AirMSP

the customer experience

SLAs vs XLAs

Why we need to change - MSPs are clones

- Offer the same services & product

- Thought Leadership

- Vendor events

- Dominant solution providers

- Same SLAs and KPIs been quoted

- Award winning offering a world class   service

How can a MSP create a future USP?

- Developing People and looking after them

- Having a Mature Service Desk working to SDI Best Practice

- Through improved Process and CSI
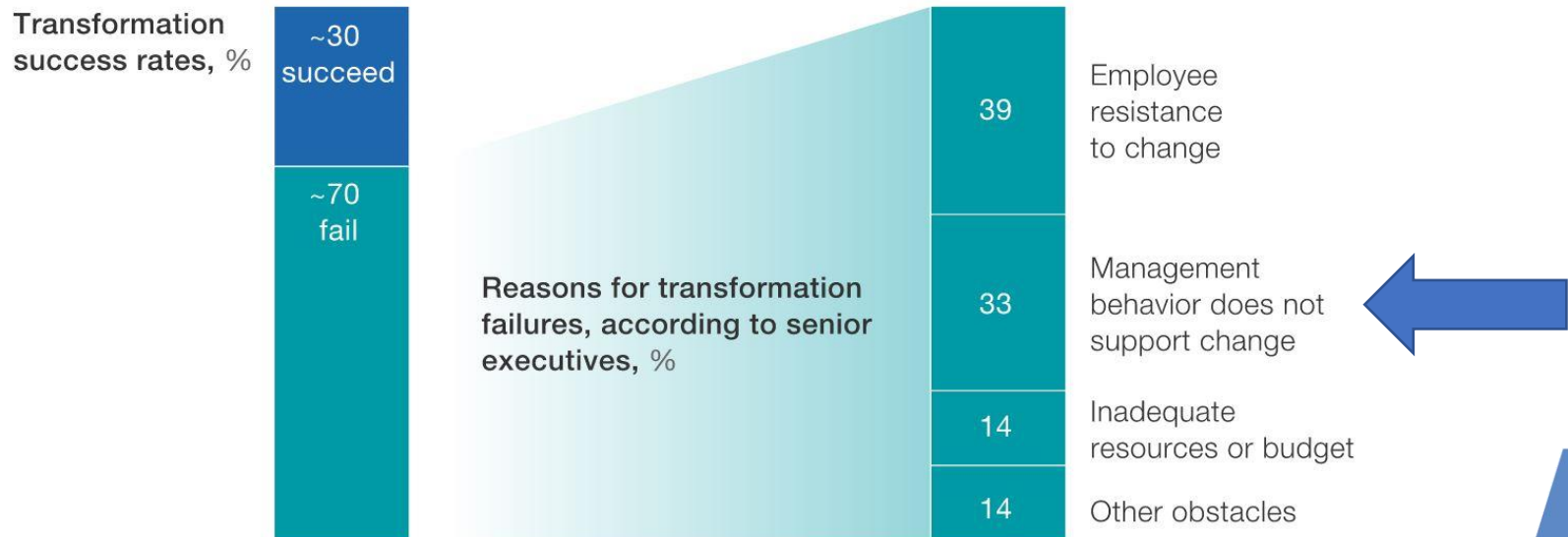
Transformation

- Building a digital operational advantage – TPSA – systems and process

- Using BI – understanding the numbers & identifying trends

- Knowledge management & client portals – Innovation

- Transforming organisational models & becoming resilient - be prepared for change

- Build a robust Automation offering

- Enhancing the customer experience – A customer experience strategy

Transformation tips

- DT is a journey it takes time – pick small wins and build momentum

- I say be bold but don't take uncalculated risks

- Use Innovation but not for innovation sake – can be a bit of a buzz word

- If it doesn't work move on – quick to change – must be agile

The Challenge

Around 70 percent of transformation programs don't succeed, mostly due to employee resistance to change, and management behavior.

Transformation success rates, %

~30 succeed	
~70 fail	

Reasons for transformation failures, according to senior executives, %

%	Reason
39	Employee resistance to change
33	Management behavior does not support change
14	Inadequate resources or budget
14	Other obstacles

Source: Scott Keller and Colin Price, *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage,* Hoboken, NJ: John Wiley & Sons, 2011; McKinsey analysis

MSP's need to be a well oiled machine

- Employee engagement

- Your tool set

- CSI

- Open & honest

Must be seen as a value centre not cost centre

Our Journey

- Culture – Department Vision & Mission

- TPSA – Super charged our tool set

- Building our Customer Experience Strategy

- Monitor & Measure - SLA/OLA XLA/KPI

- Reporting

Culture – Living Our Values Everyday
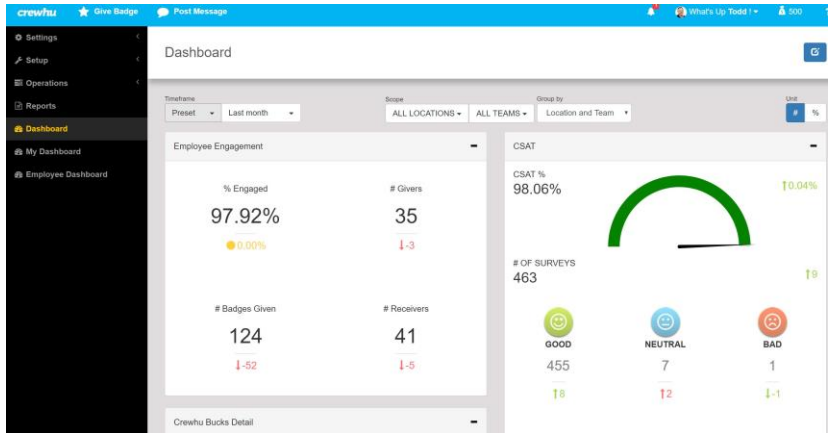
What a Mature MSP/TSP Back Office should look like

TPSA
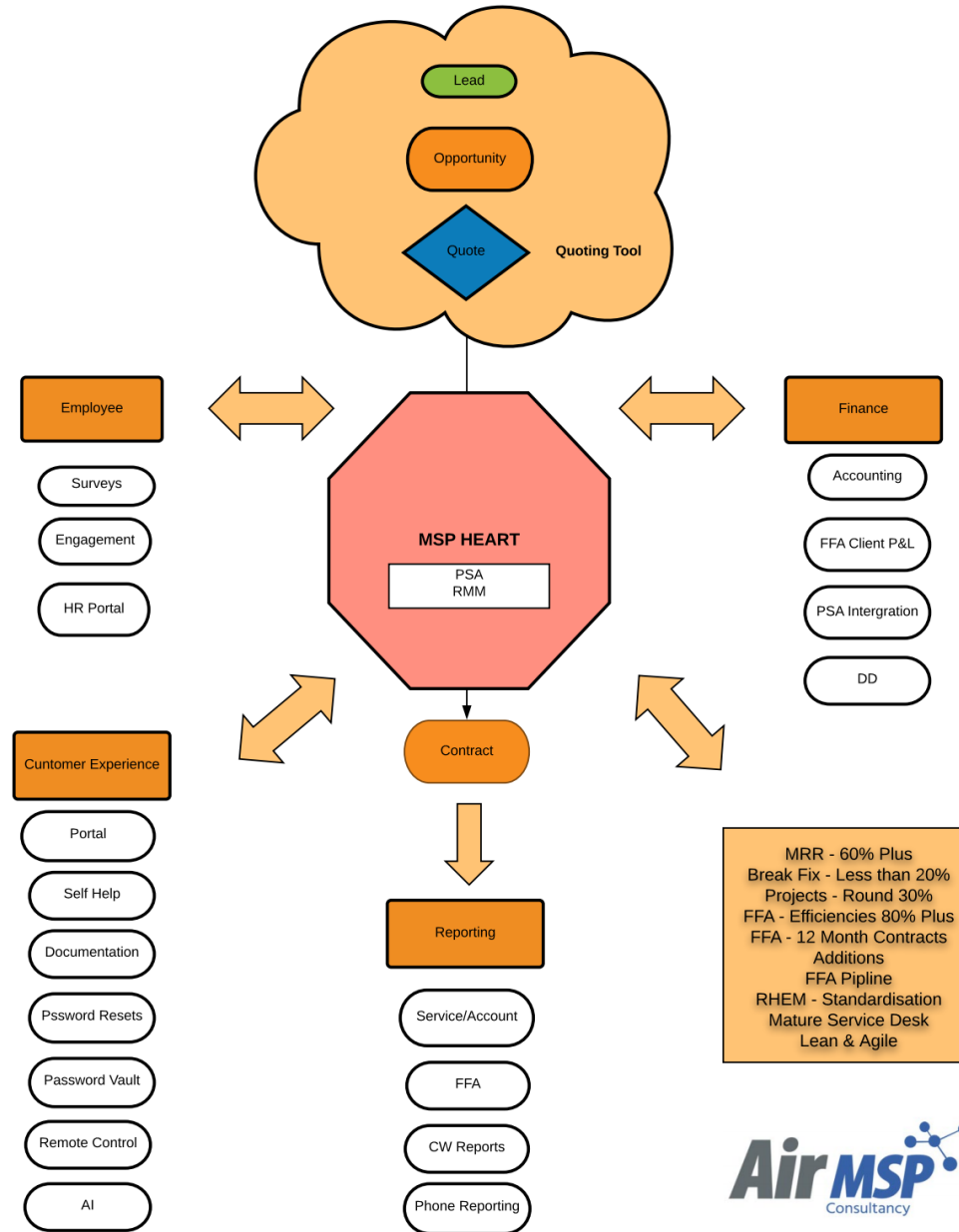
What are your methods for measuring success?

- Service reliability

- Operational benefits

- Security Benefits

- Profitability

- Customer experience

Monitor & Measure

The Shock Factor

Method of measuring success

	The most important measure for my organisation	This is an important measure of success	We measure this, but do not rate success by it	We do not measure this at all
Profitability	43%	46%	9%	2%
Service reliability	32%	54%	11%	3%
Operational benefits	10%	53%	31%	6%
Security benefits	8%	44%	30%	18%
Customer experience	7%	43%	25%	25%
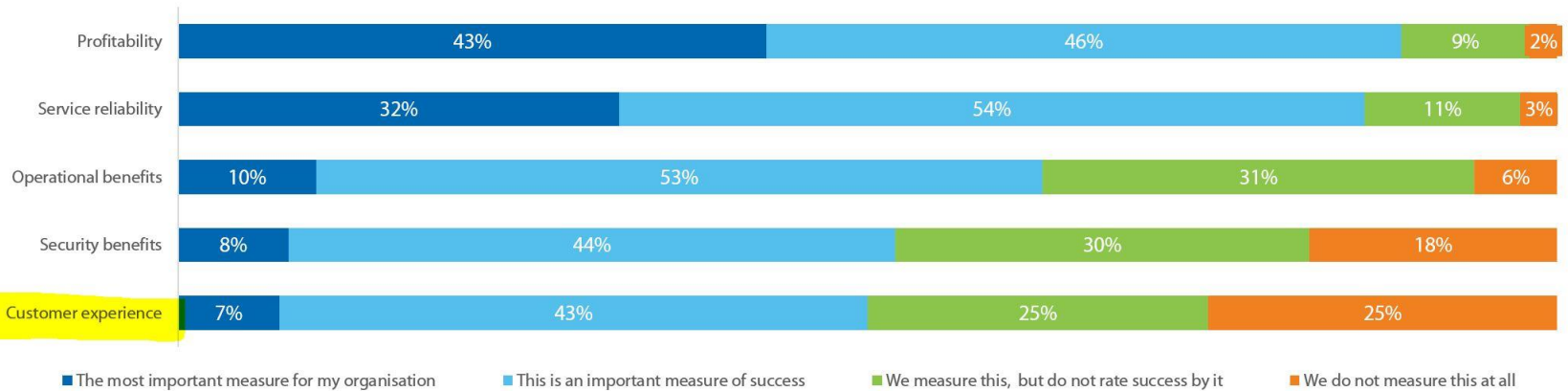
Lets focus on the Customer Experience

What should we be monitoring?

CSAT end users - Projects – On Boarding – AM

SLA performance

End-user Bi annual surveys

Key stakeholder Bi annual surveys

Golden KPIs or XLAs

Air-IT Map of the Customer Experience Infuences
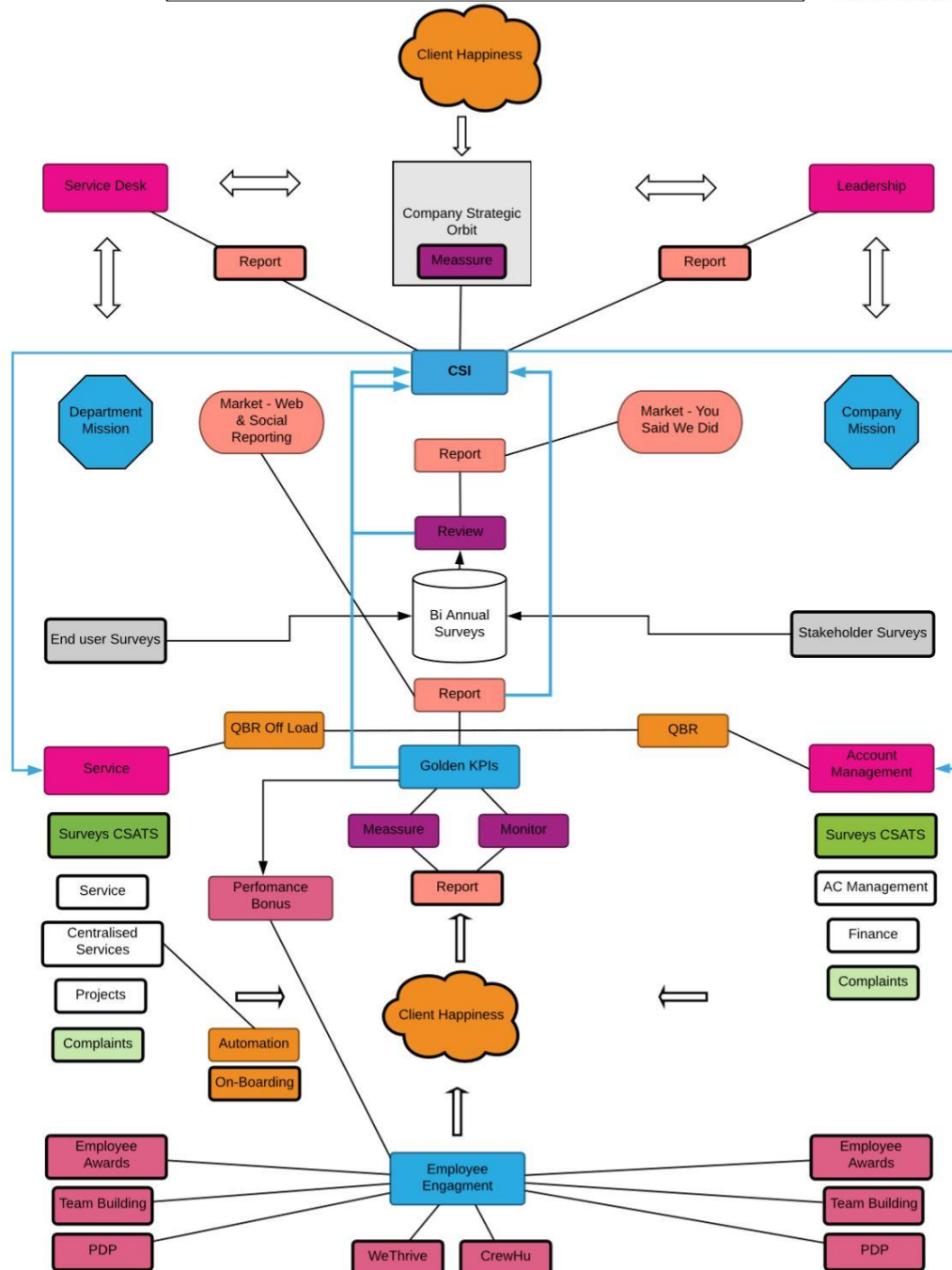
In reality - The way our industry measure the customer experience

Timings by Priority

Priority Name	MSP - Standard (OFFICE HOURS)			
	Respond within	Plan within	Resolve Within	Goal %
No SLA	99999 hours	99999 hours	99999 hours	0%
Do not respond	99999 hours	99999 hours	99999 hours	0%
Priority 1	1 hour	4 hours	8 hours	95%
Priority 2	1 hour	4 hours	8 hours	95%
Priority 3	1 hour	8 hours	16 hours	95%
Priority 4	2 hours	8 hours	16 hours	95%
Priority 5	8 hours	16 hours	40 hours	95%
Priority 5 admin request	2 hours	8 hours	40 hours	95%
Workshop Repairs	8 hours	16 hours	40 hours	95%
Quotes	99999 hours	99999 hours	99999 hours	0%
Device Outage	1 hour	2 hours	11 hours	95%
24x7	2 hours	4 hours	22 hours	95%
Daily Safety Check	2 hours	11 hours	55 hours	95%
Other	2 hours	8 hours	16 hours	95%

Event Feedback   SLA Contractual Matric

Actions first!

- Develop a Customer experience strategy

- Innovation – Self Help (Zero touch) & Self Service (Portal) Knowledge Methodology (Shift Left Support)

- Measure - Formal XLAs in place to complement your SLAs

- Balanced score cards to monitor overall performance

- Buy in from all levels of the business

- **Then Execute!**

What do SLAs mean to MSPs

Timings by Priority	MSP - Standard (OFFICE HOURS)			
Priority Name	**Respond within**	**Plan within**	**Resolve Within**	**Goal %**
No SLA	99999 hours	99999 hours	99999 hours	0%
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Priority 1	1 hour	4 hours	8 hours	95%
Priority 2	1 hour	4 hours	8 hours	95%
Priority 3	1 hour	8 hours	16 hours	95%
Priority 4	2 hours	8 hours	16 hours	95%
Priority 5	8 hours	16 hours	40 hours	95%
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Other	2 hours	8 hours	16 hours	95%

Example of golden KPIs that can be used as XLAs

Golden Kpi Scorecard ˅

Who	Goal		Target
	Service Desk Golden KPI's		
JT	% Calls Resolved The Same Day		> 70%
JT	% All Tickets Resolved Same Day		>= 70%
JT	% This Weeks tickets closed < 15 mins		>= 40%
JT	% Tickets Closed Within 1 Hour		> 65%
JT	First Touch Ticket Percentage		> 40%
JT	Average time to plan (Minutes)		< 10
JT	Average Time Spent On Tickets (hours)		< 0.5
JT	Aged Ticket Count		< 20
JT	% Tickets Met Resolution SLA		> 99%
JT	Average waiting time		<= 15
JT	Weekly CSAT score		> 96%
JT	Re-Opened Tickets		<= 5

3/4 3/10	3/11 3/17	3/18 3/24	3/25 3/31	Last Week	Current Week
82.31%	79.84%	76.77%	81.5%	72.28%	73.08%
80.06%	74.05%	69.98%	72.95%	70.85%	61.96%
53.25%	50.25%	48.84%	61.08%	58.87%	49.07%
74.52%	70.51%	67.85%	76.24%	73.05%	63.89%
54.42%	51.73%	61.85%	50.36%	47.55%	69.39%
3.44	5	4	10.25	3.78	4.99
0.29	0.31	0.29	0.24	0.28	0.1
17	17	24	35	49	53
99.25%	99.85%	99.61%	99.8%	99.83%	98.31%
13	20	18	16	27	
96.75%	98.88%	98.73%	98.97%	100%	50%
1	1	8	3	2	0

Gauge snapshots are taken at 8pm on Saturdays ▾

Key points – Implementing Golden KPIs (XLAs)

- The mix of indicators that are unique to you

- Need to set benchmarks and targets with bonus structure

- Balanced score card to monitor overall performance

- Publish monthly scores and use them in your pre sales process

- Be honest with yourself

- Get rid of the noise

Golden KPIs - Dashboards
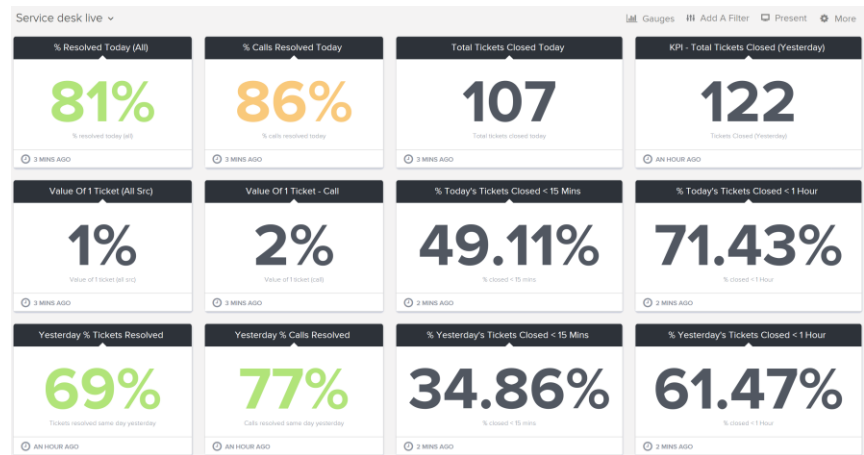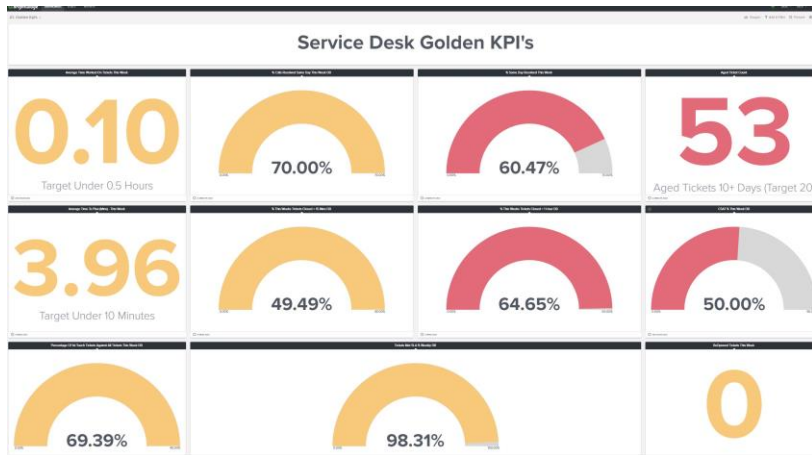
Monthly web stats

Balanced Score Card – Service department

The Six Keys to happiness Balanced Score Card

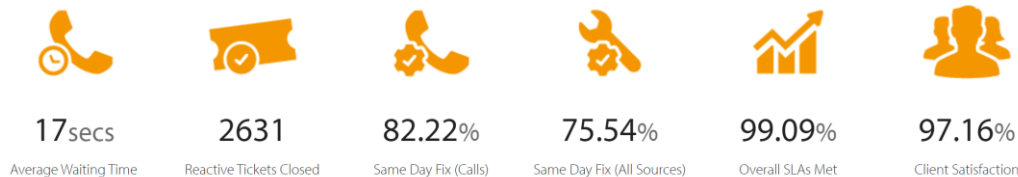| Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
Re Opened Tickets - Units	25.0%	30	0	16	46.7%	11.7%
CSATS	25.0%	80.0%	100.0%	97.8%	89.2%	22.3%
First Touch	15.0%	40.0%	80.0%	53.9%	34.8%	5.2%
Calls - Resolved Same Day	15.0%	70.0%	90.0%	78.9%	44.5%	6.7%
All Sources - Resolved Same Day	10.0%	60.0%	90.0%	74.6%	48.7%	4.9%
Average Waiting Time - Seconds	10.0%	20	10	17	30.0%	3.0%
Total	100.0%	N/A	N/A	N/A	N/A	53.7%

Month	Score
January	47.0%
February	53.0%
March	53.5%
April	54.9%
May	
June	
July	
August	
September	
October	
November	
December	
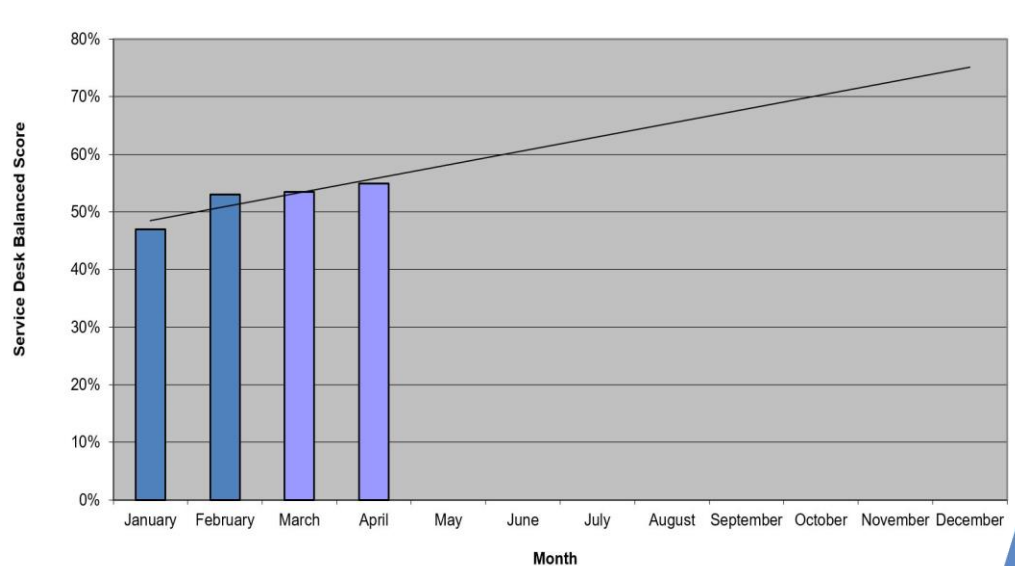
12 Bar Balanced Score Card – Service department

Performance Metric	Metric Weighting	Performance Range		Your Actual Performance	Metric Score	Balanced Score
		Worst Case	Best Case			
CALL Tickets resolved same day	10.0%	50%	90%	75%	61.5%	6.2%
ALL Tickets resolved same day	10.0%	45.0%	85.0%	74.6%	74.0%	7.4%
Tickets closed within 15mins	5.0%	30.0%	80.0%	48.0%	36.0%	1.8%
Tickets closed within 1 hour	5.0%	55.0%	90.0%	65.0%	28.6%	1.4%
First touch %	15.0%	30.0%	90.0%	53.9%	39.8%	6.0%
Average time to plan minutes	5.00%	60	5	5	100.2%	5.0%
Average time spent on tickets minutes	5.0%	60	0.23	0.25	100.0%	5.0%
Aged ticket count Number	10.0%	30	0	20	32.5%	3.3%
% Tickets met SLA	5.0%	90	100%	99%	90.0%	4.5%
Average Waiting Time - Seconds	5.0%	20	8	17	25.0%	1.3%
CSAT score	15.0%	95%	100%	98%	56.0%	8.4%
Reopened tickets	10.0%	30	0	17	43.3%	4.3%
Total	**100.0%**	**N/A**	**N/A**	**N/A**	**N/A**	**54.5%**

January	47.0%
February	53.0%
March	53.5%
April	54.9%
May	
June	
July	
August	
September	
October	
November	
December	
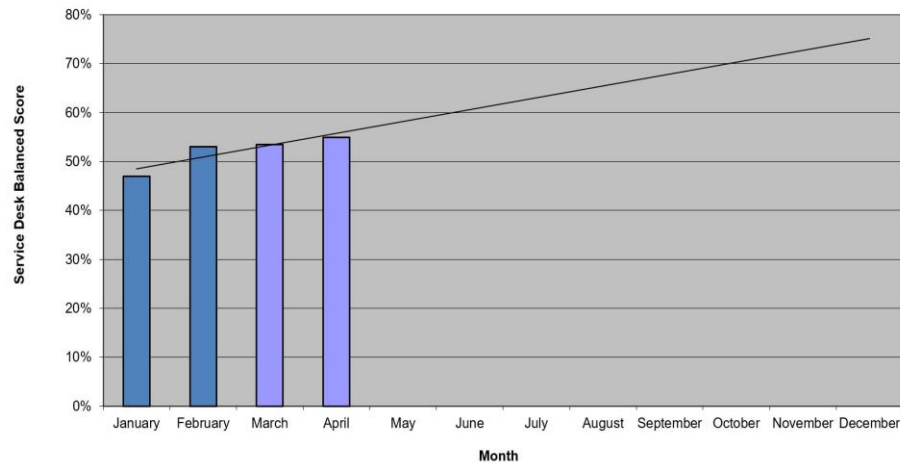
Benchmarks

		Entry	Stretch	Golden
Call resolved same day		70%	80%	90%
All Sources resolved same day		70%	80%	70%
Tickets closed <15		40%	50%	70%
Tickets closed <60		65%	70%	75%
FTF		40%	60%	80%
Ave time to plan - minutes		10	6	4
Ave time worked on tickets		0.5	0.35	0.25
SLA meet		92%	98%	98%
Waiting time - Sec		15	13	10
CSAT		80%	98%	99%
Re Opened Tickets		30	20	15
Aged ticket count		30	20	10

A golden Nugget - FTF vs CSAT returns
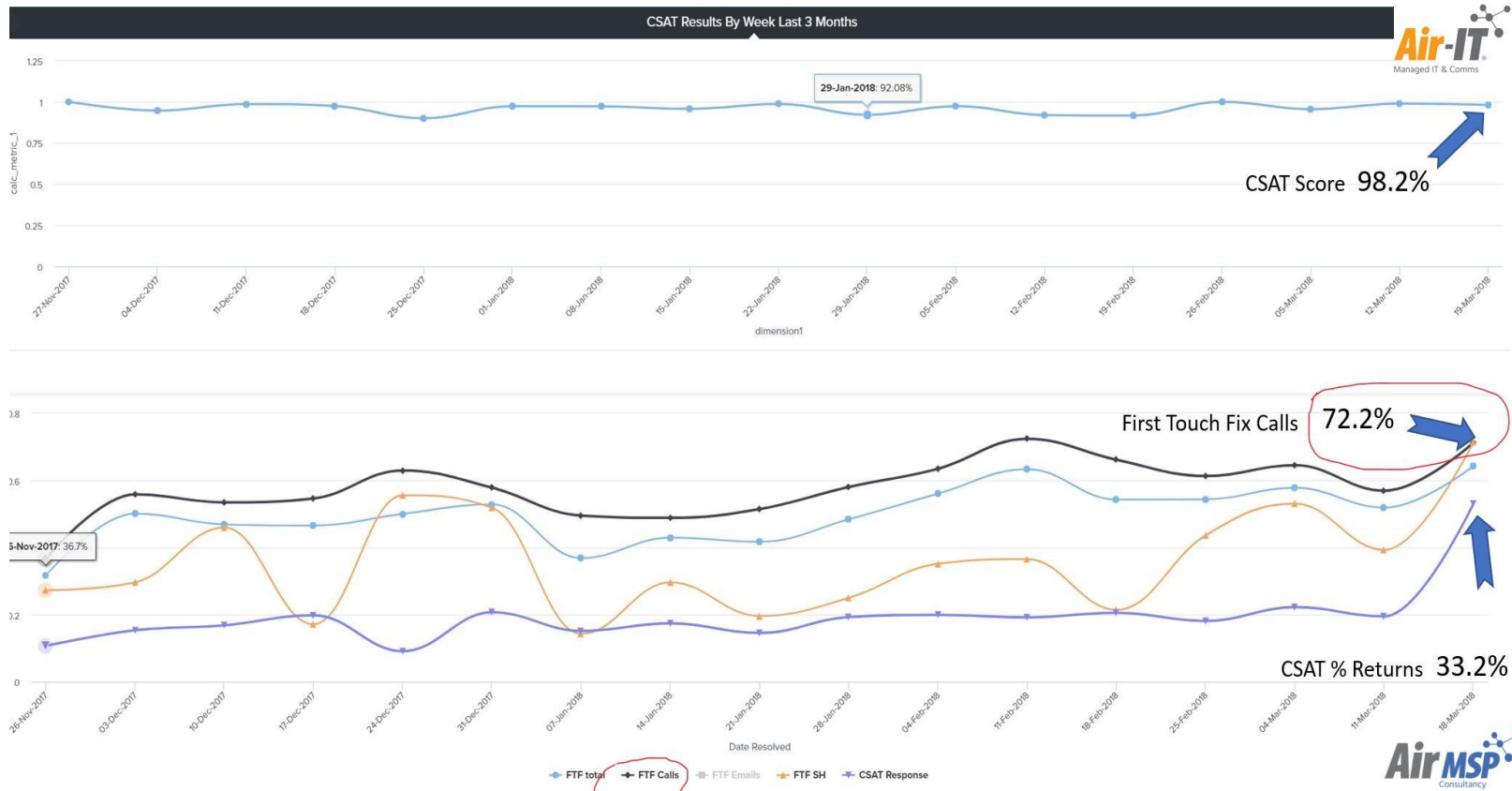
Finally – The Strategic Orbit – Leadership buy in!

Customer Experience																							
Employee Satisfaction	>= 80%	80%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%	74.5%
Customer Satisfaction	>= 80%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	78.8%	79.4%	79.4%
Golden KPIs	>= 80%	75%	75%	75%	75%	75%	66.6%	91.6%	91.6%	91.6%	75%	83.33%	83.33%	91.6%	100%	91.6%	66.6%	75%	83.33%	91.6%	91.6%	100%	100%
Complaints Raised	<= 5	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Service Desk CSAT %	>= 96%				98.65%	97.32%	98.51%	97.03%	96.88%	98.11%	94.9%	96.7%	100%	96.75%	97.83%	96.23%	98.73%	98.98%	100%	98.28%	96.4%	99.11%	99.19%
Clients																							

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