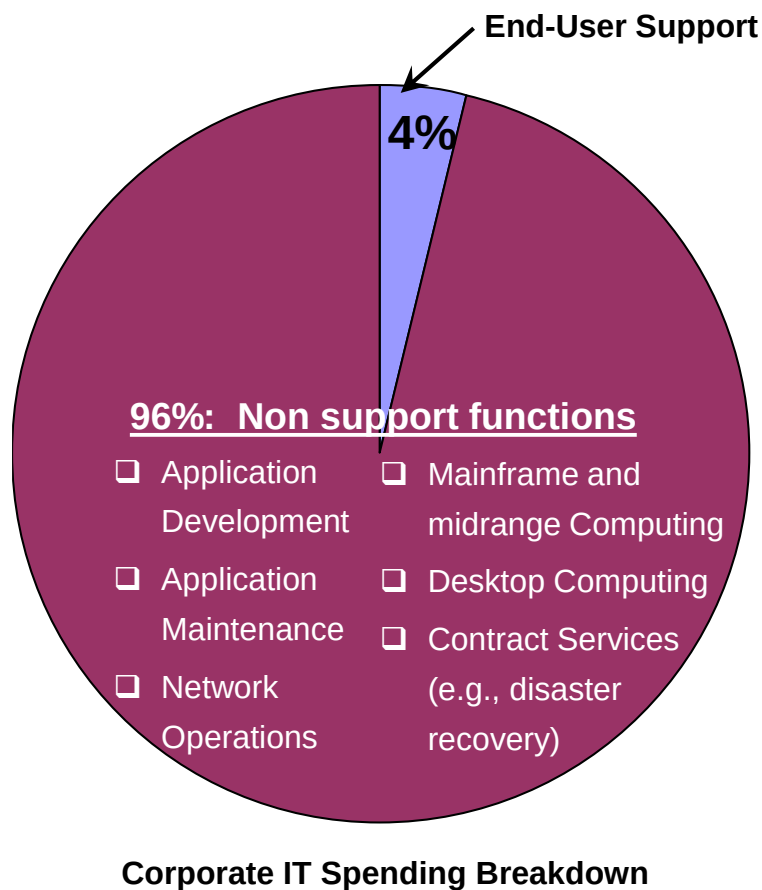
## Marketing Summary

- Managing the gap between perception and reality is fairly straightforward
  - It doesn't take a lot of time, or cost a lot of money
- But it is critically important
  - The success of your service desk depends as much on your image, as it does on your actual performance!
- The Benefits of effective Image Management Include:
  - Customer loyalty and positive word-of-mouth referrals
  - Credibility, which leverages your ability to Get Things Done!
  - A Positive Image for IT overall
  - High levels of Customer Satisfaction





# The Paradox of IT Support



- ❑ 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





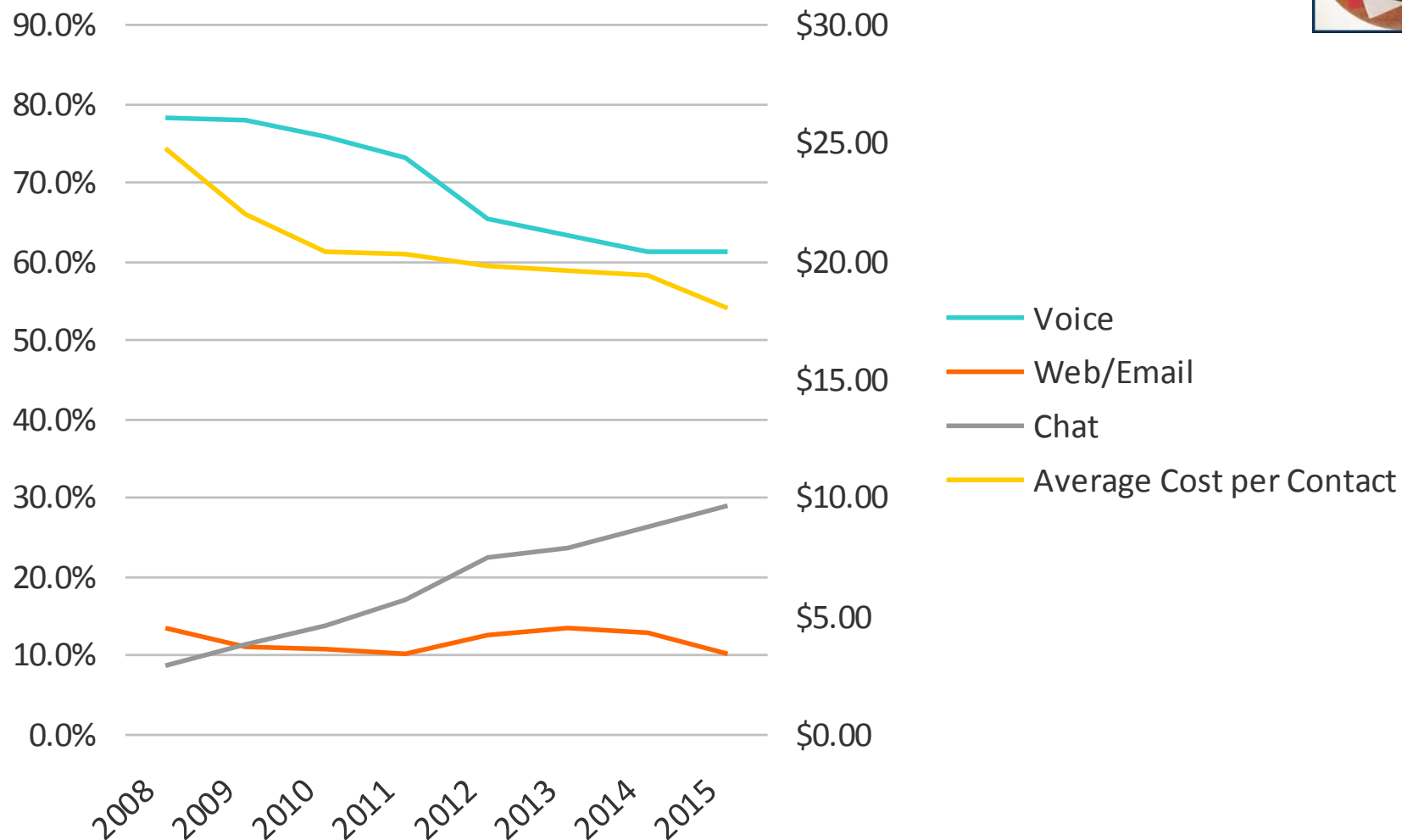
# Support Has an Opportunity to Minimize TCO



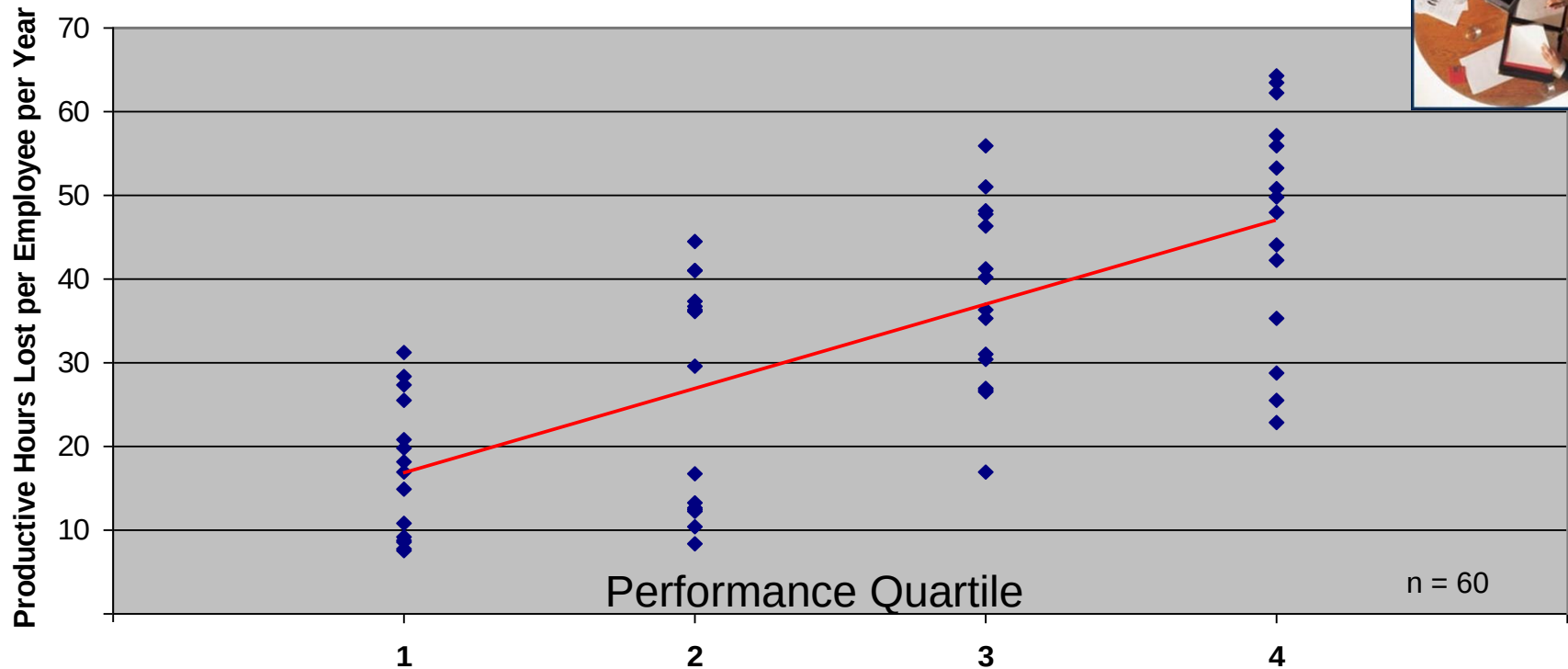




# Contact Deflection into Lower Cost Channels



# Quality of Support Drives End-User 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       |





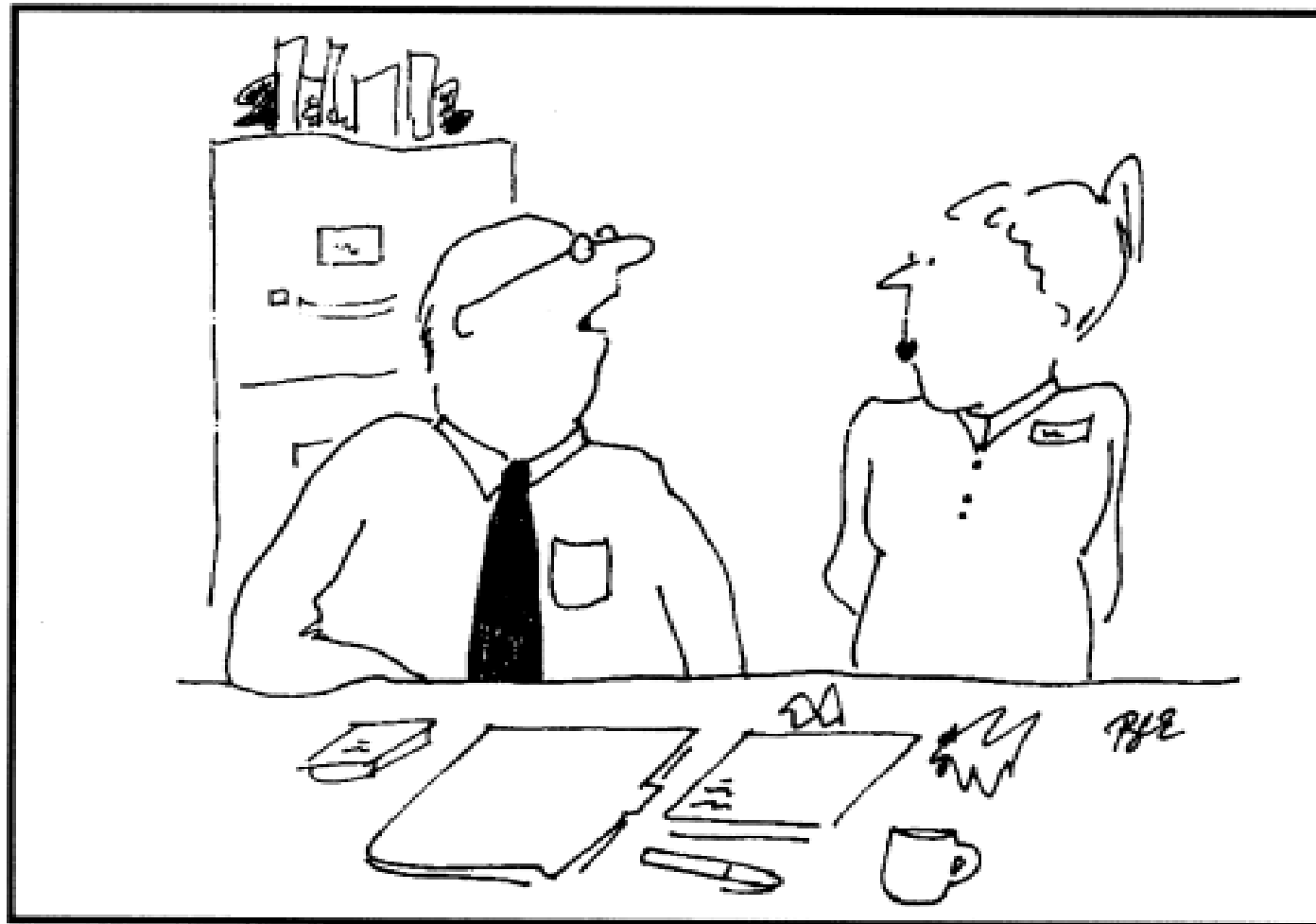
## Why are We Doing This?

We've all heard the expression...

*“Expectations Not Set...  
are Expectations Not Met!”*

So, let's get serious about proactively managing expectations!



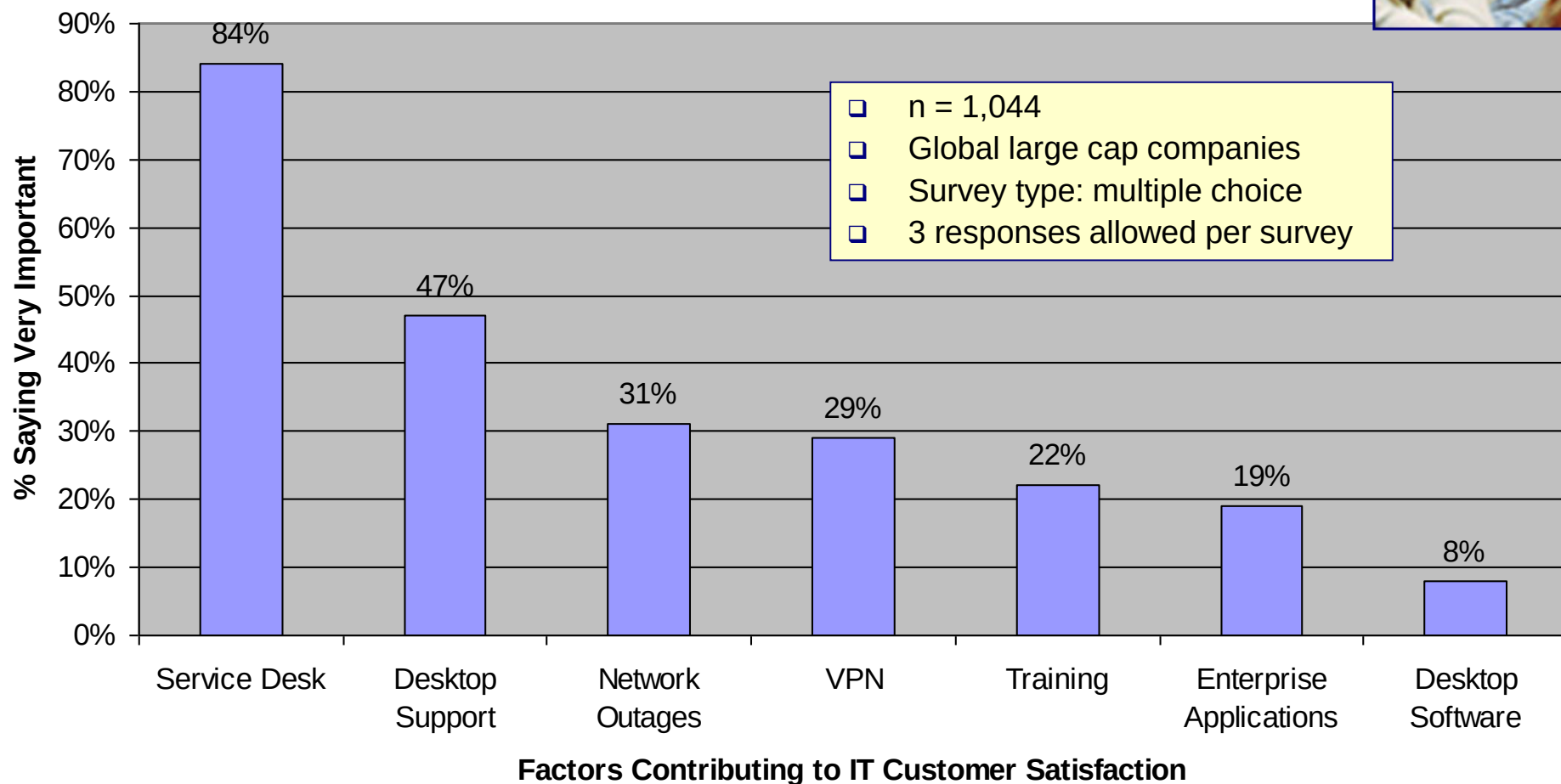


***"Delight customers?! Why can't we just satisfy them like we used to?"***





# What Drives Customer Satisfaction with IT?



- 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



# A Model for Service Desk Best Practices



| Model Component | Description                                       |
|-----------------|---------------------------------------------------|
| 1. Strategy     | Creating Economic Value in IT Service and Support |
| 2. Metrics      | Metrics are used holistically and diagnostically  |
| 3. HR           | Life-Cycle management of Human Resources          |
| 4. Marketing    | Actively manage stakeholder perceptions           |



# Download Today's Presentation

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



## You Can Reach MetricNet...



[www.metricnet.com](http://www.metricnet.com)



703.992.8160



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







# *Questions?*



Orange County



**MetricNet™**  
Performance Benchmarking



*Thank You!*



Orange County



MetricNet<sup>™</sup>  
Performance Benchmarking



# About MetricNet: *Your Benchmarking Partner*



Orange County



**MetricNet™**  
Performance Benchmarking

## 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



# Benchmarking is MetricNet's Core Business

## Information Technology

- Service Desk
- Desktop Support
- Field Support

## Call Centers

- Customer Service
- Technical Support
- Telemarketing/Telesales
- Collections

## Telecom

- Price Benchmarking

## Satisfaction

- Customer Satisfaction
- Employee Satisfaction





## 27 Years of IT Service and Support Benchmarking Data



Global Database

More than 3,700 IT Service and Support Benchmarks

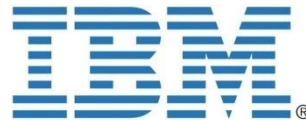
70+ Key Performance Indicators

More than 120 Industry Best Practices



# Meet a Sampling of Our Clients

MetricNet Conducts benchmarking for IT Service and Support organizations worldwide, and across virtually every industry sector.



MetricNet

## You Can Reach MetricNet...



[www.metricnet.com](http://www.metricnet.com)



703.992.8160



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



MetricNet





*Thank You!*



Orange County



MetricNet<sup>™</sup>  
Performance Benchmarking