



Leading IT Service & Support

HDI[®] Customer Satisfaction Benchmarking Study

November 2007



Purpose/background

IT support has been ridiculed over the years for being out of touch with customer needs. Because the awareness of customer satisfaction, and its importance, has trickled down to the IT support industry, it is becoming a measured and reported metric by many IT support centers.

The purpose of this study is to measure the level of customer satisfaction over a diverse group of IT support centers by using a standardized assessment. This provides an objective, overarching view of the performance of the frontline IT support analysts from the customer perspective.

In addition to a snapshot of the industry's performance in terms of customer satisfaction, this report provides a tool for support center managers. The breakdown of results by the different demographic areas provides benchmarking data from several different perspectives. Individual support centers can compare their customer satisfaction ratings to the industry as a whole, as well as to support centers similar to their own.

About this report

The results of this report are based on 257,682 customer satisfaction surveys completed by the customers of 201 support centers within 144 companies (a company may have more than one support center). Customer satisfaction survey data has been collected from April 1, 2007 through September 30, 2007.

All support centers included in this study are users of the HDI® Customer Satisfaction Index. This is a five question, standardized customer satisfaction survey sent to the support center's customer via e-mail from a third party at the close of an incident.¹ See the appendix for a copy of the survey, as received by the customer.

Surveys have been collected from support centers in six countries, including 93% located in the United States, 3% from Canada, and very small percentages from support centers in England, Ireland, Sweden, and Switzerland. Of those in the United States, 46% of surveys are from support centers in the eastern part of the country, 44% are from those centrally located, and 11% are from support centers in the West.

The study includes surveys from support centers in more than 28 industries, with staff sizes ranging from less than 10, to over 5000. These support centers provide support to internal and/or external customers. Internal support centers make up the majority (58%) of the surveys in this study. Those that provide only external support contribute 3%, while those that provide both internal and external support make up 36%. Support centers that did not respond to this demographic are included in the results, and make up 3% of the surveys received.

The customers of the support centers in this study are single site/single country (4%), multiple site/single country (54%), or multiple countries (39%). This field was left blank by 4%. The number of customers supported by the individual support centers ranges from 50 customers to over 100,000 customers.

¹ For more information on the HDI® Customer Satisfaction Index used in this study go to <https://www.thinkhdi.com/resources/customersatisfaction/>

Results

Customer satisfaction ratings from the overall analysis are higher than were expected. Most support center customers report being at least somewhat satisfied. Using a five-point scale, 1 being “Very Dissatisfied” and 5 being “Very Satisfied”, the means (averages) tend to range in the mid to high 4’s.

Results are analyzed across several self-reported support center demographics such as industry and location. One of the demographics that support centers were asked to report is the maturity level of their center: Reactive, Proactive, Customer Centric, and Business Centric.² Not surprisingly, those support centers that consider themselves to be Business Centric (the highest level of maturity) have the highest customer satisfaction ratings. However, those that consider their support center to be Customer Centric have the lowest customer satisfaction ratings.

Another interesting finding is in regards to the different areas measured with this survey. While all five areas have higher scores than were expected, customers consistently have the highest level of satisfaction with the courtesy of the analyst, and the lowest level of satisfaction with timeliness of the service provided. It is perceived that while analysts are polite, they are not resolving the incidents as quickly as expected.

Additional findings can be found throughout the report.

How to read this report

The first section of this report reviews the overall study results. It includes a summary of all surveys collected in this study. These results are presented in a frequency of response table, as well as a table of the means for each question on the survey.

A breakdown of results by demographic area follows the overall results. The customer satisfaction ratings are divided into sections based on industry, type of support (e.g., Internal, External, Blended), customer base size, customer location, support center location, and levels of maturity.

In each of these sections, the number of support centers, number of companies, and number of surveys analyzed for each demographic are included in a table at the beginning of the section. For each demographic analysis, the customer satisfaction scores are reported in three ways for each question. They are reported by 1) frequency of response, 2) average (mean) score, and 3) total percent satisfied. Total percent satisfied is calculated by combining the percent of “Somewhat Satisfied” (i.e., a rating of 4) responses and “Very Satisfied” (i.e., a rating of 5) responses to determine the total percent of customers satisfied with the experience in each of the five areas measured.

By breaking down the customer satisfaction survey results in this manner, as well as by the various demographics, this report can be a useful tool. It provides several benchmarking opportunities for individual support centers.

² For more information on the HDI® Support Center Maturity Model go to <http://www.thinkhdi.com/resources/scma.aspx/>

Overall Results

The table below displays the percent of responses to the five standardized survey questions for all surveys in the study. For example, over the five month survey collection period, 83% of all support center customers were “Very Satisfied” with the courtesy of the analyst.

Overall Survey Results April 1, 2007 to September 30, 2007 <i># of companies = 144</i> <i># of centers = 201</i> <i># of surveys = 257,682</i>	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
1. The courtesy of the analyst?	1%	1%	4%	11%	83%
2. The technical skills/knowledge of the analyst?	2%	1%	5%	14%	78%
3. The timeliness of the service provided?	3%	2%	5%	13%	77%
4. The quality of the service provided?	2%	2%	4%	12%	79%
5. The overall service experience?	2%	2%	5%	13%	78%

The survey responses are given ratings of 1 through 5, with 1 being “Very Dissatisfied” and 5 being “Very Satisfied”. Below are the means for each question based on this scale.

Overall Average Scores	(# of Surveys = 257,682)
1. The courtesy of the analyst?	4.74
2. The technical skills/knowledge of the analyst?	4.65
3. The timeliness of the service provided?	4.58
4. The quality of the service provided?	4.65
5. The overall service experience?	4.62

Breakdown of Results

Industry

Surveys have been collected from support centers located in more than 28 industries. All of these industries' data are included in the overall results. Results are broken down in this section for eight of these industries. In order to provide valuable benchmarking data, an industry must have surveys from at least five support centers within at least five different companies. The eight industries that meet this qualification are reported in the following charts.

Industry	# of Support Centers	# of Companies	# of Surveys
Computers-Software	13	11	6,360
Education	48	34	42,530
Entertainment	5	5	7,632
Financial Services-Banking	7	6	3,258
Financial Services-Insurance	12	8	16,803
Government	14	10	11,255
Health Care	26	23	85,700
Manufacturing(Non-computer)	18	12	13,168

Satisfaction with... The courtesy of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Computers-Software	1%	1%	5%	13%	80%	4.69
Education	1%	1%	3%	7%	89%	4.82
Entertainment	1%	0%	2%	8%	88%	4.82
Financial Services-Banking	2%	1%	3%	12%	82%	4.73
Financial Services-Insurance	1%	1%	4%	13%	81%	4.71
Government	1%	1%	4%	12%	82%	4.73
Health Care	2%	1%	4%	11%	83%	4.73
Manufacturing(Non-computer)	1%	1%	4%	13%	81%	4.72

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Computers-Software	2%	2%	8%	16%	73%	4.55
Education	1%	1%	4%	10%	85%	4.76
Entertainment	1%	1%	3%	11%	84%	4.76
Financial Services-Banking	2%	1%	5%	16%	76%	4.64
Financial Services-Insurance	2%	2%	7%	17%	72%	4.57
Government	1%	1%	6%	15%	77%	4.64
Health Care	2%	1%	5%	14%	78%	4.64
Manufacturing(Non-computer)	2%	1%	6%	16%	75%	4.62

Satisfaction with... The timeliness of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Computers-Software	4%	5%	7%	14%	70%	4.42
Education	2%	2%	3%	9%	84%	4.72
Entertainment	2%	2%	4%	10%	83%	4.70
Financial Services-Banking	2%	2%	5%	15%	76%	4.60
Financial Services-Insurance	3%	2%	6%	15%	74%	4.55
Government	3%	3%	6%	14%	74%	4.52
Health Care	3%	2%	5%	13%	76%	4.56
Manufacturing(Non-computer)	3%	2%	5%	13%	76%	4.58

Satisfaction with... The quality of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Computers-Software	3%	3%	6%	14%	73%	4.52
Education	2%	1%	3%	8%	86%	4.76
Entertainment	2%	1%	3%	9%	86%	4.76
Financial Services-Banking	2%	1%	4%	14%	79%	4.67
Financial Services-Insurance	2%	2%	6%	15%	75%	4.58
Government	2%	2%	5%	13%	78%	4.64
Health Care	3%	2%	4%	12%	79%	4.64
Manufacturing(Non-computer)	2%	2%	4%	14%	78%	4.63

Satisfaction with... The overall service experience	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Computers-Software	3%	3%	7%	16%	71%	4.49
Education	2%	1%	3%	9%	85%	4.75
Entertainment	2%	1%	3%	10%	84%	4.74
Financial Services-Banking	2%	1%	4%	15%	78%	4.65
Financial Services-Insurance	2%	2%	6%	16%	74%	4.56
Government	2%	2%	5%	15%	76%	4.60
Health Care	3%	2%	5%	13%	78%	4.61
Manufacturing(Non-computer)	2%	2%	5%	15%	76%	4.61

Percent satisfied for each question (4 or 5 rating)	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
Computers-Software	93%	88%	84%	88%	87%
Education	96%	94%	93%	94%	94%
Entertainment	96%	95%	93%	95%	94%
Financial Services-Banking	95%	92%	91%	93%	93%
Financial Services-Insurance	94%	90%	89%	90%	89%
Government	94%	92%	88%	91%	91%
Health Care	94%	92%	89%	91%	91%
Manufacturing(Non-computer)	94%	91%	90%	92%	91%

Type of Support

Support centers may provide support to internal customers only, external customers only, or a blend of both. This section reports the results for each type of support. For all five questions, the external support center customers tend to rate the lowest. Also, blended customers rate slightly higher than the purely internal customer base.

Industry	# of Support Centers	# of Companies	# of Surveys
Blended	55	46	92,412
External	19	11	7,131
Internal	105	77	149,410

Satisfaction with... The courtesy of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Blended	1%	1%	3%	10%	85%	4.76
External	2%	1%	5%	13%	80%	4.69
Internal	1%	1%	4%	12%	82%	4.73

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Blended	2%	1%	5%	13%	79%	4.67
External	2%	3%	8%	16%	71%	4.50
Internal	2%	1%	4%	15%	77%	4.64

Satisfaction with... The timeliness of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Blended	3%	2%	5%	12%	79%	4.62
External	5%	4%	7%	14%	70%	4.41
Internal	3%	2%	6%	14%	76%	4.57

Satisfaction with... The quality of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Blended	2%	2%	4%	11%	81%	4.67
External	4%	3%	7%	14%	72%	4.48
Internal	2%	2%	4%	13%	79%	4.64

Satisfaction with... The overall service experience	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Blended	2%	2%	4%	12%	80%	4.65
External	4%	3%	7%	16%	70%	4.45
Internal	2%	2%	5%	14%	77%	4.61

Percent satisfied for each question (4 or 5 rating)	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
Blended	95%	92%	91%	92%	92%
External	93%	87%	84%	86%	86%
Internal	94%	92%	90%	92%	91%

Number of Customers

This section breaks down the results based on the number of customers the support center supports, whether their customer base is internal, external, or blended. There appears to be no blatant correlations between the size of the customer base and the customer satisfaction scores that they receive.

Number of customers	# of Support Centers	# of Companies	# of Surveys
1-200	18	7	2,504
200-500	10	9	3,204
500-1000	21	20	12,342
1000-2000	14	12	10,740
2000-3000	24	20	21,249
3000-5000	23	22	32,428
5000-10000	20	19	35,017
10000-20000	14	13	41,835
20000-30000	12	10	27,576
30000+	10	8	49,173

Satisfaction with... The courtesy of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
1-200	1%	0%	3%	11%	85%	4.80
200-500	1%	1%	3%	12%	83%	4.75
500-1000	1%	1%	3%	11%	84%	4.77
1000-2000	1%	0%	3%	10%	86%	4.80
2000-3000	1%	1%	3%	10%	85%	4.78
3000-5000	1%	1%	4%	11%	83%	4.73
5000-10000	1%	1%	4%	11%	83%	4.75
10000-20000	1%	1%	3%	9%	86%	4.79
20000-30000	2%	1%	4%	12%	82%	4.71
30000+	2%	1%	5%	13%	80%	4.68

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
1-200	1%	0%	4%	14%	81%	4.73
200-500	1%	1%	5%	16%	77%	4.66
500-1000	1%	1%	5%	15%	78%	4.68
1000-2000	1%	1%	4%	13%	80%	4.70
2000-3000	1%	1%	5%	12%	80%	4.69
3000-5000	2%	1%	5%	14%	78%	4.65
5000-10000	2%	2%	5%	14%	77%	4.64
10000-20000	1%	1%	4%	11%	83%	4.72
20000-30000	2%	2%	5%	14%	77%	4.63
30000+	2%	2%	6%	16%	74%	4.58

Satisfaction with... The timeliness of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
1-200	2%	3%	7%	14%	74%	4.56
200-500	2%	2%	6%	14%	76%	4.59
500-1000	2%	2%	5%	13%	78%	4.61
1000-2000	2%	2%	5%	12%	79%	4.64
2000-3000	3%	2%	5%	12%	79%	4.63
3000-5000	3%	2%	5%	13%	76%	4.56
5000-10000	3%	2%	5%	13%	77%	4.59
10000-20000	2%	2%	4%	10%	81%	4.66
20000-30000	4%	3%	6%	13%	74%	4.51
30000+	3%	3%	6%	15%	74%	4.54

Satisfaction with... The quality of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
1-200	1%	1%	4%	12%	81%	4.71
200-500	2%	1%	4%	13%	80%	4.67
500-1000	2%	1%	4%	13%	80%	4.69
1000-2000	2%	1%	4%	11%	83%	4.71
2000-3000	2%	1%	4%	11%	82%	4.69
3000-5000	2%	2%	4%	12%	79%	4.65
5000-10000	2%	2%	4%	12%	79%	4.65
10000-20000	2%	1%	3%	10%	84%	4.72
20000-30000	3%	2%	4%	12%	78%	4.61
30000+	3%	2%	5%	14%	76%	4.58

Satisfaction with... The overall service experience	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
1-200	2%	1%	4%	14%	79%	4.67
200-500	2%	2%	5%	15%	77%	4.64
500-1000	2%	2%	4%	14%	79%	4.67
1000-2000	2%	2%	4%	12%	81%	4.69
2000-3000	2%	2%	4%	12%	81%	4.67
3000-5000	2%	2%	5%	14%	78%	4.62
5000-10000	2%	2%	5%	13%	78%	4.70
10000-20000	2%	2%	4%	11%	82%	4.58
20000-30000	3%	2%	5%	14%	76%	4.63
30000+	3%	2%	5%	15%	74%	4.55

Percent satisfied for each question (4 or 5 rating)	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
1-200	96%	95%	88%	93%	93%
200-500	95%	93%	90%	93%	92%
500-1000	95%	93%	91%	93%	93%
1000-2000	96%	93%	91%	94%	93%
2000-3000	95%	92%	91%	93%	93%
3000-5000	94%	92%	89%	91%	92%
5000-10000	94%	91%	90%	91%	91%
10000-20000	95%	94%	91%	94%	93%
20000-30000	94%	91%	87%	90%	90%
30000+	93%	90%	89%	90%	89%

Customer Locale

Many support centers provide service to customers not only at a single location, but at multiple locations, possibly in multiple countries. This next section looks at customer satisfaction ratings based on the support centers' customer location.

Of the three types of customer demographics below, it appears that support centers with customers in multiple countries score slightly lower in customer satisfaction than those with customers in a single country.

Customer Locale	# of Support Centers	# of Companies	# of Surveys
Single site/Single country	21	17	9699
Multiple site/Single country	106	79	139927
Multiple countries	52	42	99327

Satisfaction with... The courtesy of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Single site/Single country	1%	1%	4%	11%	84%	4.75
Multiple site/Single country	1%	1%	3%	11%	84%	4.75
Multiple countries	1%	1%	4%	12%	82%	4.72

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Single site/Single country	1%	1%	6%	16%	76%	4.64
Multiple site/Single country	2%	1%	5%	13%	79%	4.66
Multiple countries	2%	2%	6%	15%	76%	4.62

Satisfaction with... The timeliness of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Single site/Single country	3%	2%	5%	14%	76%	4.58
Multiple site/Single country	3%	2%	5%	12%	78%	4.59
Multiple countries	3%	3%	5%	14%	76%	4.56

Satisfaction with... The quality of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Single site/Single country	2%	2%	5%	13%	79%	4.65
Multiple site/Single country	2%	2%	4%	11%	81%	4.66
Multiple countries	2%	2%	5%	13%	78%	4.63

Satisfaction with... The overall service experience	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Single site/Single country	2%	2%	5%	14%	78%	4.63
Multiple site/Single country	2%	2%	5%	12%	79%	4.64
Multiple countries	2%	2%	5%	15%	76%	4.60

Percent satisfied for each question (4 or 5 rating)	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
Single site/Single country	94%	92%	90%	92%	91%
Multiple site/Single country	95%	92%	90%	92%	91%
Multiple countries	94%	91%	89%	91%	91%

Region

For this study, there was not enough international participation to report the results by country. However, because 93% of surveys in this study are from support centers located in the United States, the following section reports the results based on location of the US support centers, East, Central, or West. East includes Connecticut, Delaware, Florida, Georgia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Vermont, Virginia, Washington D.C, and West Virginia. West includes Alaska, California, Hawaii, Oregon, and Washington. Central encompasses the remainder of the states. The breakdown is based on location of the support center, not necessarily the location of the customers.

There does not appear to be any large differences among the three US regions on customer satisfaction. However, the East tends to rate the highest of the three, while the other two regions fluctuate based on the question.

Regions in USA	# of Support Centers	# of Companies	# of Surveys
Central	73	61	105,354
East	80	56	109,715
West	24	17	24,943

Satisfaction with... The courtesy of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
	East	1%	1%	3%	10%	85%
Central	1%	1%	4%	12%	82%	4.73
West	1%	1%	4%	11%	84%	4.76

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
	East	2%	1%	5%	12%	80%
Central	2%	2%	5%	15%	77%	4.63
West	2%	1%	5%	14%	77%	4.64

Satisfaction with... The timeliness of the service provided		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
East		3%	2%	5%	11%	80%	4.64
Central		3%	2%	6%	13%	76%	4.56
West		3%	3%	6%	13%	75%	4.53

Satisfaction with... The quality of the service provided		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
East		2%	2%	4%	11%	82%	4.69
Central		3%	2%	4%	13%	79%	4.63
West		3%	2%	5%	12%	79%	4.63

Satisfaction with... The overall service experience		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
East		2%	2%	4%	12%	80%	4.66
Central		3%	2%	5%	14%	77%	4.60
West		2%	2%	5%	14%	77%	4.60

Percent satisfied for each question (4 or 5 rating)	Satisfaction with...				
	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
East	95%	93%	91%	93%	92%
Central	94%	91%	89%	91%	91%
West	95%	92%	88%	91%	91%

Business Maturity

Companies were asked to select their level of maturity from the list of Reactive, Proactive, Customer Centric, or Business Centric. This is the company's opinion of where they fall on the maturity scale; it has not been verified. Few companies believe that they are Business Centric, but the ones that do tend to have higher customer satisfaction ratings.

Maturity	# of Support Centers	# of Companies	# of Surveys
Business Centric	9	7	17561
Customer Centric	59	40	84075
Proactive	22	21	46318
Reactive	77	57	90142

Satisfaction with... The courtesy of the analyst	Satisfaction with...					Mean
	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	
Business Centric	0%	0%	1%	3%	95%	4.93
Customer Centric	2%	1%	4%	13%	80%	4.69
Proactive	1%	1%	3%	10%	85%	4.76
Reactive	1%	1%	4%	12%	82%	4.73

Satisfaction with... The technical skills/knowledge of the analyst	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Business Centric	0%	0%	1%	4%	94%	4.90
Customer Centric	2%	2%	6%	16%	74%	4.59
Proactive	2%	1%	4%	12%	81%	4.69
Reactive	2%	1%	6%	15%	76%	4.63

Satisfaction with... The timeliness of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Business Centric	1%	1%	1%	4%	94%	4.89
Customer Centric	3%	3%	6%	15%	73%	4.50
Proactive	2%	2%	4%	11%	81%	4.67
Reactive	3%	3%	6%	13%	75%	4.55

Satisfaction with... The quality of the service provided	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Business Centric	1%	0%	1%	4%	94%	4.90
Customer Centric	3%	2%	5%	14%	76%	4.58
Proactive	2%	1%	4%	10%	83%	4.70
Reactive	2%	2%	5%	13%	78%	4.63

Satisfaction with... The overall service experience	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Mean
Business Centric	1%	1%	1%	4%	94%	4.90
Customer Centric	3%	2%	6%	15%	74%	4.55
Proactive	2%	2%	4%	11%	81%	4.68
Reactive	2%	2%	5%	14%	77%	4.60

Percent satisfied for each question (4 or 5 rating)	The courtesy of the analyst	The technical skills/knowledge of the analyst	The timeliness of the service provided	The quality of the service provided	The overall service experience
Business Centric	99%	98%	97%	98%	98%
Customer Centric	93%	90%	87%	90%	89%
Proactive	95%	93%	92%	93%	93%
Reactive	94%	91%	89%	91%	91%

Appendix. Sample of the survey used in this study.



Hello Web,



Rocky Mountain Services has asked [HDI](#), an independent industry association, to randomly select closed incidents to better monitor customer satisfaction levels.

Incident #: SurveySample649

Incident closed: 2/26/2007 6:10 PM

Incident description: Visitor is interested in seeing a CSI Survey in English.

This survey was submitted on 2/27/2007 9:00 AM

How satisfied are you with:	 Very Dissatisfied				 Very Satisfied
The courtesy of the analyst?	-	-	-	X	-
The technical skills/knowledge of the analyst?	-	-	-	X	-
The timeliness of the service provided?	-	-	-	X	-
The quality of the service provided?	-	-	-	X	-
The overall service experience?	-	-	-	X	-

Additional feedback

If you have further questions/issues, you may contact Education Services directly at 719-555-2222 ext 1.

(no) Please have the support center contact me.



Analysis and Report by Jenny R. Rains, Research Analyst for HDI®

About HDI®

HDI is the world's largest IT service and support membership association and the industry's premier training and certification body. Guided by an international panel of industry experts and practitioners, HDI is the leading resource for help desk/support center emerging trends and best practices. HDI provides members with a vast repository of resources, networking opportunities and the largest industry event - the HDI Annual Conference and Expo.

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