



# Unleashing the Enormous Power of *IT Service and Support KPIs*



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



# Empirical Observations from Our Global Benchmarking Database



- **Global Database**
- **More than 4,000 IT Service and Support Benchmarks**
- **70+ Key Performance Indicators**
- **Nearly 120 Industry Best Practices**



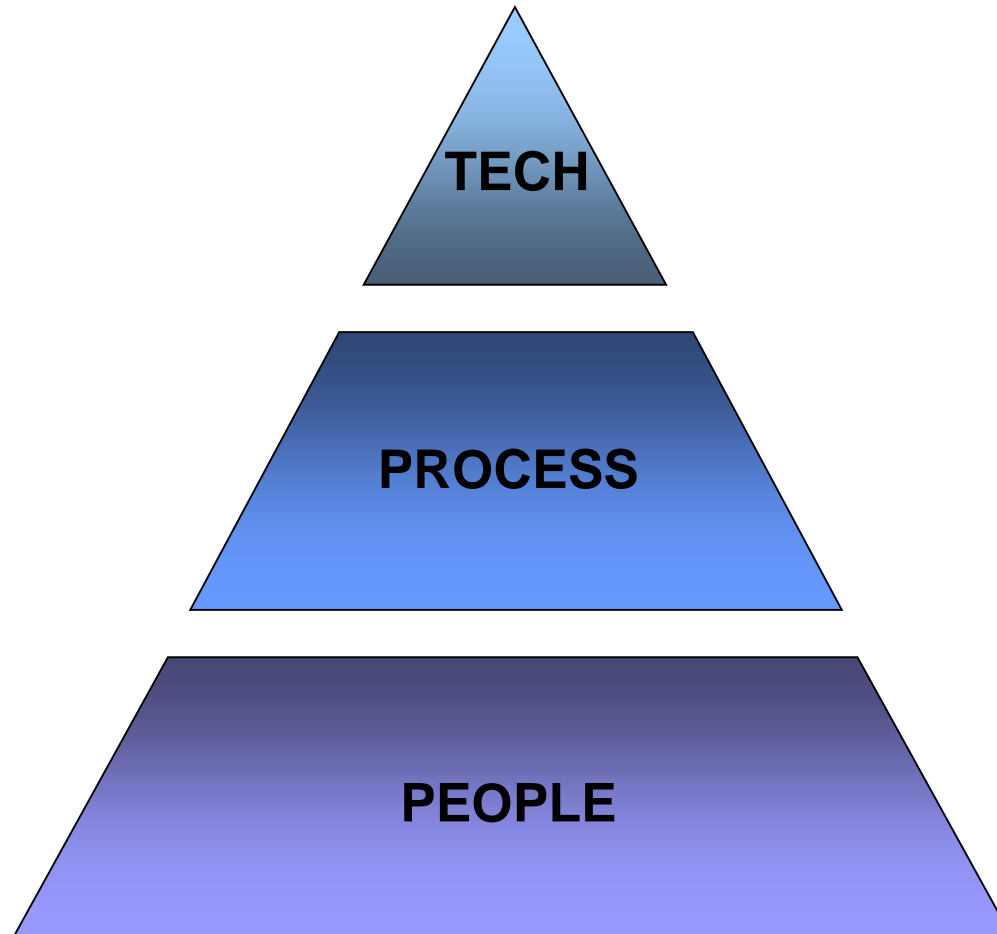
# Process Drives Performance!



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



# The Traditional Paradigm for Technical Support

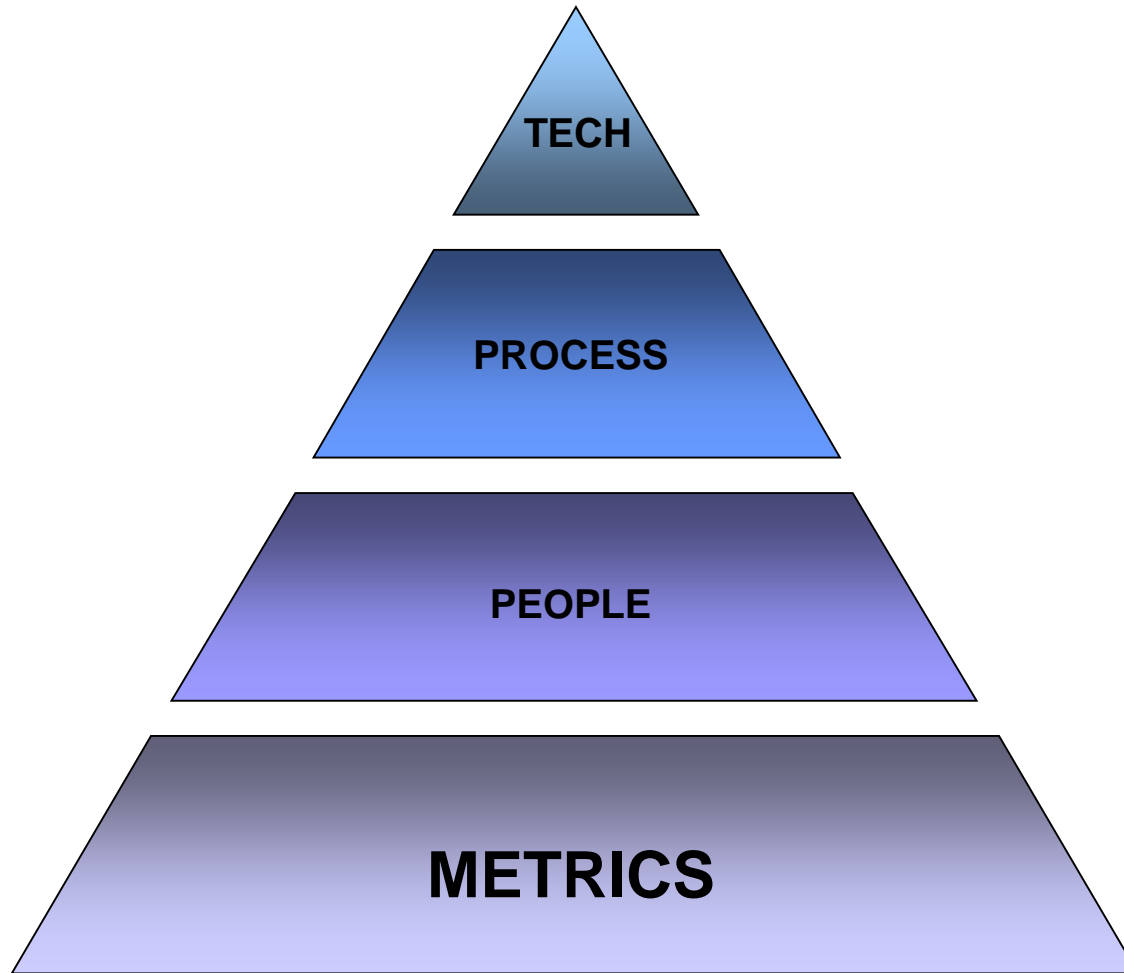


# World-Class Support Defined

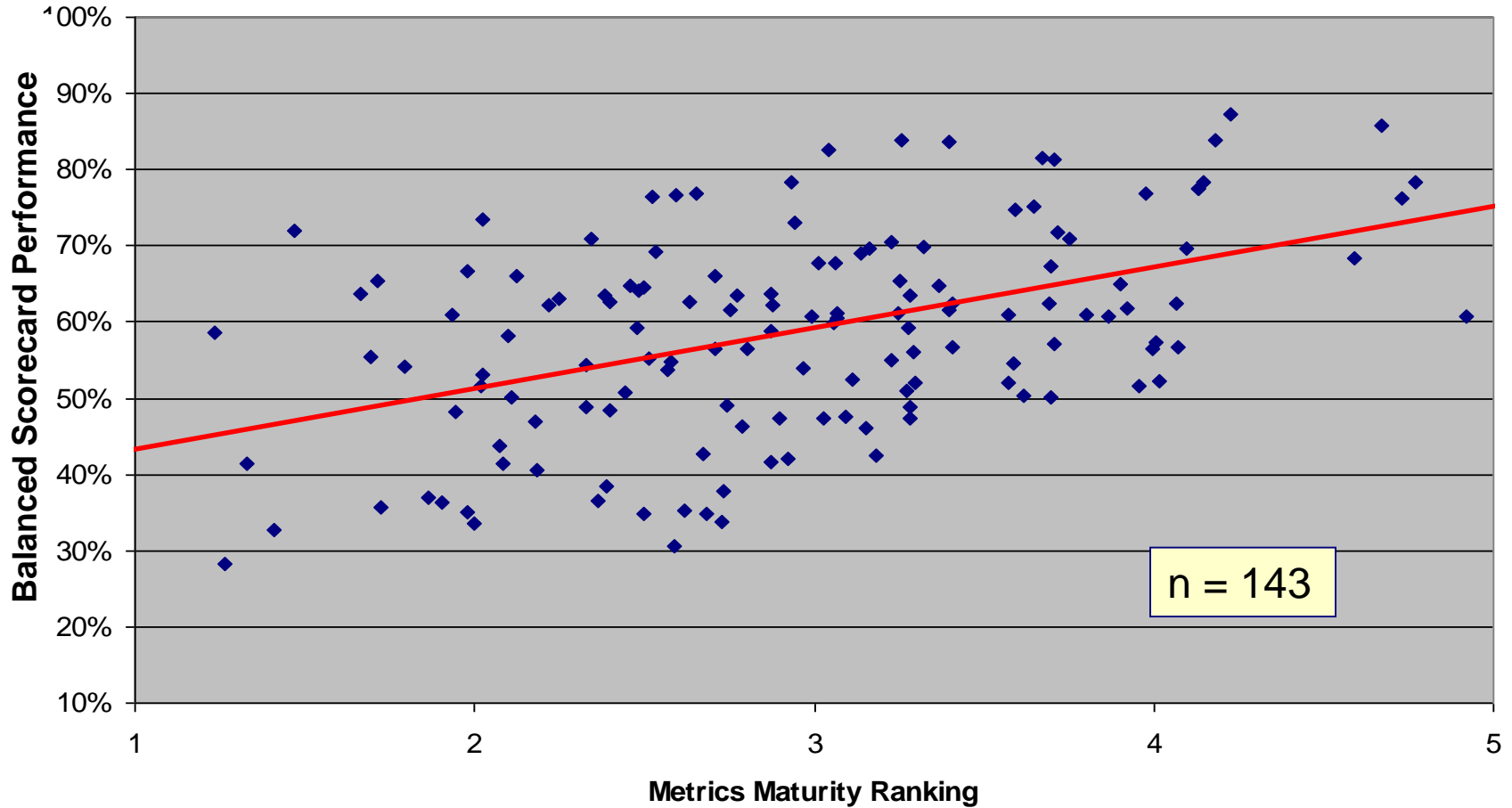
- **Service consistently exceeds customer expectations**
  - Result is high levels of Customer Satisfaction
  - Top Quartile Customer Satisfaction
- **Costs are managed at or below industry average levels**
  - Cost per Ticket below average
  - Bottom quartile Cost per Ticket
- **Service and Support 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%



# METRICS: An Even More Fundamental Building Block!



# The Evidence for Metrics as a Foundation Block



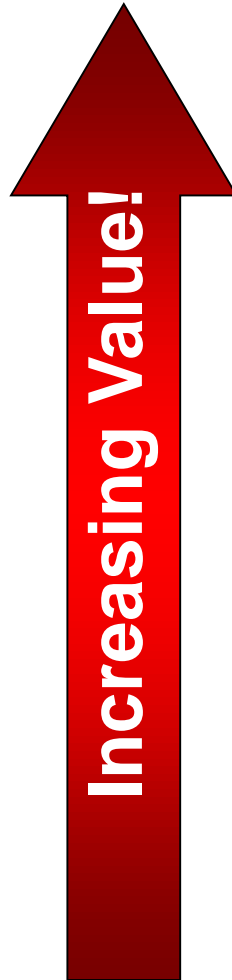
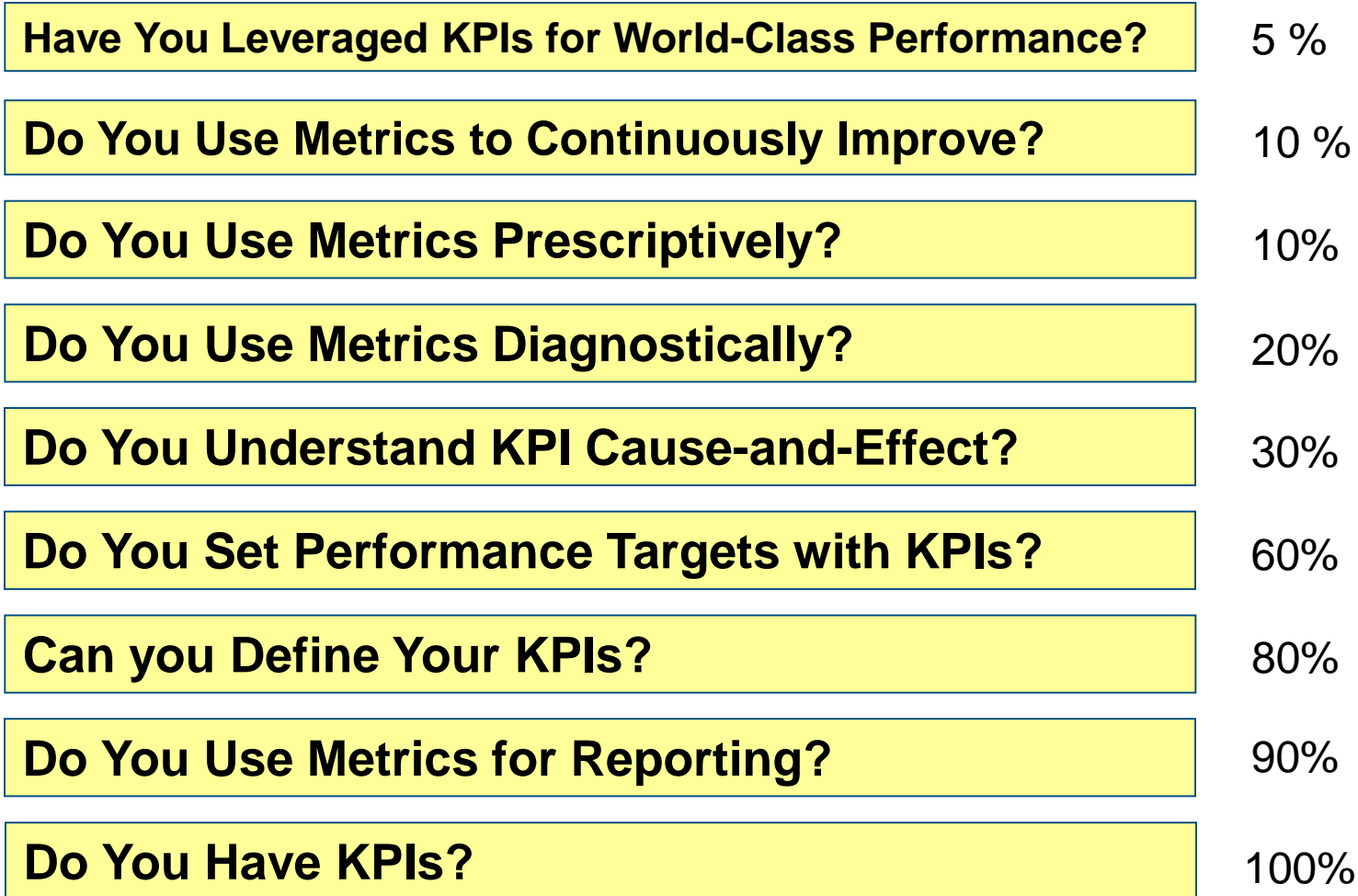
# Some Important Questions to Ask About KPIs

<b>Have You Leveraged KPIs for World-Class Performance?</b>	5 %
<b>Do You Use Metrics to Continuously Improve?</b>	10 %
<b>Do You Use Metrics Prescriptively?</b>	10%
<b>Do You Use Metrics Diagnostically?</b>	20%
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<b>Do You Set Performance Targets with KPIs?</b>	60%
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<b>Do You Use Metrics for Reporting?</b>	90%
<b>Do You Have KPIs?</b>	100%

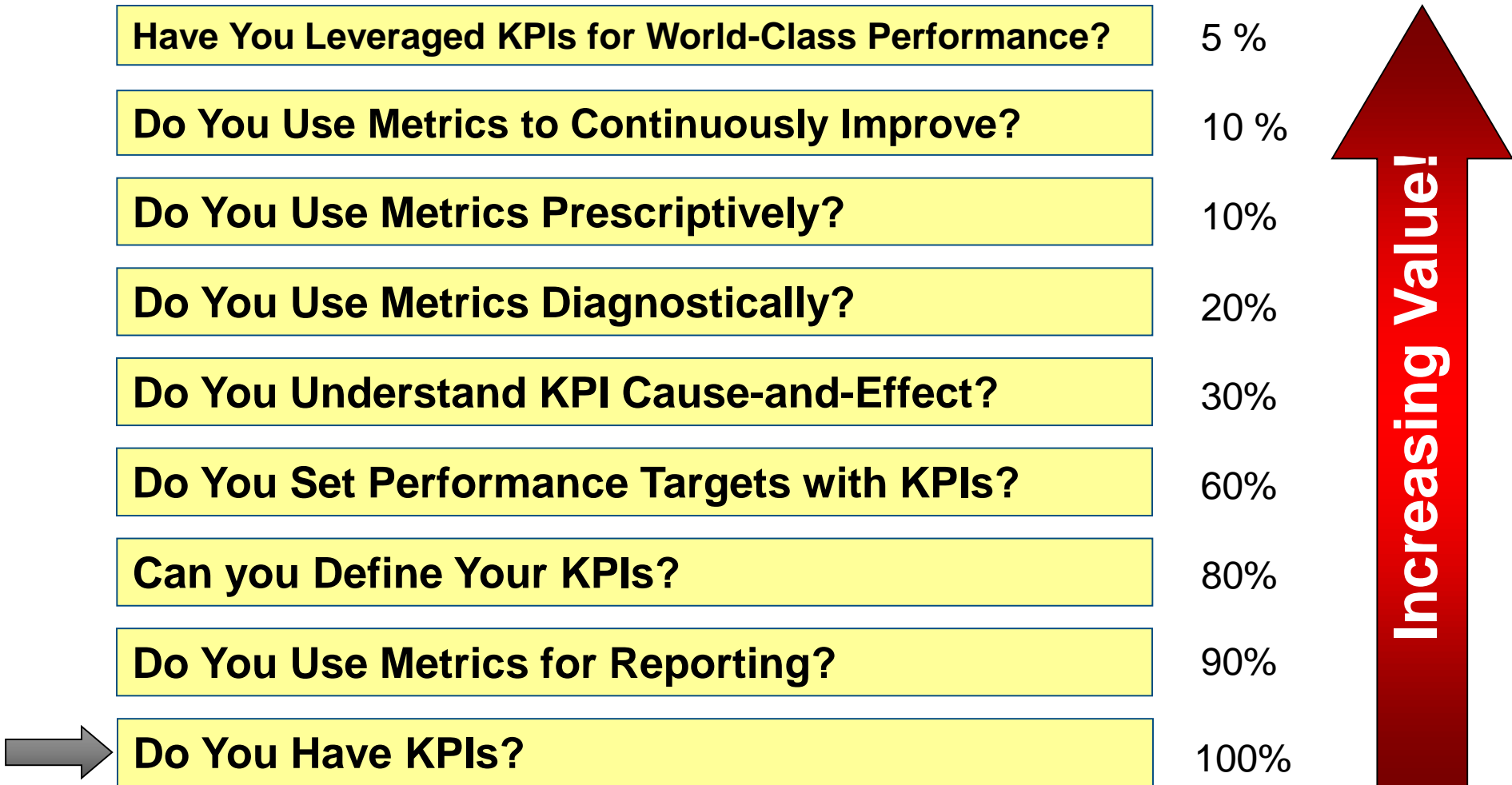




# The Dilemma with IT Service and Support KPIs



# The IT Service and Support Metrics Hierarchy



# Some Common Service Desk KPIs

## Cost

- Cost per Ticket
- Cost per Minute of Handle Time
- 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-Service Completion Rate

**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 KPIs

## 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 KPIs

## **Cost**

- Cost per Ticket

## **Quality**

- Customer satisfaction

## **Productivity**

- Technician Utilization

## **Call Handling**

- First contact resolution rate (incidents)

## **Service Level**

- Mean Time to Resolve

## **TCO**

- % Resolved Level 1 Capable

## **Technician**

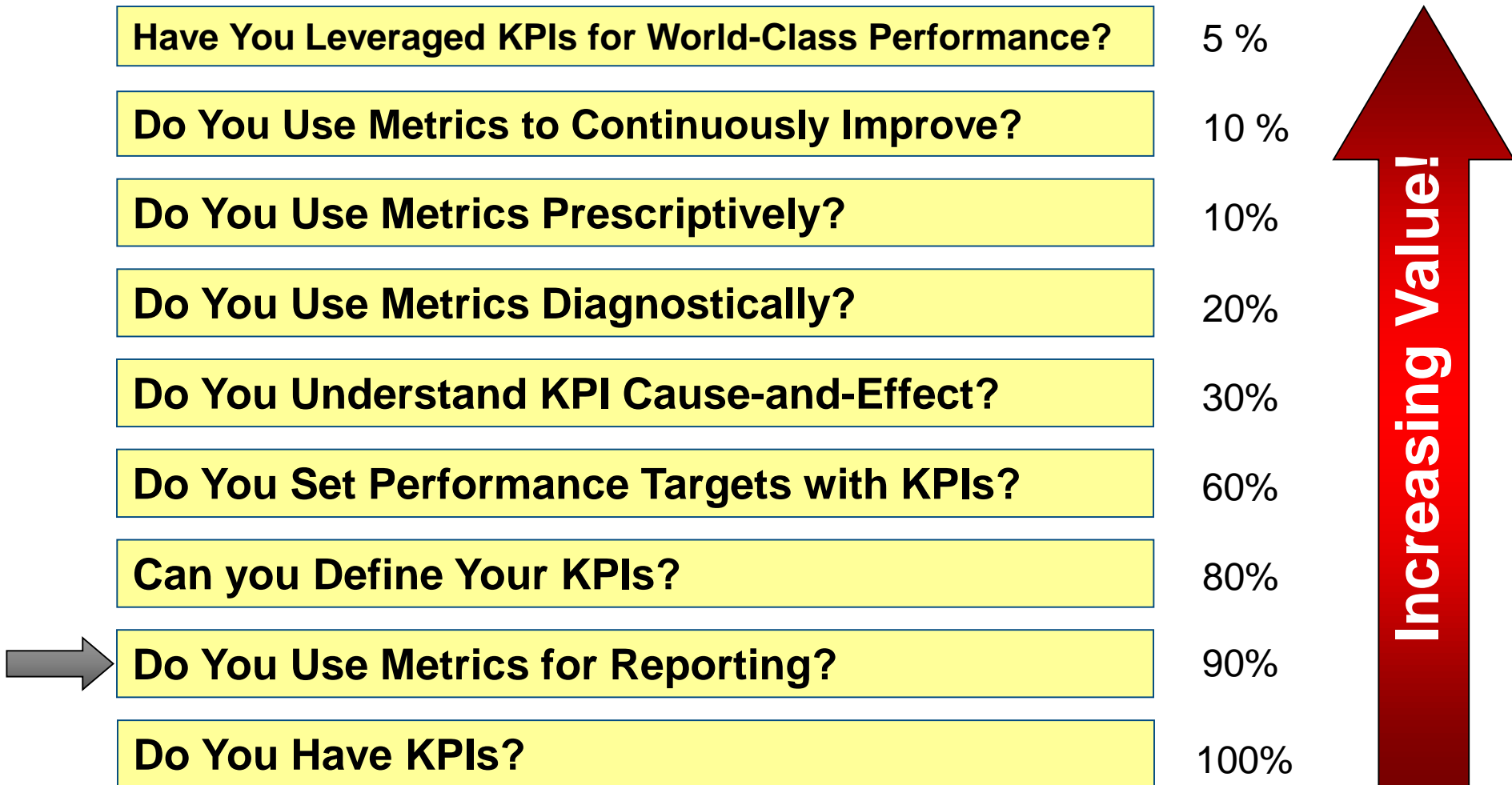
- Technician Satisfaction

## **Aggregate**

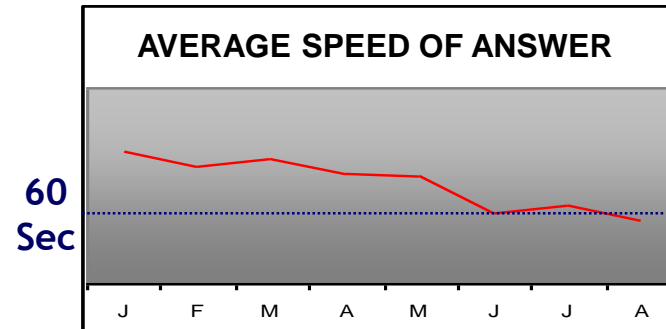
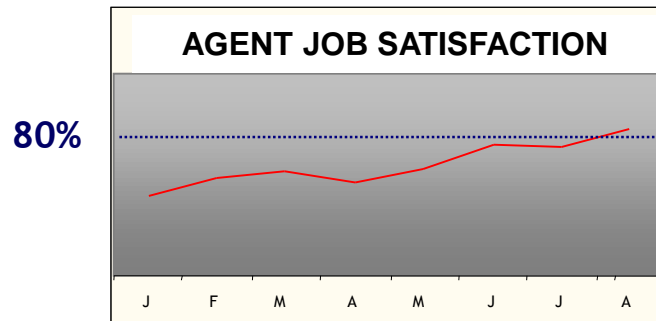
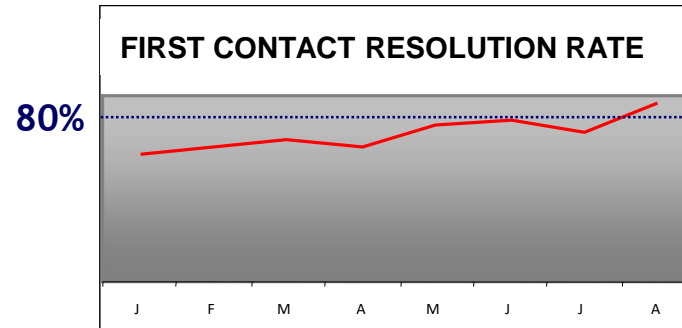
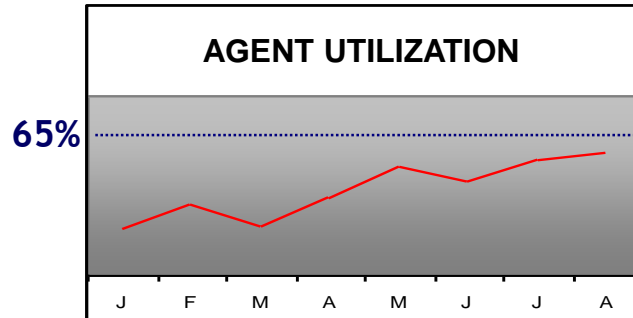
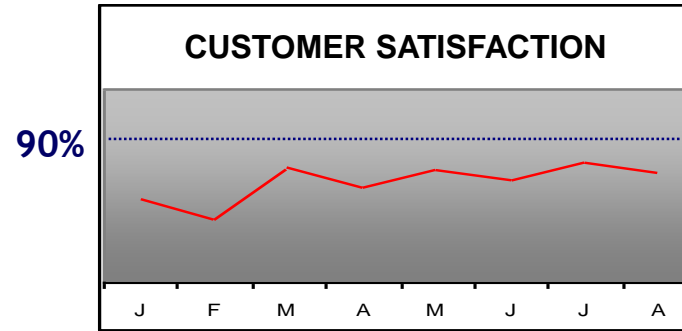
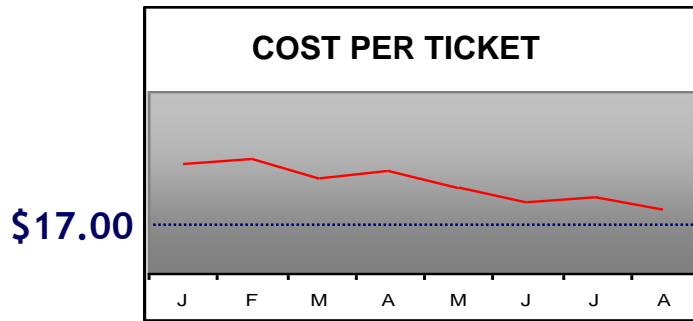
- Balanced scorecard



# The IT Service and Support Metrics Hierarchy

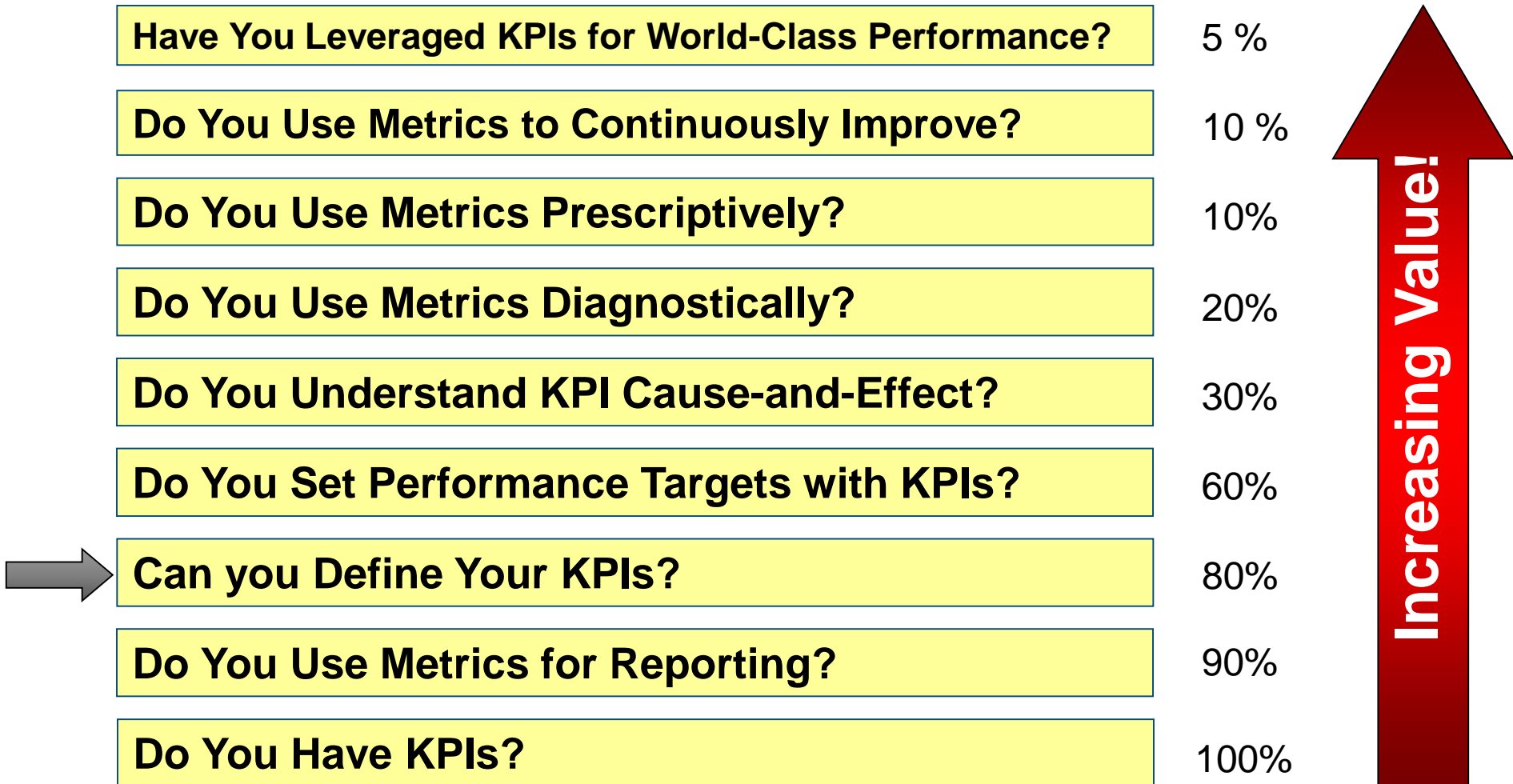


# Reporting: A Good Start

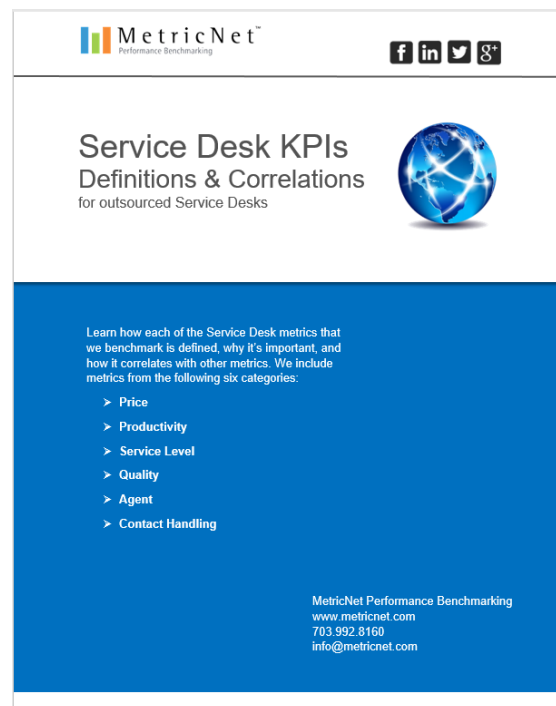
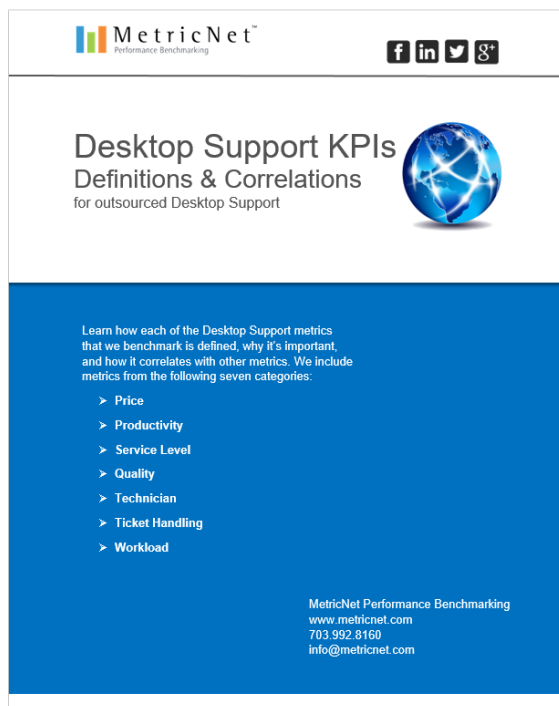




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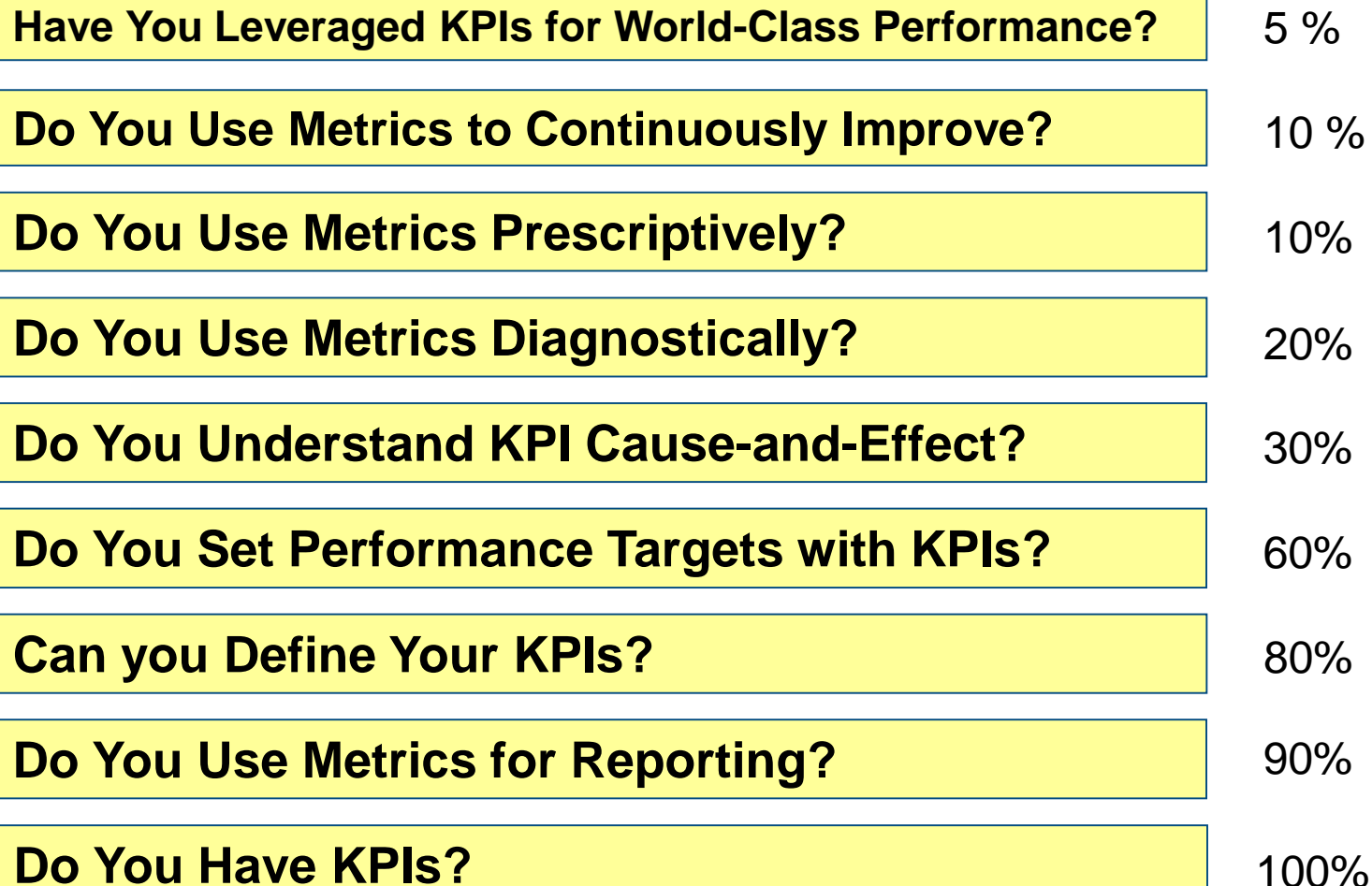
# Download eBooks of KPI Definitions



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



# The IT Service and Support Metrics Hierarchy



**Increasing Value!**



# Industry Averages and Ranges for Service Desk KPIs

## 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	< \$12.01	\$12.01 - \$15.69	\$15.69 - \$24.97	> \$24.97
Customer Satisfaction	> 94.0%	94.0% - 85.2%	85.2% - 76.3%	< 76.3%
Agent Utilization	> 52.0%	52.0% - 46.8%	46.8% - 39.5%	< 39.5%
Net First Contact Resolution Rate	> 80.3%	80.3% - 74.0%	74.0% - 68.3%	< 68.3%
Agent Job Satisfaction	> 77.1%	77.1% - 73.4%	73.4% - 66.4%	< 66.4%
Average Speed of Answer (seconds)	< 21	21 - 34	34 - 82	> 82
Service Desk Balanced Score	> 66.0%	66.0% - 55.0%	55.0% - 47.0%	< 47.0%



# Service Desk Performance Trend

Metric Type	Service Desk KPIs	Benchmarking Statistics		
		2010	2017	Change
Cost	Cost per Inbound Contact	\$22.56	\$16.22	28.1%
	First Level Resolution Rate	73.5%	85.5%	16.3%
Productivity	Agent Utilization	43.8%	47.1%	7.5%
Quality	Customer Satisfaction	81.0%	86.5%	6.8%
	Net First Contact Resolution Rate	67.9%	79.6%	17.2%
Agent	Agent Job Satisfaction	72.5%	80.6%	11.2%



# Service Desk Performance Targets

<b>Performance Metric</b>	<b>Your Performance</b>	<b>Target Performance</b>
Cost per Ticket	<b>\$37.10</b>	<b>\$22.00</b>
Customer Satisfaction	<b>98.4%</b>	<b>92.0%</b>
Agent Utilization	<b>67.2%</b>	<b>52.0%</b>
Net First Contact Resolution Rate	<b>25.4%</b>	<b>85.0%</b>
Agent Job Satisfaction	<b>78.9%</b>	<b>80.0%</b>
Average Speed of Answer (seconds)	<b>28</b>	<b>45</b>
<b>Service Desk Balanced Score</b>	<b>55.6%</b>	<b>81.2%</b>



# Individual Performance Targets

<b>Performance Metric</b>	<b>Agent Performance</b>	<b>Target Performance</b>
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>



# Industry Averages and Ranges for Desktop Support KPIs

## 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 Ticket

< \$68.82

\$68.82 - \$98.98

\$98.98 - \$135.01

> \$135.01

Customer Satisfaction

> 94.7%

94.7% - 90%

90% - 83.2%

< 83.2%

Technician Utilization

> 63.0%

63.0% - 56.6%

56.6% - 47.3%

< 47.3%

Incident First Visit Resolution Rate

> 87.0%

87.0% - 80.5%

80.5% - 76.6%

< 76.6%

Technician Job Satisfaction

> 84.3%

84.3% - 78.5%

78.5% - 75.7%

< 75.7%

MTTR Incidents (business hours)

< 4.8

4.8 - 7.2

7.2 - 9.5

> 9.5

Desktop Support Balanced Score

> 67.3%

67.3% - 62.4%

62.4% - 50.4%

< 50.4%



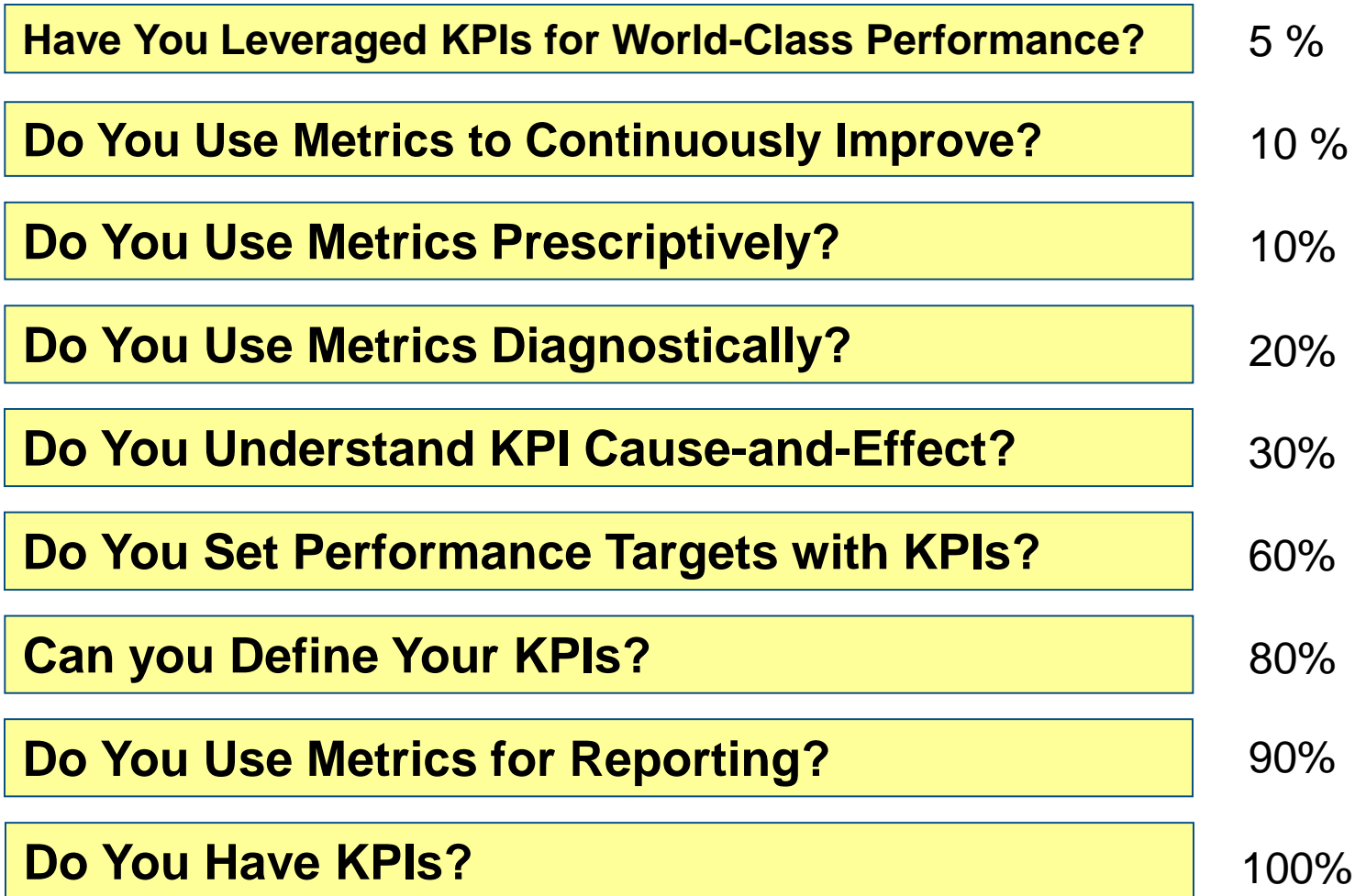


# Desktop Support Performance Trend

Metric Type	Desktop Support KPI's	Benchmarking Statistics		
		2010	2017	Change
Cost	Cost per Ticket	\$110.14	\$109.15	0.9%
Quality	Customer Satisfaction	81.3%	87.9%	8.1%
	Incident First Visit Resolution Rate	78.2%	81.1%	3.7%
	% Resolved Level 1 Capable	36.1%	19.5%	46.0%
Productivity	Technician Utilization	50.9%	55.1%	8.3%
Service Level	Mean Time to Resolve Incidents (business hours)	12.6	7.5	40.5%
	Mean Time to Fulfill Service requests (business days)	5.5	5.5	0.0%
Technician	Technician Job Satisfaction	80.5%	79.8%	-0.9%



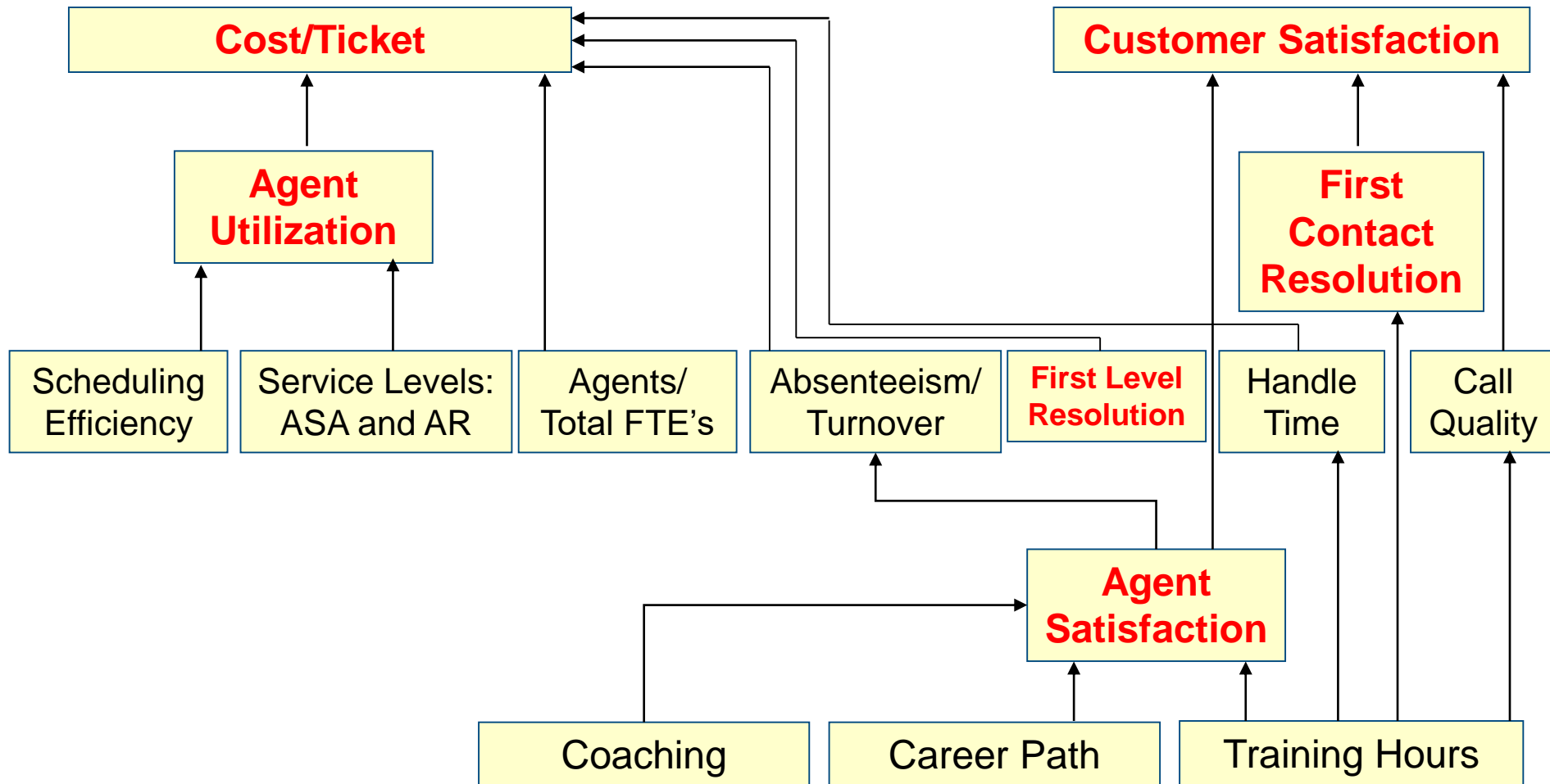
# The IT Service and Support Metrics Hierarchy



**Increasing Value!**

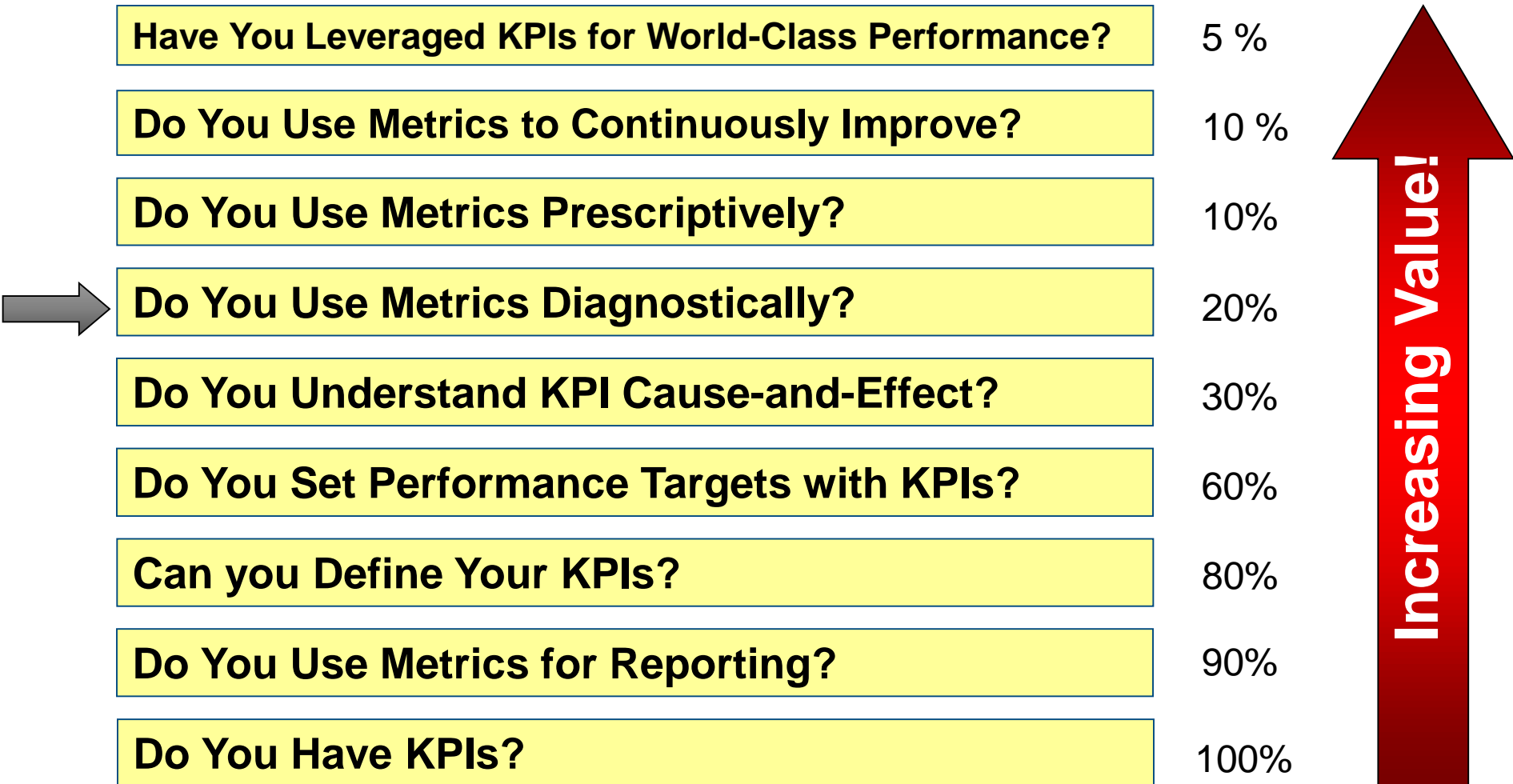


# Important Service Desk KPI Correlations

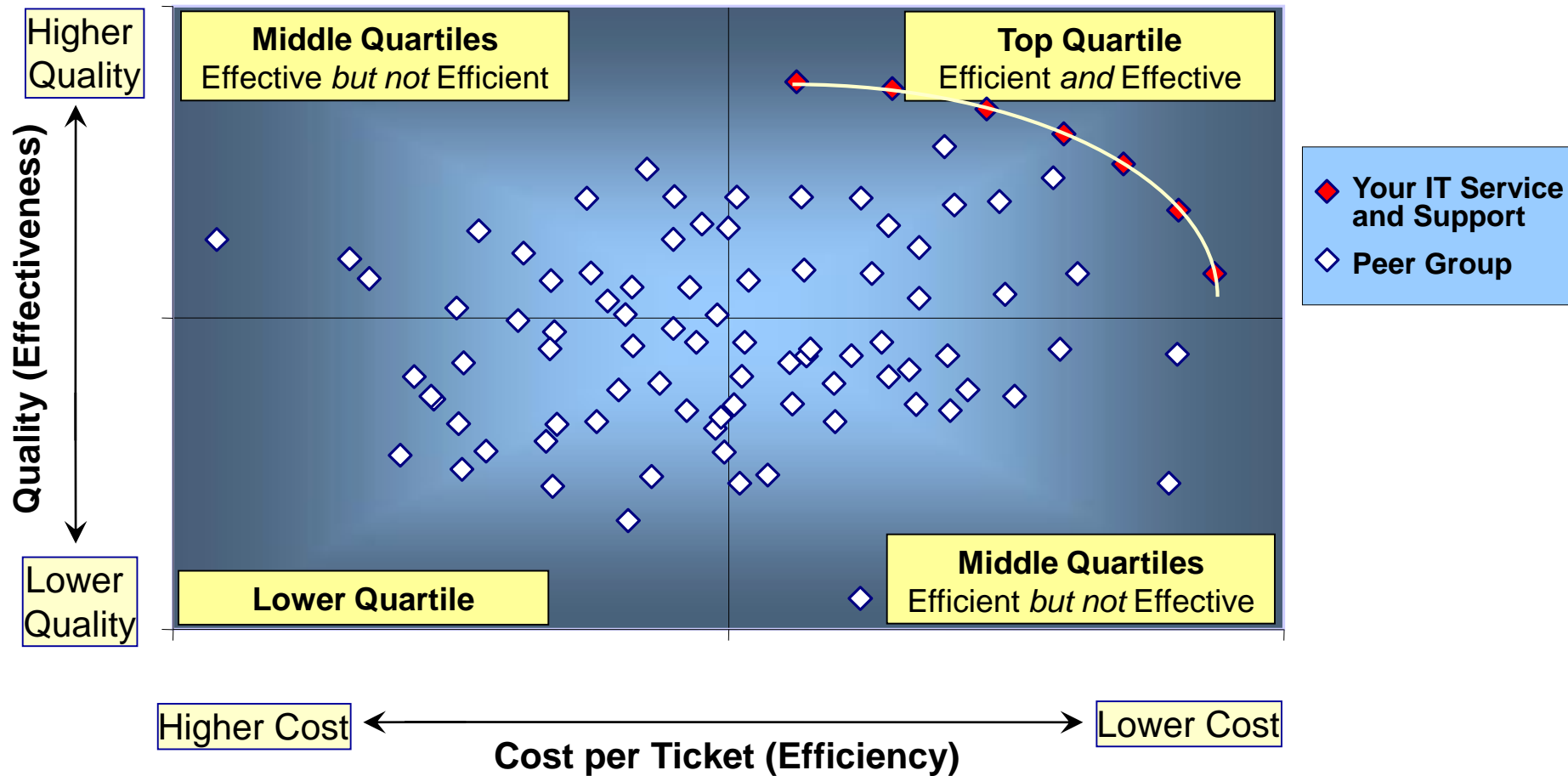




# The IT Service and Support Metrics Hierarchy



# 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

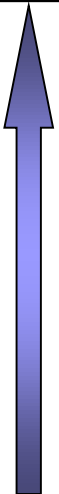
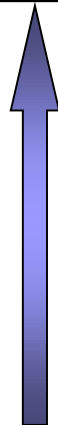
**Step 2**  
Each metric has been weighted according to its relative importance

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

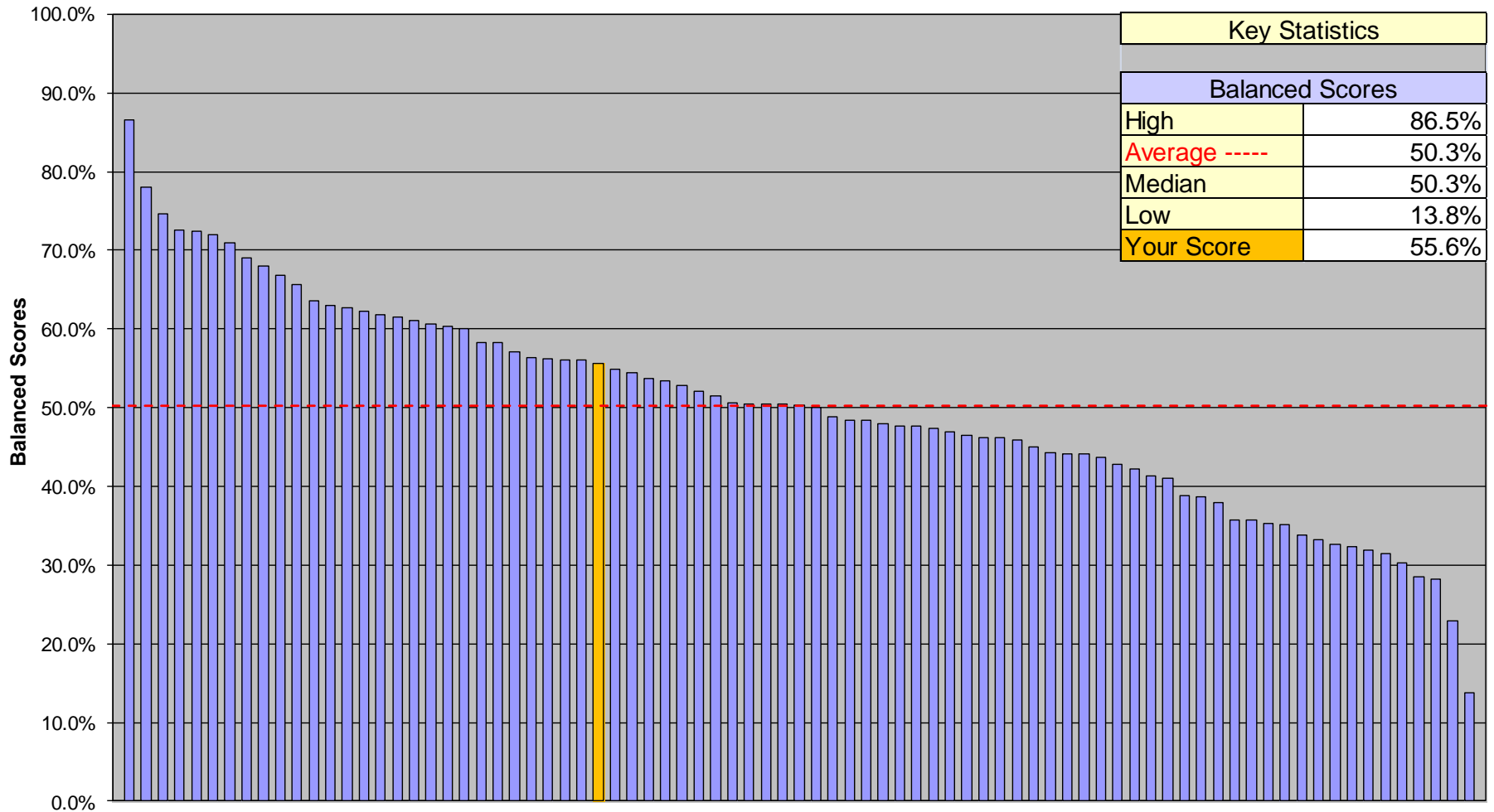
**Step 4**  
Your actual performance for each metric is recorded in this column

**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

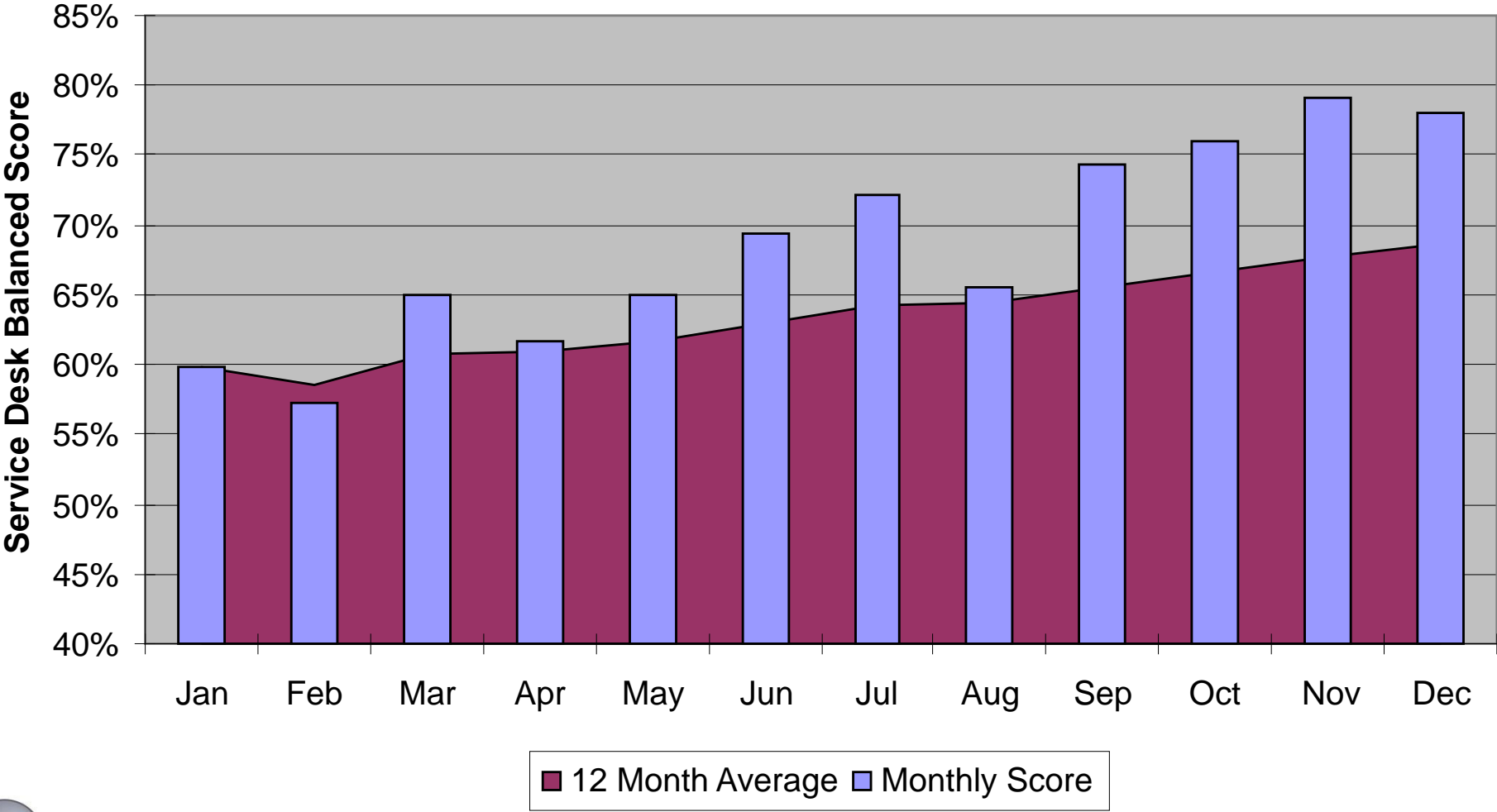


# Benchmarking Your Overall Performance

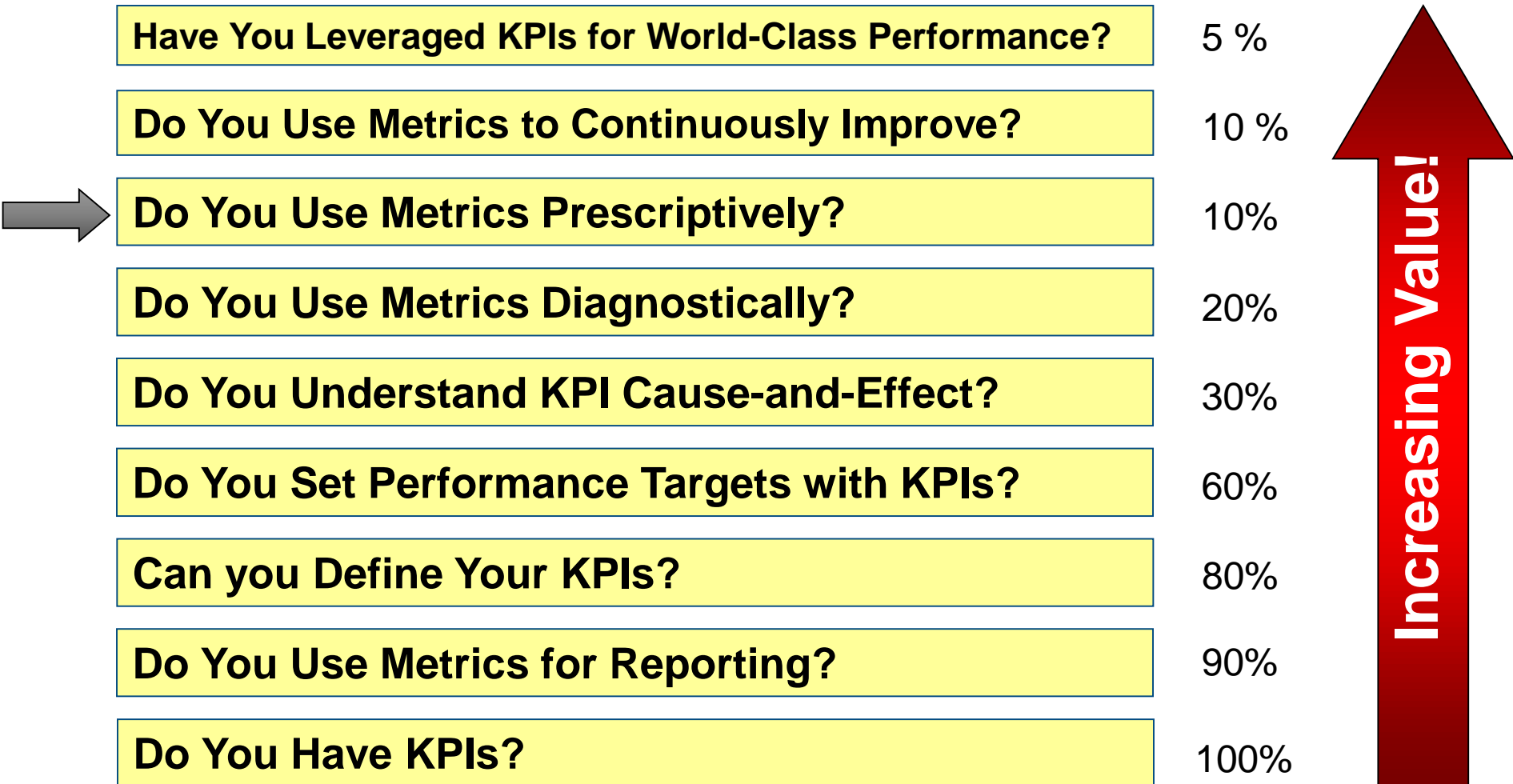




# The Service Desk Performance Trend



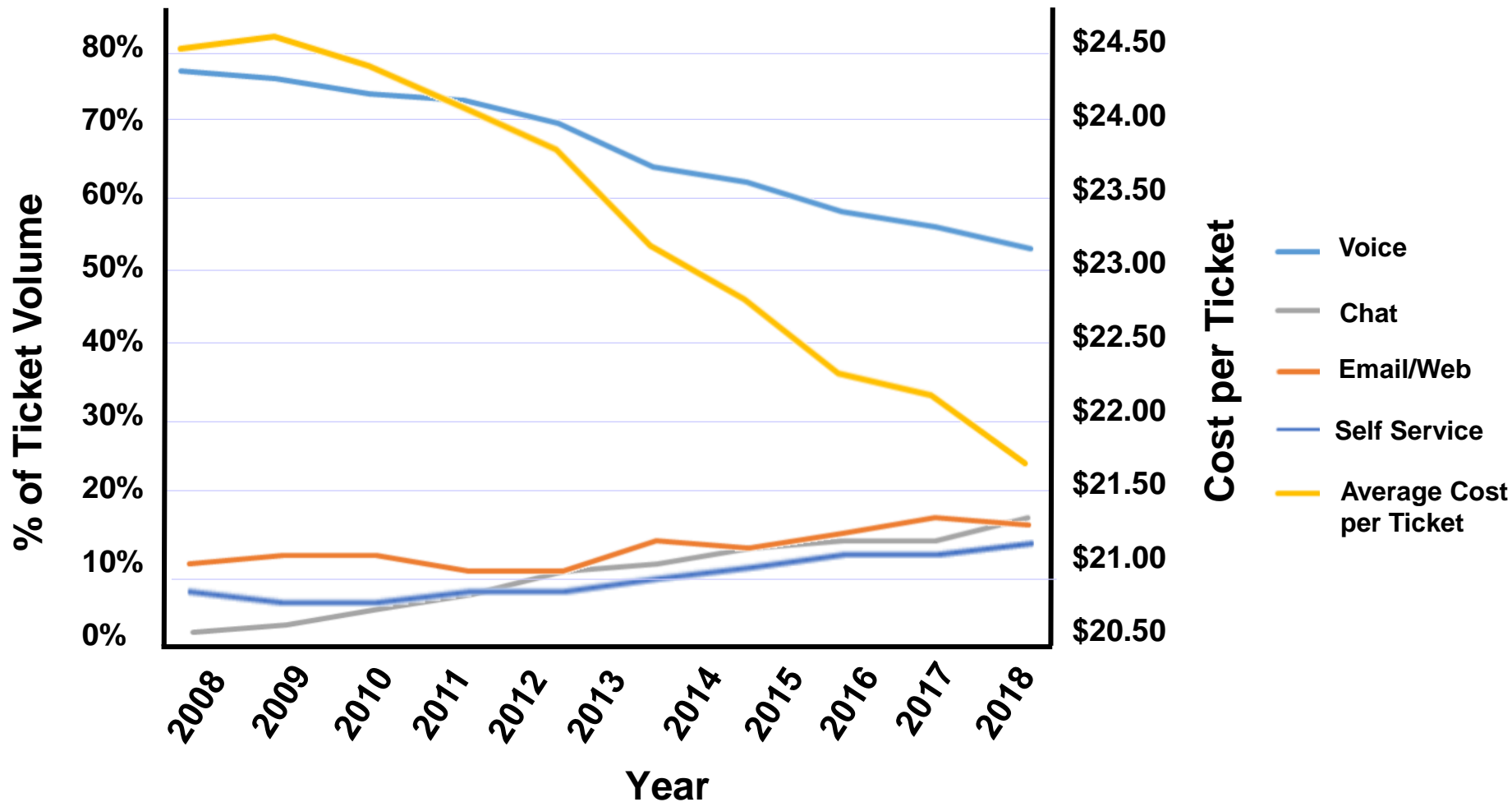
# The IT Service and Support Metrics Hierarchy



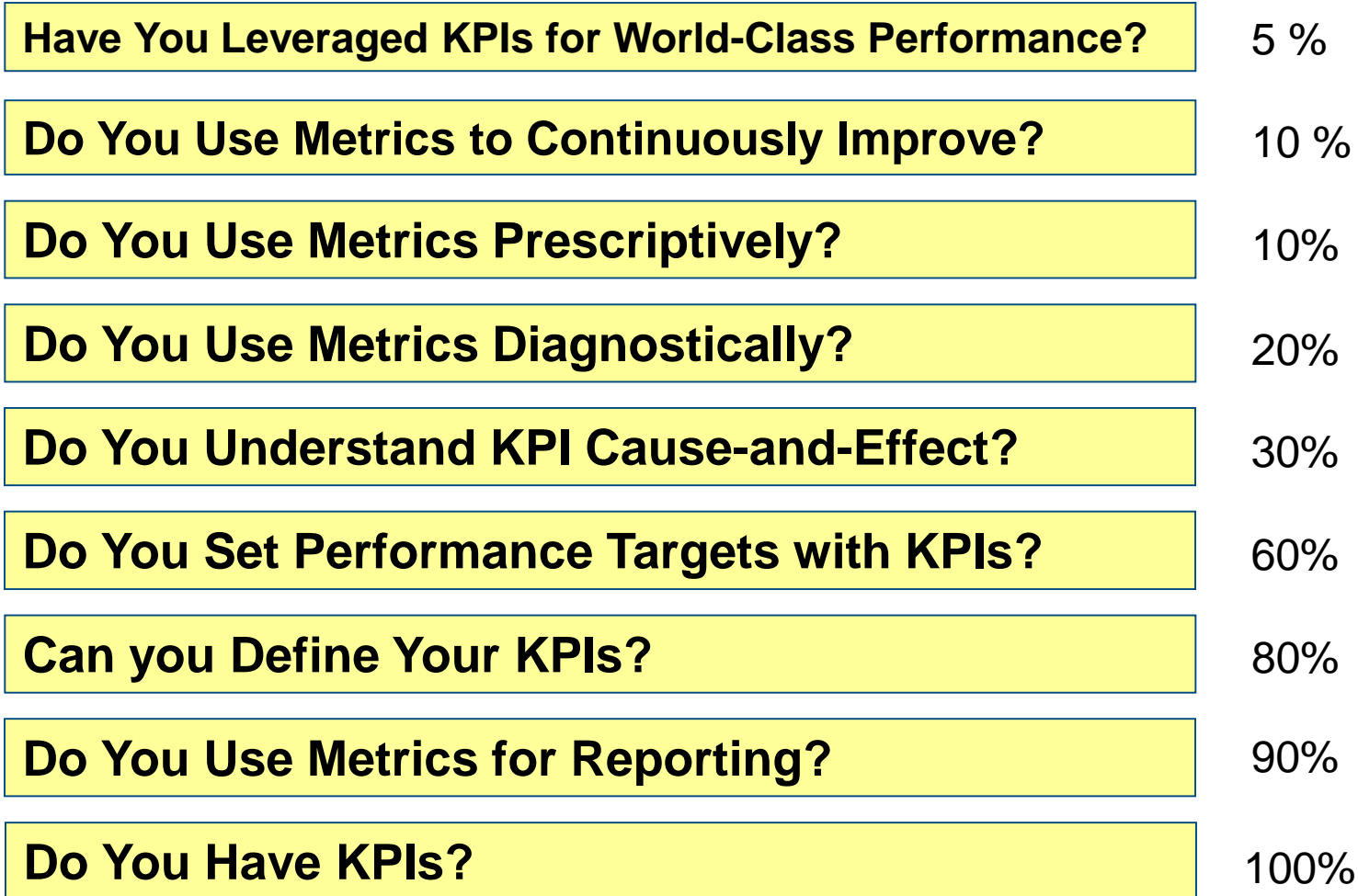
# Shift Left Reduces Total Cost of Ownership



# Contact Deflection into Lower Cost Channels



# The IT Service and Support Metrics Hierarchy



**Increasing Value!**



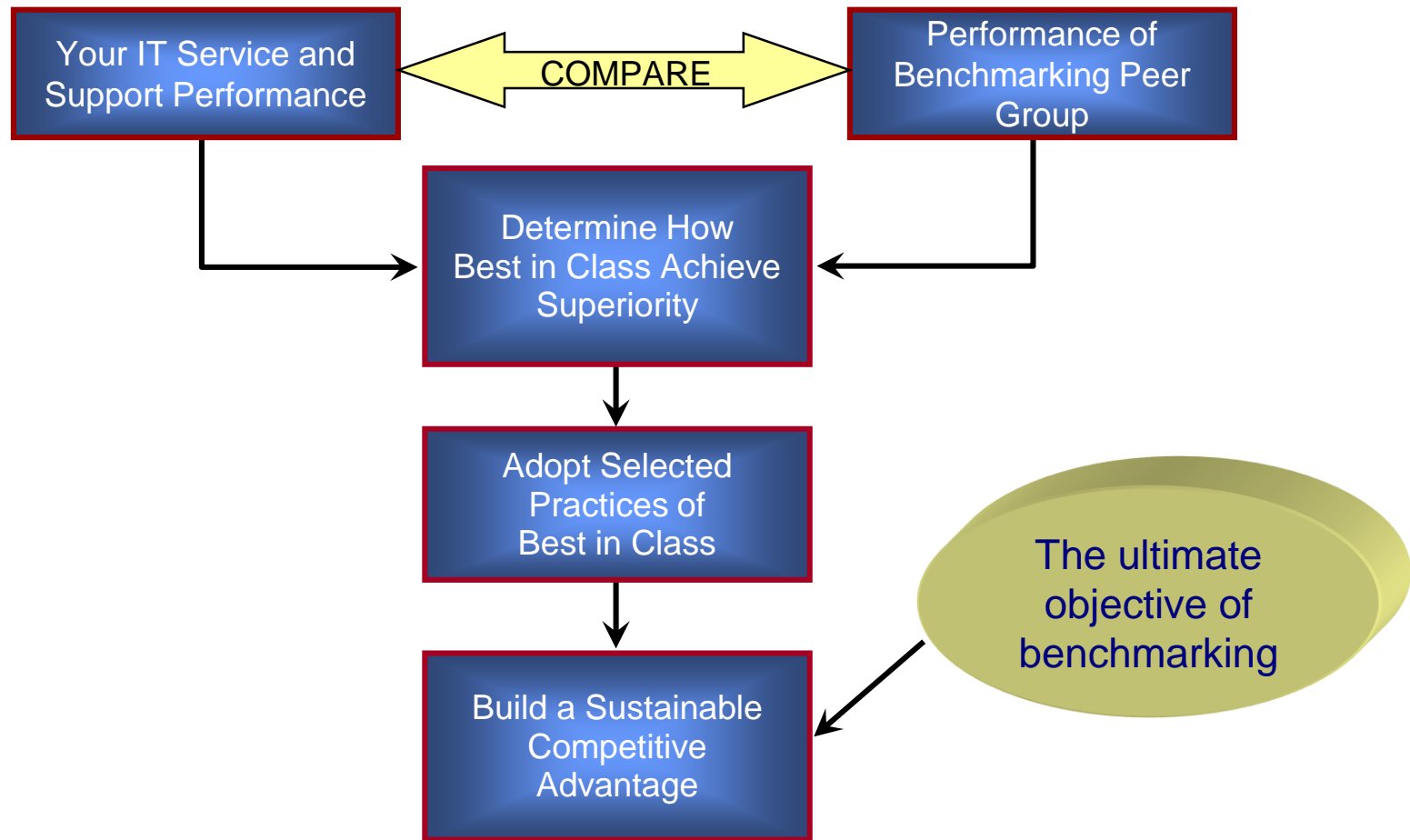
# The Role of Benchmarking

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

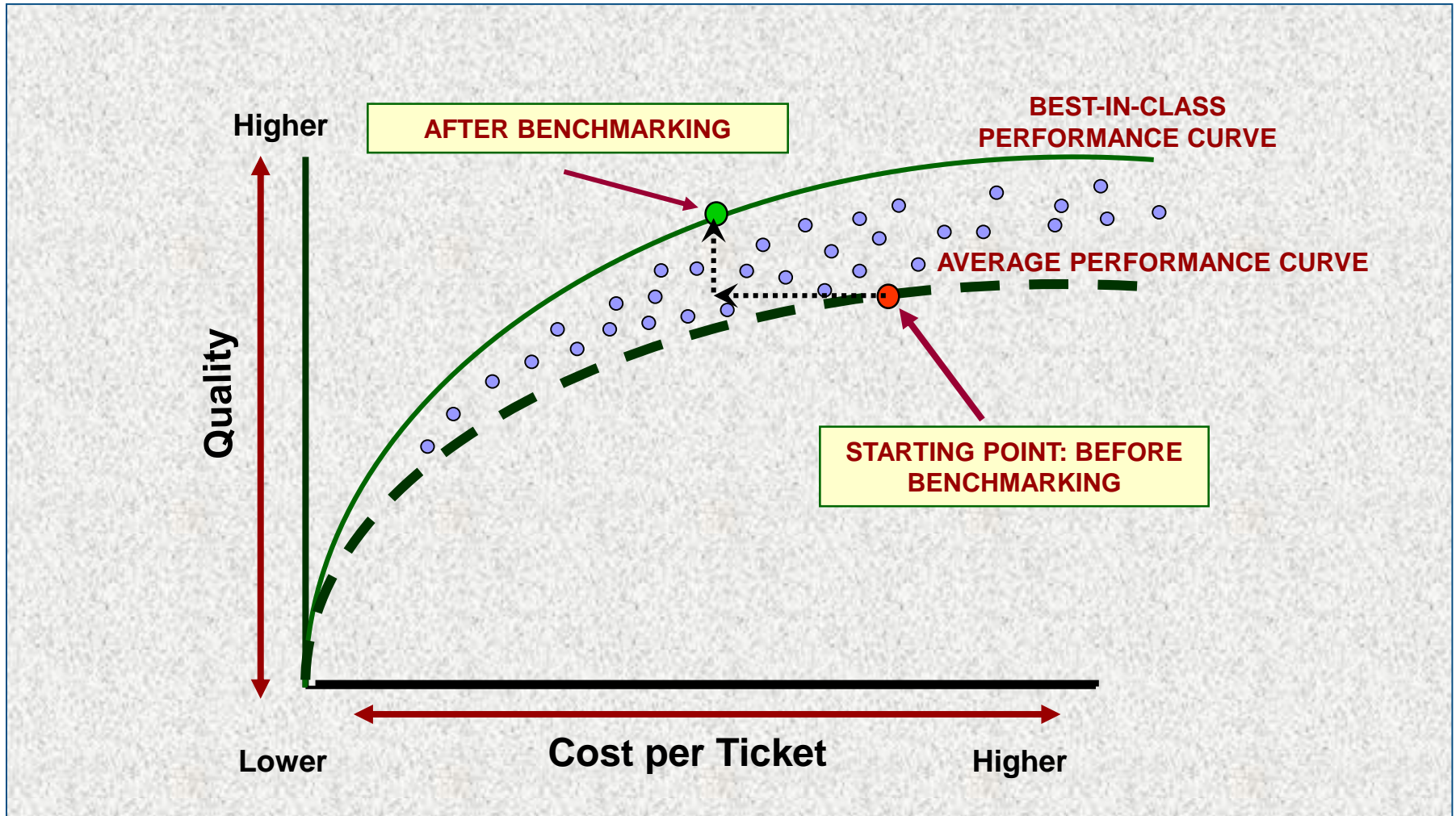
***Yet fewer than 20% of all IT  
support groups engage in  
benchmarking!***



# The Benchmarking Methodology

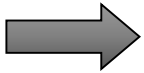


# The Goal of Benchmarking

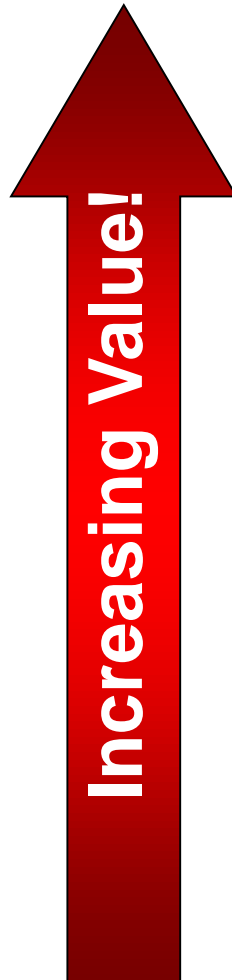




# The IT Service and Support Metrics Hierarchy



<b>Have You Leveraged KPIs for World-Class Performance?</b>	5 %
<b>Do You Use Metrics to Continuously Improve?</b>	10 %
<b>Do You Use Metrics Prescriptively?</b>	10%
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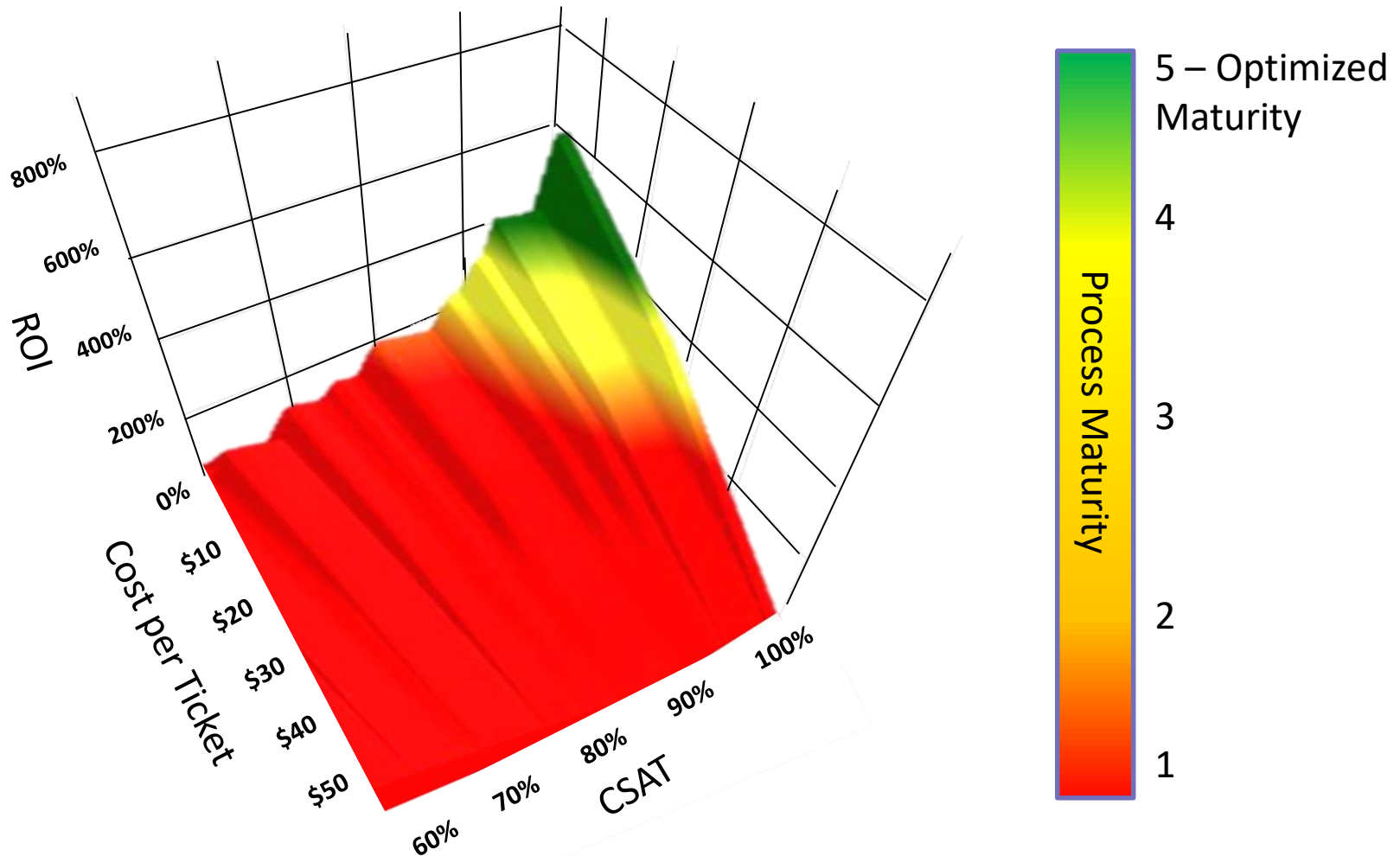


# World-Class Support Defined

- **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**
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  - A positive customer experience
  - Creates ROI > 100%

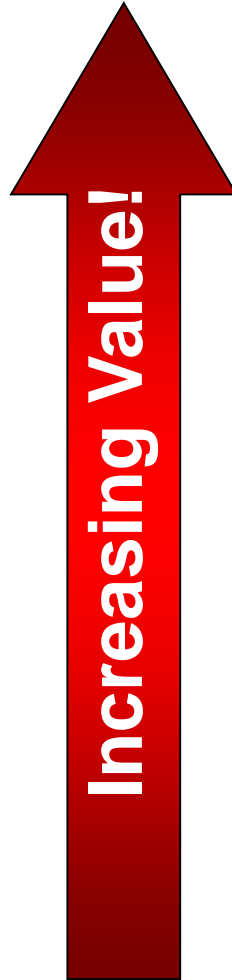


# Characteristics of Optimized IT Service and Support

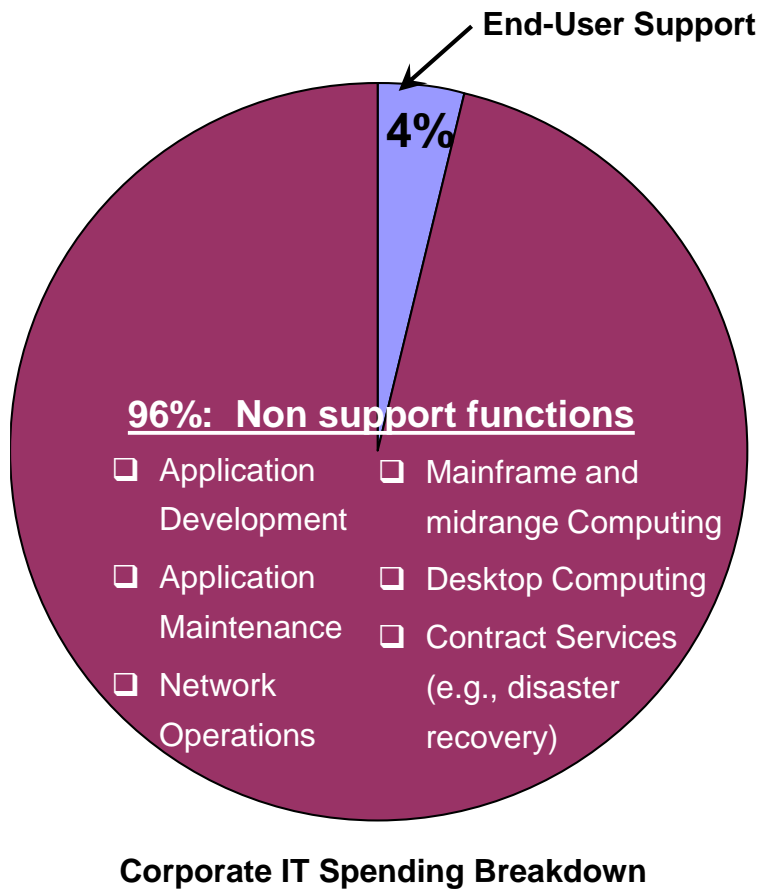


# The Opportunity For IT Service and Support KPIs

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 KPIs?	80%
Do You Use Metrics for Reporting?	90%
Do You Have KPIs?	100%



# The Paradox of IT Support



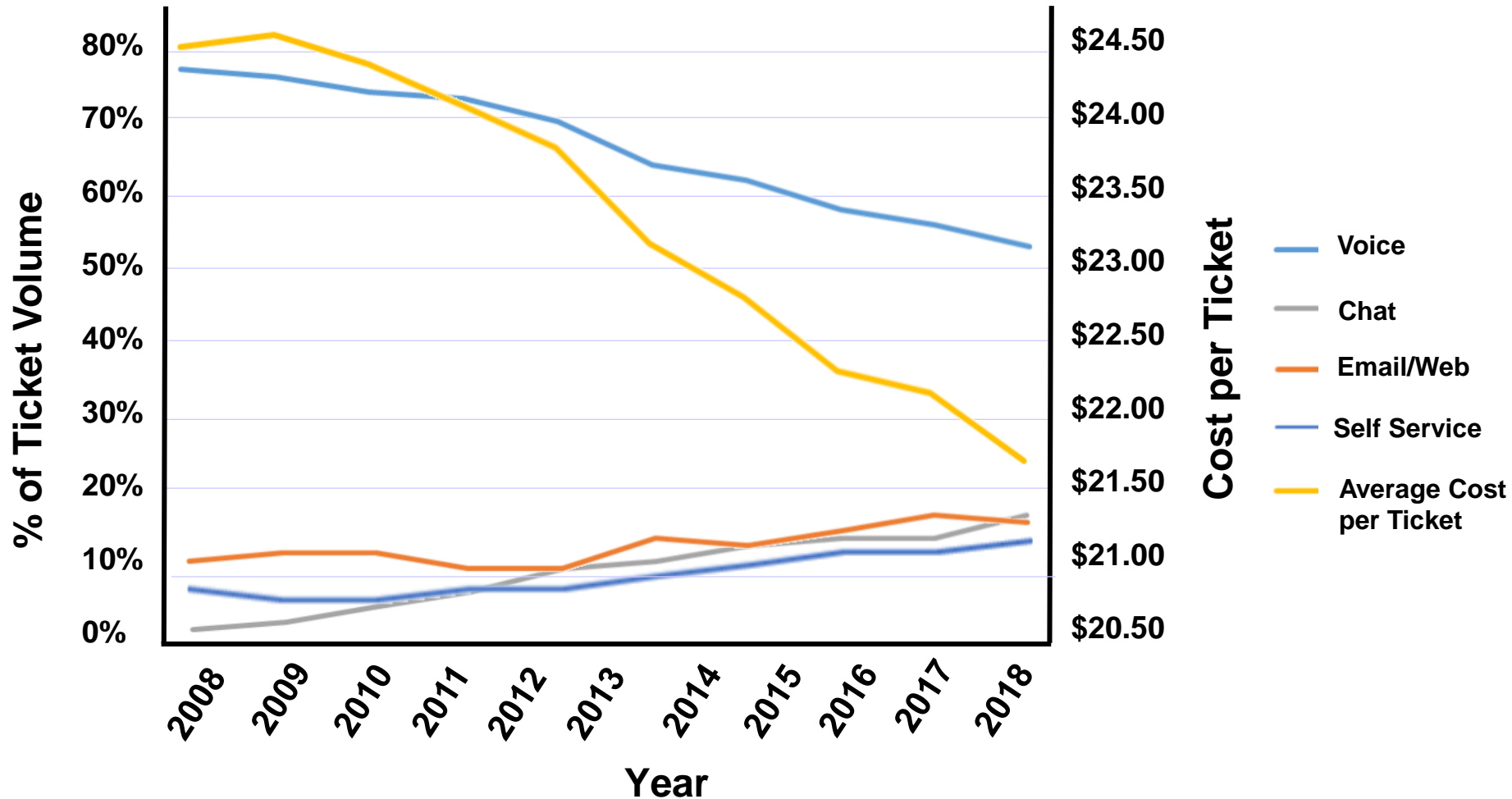
- ❑ Less than 5% of all IT spending is allocated to end-user support
  - Service desk, desktop support, field support
- ❑ This leads many to erroneously assume that there is little upside opportunity in IT support
- ❑ The result is that most support organizations are managed with the goal of minimizing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



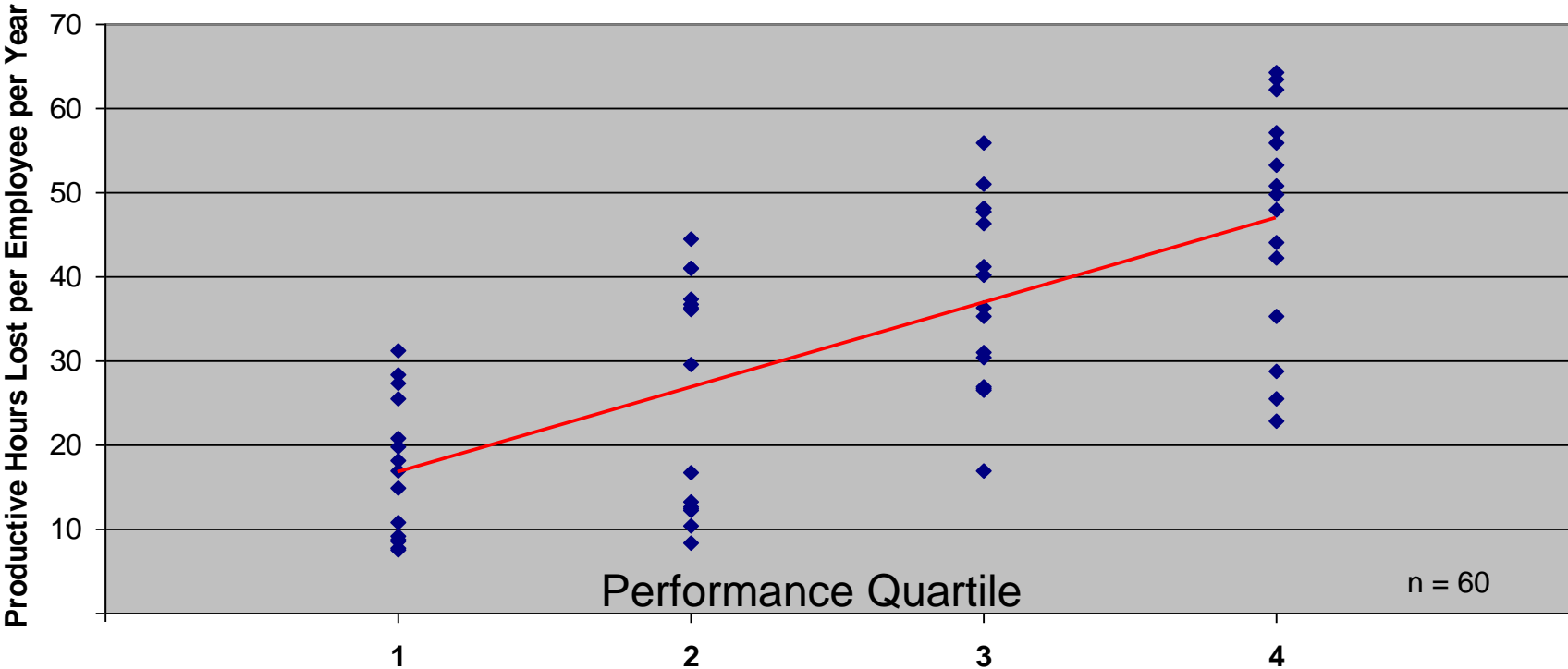
# Shift Left Reduces Total Cost of Ownership



# Contact Deflection into Lower Cost Channels



# Quality of Support Drives End-User Productivity

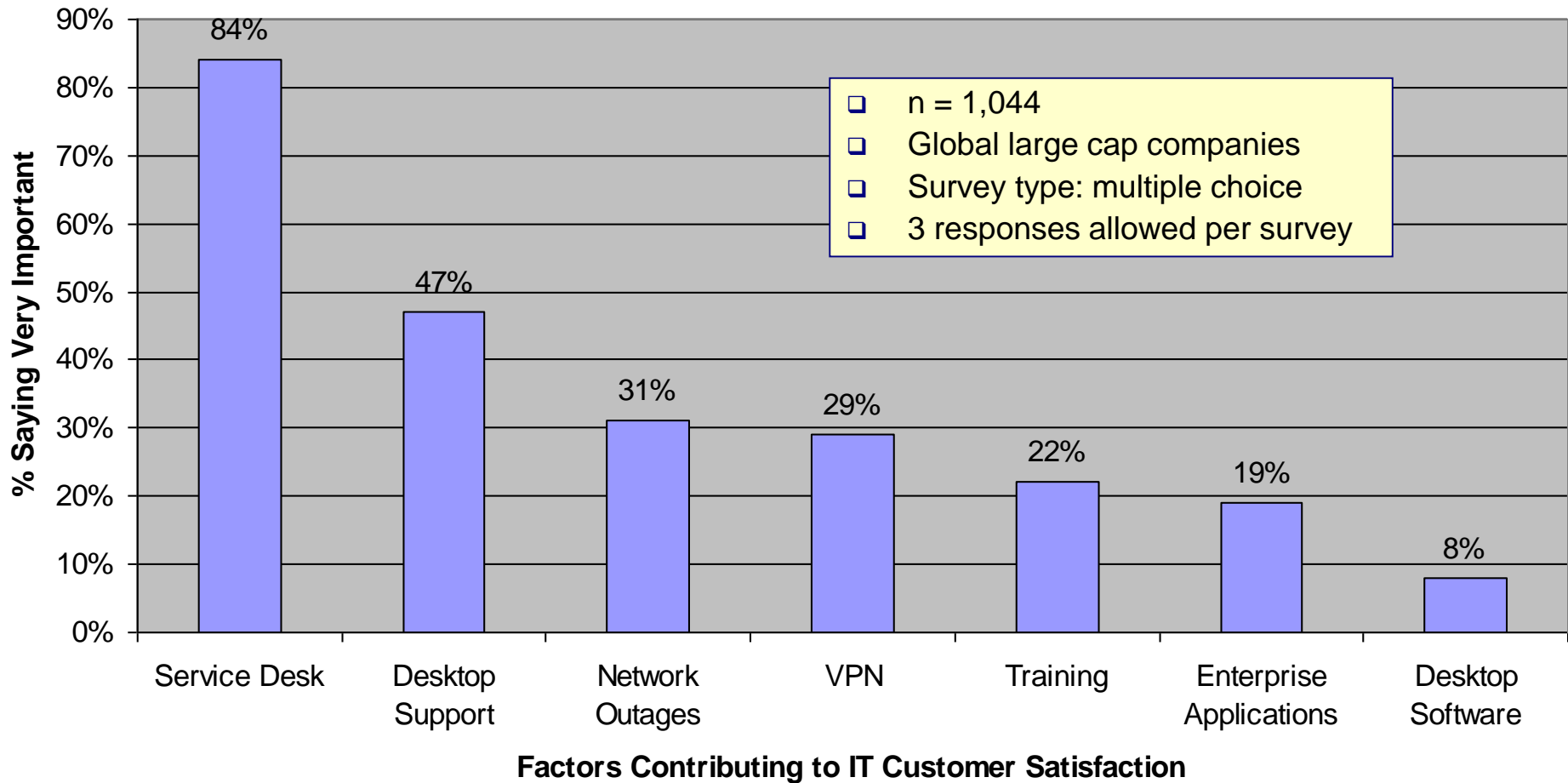


Support Function	Key Performance Indicator	Performance Quartile			
		1 (top)	2	3	4 (bottom)
Service Desk	Customer Satisfaction	93.5%	84.5%	76.1%	69.3%
	First Contact Resolution Rate	90.1%	83.0%	72.7%	66.4%
	Mean Time to Resolve (hours)	0.8	1.2	3.6	5.0
Desktop Support	Customer Satisfaction	94.4%	89.2%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





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





*Questions?*



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



*Thank You!*



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



# About MetricNet

*Your Benchmarking Partner*



MetricNet™  
Performance Benchmarking

# Your Speaker: Jeff Rumburg



- Co Founder and Managing Partner, MetricNet, LLC
- Winner of the Ron Muns Lifetime Achievement Award
- Named one of HDI's Top 25 Thought Leaders in 2016 and 2017
- Former CEO, The Verity Group
- Former Vice President, Gartner
- Founder of the IT Service and Support 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



# 28 Years of Service and Support Benchmarking Data

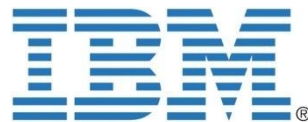


- **Global Database**
- **More than 4,000 IT Service and Support Benchmarks**
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MetricNet Conducts benchmarking for IT Service and Support organizations worldwide, and across virtually every industry sector.





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*Thank You!*



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