

SUPPORT SERVICES BENCHMARK SURVEY

Support Services Module

Support Services (53 questions)

- Attrition rates, by type and employee type
- Bug correction times
- Certification programs
- Cost per incident
- Employee distribution by type, geography, and tier
- Engineering/R&D work allocation
- First-contact close rate
- Labor rates
- Language support
- Multivendor support
- Performance evaluation measures
- Phone support metrics (talk time, hold time, abandon rate)
- Quality monitoring
- Resource utilization

Sample questions:

Cost per Incident: What is your average total cost per service incident (in US \$)?

Employee Distribution: What percentage of off-shore support employees are based in each of the following geographic regions?

First Contact Close Rate: What percent of service incidents are closed/resolved during the first customer contact?

Multivendor Support: What percent of service incidents requires expertise and/or training on other vendors' products?

Phone Support Metrics (Abandon Rate): What is the average call abandon rate for inbound customer support calls (expressed as a %)?

SUPPORT SERVICES BENCHMARK SURVEY

Support Services Module

Support Services (cont'd.)

- Routing and escalation
- Service channels/methods
- Service incidents: volume, type and priority
- Service incident response and resolution times, by channel and employee type
- Service incident routing, by channel
- Span of control
- Support rep call handling workload, concurrency rate, and utilization rate
- Training
- Web self-service usage, by resource type
- Web self-service success rates
- . . . and more

Sample questions:

Incident Routing: What is the PRIMARY WAY you route service incidents to a support representative who will initially handle/work on that service incident?

Incident Volume: What is the average number of new service incidents received per CALENDAR month?

Span of Control: How many directly employed support representatives are managed by one support manager in each support level?

Support Rep Workload: How many service incidents does each support rep work on per day in each support level?

Web Self-Service: What is the PRIMARY way you measure whether your customers' attempts to use your web self-help sites for unassisted support are successful?

SUPPORT SERVICES BENCHMARK SURVEY

Customer Satisfaction Module

Customer Satisfaction

(36 questions)

- Annual surveys
 - Frequency
 - Ratings (CSAT, loyalty, service recommendation)
 - Response rate
 - Scale
- Transaction surveys
 - Incident type
 - CSAT ratings (average, email, fax, live chat, onsite visit, phone, self-service)
 - Response rate
 - Scale

Sample questions:

Annual Survey: Do you have an annual or regularly scheduled periodic customer satisfaction survey process?

Compensation: What percent of your top exec's compensation is based on customer satisfaction and/or loyalty?

CSAT Ratings: Please provide your average customer satisfaction scores for service incidents submitted by telephone for each of the following six measures.

Response Rate: What % response rate do you achieve from your transaction surveys?

Service Recommendation Rating: What percent of your current customers would recommend your service to others?

SUPPORT SERVICES BENCHMARK SURVEY

Financials Module

Financials (30 questions)

- Bundled support (service/support revenue allocation, premium support services offered, % of total revenue)
- Corporate revenues (by source, growth/decline rates, total)
- SaaS support (service/support revenue allocation, premium support services offered, % of total revenue)
- Service business model/P&L (allocations, gross margin, profit, % of EPS)
- Service revenue drivers
- Service revenue source
- Service strategy

Sample questions:

Charter: Does your service/support organization operate as a cost center, a profit center, or on a break-even/cost recovery basis?

Earnings per Share: What percentage of total company earnings per share (EPS) do service/support profits represent?

Growth Rate: For your three most recent fiscal years, what was the average annual revenue growth or decline rate in your organization for each of following categories (HW, SW license, etc.)?

Sales Allocation: What percentage of total service/support revenues are allocated to sales activities that are specifically focused on service and support?

SUPPORT SERVICES BENCHMARK SURVEY

Entitlements Module

Entitlements (30 questions)

- Attach rates
- Discounting frequency and rates, new and renewal contracts
- Grace periods
- Maintenance fees, by level and product category
- Maintenance revenue, by contract level
- Maintenance revenue allocation
- Sales compensation practices, new and renewal contracts
- Sales responsibility, new and renewal contracts
- Sales team training, new and renewal contracts, by type
- Service contracts (basis, level mix, penetration, types)
- Warranties , SW and HW (availability, credit allocation, expiration attach rate, length)
- Time-and-materials practices and rates

Sample questions:

Attach Rate: What % of new license or product sales include the sale of a maintenance contract that is sold at the same time the license or product is sold ("initial attach rate")?

Contract Pricing Practice: What are the fees or prices for your post warranty maintenance and service contracts based on?

Contract Sales: Who has primary responsibility for selling both initial and renewal maintenance and service contracts in your organization?

Maintenance Pricing: If you normally price maintenance contracts based on a % of the license fee or product sales price, what is the annual % maintenance fee that you charge for each of the following hardware and software contract levels?

SUPPORT SERVICES BENCHMARK SURVEY

Demographics Module

Demographics *(12 questions)*

- Business type
- Business unit/division surveyed
- Corporate employees (#)
- Geography surveyed
- Market segment revenue mix
- Markets served
- Product complexity
- Service/support employees (#)
- Technology solutions provided

Sample questions:

Market Segments: What percent of your total revenues are generated from each of the following market size segments (large enterprise, SMB, consumer/SoHo)?

Markets Served: In which industries does your company operate?

Number of Employees: How many TOTAL direct employees in your company, or in the business unit or division for which you are completing this survey?

Technology Solution: What types of technology solutions do you provide?

Line of Reporting: To whom does your top service executive report?