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PRACTICES SURVEY

2004

Leading IT Service & Support

HDI 2004 Practices Survey

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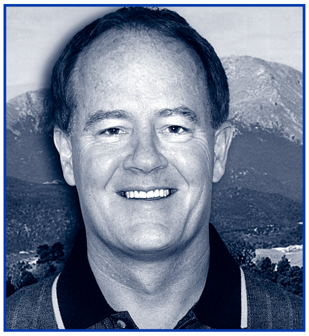
SECTION **PAGE**



INTRODUCTION

HDI's annual Practices survey was conducted in July, August, and September of this year. The majority of participants in the survey were HDI members (79% up from 76% last year), and 40% of you indicated you were active in an HDI chapter. 795 companies completed the survey. We have compared many of the responses with the 2003 survey plus we have added additional analysis based on sub groups (industry, size, type) for some of the more interesting differences we found.

Based on your feedback, it is our intention this year to make these sub group statistics available to members on the member's only section of the Web site. If you have the need to look closer at the data used in the survey, you will be able to make additional comparisons that we have not included here.

We would like to thank each of you who completed the survey. We all learn from the survey results and your input is most appreciated. While the practices and metrics results will differ by the type of support you provide, your industry, and the unique needs of your industry, we hope that the overall practice survey results will provide you with high level guidance. Support managers who want to compare their practices, tools, and metrics to other organizations will hopefully find this report provides, at a high level, some reasonable comparisons. For vendors of technology products or services there are trends that have been identified to assist you with product planning. The usage of technology products and the underlying trends may help support managers justify the acquisition of emerging technologies.

The sectors that have been broken out are the following: Healthcare, Public Sector (government), Financial, Education, and those that describe themselves as Outsourcers. We have also broken out the data by Size: small (1-10), medium (11-50), and large (51 or greater) support centers. In addition, we have broken out the data into Internal and External/Blended support centers.

The data in the sub groups are based on a smaller number of participants, so your analysis of the data should consider the size of the sample groups. Our intention is to give you access to the segmented data, so you can further analyze and make your own determinations regarding the data.

We hope you find this segmentation helpful in your analysis, and look forward to your feedback. We are continually striving to provide information that helps you stay current and ahead of industry trends. A keyword cross reference index is included to help you find the survey items that are of interest to you.

This is just one of the ways in which we serve our members. If you are not a member, please visit **www.ThinkHDI.com** and join today! If you would like to buy extra copies of this year's practices survey, please visit our Web site. As a member you will benefit from our member discounts.

Help Desk Institute's 2004 Practices Survey sponsored by Remedy

Remedy delivers Service Management software solutions that enable organizations to align internal and external service and support processes to business goals. More than 10,000 customers worldwide, from small and mid-sized businesses to global enterprises, have chosen Remedy's IT Service Management and Customer Service and Support software to automate their support processes, improve service levels, manage assets, and lower costs. As part of BMC Software, Remedy's highly flexible, best-practice applications enable enterprise-wide Business Service Management, and allow customers to easily adapt to unique and changing requirements.

EXECUTIVE SUMMARY

After analyzing the survey results, we noted that several trends were consistent with prior years and some indicated change. We have summarized those that we feel are significant and the more important findings for you to consider. Our analysis of sub group data has allowed us to gain valuable insight into some of the trends by highlighting the impact of one or more of the industry sectors, the size of the support center, or the type of service and support provided. Be sure to review the entire report for the best understanding of the practice trends in our industry! If you wish to ask questions or to provide a different perspective on the survey results visit **www.thinkhdi.com/community** and click on the Discussion Forum for the "HDI 2004 Practices Survey."

A Little About You

We noticed a continuing evolution in the name used by organizations completing the survey. The term Help Desk was used 39.4% of the time which continues to remain under 40% but is 2.7% greater than in 2003. Help Desk has been the most common term for the last decade. Internal support organizations refer to themselves as Help Desk 46% of the time. No term is larger in use than Help Desk; however, a variety of terms with the words "support" and/or "service" represent over 57% of responses. A relatively new title, "Service Desk," is used by 8.4% up from 6.8% in 2003 of participating organizations.

While the majority of you (52.6%) have one support center, there are 19% of you that have five or more support centers. Support organizations totally focused on supporting employees represented 63.4% of participant organizations, while 16% provide support for only external customers. The remaining 20.5% support a mix of internal and external customers.

As to the number of employees/customers that you support, roughly 40% of you support 5,000 or more, 28% of you support 1,500 to 5,000, and 32% of you support less than 1,500. This shows that participants in the HDI community and specifically this survey represent a broad spectrum of support organizations.

This year we asked how many applications you had the responsibility to support. The average number of applications supported by the participants was 55.

There appears to be an increase in the number of you that provide 24x7 support. The number increased from 22% to 35.5%. We had a greater number of respondents from large support organizations, as well as industry sectors that tend to support 24/7 type operations, particularly outsourcers. The median number of FTE's increased from 10 to 12.

Outsourcing

Those of you that indicated you would consider doing more outsourcing exceed those who said they would be doing less by 9.5%. This compares to a margin of 10.3% in last year's survey. While we continue to find a lot of churn (companies going outside, then back inside), overall more of you are outsourcing some or all of your support centers. Our question did not differentiate as to the nature of the outsourcing utilized. Also, while there has been a lot of talk about outsourcing to other countries (offshore or nearshore), we did not ask questions as to such possible plans or the nature of outsourcing utilized. We have analyzed responses received from outsourcers as one of our sub groups so as to continue to monitor the impact outsourcers will have on our industry practices.

Tools to Do the Job

There is a significant increase in the number of organizations allowing direct customer input and reporting and allowing customers to directly review the status of their requests. Self-diagnostic tool usage is also increasing at a significant rate. The industry trend seems to be to empower the customer.

The top five most used vendor problem tracking systems are Remedy ARS, FrontRange Solutions' HEAT, Peregrine, Remedy Magic and homegrown systems.

Service Levels and Costing

As with prior surveys, close to half (49.3%) of you have service level agreements with all of your customers. Many of you (22%) have formalized service level commitments with your 2nd or 3rd level support groups. The percent of you maintaining formal SLA's with vendors is approximately 35%.

When it comes to charging for services, the majority of support organizations that support internal customers, charge for support on a fixed base, with most of you burying the cost in an overall IT allocation (27%) which is down significantly from the prior year (38%). Other internal organizations allocate costs with a fixed support charge (23%). 19.9% of those supporting internal customers charge based upon usage. For those of you supporting external customers the most common response was a fixed fee service contract (47.3% compared to 37.2% in 2003), followed by fixed fee per support event (25% compared to 22% in 2003).

The median cost per incidents reported via the phone, e-mail, and self-service was $20, $16, and $5 respectively. This compares to last years reported cost of $23, $15, and $5 for phone, e-mail, and self-service. These cost differentials continue to drive many support organizations towards the implementation of self-help technologies and customers reporting incidents via electronic means. However, while phone support continues to be the highest cost alternative (other than walk up support), it also continues to be the most common channel for customers to seek assistance (63%).

Response Levels

One-fourth of you answer the phone within 10 seconds and another 28% of you answer the phone within 20 seconds. On the other end of the spectrum, 42% of you indicated that your response time to incidents reported via e-mail exceeds one hour. The median call abandoned rate remains at 4%. Your level one staff handles calls that typically last for 4 minutes and refer the call to more technical personnel (level 2) if the call length is over 6 minutes. The resolution rate for level 0 (self-help), level 1, level 2 (more technical personnel), and level 3 (developers or vendors responsible for the product, and deskside support) are 5.6%, 58.7% 21.8%, and 7.3%, indicating a slight improvement in level 0 and level 1 resolution rates over the prior year.

Incidents are on the Rise

The average number of incidents/problems for 2004 was 7,561 compared to 5,925 incidents in 2003, an increase of 27%. The three most reported reasons for the increases in volume of incidents are changes (upgrades, conversions, and installations), growth in the number of customers, and more responsibilities for the support organization indicating that the role of the support professional continues to expand. On the other hand, the reasons for the decreases seem to be driven by systems being more stable, increased product quality, and proactive resolution and troubleshooting initiatives.

Call volumes, as in prior surveys, have continued to have a double peak, with the first between around 9:00 A.M. and 10 A.M. in the morning and the second peak after lunch between 1:30 P.M. and 2:30 P.M.

More of you are producing performance statistics. Only 8% of small support centers indicated they do not produce performance statistics; 100% of large support centers produce performance statistics. This is indicative of the maturation of our industry.

Taking Care of Personnel Professional Development!

As with prior surveys you rated Help Desk/Customer Support “soft” skills as more important than technical skills. You continue to rank listening skills, problem-solving skills, interpersonal skills, telephone customer service skills, and the ability to work under pressure as the most important skills for support analysts. It is evident that the general area of soft skills is considered vital. We believe this is why our HDI Certification Training Programs are so popular.

The largest change in industry certification was related to ITIL® (IT Infrastructure Library) training where the percentage of you (or staff) that hold or plan to become ITIL® certified jumped from 17.8% to 27.4%.

Closing

Thanks to all who took the time to complete the survey. The HDI Members are the best and brightest in the IT Service & Support Industry! Working together we improve the quality of service and efficiency of support centers for all.

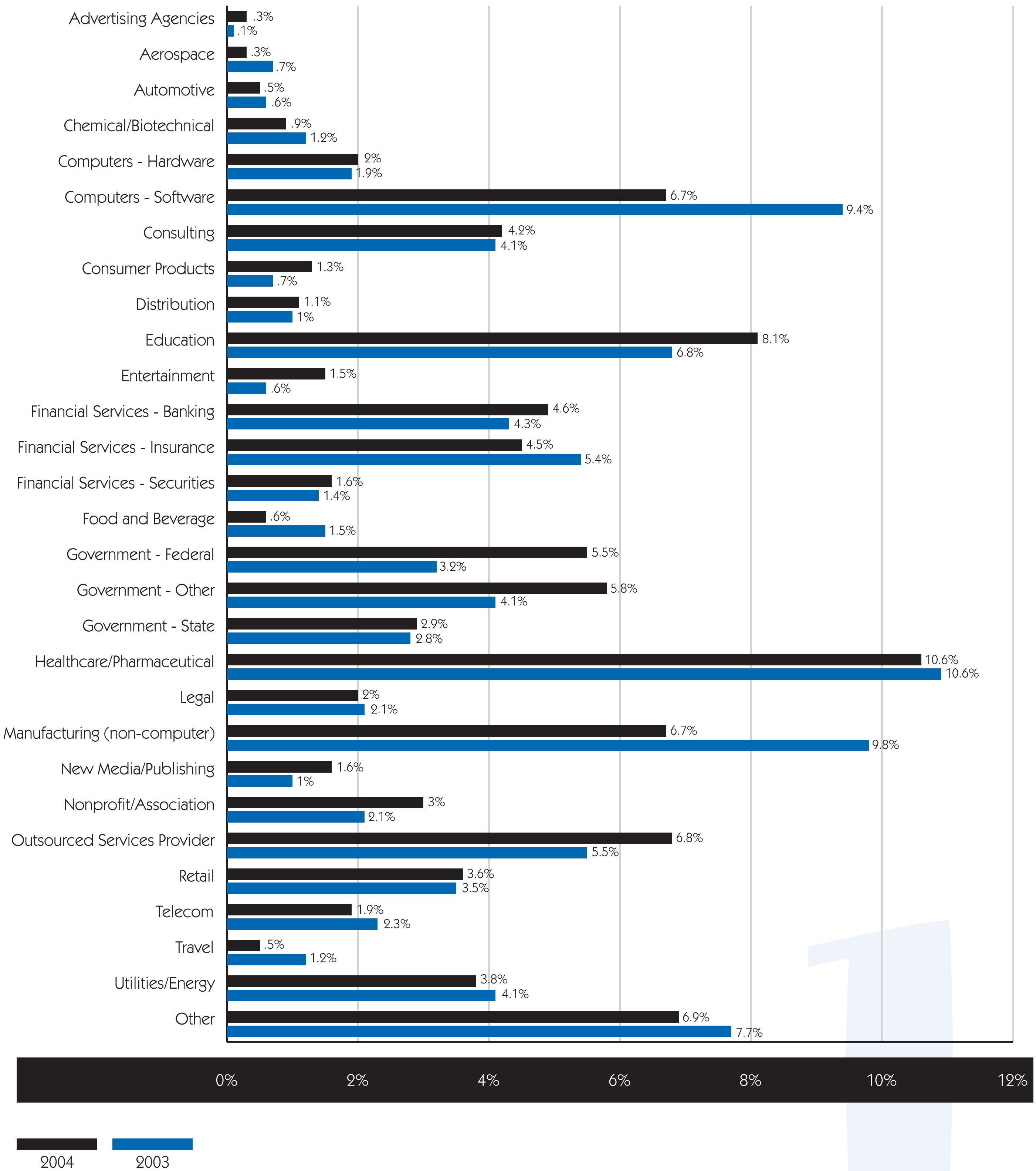
I wish you the very best in the years ahead,

Ron Muns, CEO and Founder, *HDI*

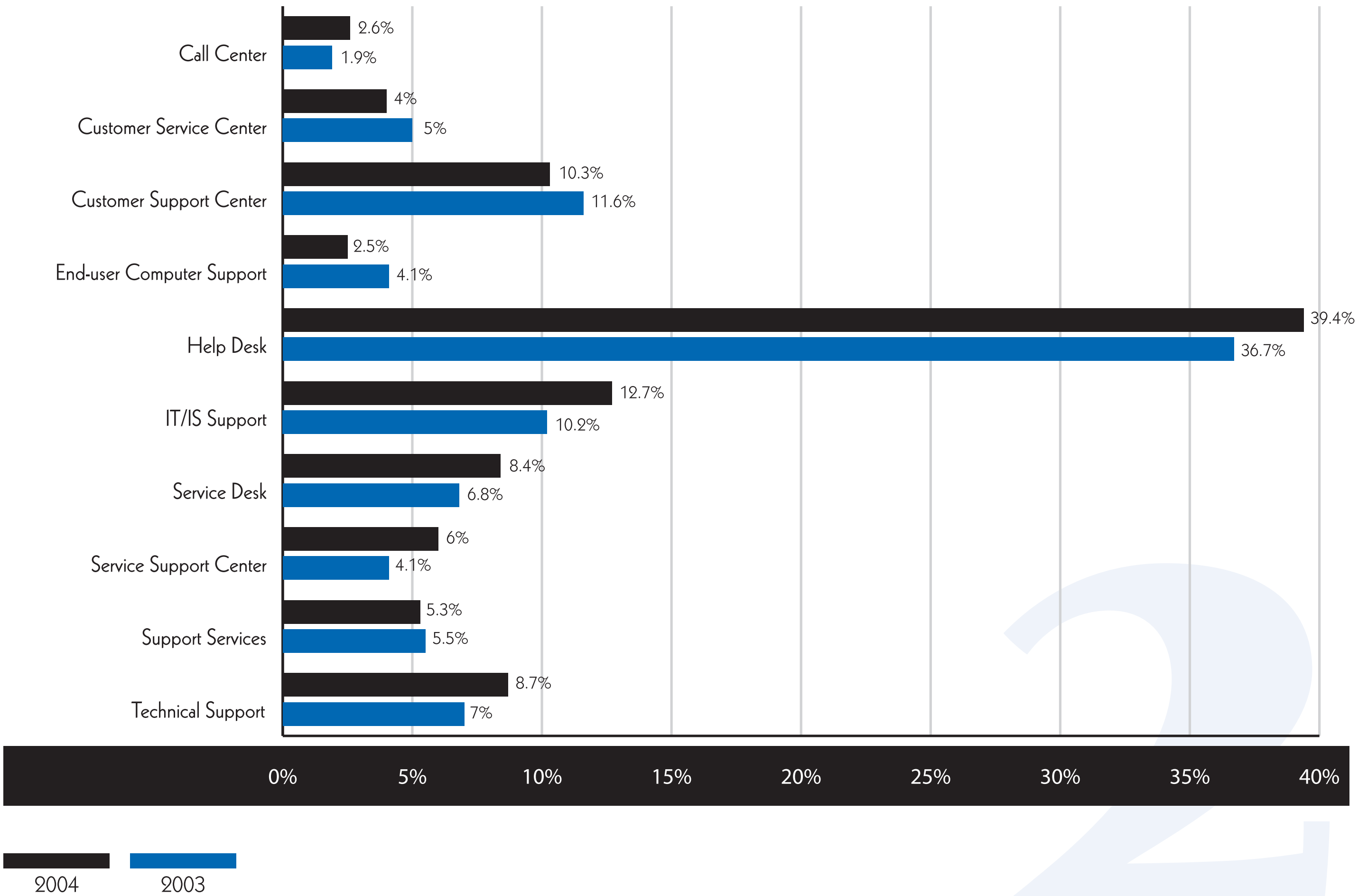
Peggy Libbey, CFO and Executive Director of Membership, *HDI*

ITIL® is a Registered Trade Mark and a Registered Community Trade Mark of the Office of Government Commerce, and is Registered in the US Patent and Trademark Office.

1 What industry best describes your company?



2 Which of the following most closely matches the name of your support organization?



2) Although we saw a decrease in companies using the term Help Desk from 2002 to 2003, this year there was a reversal of that trend. Further analysis of the data shows some interesting differences between the size, type, and industry sector of support organizations.

Size of your support organization:

- Small centers (1-10 staff) 46% - refer to themselves as Help Desk.
- Medium centers (11-50) 37% - refer to themselves as Help Desk.
- Large centers (51 and more) 22% - refer to themselves as Help Desk.

Type of support organization:

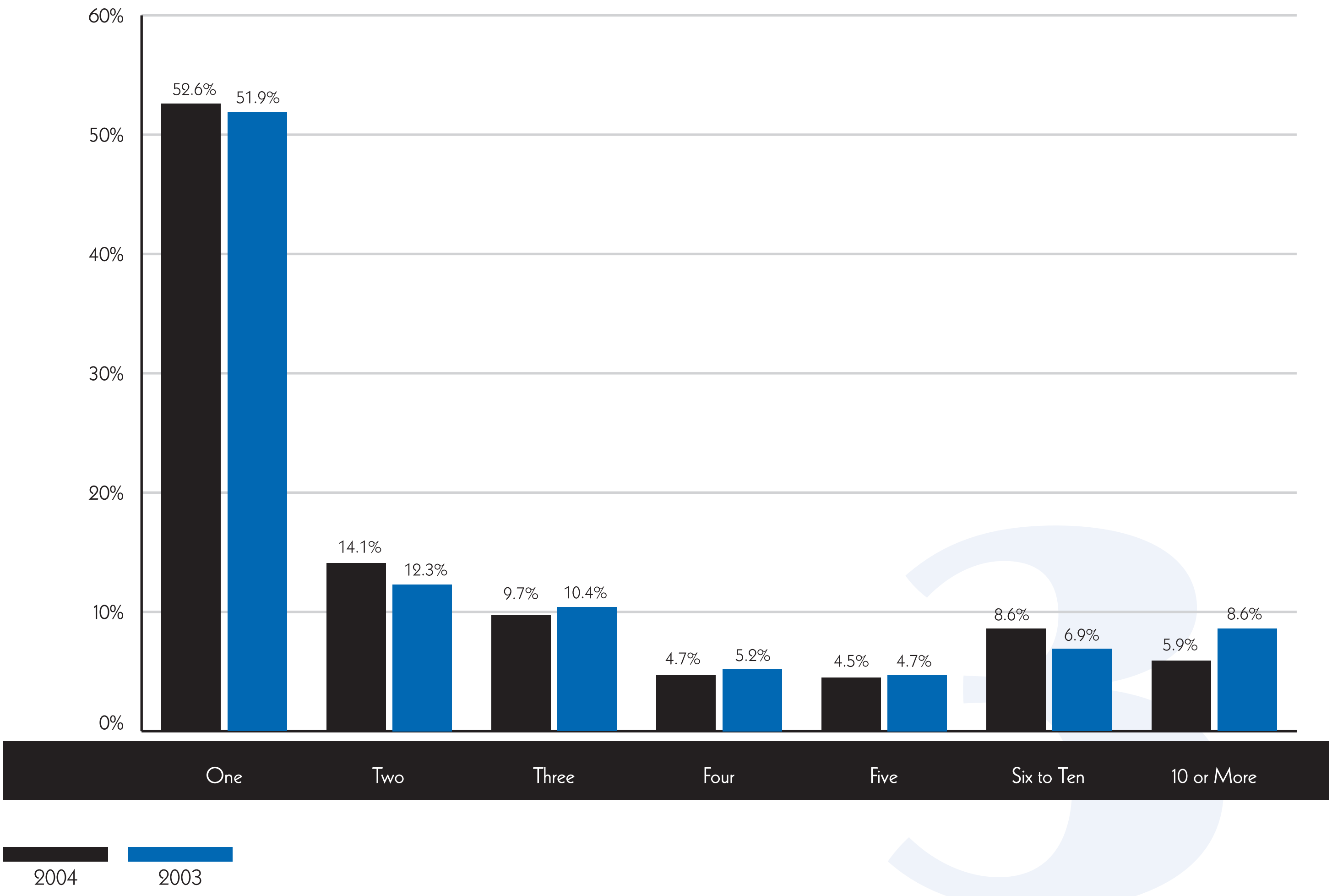
- Those that described themselves as internal support refer to themselves as Help Desk 46% of the time as compared to those describing themselves as External/Blended, which saw this number drop to 26%.

Industry sector:

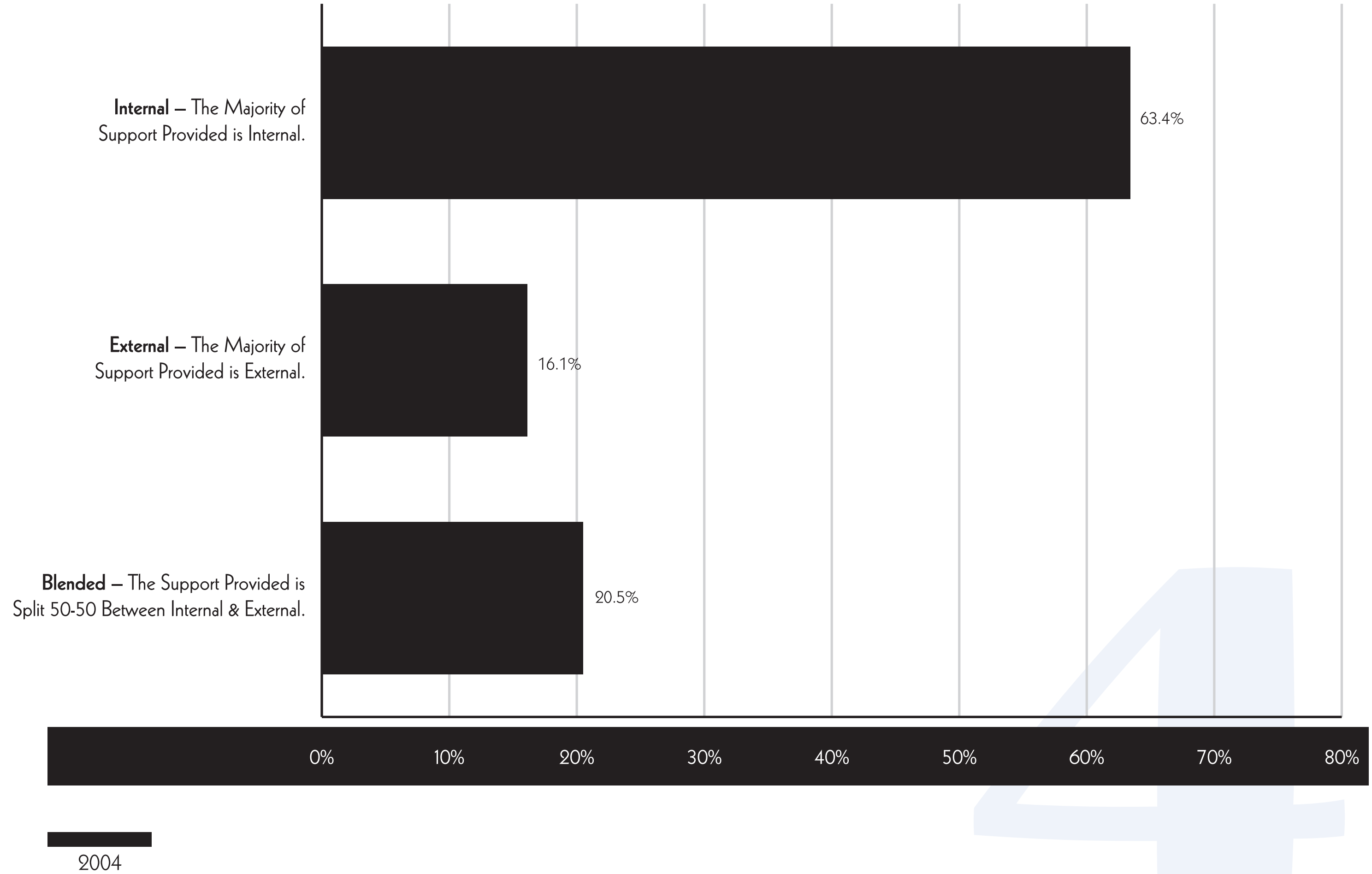
- Healthcare = 50% refer to themselves as Help Desk.
- Public sector = 39% refer to themselves as Help Desk.
- Financial = 44% refer to themselves as Help Desk.
- Education = 52% refer to themselves as Help Desk.
- Computer industry = 20% refer to themselves as Help Desk.
- Outsourcers = 28% refer to themselves as Help Desk.

The computer industry, (computers hardware/software) most often describe their organization as Technical Support (26%). Outsourcers preferred the term Service Desk 14.8% of the time.

3 What is the total number of support centers in your organization?

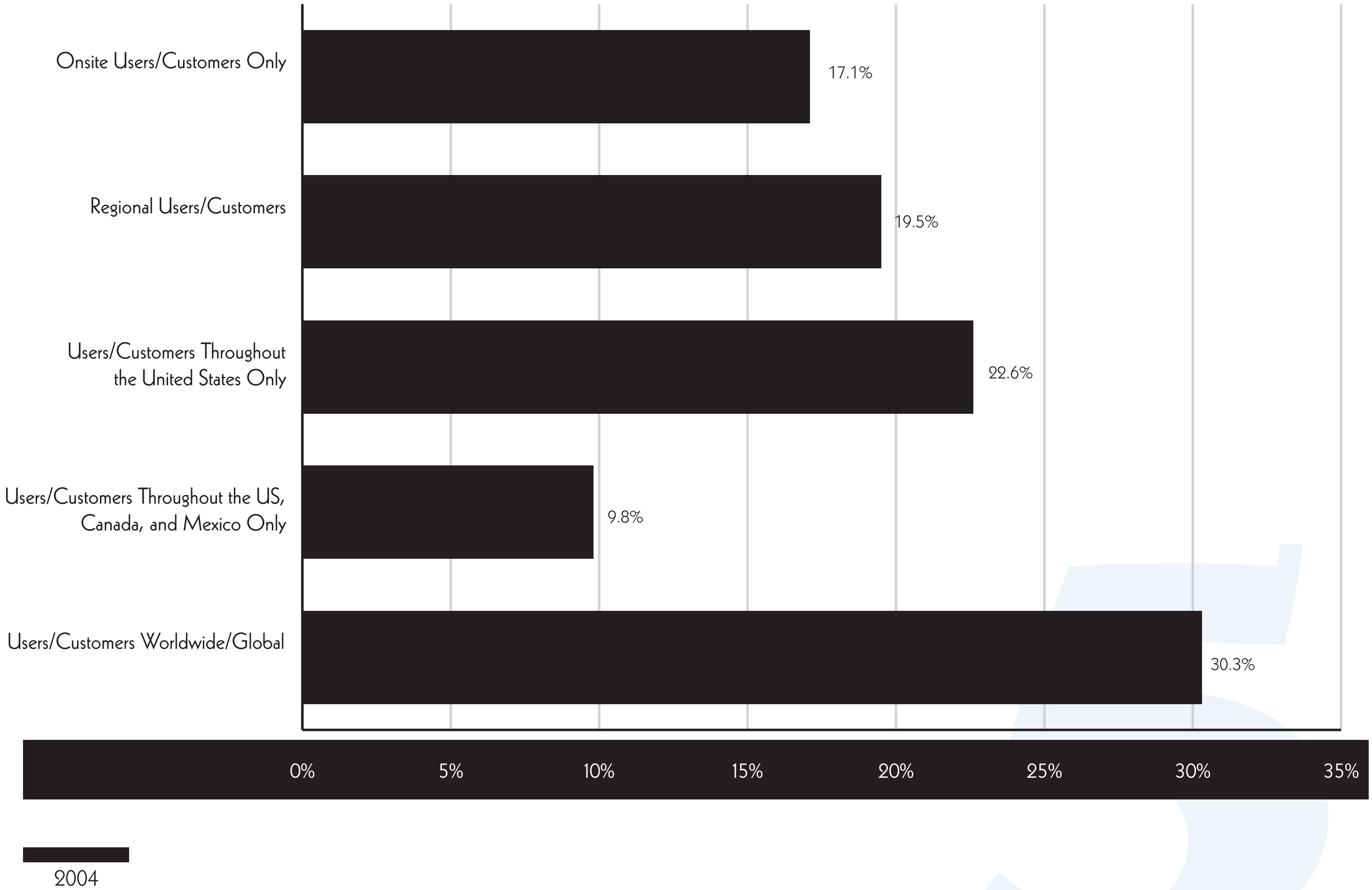


4 Which type of support does your support organization provide?

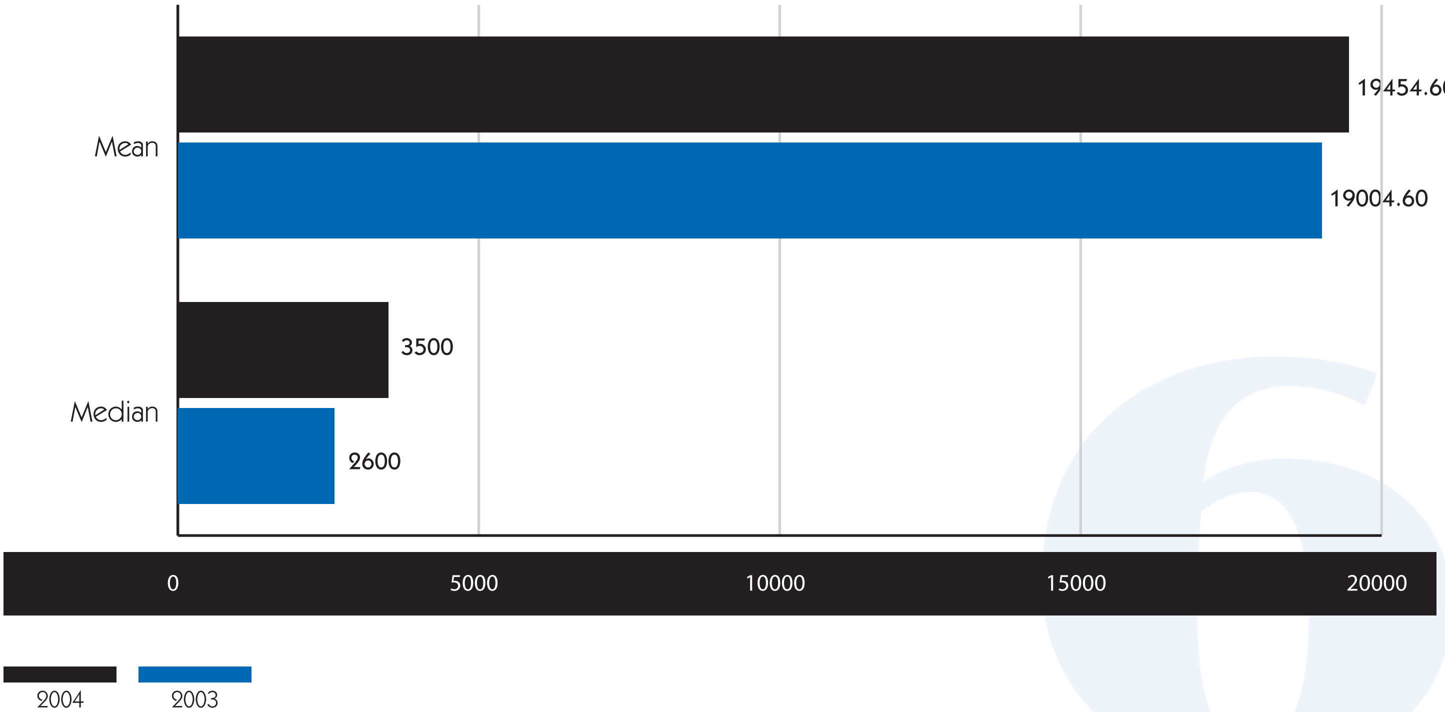


4) We defined the responses in more detail in 2004 so we cannot compare to 2003.

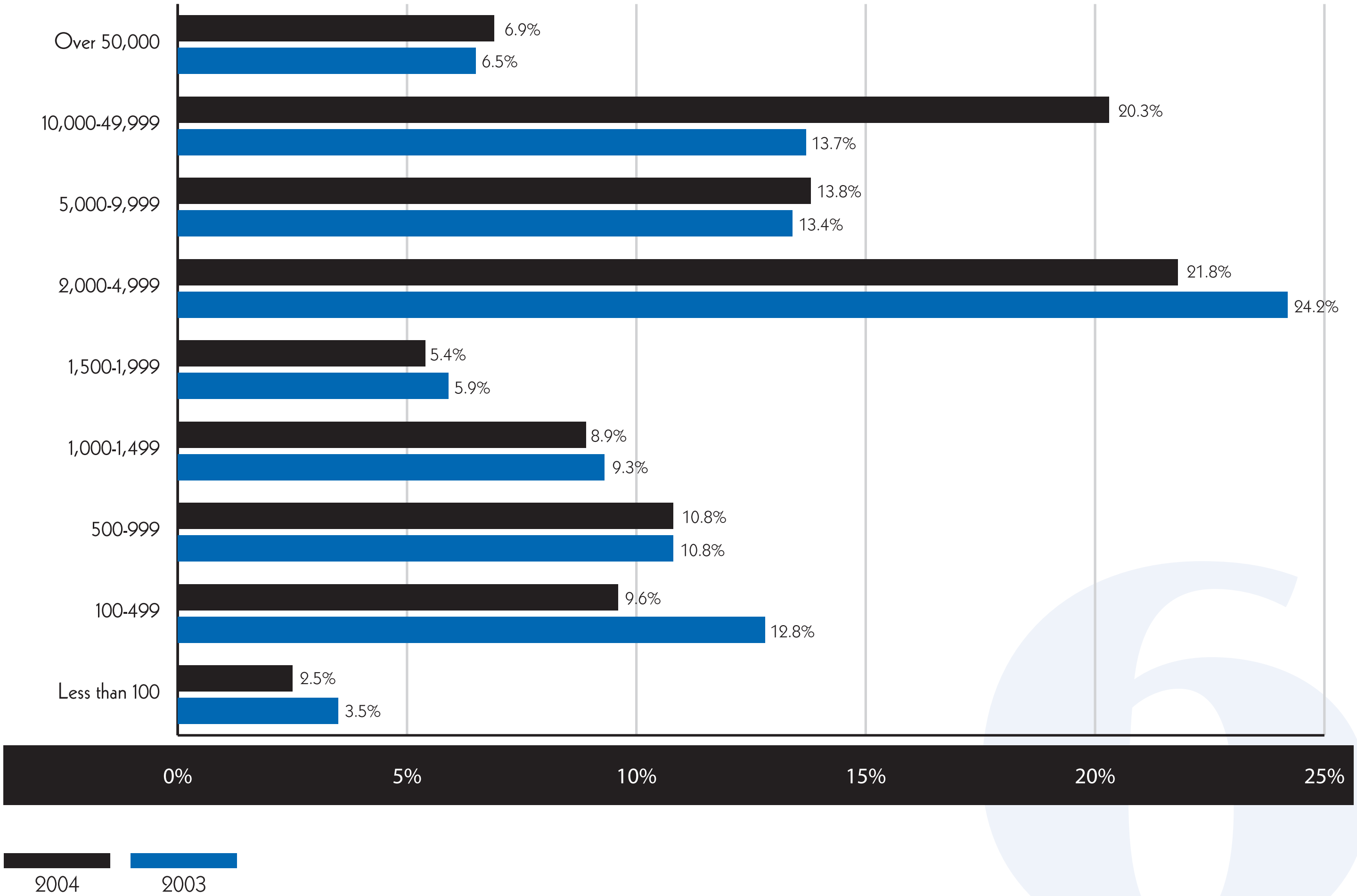
5 Does your support center provide support to:



6 How many customers/employees does your support organization serve?



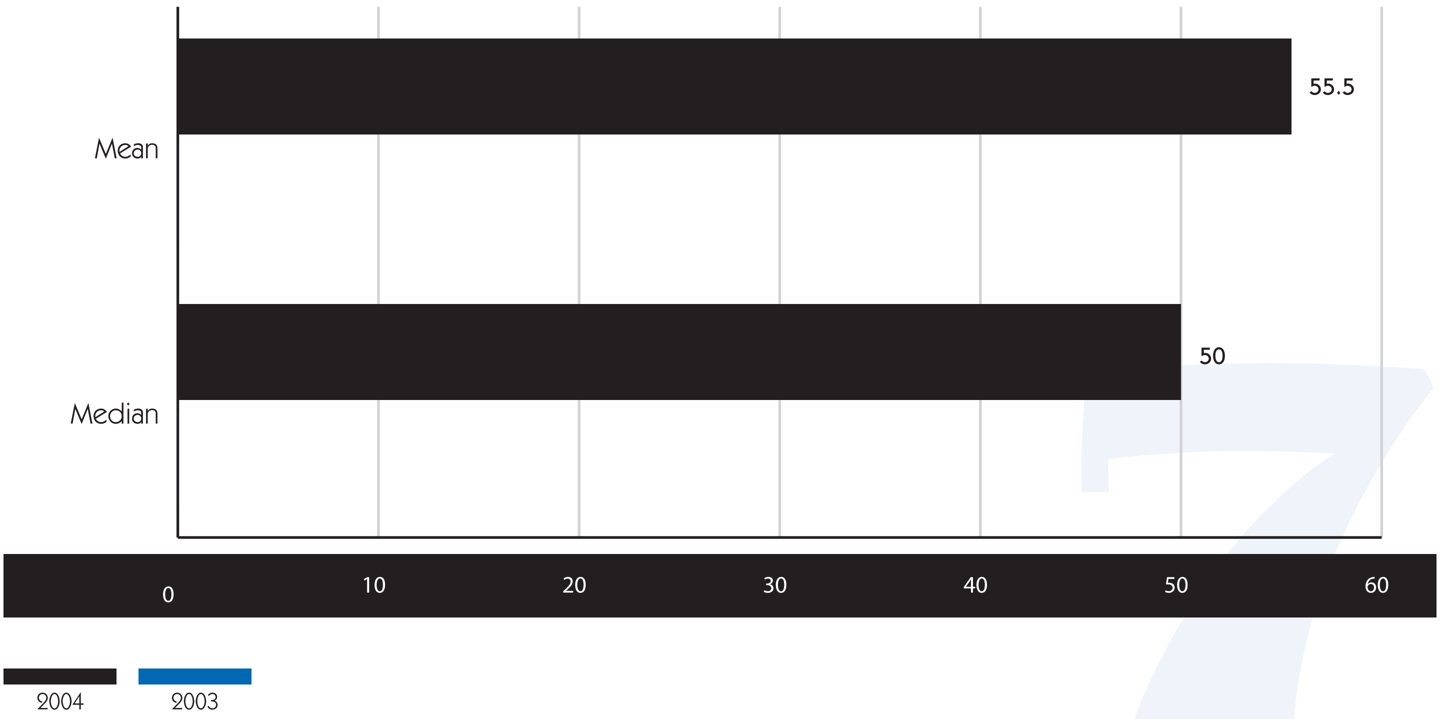
6 How many customers/employees does your support organization serve?



6) Industry sector:

- Healthcare = 10,318 is the mean number of customers served.
- Public sector = 9,396 is the mean number of customers served.
- Financial = 23,418 is the mean number of customers served.
- Education = 11,903 is the mean number of customers served.
- Computer industry = 14,411 is the mean number of customers served.
- Outsourcers = 87,884 is the mean number of customers served.

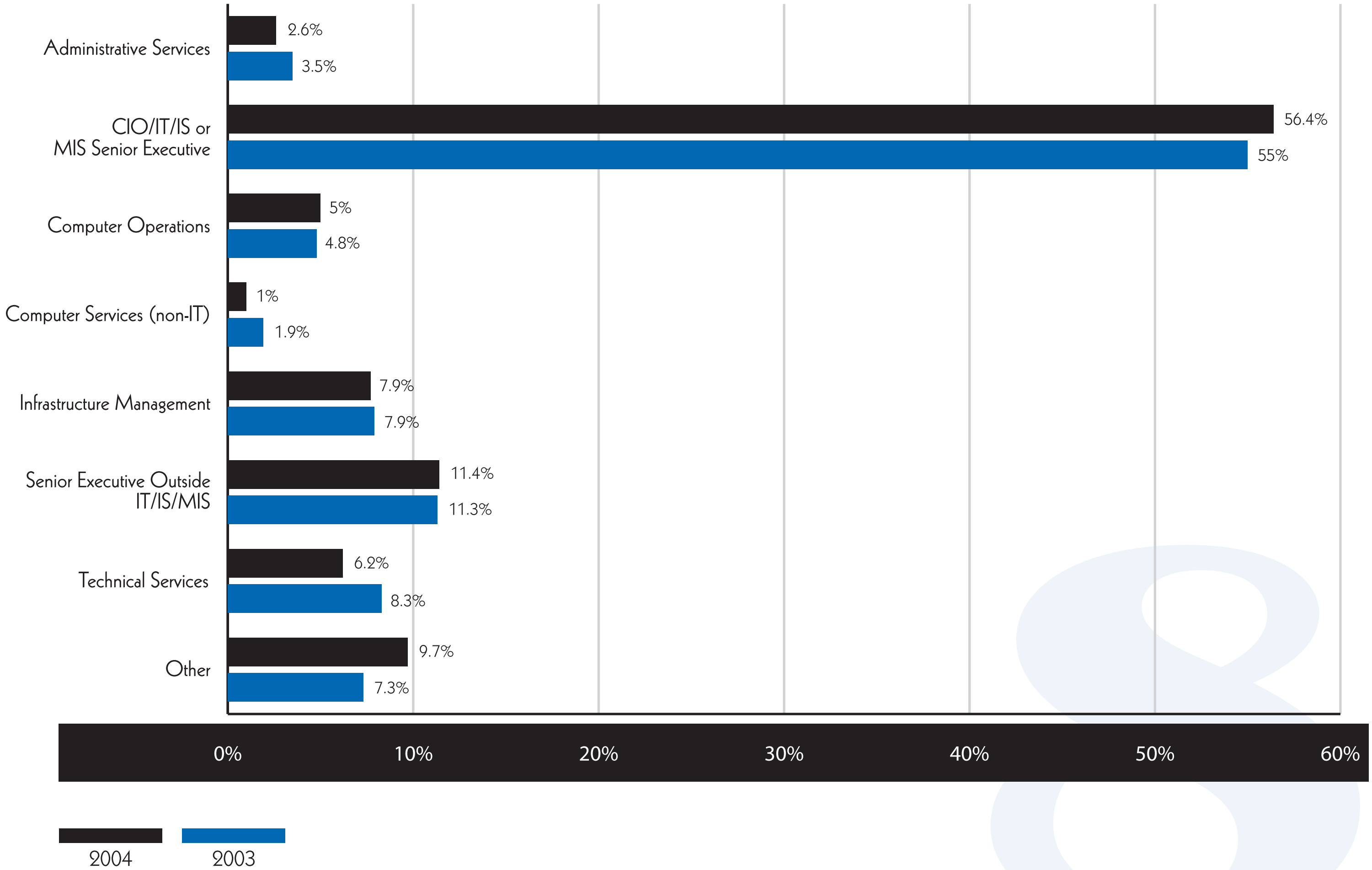
How many user applications are supported by your support center?



7) Industry sector:

- Healthcare = 49% said they supported 100 applications.
- Public sector = 37% said they supported 100 applications.
- Financial = 47% said they supported 100 applications.
- Education = 17% said they supported 100 applications.
- Computer industry = 20% said they supported 100 applications.
- Outsourcers = 44% said they supported 100 applications.

8 To whom does your support organization primarily report?

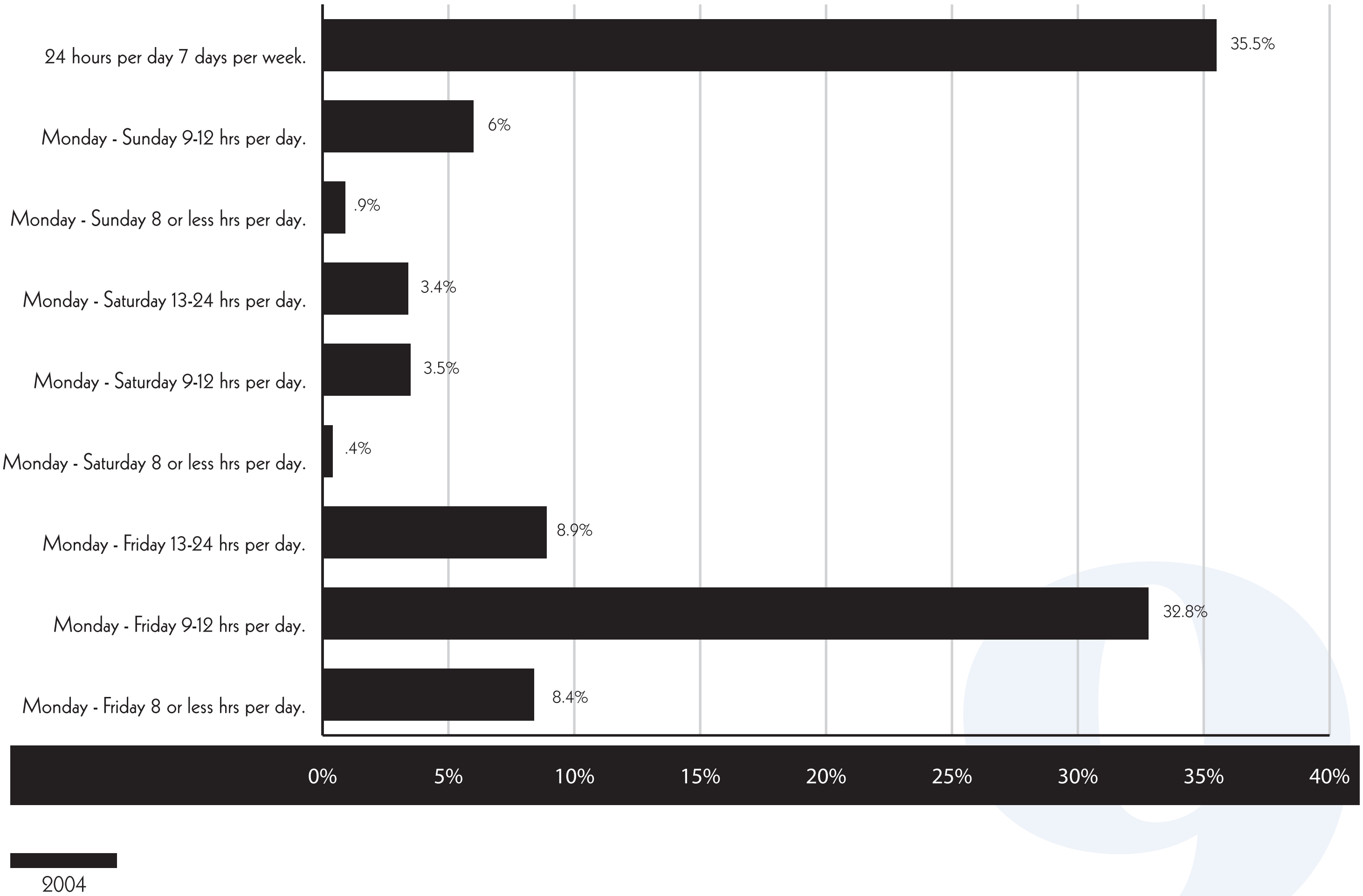


8) The CIO/IT/IS or MIS Senior Executive continues to be the position most support organizations report to, but there are interesting differences between industries.

Industry sector:

- Healthcare = 74% said they reported to the CIO.
- Public sector = 56% said they reported to the CIO.
- Financial = 50% said they reported to the CIO.
- Education = 72% said they reported to the CIO.
- Computer industry = 36% said they reported to the CIO.
- Outsourcers = 35% said they reported to the CIO.

9 Which answer most closely represents the hours of operation in your support center(s)?



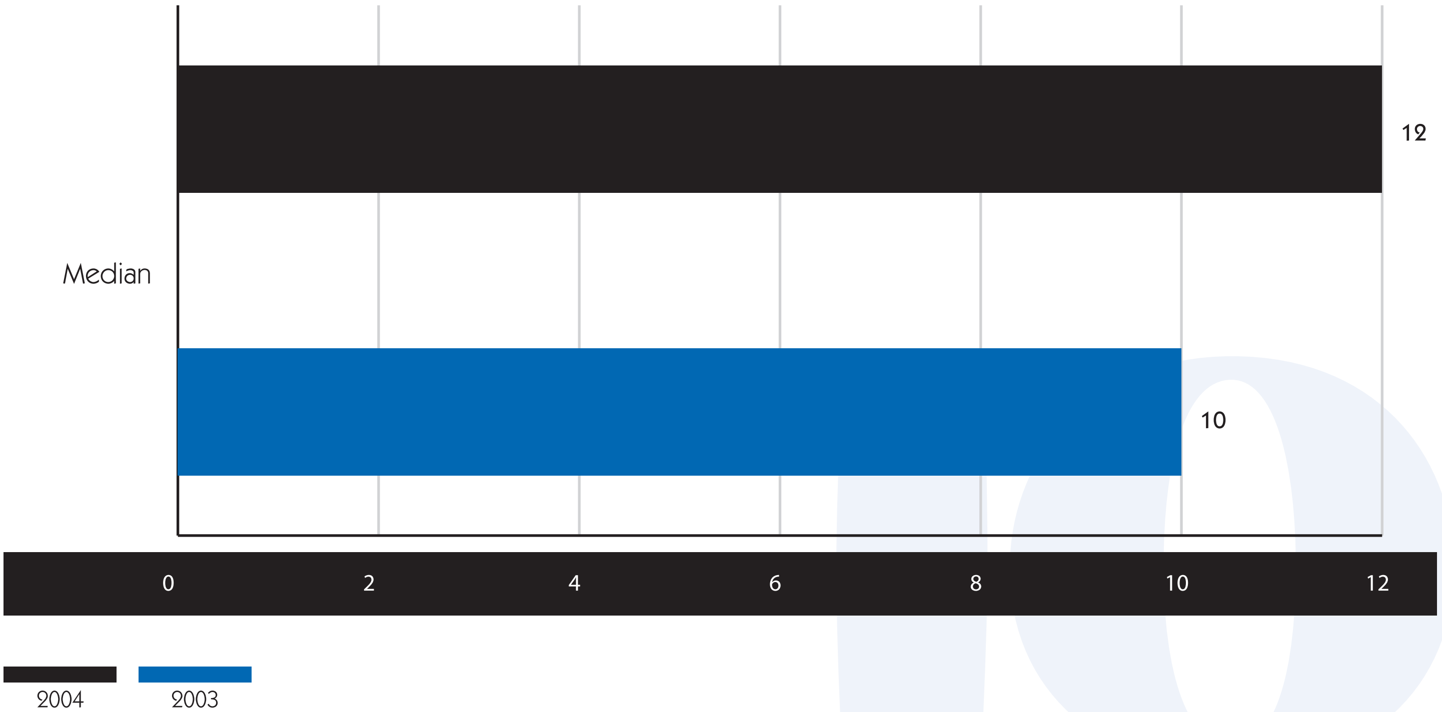
9) We compared 24/7 operations by industry.

Industry sector:

- Healthcare = 44% said their hours of operation were 24/7.
- Public sector = 23% said their hours of operation were 24/7.
- Financial = 27% said their hours of operation were 24/7.
- Education = 8% said their hours of operation were 24/7.
- Computer industry = 32% said their hours of operation were 24/7.
- Outsourcers = 61% said their hours of operation were 24/7.

32% of Internal support centers responded that they operated 24/7 compared to 41% of those that describe themselves as External/Blended.

10 Please estimate the number of full-time equivalent personnel presently in your support organization.

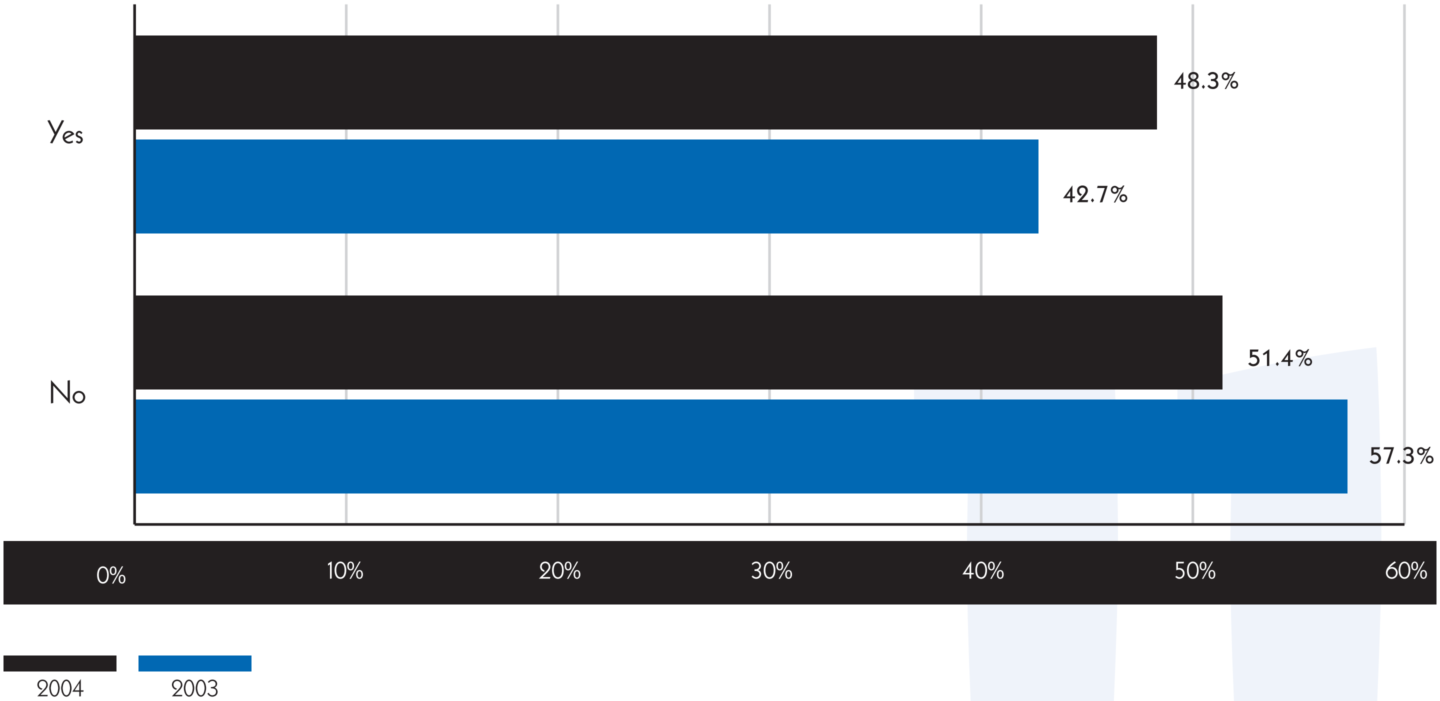


10) We received a number of Large support centers that skewed the mean number of FTE's. We have included the averages for each industry below.

Industry sector:

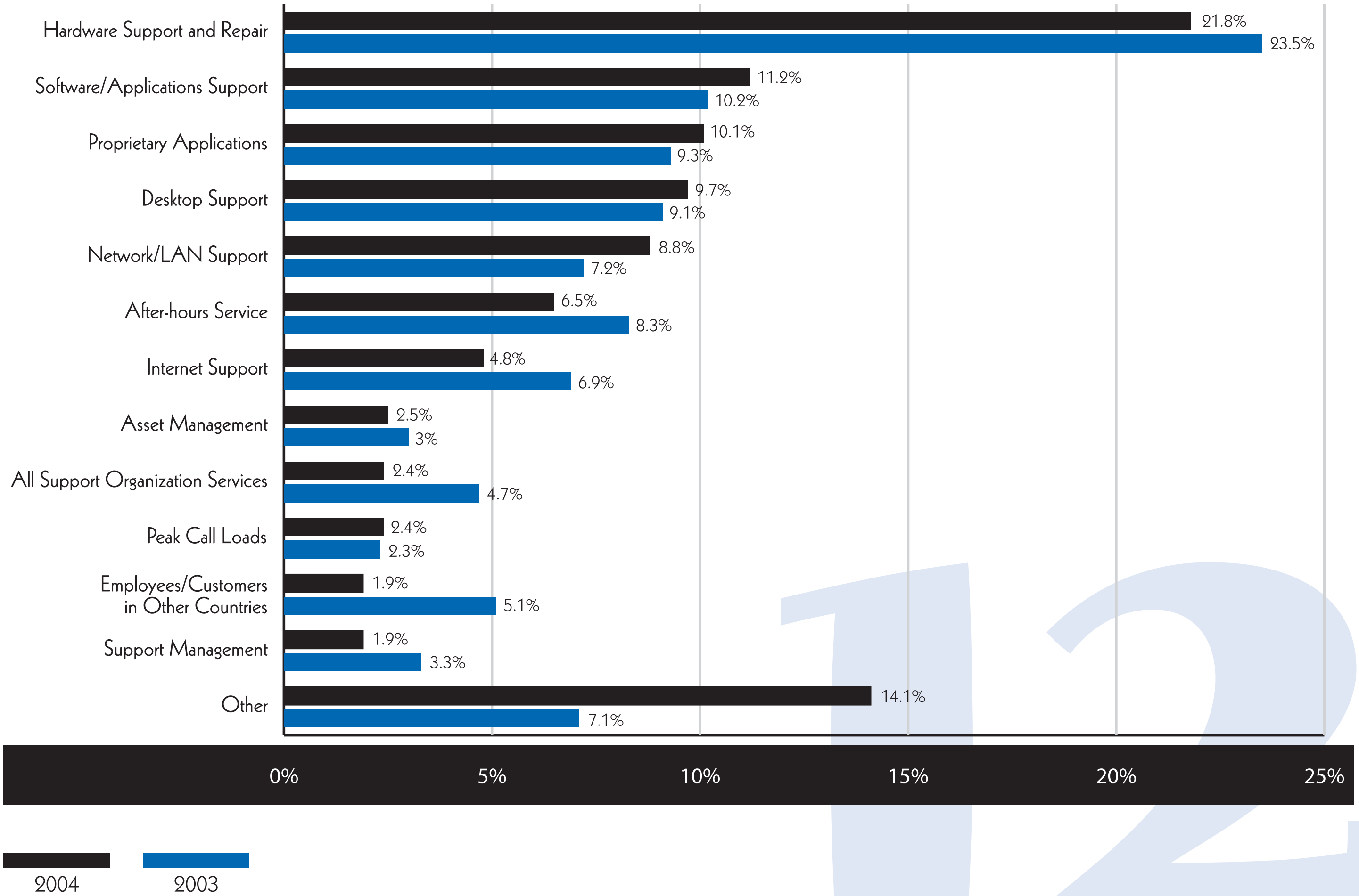
- Healthcare = 39 average number of full time equivalent employees.
- Public sector = 32 average number of full time equivalent employees.
- Financial = 36 average number of full time equivalent employees.
- Education = 16 average number of full time equivalent employees.
- Computer industry = 43 average number of full time equivalent employees.
- Outsourcers = 612 average number of full time equivalent employees.

11 Does your organization contract with outsourcers for any IT functions?

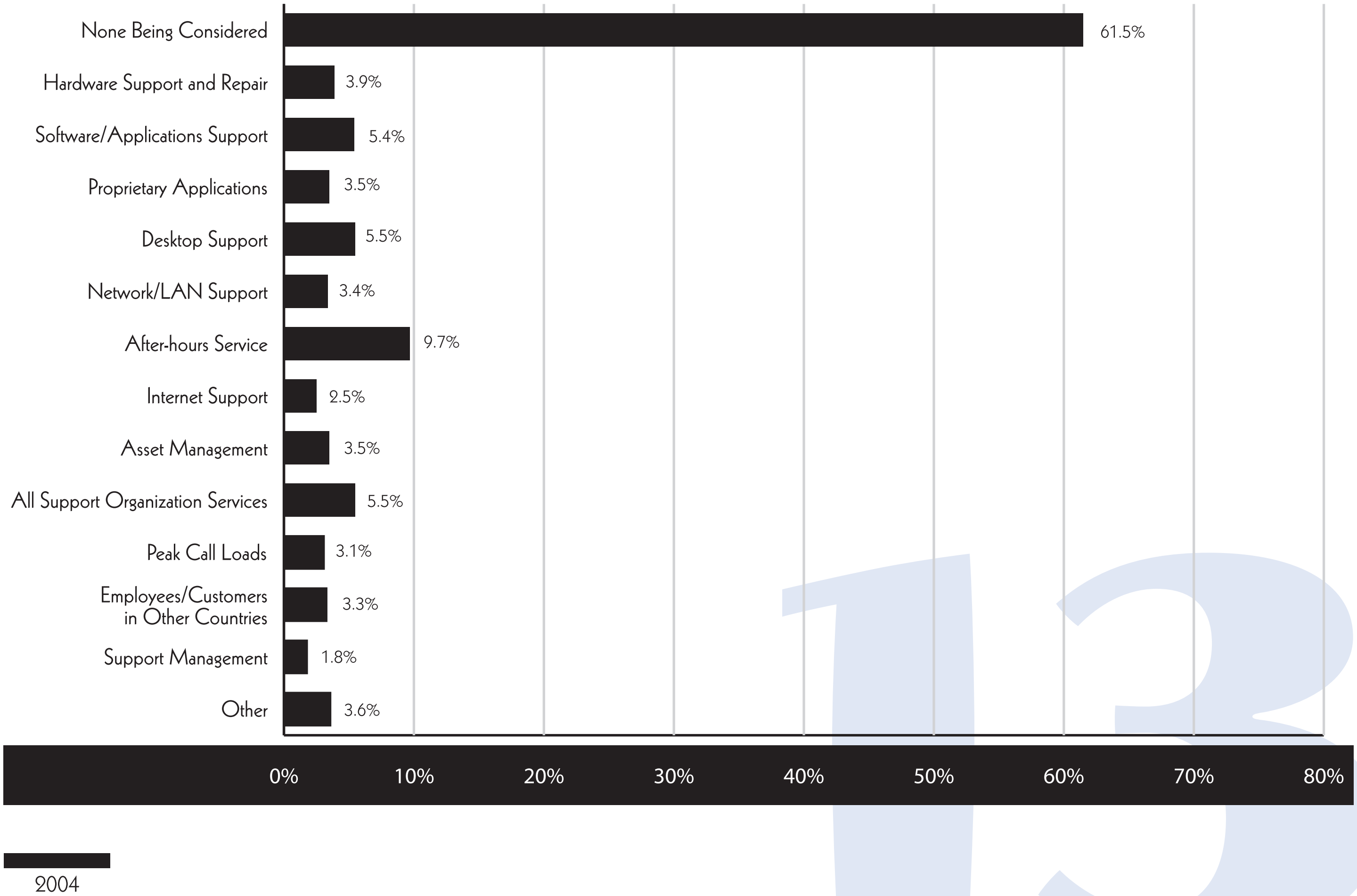


11) Most industry sectors were similar in responses. The Computer hardware/software industry was the least likely to outsource any IT functions. 71% said they they do not contract any IT functions.

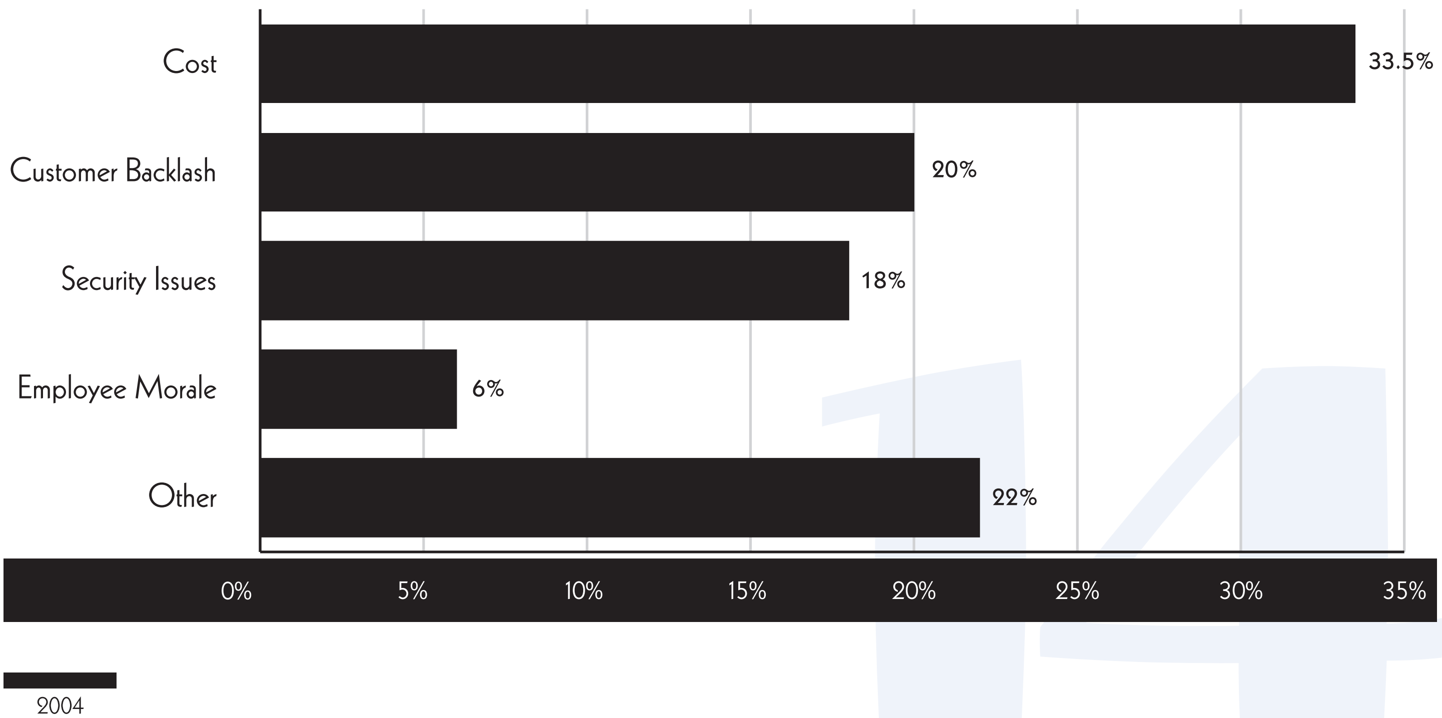
12 Which of the following functions are currently outsourced?



13 Which of the following functions are being considered but not currently being outsourced?



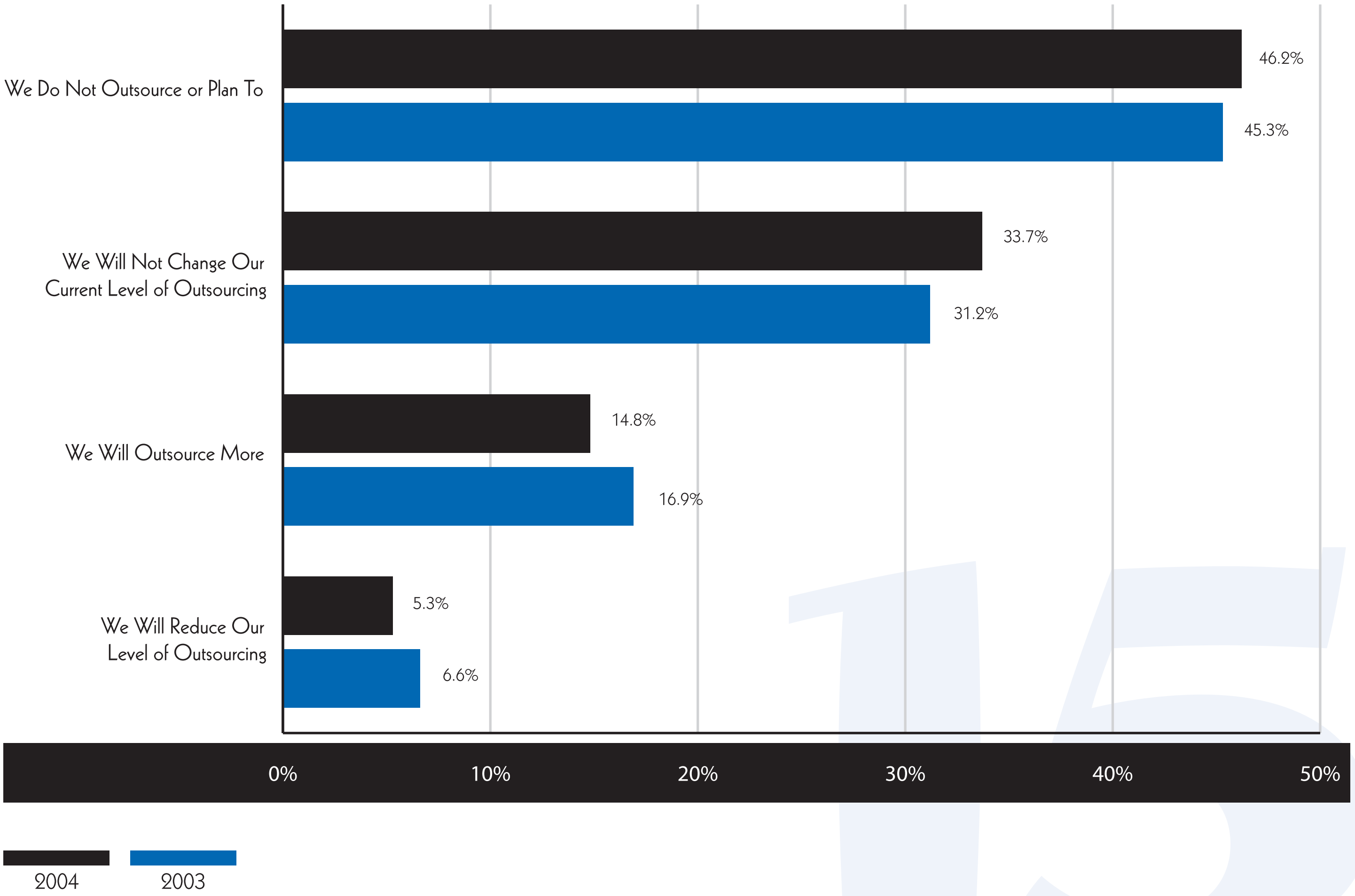
14 Which one of the following reasons most closely reflects your reason for not outsourcing?



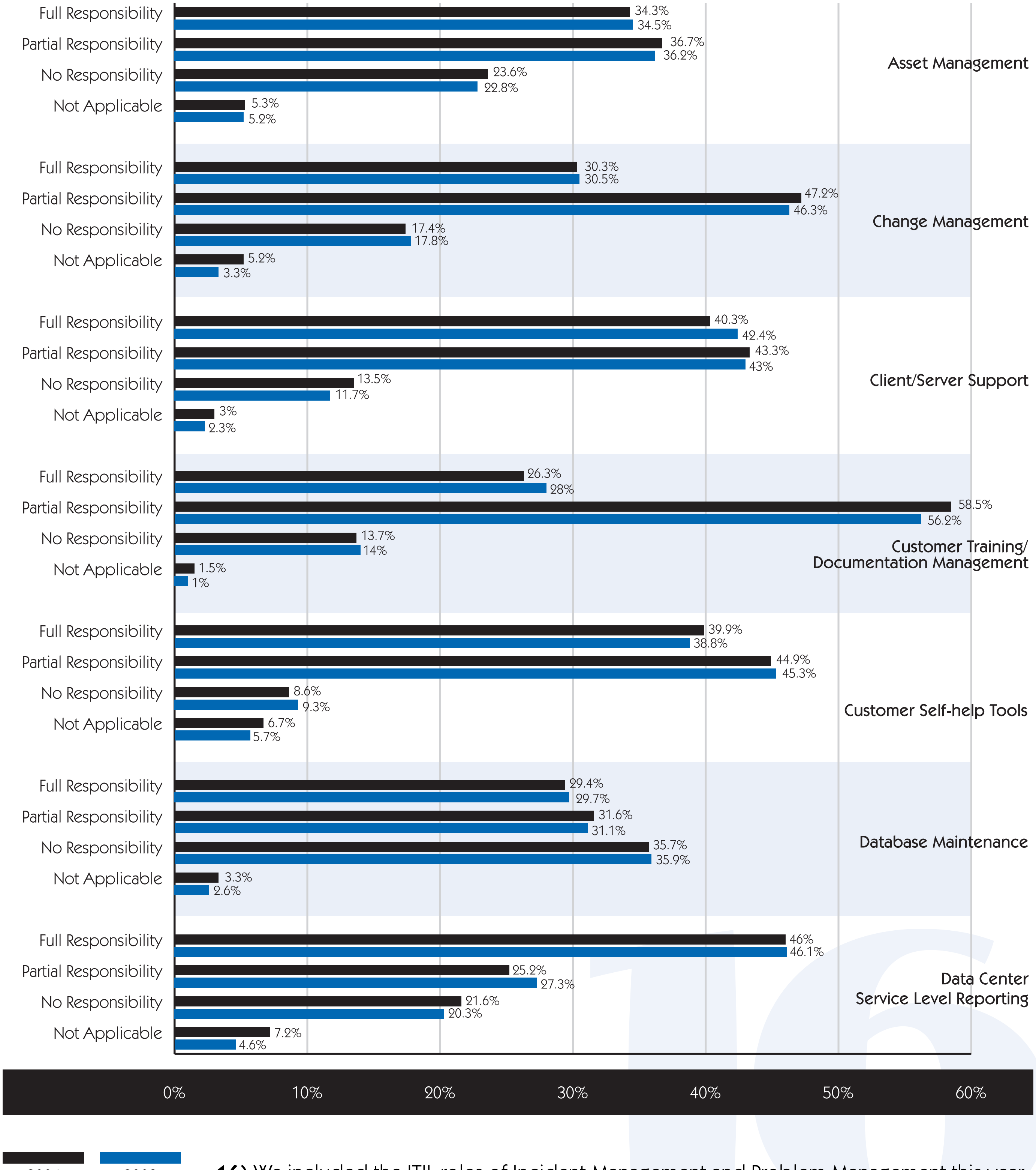
14) Only respondents that do not outsource are included in the analysis.

When we analyzed the responses included in the response "Other," most industry sectors had a couple of common themes. They were quality, complexity, and security. A sample of some of the actual responses included: complexity of environment, quality control and cost, quality of service, expertise, cost and security Issues, industry specific applications, legislative requirements, cost, security and moral, and no compelling reason to switch.

15 Which statement most reflects your expectations for outsourcing as it relates to your support organization?



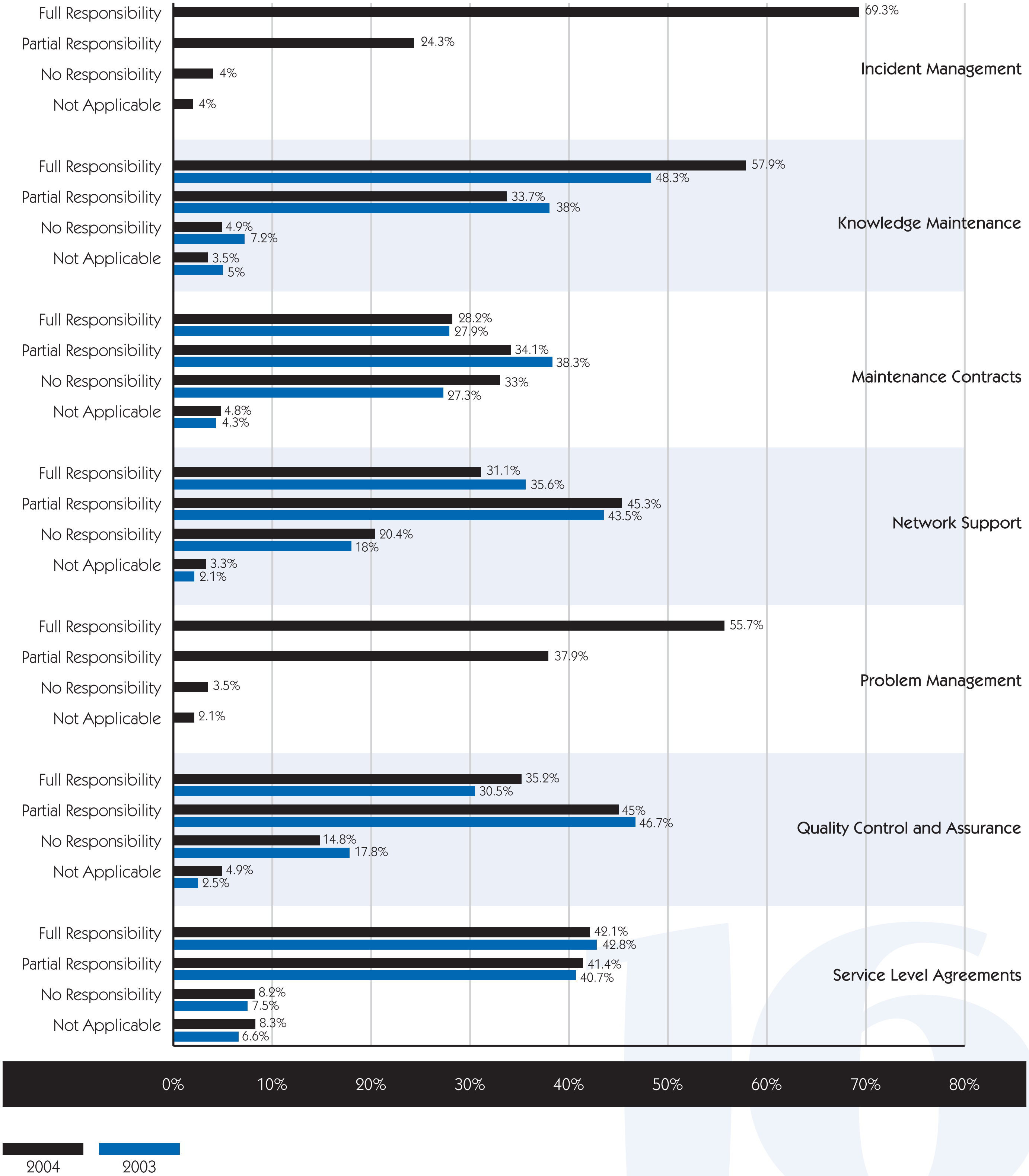
16 Does your support organization have full, partial, or no responsibility for each of the following situations?



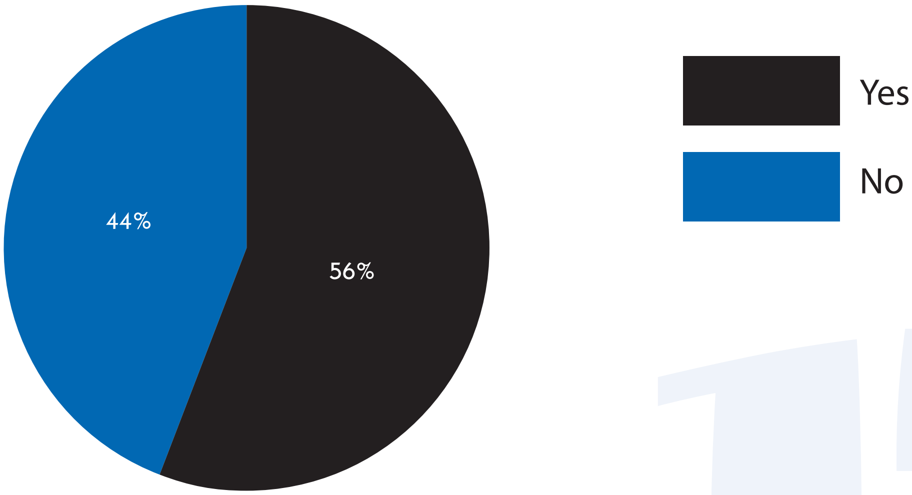
16) We included the ITIL roles of Incident Management and Problem Management this year. It is apparent that support centers are playing a key role in these ITIL processes.

16 Continued

Does your support organization have full, partial, or no responsibility for each of the following situations?



17 Do you provide self-service tools for users/customers to solve their own problems?

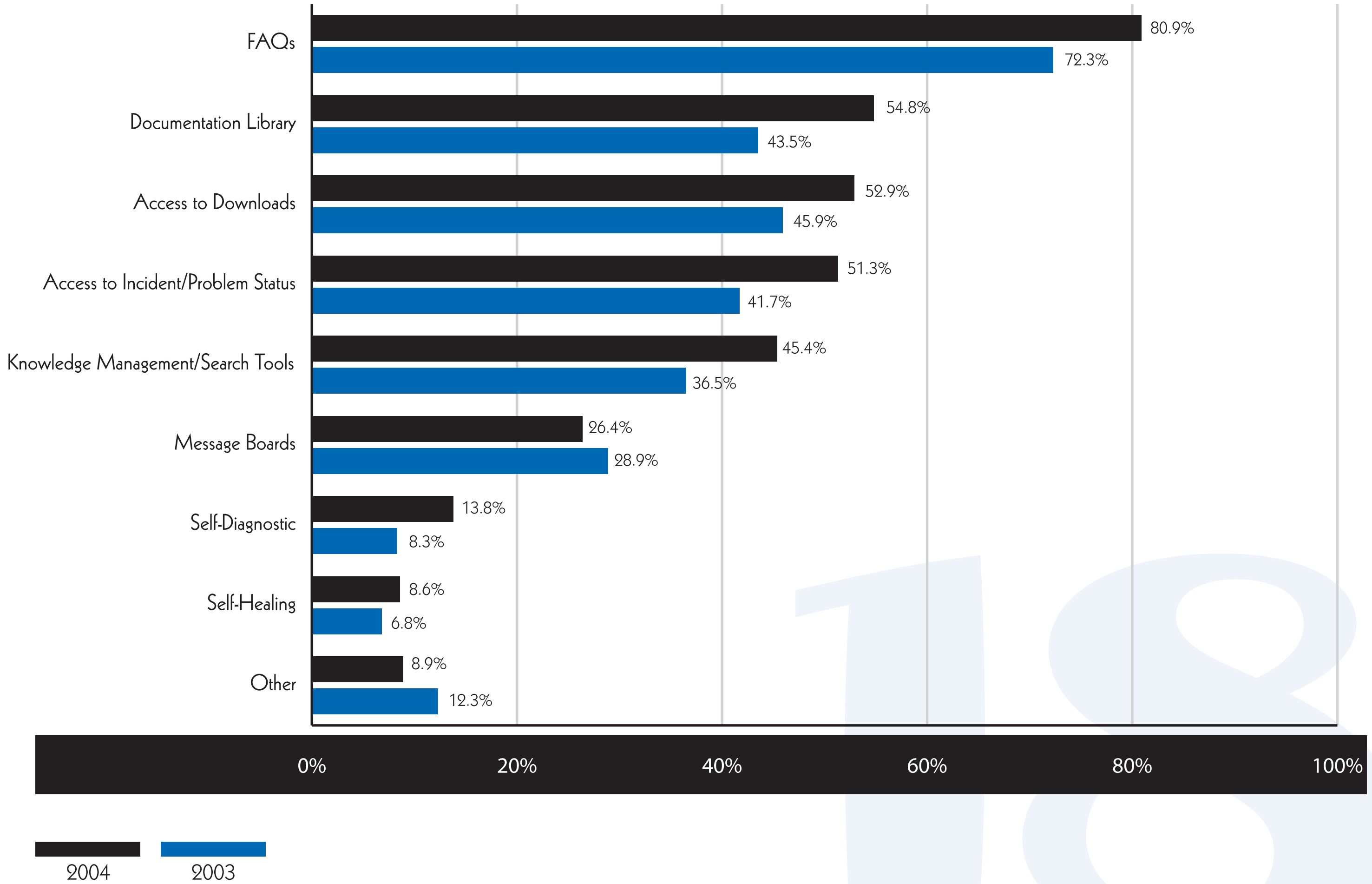


17) The industry breakdown for self-help tools availability by industry.

Industry sector:

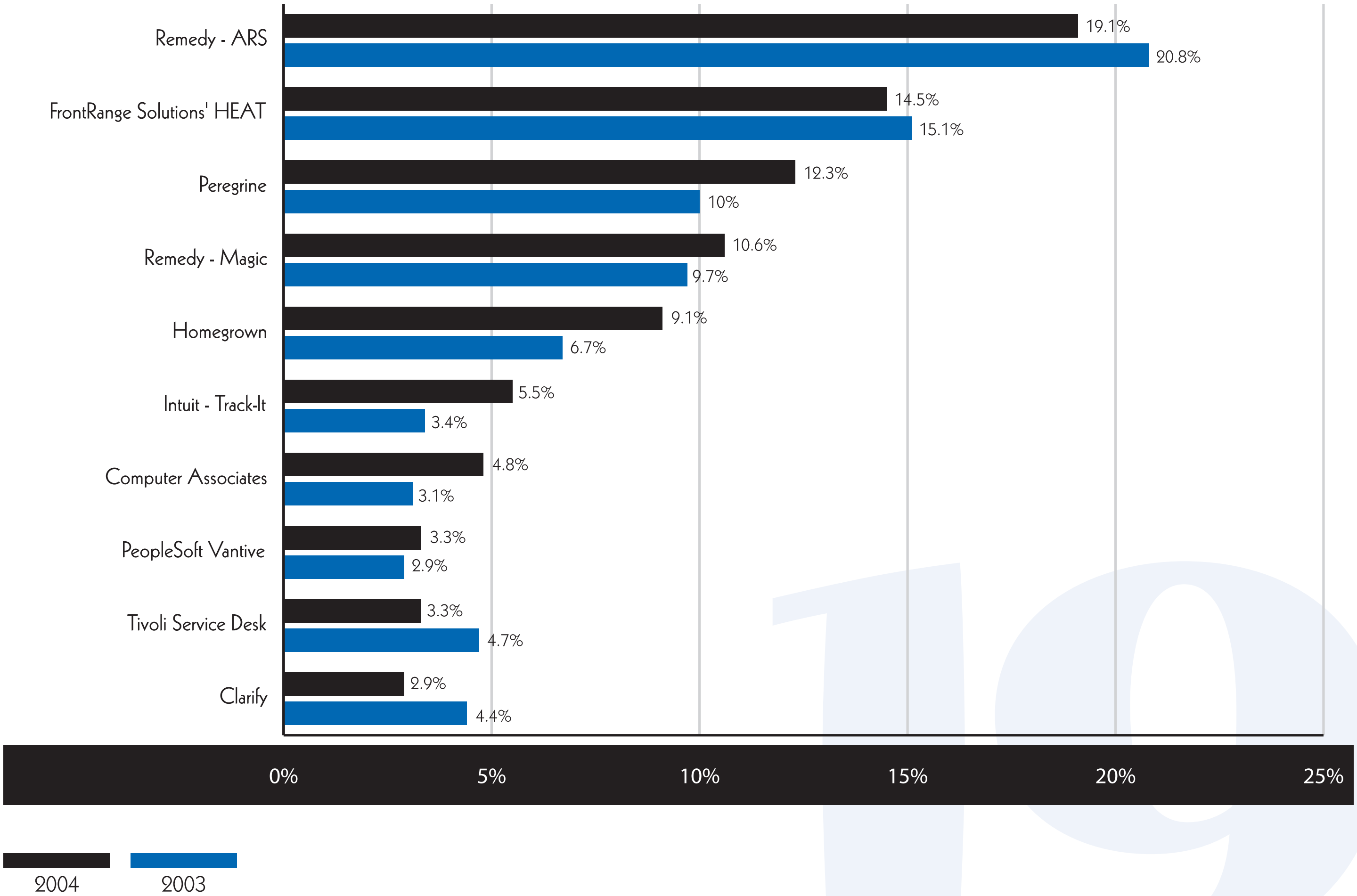
- Healthcare = 44% provide self-help tools to their users/customers.
- Public sector = 50% provide self-help tools to their users/customers.
- Financial = 48% provide self-help tools to their users/customers.
- Education = 67% provide self-help tools to their users/customers.
- Computer industry = 74% provide self-help tools to their users/customers.
- Outsourcers = 57% provide self-help tools to their users/customers.

18 Which self-service tools are provided to customers so they may solve their own problems?



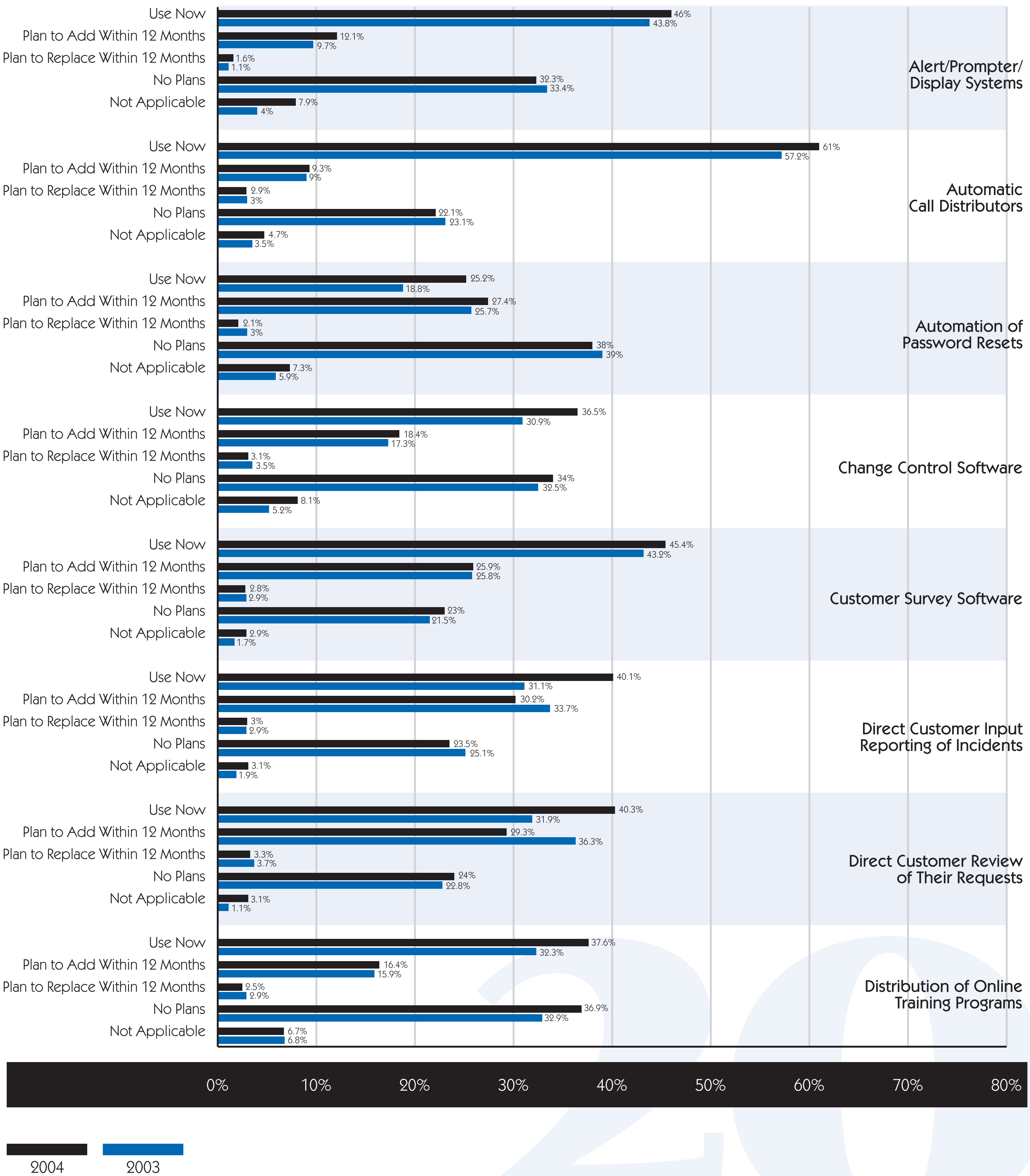
19

What call tracking/problem management system do you use?



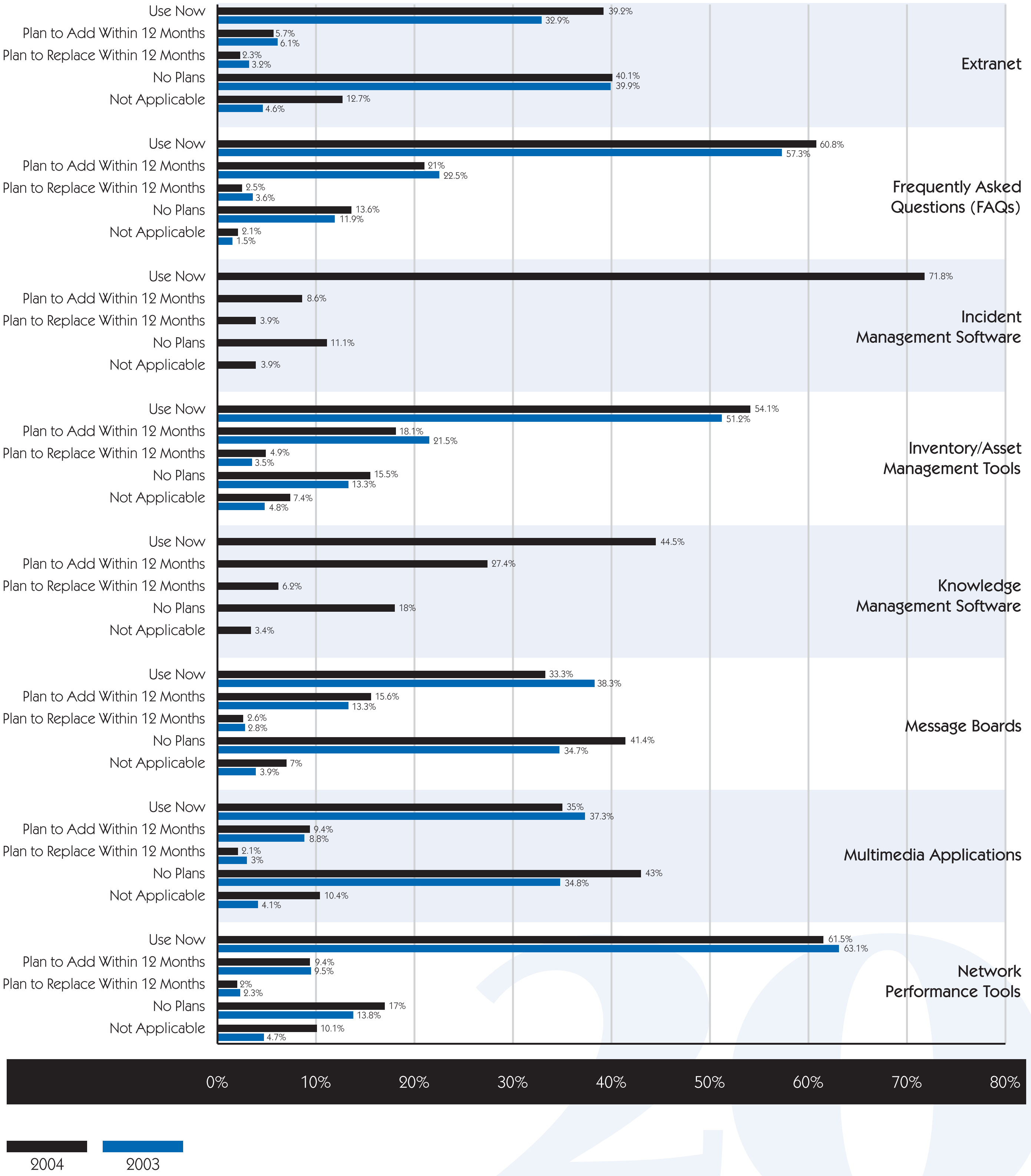
20

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?



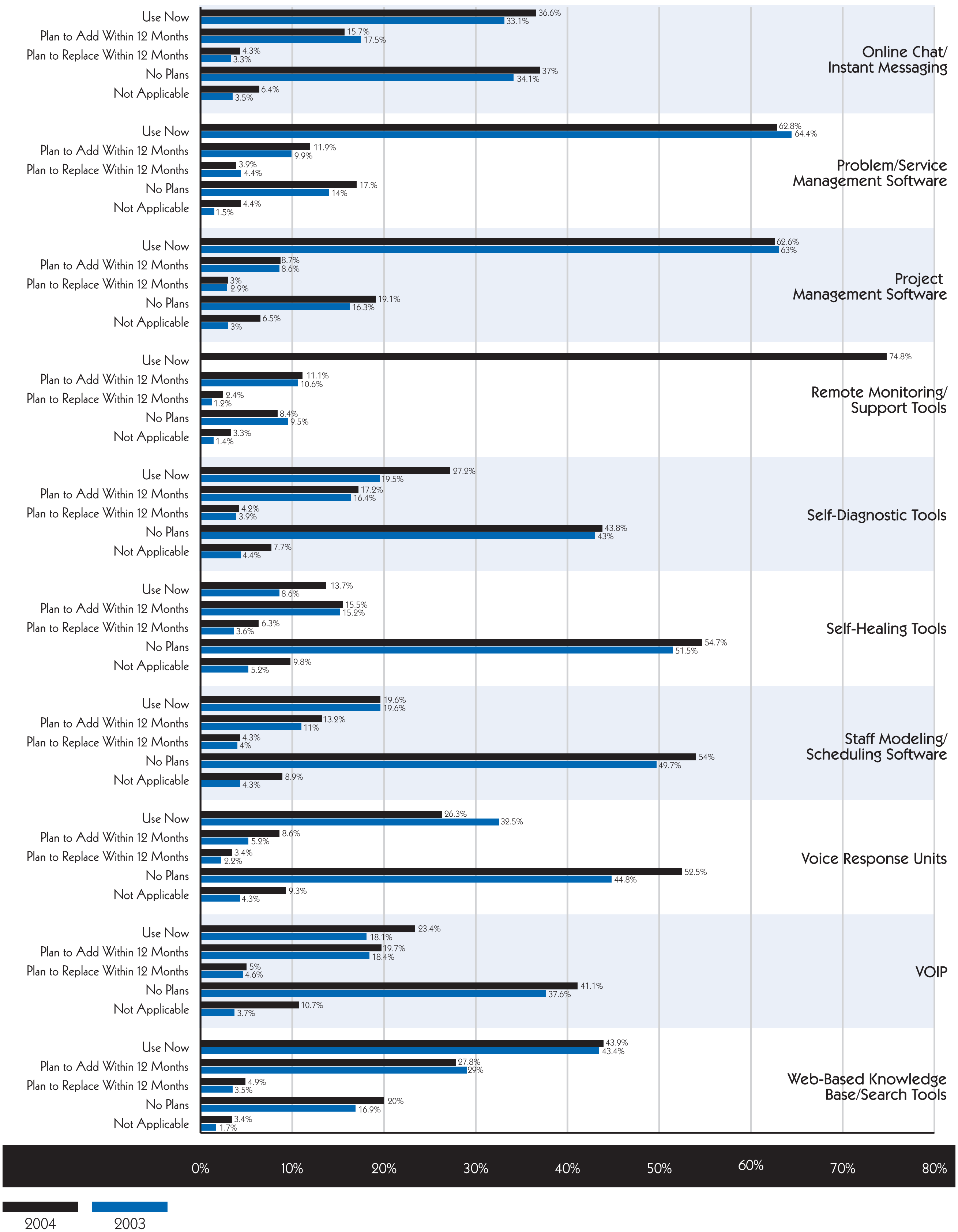
20 Continued

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?

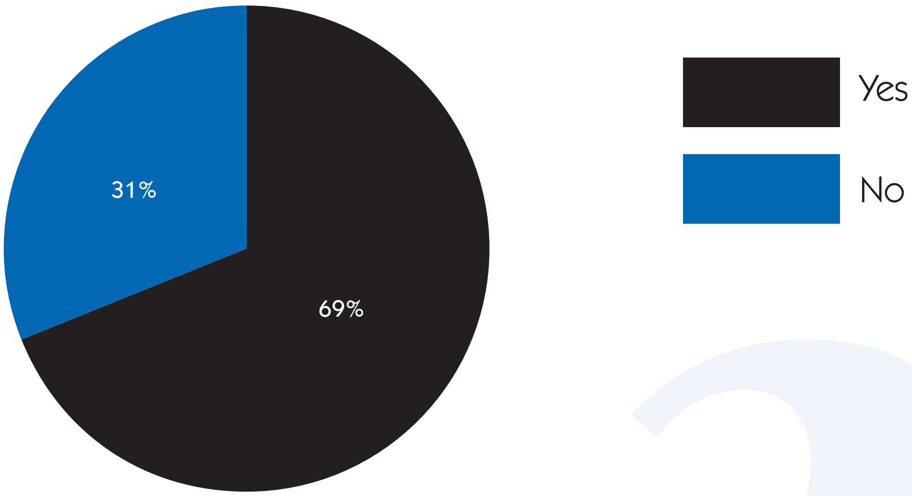


20 Continued

Which of these technologies does your support organization use now, plan to add in the next 12 months, or plan to replace in the next 12 months?



21 Does your support organization maintain Service Level Agreements?

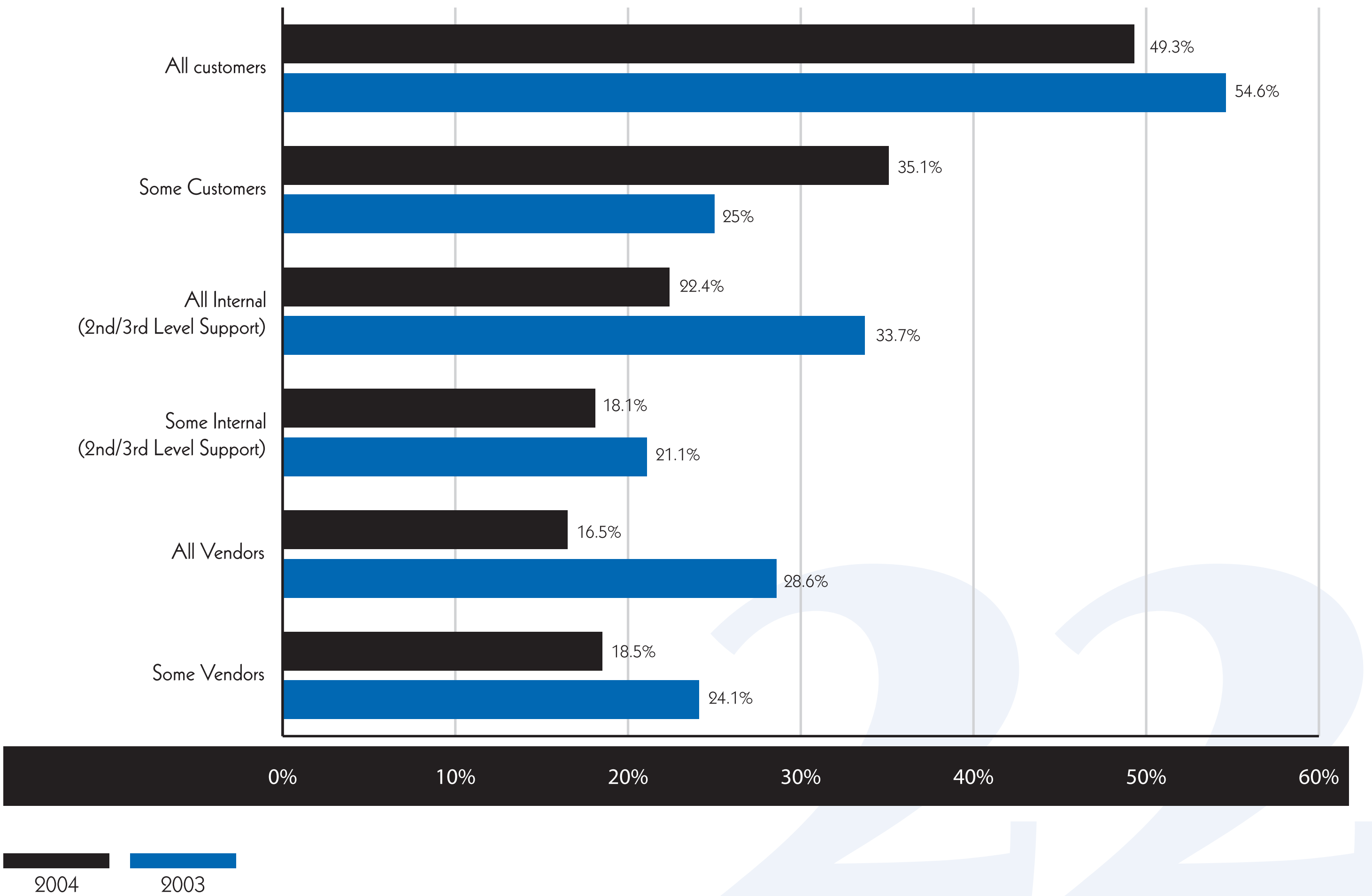


21) Both Internal (68%) and External/Blended (72%) use SLA's. There are slight differences between industries in level of use.

Industry sector:

- Healthcare = 67% use Service Level Agreements.
- Public sector = 74% use Service Level Agreements.
- Financial = 72% use Service Level Agreements.
- Education = 56% use Service Level Agreements.
- Computer industry = 65% use Service Level Agreements.
- Outsourcers = 83% use Service Level Agreements.

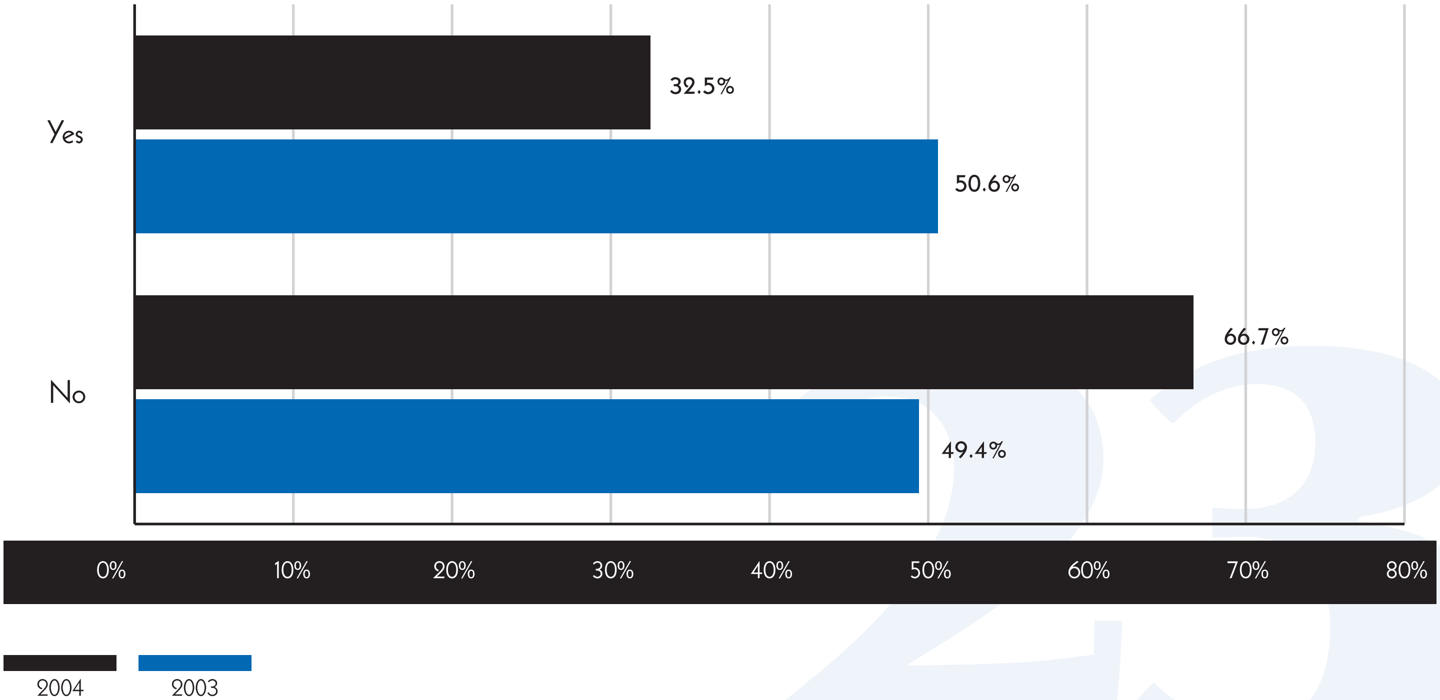
22 With whom does your support organization maintain Service Level Agreements (SLAs)?



22) These results only include respondents that use Service Level Agreements (SLA's).

23

Does your support organization charge for support services?

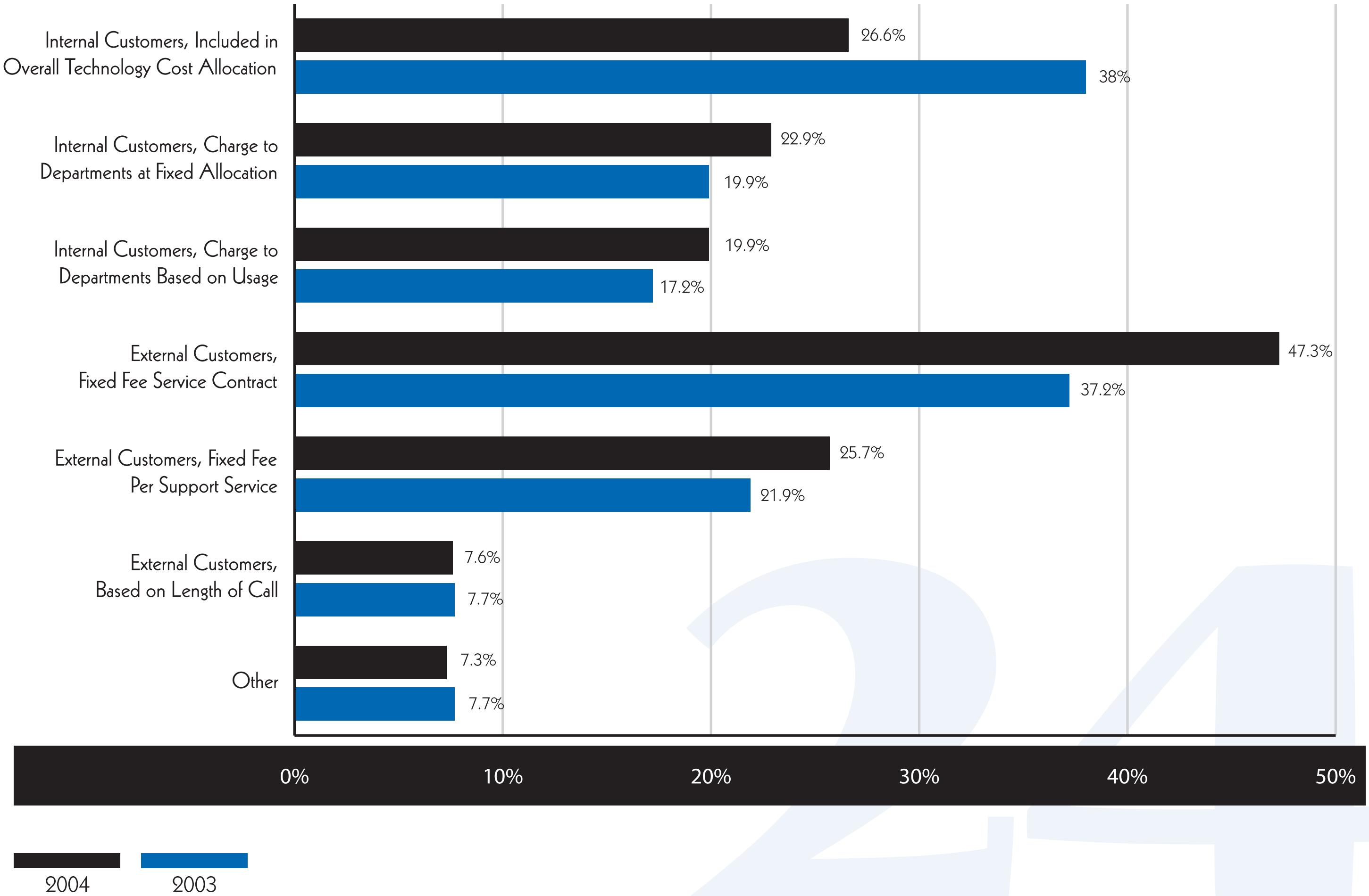


23) There was a substantial difference between Internal (21%) and External/Blended centers (52%) that charge for services. Also Large centers (51 or more agents) were more likely to charge for services than Small centers (1-10) by a margin of 38%. By industry, the breakdown goes like this:

Industry sector:

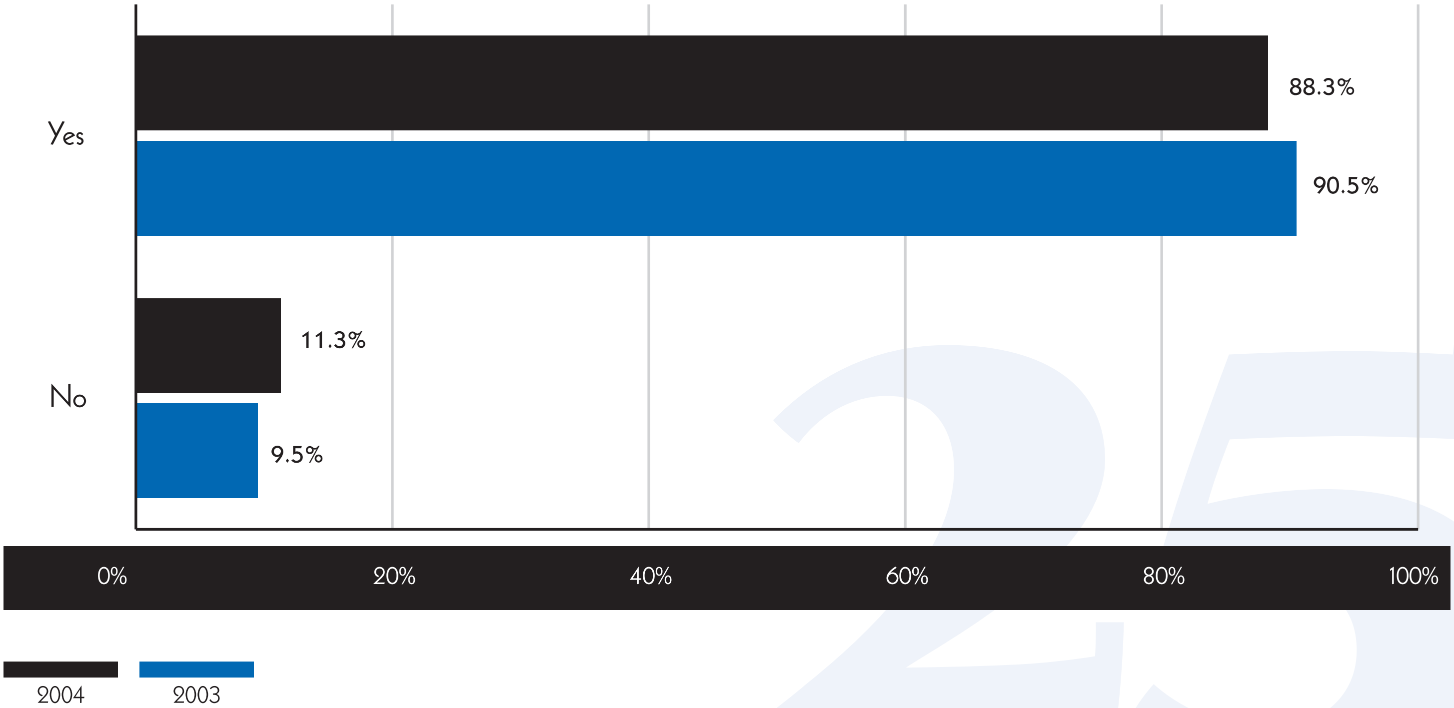
- Healthcare = 24% charge for support services.
- Public sector = 27% charge for support services.
- Financial = 25% charge for support services.
- Education = 19% charge for support services.
- Computer industry = 68% charge for support services.
- Outsourcers = 80% charge for support services.

24 Which support services does your support organization charge for?

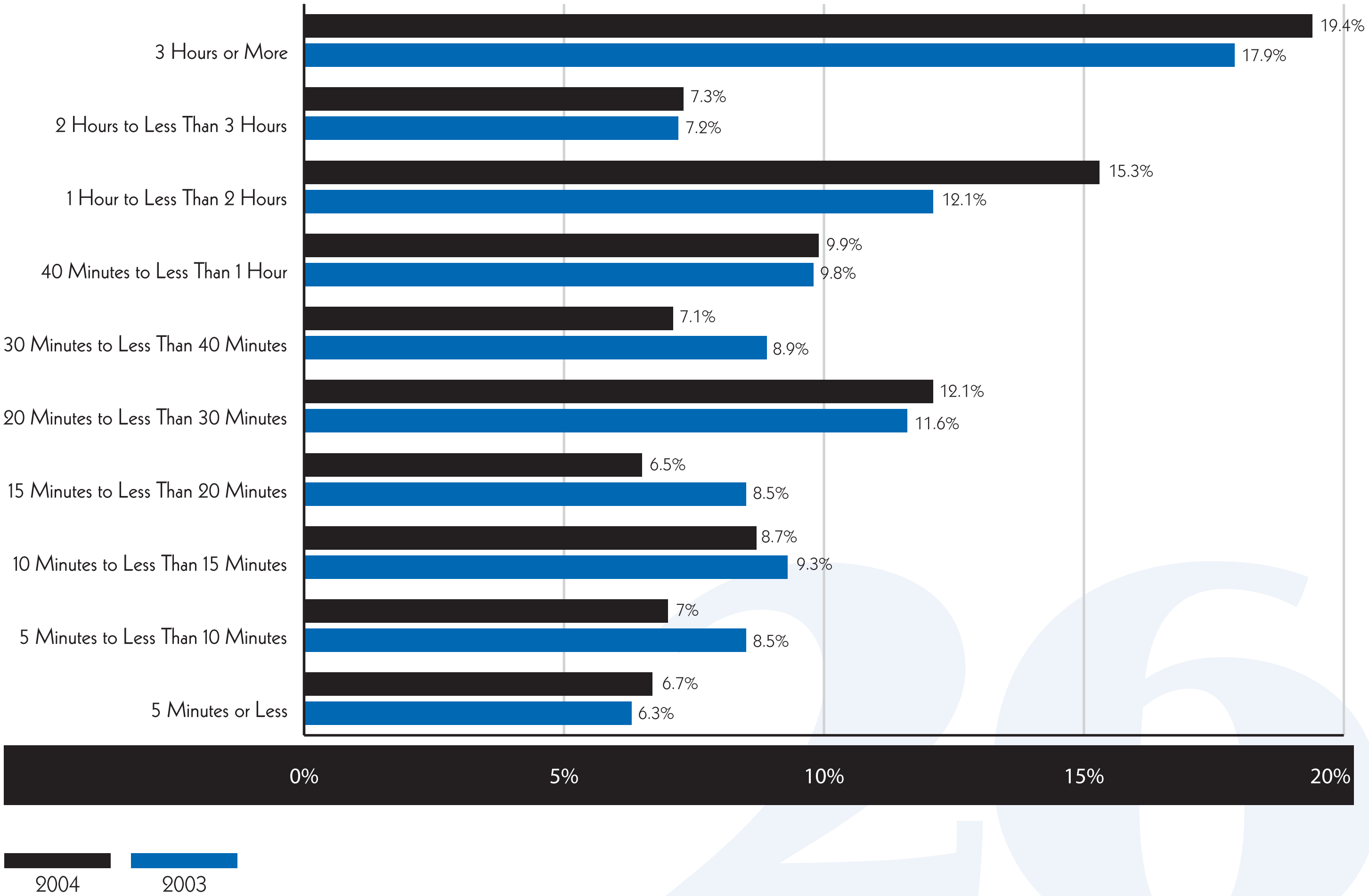


24) The responses only include respondents that indicated they charge for support services.

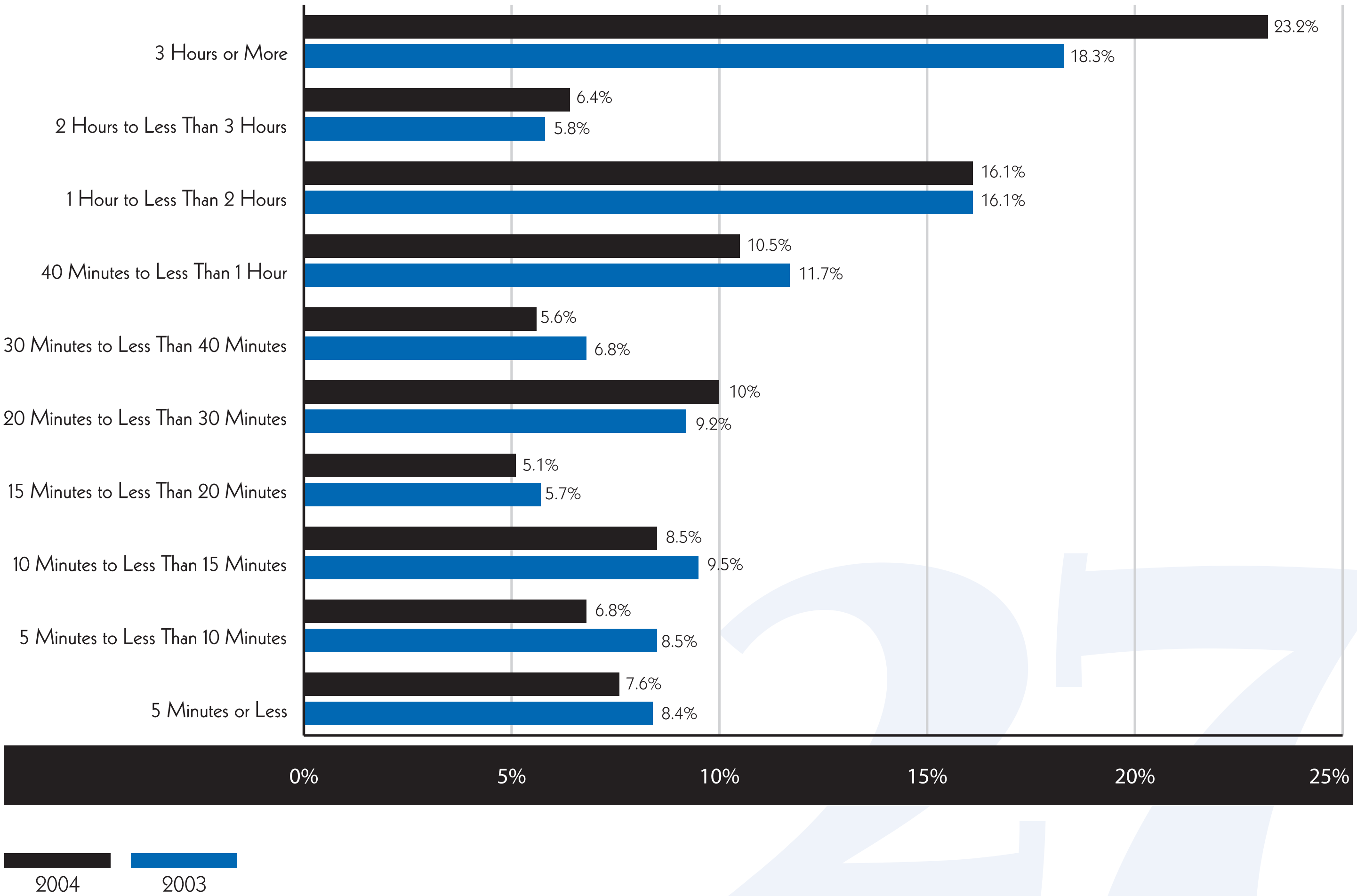
25 Do you provide support through e-mail?



26 How long does it take your support organization to respond to an incident or problem reported through e-mail?

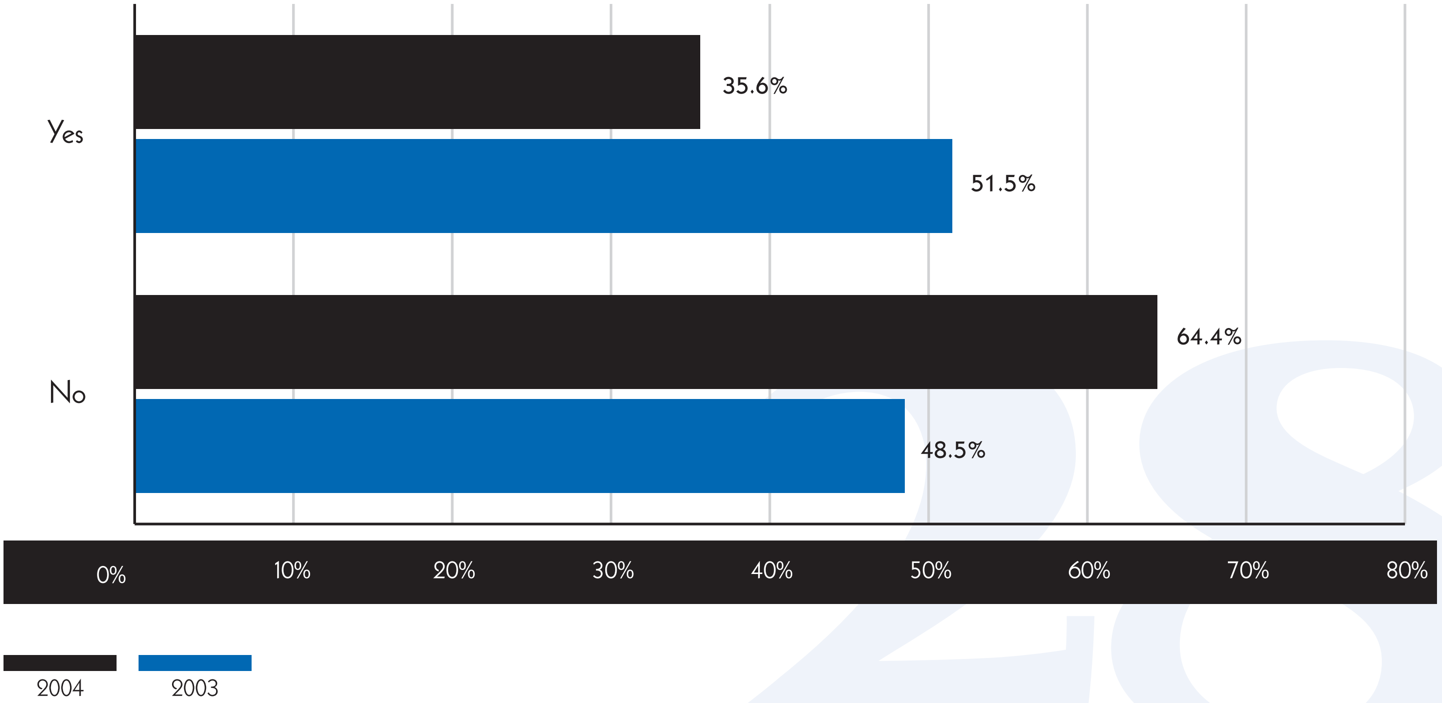


27 What is your target average speed to response to an incident or problem reported through e-mail?



27) A majority of all industry sectors, size of centers, and Internal and External/Blended had target response time for e-mail support of greater than 3 hours or more.

28 Does your support organization allow users/customers to log problems/incidents directly into the system?



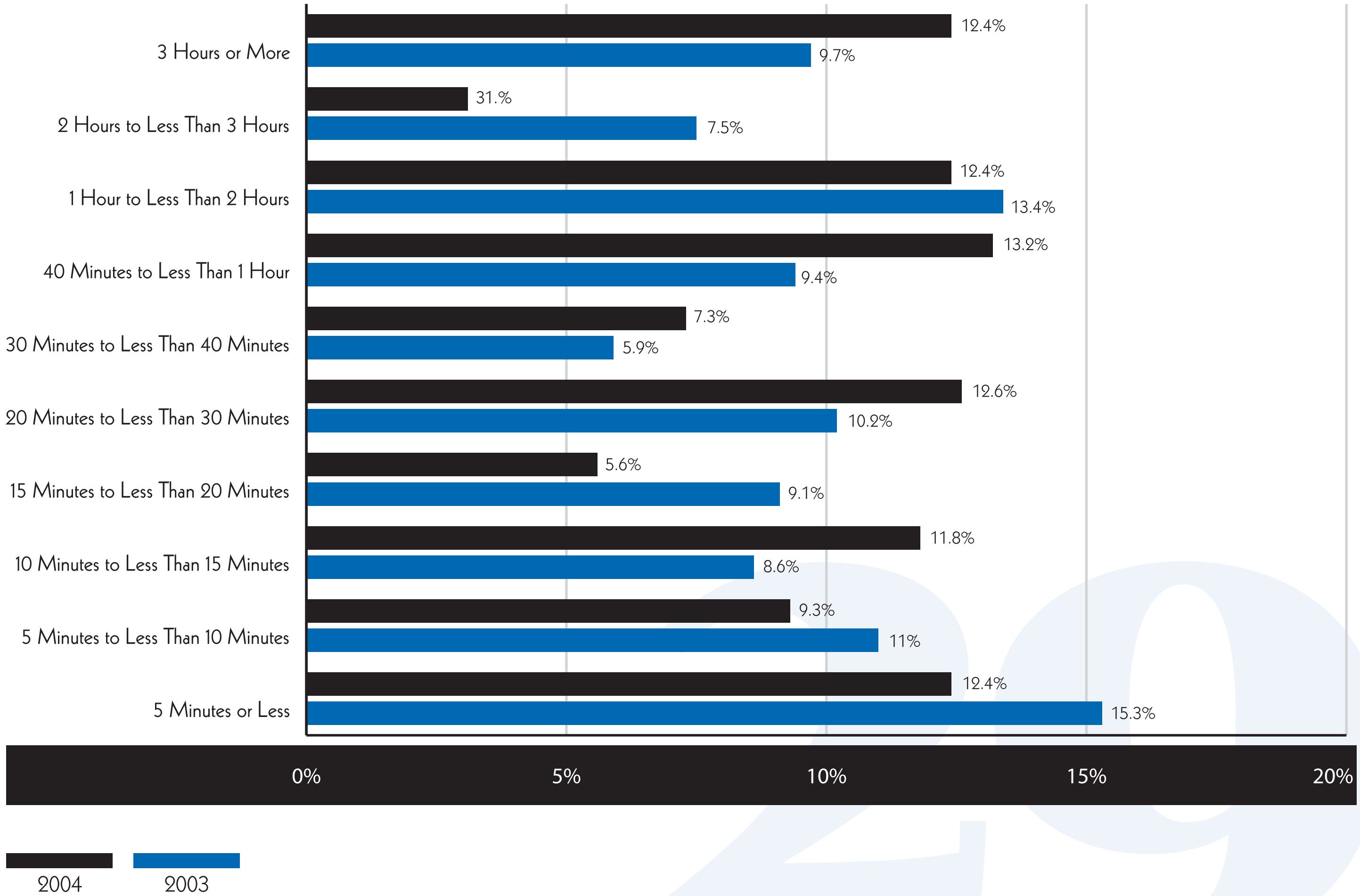
28) Larger support centers were more likely to allow customers to log incidents directly into the system.

- Large = 51%
- Small= 31%

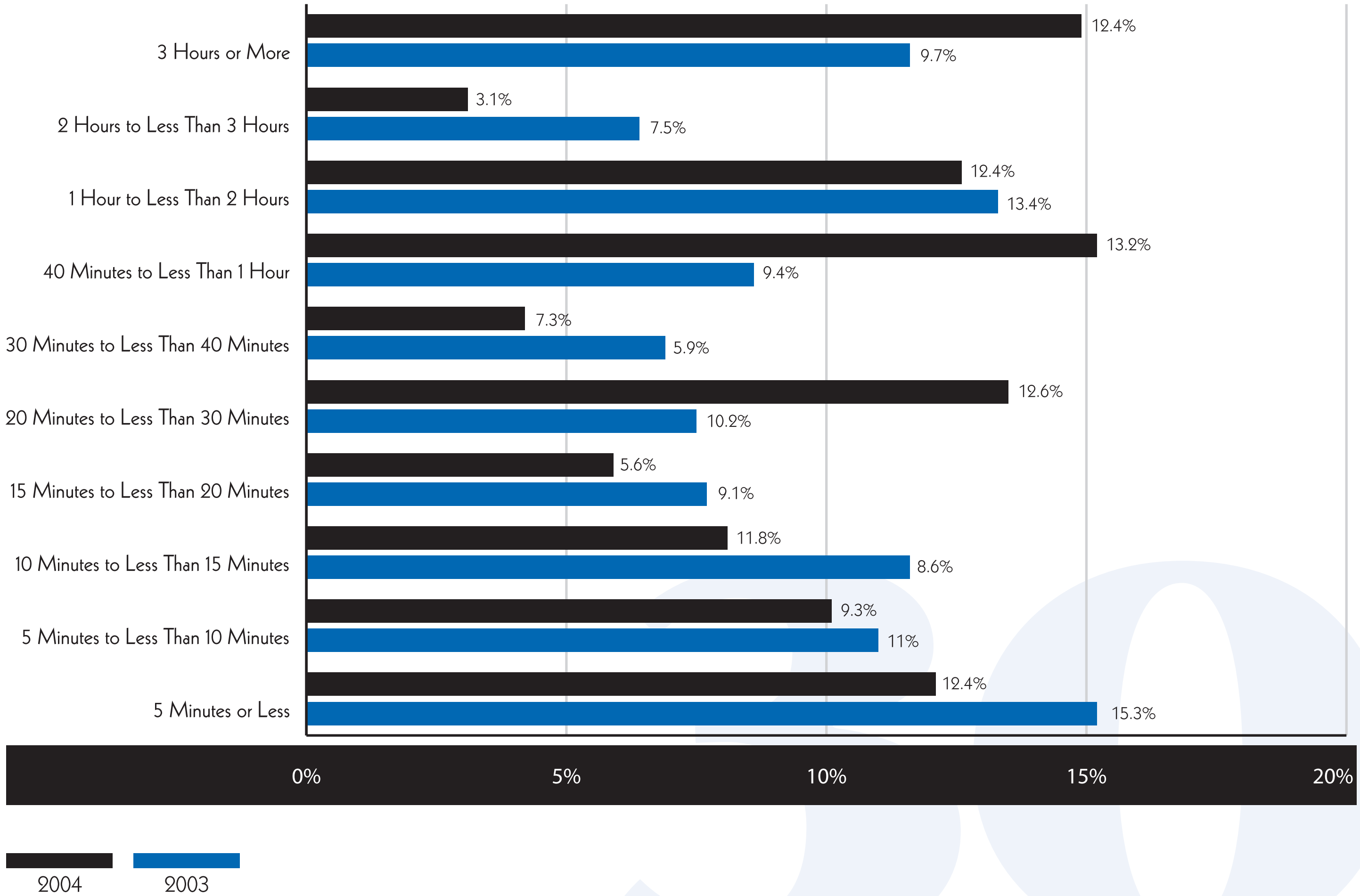
The Government sector was the least likely to allow customers to log incidents directly into the system. (20%)

29

How long does it take your support organization to respond to an incident or problem logged directly into the system by the customer?

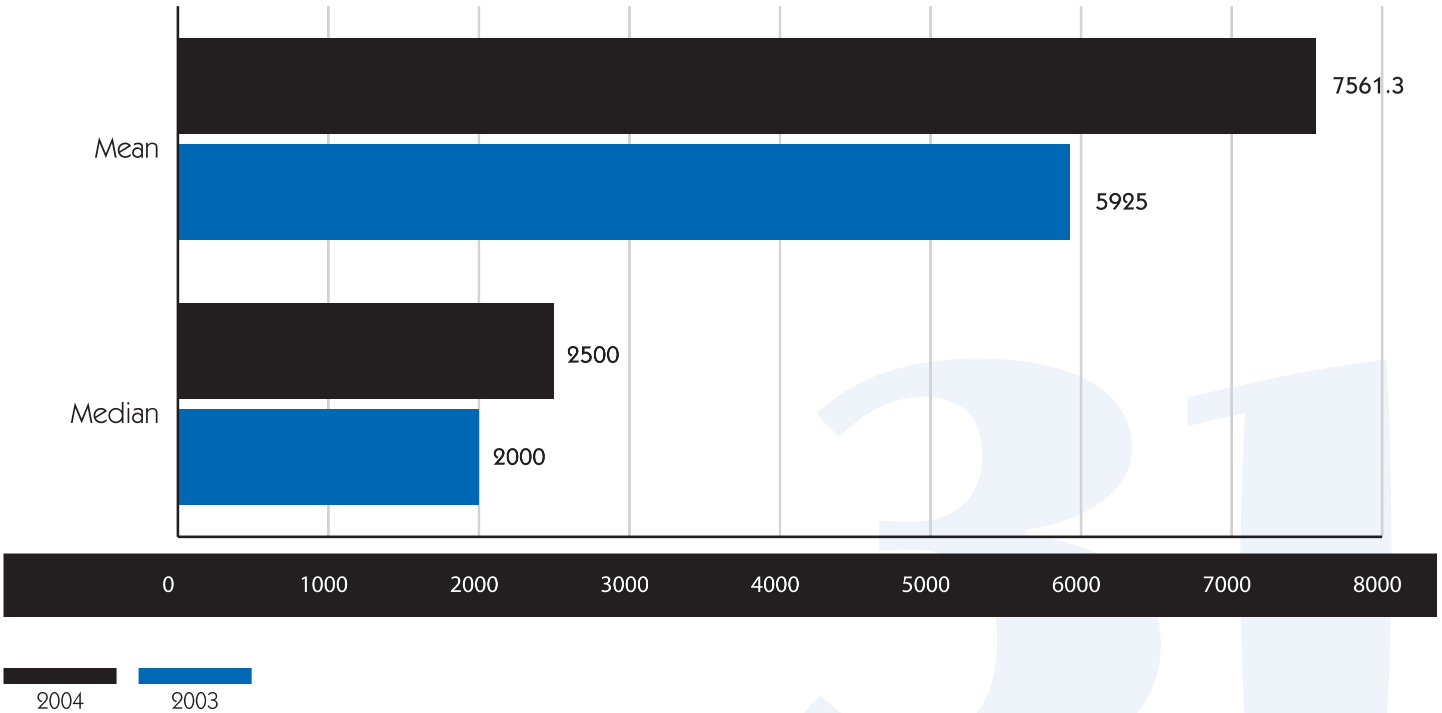


30 What is your target average speed to respond to an incident or problem logged directly into the system by a customer?



31

What is the average number of incidents (inquiries, problems, service requests, etc.) your support organization receives each month?

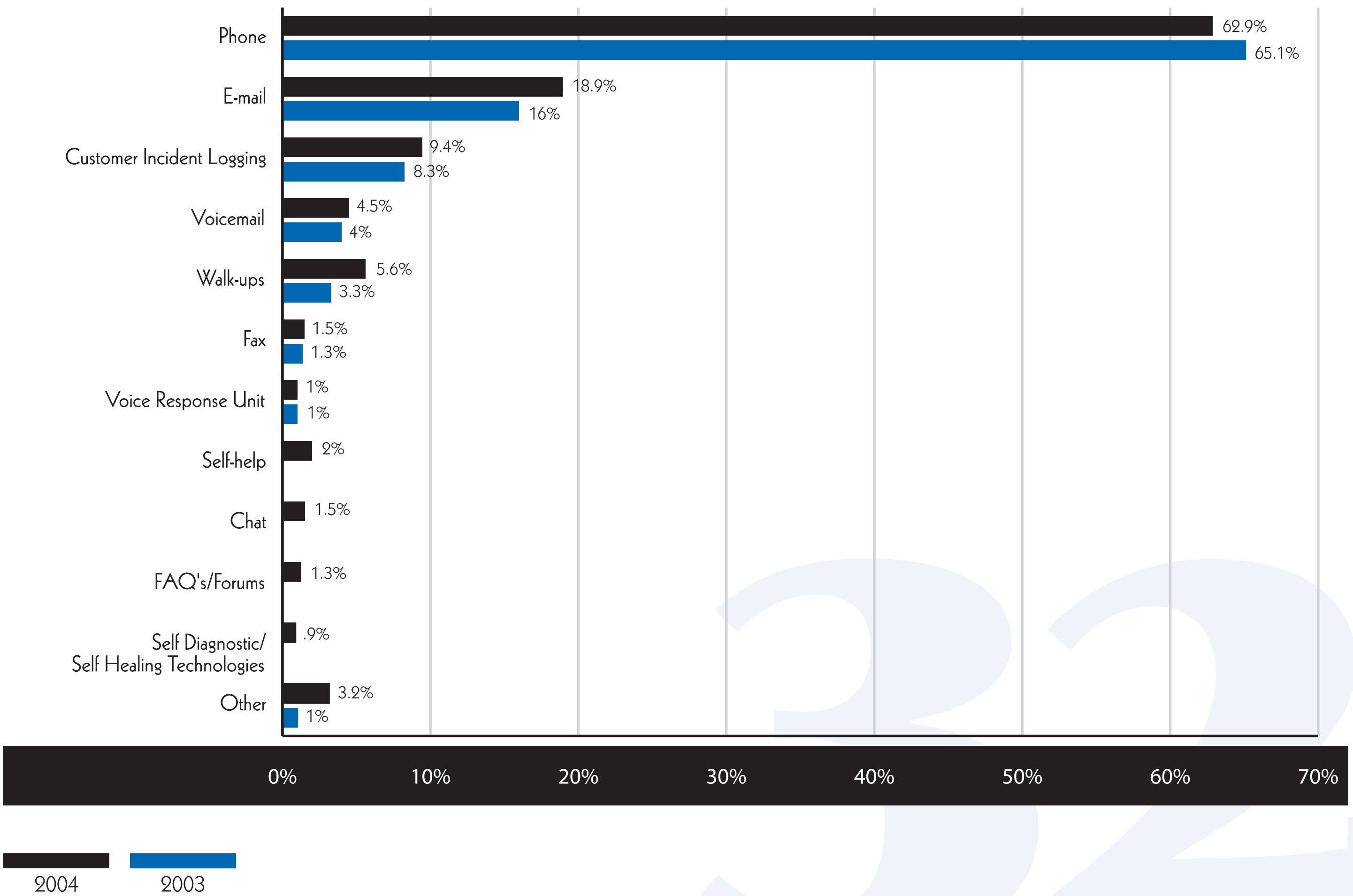


31) In both 2003 and 2004, responses over 100,000 were omitted for statistical purposes. External/Blended support centers average a substantially higher number of incidents per month than Internal centers.

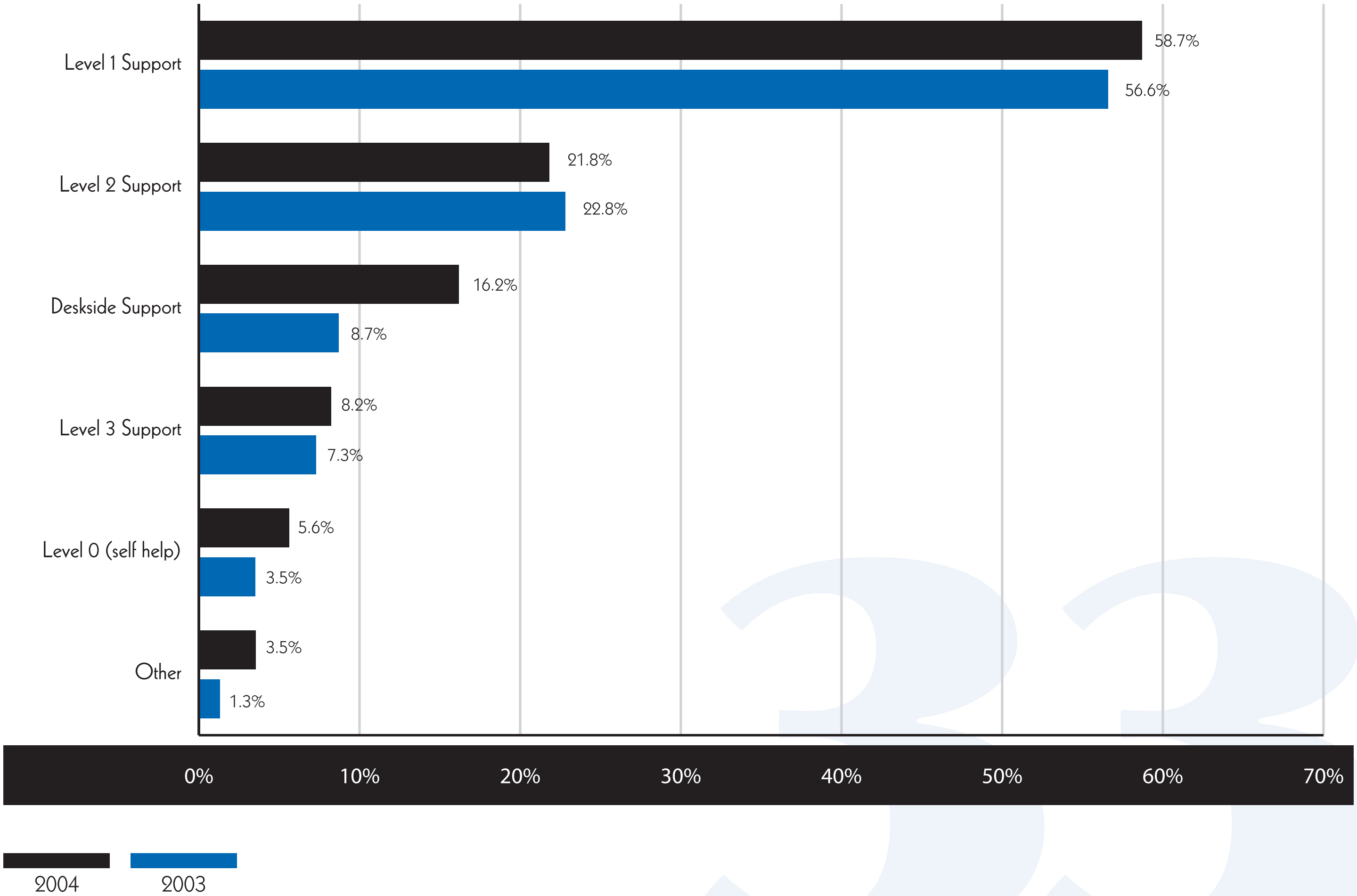
- External/Blended = 100,175 incidents on average per month.
- Internal = 7181 incidents on average per month.

32

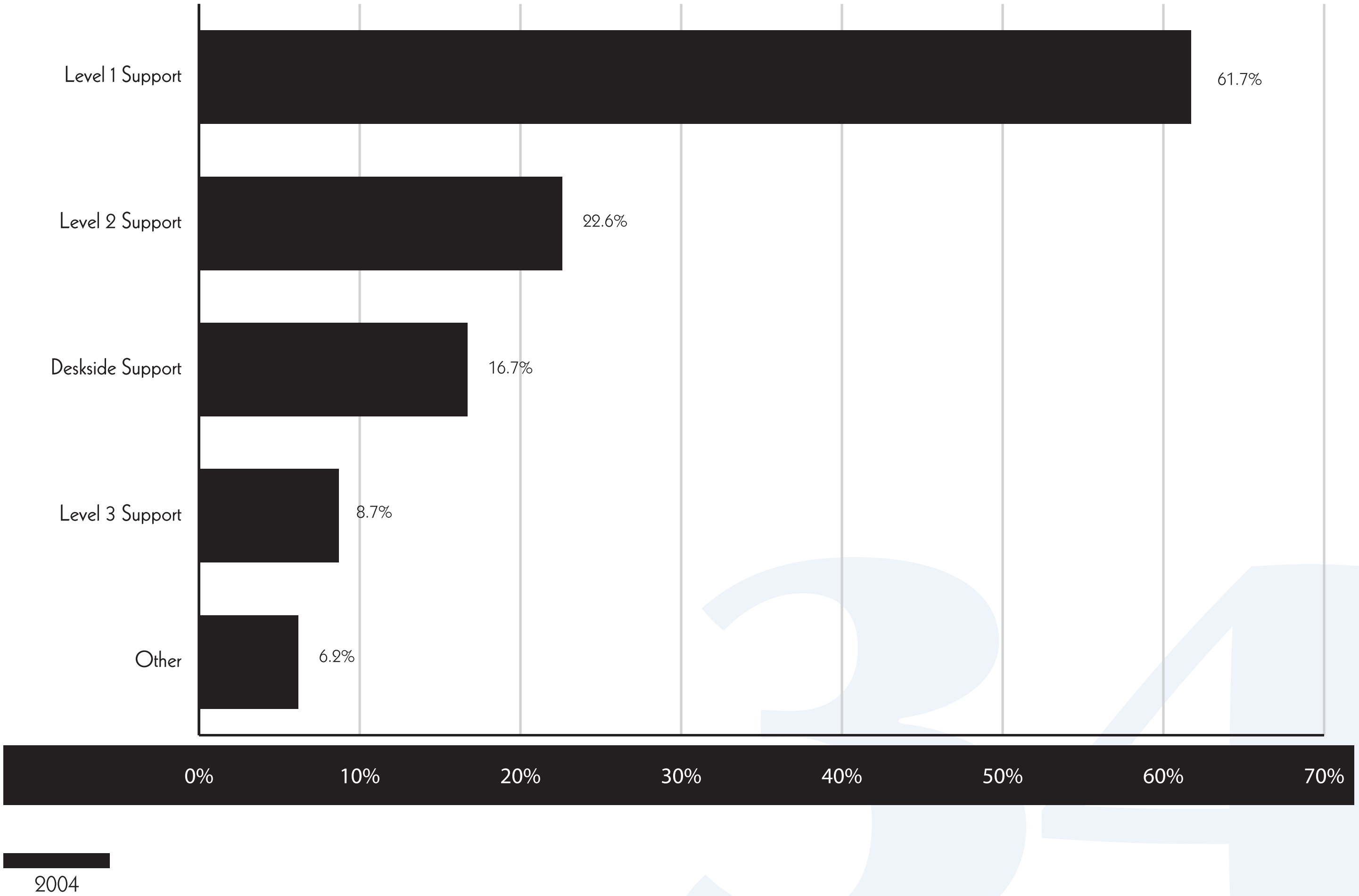
What percent of these requests are communicated via the following methods?



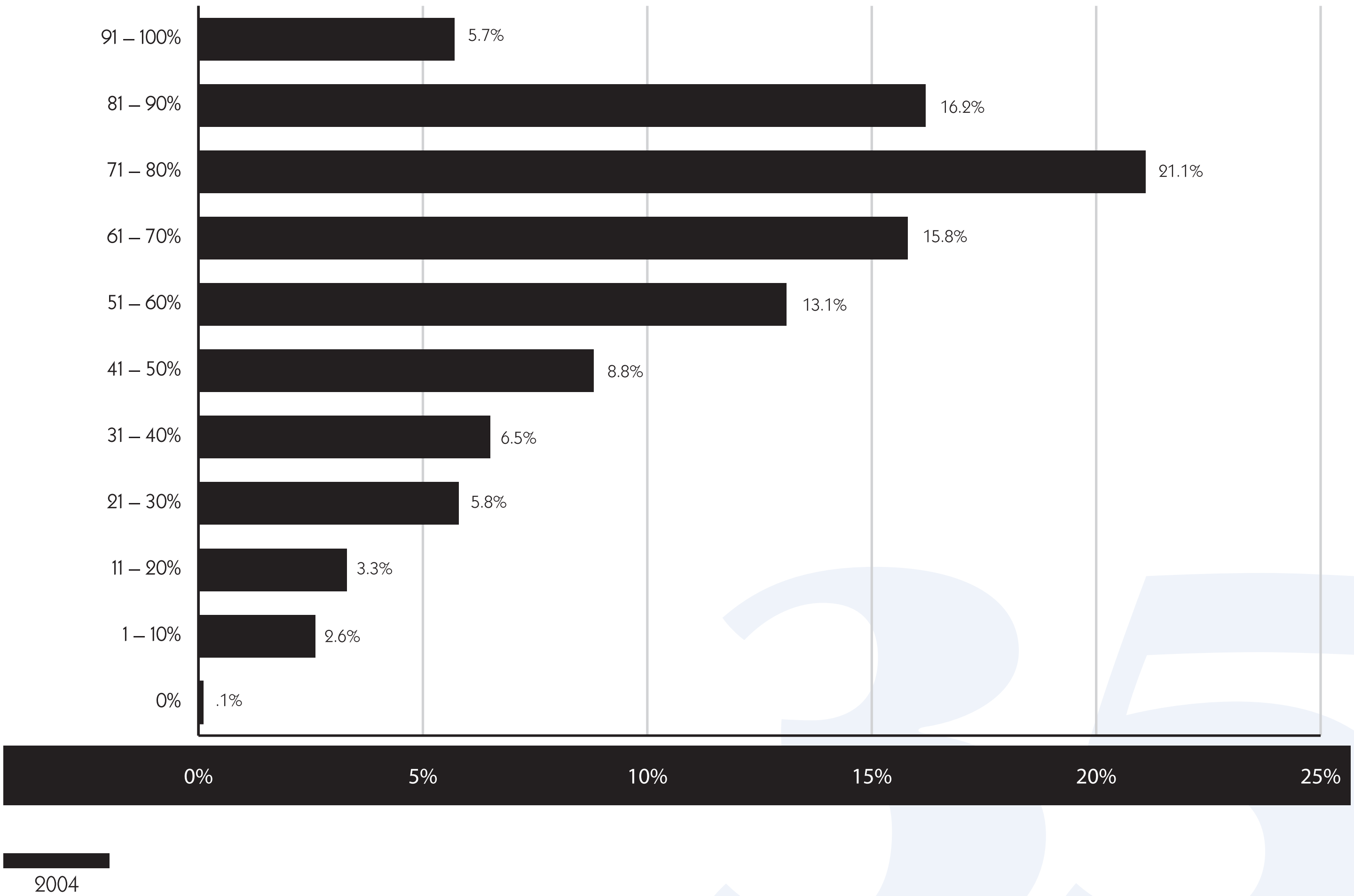
33 What percent of all incidents are resolved at the following points?



34 What percent of incidents taken over the phone are resolved at the following points?



35 Approximately what percentage of all incidents are resolved on the first contact?



35) Although 80% is considered a target for first call resolution rate, our respondents broke out this way:

Industries that exceeded the industry benchmark of 80% resolution rate break out this way:

Industry sector:

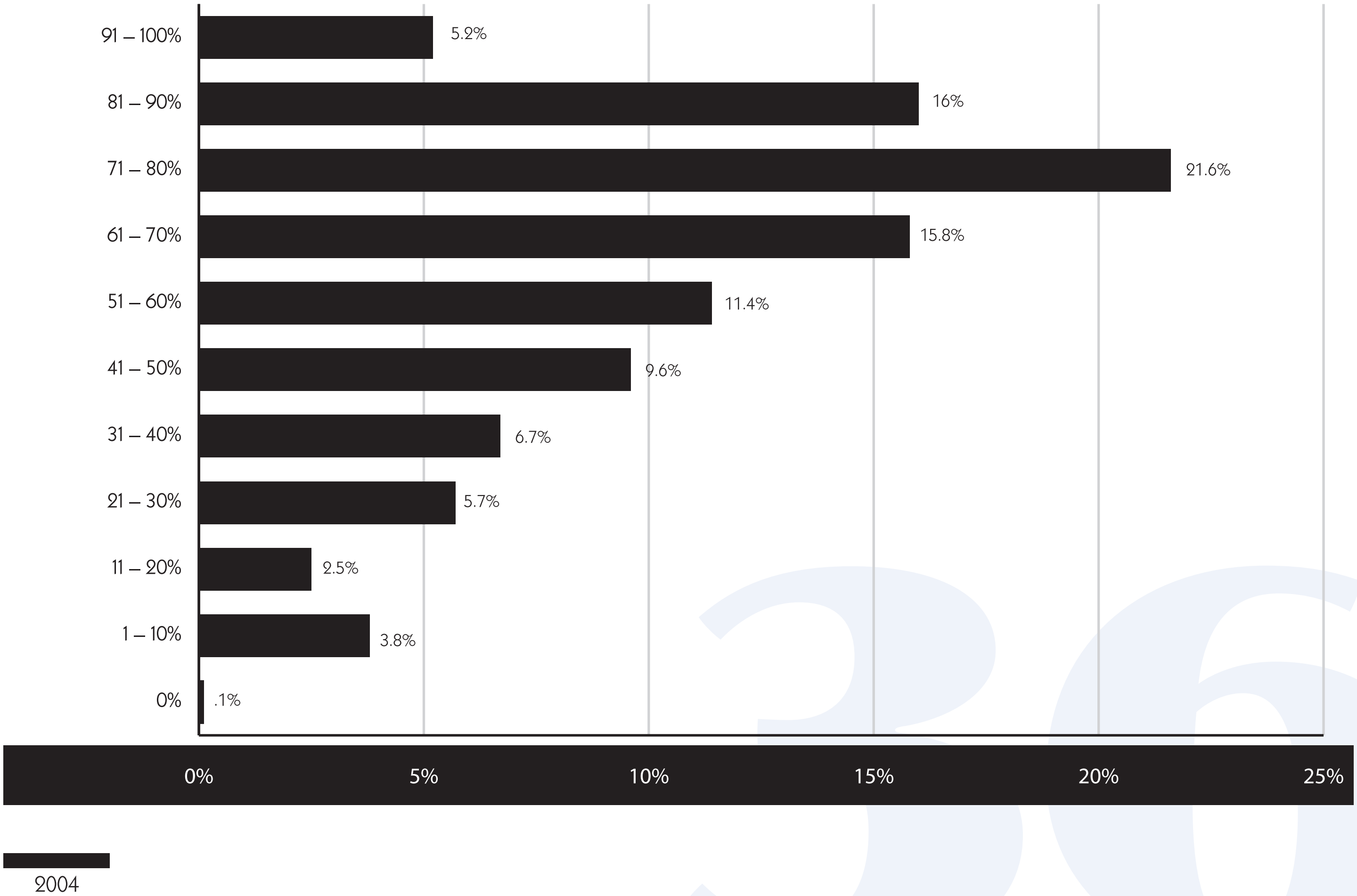
- Healthcare = 16% fell in the categories of 81 – 100%.
- Public sector = 24% fell in the categories of 81 – 100%.
- Financial = 24% fell in the categories of 81 – 100%.
- Education = 17% fell in the categories of 81 – 100%.
- Computer industry = 22% fell in the categories of 81 – 100%.
- Outsourcers = 11% fell in the categories of 81 – 100%.

Together with the above percentages, we can see how the industries faired if you consider this category 71 – 80%, as falling within the targeted goal of 80% first call resolution rates.

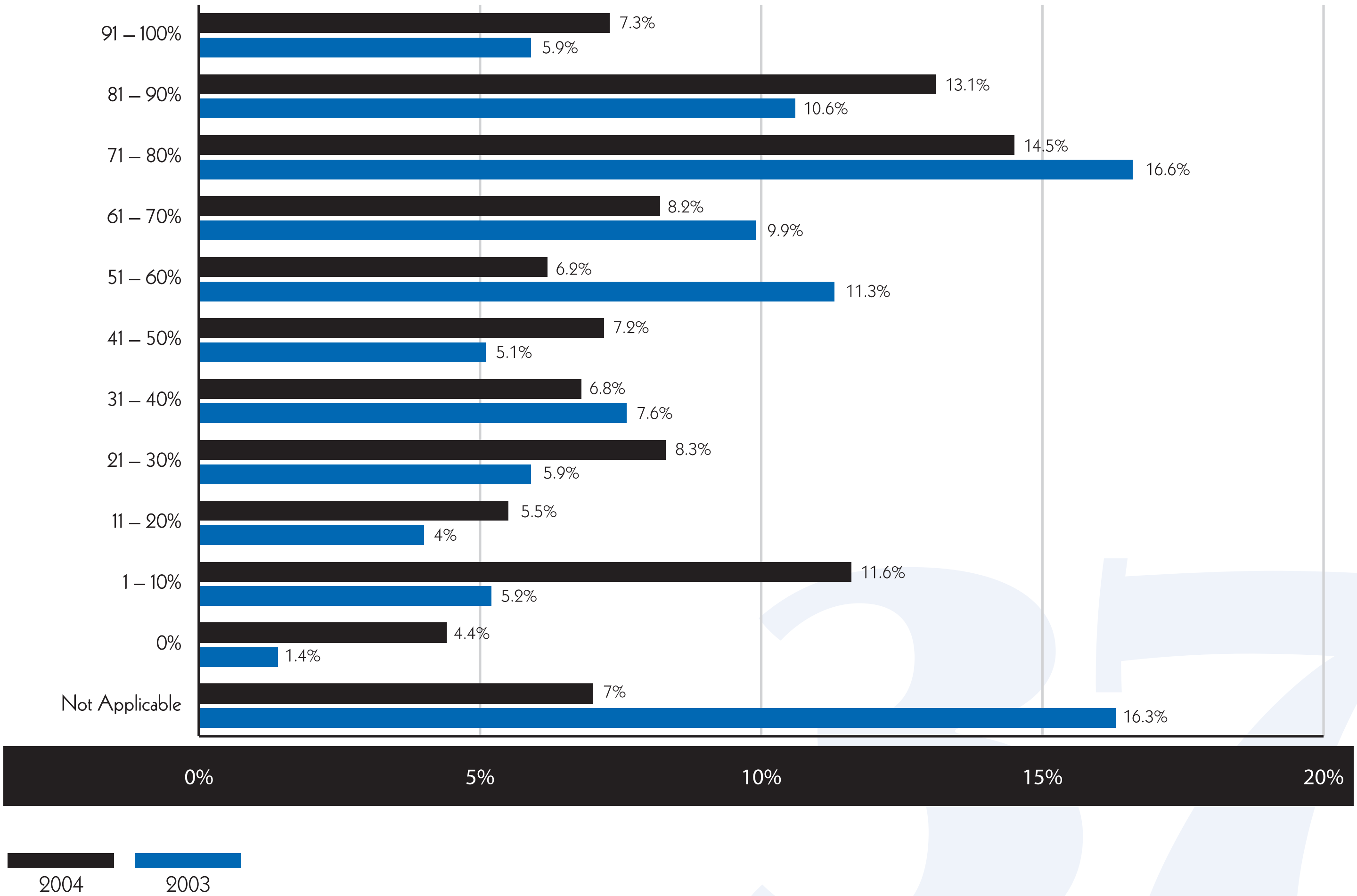
Industry sector:

- Healthcare =13% fell in the category 71 – 80%.
- Public sector = 16% fell in the category 71 – 80%.
- Financial = 27% fell in the category 71 – 80%.
- Education = 31% fell in the category 71 – 80%.
- Computer industry = 23% fell in the category 71 – 80%.
- Outsourcers = 33% fell in the category 71 – 80%.

36 Approximately what percentage of incidents taken over the phone are resolved on the first contact?

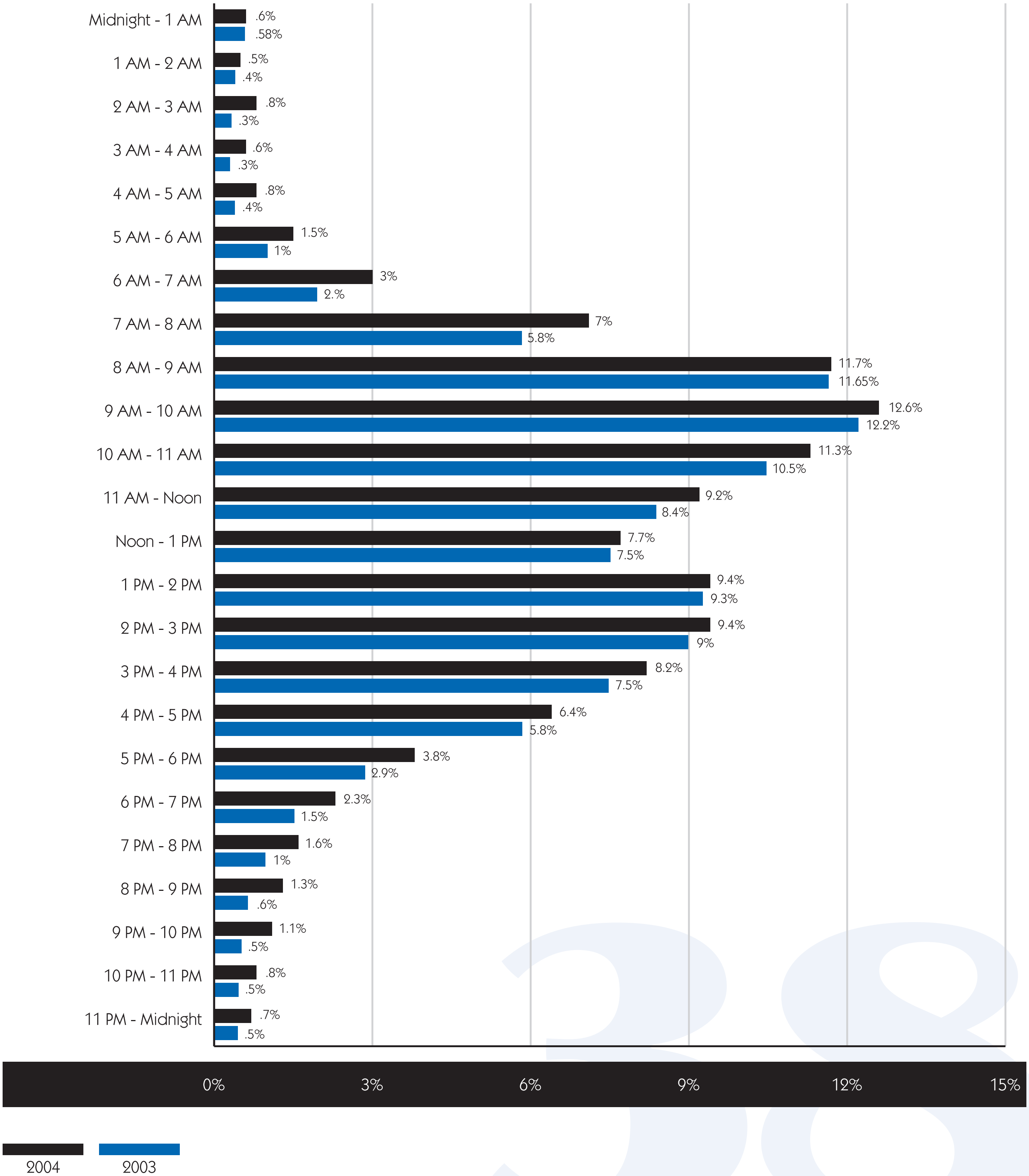


37 Approximately what percentage of incidents taken by electronic means are resolved on the first contact?



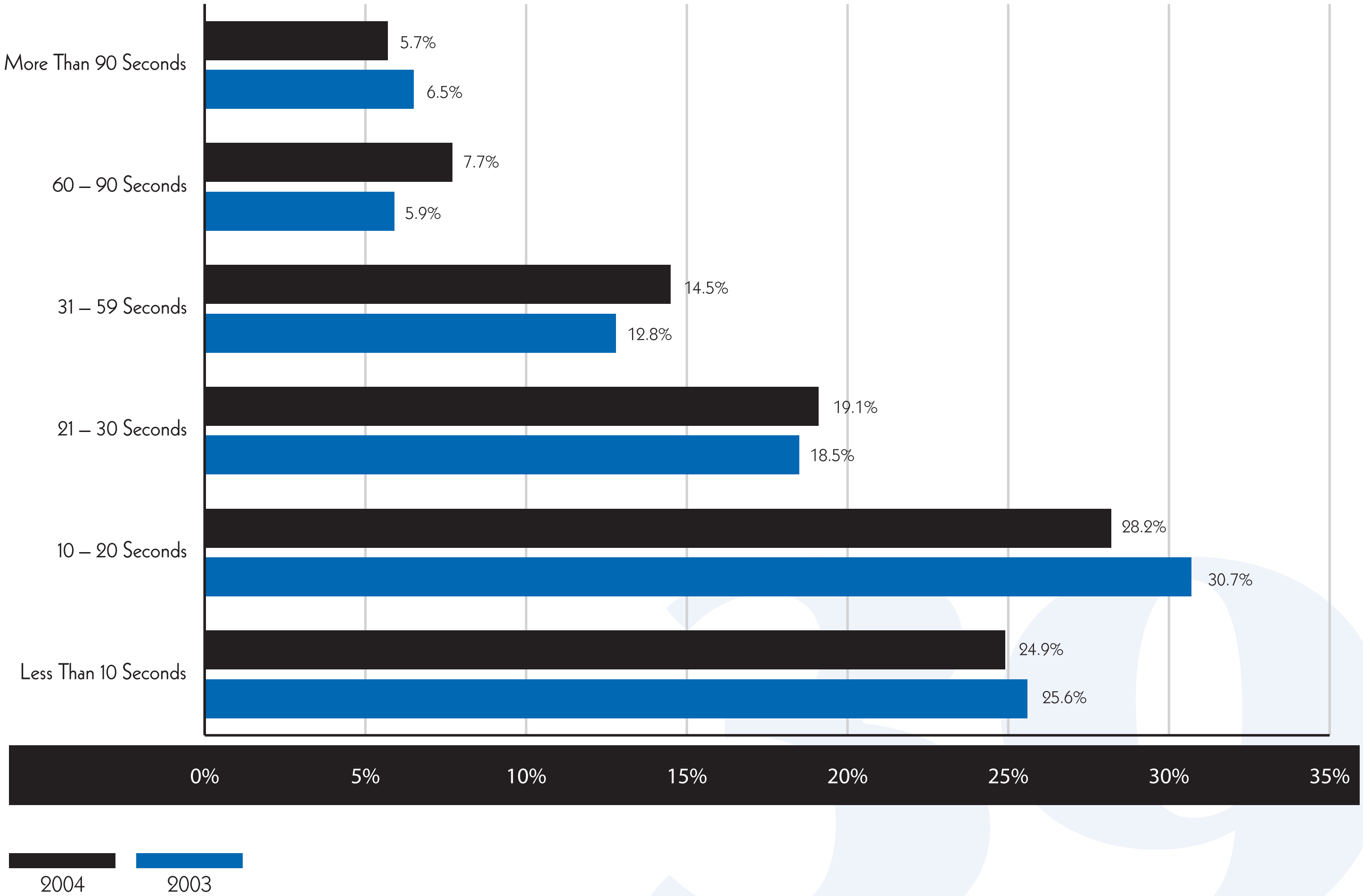
38

What is the distribution percentage of your support organization's average daily incoming call volume by hour of day?



39

What is the average speed to answer time (by phone) at your organization?

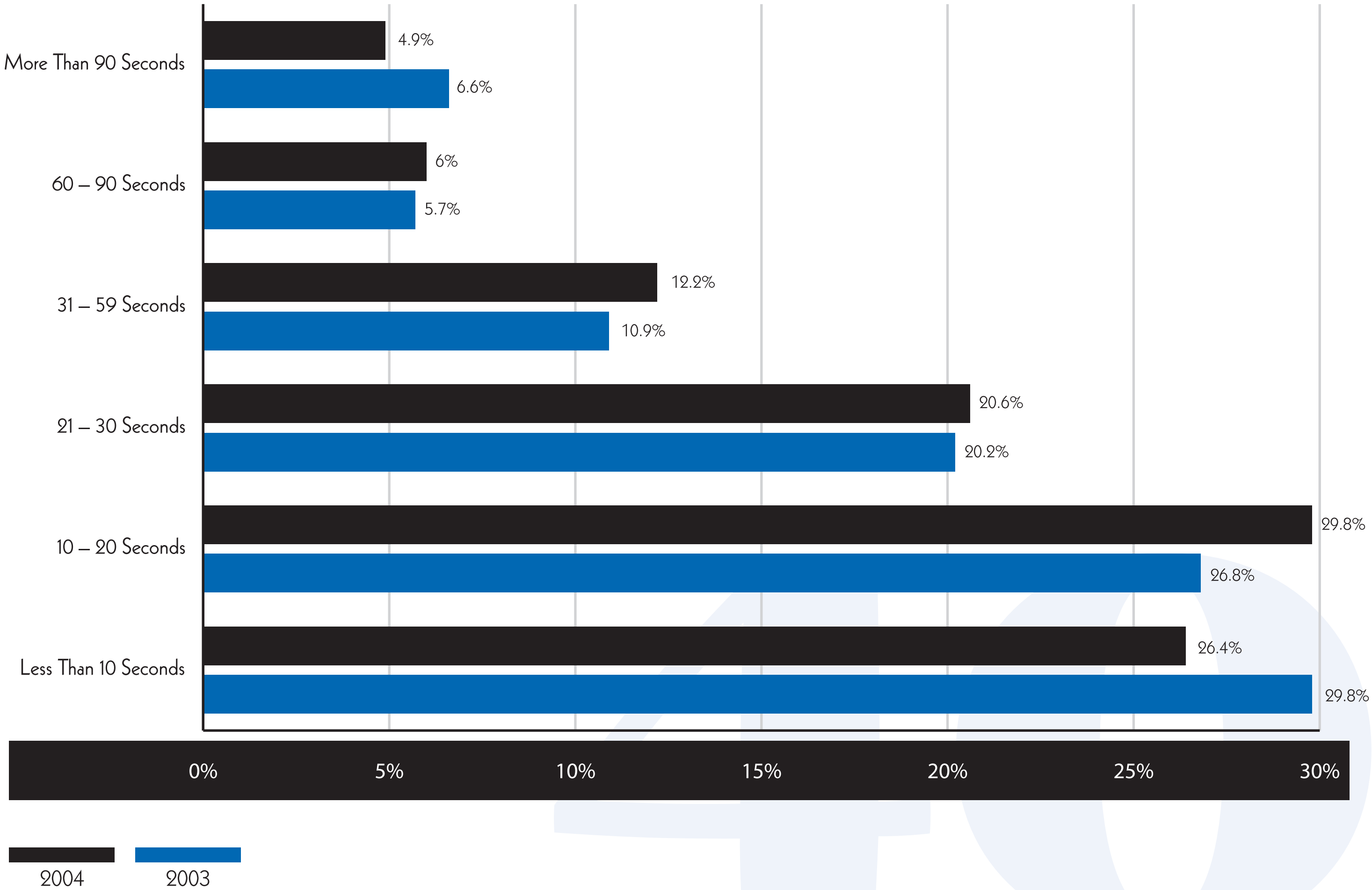


39) The breakdown by industry for the responses that equaled 20 seconds or less:

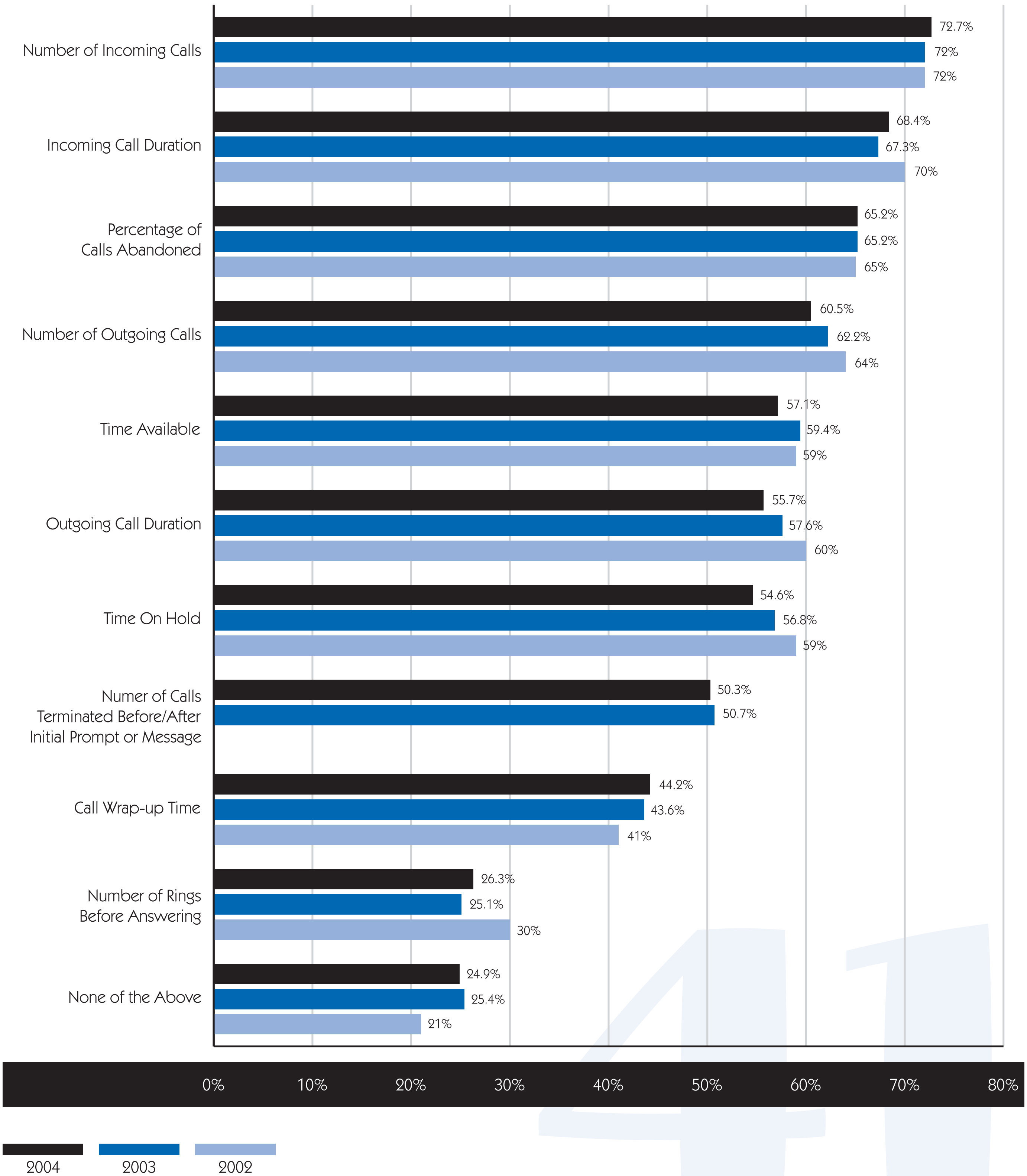
Industry sector:

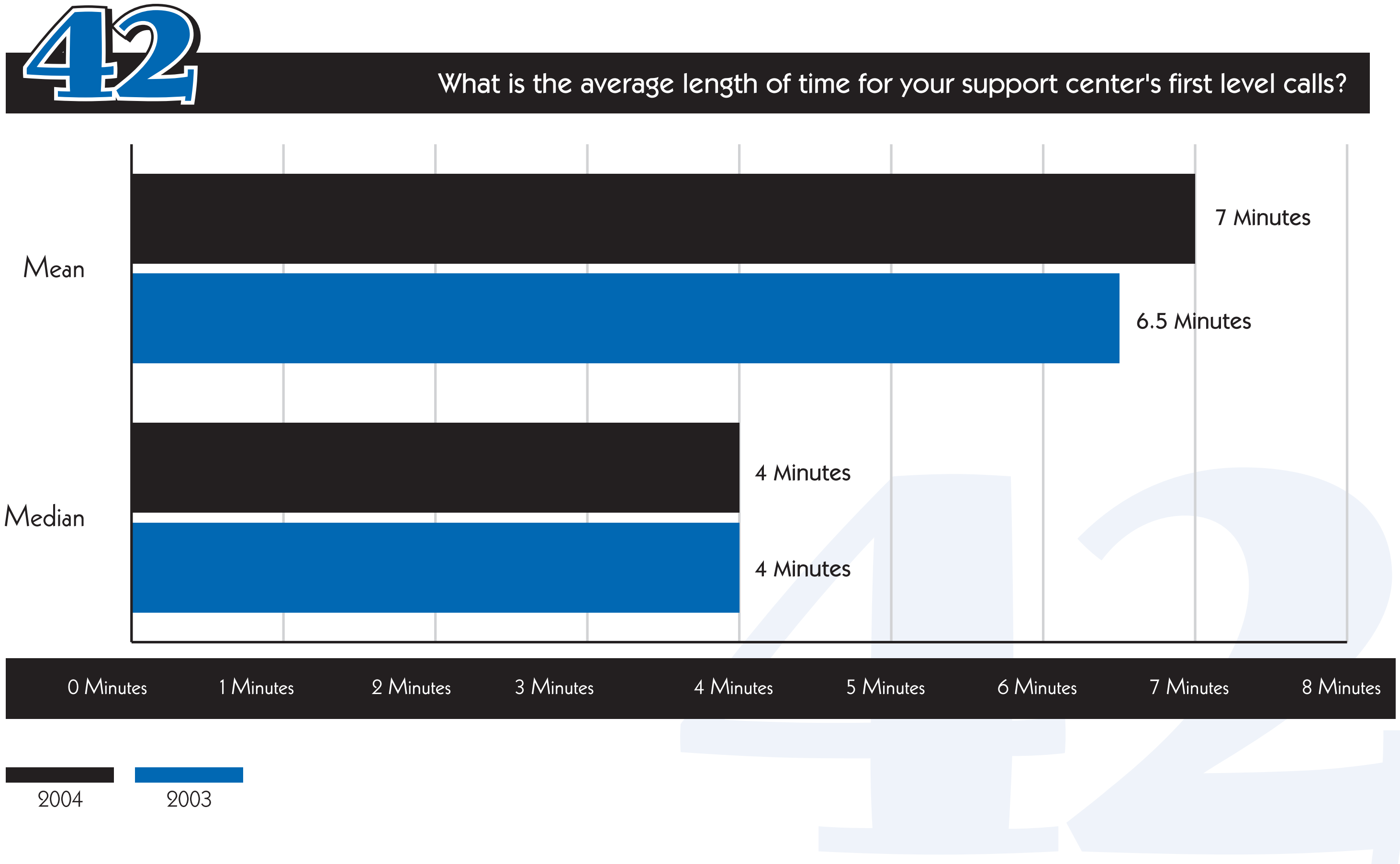
- Healthcare = 50% average speed to answer of 20 seconds or less.
- Public sector = 65% average speed to answer of 20 seconds or less.
- Financial = 48% average speed to answer of 20 seconds or less.
- Education = 53% average speed to answer of 20 seconds or less.
- Computer industry = 45% average speed to answer of 20 seconds or less.
- Outsourcers = 44% average speed to answer of 20 seconds or less.

40 What is your target speed to answer time by phone?



41 Does your telephone system provide reporting on any of the following statistics?

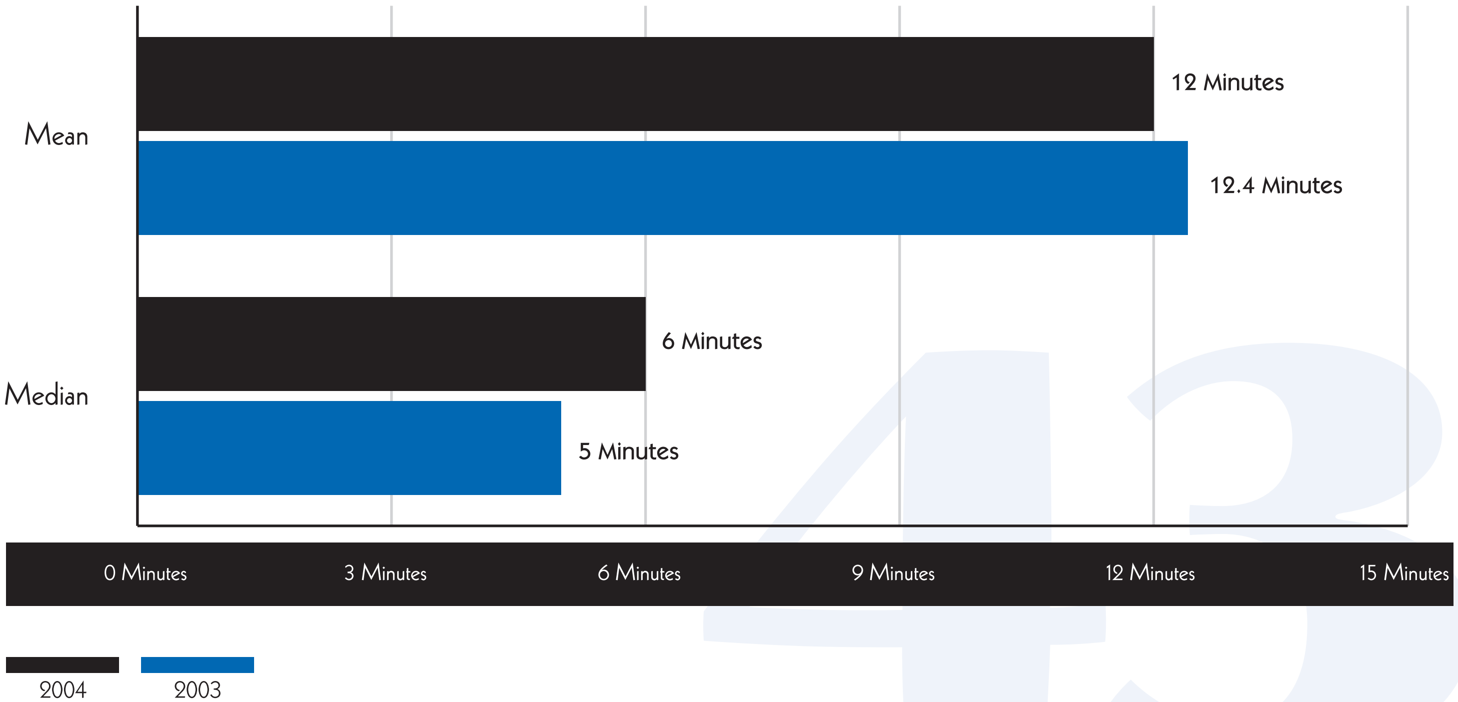




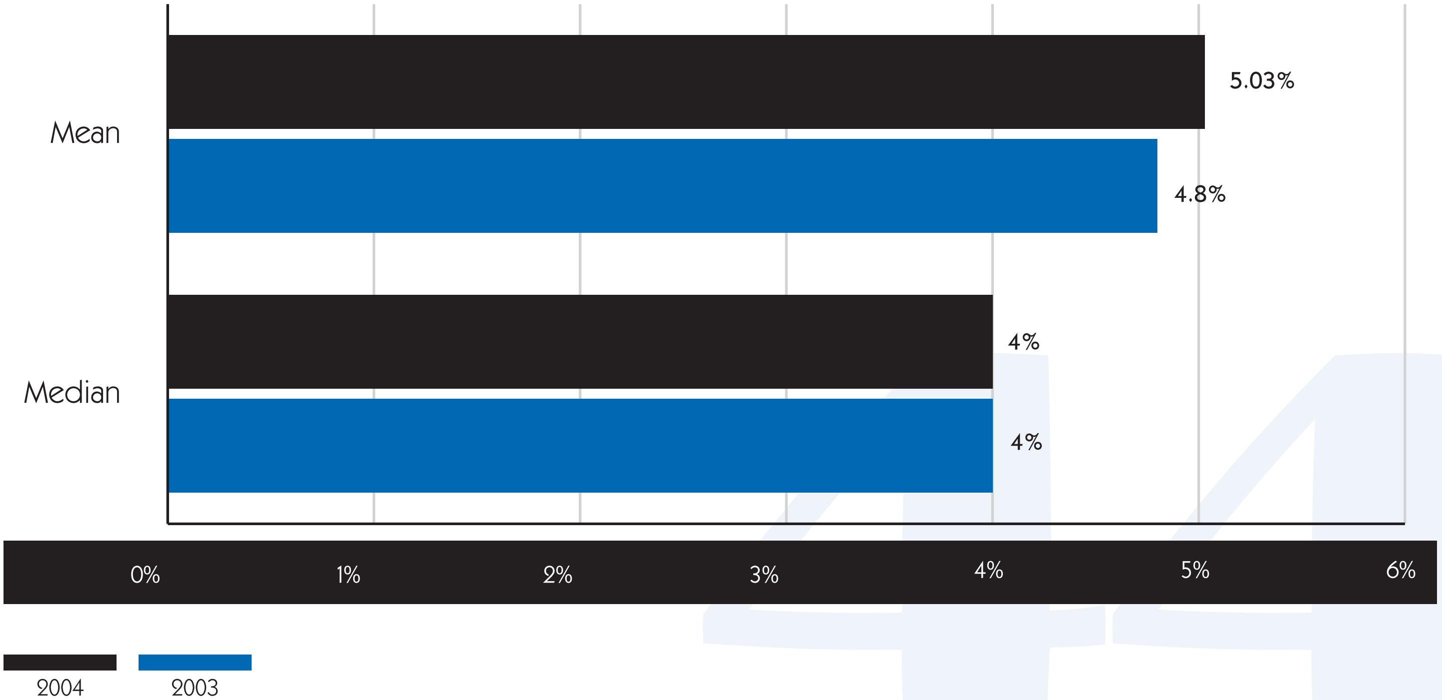
42) Industry sector:

- Healthcare = 3.5 minutes - average length of time for first level calls.
- Public sector = 4 minutes - average length of time for first level calls.
- Financial = 17 minutes - average length of time for first level calls.
- Education = 4 minutes - average length of time for first level calls.
- Computer industry = 5.5 minutes - average length of time for first level calls.
- Outsourcers = 6 minutes - average length of time for first level calls.

43 What is the average length of time that a call is at level 1, prior to being escalated?



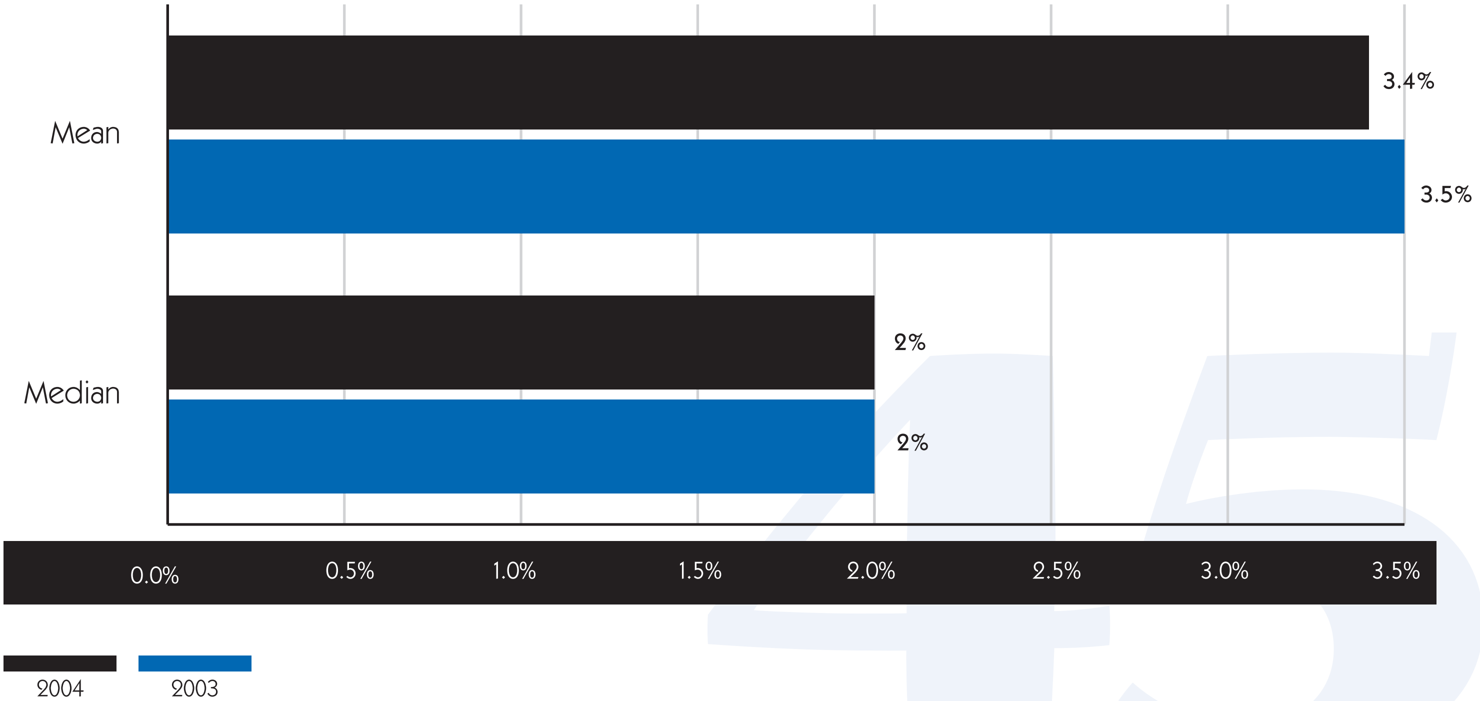
44 Approximately what percentage of phone calls are abandoned?



44) Industry sector:

- Healthcare = 7% average calls abandoned.
- Public sector = 4% average calls abandoned.
- Financial = 5% average calls abandoned.
- Education = 4% average calls abandoned.
- Computer industry = 6% average calls abandoned.
- Outsourcers = 4% average calls abandoned.

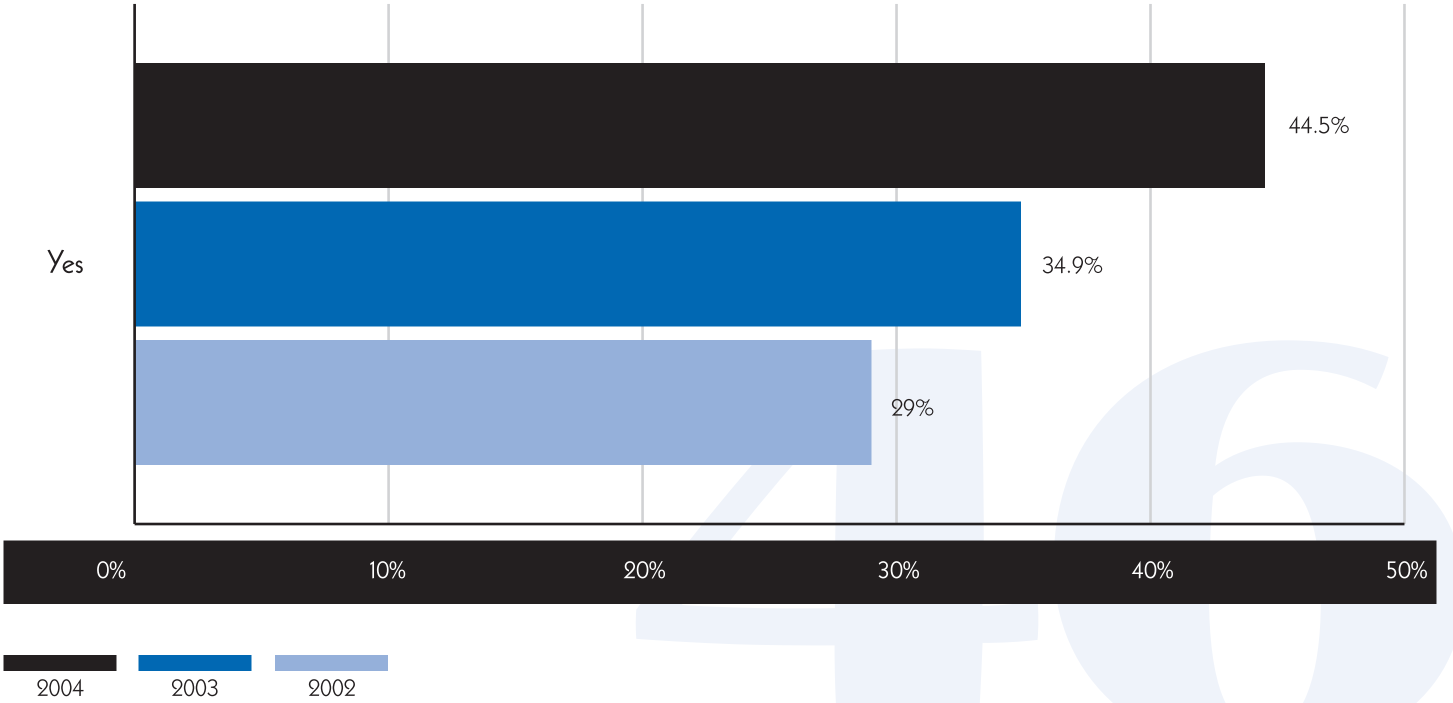
45 What is your target for call abandon rate?



45) Industry sector:

- Healthcare = 5% average target abandonment rate.
- Public sector = 2% average target abandonment rate.
- Financial = 3% average target abandonment rate.
- Education = 2% average target abandonment rate.
- Computer industry = 3% average target abandonment rate.
- Outsourcers = 4% average target abandonment rate.

46 Do you provide tools for your customers to resolve incidents on their own?



46) There are a number of differences between size, type and industry sector, regarding who provides self-help tools.

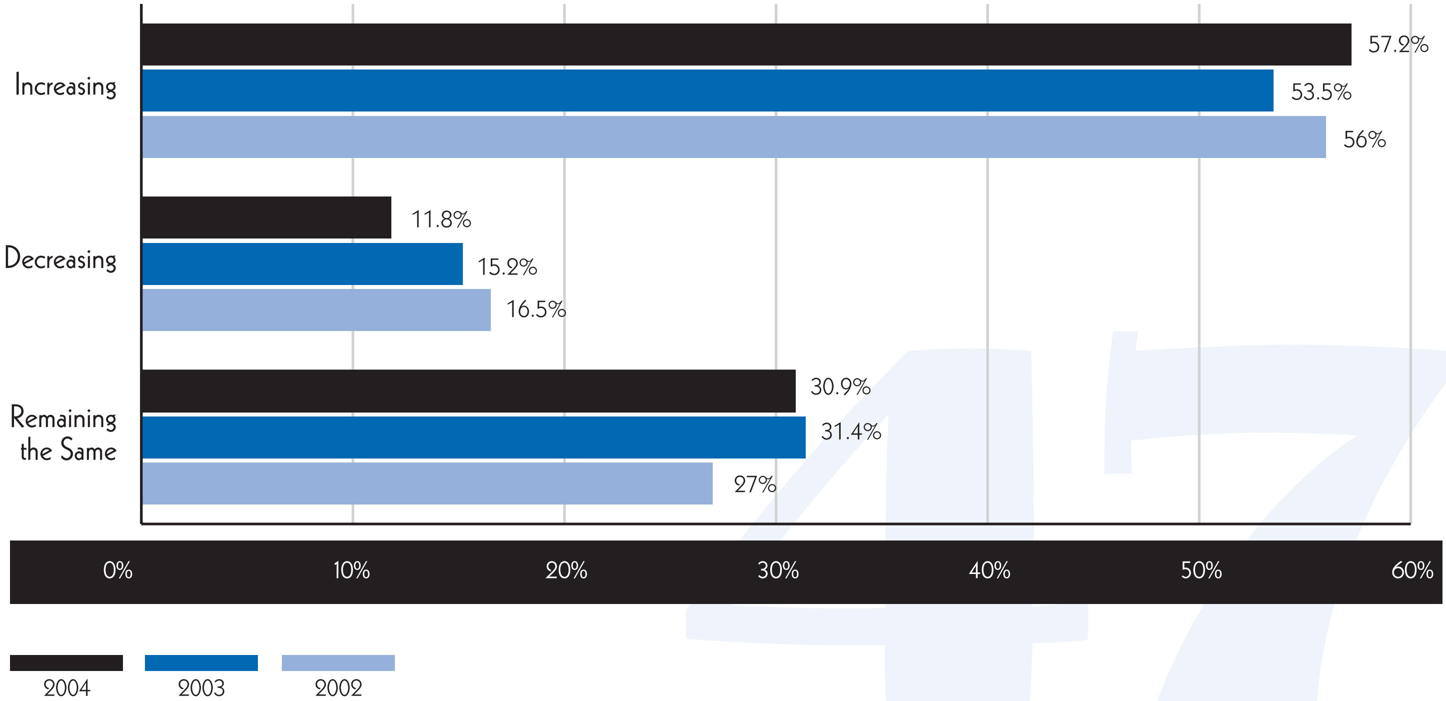
- Small support centers = 40%
- Large support centers = 63%

- Internal support centers = 39%
- External/Blended support centers = 54%

Industry sector:

- Healthcare = 39% provide self-help tools to their customers/users.
- Public sector = 35% provide self-help tools to their customers/users.
- Financial = 46% provide self-help tools to their customers/users.
- Education = 48% provide self-help tools to their customers/users.
- Computer industry = 58% provide self-help tools to their customers/users.
- Outsourcers = 52% provide self-help tools to their customers/users.

47 The monthly number of incidents (calls, fax, e-mail, etc.) at your support organization is...

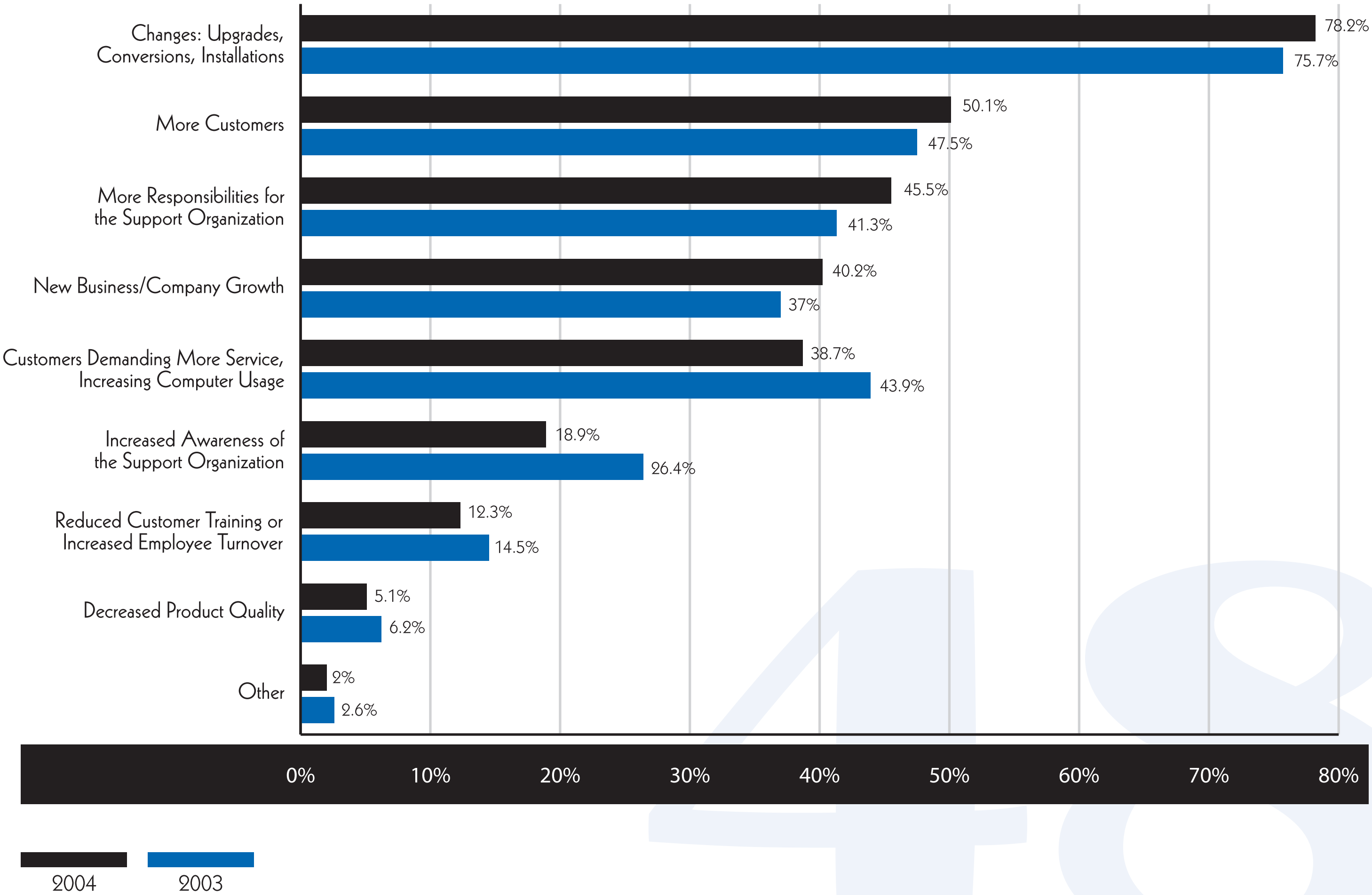


47) The number of incidents are increasing across all of the industry sectors we have analyzed, with the most stable environment being the Public (Government) sector where 38% of the respondents stated incidents were remaining the same.

Industry sector:

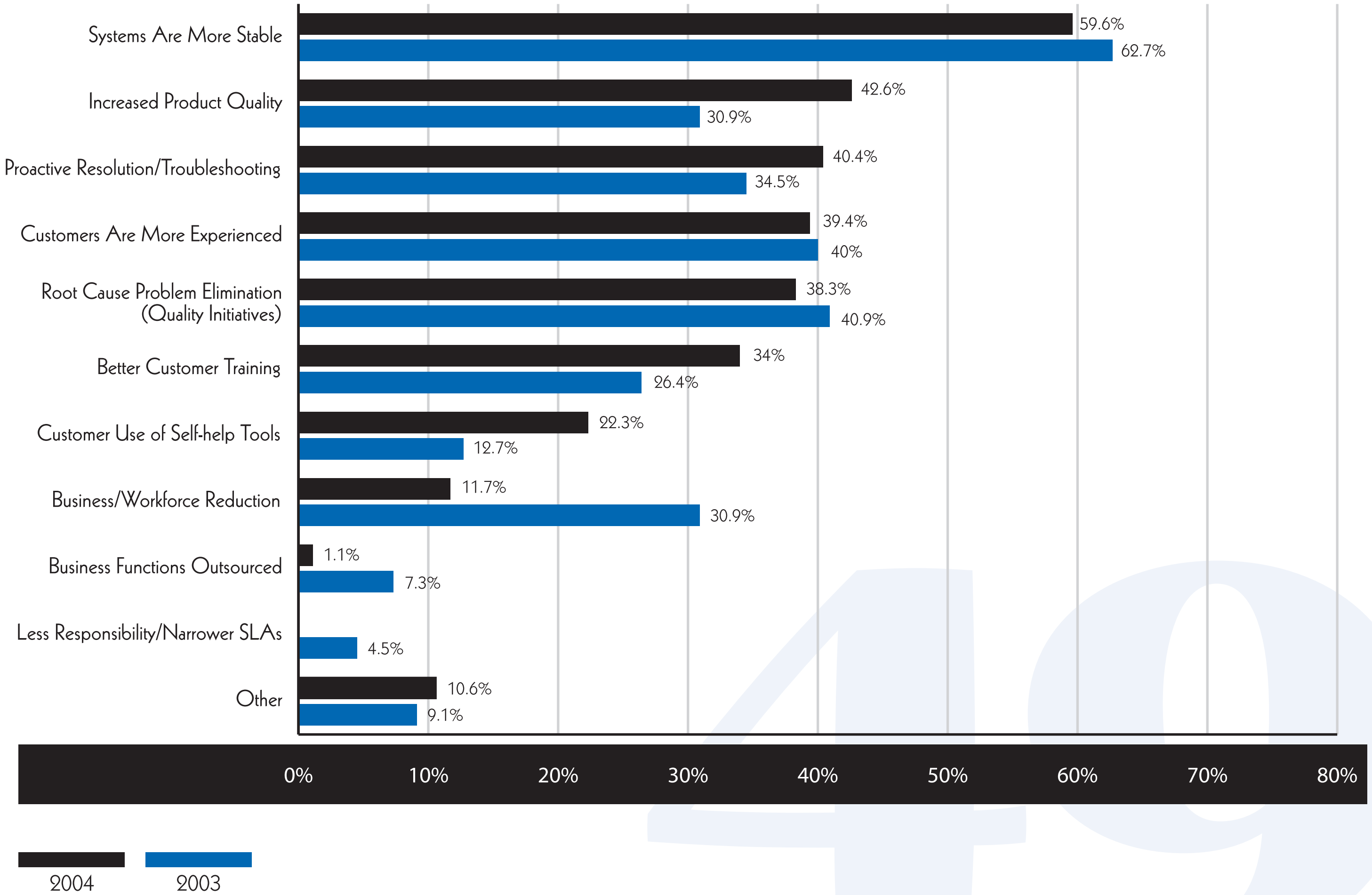
- Healthcare = 64% of incidents are on the increase.
- Public sector = 49% of incidents are on the increase.
- Financial = 57% of incidents are on the increase.
- Education = 69% of incidents are on the increase.
- Computer industry = 59% of incidents are on the increase.
- Outsourcers = 59% of incidents are on the increase.

48 What are the THREE most likely reasons for increases in incidents?

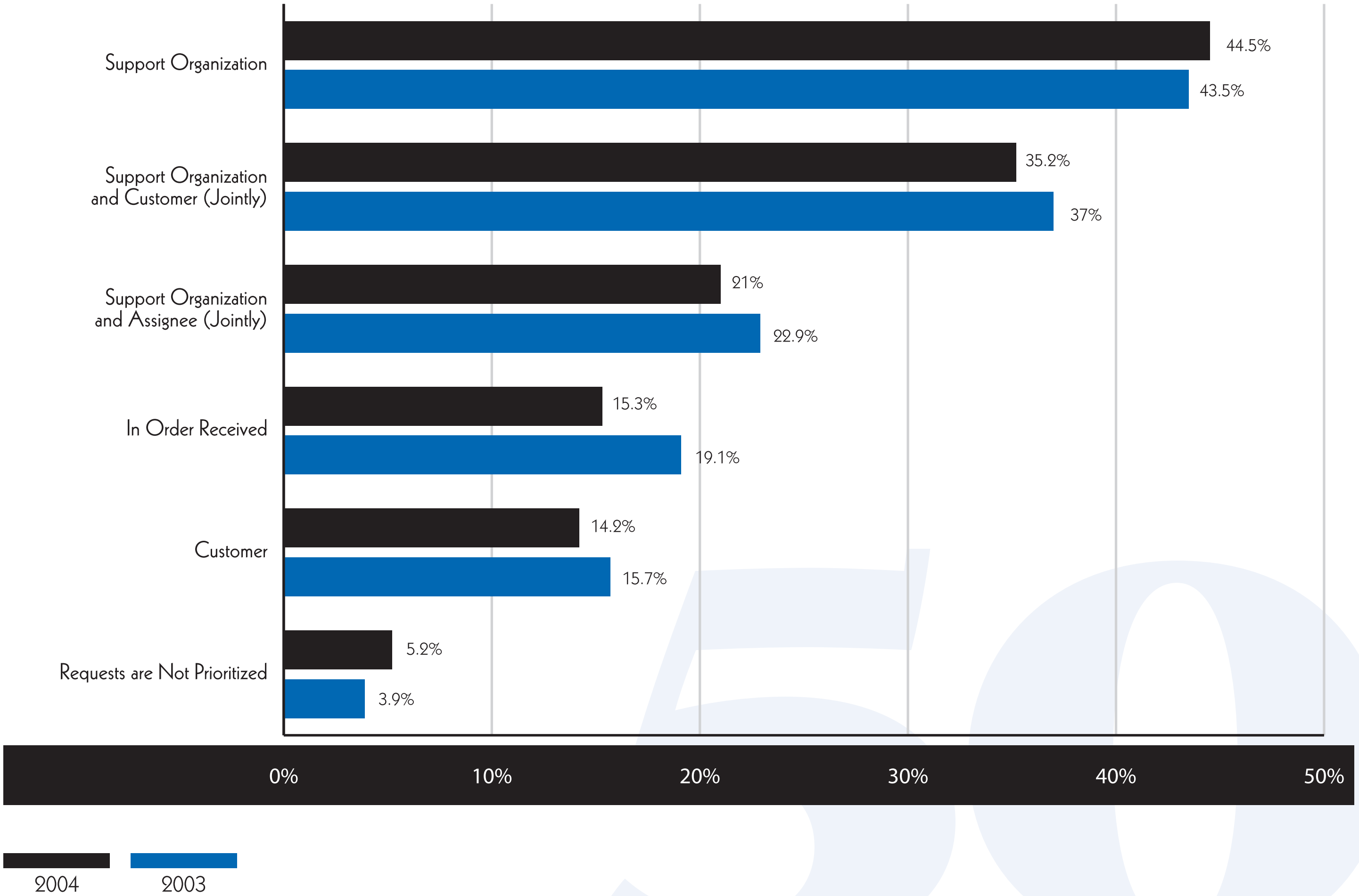


48) The Computer hardware/software and Outsource industries responded “More Customers” are causing the increase in incidents, at a 10-15% difference amongst the other sectors.

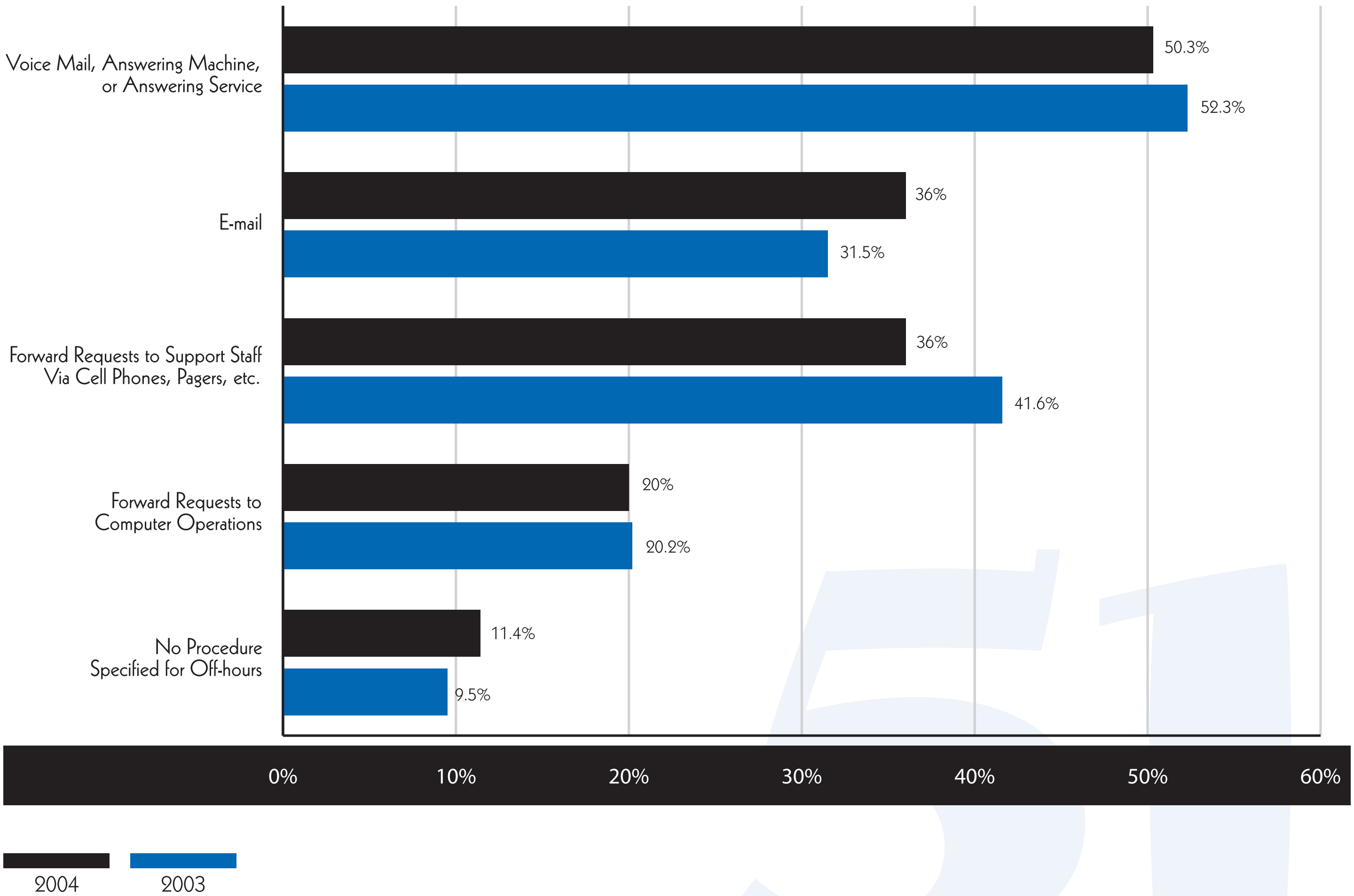
49 What are the THREE most likely reasons for decreases in incidents?



Who prioritizes incidents?



51 When your support organization is not staffed, how do you handle customer requests for service?

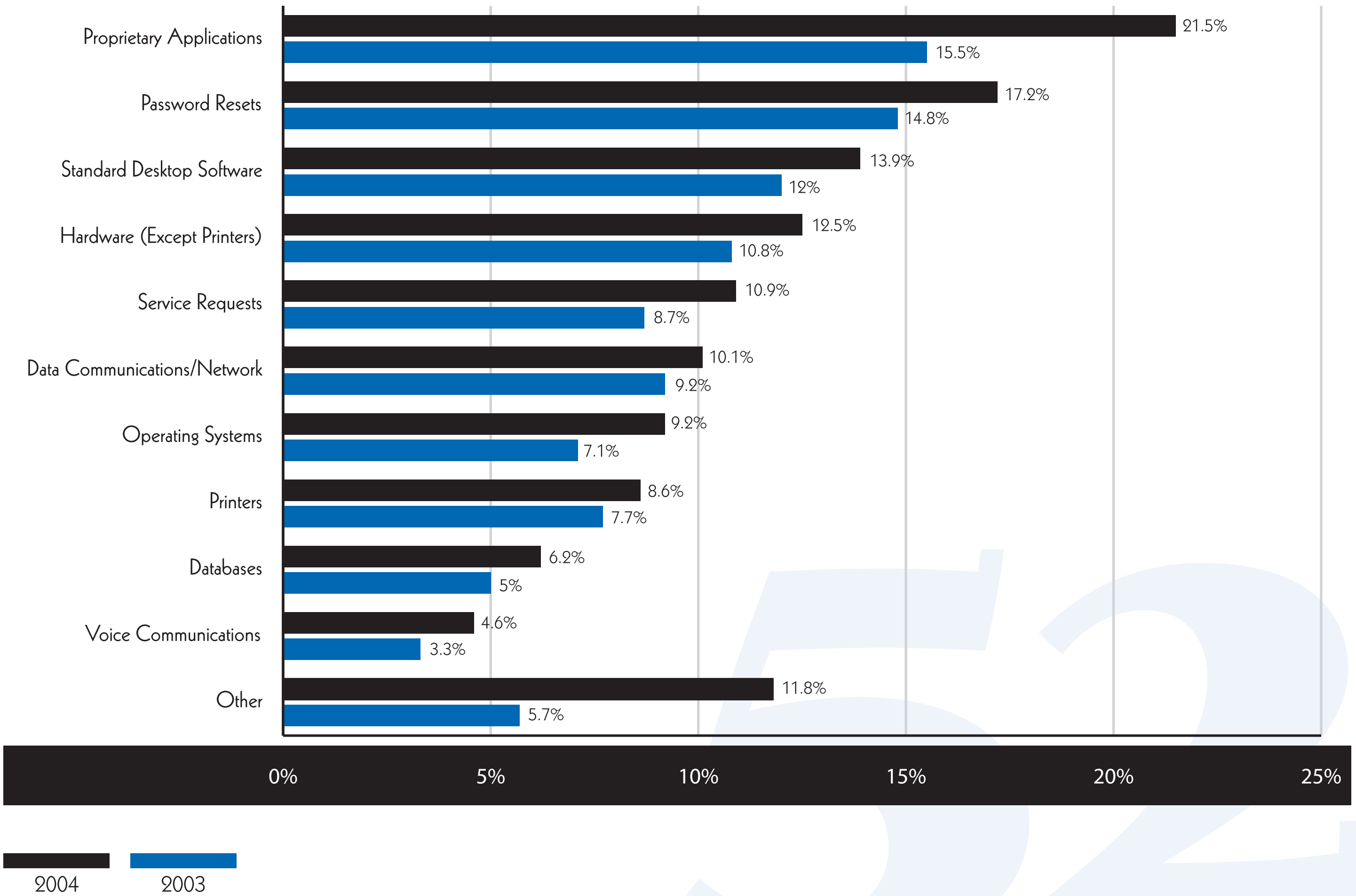


51) Of the respondents that do not provide 24/7 service, there were substantial differences in the percentages of the use of Voice Mail per industry sector.

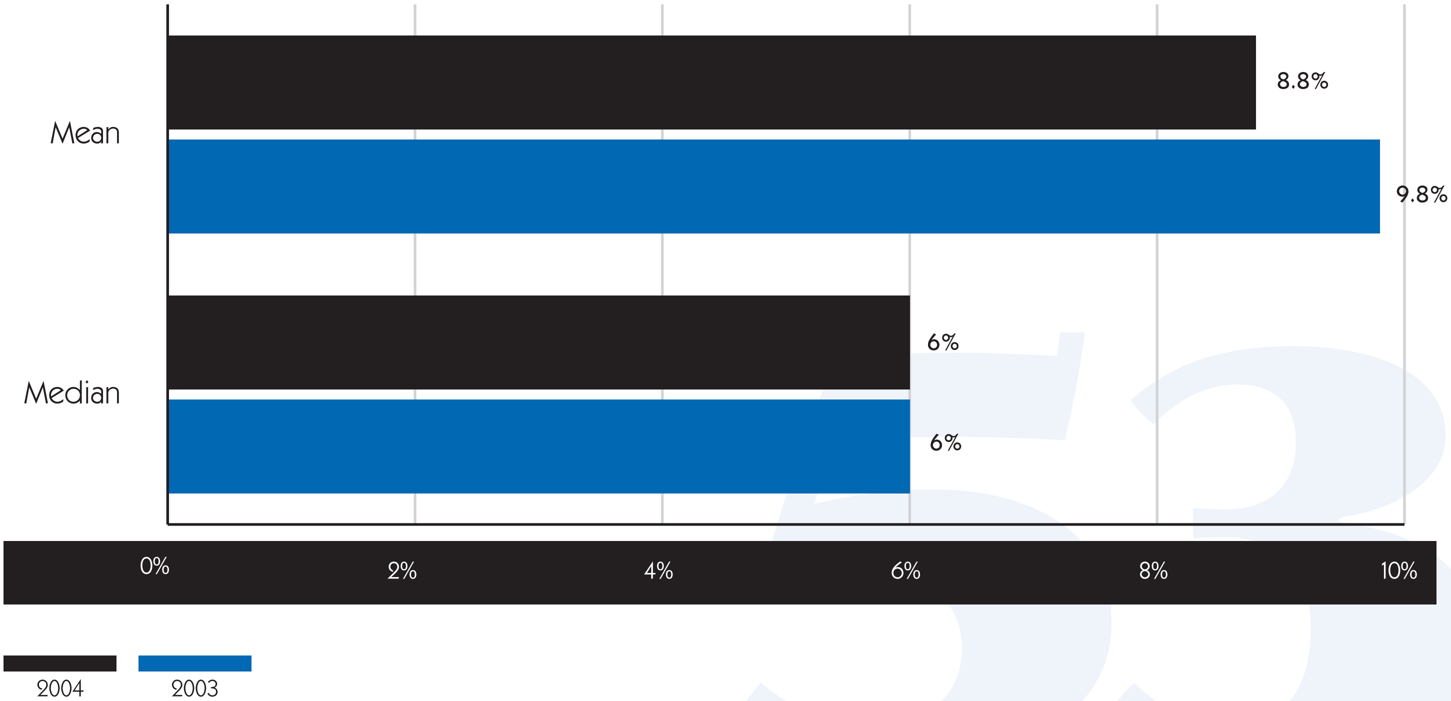
Industry sector:

- Healthcare = 43% use voice mail when the support center is not staffed.
- Public sector = 61% use voice mail when the support center is not staffed.
- Financial = 45% use voice mail when the support center is not staffed.
- Education = 65% use voice mail when the support center is not staffed.
- Computer industry = 54% use voice mail when the support center is not staffed.
- Outsourcers = 68% use voice mail when the support center is not staffed.

52 What percent of your service requests falls into each of the following categories:



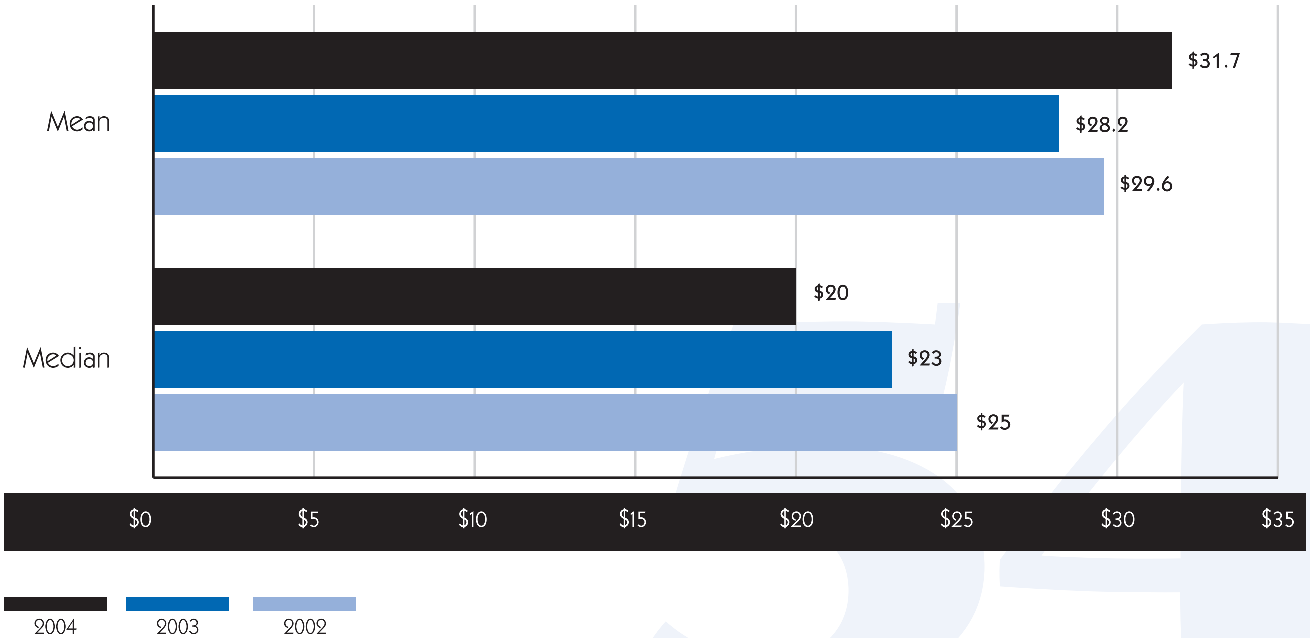
53 What percent of incidents/service requests are generated from mobile (offsite, traveling) employees?



54

PHONE

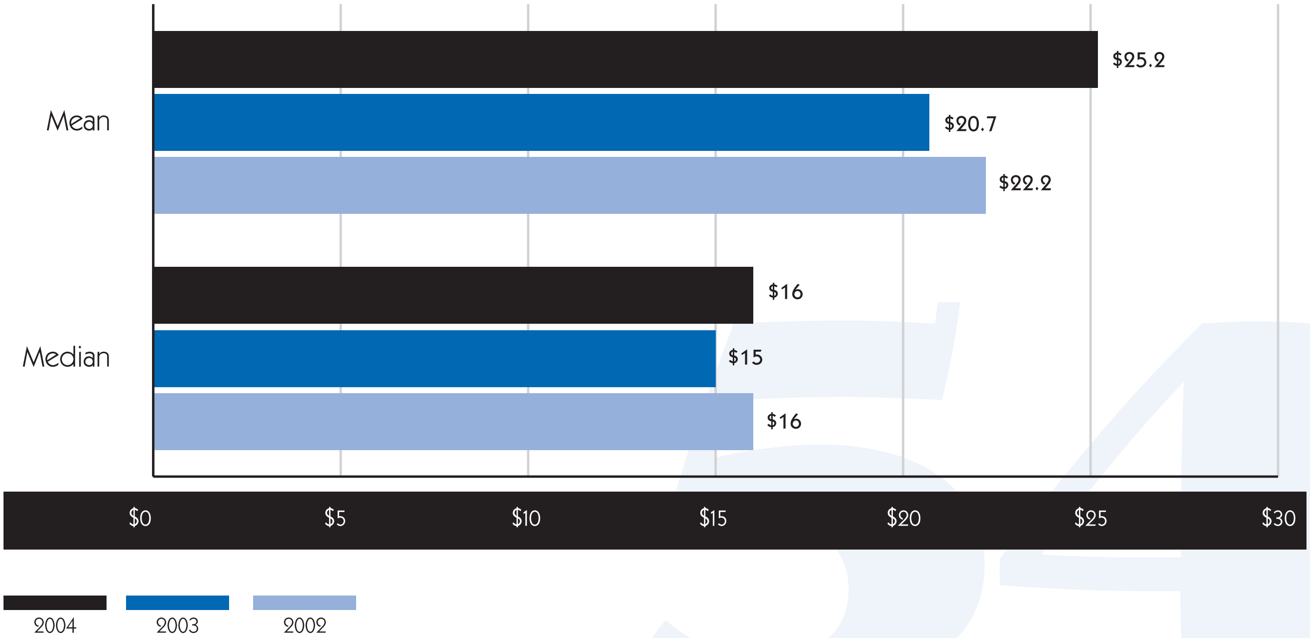
What is the average fully-burdened cost per incident, for your support organization?



54

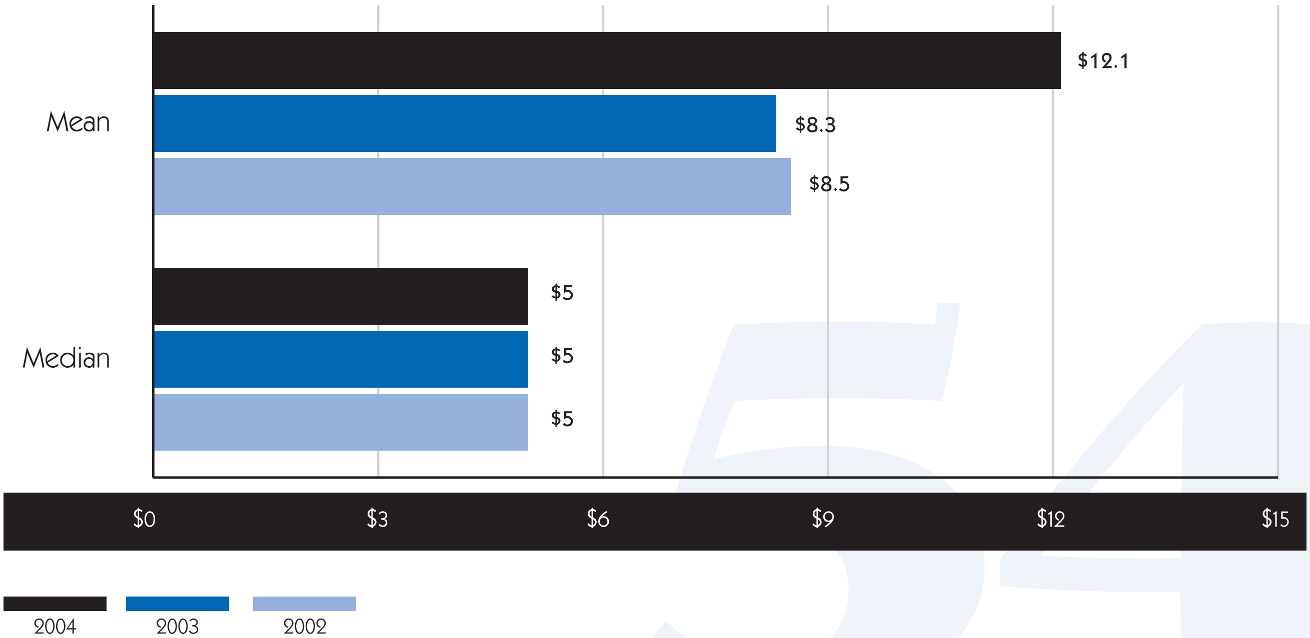
E-MAIL

What is the average fully-burdened cost per incident, for your support organization?



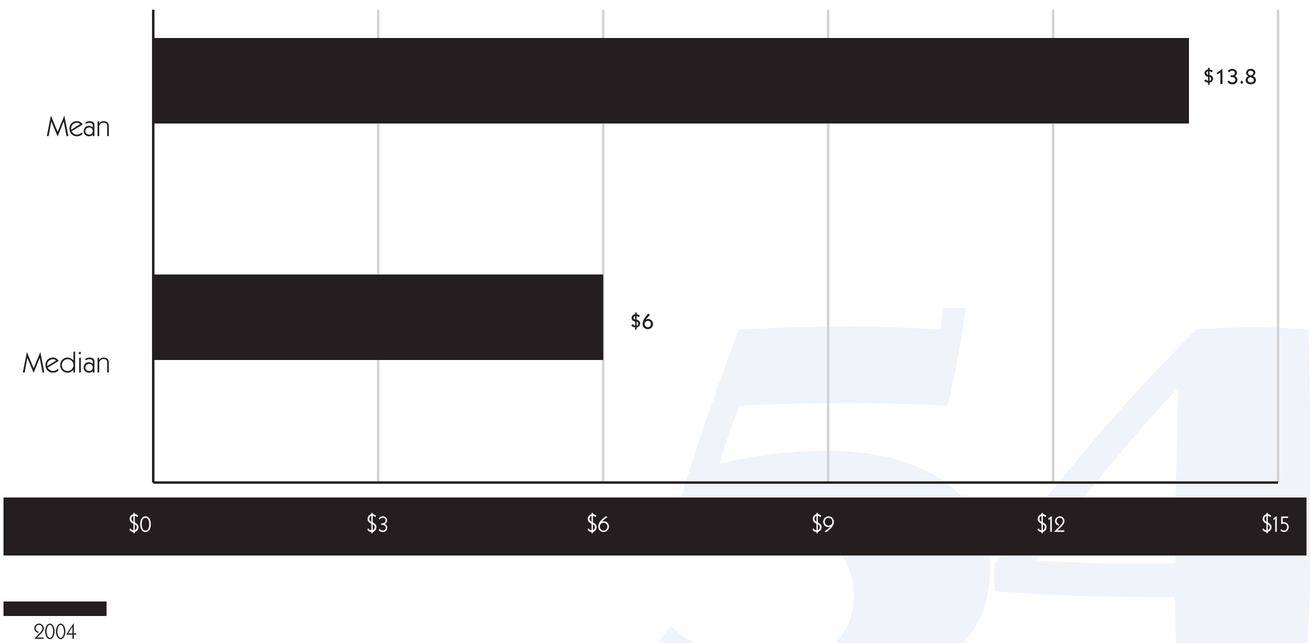
SELF-SERVICE

54 What is the average fully-burdened cost per incident, for your support organization?



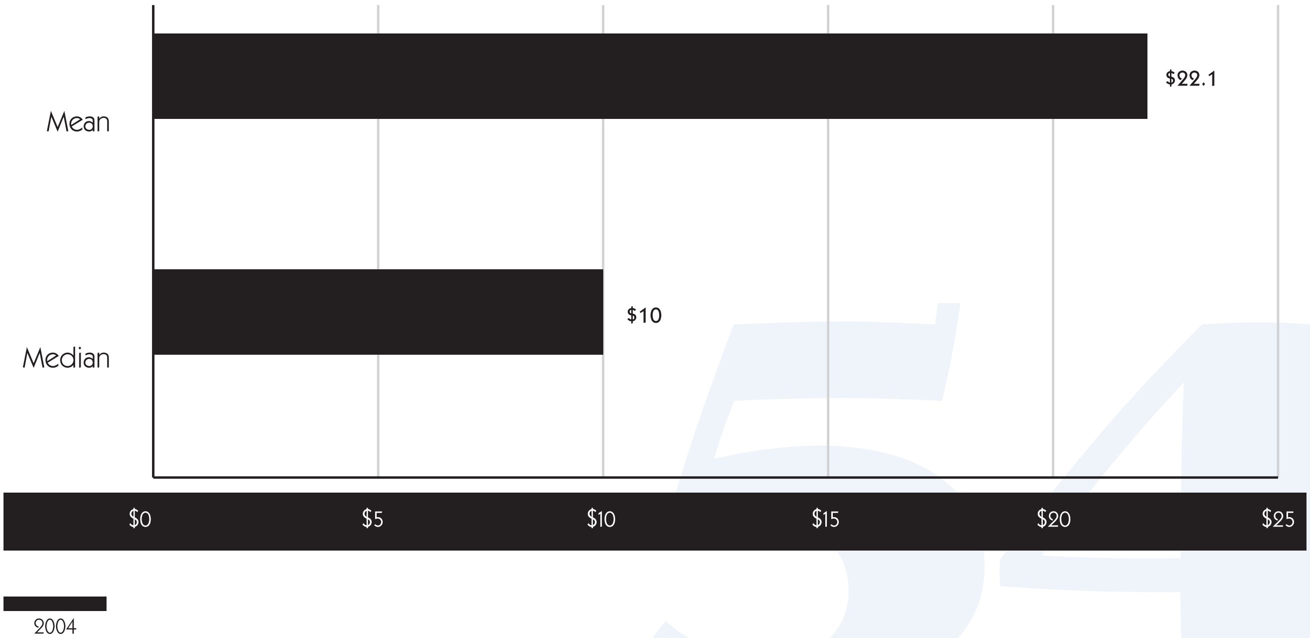
CHAT/INSTANT MESSAGING

54 What is the average fully-burdened cost per incident, for your support organization?



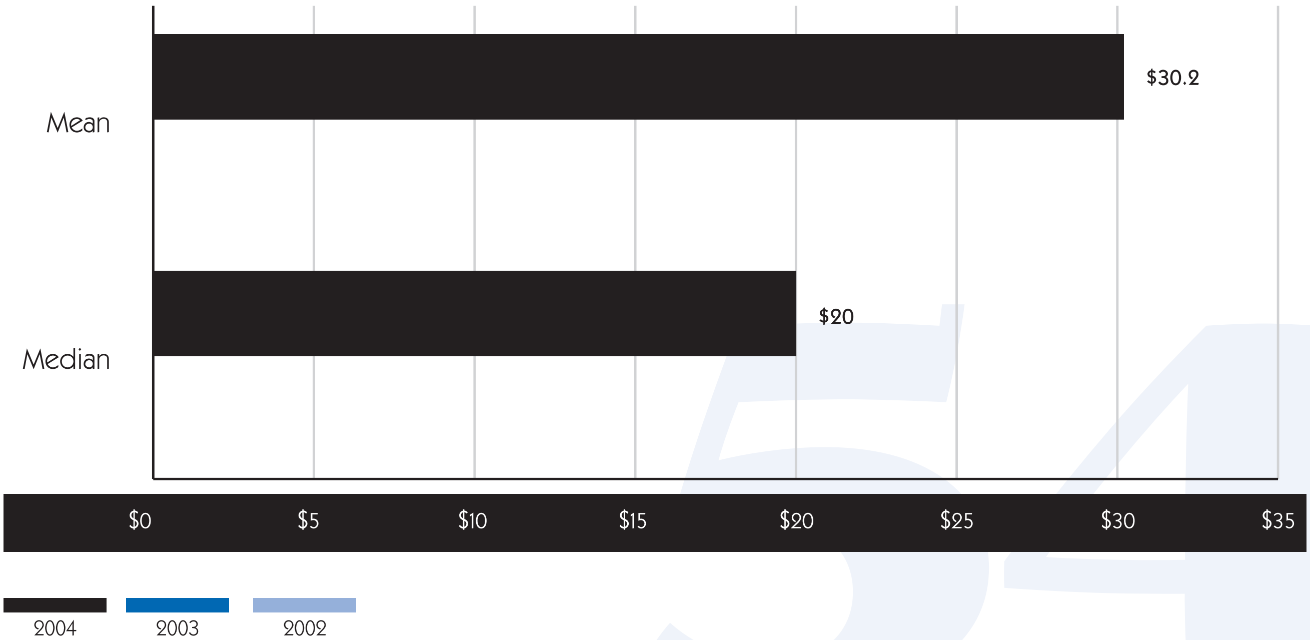
54 FAX

What is the average fully-burdened cost per incident, for your support organization?

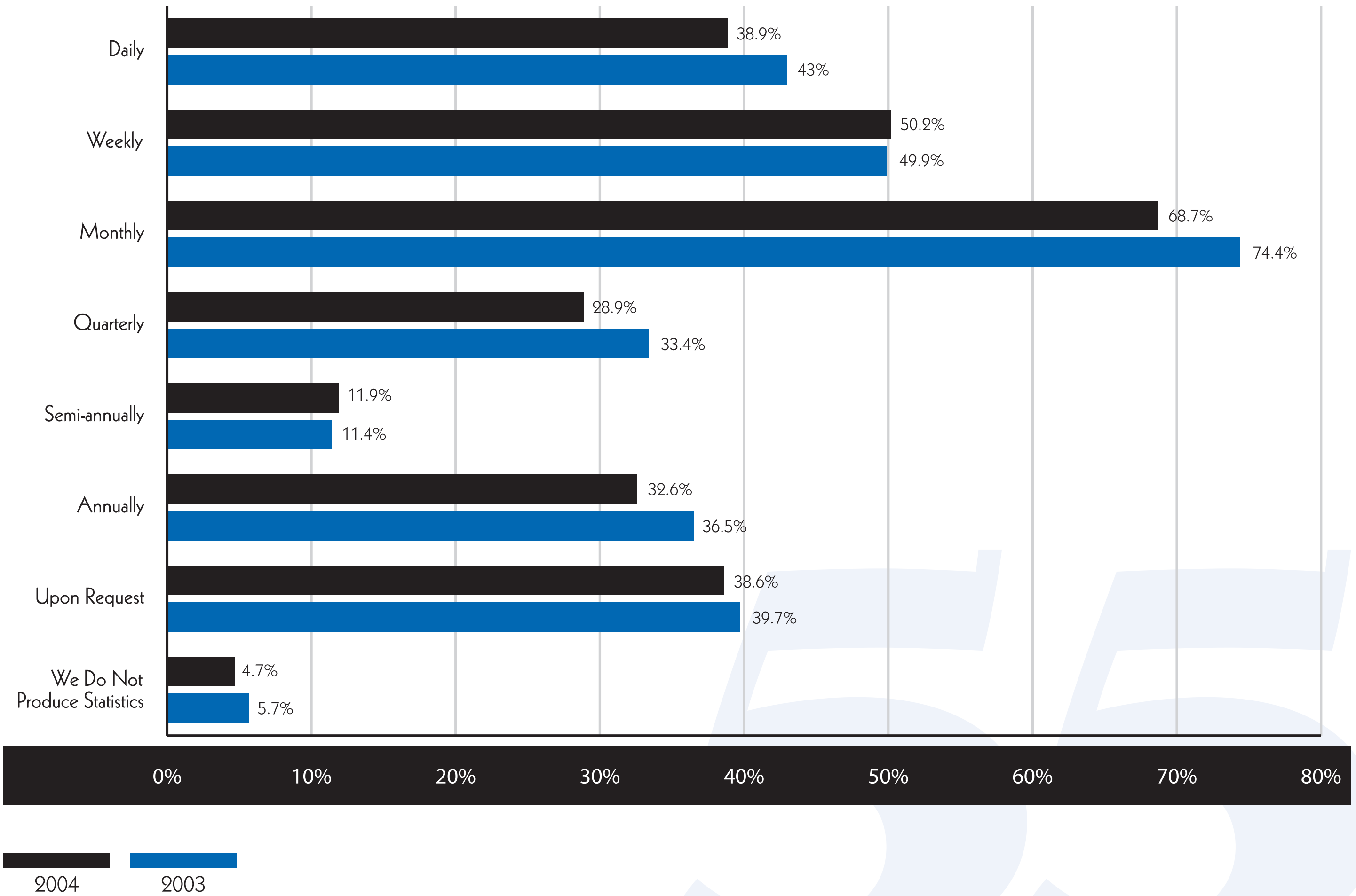


54 WALK-UPS

What is the average fully-burdened cost per incident, for your support organization?



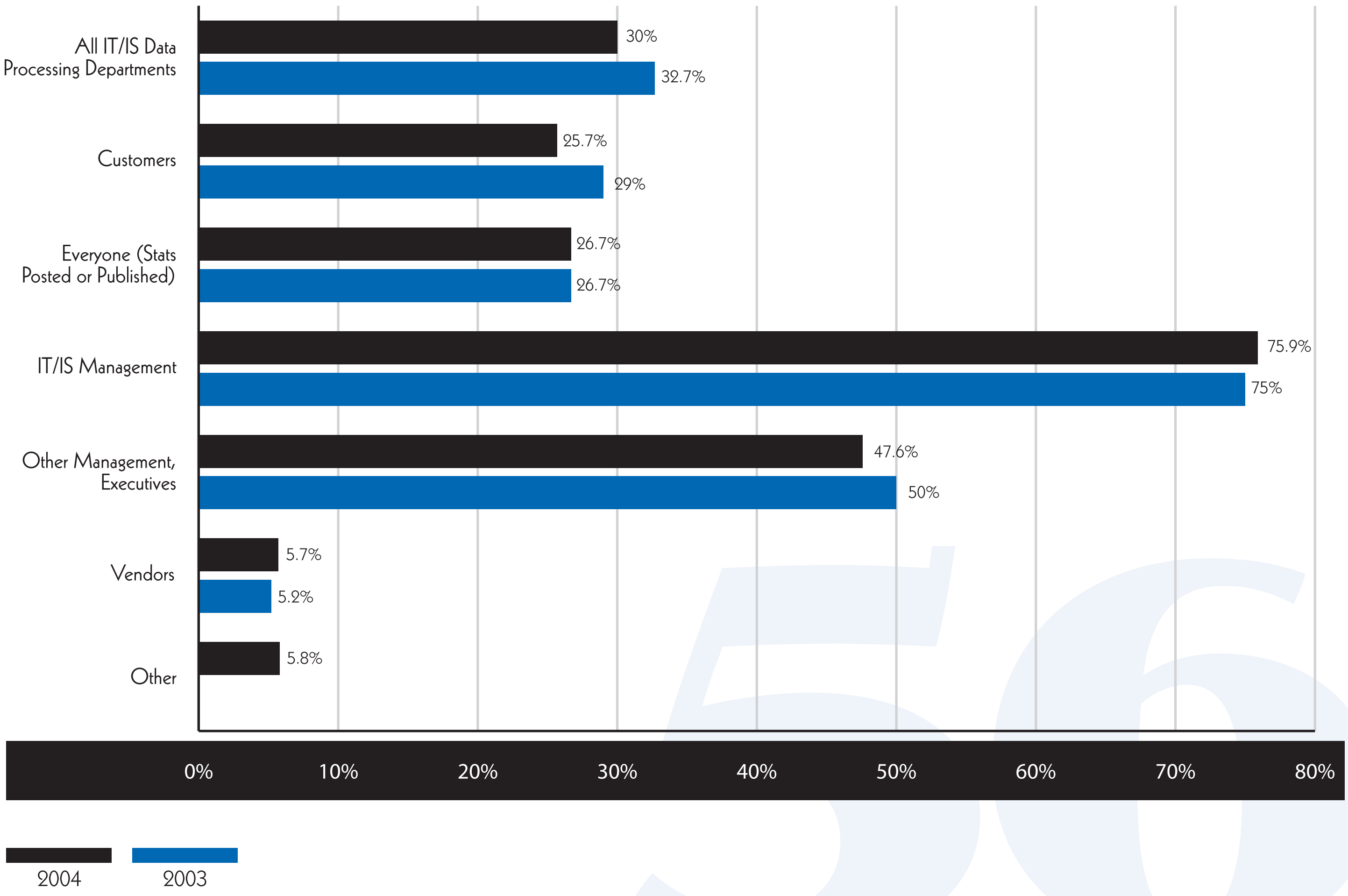
55 How often does your support organization produce performance statistics?



55) We looked at industries and size of support centers that do not produce performance statistics. The findings are:

- Small support centers = 8% did not produce statistics
- Large support centers = All large support centers indicated they produce statistics.
- Most industries responded in very small percentages that they do not produce performance statistics. The exception was the Education sector which had 11% of the respondents say they do not produce performance statistics.

56 Who sees your performance statistics?

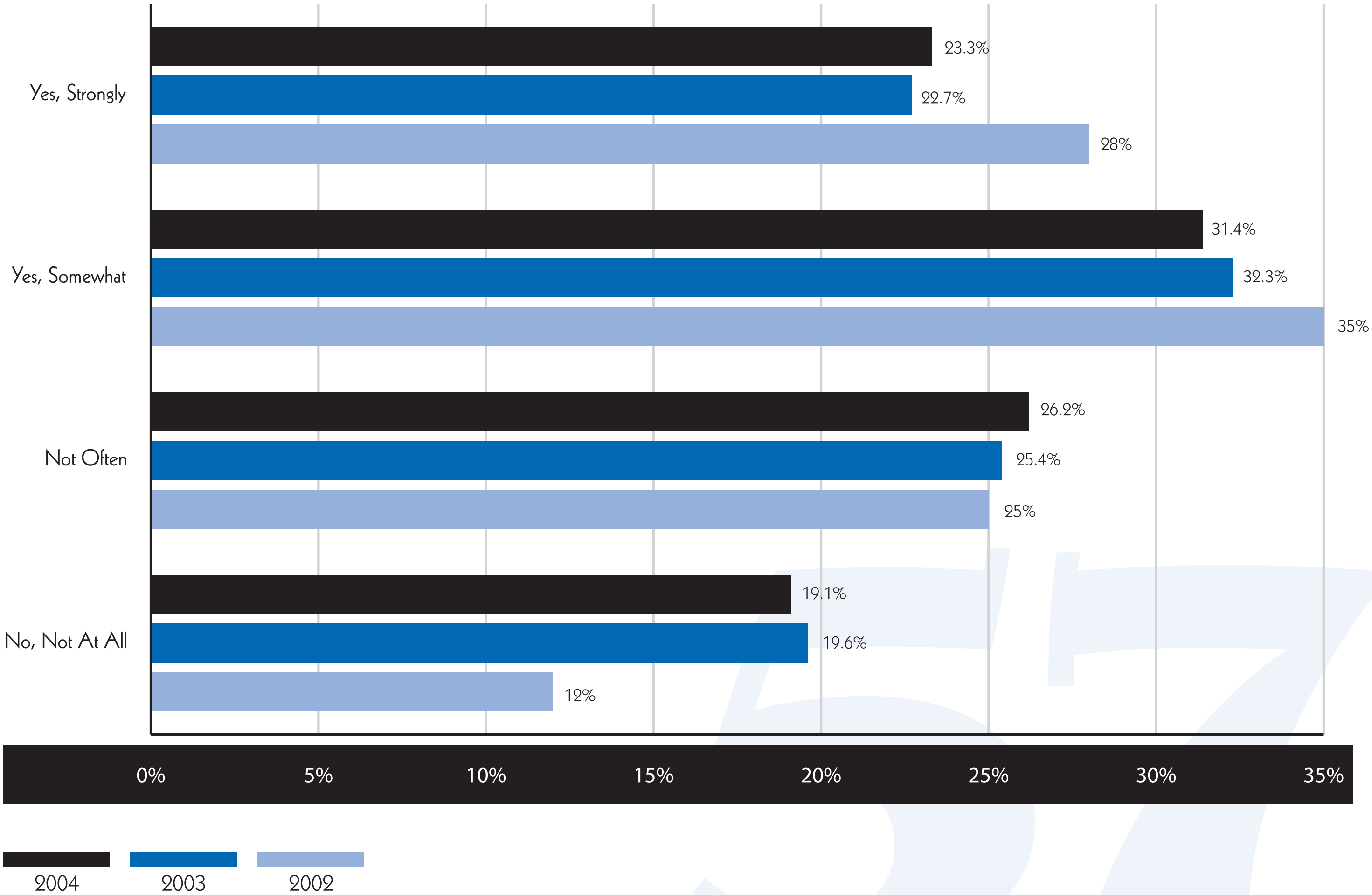


56) We looked at what industry executives were more likely to see support center statistics.

Industry sector:

- Healthcare = 37% of non IT Executives were interested in seeing performance statistics.
- Public sector = 37% of non IT Executives were interested in seeing performance statistics.
- Financial = 52% of non IT Executives were interested in seeing performance statistics.
- Education = 31% of non IT Executives were interested in seeing performance statistics.
- Computer industry = 65% of non IT Executives were interested in seeing performance statistics.
- Outsourcers = 61% of non IT Executives were interested in seeing performance statistics.

57 Does your support organization promote and encourage visits from customers to your support center?

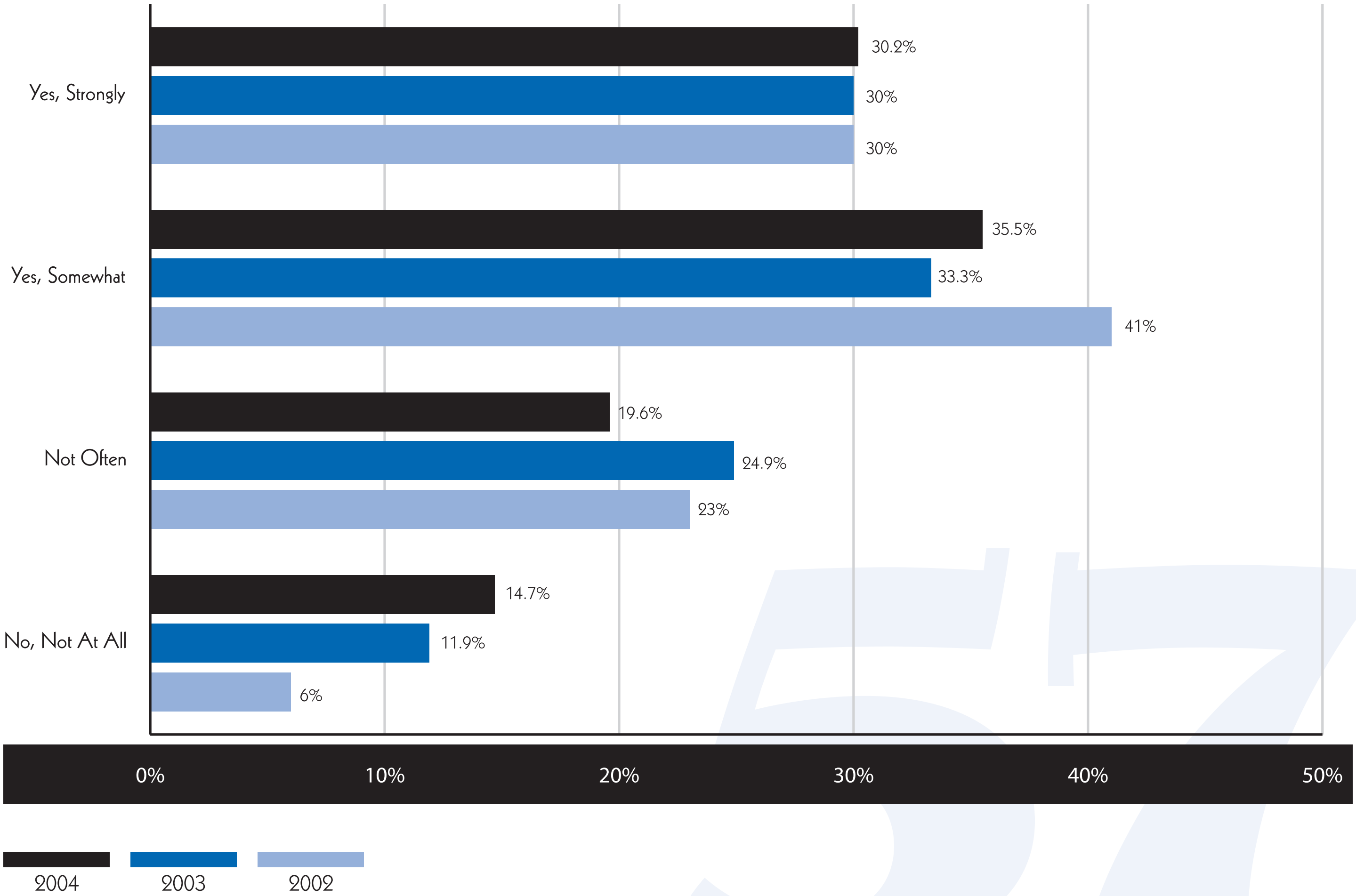


57) It is not surprising to find Outsource organizations were more likely to encourage visits than all of the other sectors.

- Outsourcers – 53.7% encourage visits to their support center.
- Healthcare – 17% encourage visits to their support center.

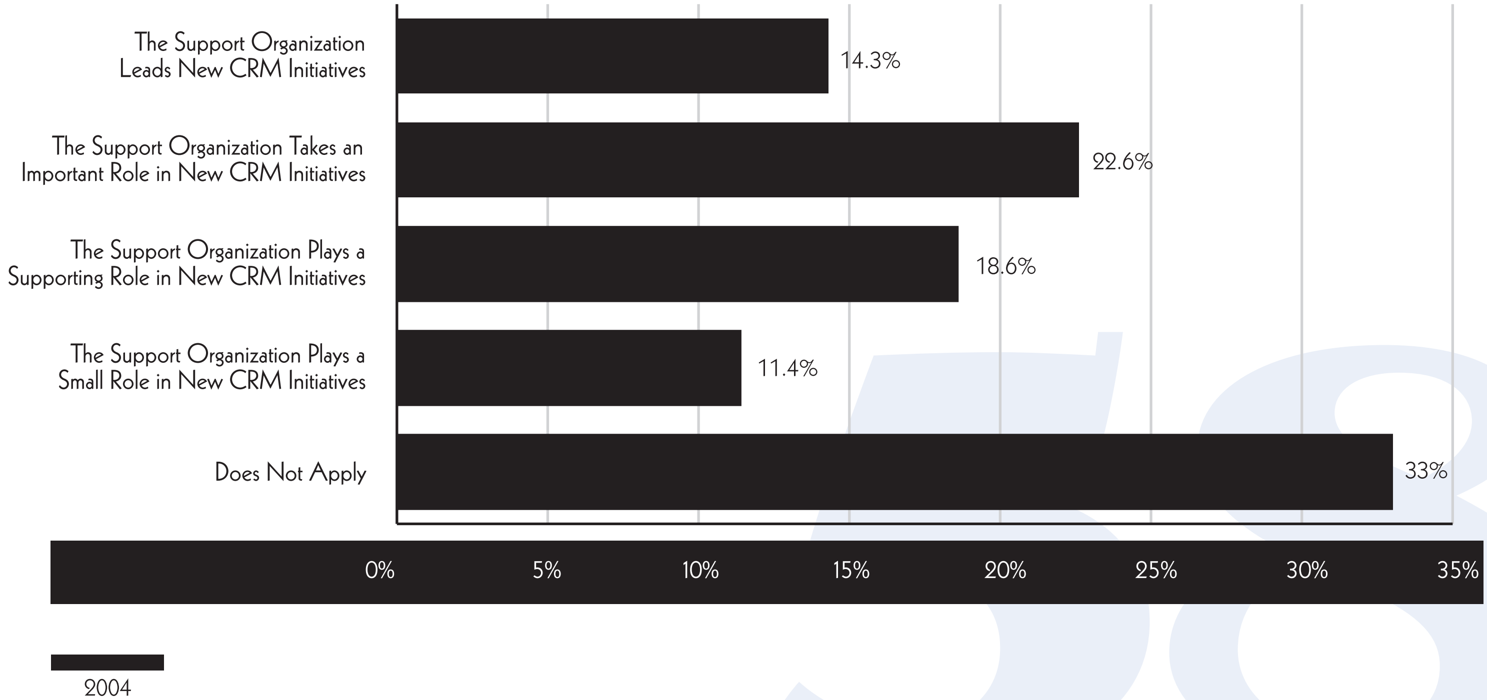
57 Continued

Does your support organization promote and encourage visits from the support organization to customer sites?



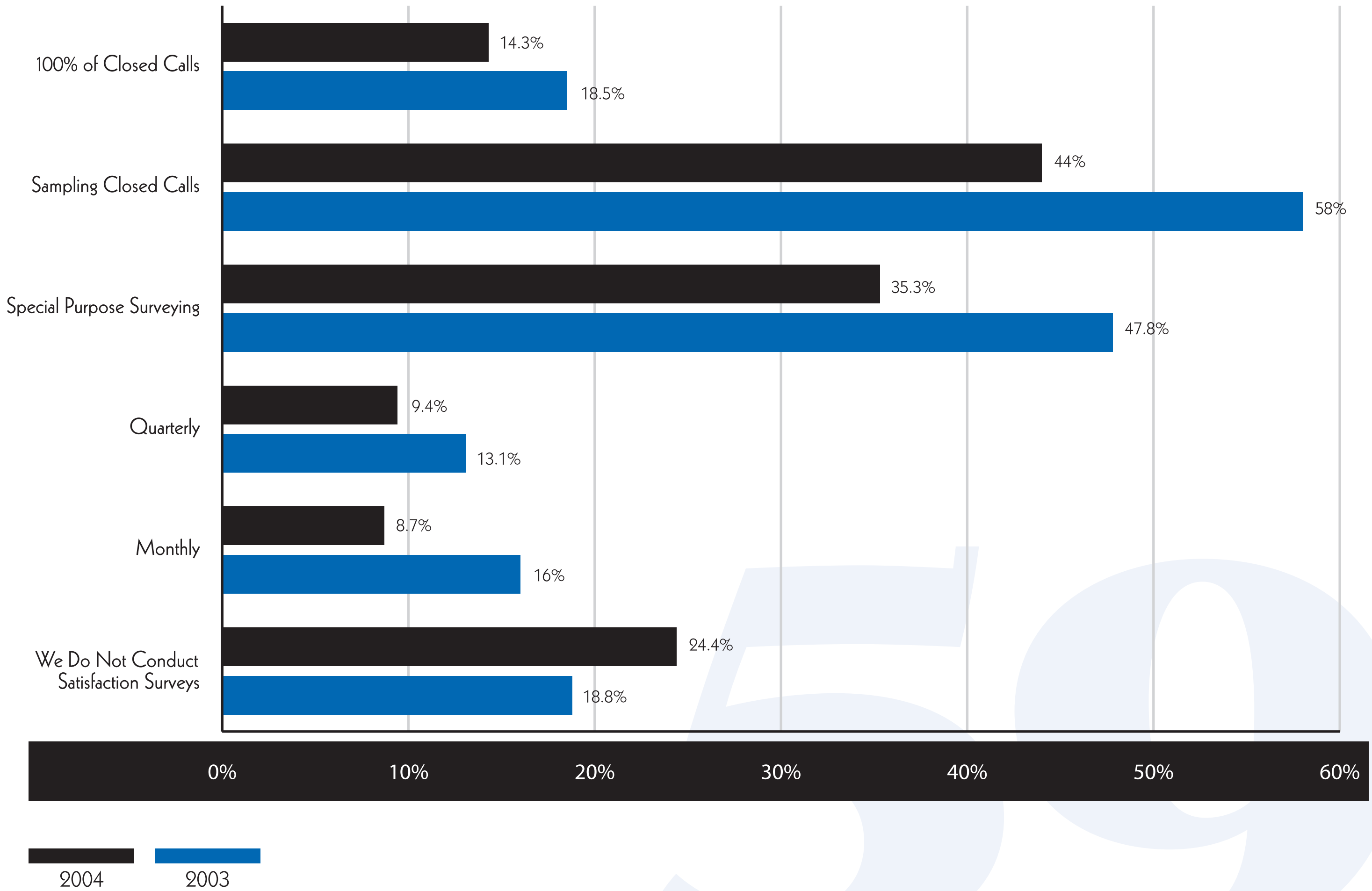
57) Both Government and Outsourcers were much more likely to visit customer sites.

58 Which of the following best describes the role of your support organization in implementation related to your company's CRM or e-CRM efforts (Customer Relationship Management)?



58) It was interesting that there was no real difference between Small and Large support centers.

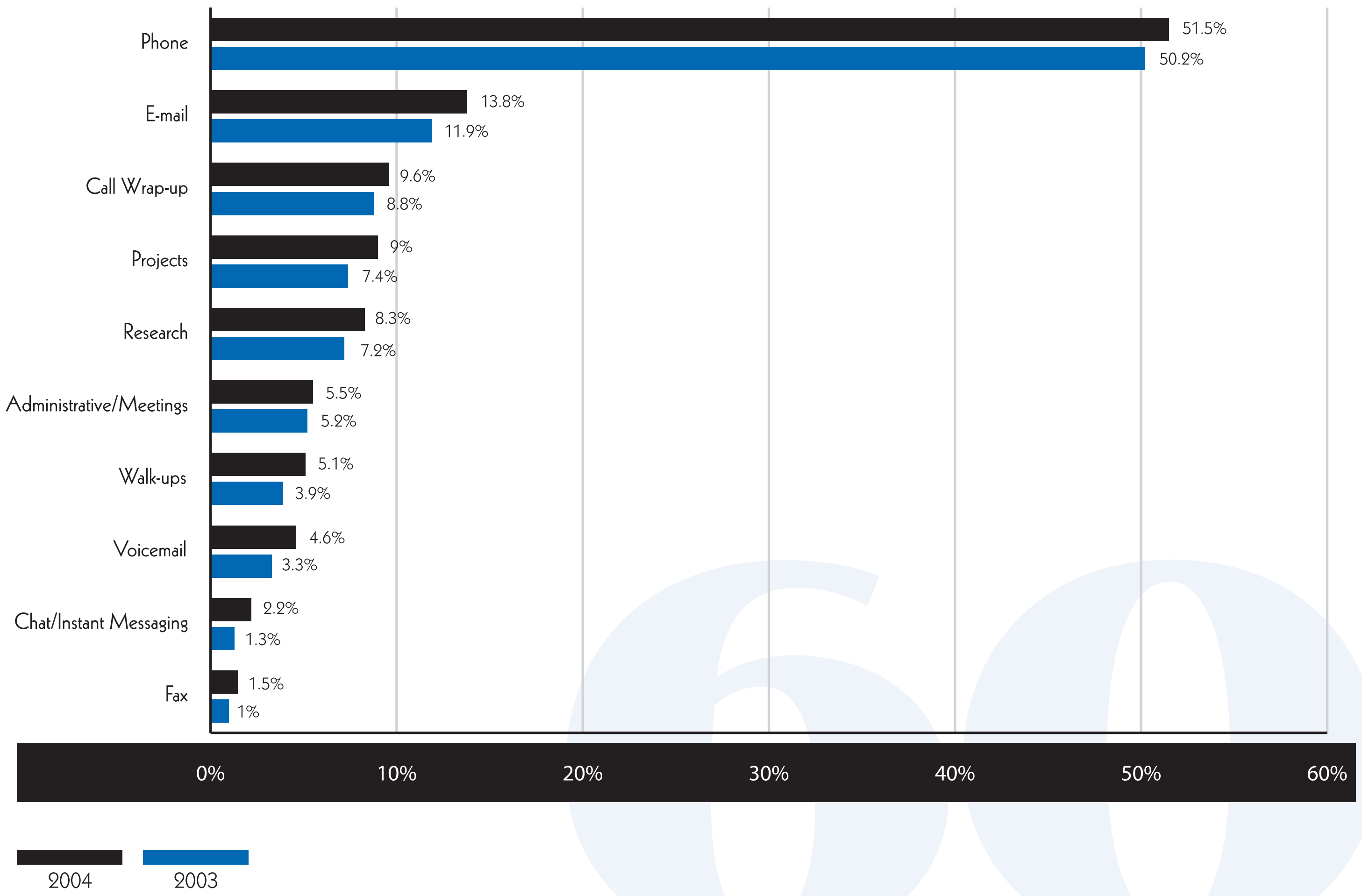
59 Which of the following customer satisfaction survey techniques do you use?



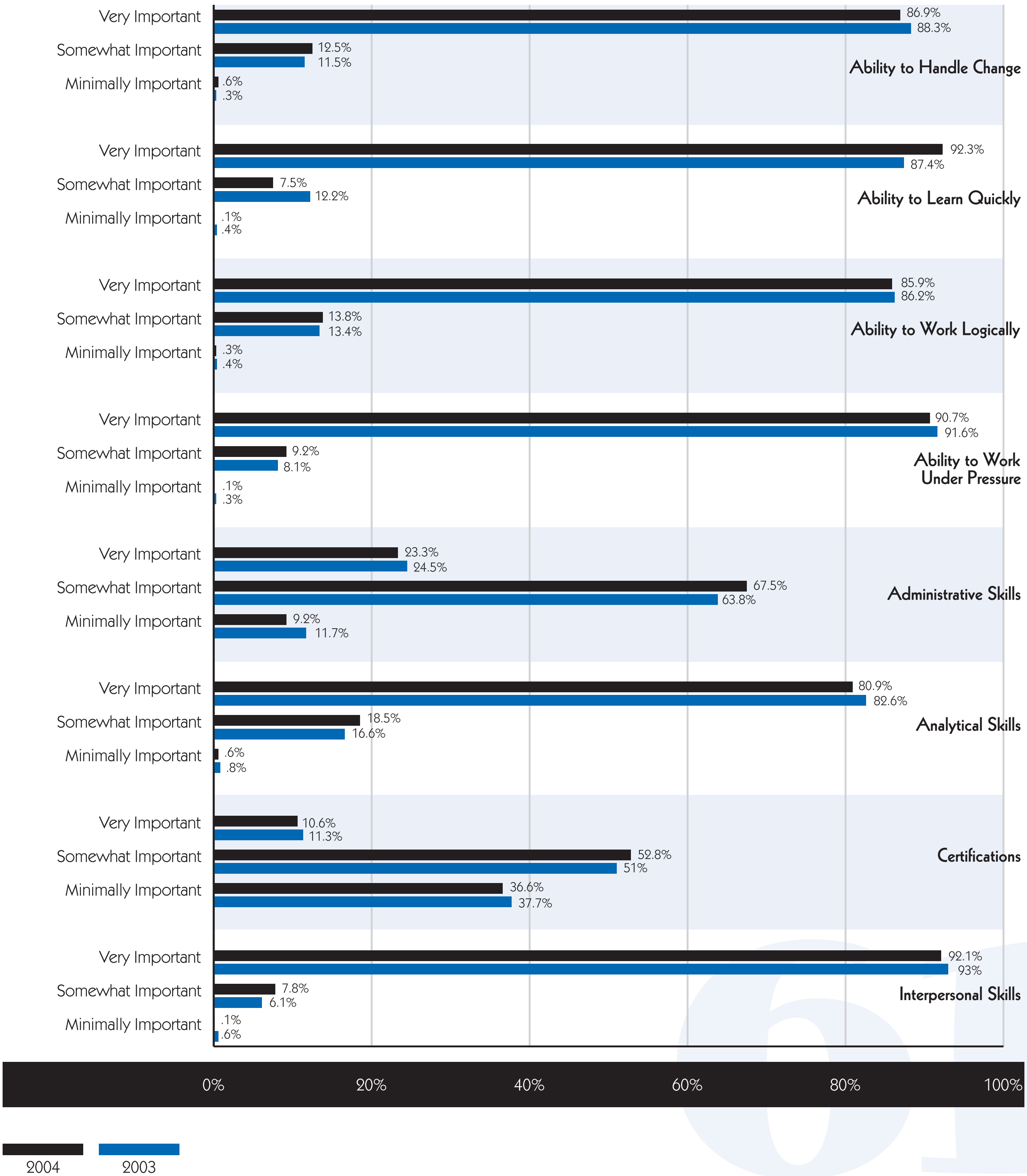
59) Small support centers were more likely **not** to conduct sampling surveys (35%), compared to Large centers responding that way (6%) of the time.

60

During a typical shift, what percentage of hours does your support staff spend on each of the frontline duties listed below?

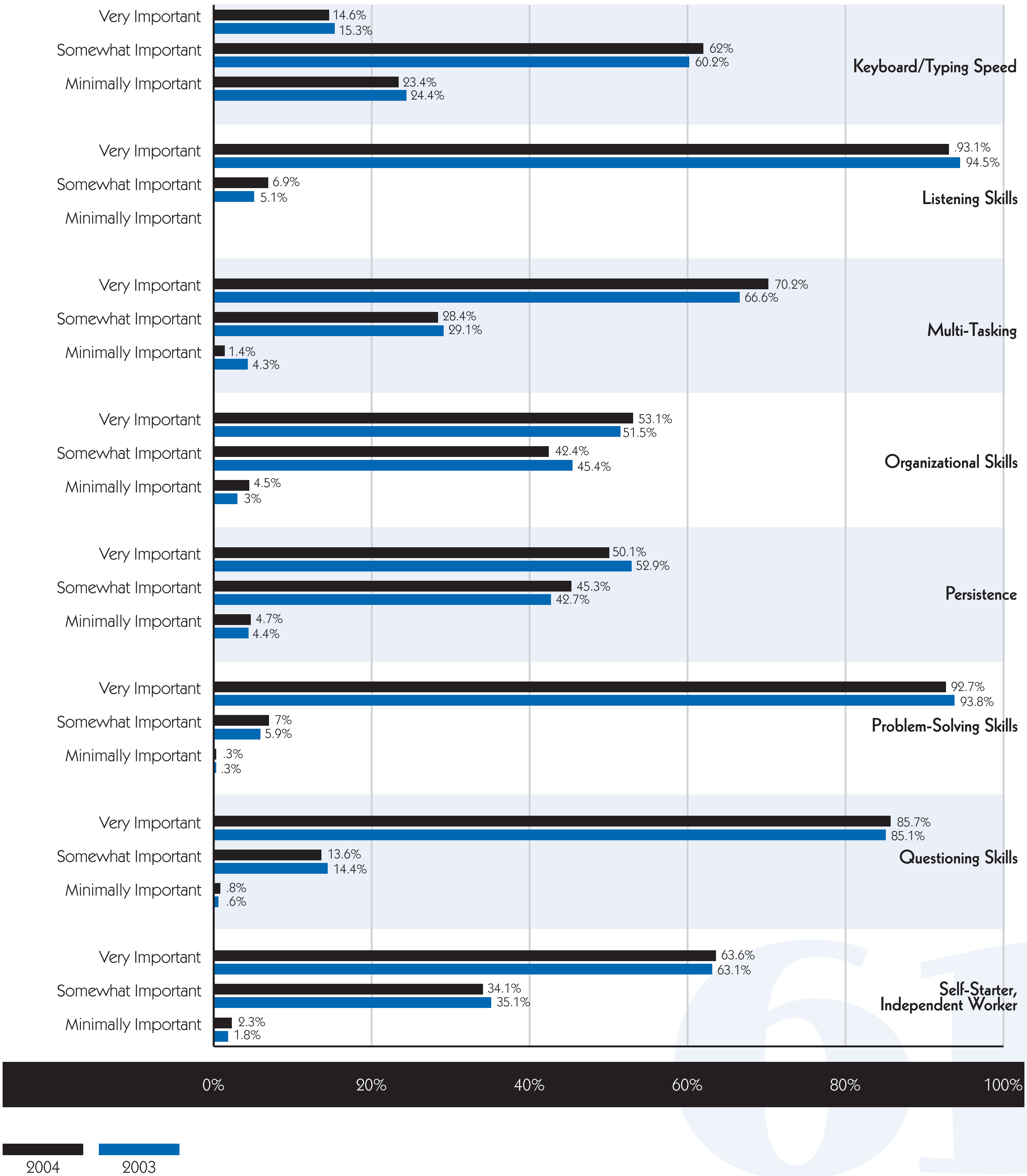


61 How important is each of the following qualities for a support person?



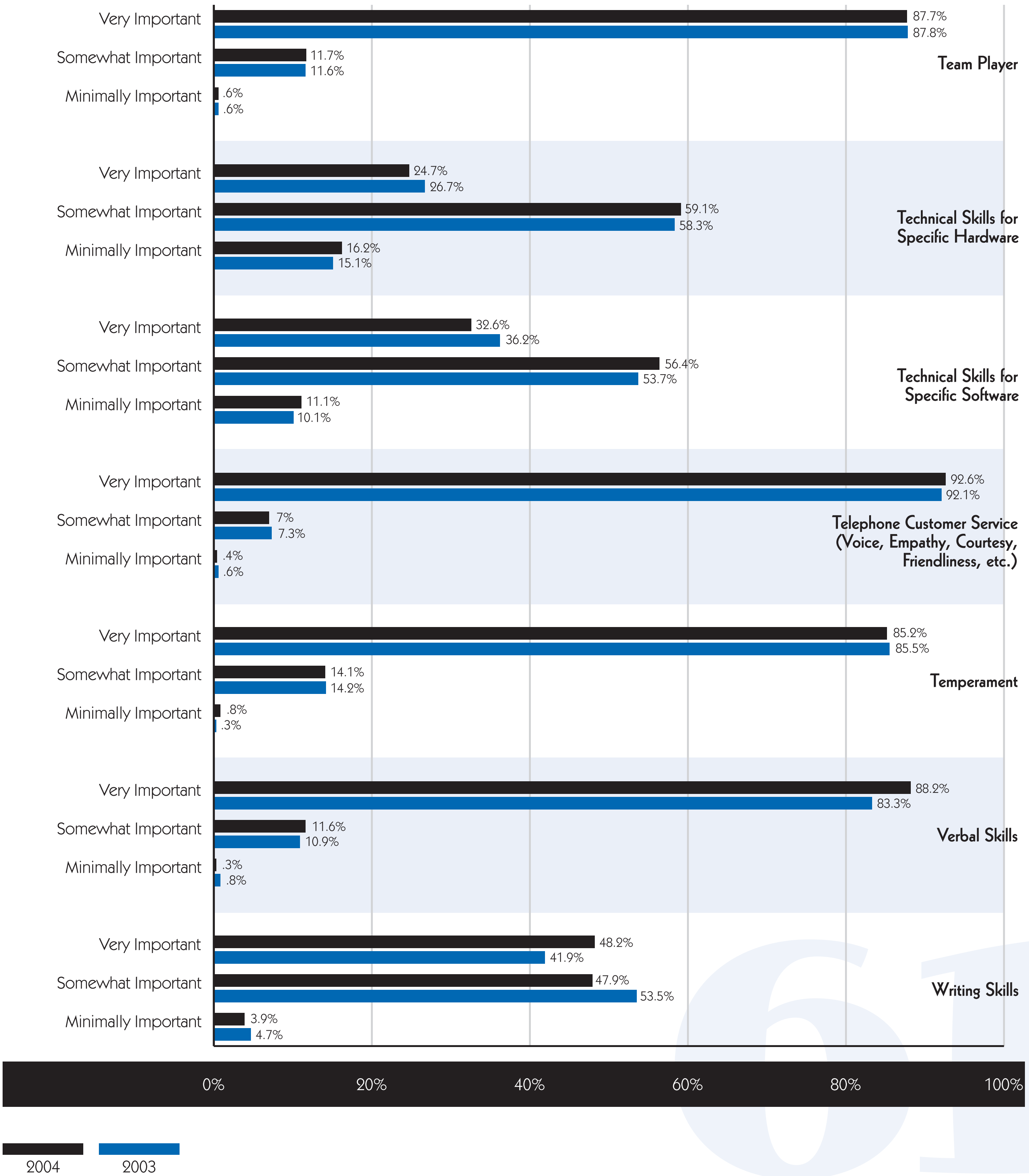
61 Continued

How important is each of the following qualities for a support person?

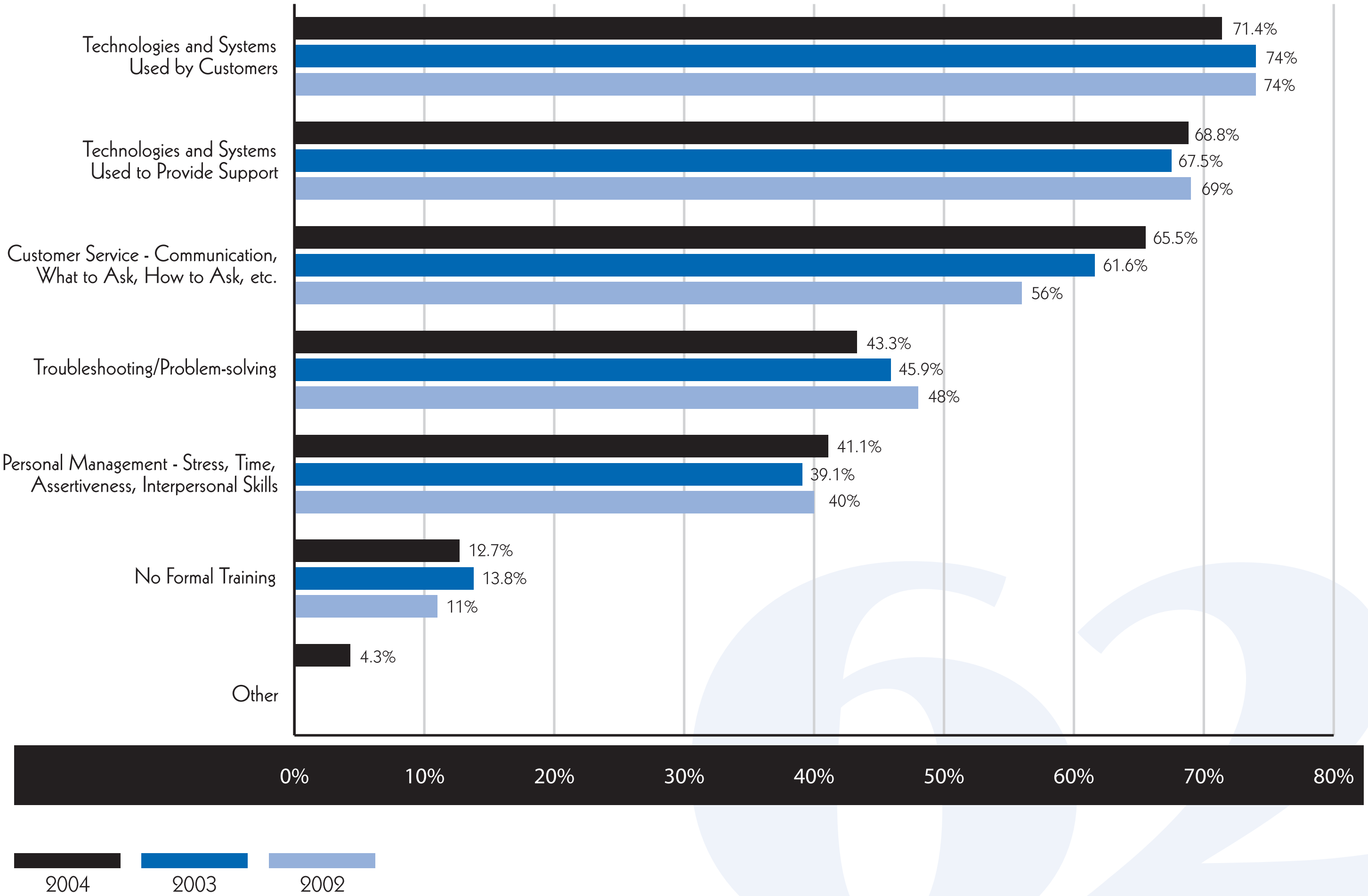


61 Continued

How important is each of the following qualities for a support person?



62 In which areas does your support organization staff receive formal training?

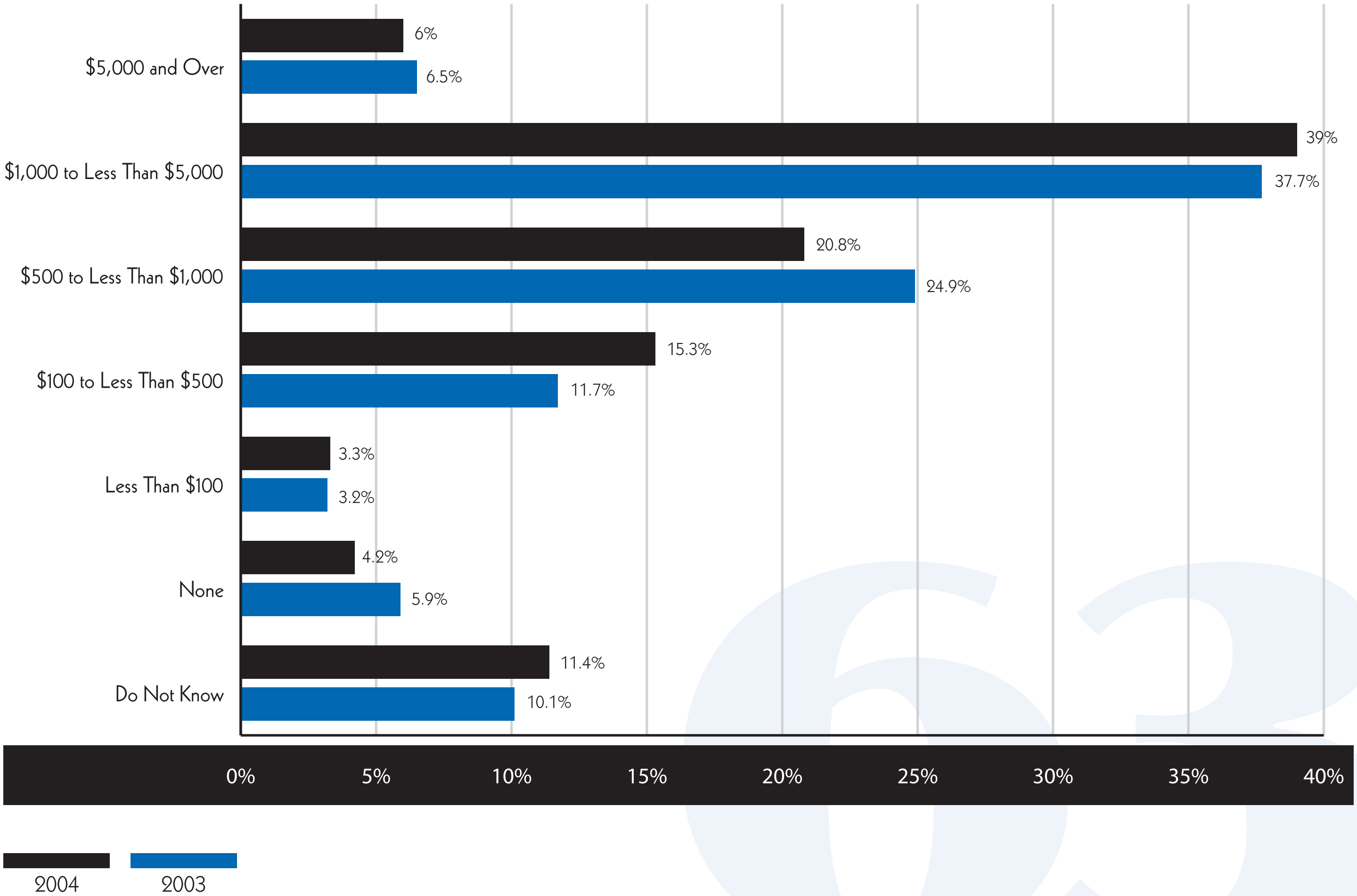


62) Although customer service skills in question 61 are ranked as the most important qualities for support personnel (93%), the industry responses to the amount of formal training available to employees for customer service vary by sector.

Industry sector:

- Healthcare = 71% provide formal training in customer service.
- Public sector = 64% provide formal training in customer service.
- Financial = 58% provide formal training in customer service.
- Education = 72% provide formal training in customer service.
- Computer industry = 59% provide formal training in customer service.
- Outsourcers = 76% provide formal training in customer service.

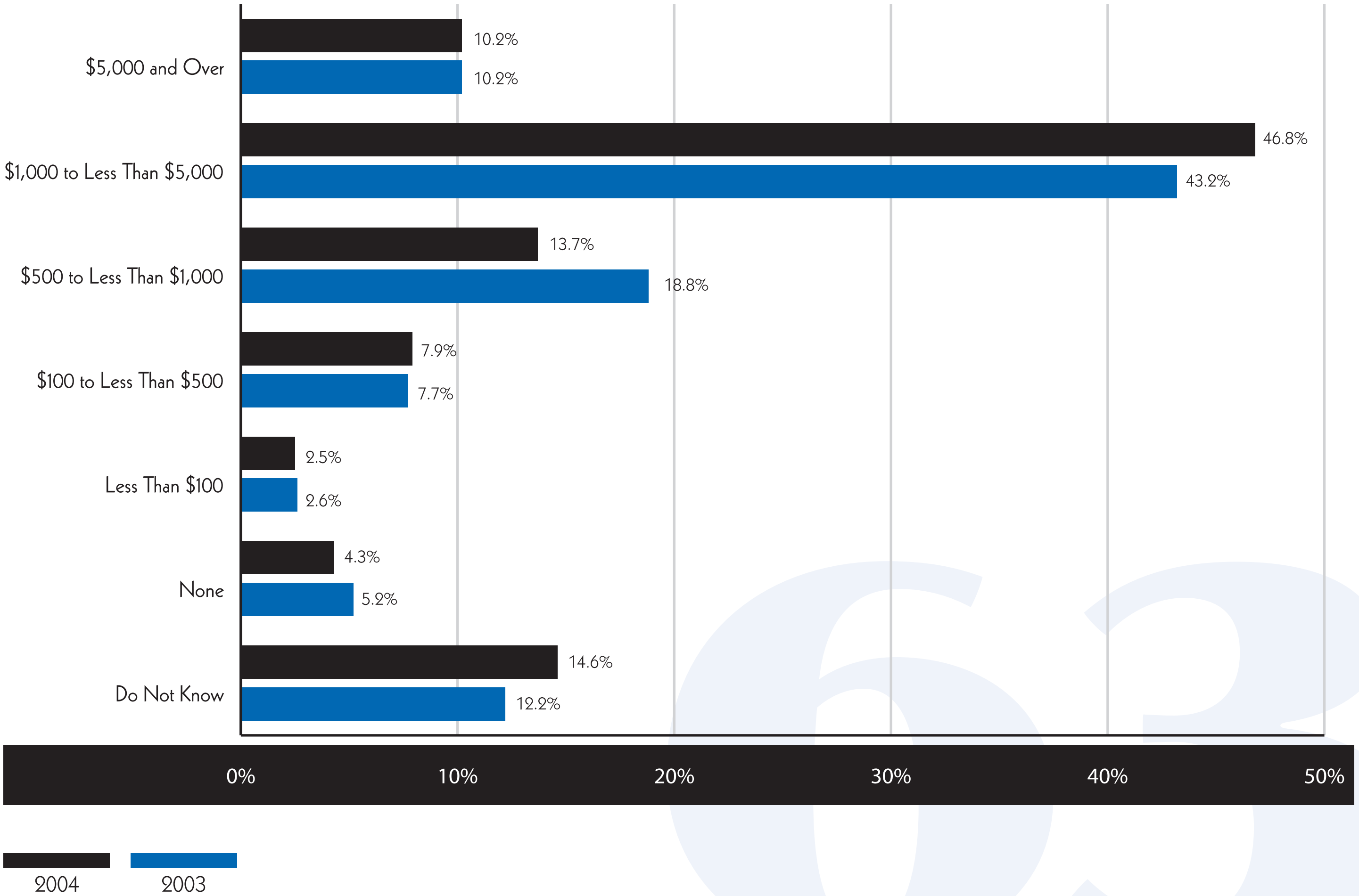
63 On average, how many dollars per person, per year are budgeted for training support staff?



63) Our findings found no significant differences between Small and Large support centers when budgeting for staff training.

63 Continued

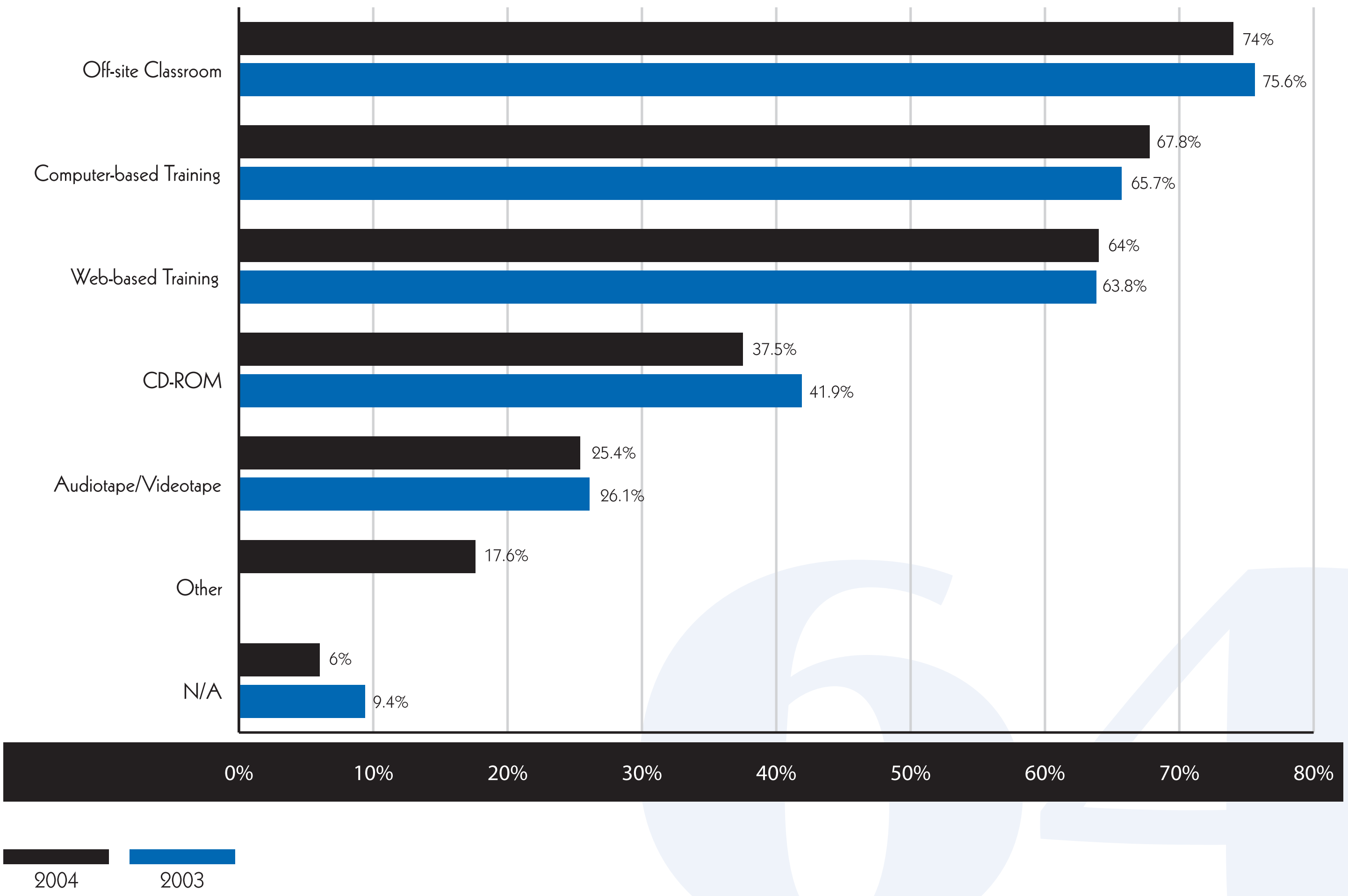
On average, how many dollars per person, per year are budgeted for training management?



63) Our findings found no significant differences between Small and Large support centers when budgeting for staff training.

64

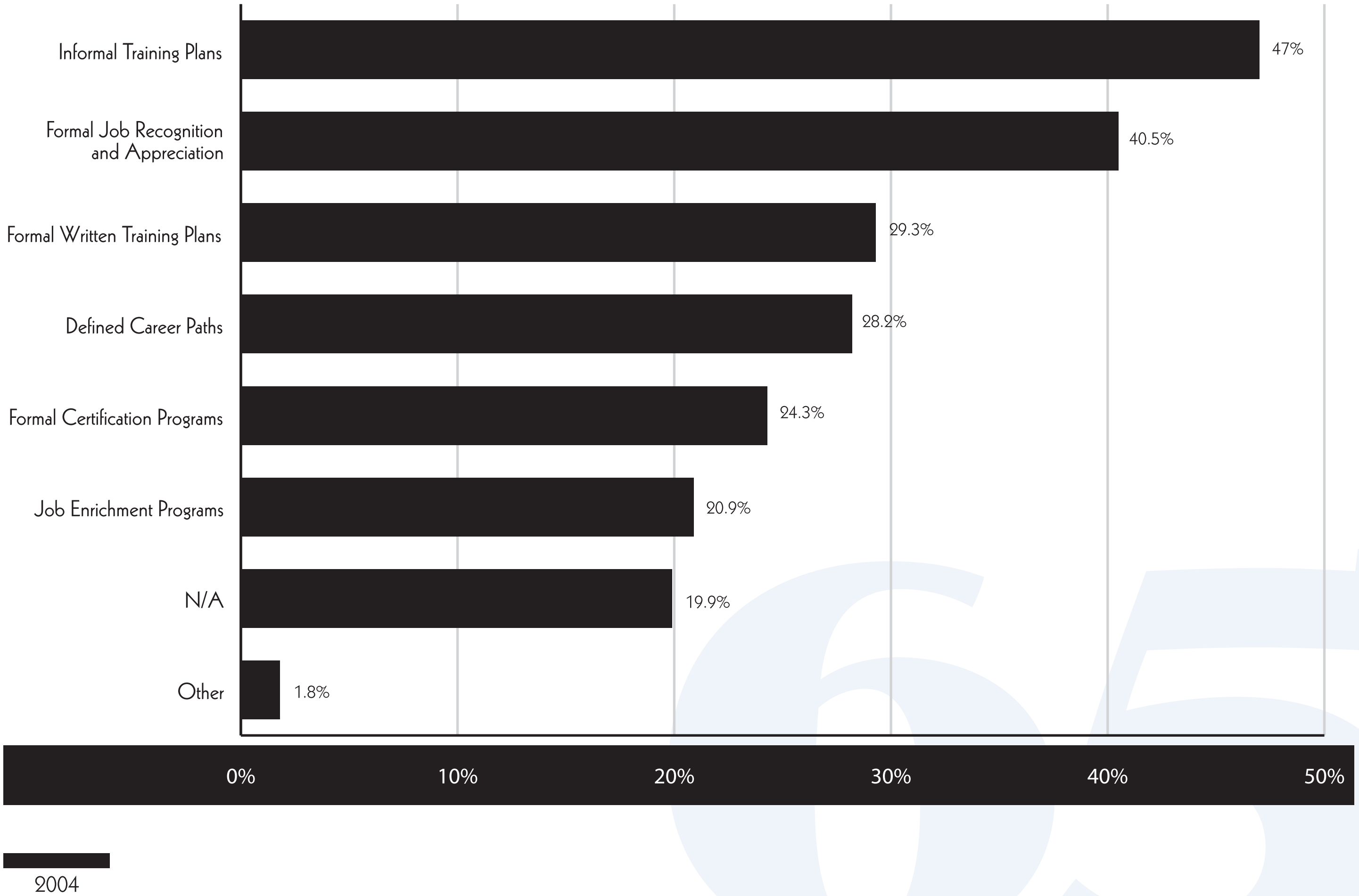
What type of training delivery method(s) does your company provide for the support organization (staff and management)?



64) Off site classroom was the method most preferred for training delivery. There was a difference between Small (71%) and Large support centers (80%) in preference for offsite training delivery.

The majority of the “Other” response, was **on-site classroom training**.

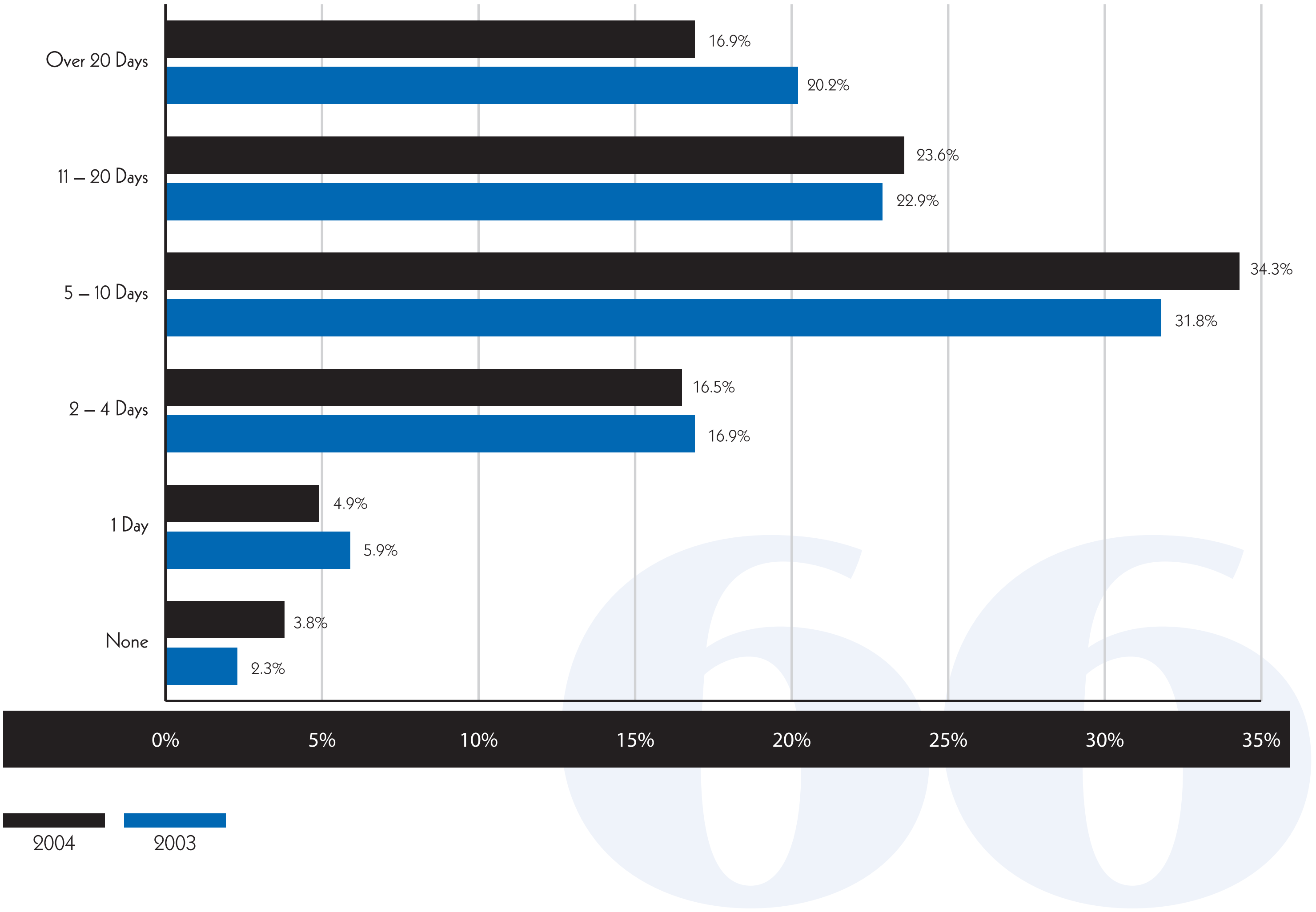
65 Which of the following career development plans are in place?



65) Large support centers are more likely to have formal career development plans in place compared to Small centers.

66

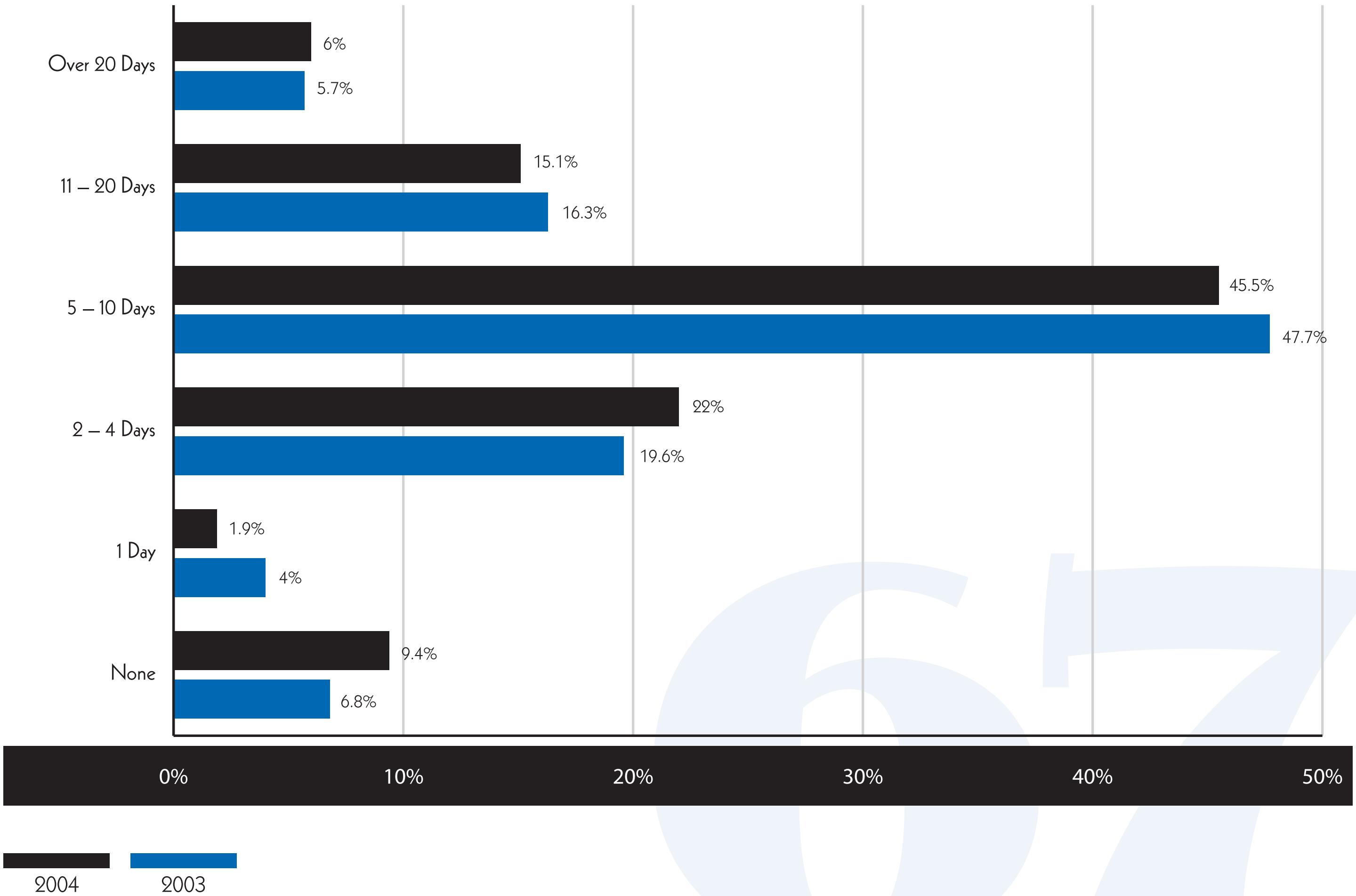
On average, how many days of training does a new support professional receive before functioning alone at your organization?



STAFF

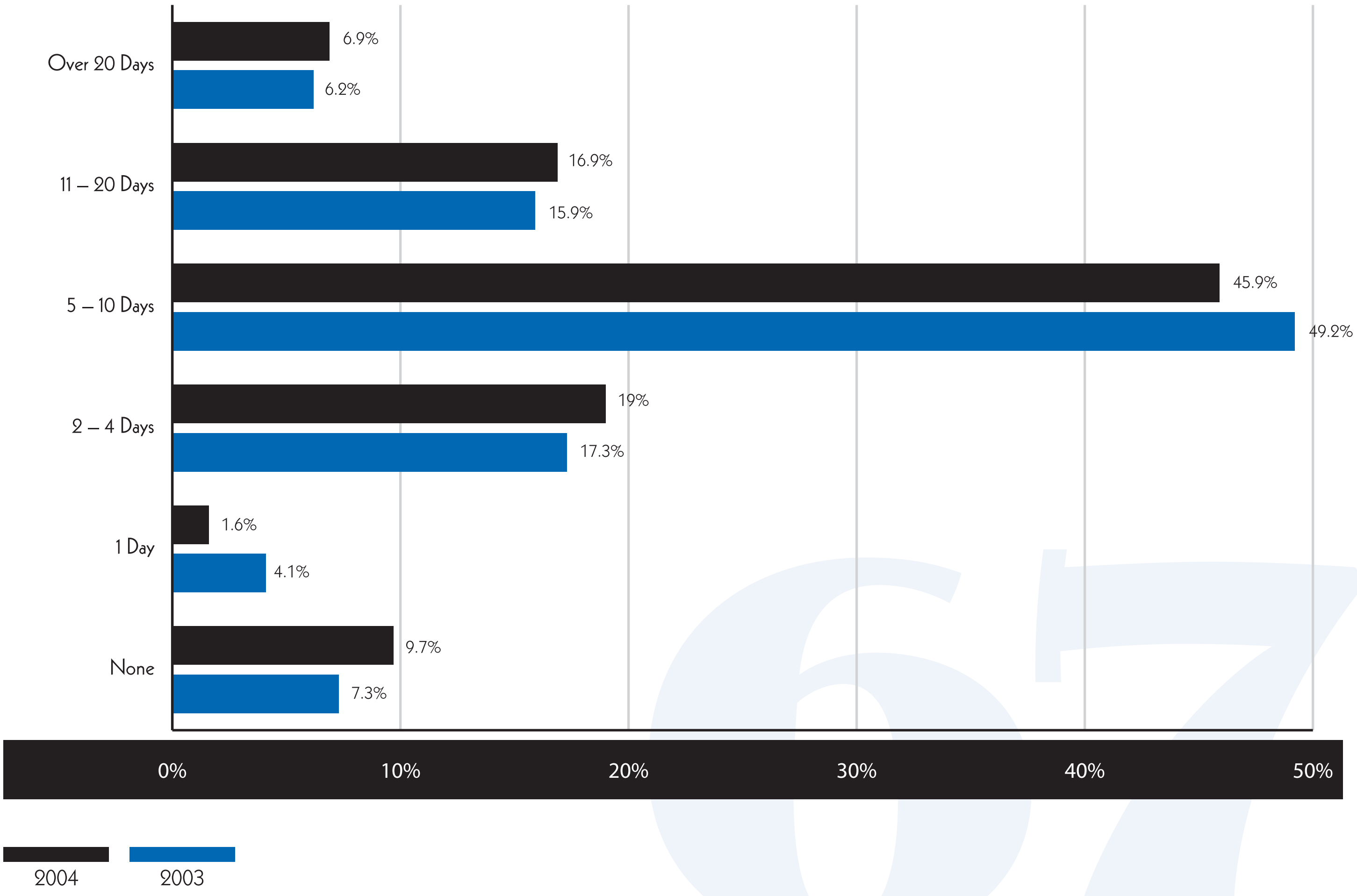
67

What is the target number of training days per year for support staff?



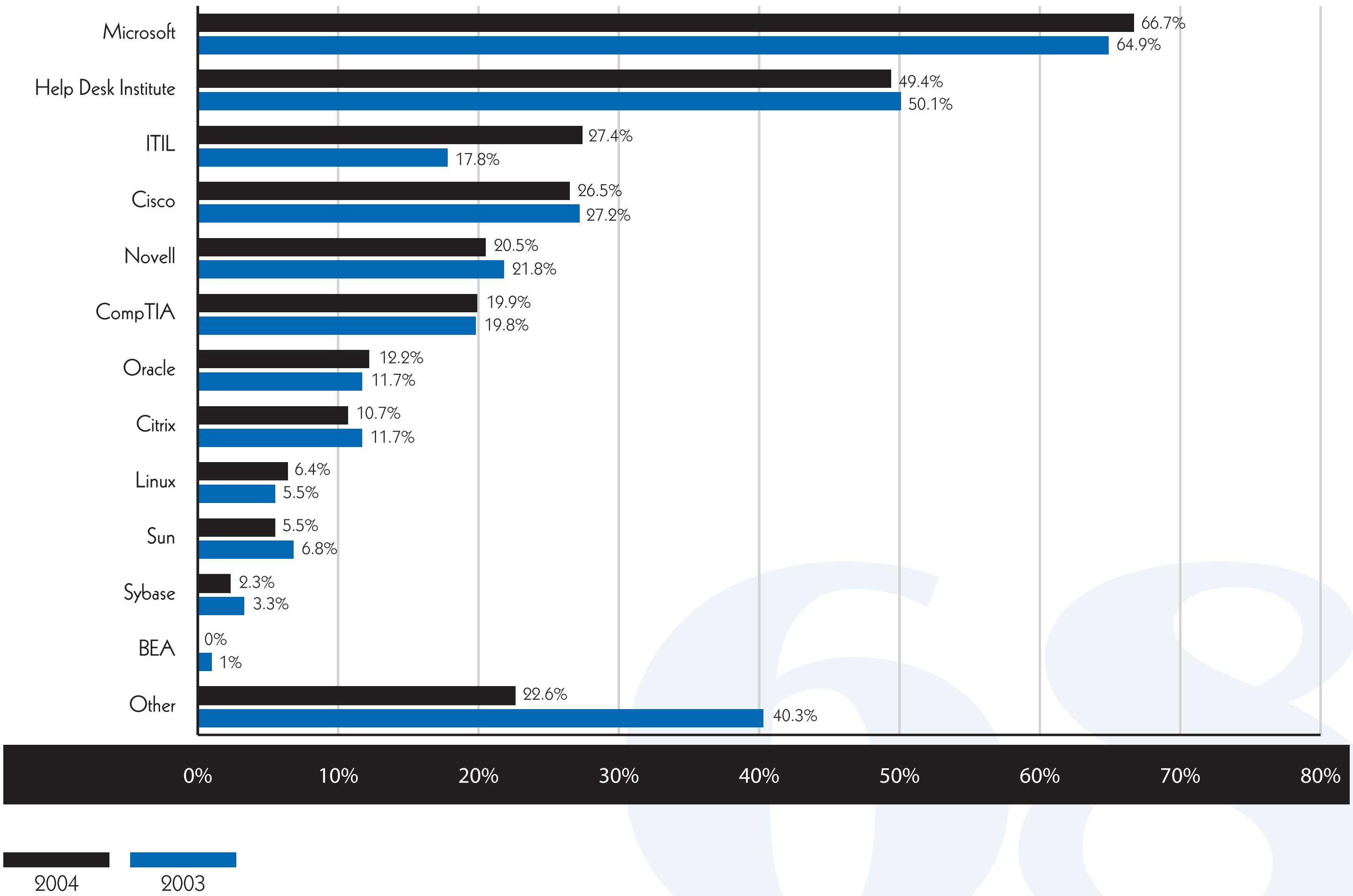
67 Continued

What is the target number of training days per year for support managers?



68

What formal industry certifications do your staff and management hold and/or are planned for the next 12 months?



68) The size, type, and industry sector break down for companies that hold formal certifications from HDI or plan to pursue in the next 12 months.

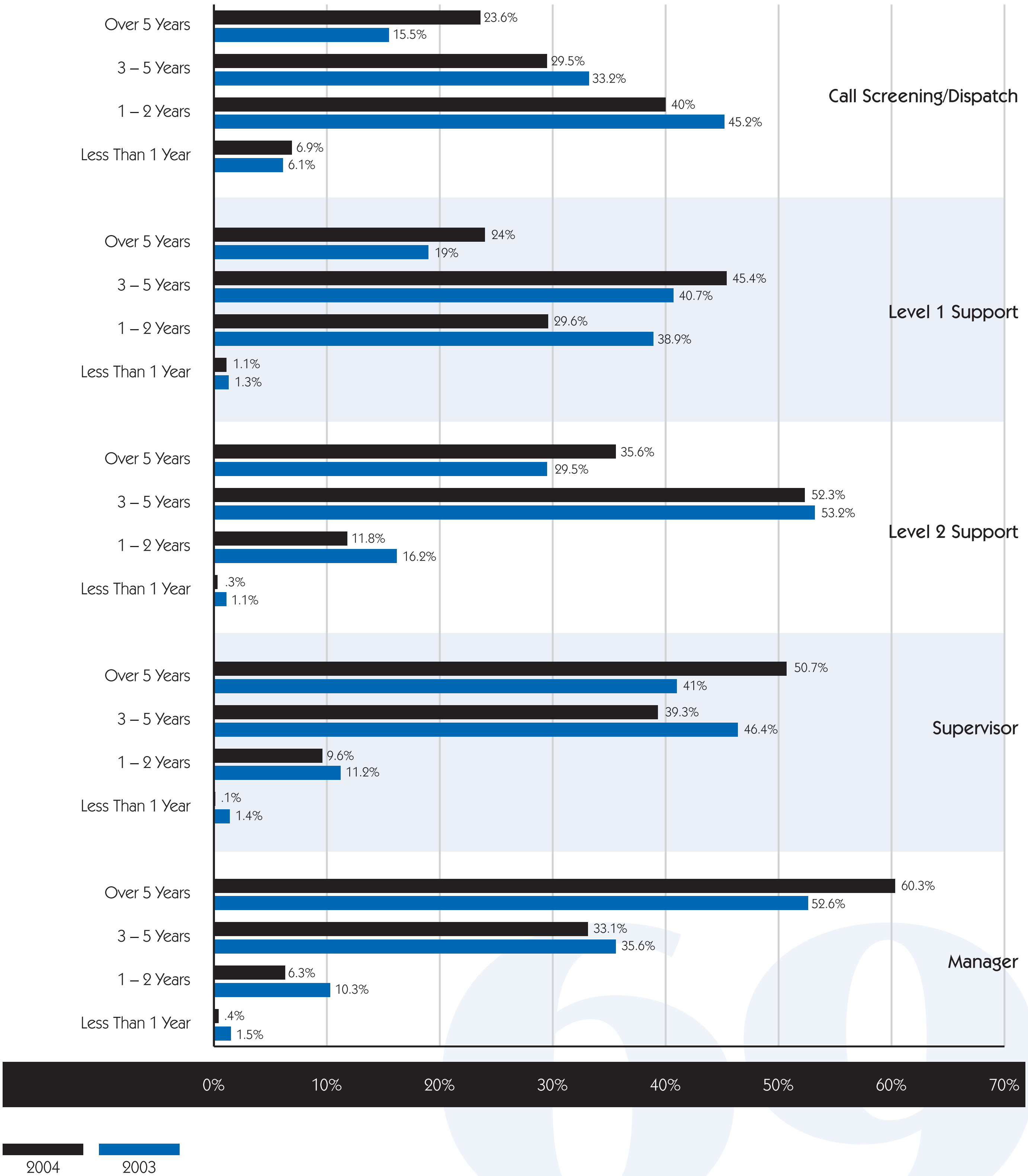
- Small support centers = 44%
- Medium support centers = 56%
- Large support centers = 48%

- Internal support centers = 53%
- External/Blended support centers = 44%

Industry sector:

- Healthcare = 60% hold HDI certifications or plan to pursue.
- Public sector = 50% hold HDI certifications or plan to pursue.
- Financial = 51% hold HDI certifications or plan to pursue.
- Education = 44% hold HDI certifications or plan to pursue.
- Computer industry = 44% hold HDI certifications or plan to pursue.
- Outsourcers = 43% hold HDI certifications or plan to pursue.

69 On average, how long does a staff member remain in your support organization?



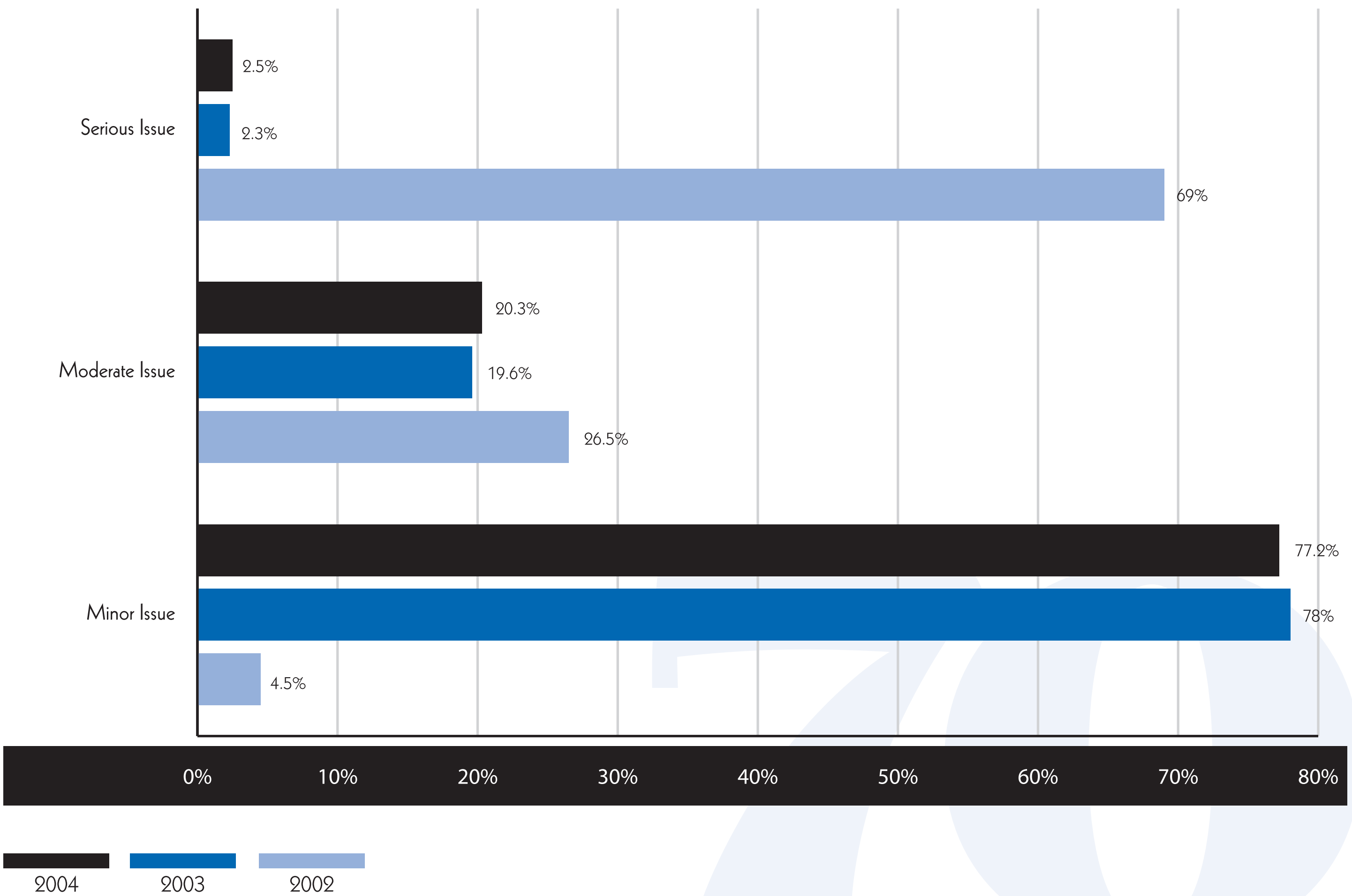
69) Managers that have been there over 5 years by industry:

Industry sector:

- Healthcare = 54% stay in management for over 5 years.
- Public sector = 58% stay in management for over 5 years.
- Financial = 55% stay in management for over 5 years.
- Education = 70% stay in management for over 5 years.
- Computer industry = 54% stay in management for over 5 years.
- Outsourcer's = 54% stay in management for over 5 years.

Small centers had a higher percentage of managers staying for more than 5 years (58%) compared to Large centers (51%).

70 Is employee turnover an issue for your support organization?



70) Turnover remains a non issue in 2004.