

2005 SSPA Industry Benchmark Study

The 2005 SSPA Benchmark Study will be the most comprehensive and complete resource ever created for accurate, relevant and valuable service and support benchmarks. **By taking this survey you will discover how the performance of your service and support organization compares to the industry and to other companies in your market.** The research will cover all areas of service, support and maintenance including financial, operations, technology, people, marketing, sales, product supportability and customer satisfaction results.

Please read the following important information before you begin the survey:

1. If you are an SSPA Member company you will have the opportunity to choose the level of comparability available to you once the study is complete. Even if you are not an SSPA Member company you will receive a valuable report in return for your response. For SSPA Member companies:
 - a. If you want to be able to benchmark against other companies BY NAME then you must make your company's identity and answers available to those same companies. Your company's specific answers will be available only to other companies who have also been willing to share their identity and responses with you. You will also be asked to sign a SSPA and third party mutual non-disclosure agreement which restricts your use of other company's data to internal use only.
 - b. If you only want to be able to benchmark against the industry only by size of company and/or market served then your company's identity can remain anonymous.
2. You will have the choice of answering the survey using information about your entire company or a single major business unit/division. A major business unit or division would be described as an organization which supports specific product line(s) or specific customer set(s). An example might be a company which has a separate consumer business unit and an enterprise business unit.
3. You will be answering this survey using data about the performance of either your global organization or a single geographic region. You may take the survey multiple times if you wish to get separate benchmark data for, as an example, global, North America and EMEA.
4. You must answer at least 2/3 of the questions in order to receive access to the results database. **If you do not know an exact number but have a close approximation then please enter that estimate.**
5. You should provide answers based on your performance for no less than a recent 3 month period and no more than the most recent annual data you have. You will be given the opportunity to update your profile throughout the year.

Information About Your Company/Business Unit and Your Service/Support Organization

1. Are you answering this survey based on information about:
 - your total company's service & support organization
 - a specific business unit/division's service & support organization

2. What is your company's name (and the name of the business unit/division if applicable)?
Company Name: _____
Business Unit/Division: _____

3. Do you wish to benchmark against other companies by name?
 - Yes
 - No

4. Which of the following best describes the main market(s) served by this service/support organization? (check all that apply)
 - consumer/SOHO HW
 - consumer/SOHO SW
 - small/medium enterprise HW
 - small/medium enterprise SW
 - large enterprise (over \$1B) data center/centralized HW
 - large enterprise (over \$1B) enterprise class infrastructure SW (database, security)
 - large enterprise (over \$1B) enterprise class application SW
 - large enterprise (over \$1B) data and voice NW
 - large enterprise (over \$1B) desktop and departmental HW
 - large enterprise (over \$1B) desktop and departmental application SW

5. Which of the following best describes your company/organization? (check one only)
 - we are the customer service and support organization within a product company
 - we are a customer service and support organization within a reseller/dealer/integrator
 - we are an internal help desk
 - outsourcer

6. What are your company's annual total revenues? (check one only)
- under \$25 million
 - \$25 - \$100 million
 - \$100 - \$1 billion
 - \$1 billion - \$10 billion
 - over \$10 billion

You may SKIP this question if you are completing this survey based on your total company vs. a single BU

7. What are your annual total revenues of this business unit/division? (check one only)
- under \$25 million
 - \$25 - \$100 million
 - \$100 - \$1 billion
 - \$1 billion - \$10 billion
 - over \$10 billion
8. What industry is your company/organization in?
- Information Technology
 - Financial Services
 - Healthcare Technology
 - Other (please specify): _____
9. Service/support of which geography will you base your answers on for this survey? (check one only). These are the only geographic options available. *Note: you must fill out a new survey for each geographic region you'd like to benchmark against.*
- Global
 - North America only
 - Latin and South Americas only
 - EMEA only
 - Asia Pac only

Information about Your Company or Business Unit Overall

You may SKIP this whole section if it has already been completed in a separate 'overall company' survey.
 Before you tell us about your specific geographic service/support information, please provide some basic information on your company's (or Business Unit's) overall finances and how your service/support organization works with your company's product development organization:

10. What percentage of total company revenues are represented by:

product or license revenues	_____ %
service, support and maintenance revenues	_____ %
professional services revenues	_____ %
other revenue sources	_____ %

11. What percentage of total company EPS do service, support and maintenance profits represent?

_____ % service, support and maintenance profits

service, support and maintenance do not make a profit for us

12. What is the gross margin percentage (including all direct costs but no corporate G&A) of your service and support business : (if your service/support organization is a cost center then please enter 0.)

_____ % not including a proportional share of product development/maintenance costs (R&D)

_____ % including a proportional share of product development/maintenance costs (R&D)

13. What percentage of total product development/maintenance budget/expenses (R&D) are internally allocated to product maintenance releases and sustaining engineering (bug fixes, etc)?

_____ %

14. Of your global service and support budget, what percentage is allocated to:

service & support delivery (not including spare parts or replacements, if applicable)	_____ %
spare parts and replacements, if applicable	_____ %
service/support sales	_____ %
service/support marketing	_____ %
service/support IS	_____ %
training	_____ %
other service/support departments	_____ %

15. As a percentage of global service/support revenues, what corporate G&A allocation are you given by your company?

_____ %

Please complete questions 16 through 18 ONLY if you are completing this survey for a business unit or a geographic breakout (other than Global).

Now please provide some basic financial information. Your answers should correspond to your selections in question 1 and 9, (i.e. whether you are answering for your global organization or a particular business unit, as well as whether you are answering for a particular geography, such as Global, Asia Pacific, or EMEA).

16. What percentage of total business unit or geographic revenues are represented by:
- | | |
|---|--------|
| product or license revenues | _____% |
| service, support and maintenance revenues | _____% |
| professional services revenues | _____% |
| other revenue sources | _____% |
17. What percentage of business unit or geographic profits do service, support and maintenance profits represent?
- _____ % service, support and maintenance profits
- service, support and maintenance do not make a profit for us
18. Of your business unit or geographic service/support budget, what percentage is allocated to:
- | | |
|---|--------|
| service & support delivery (not including spare parts or replacements, if applicable) | _____% |
| spare parts and replacements, if applicable | _____% |
| service/support sales | _____% |
| service/support marketing | _____% |
| service/support IS | _____% |
| training | _____% |
| other service/support departments | _____% |
19. In your company, does the QA function report to:
- the product development organization
- the service/support organization
- another department
20. In your company does the service/support organization have sign off or veto authority on new products releases or patch releases?
- Yes
- No

21. In your company does the sustaining engineering (bug fixing) function report to:
- the product development organization
 - the service/support organization
 - another department
22. In your company who primarily determines the content of maintenance releases?
- marketing
 - development
 - another organization
 - all departments have equal influence
23. Does the team that manages the content of maintenance releases have specific financial incentives to drive down the cost of service/support on the product?
- Yes
 - No
24. How would you rate the effectiveness of systems your company has in place to collect and provide systematic customer feedback to the marketing and development organizations?
- Above average
 - Average
 - Below average
25. How would you rate your company's past performance in using this feedback in determining the content and quality of product releases
- Above average
 - Average
 - Below average

SERVICE/SUPPORT SALES

Now please provide some basic sales information. Your answers should correspond to your selections in question 1 and 9, (i.e. whether you are answering for your global organization or a particular business unit, as well as whether you are answering for a particular geography, such as Global, Asia Pacific, or EMEA).

26. Do you offer service/support/maintenance contracts?
- Yes
 - No

IF YES

27. What percentage of new product or license purchases also include a purchase of service/support/maintenance contracts? (aka “attach rate”). Please enter 100% if it is a requirement in order to buy the product.
_____ %
28. What percentage of service/support/maintenance contracts renew? (aka “renewal rate”)
_____ %
29. Which organization in your company has primary responsibility for selling service/support/maintenance contracts with **new** product/license purchases:
- the product sales team
 - a service/support sales team
 - a team within the finance organization
 - our channel partners

Please answer the following questions about *this sales team*:

30. Has this sales team received what you would consider an adequate amount of training on service/support/maintenance contracts in the last 12 months?
- Yes
 - No
31. Has this sales team been tested/certified on their service/support/maintenance contract knowledge in the last 12 months?
- Yes
 - No
32. Is this team compensated (paid commissions) on service/support/maintenance contracts that they sell?
- Yes
 - No
33. Is this team’s compensation reduced (penalties) when their customer’s receive discounts on support & maintenance contracts
- Yes
 - No

34. Which organization in your company has primary responsibility for **renewing** service/support/maintenance contracts?
- the product sales team
 - a service/support sales team
 - team in finance/other depts
 - our channel partners

Please answer the following questions about *this sales team*:

35. Is this team compensated (paid commissions) on service/support/maintenance contracts that they renew?
- Yes
 - No
36. Is this team's compensation reduced (penalties) when their customer's receive discounts on support & maintenance contracts
- Yes
 - No
37. What is the average discount amount on service/support/maintenance contracts?
_____ %

SERVICE/SUPPORT MARKETING

Now please provide some basic marketing information. Your answers should correspond to your selections in question 1 and 9, (i.e. whether you are answering for your global organization or a particular business unit, as well as whether you are answering for a particular geography, such as Global, Asia Pacific, or EMEA).

38. What percentage of the total marketing budget is allocated to service/support marketing?
_____ %
39. Does service/support marketing report to
- service/support management
 - marketing management
40. How many significantly different service contract options do you offer? _____
41. What is the average percentage of the product price that you charge for each of the following service/support/maintenance contracts:
- | | |
|--|---------|
| your premium or highest level of service | _____ % |
| your standard level of service | _____ % |

42. As your standard policy, is the percentage of the product price that you charge for service/support/maintenance based upon:
- the list price of the product at the time of sale
 - the actual (discounted) price of the product at the time of sale
 - the current retail price of the product
43. What is the percentage mix of service/support/maintenance contracts that your customers have purchased?
- | | |
|--|---------|
| premium/highest level of service | _____ % |
| standard level of services | _____ % |
| below standard level of service but still a contract | _____ % |
| pay per incident (time and materials) | _____ % |

You may SKIP this question if your company/business unit serves the consumer market

44. Among your larger support and maintenance contract renewals, approximately what percentage are renewing according to your pricing policies without concessions or discounts?
- _____ %

45. Which of the following Support and Maintenance features are you:

	Currently Offering?	Considering For Future?
a) Bug fixes	<input type="checkbox"/>	<input type="checkbox"/>
b) Patch releases	<input type="checkbox"/>	<input type="checkbox"/>
c) Upgrades.....	<input type="checkbox"/>	<input type="checkbox"/>
d) Bug Protection.....	<input type="checkbox"/>	<input type="checkbox"/>
e) Multi-vendor support.....	<input type="checkbox"/>	<input type="checkbox"/>
f) Downtime insurance.....	<input type="checkbox"/>	<input type="checkbox"/>
g) Priority queuing	<input type="checkbox"/>	<input type="checkbox"/>
h) Education / Training	<input type="checkbox"/>	<input type="checkbox"/>
i) Local Language Support	<input type="checkbox"/>	<input type="checkbox"/>
j) Access to best practices and benchmarks	<input type="checkbox"/>	<input type="checkbox"/>
k) Access to Design Development team	<input type="checkbox"/>	<input type="checkbox"/>
l) Services around your product designed to lower		
m) customer's total ownership costs	<input type="checkbox"/>	<input type="checkbox"/>

You may SKIP questions 46 & 47 if your company/business unit serves the enterprise market

46. What is the length (in months) that customers are able to receive live phone or electronic support at no charge?
- _____ months

47. During this free period, what is your typical coverage offering?
 _____ days per week
 _____ hours per day
48. For which of the following service levels do you offer a Service Level Agreement or SLA (a commitment to respond or repair in within a specific period of time).
 premium/highest level of service
 standard level of services
 below standard level of service but still a contract
49. Is your SLA based on achieving:
 response times
 resolve times
 both response and resolve times

SUPPORT OPERATIONS & TECHNOLOGY

Now please provide some information on your service/support operations, technology and people. Your answers should correspond to your selections in question 1 and 9, (i.e. whether you are answering for your global organization or a particular business unit, as well as whether you are answering for a particular geography, such as Global, Asia Pacific, or EMEA).

50. What is the average number of new support incidents received each month? (Please include all modes: phone, e-mail, web, chat, fax, automatically generated by product, diagnostic systems etc.)
 _____ average number
51. What percent of NEW incidents are reported using the following methods:
- | | |
|---|---------|
| Phone..... | _____ % |
| E-Mail..... | _____ % |
| Web (live chat, create new incident, etc) | _____ % |
| Automatically generated by product diagnostic systems | _____ % |
52. Please indicate the percent allocation of NEW incidents by type of customer issue:
- | | |
|---|---------|
| Installation / Configuration..... | _____ % |
| How to | _____ % |
| Product limitation, defects or bugs | _____ % |
| Non technical inquiry..... | _____ % |

53. How would you describe the complexity of the products that you support?
- Standard – General business products or applications. Requires product proficiency to effectively support.
 - Moderate – Increasingly complex products running in a variety of environments. Requires advanced technical and or business skills to provide effective support.
 - High – Complex application and or operating environment; requires high degree of technical and or business expertise.

54. For live phone, email and web submitted cases, what is your average:

	Phone (in minutes)	Email (in minutes)	Web (in minutes)
Response time (to a qualified rep)	_____ min.	_____ min.	_____ min.
Resolve time	_____ min.	_____ min.	_____ min.

55. In the past year, what was the average customer phone hold time? (Please enter the hold time in minutes)
_____ minutes

56. What is your average call abandon rate (abandon rate = customers that hung up while waiting for support)?

57. What is the average duration of an inbound customer phone call (talk time in minutes)?
_____ minutes

58. What percent of phone calls are resolved during the first customer contact?
_____%

59. What percent of phone incidents are closed within 24 hours (1 day) of receipt?
_____%

60. How are electronic incidents primarily handled? (check one only)
- Outsourced within the US
 - Outsourced to service provider outside the US
 - Distributed to reps for call back after phone shift
 - Handled during "slow times"
 - Queued to phone reps in same order and priority as if received as calls
 - Answered by a dedicated team of electronic support reps
 - Do not offer electronic support
 - Other (please specify): _____

61. What is the average number of minutes to acknowledge the receipt of an electronic incident?
_____ minutes

62. What percent of electronic incidents are resolved by the initial response?
 _____%
63. What percent of electronic incidents are closed within 24 hours (1 day) of receipt?
 _____%
64. What “Web” resources are most frequently used by your customers?
 Select five (5) below and order them where 1 equals most frequently used and 5 equals fifth most frequently used.
- _____ Check / update incident status
 - _____ Discussion forms Interactive problem resolution tools
 - _____ File Download Library
 - _____ Online training
 - _____ Pay per case support
 - _____ Product documentation
 - _____ Text chat
 - _____ Discussion forum
 - _____ Searchable knowledge base
 - _____ Software updates
 - _____ Submit incidents
 - _____ Support programs, policies, and contact info
 - _____ Training course registration
 - _____ Remote control of customers computer
65. What percent of visitors to the support web site successfully find the answer they are looking for?
 _____%
66. What percent of support cases are deflected from the phone to web based self-service resources?
 _____%

You may SKIP questions 67 & 68 if your company/business unit is US or North America only

67. What is the primary way your organization handles multi-lingual support? (check one only)
- Local centers provide support in local language
 - Multi lingual support outsourced to third party
 - Regional centers provide support in multiple languages
 - Sales offices provide tier one local language support
 - Partners provide tier one local language support
 - All service provided in English
 - Other (please specify): _____
68. For this geography, how many different languages are the following support resources offered in?
- | | |
|---|-------|
| Phone Support | _____ |
| E-mail Support | _____ |
| Web Support (submit and review incidents) | _____ |
| Web Self Service..... | _____ |
69. Do you route calls to open support centers in other geographies (follow the sun)?
- Yes
 - No
70. What percentage of cases require expertise or information about the products of other vendors?
- _____ %
71. Of those cases requiring multi-vendor expertise, what percentage requires interaction/collaboration between your organization and another vendor?
- _____ %
72. How many formal support cooperation partnerships do you have established to address multi-vendor issues?
- _____

73. What percentage of cases requiring interaction/ collaboration between your organization and another vendor are resolved using:
- | | |
|--|---------|
| Cooperative Support Agreements between the companies | _____ % |
| TSANet..... | _____ % |
| Contacting the other vendor using its normal 800# or website | _____ % |
| Informal relationships between our employees and those of the other vendor | _____ % |
| Other | _____ % |
74. What percentage of your staff has received formal training on other vendor's products?
_____ %
75. How much more time do you believe that cases which require interaction/collaboration between your organization and another vendor take to resolve than cases you resolve using internal resources only?
_____ X (times more)
76. Who administers support systems and technologies?
- All support technologies administered by corporate IT
 - All support technologies administered by support staff
 - Shared responsibility between support staff and corporate IT
 - Other (please specify): _____
 - Do not know
77. What percentage of your staff is responsible for administering support technologies?
(Individuals responsible for maintaining support infrastructure including phones, CRM, and web based resources, etc.)
_____ %
78. Which team is responsible for creating reusable technical knowledge (i.e. tech notes?)
- Dedicated team of writers / editors
 - Development / QA
 - All support staff
 - Customers
 - Senior support staff
 - Other (please specify): _____

79. Using a scale from 1 to 5, please indicate how effective each of the following resources are in helping support reps diagnose and resolve cases
 5 = Most Effective 1 = Least Effective 0 = Resource not used

- _____ Internal knowledge base of support information
- _____ Call tracking records
- _____ Bug database
- _____ Support knowledge bases provided by other companies
- _____ Documentation and help files
- _____ Database of customer configuration information
- _____ On-line chat
- _____ Electronic whiteboard
- _____ Screen capture / Remote control
- _____ Web page push
- _____ Remote diagnostic tools
- _____ Diagnostic utilities built into the product
- _____ Log files, etc. sent by customers
- _____ Other companies websites

80. What percentage of technical support staff is allocated to each support tier or level?

- _____ % Tier 1/Level 1
- _____ % Tier 2/Level 2
- _____ % Tier 3/Level 3
- Single tier for all calls

81. What percentage of your support delivery staff are:

	Tier 1/ Level 1	Tier 2/ Level 2	Total Organization
Employees in the region ("onshore")	_____ %	_____ %	_____ %
Employees out of region ("offshore")	_____ %	_____ %	_____ %
Outsourced FTEs in the region ("onshore")	_____ %	_____ %	_____ %
Outsourced FTEs out of region ("offshore")	_____ %	_____ %	_____ %

82. How many hours per day are LEVEL 1 / JUNIOR support reps scheduled to respond to NEW cases?

_____ hours per day

83. How many hours per day are LEVEL 2 / SENIOR support reps scheduled to respond to NEW cases?
 _____ hours per day
84. What is the average number of NEW support cases each LEVEL 2 / SENIOR support rep handles each day?
 _____ number of support cases per day
85. What is your current annual attrition rate (percent of staff that left)?
 _____%
86. How much training time on average do you budget per support rep each year?
 technical training _____ days/yr
 customer service/business skills training _____ days/yr
87. *What percentage of service & support staff have a formal training plan?*
 _____%
88. Which of the following quality monitoring techniques do you use? (check all that apply)
- Review of case tracking records
 - Recording calls
 - Support transaction follow up surveys
 - Review of electronic communications with customers
 - Silent monitoring of calls
 - Other (please specify): _____
 - None
89. Which of the following items carry the greatest weight in the overall performance evaluation for representatives? *Select three (3) below and order them where 1 equals most frequently used and 3 equals third most frequently used.*
- _____ Technical expertise
 - _____ Results of case transaction surveys
 - _____ Time to resolve cases
 - _____ Schedule adherence
 - _____ Number of open or unresolved cases
 - _____ Number of customer interactions handled
 - _____ Quality monitoring data
 - _____ Customer handling and communication skills
 - _____ Contributions to the knowledgebase
 - _____ Attendance Average
 - _____ Call duration
 - _____ Total phone time
 - _____ Other (please specify): _____

90. Which of the following items carry the greatest weight in the overall performance evaluation of managers and supervisors? *Select three (3) below and order them where 1 equals most frequently used and 3 equals third most frequently used.*

- _____ Performance management
- _____ Employee satisfaction
- _____ Management skills
- _____ Customer handling and communication skills
- _____ Results of customer satisfaction surveys
- _____ Revenue generation
- _____ Budget management
- _____ Employee development
- _____ Salary administration
- _____ Technical expertise
- _____ Number of customer interactions handled
- _____ Other (please specify): _____

CUSTOMER SATISFACTION PROCESSES AND RESULTS

Now please provide some basic customer satisfaction information. Your answers should correspond to your selections in question 1 and 9, (i.e. whether you are answering for your global organization or a particular business unit, as well as whether you are answering for a particular geography, such as Global, Asia Pacific, or EMEA).

91. Approximately what percentage response rate are you achieving in the following customer satisfaction survey efforts?

	Response Rate %
telephone service/support case surveys	_____ %
on-site service/support case surveys	_____ %
electronic service/support case surveys	_____ %
self – service attempt surveys	_____ %
quarterly or annual overall company surveys	_____ %

Please provide your current customer satisfaction ratings below. Please enter percentages where specified or report your satisfaction scores using a 5 point scale. If you use a 10 point or other scale please re-compute your average score to a 5 point scale, i.e. an average satisfaction score of 7.8 on a 10 point scales would be 3.9 on a 5 point scale. We selected a 5 point scale because it is the most frequently used scale in the industry. You should only provide answers where you have a random sample size of at least 100 survey responses (you may enter your total annual survey sample if it is below 100).

92. Current percentage of customer loyalty (defined as customers who intend to keep purchasing products from your company in the future)

_____ %

93. Total or overall customer satisfaction *with your business unit or geography's overall performance* (average score on a 5 point scale)

94. Total or overall customer satisfaction *with products overall* (average score on a 5 point scale)

95. Total or overall customer satisfaction *with service/support overall* (average score on a 5 point scale)

96. Total or overall customer satisfaction *with price of service/support* (average score on a 5 point scale)

97. Please provide your average satisfaction scores on your most recent **phone support** transaction or case surveys: (average score on a 5 point scale)

	Total Organization	Onshore Organization	Offshore Organization
<u>Satisfaction with:</u>			
a) the case overall:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) time to respond:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) time to resolve:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) effectiveness or completeness of solution:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) technical knowledge of representative:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) customer service skills of representative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

You may SKIP question 98 if your company/business unit does not produce hardware

98. Please provide your average satisfaction scores on your most recent **on-site** transaction or case surveys: (average score on a 5 point scale)

- a) Satisfaction with the case overall:
- b) Satisfaction with time to respond:
- c) Satisfaction with availability of spare parts/replacements:
- d) Satisfaction with time to resolve:
- e) Satisfaction with effectiveness or completeness of solution:.....
- f) Satisfaction with technical knowledge of representative:
- g) Satisfaction with customer service skills of representative:

99. Please provide your average satisfaction scores on your most recent **electronic** transaction or case surveys: (average score on a 5 point scale)

- a) Satisfaction with the case overall:
- b) Satisfaction with time to respond:
- c) Satisfaction with time to resolve:
- d) Satisfaction with effectiveness or completeness of solution:
- e) Satisfaction with ease of using electronic/web support site:
- f) Satisfaction with technical knowledge of representative:
- g) Satisfaction with customer service skills of representative:

100. Please provide your average satisfaction scores on your most recent **electronic self-service** transaction or case surveys: (average score on a 5 point scale)

- a) Satisfaction with the self service tools overall:
- b) Satisfaction with ease of using electronic/web support site:
- c) Satisfaction with effectiveness or completeness of solution:

Thank you for taking this survey. We realize that it required an extensive amount of time and effort. We hope that you will find the resulting data an invaluable resource for evaluating your company/s performance in context.

The Service & Support Professionals Association