

# Show Me the Value: Support's Mandate

*A report based on a September 2013 survey of  
technical service and support professionals*

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# SHOW ME THE VALUE: SUPPORT'S MANDATE

## Overview

In blog posts, presentations, and papers, the technical service and support industry is hearing the same thing: *You need to show your business value.*

For most internal support centers (i.e., those that support the employees within the same company), this is a conundrum. Too often, support is simply considered to be a cost center, and as such it has a difficult time justifying requests for additional resources and budget, and it may be even considered a target for elimination.

In today's world of support, there is real competition, and this may be the first time many internal teams have had to come to grips with it. Although outsourcing has been around for a long time, there are now managed services and cloud-based solutions that weren't even available just a few years ago, and without being able to justify its own existence in clear business terms, the support center may be considered an irrelevant, unnecessary burden. The appetite for new technologies has grown exponentially, and the ways those technologies are being supported are evolving rapidly.

The HDI research discussed in this paper sheds light on the ways support centers—at least some of them—are working to show that they *are* valuable, and that it does make sense to increase expenditures to improve their ability to support emerging technologies and new ways of doing business. Support centers are adjusting roles, increasing customer focus, and changing their metrics to better demonstrate value, but the question remains as to whether they are really in sync with the strategic vision of non-IT executives in their organizations.

However, before exploring these issues, we need to clarify some terminology: *support center* is an inclusive term that encompasses help desks, service desks, and technical support. *The business*, in ITSM parlance, is an expression commonly used to indicate “the rest of the company or organization outside IT.”<sup>1</sup>

The findings from the *2013 HDI Support Center Practices & Salary Report* show that support centers' spending priorities are increasingly focused on supporting business growth. Supporting business growth has been the top factor influencing support center spending for at least three years, and its influence continues to increase year over year. *Cost reduction*, in and of itself, has never been an acceptable strategy, and it peaked in 2012. *Efficiency* and *effectiveness*, its more positively-focused cousins have since become more important targets for improvement, according to the 2013 data.<sup>2</sup> *Customer service* is also an area of increased spending for improvement, and this will be discussed at some length.

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<sup>1</sup> In organizations where IT and/or the support center are not outsourced or managed by an external provider, using the term *the business* is counter-productive; it creates an artificial separation (finance, human resources, and other units don't speak of *the business* as a separate entity). All units should be considered parts of the whole, not simply providers, unless that's the extent of their relationship with the company or organization.

Some organizations, such as institutions of higher education and nonprofits, might not use the term *business value* very often, but they are no less subject to the imperative of providing tangible value to their organizations.

<sup>2</sup> See Roy Atkinson, “Multichannel Support: Strategic Considerations,” p. 4, [www.thinkhdi.com/~media/HDICorp/Files/White-Papers/whtppr-1211-multichannel-support.pdf](http://www.thinkhdi.com/~media/HDICorp/Files/White-Papers/whtppr-1211-multichannel-support.pdf).

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## What Are the Top Factors Influencing Support Center Spending? *(in order of most frequently selected)*

	2013	2012	2011
1	Support business growth	Support business growth	Support business growth
2	Improve customer service	Reduce costs	Improve efficiency
3	Improve effectiveness	Improve customer service	Improve customer service
4	Improve efficiency	Improve efficiency	Improve effectiveness
5	Reduce costs	Improve effectiveness	Reduce costs
6	Expand services	Expand services	Expand services

In September 2013, HDI collected 205 responses to an online survey on the topic of business value; the survey included questions about whether and how the pressure to demonstrate value has changed over the past two years, and what support centers are doing about it. The responses give us a view into what is driving changes, as well as specific things support centers have done, are doing, and plan to do to achieve the goals of supporting business growth, increasing effectiveness and efficiency, improving customer service, expanding services, and continuing to reduce costs.

To prove its value, the support center needs to be able to demonstrate how phone conversations, emails, and chat sessions are increasing productivity, enabling innovation, and helping the business achieve its goals, not just fixing what's broken. Support needs to be able to show that its channels are the right ones, that they are cost-effective, and that their work is helping customers be productive and keeping them happy—whether those customers are internal (employees), external (people who purchase the organization's products and/or services), or some combination of the two (blended support).

Support centers are addressing the necessity to show the value they have to the business in each of the key areas—people, process, and technology—as well as in terms of the metrics that quantify them. For many organizations, the success and even survival of the support center depends on it.

### Key Points

- Only 29 percent of respondents believe that the support center's strategic priorities are aligned with those of non-IT executives.
- The vast majority of support centers (86%) are feeling at least some pressure to show their value to the businesses they serve.
- Three-quarters of support centers say that the pressure to show value has increased in the past two years.
- About half of the respondents say that the perceived value of the support center has increased in the past two years.
- Forty percent of support centers have added new job roles to address changes in their relationship with the business.

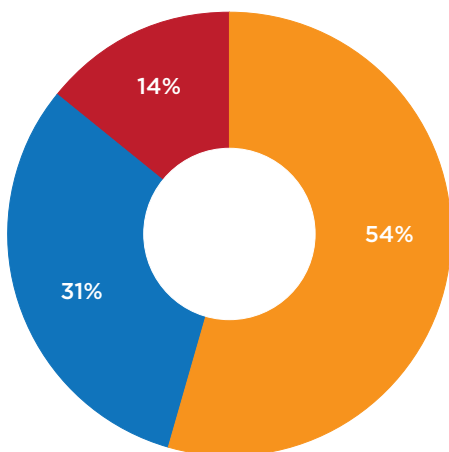
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- More than two-thirds have either purchased new tools to address their changing relationship with the business, or plan to do so within the next year.
- Although 54 percent of respondents say they have not changed their metrics to better measure business value, 40 percent have added such metrics. Twelve percent have subtracted metrics that do not show value.
- Support centers are widely diverse when looking at their percentage of IT budget (for those who are under the IT budget). The median is 10 percent.

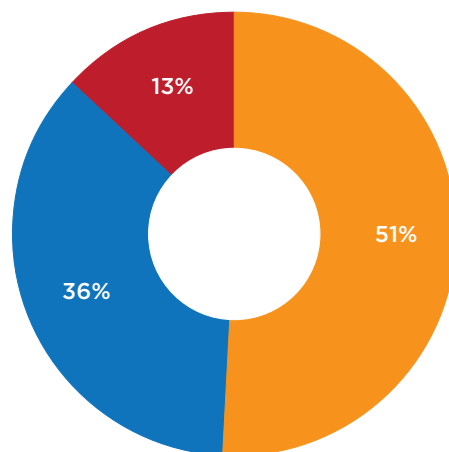
## Feeling the Pressure

More than 85 percent of support centers are feeling at least some pressure to prove their value. Many (75%) report that the pressure to prove their support centers' business value has increased over the past two years; just 14 percent report they are not currently facing this pressure at all. While not all support centers are based in IT, most are, and the correlation between IT and the pressures support centers are feeling is clear.<sup>3</sup> In most cases, the support center falls under the purview of the IT budget, so any pressure exerted on IT is passed on to all of its elements, including support. Ninety-four percent of support centers feeling pressure to prove business value also report that their IT organizations are feeling similar pressure.

**Is Your IT Department Currently Feeling Pressure to Prove Its Value?**



**Is Your Support Center Currently Feeling Pressure to Prove Its Value?**



■ Yes     
 ■ Somewhat     
 ■ No

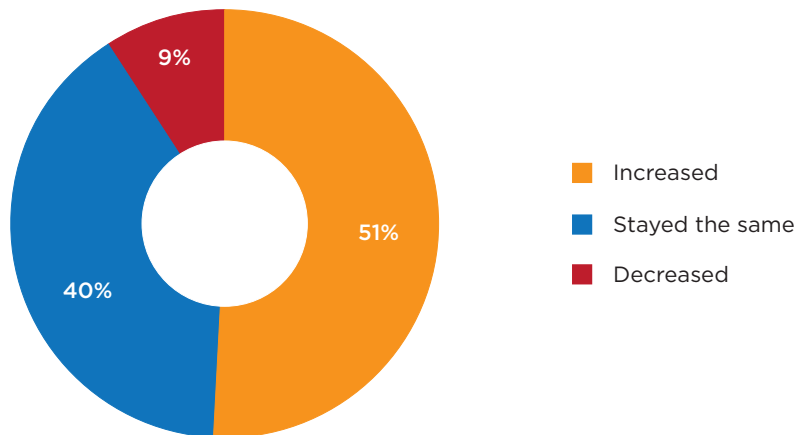
<sup>3</sup> The respondents (10) whose support centers have budgets that aren't under IT identified professional services, sales, customer relations, operations, and financial affairs as their budget areas; in two cases, the support centers have their own budgets.

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So, support centers aspire to prove their business value, but what is the *perception* of that value? Do support centers feel like they're succeeding at demonstrating their value? More than half of the respondents believe that the perception of the support center's value to the business has indeed increased over the last two years, while less than nine percent believe that the perception of value to the business has decreased.

We need to bear in mind that the support center often has a negative self-image, the result of years of "helpless desk" comments as well as this ongoing pressure to demonstrate value.<sup>4</sup> Demonstrating business value is a sign of organizational maturity; the respondents report that the fact that their organizations are seeing their value is another sign of maturity, as it indicates that they're paying attention to their own value propositions and their organizations' goals and priorities. More than half of the respondents feel that the perception of value has increased, and this is a sign that the support center is beginning to focus on the right things.

## How Has the Perception of the Support Center's Value to the Business Changed In the Past Two Years?



The survey results revealed that an important factor in the perception of value is customer focus. Although "the business" (the larger, non-IT organization) is often seen as a monolithic entity, it is in fact composed of many customers, each of whom develops an opinion of the support center's value based on their own experiences.<sup>5</sup> The survey respondents' comments speak to the relationship between customer service and perceived value:

- "There is better understanding of how support affects our external customers. There is more need to measure support effectiveness and efficiency."
- "Recruitment process [for the support center] — focus on not only technical knowledge but personality traits and customer service skills."

<sup>4</sup> Pressure to demonstrate value implies that your value is imperceptible, or even that you have none.

<sup>5</sup> This is true whether we use *customer* in the general sense as "one with whom we do business," or in the ITIL sense of "the person or group who [sic] defines and agrees to service level targets." See "ITIL Glossaries: English 2011 Glossary," [www.itil-officialsite.com/InternationalActivities/ITILGlossaries\\_2.aspx](http://www.itil-officialsite.com/InternationalActivities/ITILGlossaries_2.aspx).

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- “We have presented better customer service to our users.”
- “The support center has standardized almost all of its operations and accountability has increased. Our end users notice the professionalism of our staff among our institution and the desire to satisfy our customers has increased. We strive for greatness.”
- “Better customer experiences.”

Those who believe that the perception of the value of the support center has decreased (9%) also see this direct connection to customer service, citing poor follow-up and communication and customers’ perceptions of inaccuracy. Cost-cutting also takes a toll on customer service, with one organization reporting that “staff reductions have resulted in decreasing service delivery. Clients are not aware of the staff reductions.”

Respondents also realize *visibility within the organization* has an effect on the perception of value. For years, support centers were locked away in the basements, both literally and figuratively; they were seen as little more than cost centers (albeit necessary ones). Support centers have come to realize that they need to actively market themselves, while some have become more visible as a side effect of responding to their customers’ demands for technology and services:

- “The increased presence of BYOD and other mobile technologies demands more time of the support center and gives more visibility to our team.”
- “Increased and improved marketing; more engaged leadership with different perspectives.”
- “Better marketing. Greater effort to understand and respond to the needs of the business.”

It’s been said that support centers are only as good as their last service.<sup>6</sup> Marketing sets the promise for services, and this promise is only fulfilled through the delivery of value. Respondents shared specific initiatives they’ve launched and changes they’ve made to increase their effectiveness in this regard, including broadening skillsets to increase first call resolution, shifting more resolutions from higher levels to the front line (first level resolution), hiring the right people and providing the right training, and making the support center the single point of contact for all IT interactions. All of these serve to minimize the points of friction between the support center and its customers, accelerating service delivery and elevating service quality.

Knowledge management has also become extremely important. According to one respondent, “As we transition from KPIs and metrics to **Knowledge-Centered Support**, everyone becomes better able to support everything. As the support needs increase, we are able to handle the increase better because of the broad base of knowledge.”<sup>7</sup> Knowledge management reduces the incidence of inconsistent support, decreases average time to resolve, enables better self-service for customers, and can prevent “tribal” or institutional knowledge from walking out the door when employees leave.<sup>8</sup>

<sup>6</sup> See, for example, Barclay Rae, “ITSM Goodness Step 7: Change and Sell the Pitch,” HDIConnect.com (August 20, 2013), [www.hdiconnect.com/blogs/servicemanagement/2013/08/itsm-goodness-step-7-change-and-sell-the-pitch.aspx](http://www.hdiconnect.com/blogs/servicemanagement/2013/08/itsm-goodness-step-7-change-and-sell-the-pitch.aspx).

<sup>7</sup> See additional notes on the importance of knowledge management in the “Technology” section.

<sup>8</sup> Effective use of knowledge in the support center reduces the amount of time it takes for a solution by providing rapid answers to the analysts (and therefore customers) and minimizing their time spent “figuring out” a fix. See, for example, Matt Selhemier, “How Do You Capture Tribal Knowledge?” HDIConnect.com (August 22, 2013), [www.hdiconnect.com/blogs/servicemanagement/2013/08/how-do-you-capture-tribal-knowledge.aspx](http://www.hdiconnect.com/blogs/servicemanagement/2013/08/how-do-you-capture-tribal-knowledge.aspx).

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## People and Processes

Over the past two years, 40 percent of support centers have added new job roles to address changes in the relationship between the support center and the business. For some, this involved changing the title and scope for those responsible for the support center; for example, changing support center supervisor to manager of client support services operations. Others added roles, such as director of customer relations, support manager, or service desk director. These changes and additions indicate that the support center is taking itself—and being taken—seriously.

Many of the roles identified suggest that organizations are paying increased attention to ITSM processes:<sup>9</sup>

- Problem and knowledge manager
- Service delivery and reporting manager
- Service lifecycle lead
- Incident lifecycle management coordinator
- Incident, problem, or change manager
- Service delivery manager
- ITSM analyst group
- Continual service improvement resource
- ITSM team lead
- Process coordinator
- Vendor (supplier) relationship management

The adoption of roles based on established and accepted ITSM frameworks, especially ITIL, gives support centers a foundation upon which to build better relationships with their organizations.<sup>10</sup> While other business units may not be fluent in the languages of ITIL and ITSM, they at least provide a common ground of expression that empowers support centers to answer when business units ask, “What are you doing to improve?” Writing job descriptions for these roles—or rewriting them, as the case may be—entails rethinking the support center’s goals and responsibilities and aligning them with the organization’s business goals. This is part and parcel of making the transition from a “traditional” help desk to a service desk.

Some organizations have assigned roles to address the growing need for knowledge management, including knowledge advisor, KCS leader, and knowledge base coordinator.<sup>11</sup> One organization is “Trying to create more KB (knowledge base) articles and material that customers can consume without having to register a ticket,” reflecting a move toward more—and better—self-service.

Others have restructured support, adding level 2 analysts, advanced support teams, team leads, supervisors, and project managers. One organization added five technical support engineers, and another created a “remote-only layer” in between service desk and desktop support. Several organizations

<sup>9</sup> This is also reflected in the tools organizations are using to help integrate and improve communication with business operations. See the “Technology” section.

<sup>10</sup> ITIL is a registered trademark of the Cabinet Office.

<sup>11</sup> KCS is a service mark of the Consortium for Service Innovation.

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have added specific roles to handle certain aspects of support, such as desktop support, application management, account administration, server monitoring, and network administration.

Some additional roles are aimed directly at improving relationships with other business units. One support center formed a new business relationship management team, another created a business intelligence team, another has designated individuals to serve as liaisons or advocates for the business, and others have added business analyst roles. At least one support organization has gone a step further, adding business relationship manager and business process analyst roles for each business unit in its IT department, and at least two have gone further still, embedding liaisons in various business units. Finally, other organizations have “created support groups to provide concierge support within specific business units to better align IT offerings with business needs.”

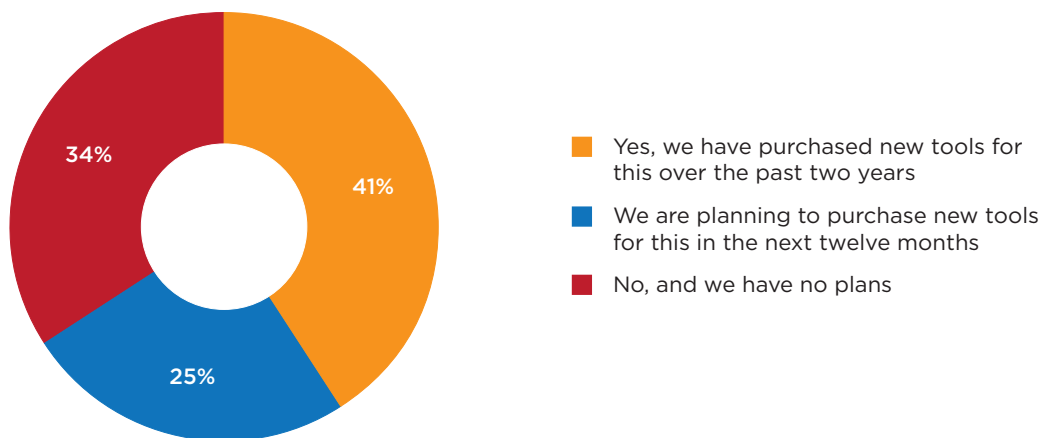
These responses indicate that there are deep changes underway in support: away from break/fix, away from its standard roles, and aiming squarely at identifying and providing the right service and support from the business perspective, and using the processes and roles delineated in ITSM frameworks to do it.

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## Technology

Two-thirds (66%) of the support centers in the survey either have purchased new tools to assist them in their efforts to integrate and communicate better with their respective businesses, or are planning to purchase tools within the next year.

### Have You Purchased Tools in the Past Two Years to Improve Integration or Communication with the Business?





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Of the 108 respondents who answered our question about the types of tools their organizations have purchased or are planning to purchase, more than twenty specifically identified ITSM tools. It seems logical that, if staff roles are changing to align with ITSM frameworks, then they'll want to use tools that are similarly aligned. The data reported in the *2013 HDI Support Center Practices & Salary Report* revealed that 34.2 percent of support centers see the ITIL alignment as a necessary feature of new tools (up from 32.8% in 2012), in addition 29.2 percent see it as very important.<sup>12</sup> The capabilities of these ITSM tools may—depending on the specific product and modules purchased—go far beyond ticket tracking to change management, the service catalog, configuration management, problem management, and other ITSM processes.

It's important to point out that tools cannot, in themselves, bring about good service management discipline, any more than a good hammer makes a good carpenter. Before an organization can even begin searching for the right solution, it should define its processes and develop a list of requirements for an ITSM-based tool. More ITIL process capability doesn't mean more value to organizations that only plan on adopting some ITSM disciplines; whichever tool an organization chooses, it needs to support processes and procedures the organization will actually use.<sup>13</sup>

In addition to ITSM tools, there were multiple responses in each of the following categories as well:

- Remote support
- Chat
- Analytics and reporting
- Dashboard display
- Automation
- Collaboration (including social collaboration tools)
- Instant messaging
- Self-help/self-service
- Customer relationship management (CRM)
- New phone systems, interactive voice response (IVR) systems, and call distributors

For the most part, these tools improve the support center's ability to serve customers effectively through multiple channels, and to better understand the flow of contacts in the CRM, dashboards, and analytics.

Fully-featured ITSM tools are designed to accommodate ITIL processes like incident management, problem management, and change management, as well as the service catalog, configuration management database, and knowledge management. New and next-generation tools offer mobile interfaces and robust self-service. If knowledge is documented properly, properly vetted, and used to populate customer-facing documentation, these tools can be a nexus of knowledge management and self-service.<sup>14</sup>

<sup>12</sup> Jenny Rains, *2013 HDI Support Center Practice & Salary Report* (HDI, 2013), p. 34, [www.thinkhdi.com/topics/research/support-center-reports.aspx](http://www.thinkhdi.com/topics/research/support-center-reports.aspx)

<sup>13</sup> See Roy Atkinson, "Process and Tool, Chicken and Egg: Finding the Right Tool for Your Organization," HDI white paper (February 2013), [www.thinkhdi.com/-/media/HDICorp/Files/White-Papers/whtppr-0213-process-tool.pdf](http://www.thinkhdi.com/-/media/HDICorp/Files/White-Papers/whtppr-0213-process-tool.pdf).

<sup>14</sup> See Rick Joslin, "What Is LZS?," Industry Insider article, [www.thinkhdi.com/-/media/HDICorp/Files/Library-Archive/Insider%20Articles/WhatIsLZS.pdf](http://www.thinkhdi.com/-/media/HDICorp/Files/Library-Archive/Insider%20Articles/WhatIsLZS.pdf).

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The 2013 HDI Support Center Practices & Salary Report shows that knowledge management tools are one of the top three must-have technologies, regardless of type of organization or industry; outsourced services providers are the only exception.<sup>15</sup>

## What Are the Top Three Must-Have Support Center Technologies?

INDUSTRY	#1	#2	#3
Computers - Software	<b>Knowledge management</b>	Incident management	Customer satisfaction surveying
Higher Education	Incident management	<b>Knowledge management</b>	Customer satisfaction surveying
Financial Services - Banking	<b>Knowledge management</b>	Incident management	Remote control
Government	Incident management	Remote control	<b>Knowledge management</b>
Healthcare	<b>Knowledge management</b>	Incident management	Remote control
Insurance	Incident management	<b>Knowledge management</b>	Customer satisfaction surveying
Manufacturing (noncomputer)	Incident management	<b>Knowledge management</b>	Remote control
Outsourced Services Providers	Remote control	Incident management	Reporting/analytics
Retail (includes Food and Beverage)	Incident management	<b>Knowledge management</b>	Remote control
TYPE OF SUPPORT	#1	#2	#3
Internal only	Incident management	Remote control	<b>Knowledge management</b>
External only	Incident management	<b>Knowledge management</b>	Automated call distribution
Blended	Incident management	<b>Knowledge management</b>	Remote control
NUMBER OF CUSTOMERS	#1	#2	#3
Small (fewer than 2,000)	Incident management	Remote control	<b>Knowledge management</b>
Medium (2,000-10,000)	Incident management	<b>Knowledge management</b>	Remote control
Large (more than 10,000)	Incident management	<b>Knowledge management</b>	Remote control

Again, the advantages and value of these tools will become apparent if and only if the organization has good, defined knowledge management practices—such as the [Knowledge-Centered Support](#) methodology—and the tool selected is well suited for those practices.

<sup>15</sup> Rains, 2013 HDI Support Center Practice & Salary Report, p. 35, [www.thinkhdi.com/topics/research/support-center-reports.aspx](http://www.thinkhdi.com/topics/research/support-center-reports.aspx)

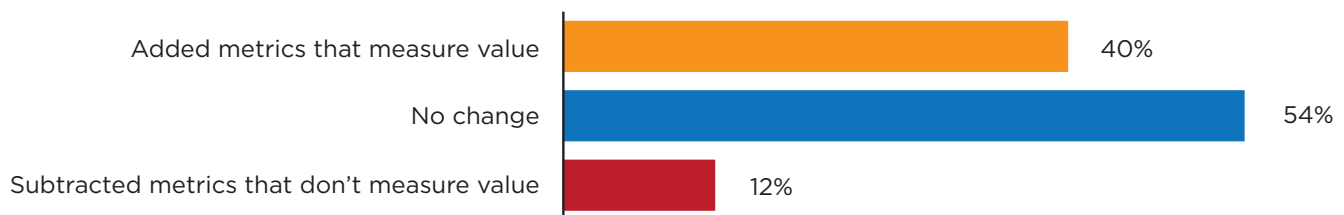
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## Metrics

Consider the contemporary worker's array of devices: a laptop, a tablet, and a smartphone, at least. Some—perhaps even all—may be personal devices that workers use to connect to organizational resources through virtual private networks (VPNs), through third-party secure gateways, or through mobile apps. Workers are interacting with the support center in different ways and at different times than support was set up to expect. All of these things add complexity to gathering, measuring, and managing support workflows.

About half the respondents to our survey report that they've either added metrics that better measure business value, subtracted metrics that do not, or both.

### Has the Support Center Changed Metrics to Better Measure Business Value?



*\* Respondents were asked to select all that applied, so the total doesn't equal 100%*

In asking which metrics have been added to measure value, it became apparent that the respondents' support centers vary widely in terms of maturity, from those just beginning to track metrics to those starting to trend improvement across multiple channels of support. Some organizations, however, are at the other end of the spectrum. One organization is "embarking on a full SLM program that provides detailed reporting on SLAs/SLTs [service level agreements / service level targets]; metrics derived will be rolled up into the metric suite being used to report on the progress of the IT Strategic Plan." Another said, "Number of service requests [XmR chart](#) of average age of requests, to demonstrate rising user frustration, and to react operationally." A third "created a Balanced Scorecard that provides the typical realm of metrics associated with customer satisfaction, cost/productivity, agent satisfaction, and maturity/growth."

Out of seventy organizations that specified the metrics they have added, fifteen report that they've begun measuring customer satisfaction, while ten percent have added first call resolution (though that can be a deceptive metric, if it's not viewed in its proper perspective).<sup>16</sup> Other respondents have added metrics for time to respond, time to resolve, cost per ticket, first time fix, and effort (i.e., actual time spent on the incident or request).

Some organizations are diving deeper into their metrics. One organization reported that it's measuring "reduction in cost to business for first contact/level resolution [and] reduction in cost to business for self-service usage," while another is measuring "productivity impact (subjective, based on customer's perception)." A third is measuring "routing accuracy (getting incidents to the right teams the first time),

<sup>16</sup> High FCR may indicate that the front line is answering the same questions and fixing the same things again and again. Repetitive fixes and answers should be moved to self-service whenever possible, reducing expenses and the burden placed on the support center.

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labor utilization, average speed to answer with better detail, rather than 'total average speed to answer' it's now 'percentage of calls answered under target' plus 'percentage of calls with long hold times'."

One support center is especially serious about attaching itself to business outcomes: "We select one business goal and add it to our set of yearly goals (if the sales team didn't make their goal, neither do we)." Several more are tracking the success of self-service, including cost savings, and there were multiple responses from organizations tracking first level resolution (resolved without hierarchical escalation) and SLA adherence.

One valuable metric missing from the mix is cost of downtime. Although it's difficult to obtain the salary and benefits information necessary, this metric can show how the actions taken by support minimize expensive outages and provide trending data about downtime in the organization.<sup>17</sup>

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## Alignment with Business Strategy

As we saw in the *2013 HDI Support Center Practices & Salary Report* breakdown shown at the beginning of this report, the support center is spending its money on what it sees as business imperatives. However, when asked if the support center's strategic priorities are aligned with those of non-IT executives, less than one-third agreed, while 16 percent disagreed at least somewhat.

Although we didn't survey the "non-IT executives" in these organizations, we can ask why, if they see themselves as being well aligned with the business's strategic goals, both IT and the support center are feeling increased pressure to show business value. Oftentimes, IT/business misalignment is "a catchall concept loosely meaning that business leaders and IT folks do not understand each other's goals," and when there's a gap between perception and reality, it encompasses all the units of IT, including support.<sup>18</sup>

As Harvard Business Review blogger Jim Stikeleather put it in July 2013, "while the CIO needs to understand the business to add value, equally true is that senior leadership and the board of directors don't understand how to incorporate technology in their strategy, and some don't even see the need to do so."<sup>19</sup> Just as the pressure IT feels to demonstrate value is passed on to the support center, the communication gap seems to be passed on as well.

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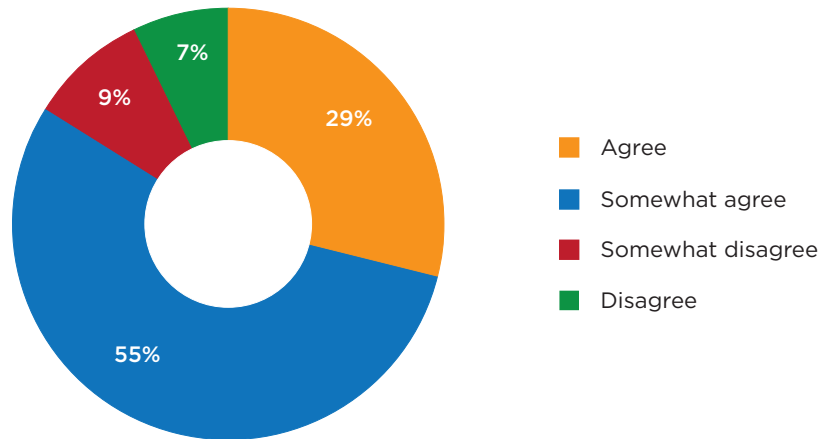
<sup>17</sup> Human resources may not want to give the support center even general information about average cost per employee per hour so that downtime costs can be more accurately calculated.

<sup>18</sup> Michael Krigsman, "Cloud research exposes gaps between CIOs and business leaders," ZDNet.com (January 21, 2013), [www.zdnet.com/cloud-research-exposes-gaps-between-cios-and-business-leaders-7000010074](http://www.zdnet.com/cloud-research-exposes-gaps-between-cios-and-business-leaders-7000010074).

<sup>19</sup> Jim Stikeleather, "The CIO in Crisis: What You Told Us," Harvard Business Review (July 15, 2013), [blogs.hbr.org/2013/07/the-cio-in-crisis-what-you-tol](http://blogs.hbr.org/2013/07/the-cio-in-crisis-what-you-tol).

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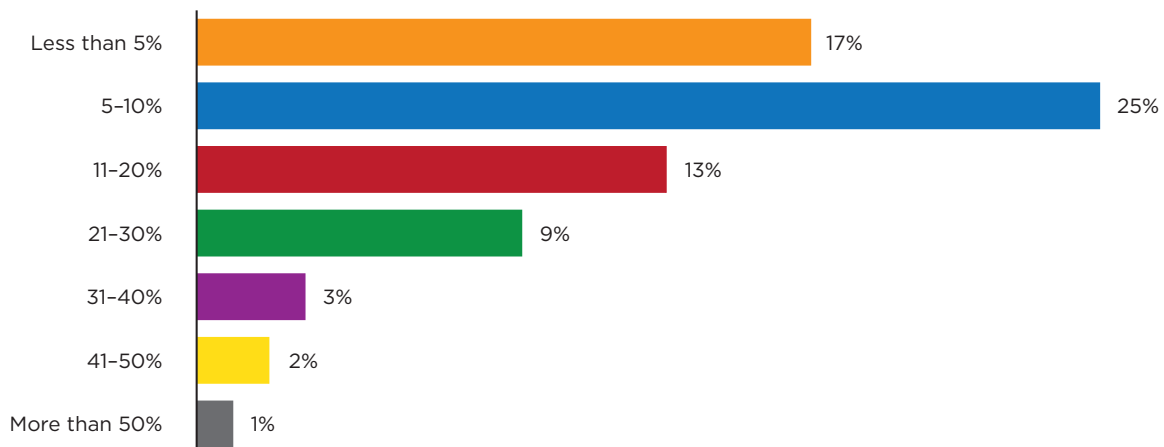
## Are the Support Center's Strategic Priorities Aligned with Those of Non-IT Executives?



## The Support Center as a Percentage of IT's Budget

The support center may very well be the voice of IT, and desktop support may be its face, but as a rule, support makes up a small percentage of the IT budget. In this respect, as long as the perception of support (and therefore of IT) is positive, businesses may be getting more “bang for their buck.”

## What Percentage of IT's Budget Does the Support Center Represent?



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## Conclusions

Value is largely a question of perception. Customers perceive value when they are well served; that is, when they're getting the services they want and need at a reasonable cost. When the support center is viewed positively and is able to expand and improve the services it offers, its business value goes up.

By holding the line on costs—or even reducing them—while taking on more responsibility, opening up new channels, providing new areas of expertise, and reporting openly and honestly through considered metrics, support can continue to increase its value. And by adopting accepted ITSM frameworks and the appropriate roles and technology to support them, support can become a disciplined and trusted business advisor.

After all the work they've done and the priorities they've examined, are support centers showing their business value? Not yet, but they appear to be moving in the right direction.

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## About the Author

Roy Atkinson is HDI's senior writer/analyst. He is the chief writer for white papers and *SupportWorld* articles, and a key in-house subject matter expert. Roy has an extensive background as a practitioner in IT support and customer service. He served as technical lead for an award-winning enterprise software implementation, and as project manager for many others. Roy is a former member of the Apple Consultants Network. He is a frequent speaker and writer on social support, customer service excellence, and mobile device support, and serves on the HDI International Certification Standards Committee.

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HDI is the professional association and certification body for the technical service and support industry. Facilitating collaboration and networking, HDI hosts acclaimed conferences and events, produces renowned publications and research, and certifies and trains thousands of professionals each year. HDI also connects solution providers with practitioners through industry partnerships and marketing services.

Guided by an international panel of industry experts and practitioners, HDI serves a community of more than 120,000 technical service and support professionals and is the premier resource for best practices and emerging trends.

## About CA Technologies

CA Technologies offers multiple ITSM solutions that can deliver efficiencies in ITSM to consumers, business leadership, and IT teams. Solutions with mobility and collaborative self-service help address consumer expectations for a modern and social experience for accessing services and performing tasks, increasing their IT satisfaction and productivity. Innovative change management, extensive automation, and SaaS and on-premises delivery models can enable a modern and proactive approach to ITSM that can drive IT team productivity and reduce business costs and risk. Advanced analytics and dashboards can increase management visibility into ITSM, which helps drive accountability for service quality, limit risk, and align IT investments to business productivity goals. With these comprehensive management capabilities, IT teams can improve the quality of their services, prevent service interruptions, and lower costs—all of which help to ensure that services stay aligned with business requirements.