

the customer experience

SLAs vs XLAs





NATION 2017 COMMUNITY SPIRIT AWARD

TODD MCQUILKIN CEO, Air-IT Managed IT & Comms







Centre of **Excellence** for **Service Delivery**



Executive Mastermind Group









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



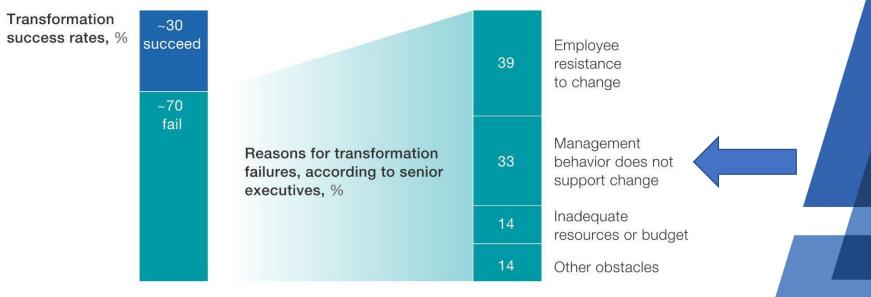
Transformation tips

- 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.



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



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ii Operations (
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		Nando's £20 G/I Voucher		2500	
		Nando's L20 Git Voucher		2300	

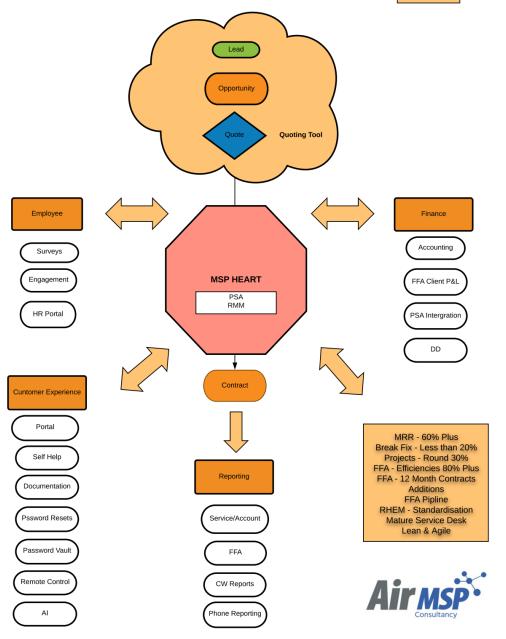
			_		_
Badges Given	Badges Received	All Badges			
Date	From/To	0 Message	Badge	Description	• Value
05/10/2018	Richard Smith /	Excellent assist with AD at Poppleston and us not having	(EXCELLENCE - Quality outcome	100
5:14:40 pm	Guy Liu	permission to delete a user.	I	Delivers value in what they do	100
05/10/2018	Daniel Gates /	Thanks to guy for helping me understand the workings of VLANs.		COMMUNITY - Community member	
4:28:27 pm	Guy Liu	purpose of them, benefits of them, ho	I	Supportive and pitches in to help others	100
05/10/2018	Edward Bowley /		0	COMMUNITY - Community member	
4:18:35 pm	Daniel Conway	Thanks for always making the time to assist me day to day!	()	Supportive and pitches in to help others	100
05/10/2018	Edward Bowley /		m	COMMUNITY - Community member	
4:16:26 pm	Alex Nicol	Thanks for pulling some of the 1st line weight whilst we've been busy with lack of staff!	(2)	Supportive and pitches in to help others	100
05/10/2018	Aiden Hardy /	Thank you for you all your help over the pass couple of weeks and	0	COMMUNITY - Community member	
3:57:45 pm	Dan Hawksworth	keep the banter coming.	3	Supportive and pitches in to help others	100
05/09/2018	Aiden Hardy /		A	COMMUNITY - Community member	
4:48:38 pm	Richard Smith	Thank you for your on going support mate	(A)	Supportive and pitches in to help others	100

What a Mature MSP/TSP Back Office should look like





TPSA





What are your methods for measuring success?

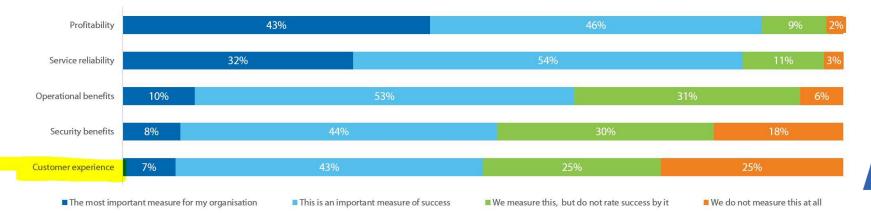
- Service reliability
- Operational benefits
- Security Benefits
- Profitability
- Customer experience

Monitor & Measure



The Shock Factor

Method of measuring success





Lets focus on the Customer Experience

What should we be monitoring?

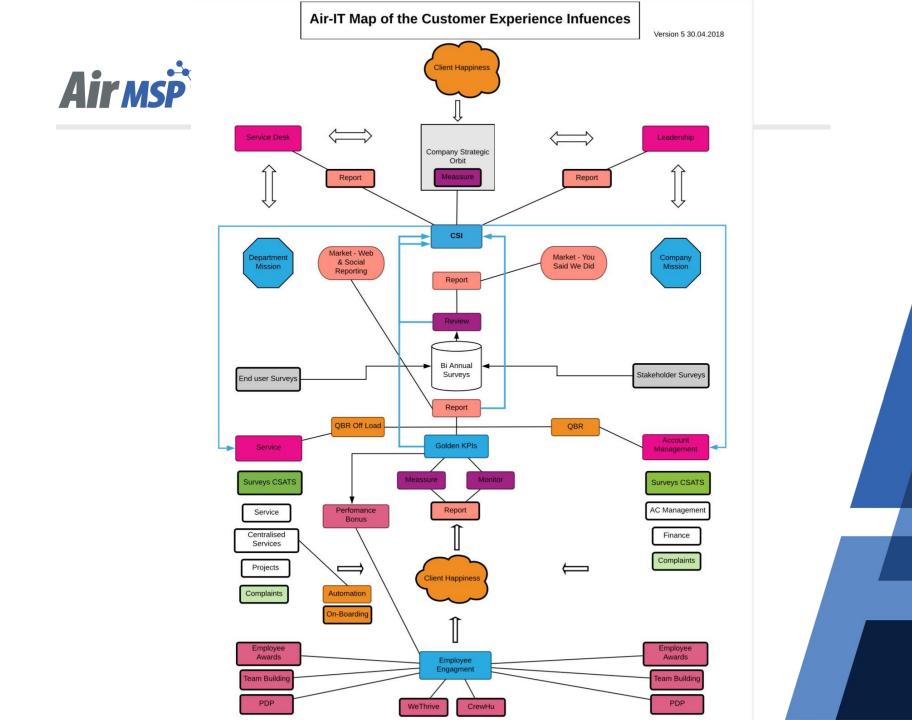
CSAT end users - Projects - On Boarding - AM

SLA performance

End-user Bi annual surveys

Key stakeholder Bi annual surveys

Golden KPIs or XLAs





In reality - The way our industry measure the customer experience



We have Completed your Ticket #948413

Dear Todd,

In reference to: Password Reset

We have reviewed your ticket and now believe it has been completed. If you feel this is in error, please reply to this email and we'll re-open the ticket.

We would be extremely grateful if you could let us know how we have done.

How Did We Do With Your Ticket?

NEUTRAL

This will help to ensure that we are maintaining the high quality of support that you have come to expect from us.Your feedback is extremely important in helping improve our services and we look forward to hearing your views.

Kind Regards,

GOOD

Timings by Priority				
	M	SP - Standard (O	FFICE HOURS)	
Priority Name	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

How Did We Do With Your Ticket?



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				
	М	SP - Standard (O	FFICE HOURS)	
Priority Name	Respond within	Plan within	Resolve Within	Goal %
No SLA	99999 hours	99999 hours	99999 hours	0%
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Priority 3	1 hour	8 hours	16 hours	95%
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Daily Safety Check	2 hours	11 hours	55 hours	95%
Other	2 hours	8 hours	16 hours	95%





Current Week

73.08%

61.96%

49.07%

63.89%

69.39%

4.99

0.1

53

98.31%

50%

0

Example of golden KPIs that can be used as XLAs

olde	n Kpi Scorecard ~			3/4 3/10	3/11 3/17
WI	io Goal		Target		
E Sei	vice Desk Golden KPI's			82.31%	79.84%
J	% Calls Resolved The Same Day	۲	> 70%	80.06%	74.05%
J	% All Tickets Resolved Same Day	۲	>= 70%	53.25%	50.25%
J	% This Weeks tickets closed < 15 mins	۲	>= 40%	74.52%	70.51%
J	% Tickets Closed Within 1 Hour	۲	> 65%	54.42%	51.73%
J	First Touch Ticket Percentage	۲	> 40%	3.44	5
J	Average time to plan (Minutes)	۲	< 10	0.29	0.31
J.	Average Time Spent On Tickets (hours) 💿	< 0.5	17	17
J	Aged Ticket Count	۲	< 20	99.25%	99.85%
J	% Tickets Met Resolution SLA	۲	> 99%	13	20
	Average waiting time	۲	<= 15	96.75%	98.88%
J.	Weekly CSAT score	۲	> 96%	<u> </u>	
∃ J	Re-Opened Tickets	()	<= 5	1	1

Gauro enanchote aro takon at 8nm on Saturdave 💌

81.5%

72.95%

61.08%

76.24%

50.36%

10.25

0.24

35

99.8%

16

98.97%

3

72.28%

70.85%

58.87%

73.05%

47.55%

3.78

0.28

49

99.83%

27

100%

2





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

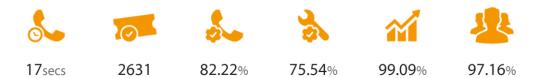
Al new reps.	Service Desk	Golden KPI's	a nur. Tarren 8 nur 41	Service desk live v % Resolved Todey (All)	% Calls Resolved Today	Total Tickets Closed Today	Let Gauges III Add A Fliter D Present O More
Target Under 0.5 Hours	70.00%	60.47%	53 Aged Tickets 10+ Doys (Target 20)	819% s united today (uri) a Mana Addi Value Of 1 Ticket (All Strc)	Rath resident today © 3 Mirst Acco Value Of 1 Ticket - Call	1007 "de titue conset indu? O stress acc %: Tockey's Tickets Closed < 15 Mms	1222 Date Card Portuge Of Mit Hour Aco
3.96 Target Under 10 Minutes	49.49%	64.65%	50.00%	19% Vise of takes (at sec 3 a Miss Acc Yesterday %, Tickets Resolved	2%	49.110% . ver = 0 m . ver =	711.43%
69.39%	98.			Calculated & visited included	Calls and Josef Alexander 7779% Calls resulted same day yosterday Calls resulted same day yosterday	34.86% 	61.47% Example 1 for the line of the line

Monthly web stats

Average Waiting Time

Reactive Tickets Closed

Service Delivery KPIs March 2018



Same Day Fix (All Sources)

Overall SLAs Met

Client Satisfaction

Same Day Fix (Calls)





Balanced Score Card – Service department



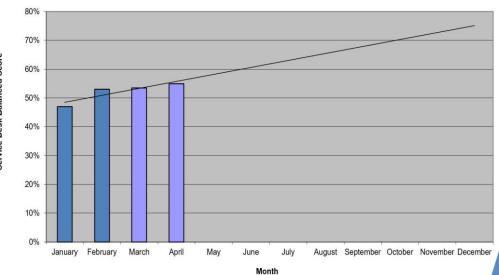




The Six Keys to happiness Balanced Score Card

Performance Metric	Metric	Performan	ice Range	Your Actual	Metric Score	Balanced
	Weighting	Worst Case	Best Case	Performance	Metric Score	Score
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%





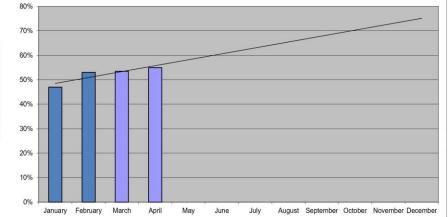




12 Bar Balanced Score Card – Service department

Performance Metric	Metric	Performan	ce Range	Your Actual	Metric Score	Balanced
	Weighting	Worst Case	Best Case	Performance	Welfic Score	Score
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%





Month





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 Satisfact	ion () >= 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%
E Customer Satisfacti	on)>= 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		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	·	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
E Service Desk CSAT	%				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																							







Questions



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