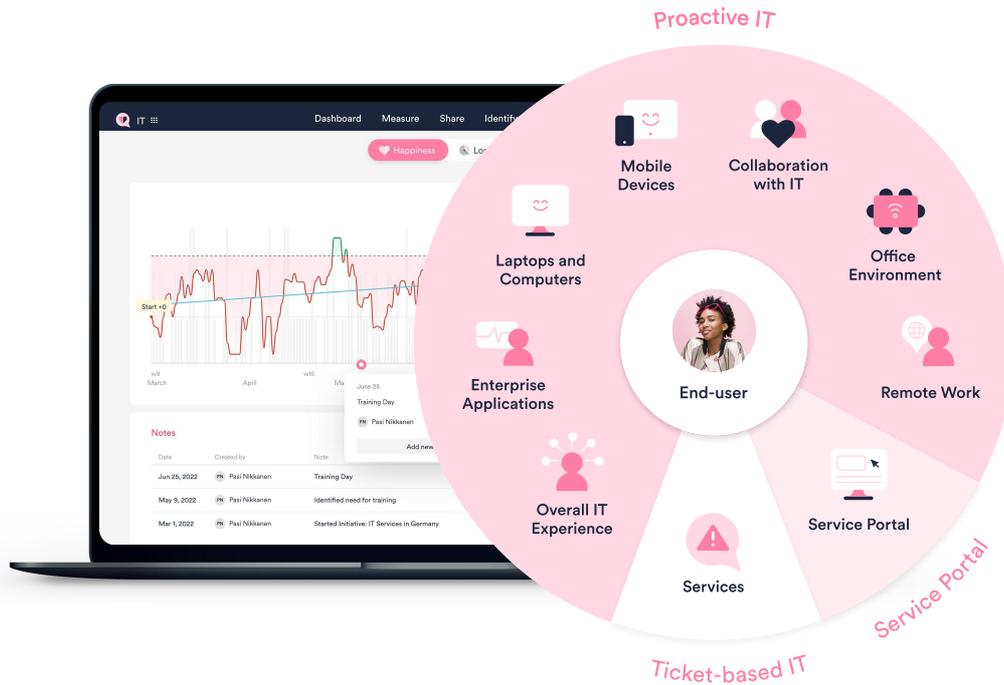


# The Global IT Experience Benchmark Report Full Year 2023

# What makes Enterprise IT end-users happy?

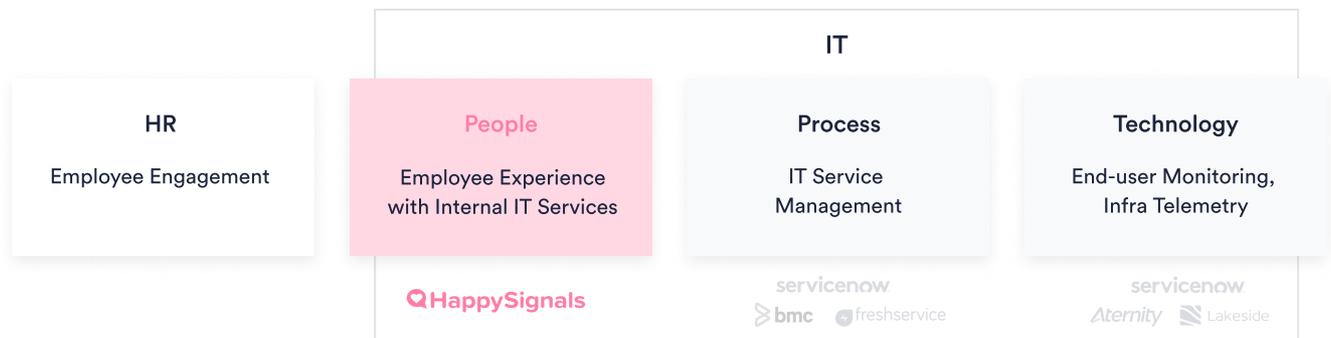
## The Global IT Experience Benchmark 2023



Our benchmark data tells the story from an internal end-user perspective based on their experiences with IT. It identifies how people feel about IT across different IT touchpoints. Every response in the data represents an actual human relying on IT to do their daily work in large enterprises. The data in this 2023 report is based on 1,86 million end-user responses from 130+ countries.

## Outcomes of human-centric IT service management

When reading the report, keep in mind that the results reflect the success of IT teams that have chosen to focus on people first. Our customers have aligned with business stakeholders to put end-user happiness as the primary indicator of success in service delivery.



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# Introduction

## Make better IT decisions with Experience Data

If you're a CIO, IT Leader, Experience Owner, or Service Owner, you need to understand what the word "experience" refers to in the context of Digital Employee Experience (DEX), Experience Level Agreements (XLA), and other three-letter acronyms.

The HappySignals Global IT Experience Benchmark tells the story from an internal end-user perspective based on their experiences with IT. It identifies how people feel about IT across different IT touchpoints. Every response in the data represents an actual human relying on IT to do their daily work in large enterprises.

The data in this full-year 2023 report is based on 1,86 million end-user responses from 130+ countries.

## Key Findings

- Finance & Insurance is the industry with the happiest end-users that lose the least time.
- The larger the organization, the more time end-users perceive losing per incident.
- Support Profile distribution varies a lot between geographical regions.
- For the first time, remote work satisfaction surpasses IT service satisfaction, indicating strong end-user appreciation for remote work capabilities and benefits.

# 10 Years of Human-Centric IT Experience

In 2014, when HappySignals was founded, IT professionals at industry events shrugged their shoulders at the idea of making the end-user experience a central part of how IT was measured. The Watermelon Effect in IT was alive and kicking, and human-centric IT was seen as a niche thing. In 2024, IT Experience in different forms is close to crossing the chasm into the mainstream. We can see how large organizations are much more educated on the topics of XLAs, IT Experience Management (ITXM), and DEX.

The most mature organizations have established clear expectations for ITXM, use different tools for specific roles and purposes, and have established transparent collaboration between different parts of IT and the business.

## It is important to do XLAs right

A Gartner whitepaper from August 2023, [“Establishing XLAs When Engaging With IT Service Providers,”](#) found several reasons why XLA implementations failed to deliver on expectations. One reason was “service providers disguising legacy SLAs as XLAs for clients, driving the wrong perception about the effectiveness of XLAs.”

## Having a shared view of what experience is matters

Any organization looking at managing IT based on experience can benefit from starting with defining what experience means in the context of IT. Who would be using the data? What are the main objectives? How do those objectives support broader business goals?

In ITXM, the chosen definition of experience will drive the metrics that reflect experience. The complexity of the metrics will, in turn, dictate how easy they are to understand, how time-consuming they are to analyze, and how broad the potential buy-in from different parts of the business will be. HappySignals has, since its creation ten years ago, stuck to a straightforward principle: Humans are the best sensors.

## This report reflects how end-users feel

As you read this report, you can confidently know that when we speak about experience, it is what it says it is. The numbers in these reports will always reflect what the end-users themselves expressed as their experience—not aggregated numbers from technical or process data, no disguised SLAs, just experience, as felt by the end-users themselves.

This report can help you better understand how to improve your internal IT experience and apply what you have learned in your organization.

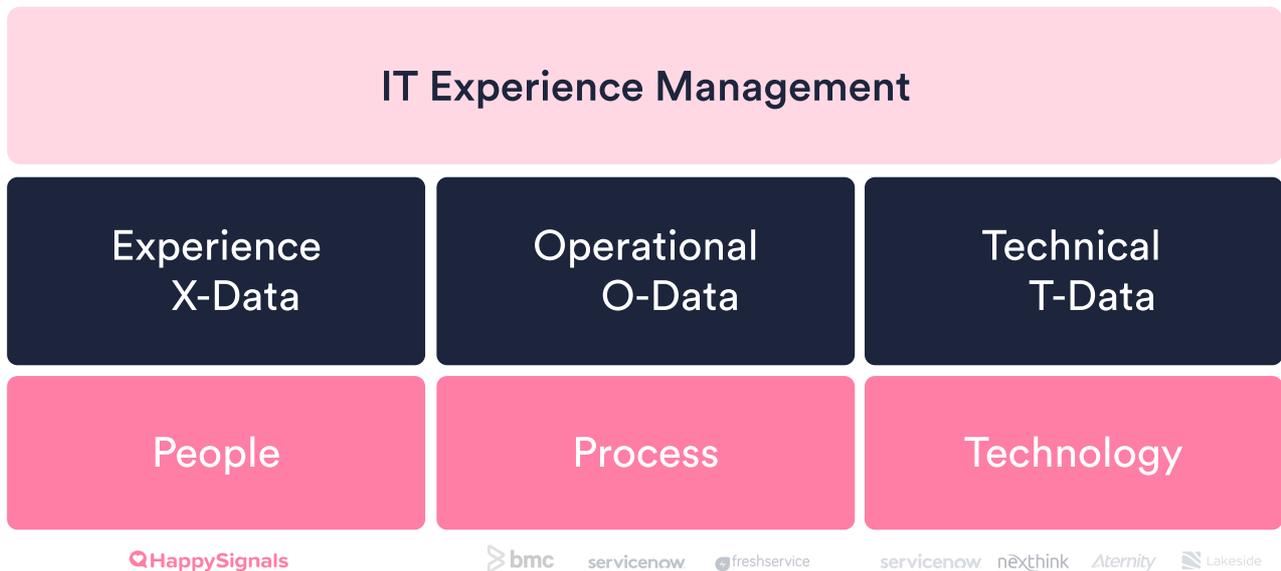
## Humans are still the best sensor

It can sound cliché, but humans are still the best sensor when evaluating the actual quality of IT experience. While technology metrics and data analysis can provide valuable insights, they can never fully capture the nuances and emotions that users experience. The subjective feedback from end-users is essential to understand how IT services are truly perceived and utilized.

By prioritizing the voice of the end-user, organizations can gain a deeper understanding of their needs, frustrations, and expectations. This enables IT decision-makers to make informed choices that align with the actual user experience, leading to improvements that matter most to the people using the technology.

Choosing a human-centric IT experience acknowledges that technology alone cannot fully capture the user's perspective.

We hope that this benchmark report can help you to better understand how you can improve your services in alignment with end-user needs and focus on the things that matter for a good experience with IT.



# Data source and collection methodology

Our benchmark data is collected from all HappySignals customers. Our customers are large organizations with 1,000-350,000 employees who use the HappySignals IT Experience Management platform.

The Global IT Experience Benchmark 2023 Report analyzes over 1,8 million end-user responses in 2023, collected from our research-backed surveys. This data represents large enterprises and public sector organizations using in-house and outsourced IT services in over 130 countries.

## Where does the data come from?

Data is gathered through continuous surveys tied to resolved IT tickets and proactively across various IT areas, measuring user happiness and end-user estimated productivity loss. Respondents also identify factors, the experience indicators, affecting their experience.

In every report, we present a different theme. The standard part of our report reflects our experience with ticket-based IT services. That data has been collected since 2019, and the data contains over 10 million end-user responses. Over the years, the focus has increasingly shifted toward a more holistic view of IT.

In this report, we are looking deeper into how end-users experience IT support with incidents across different industries, what types of support profiles (IT skills and support preferences) end-users represent, and what that means for IT service providers.

## How is the data gathered?

HappySignals IT Experience Management Platform connects operational data (e.g. from customers' ITSM platforms) with continuous survey data from end-users about Ticket-based IT and Proactive IT areas.

### **Ticket-based IT (Incidents and Requests):**

End-user responses are collected immediately when tickets are resolved. Surveys are sent after each ticket, asking end-users to accept the resolution by giving feedback about their experience. The average response rate for HappySignals customers in 2023 is around 22%, with variations between different companies and geographies.

### **Proactive IT:**

Surveys are sent proactively to end-users about Proactive IT areas (e.g. Overall IT Experience, Enterprise Applications, Laptops and Computers, Remote Work, Office Environment), rather than in connection with tickets. These surveys can be scheduled to target relevant end-users at optimal frequencies, enabling continuous measurement of non-ticket-based IT areas.



**Happiness**

How do your people feel?



**Productivity**

Are they losing time?



**Factors**

Why? Reason for the experience.

## What data is gathered?

### **Happiness:**

End-users rate how happy they are with the IT area being measured (e.g. recent ticket-based service experience, Enterprise Applications, Mobile Devices, etc) on a scale from 0-10.

HappySignals then calculates: % of 9-10 scores - % of 0-6 scores = Overall Happiness (a number between -100 to 100).

### **Productivity:**

End-users estimate how much work time they lost due to the IT area being measured.

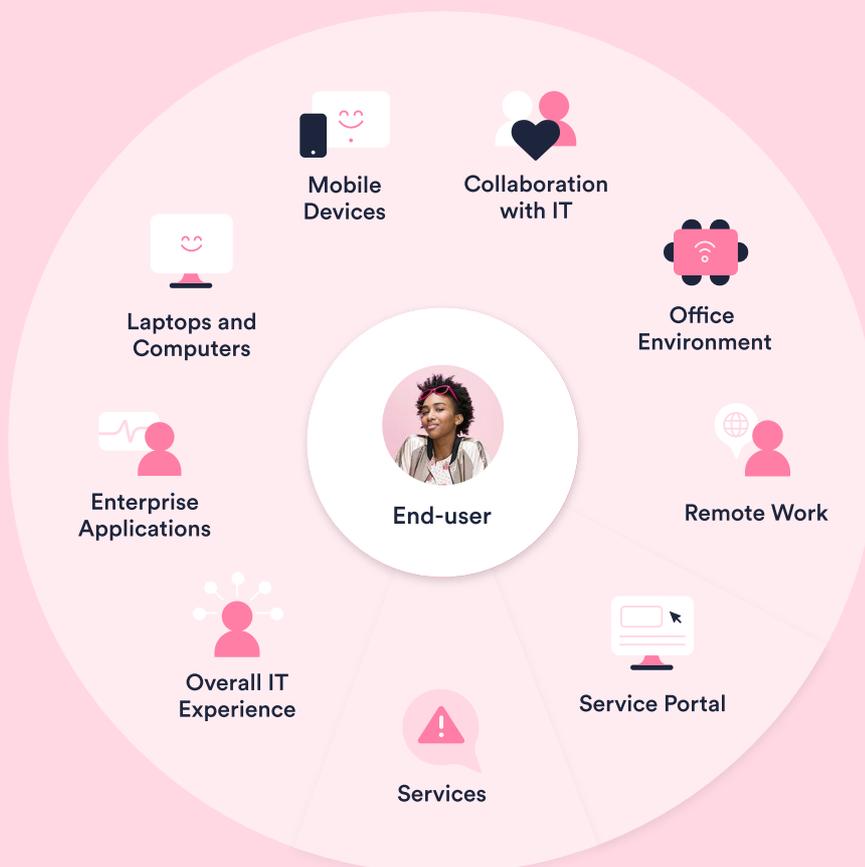
### **Factors:**

End-users select from a list of suggested reasons – which we call Factors – that influenced their Happiness rating. Multiple factors can be selected.

The surveys automatically tailor the factors shown to each end-user depending on what IT area is being measured, and whether the Happiness rating given in the first question was positive, negative, or neutral. Examples of factors include “It was difficult to know where to start” (Ticket-based Services) and “Applications are too slow” (Enterprise Applications).

# How Happy Are End-Users With Different IT Touchpoints?

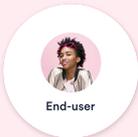
Across all nine IT touchpoints for enterprise end-users



# What makes end-users happy with IT?

## IT Happiness Per Measurement Area

Based on 1,863,721 responses in 2023



This is how end-users perceive IT in 2023



HappySignals

The Global IT Experience Benchmark Report 2023

## Key insights

- Ticket-based services (incidents and requests), Collaboration with IT, and Remote Work are still the highest-rated areas of IT.
- Remote Work is the highest scoring measurement area in 2023.
- Happiness with Laptops and Computers has increased the most. +10 points compared to full year 2022 results.

Measurement Area	2022	2023
Overall IT Experience	+34	+39
Services (Ticket-based)	+79	+81
Collaboration with IT	+84	+70
Remote Work	+77	+82
Service Portal	+32	+27
Office Environment	+40	+40
Mobile Devices	+8	+9
Laptops and Computers	+7	+17
Enterprise Applications	+12	+6

## Conclusions

- **Surprising Satisfaction:** Often, companies don't know which IT services make employees happy. IT support is usually rated well by staff, contrary to common assumptions.
- **Prioritize Improvements:** To improve the work experience, know which tech areas people like and which they don't. People are the best sensors, as they are sensitive to changing contexts and priorities.
- **Better Decisions:** Use actual feedback from end-users to guide where you invest in tech instead of just guessing or using traditional IT KPIs. This makes tech changes more likely to succeed in the eyes of the end-users.

Understanding which IT aspects employees are satisfied with and which are problematic allows the company to make informed decisions. This approach is more effective than relying on the leadership team's assumptions and leads to better outcomes in updating and improving digital tools at work.

NB! Numbers may vary from the last report due to data quality improvements that have been applied to historical data as well for better comparability. Some measurement areas with lower volumes can also be impacted by multiple very large organizations that pull up or down the numbers. Scores are calculated with the same mathematical model as NPS. (Read about [What is the difference between NPS and HappySignals?](#))

### **What is the business impact of ITXM on the Overall IT Experience?**

One of the common mistakes is assuming which IT touchpoints make IT end-users happy. New customers are often surprised by the touchpoints highly rated by their end-users. Contrary to popular belief, IT services are frequently among the most highly rated IT areas.

If the goal is to enhance the overall employee experience with digital technologies, it's crucial to be aware of which areas are liked the most and the least.

Real-time experience data across different IT touchpoints provides valuable insights that facilitate conversations between IT, HR, and business functions.

Having a comprehensive understanding of the IT experience enables the company to allocate resources based on employee feedback data rather than educated guess work. This, in turn, leads to a higher success rate in digital transformation projects.

# Overall IT Experience - The Reputation of IT



# The Overall IT Experience reflects a holistic perception or "reputation" of IT

## A look at what impacts Overall IT Experience among end-users

In this section, we look at the concept of Overall IT Experience. Unlike an average of our other IT experience measurement areas, it's a distinct measure capturing the overall perception of IT within the organization. Think of it as the "reputation" of IT within the enterprise.

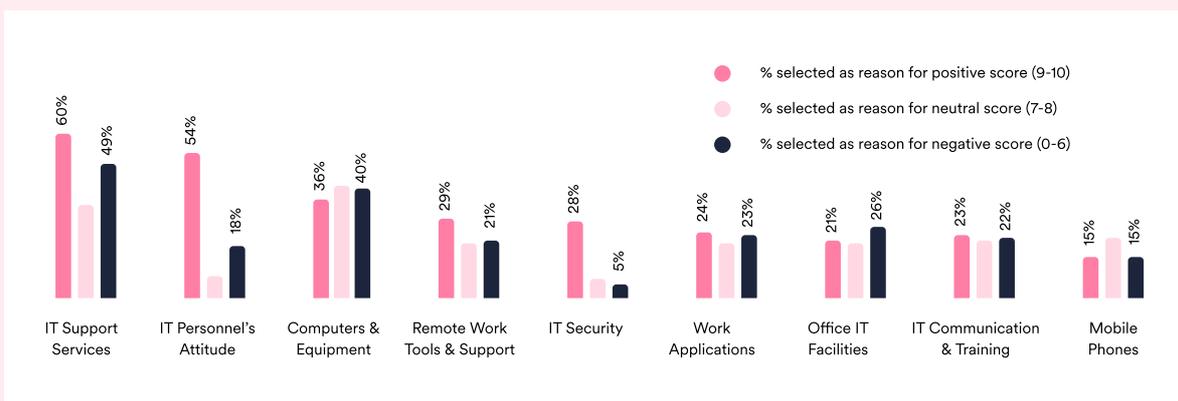
The Overall IT Experience survey is an alternative to annual IT surveys. It provides continuous insights into how people generally feel about IT-related issues. After end-users provide their scores on a scale of 0 to 10, they're asked to identify which specific aspects of IT influenced their ratings.

Below, we present the findings of the areas that end-users selected as contributing factors for their given scores. This data offers a quick and digestible view of the factors shaping end-user perceptions of IT services.

The happiness with Overall IT Experience in 2023 was +39, up 5 points from +34 in 2022.

### The Factors Contributing To The Overall IT Experience

The frequency of selecting specific factors in negative, neutral, and positive responses



## Looking at high occurrence of specific factor selection in negative, neutral, and positive evaluations of Overall IT Experience

Understanding what contributes to the Overall IT Experience for end-users can be done by looking at how often certain factors are selected in negative, neutral, and positive experiences.

These results indicate that when end-users are asked why they're happy or unhappy, IT support services significantly impact their overall IT experience. Suppose certain factors are seen with positive responses but rarely negative ones. In that case, that aspect of the Overall IT Experience is essential for a good experience but not so crucial for a bad experience. Based on the percentages of factors selected by end-users, here are some conclusions:

### What this means for your organization

- IT Support Services are highly influential: The most significant positive impact on the overall IT experience comes from IT support services, as shown by the high percentage of positive scores.
- The attitude of IT staff matters: The attitude of IT personnel is a strong factor in how users perceive IT, with a majority indicating it as a reason for positive experiences.
- Equipment quality is key: Computers and equipment quality also strongly influence positive perceptions, but they are notable in the neutral and negative categories, suggesting room for improvement.
- Remote Work is crucial but could be improved: Remote work tools and support are crucial, as indicated by the significant percentage linked to positive experiences. However, a fair amount of neutral scores suggest that while it's important, users think it could be better.
- Security is not a major positive driver: IT security has a small positive impact on the overall experience, with low percentages across all scores. This might indicate that while necessary, it doesn't significantly enhance user satisfaction.
- Applications and Facilities need attention: Work applications and office IT facilities more often contribute to neutral and negative experiences, hinting at potential areas for improvement.
- Communication and Training could be improved: IT communication and training are often cited in neutral and negative experiences, suggesting these areas don't always meet user expectations.
- Mobile Phones are less troublesome: Mobile phones seem to be the least concerning, with lower percentages across the board, especially in negative experiences.

## Conclusion

**Many of the conclusions are common sense, but they are worth repeating.**

The Overall IT Experience factors highlight the importance of focusing on the human aspect of IT services to elevate the end-user experience. It's clear that attentive support, coupled with reliable equipment, significantly boosts satisfaction. The data also highlights a need for enhancements in remote work support, work applications, and IT facilities, which are areas where user experiences tend to be mixed.

Investing in clear communication and comprehensive training of end-users can further improve satisfaction. Experience data helps IT refine its services and resources to meet user needs effectively, ultimately contributing to a more positive overall IT reputation within the company.

# Geographical Differences in IT Experience



# Regional differences in IT Experience

## Variations across the globe in ticket-based IT service experience

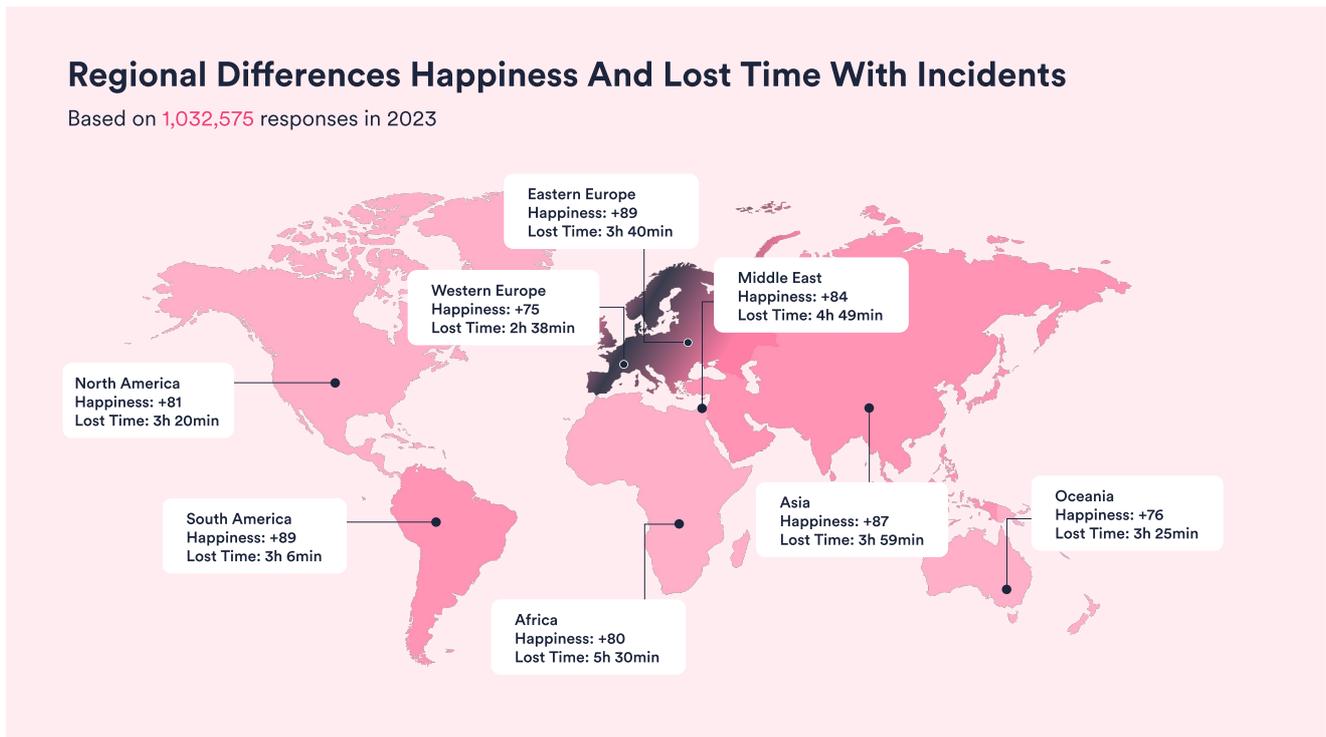
The more we look into global differences, the more they seem to influence expectations, preferences, and implications for IT service delivery. This further highlights why human-centric IT experience management needs feedback from the end-users themselves. Different users in different locations, working in different circumstances with different priorities, adhering to different company policies with varying social norms dictated by the company culture.

Variations and sometimes unexpected, counterintuitive findings are all part of what makes IT Experience data so fascinating. Having access to real-time experience data can help IT at all levels understand what they should be doing more of and what they don't need to use their time and resources on. This allows them to focus on the right things and use limited available resources in the best possible way.

In this report, you will find out what the regional differences are for:

- Happiness and Lost time with IT incident resolutions
- Happiness and Lost time with fulfilled IT requests
- IT Support Profile distribution across different regions
- Response rate differences in different countries.

## Happiness with IT incidents and requests in different regions



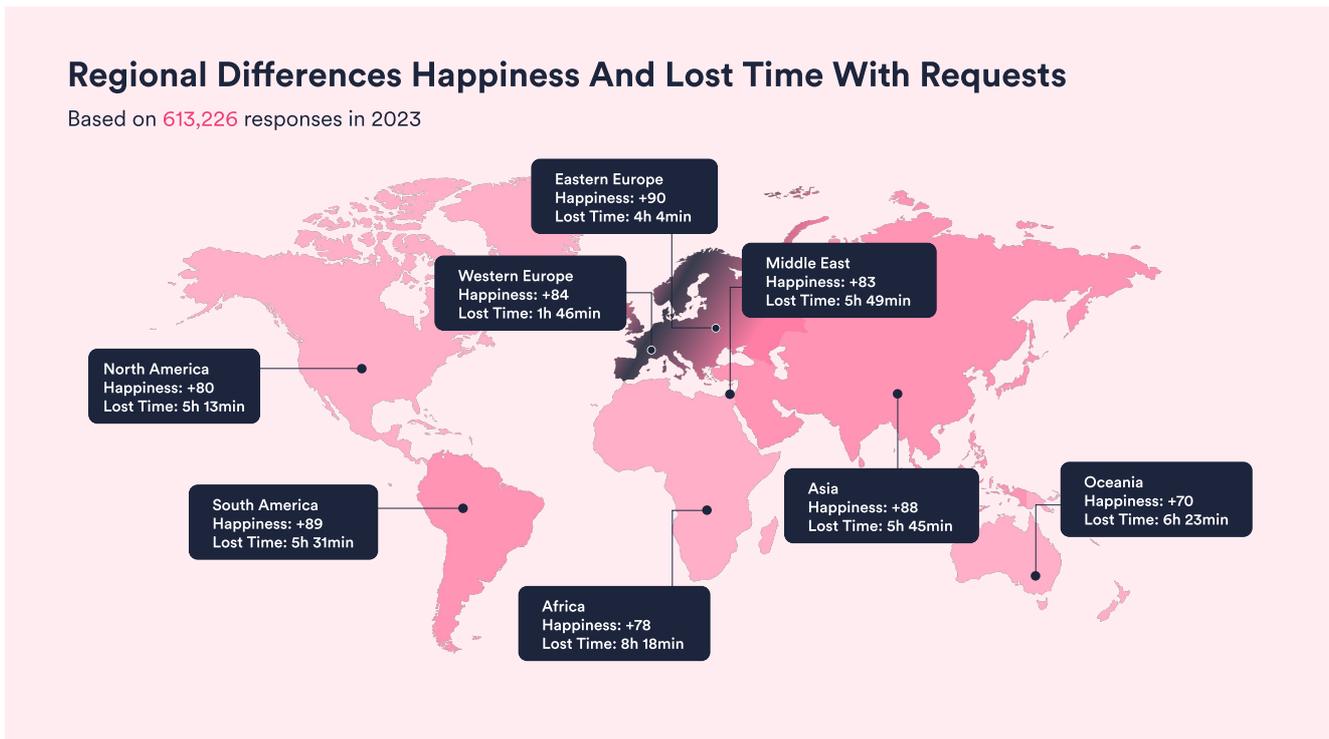
## Key findings for regional differences in ticket-based IT support

Looking at the difference between happiness and lost time with incidents and requests, it is good to remind oneself about the difference again. The results in this report are collected at the end of a resolved incident or a fulfilled request. Incidents are interruptions caused by an issue with something that used to work, while requests are end-users asking for something they need for work. The most interesting differences are between Western Europe and North America:

- With incidents, Western European end-users are still the most critical despite losing less time (2h38min) than in other regions. North American end-users score incident resolutions 6 points higher (+81) than Western Europe (+75) despite losing almost 1 hour more work time per incident.
- North American end-users, on the other hand, score requests 4 points lower (+80) than Western Europeans (+84) and perceive losing 3.5 hours more with each request than Western Europeans.

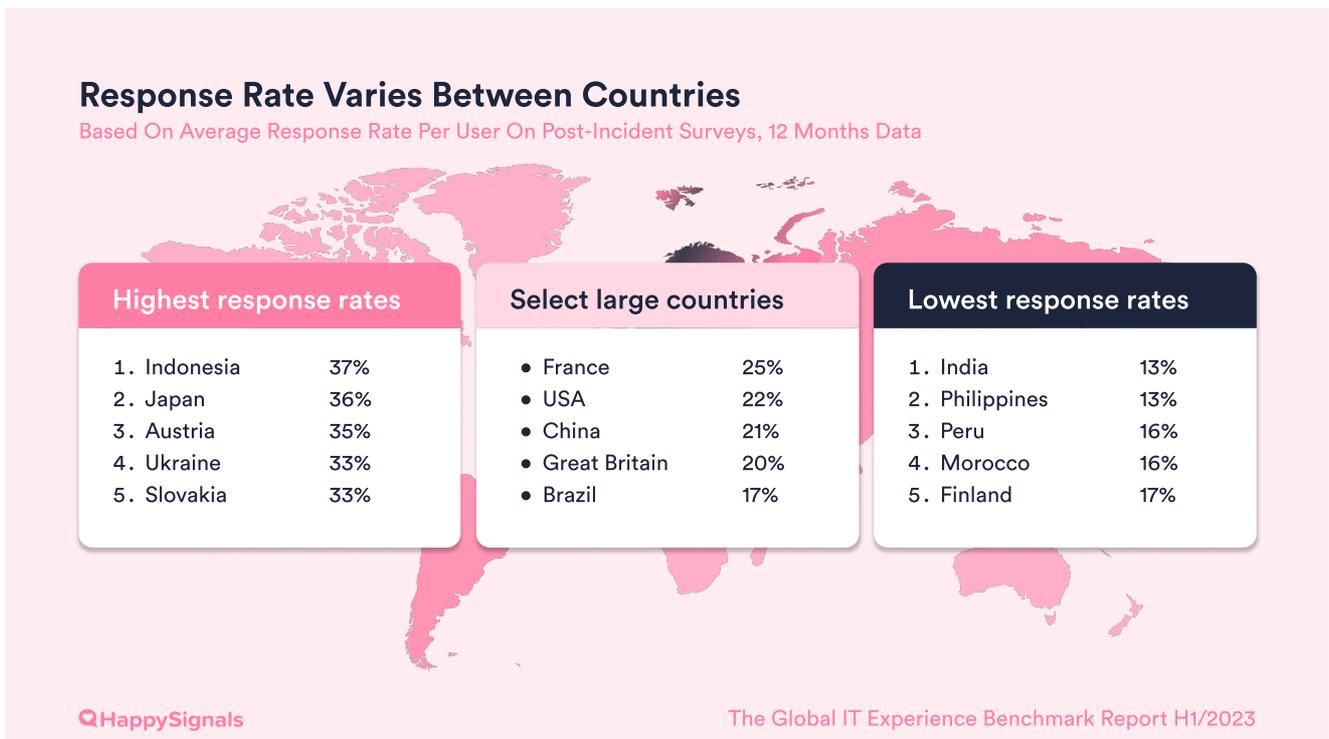
We have been thinking about the reasons for this. For incidents, the end-users want something broken to be fixed. In these instances, North American end-users are happier when issues get solved, but when asking for something new, the perception of lost time is very high.

Is it about cultural differences or different ways IT services are aligned around processes? This is something organisations can look into to in order to improve lost time in specific locations.



## Regional differences in response rates

Understanding the variation in IT survey response rates across different countries provides a perspective that the overall average fails to capture. Like support profiles, these variations can be attributed to cultural differences, local work dynamics, and user expectations. Taking these considerations into account allows you to work specifically on communication methods and support approaches to encourage end-users to provide feedback. Ensuring end-users know their feedback matters is the best way to drive higher response rates. That principle is applicable regardless of role and geographical location.



## Key insights

In simple terms, if the survey recipient doesn't believe the response will make a difference, then the motivation to fill out the survey will be low.

McKinsey studied this in more detail in [this article](#), and they concluded:

"A common belief is that survey fatigue is driven by the number and length of surveys deployed. That turns out to be a myth. We reviewed results across more than 20 academic articles and found that, consistently, the number one driver of survey fatigue was the perception that the organization wouldn't act on the results."

Therefore, when looking at response rates, consider if the end-users in low response rate locations feel that their voice matters as much as those in high response rate countries.

## Regional differences in IT support profile distribution

Understanding the variation in IT support profiles helps IT tailor services better to meet the preferences and skills of IT end-users. In this case, the profiles are adapted explicitly for ticket-based services and are more informative than prescriptive for other areas of IT.

### Are profiles the same as personas? No.

In-depth information about profiles can be studied from our "[Definitive Guide on IT Support Profiles](#)." Still, the main differences are: Profiles are based on actual, regularly updated end-user responses, while personas are often hypothetical. The results in this report are from almost 2 million end-user responses to questions that define their support profile. Here's a quote from our Profile guide:

"Profiles or Personas are both ways to describe and group customers based on their behavior and motives. Personas are semi-fictional representations of customers, often containing assumptions. Personas are usually based on market research and survey data with little interaction with the customer, whereas profiles rely on real customer conversations and interactions. When research is done in interaction with the customer, the assumptions (or hypotheses) about customer behavior and motives can be validated or invalidated in customer profiles."

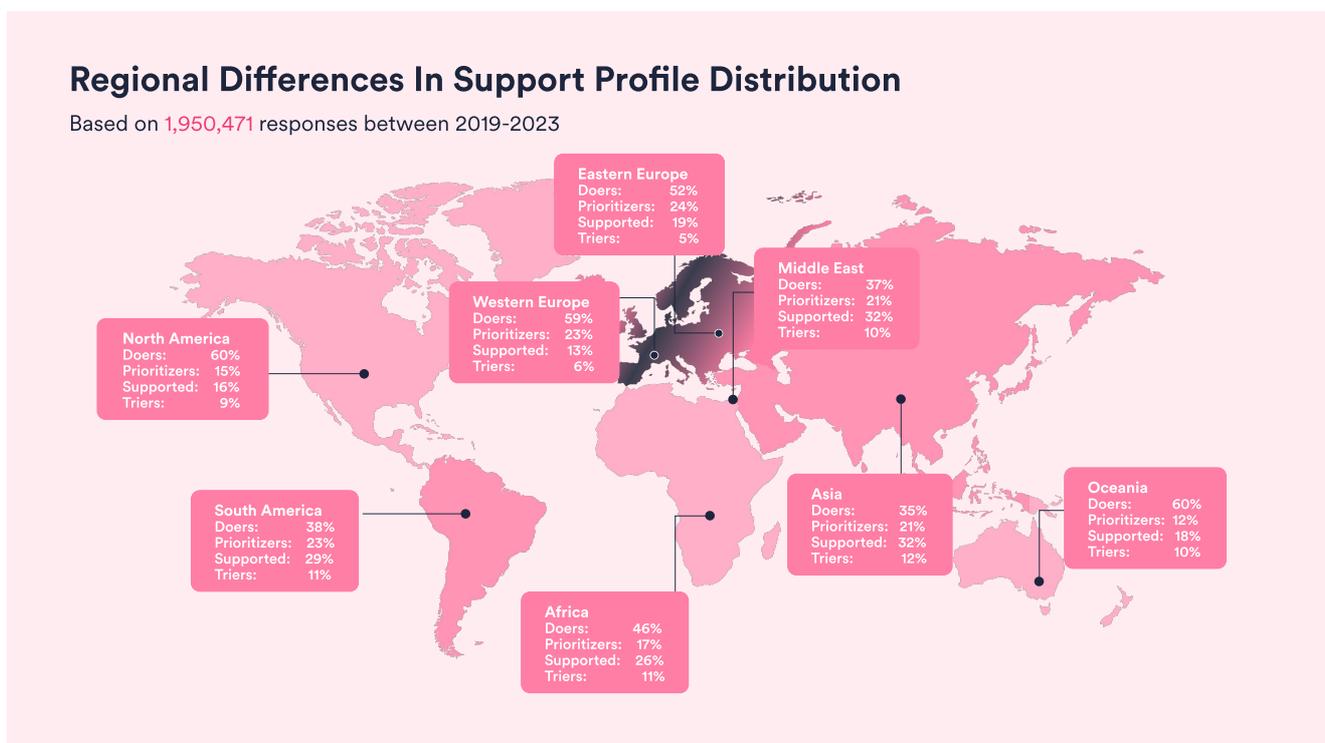
IT support profiles are determined based on end-user feedback on two axes of analysis: 1) The confidence and skills with IT 2) The preference of fixing things oneself or getting things fixed by IT.



## Are there differences in country or company cultures?

We have shown this graph to a few industry experts in the last couple of weeks, and a very common question that comes up is, "Does this reflect collectivist vs. individualist cultures?"

We can not wholly separate our professional cultures from our personal backgrounds. The regional differences are quite significant if we look at the most common support profile, the doers. Doers are end-users who like fixing things themselves and feel confident about doing so. They represent 55% of all users but are much less common in collectivist cultures in Asia, South America, and the Middle East. In these regions, doers represent less than 40% of end-users compared to Western Europe, North America, and Oceania, where doers represent 60% of end-users.



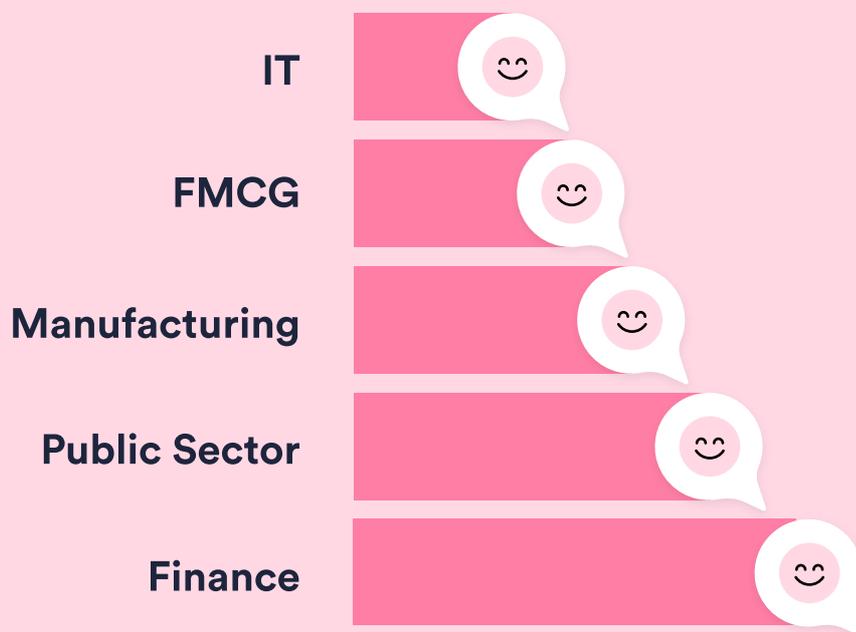
However, the results are not a pure representation of culture; instead, they can show differences in what kind of work is being done in different parts of the world. This becomes evident when looking at company and country-level data.

Our customers have a global footprint with millions of end-users across 130 countries, but the headquarters are still predominantly located in Western Europe or North America. This, in turn, in certain industries means some locations have a majority of office workers, while other locations have fewer of them. The needs and work preferences based on role can play an even larger role in the support profile distribution than the regional differences would suggest.

This is another example of the potential axis of analysis for future reports, understanding how much of the experience variations in different geographical locations depends on the cultural environment as a whole vs. the type of work and company culture.

# IT Experience in different industries

Different industries have very different end-users

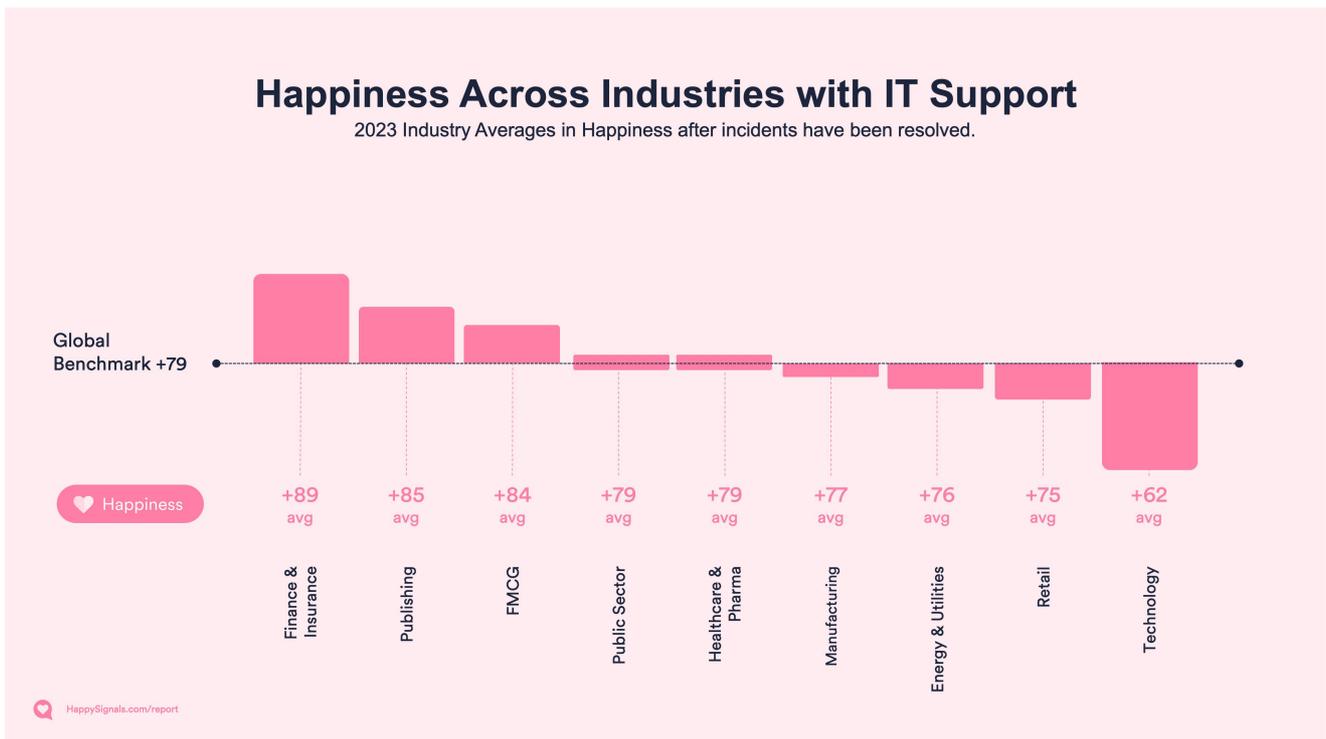


# Happiness Across Industries with IT Support

## Happiness and Lost time varies significantly between industries

Looking at experiences across industries, we can see clear differences in both the experience and the types of end-users represented. The numbers below reflect the happiness and lost time when incidents get resolved, and the end-users profile types reflect the IT skills and support preferences. Users in the financial and insurance sectors report high satisfaction and minimal disruption. This hints at an IT support system that's both efficient and responsive. This could be due to the nature of the professions in these industries can often be people with high salary costs matching high-value creations for their employers.

The story changes when we turn to the technology industry. Despite being in an industry centered around tech, users there report the lowest levels of happiness and the longest wait times. This could reflect the complex nature of their IT issues or higher expectations for service. Tech professionals might benefit from a more nuanced IT support approach that caters to their specific challenges.

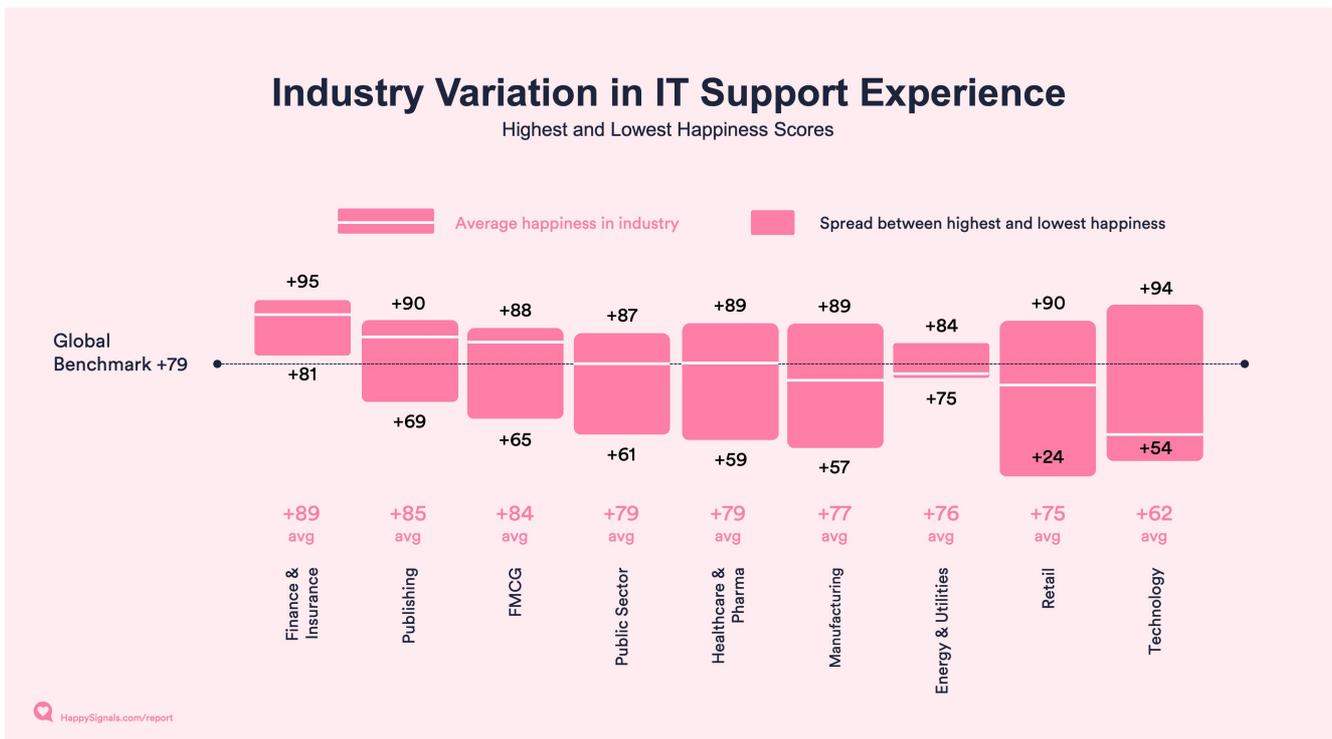


## Varying spread in experience within industries

The differences in happiness across industries are, to varying degrees, industry-specific. The spread between the highest- and lowest-scoring organizations varies in specific industries. The average score indicated in the image above is represented by the darker pink line in the graphic below.

What we observe when looking at the spread is variation between the very homogenous Energy & Utilities, compared to Manufacturing, where experience is evenly distributed between different companies. If you see the lighter pink industry average line close to either end of the lighter pink box, it means that most experiences are at that end of the scores.

A good example is the technology sector, where we find a few exceptionally performing companies with average happiness of more than +90, while most end-users in the industry are much closer to +60.



## Impact of support profiles on the IT experience

We see distinct patterns in how users prefer to handle IT troubles. Public sector employees stand out as self-sufficient 'Doers,' preferring to solve problems themselves. On the other hand, retail has more end-users who lean heavily on IT services, with many being 'Prioritizers'—skilled yet choosing to delegate to specialists. This difference underscores the importance of IT support being adaptable to different working cultures.

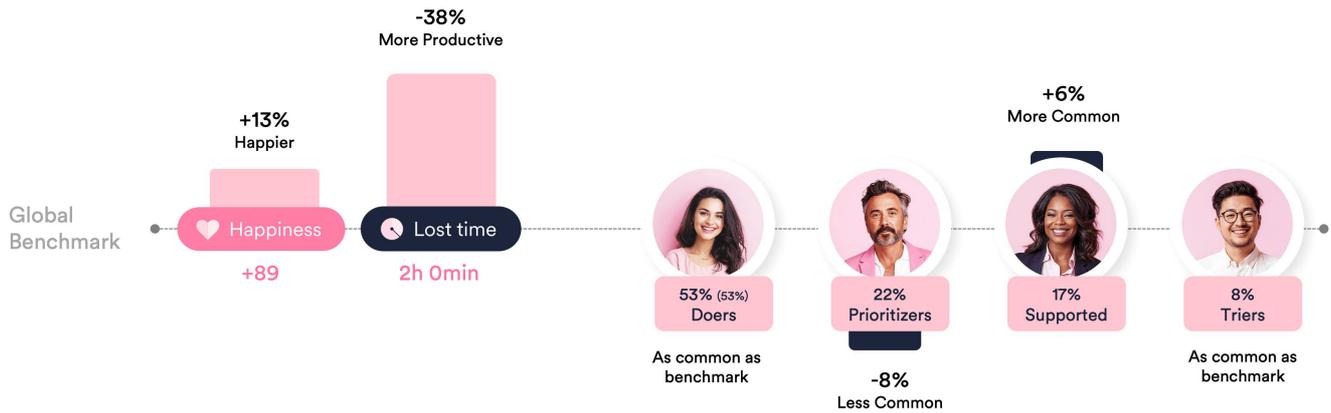
The 'Supported' group—those less confident in their tech abilities and more reliant on IT help—is the largest in the FMCG industry. Meanwhile, 'Triers'—those who try fixing issues before asking IT for help—are slightly more common in FMCG and Healthcare and Pharma.

Understanding the differences among industries is a higher-level view, but in all of these industries, the variations within the company's different roles and locations are likely to present even higher variations.

Industry	Happiness	Lost Time	Doer	Prioritizer	Supported	Triers
Global Benchmark	+79	3h 12min	53%	24%	16%	8%
Finance & Insurance	+89	2h 0min	53%	22%	17%	8%
Publishing	+85	2h 11min	59%	19%	14%	8%
FMCG	+84	3h 26min	42%	28%	22%	9%
Public Sector	+79	2h 12min	62%	22%	10%	5%
Healthcare & Pharma	+79	3h 38min	55%	21%	15%	9%
Manufacturing	+77	3h 27min	52%	25%	16%	7%
Energy & Utilities	+76	2h 57min	63%	21%	10%	6%
Retail	+75	3h 13min	56%	30%	9%	4%
Technology	+62	3h 56min	65%	20%	9%	6%

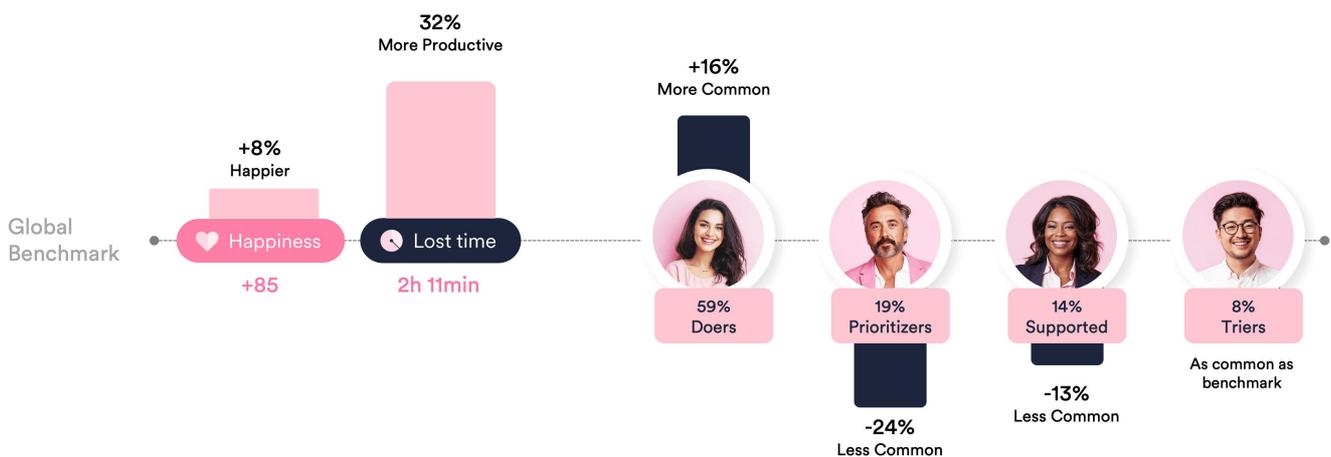
## Experience with IT support in Finance and Insurance

End-users in Finance and Insurance are happier and perceive losing less working time with IT incidents than the Global Benchmark. The end-users in this industry give higher scores in IT happiness than any other industry with resolved incidents.



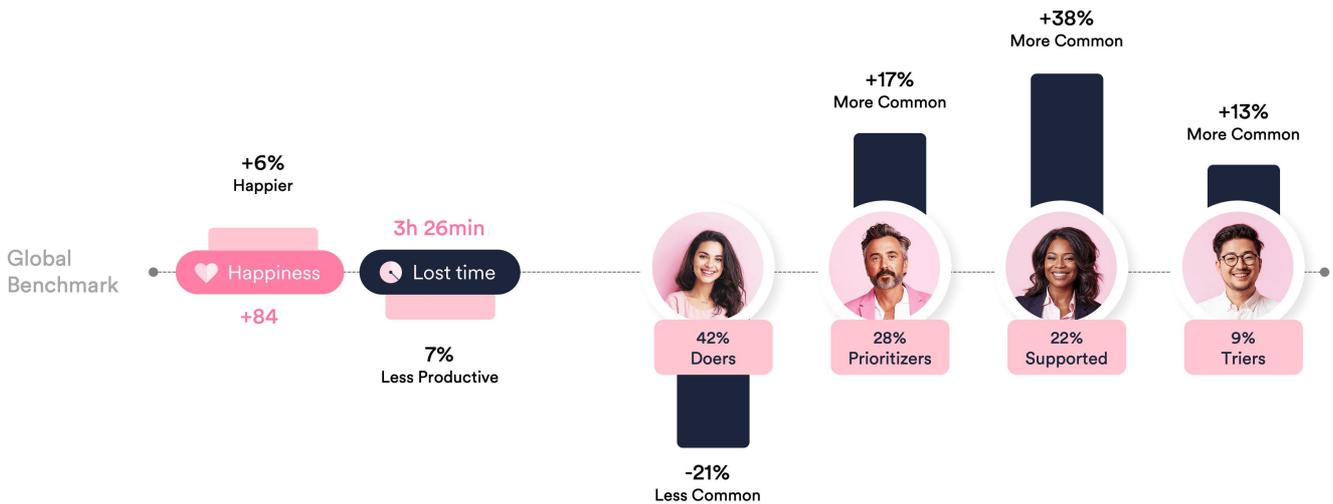
## Experience with IT support in Publishing

Compared to the Global Benchmark, end-users in Publishing are happier and perceive losing less working time when they get support for IT incidents.



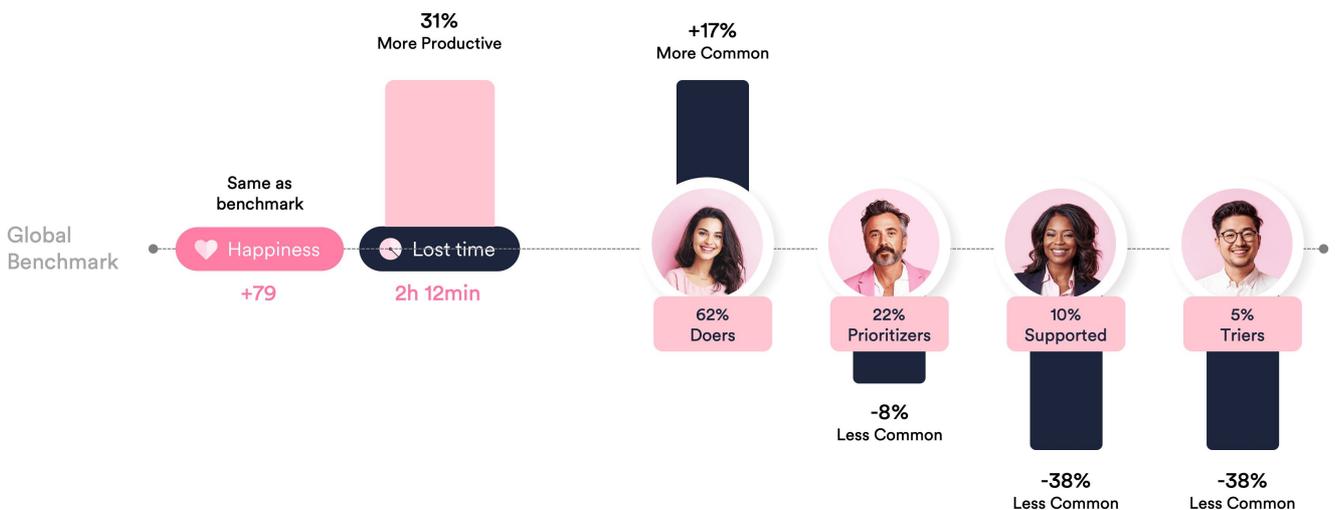
## Experience with IT support in Fast Moving Consumer Goods (FMCG)

Compared to the Global Benchmark, end-users in FMCG are slightly happier and perceive losing a little more working time when they get support for IT incidents. Support profiles that want IT to fix their issues instead of themselves, are more common than the benchmark.



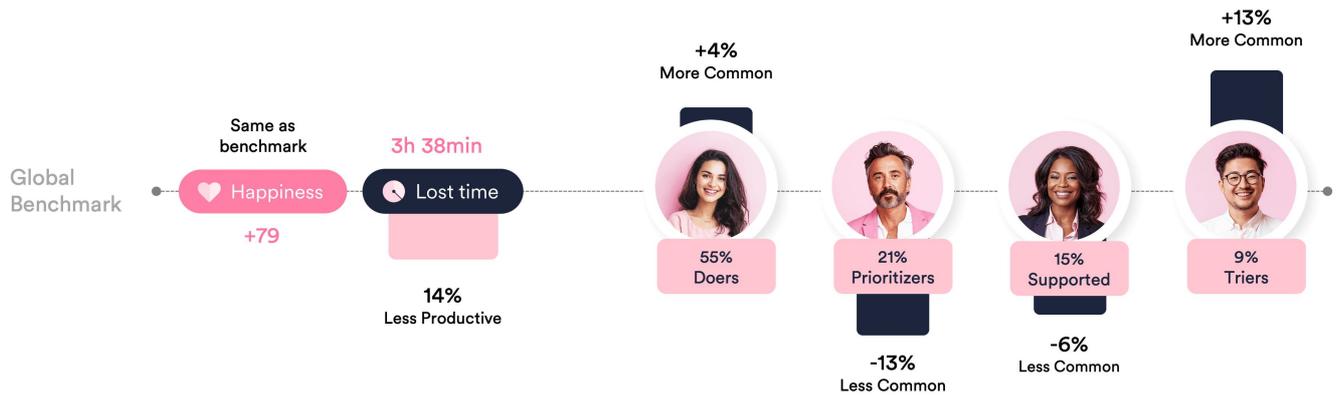
## Experience with IT support in Public Sector organizations

Compared to Global Benchmark, Public Sector end-users are as happy but perceive losing less working time when they get support for IT incidents. The doer profile, technically able and willing to solve their own issues, are very common in this industry.



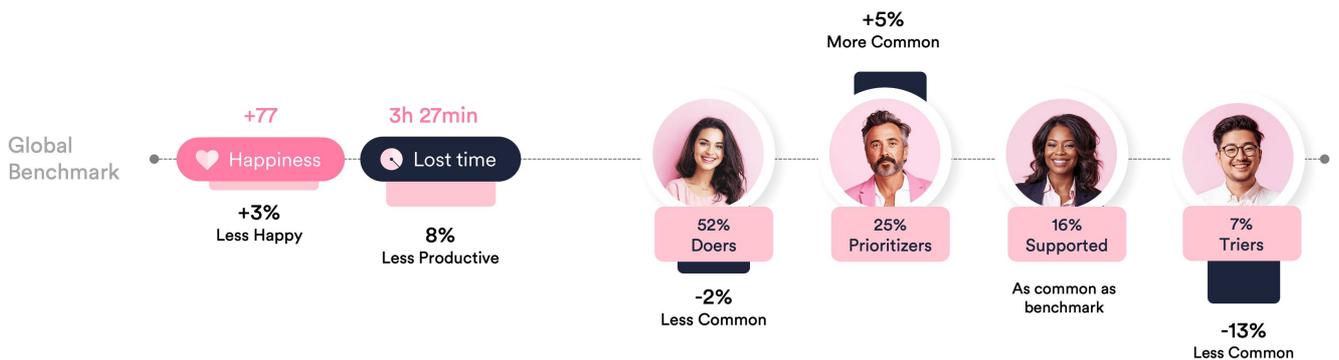
## Experience with IT support in Healthcare and Pharmaceuticals

Compared to the Global Benchmark, end-users in Healthcare and Pharmaceuticals are as happy but perceive losing more working time when they get support for IT incidents. The end-user support profile distribution is relatively close to the benchmark.



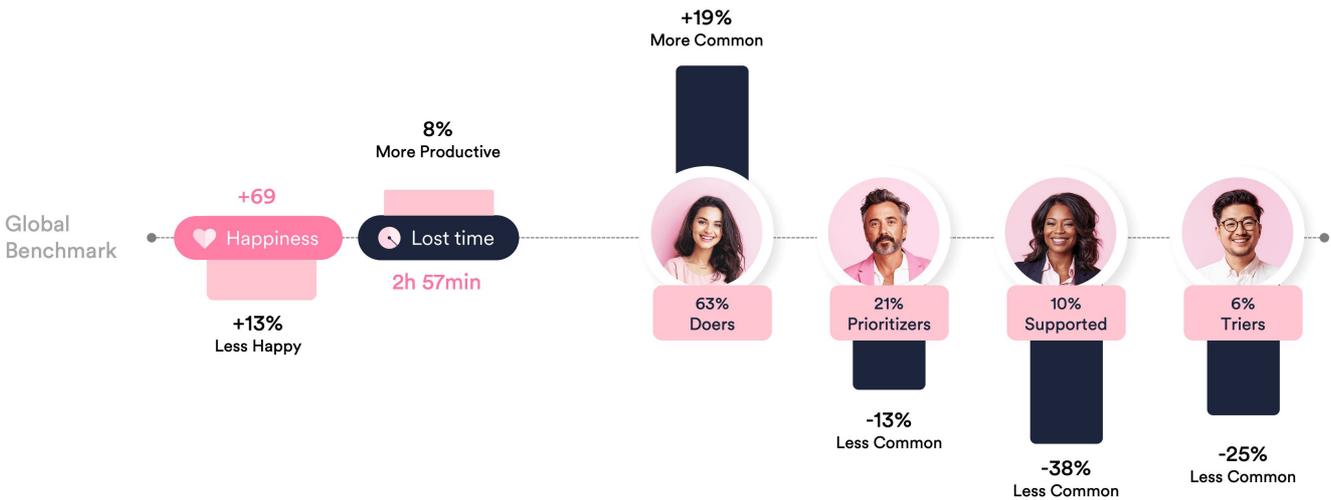
## Experience with IT support in Manufacturing

Compared to the Global Benchmark, end-users in Manufacturing are slightly less happy and perceive losing slightly more working time when they get support for IT incidents. The end-user support profiles are very close to the benchmark.



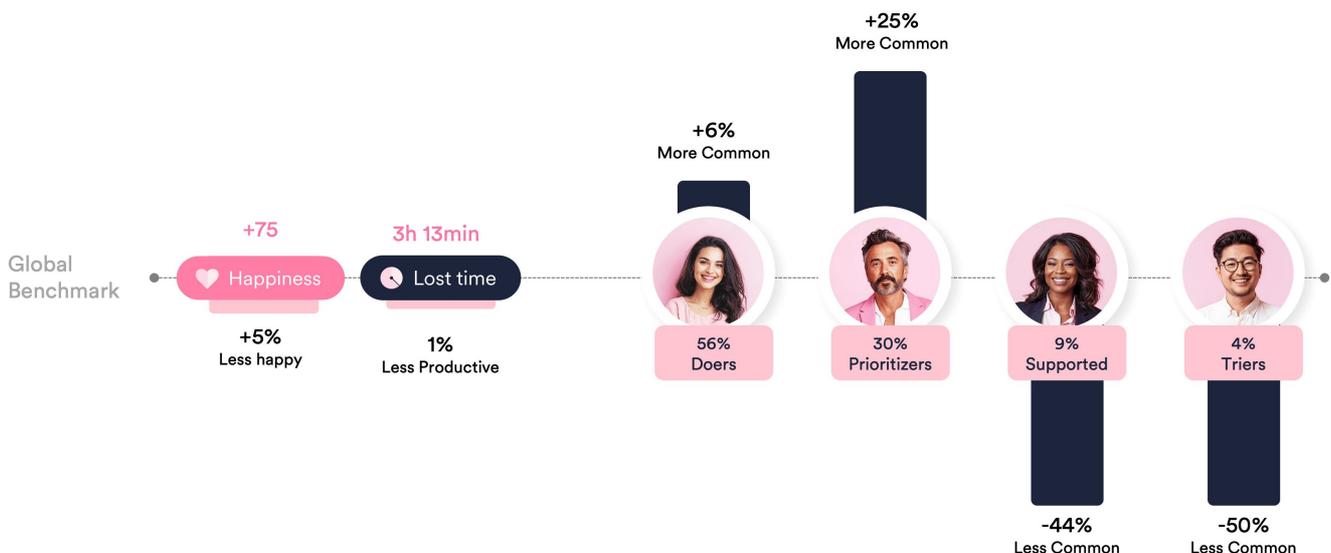
## Experience with IT support in Energy and Utilities

End-users in the Energy and Utilities industry are less happy but lose slightly less working time when getting support for IT incidents. End-users are predominantly doers and prioritizers with good technical skills.



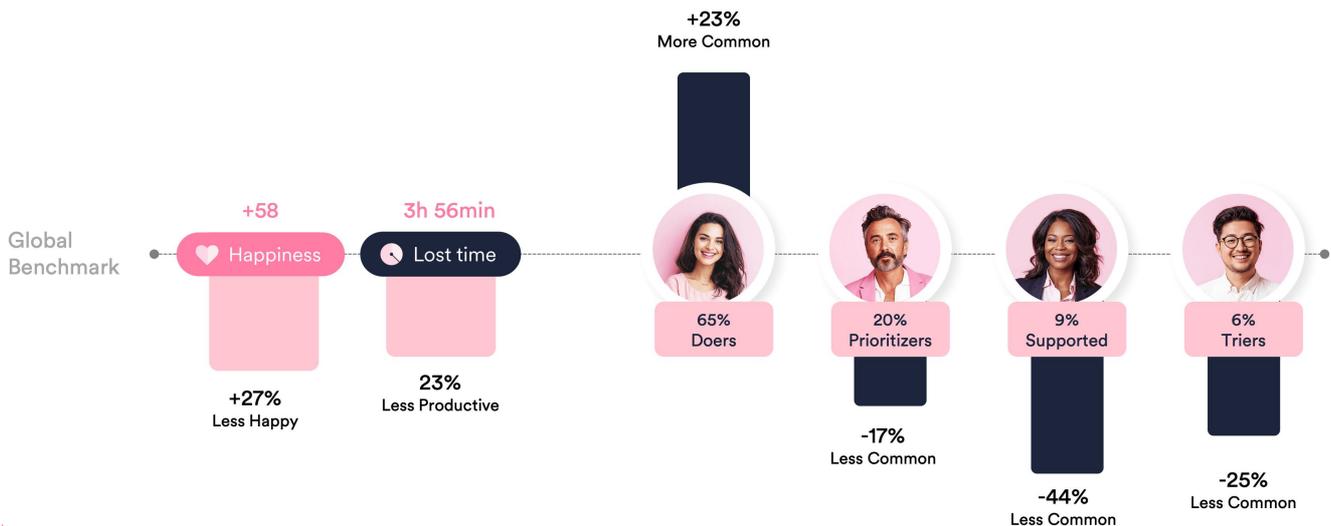
## Experience with IT support in Retail

Compared to the Global Benchmark, end-users in Retail are slightly less happy and perceive losing just about the same amount of working time as the benchmark. Retail has the highest proportion of prioritizers, who do not want to use their own time fixing IT issues, even if they know how to.



## Experience with IT support in Technology

Compare to the Global Benchmark, end-users in Technology are the least happy and perceive losing the most working time when they get support for IT incidents. No other industry has as many doers, making this industry harder to please than any other.



## Conclusion

There are rather big differences between industries. The types of demands that are put on the organizations will vary, as well as the cost of a poor experience.

Understanding what types of end-users are most common in your industry and organization is very important. We know from our research that different support profiles have different preferences in nearly all aspects of support. This concerns the channels used, how they wish to be served, and what kind of expectations they have on IT support staff in both technical- and people skills.

Having people-centric experience data available, helps IT organizations implement guidance and automations that take the differences into account.

An example of this could be directing “doers” to more technical support articles, while taking the time to patiently guide “supported” end-users through basic steps.

IT support organizations can also set realistic expectations towards their senior stakeholders and leadership, understanding the unique challenges in each industry.

# Impact of company size on IT experience

Big enterprises see the highest levels of lost time with IT



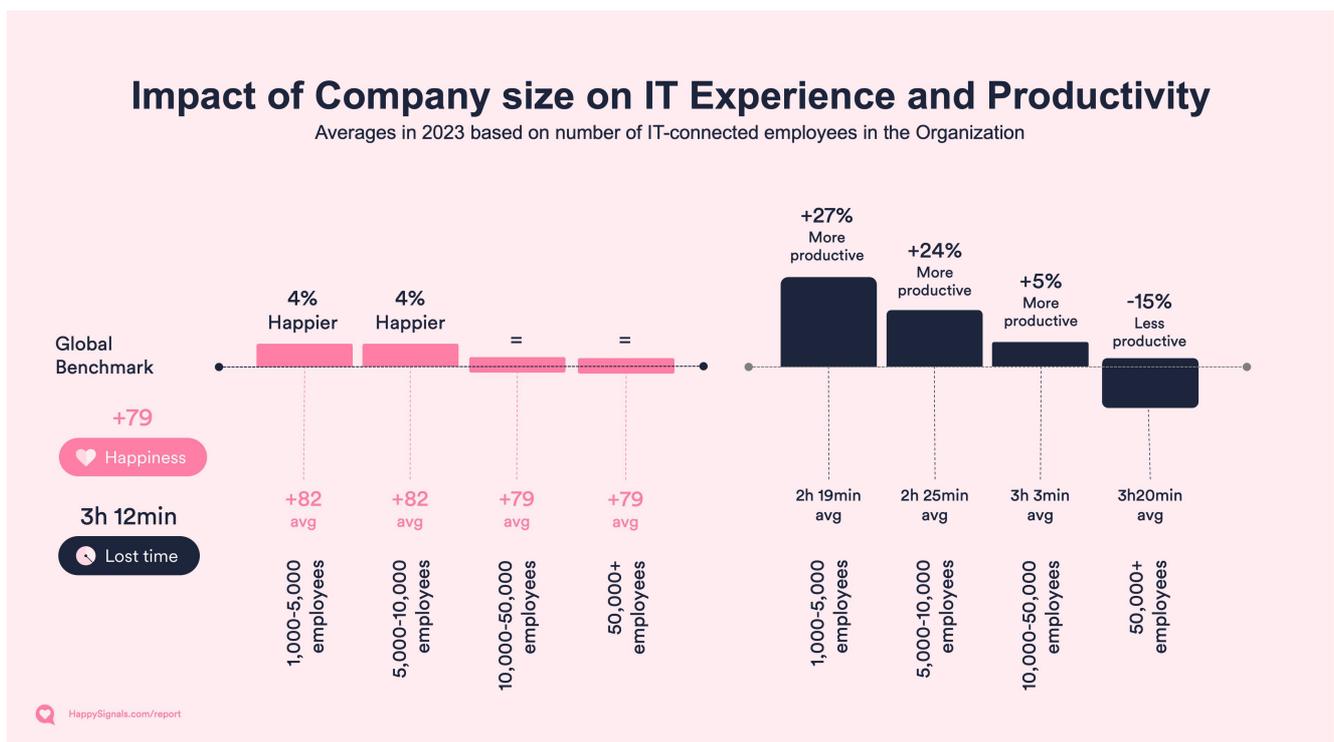
# The impact of company size

## The larger the company, the more time end-users perceive losing

The study of differences in experience between different company sizes is (in this report) limited to data collected after incident resolutions. This allows for a study with the widest available set of data, comparable processes, and expected outcomes at the end of the process.

The number of employees in an organization has less impact on happiness than in our previous research a couple of years ago. The difference is, at most, 4%, which represents +3 points in happiness compared to the Benchmark.

While happiness does not vary much, the perception of lost time with each incident does. The larger the company, the more time end-users perceive losing with each incident. Comparing the smallest organizations to the largest ones, the employees of smaller enterprises perceive losing 1 hour less per incident than the employees of the largest organizations.

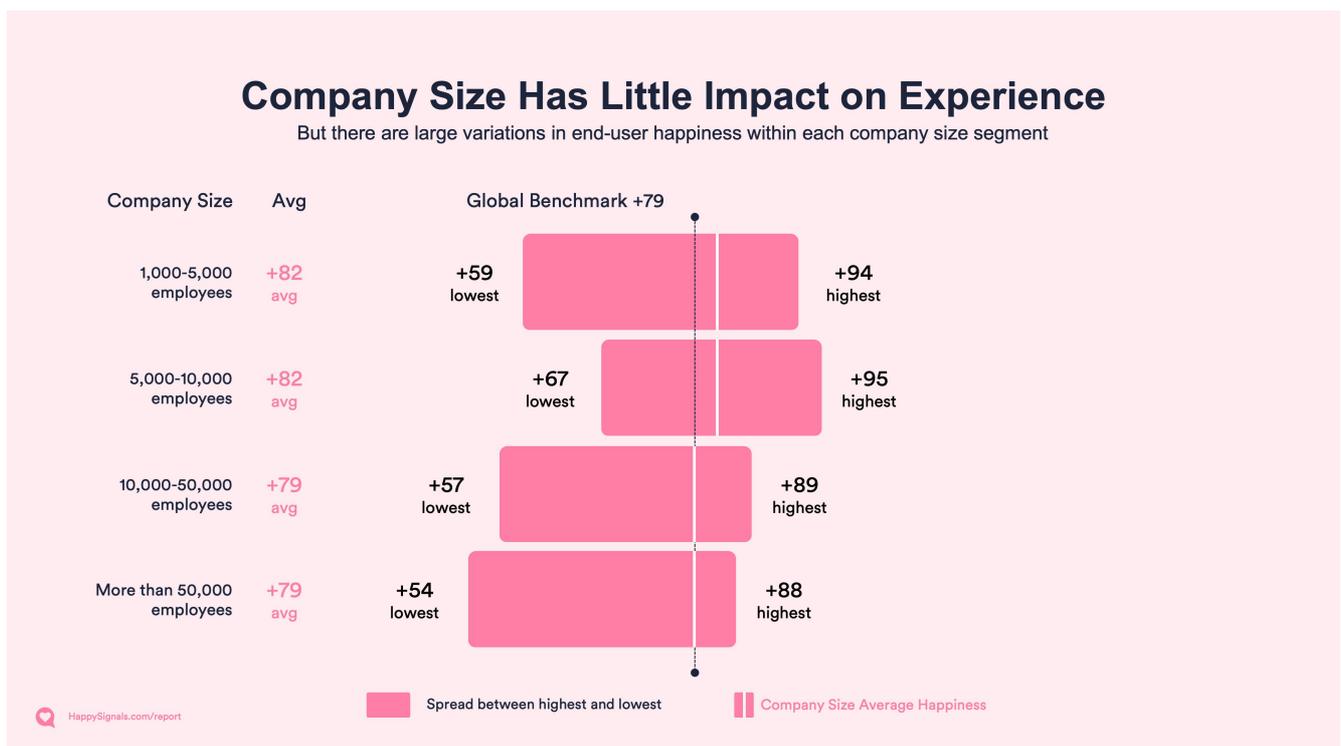


## The averages hide a more nuanced reality

While happiness hardly varies between the company sizes on a global scale, each size category has varying degrees of spread in happiness between the highest and lowest-scoring companies.

The highest-scoring companies are found in the smaller company sizes, while the lowest-scoring companies are found in the largest ones. These nuances are much more visible when looking at the spread of happiness in each company size category.

This data suggests that medium-sized companies (between 1,000 to 10,000 employees) tend to have the most positive impact on productivity from their IT experiences. On the other hand, very large companies (50,000+ employees) experience a negative impact on productivity, potentially due to the complexity and challenges of scaling IT services effectively for such a large number of employees.



## Does company size matter?

While the numbers seem to suggest that the happiest end-users are found in the smaller companies, the differences are so small that it would be tempting to say that size does not matter.

We know from previous studies that the larger the company is, the more likely they are to have outsourced their 1st line service desk. Our hypothesis was that maybe there would be more differences to uncover when adding service desk outsourcing to the comparison. There were some differences, but the differences were the largest in the smallest companies.

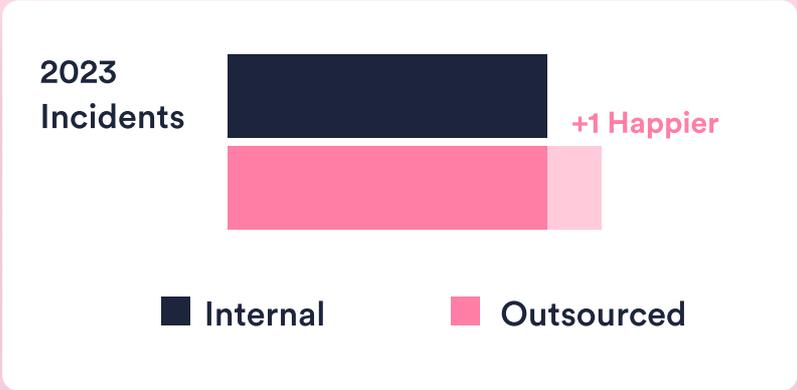
In companies with 1,000 to 5,000 employees, internal service desks have on average +84 in happiness and 1h 58min in lost time per incident. In similar sized organizations, outsourced service desks score on average +74 in happiness and 2h 59min in lost time per incident. That means a 10 point difference in happiness and 1 hour difference in lost time.

In companies with 10,000 to 50,000 employees, the difference in happiness is just 2 points. Internal service desks score +80 on average with outsourced service desks reaching +78. Interestingly, in lost time the difference remains at one hour with internal service desks at 2h 19min and outsourced service desks in 10,000 to 50,000 employees companies reporting an average of 3h 22min.

These findings highlight the complexity of IT service satisfaction and productivity within corporate structures and underscore the need for further, more granular research to understand the nuances fully.

# Internal vs Outsourced IT

Differences in happiness and lost time with IT incidents

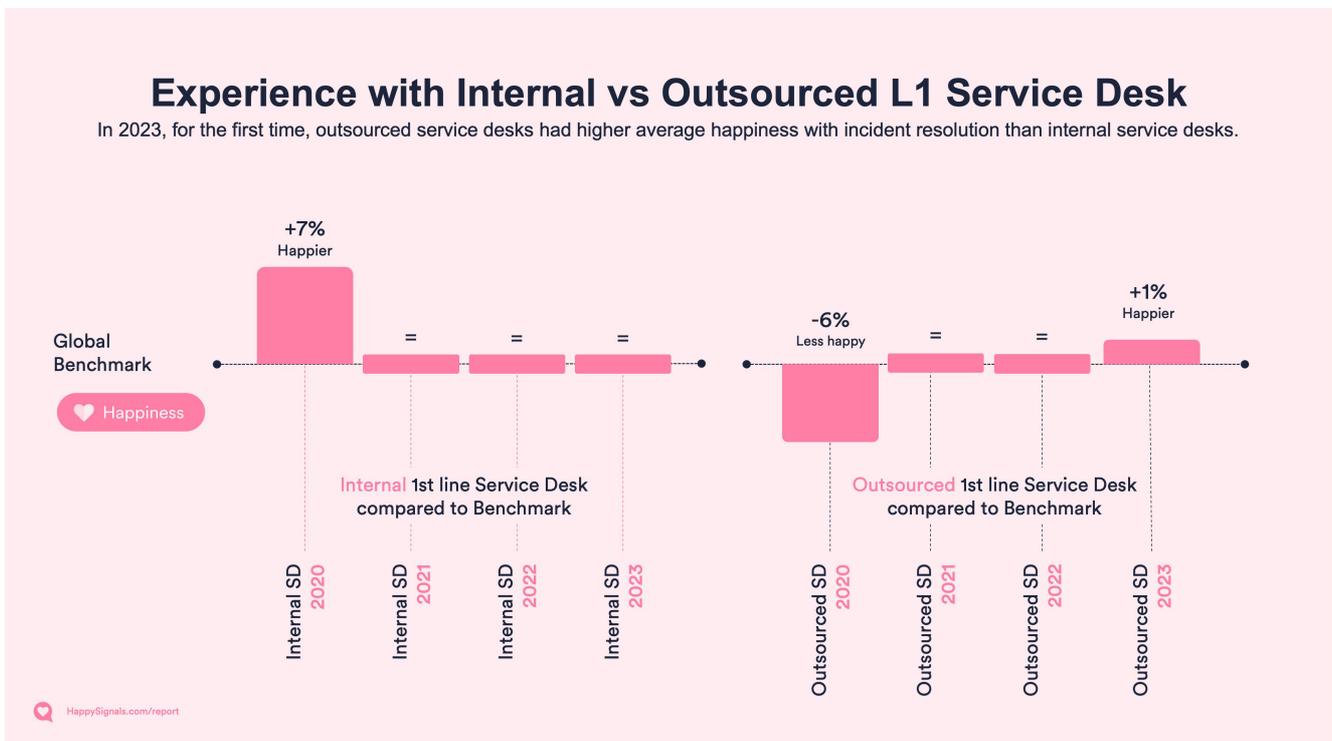


# Internal vs outsourced service desks

## Very little difference in happiness, but bigger differences in lost time

In our earlier Benchmark reports, we found that Internal service desks were able to outperform their outsourced peers in happiness. At the same time, our findings showed that outsourced service desks were often more systematic in using experience data and improved faster than internal ones.

Looking at the happiness year-to-year, we can now see that outsourced service desks have marginally happier end-users than internal ones. The average score for outsourced service desks in 2023 is +80, while internal service desks are on par with the benchmark at +79. Happiness scores show that in terms of end-user experience with the service, outsourced service providers can provide on par or better experience for end-users. Well done!

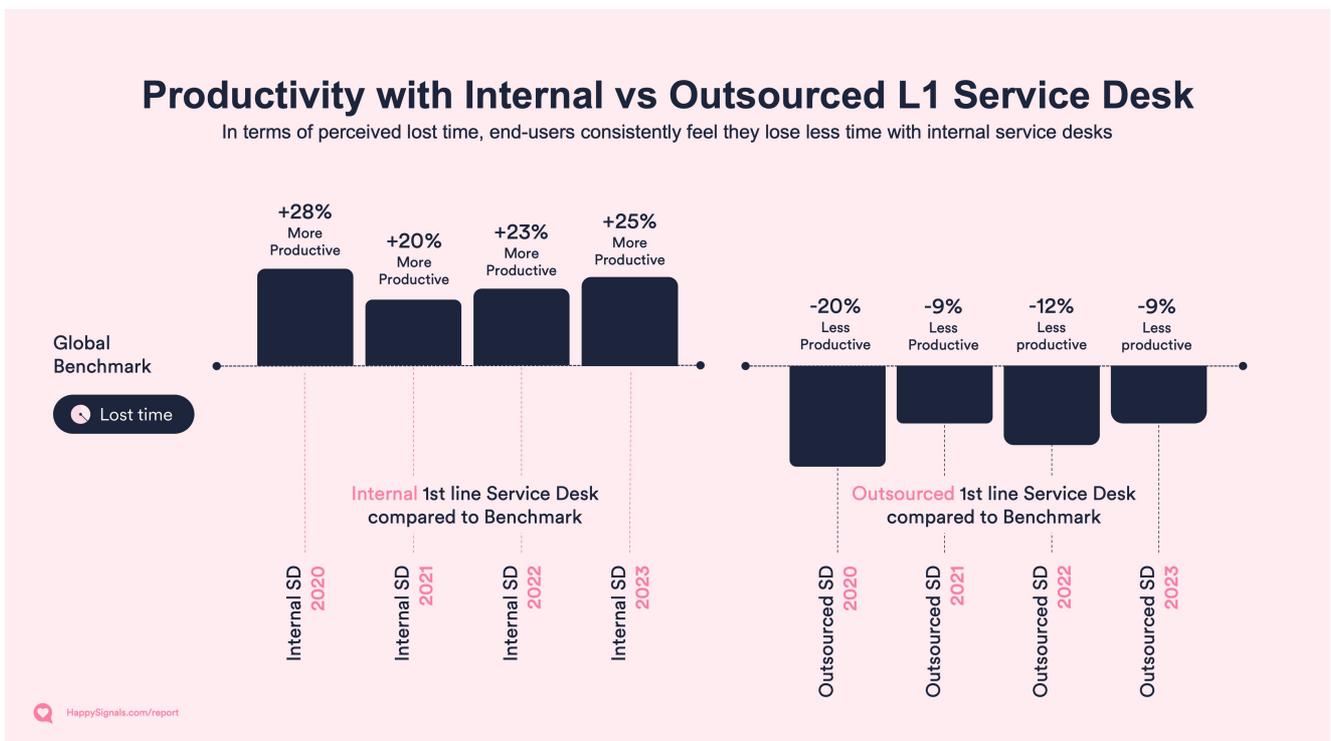


Happiness with incident resolutions	2020	2021	2022	2023
Internal L1 service desk	77	76	77	79
Outsourced L1 service desk	68	76	77	80
Lost time with Incidents	2020	2021	2022	2023
Internal L1 service desk	2h 18min	2h 27min	2h 29min	2h 24min
Outsourced L1 service desk	3h 52min	3h 19min	3h 35min	3h 30min

## Differences in Lost Time between internal and outsourced service desks

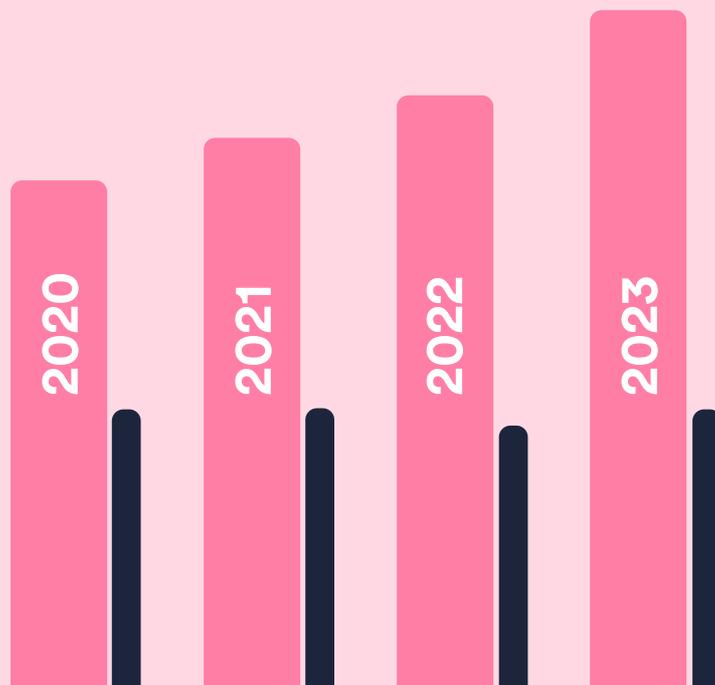
The results, on the other hand, are a bit more nuanced when we look at lost time. For some reason, the perception of lost time is systematically around 1 hour more with outsourced service desks, and has been so for the last 3 years.

The interesting observation here is that internal service desks are managing to slightly improve the productivity of end-users every year compared to benchmark, while outsourced service providers are slightly more up and down in their averages.



# IT Service Desk Benchmarks

Incidents and Requests



# Service Desk benchmark data

## Happiness for IT Incident resolutions has remained stable in 2023

The upward trend over several years with IT incident resolutions happiness has stabilized. Average lost time with IT incidents is slightly going up or down a few minutes between 6-month periods but, all in all, the changes in 2023 were minor.

Our method for measuring end-user experience with Ticket-based IT (Incidents and Requests) involves sending surveys to end-users after each ticket resolution using HappySignals. These surveys ask end-users to provide feedback on their experience and cover the following metrics:

### Happiness:

End-users rate how happy they are with their recent service experience on a scale from 0-10. HappySignals then calculates % of 9-10 scores - % of 0-6 scores = Overall Happiness (a number between -100 to 100).

### Productivity:

End-users estimate how much work time they lost due to the service experience.

### Factors:

End-users select from a list of suggested reasons – which we call Factors – that influenced their Happiness rating: e.g. “Service was slow”, “My ticket was not solved”. Multiple factors can be selected.

## Historical data

The stable average happiness in our Benchmark report might feel like experience management stagnates at some point and improvements become increasingly hard to find, but the overall average hides the fluctuations over time in customer data. Most customers manage to progressively improve their happiness scores and decrease their lost time. Getting there, however, is a dynamic journey with ups and downs.

Happiness and Lost time with Ticket-based IT	2019	2020	2021	2022	2023
Incidents, Happiness	+65	+72	+76	+77	+79
Incidents, Lost Time	3h 14min	3h 13min	3h 3min	3h 13min	3h 12min
Requests, Happiness	+75	+77	+80	+82	+84
Requests, Lost Time	2h 28min	1h 36min	2h 52min	2h 59min	3h 16min

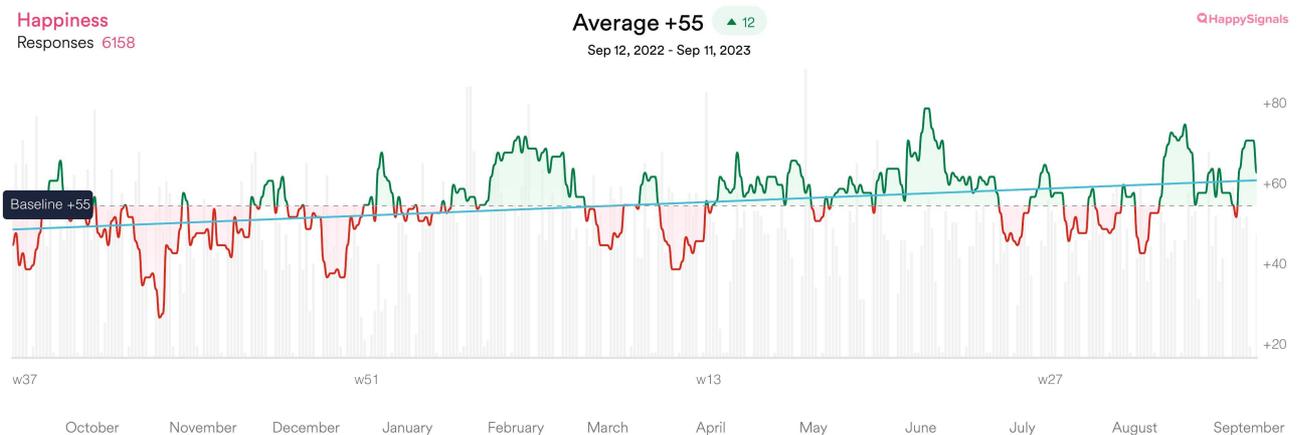
# Happiness and Lost time with Incidents and Requests in 2023



Based on **1,645,801** end-user responses in 2023  
Questions asked: "Please rate your service experience" and "Estimate the working time you lost"

## Experience is not static; it is very dynamic

The graph below is from one of our customers who started their IT Experience Management journey in September 2022. They have managed to improve their end-user experience in the first year, but as you can see, experience is dynamic. It changes daily, and understanding the dips and peaks allows IT to improve, step-by-step, improvement by improvement.

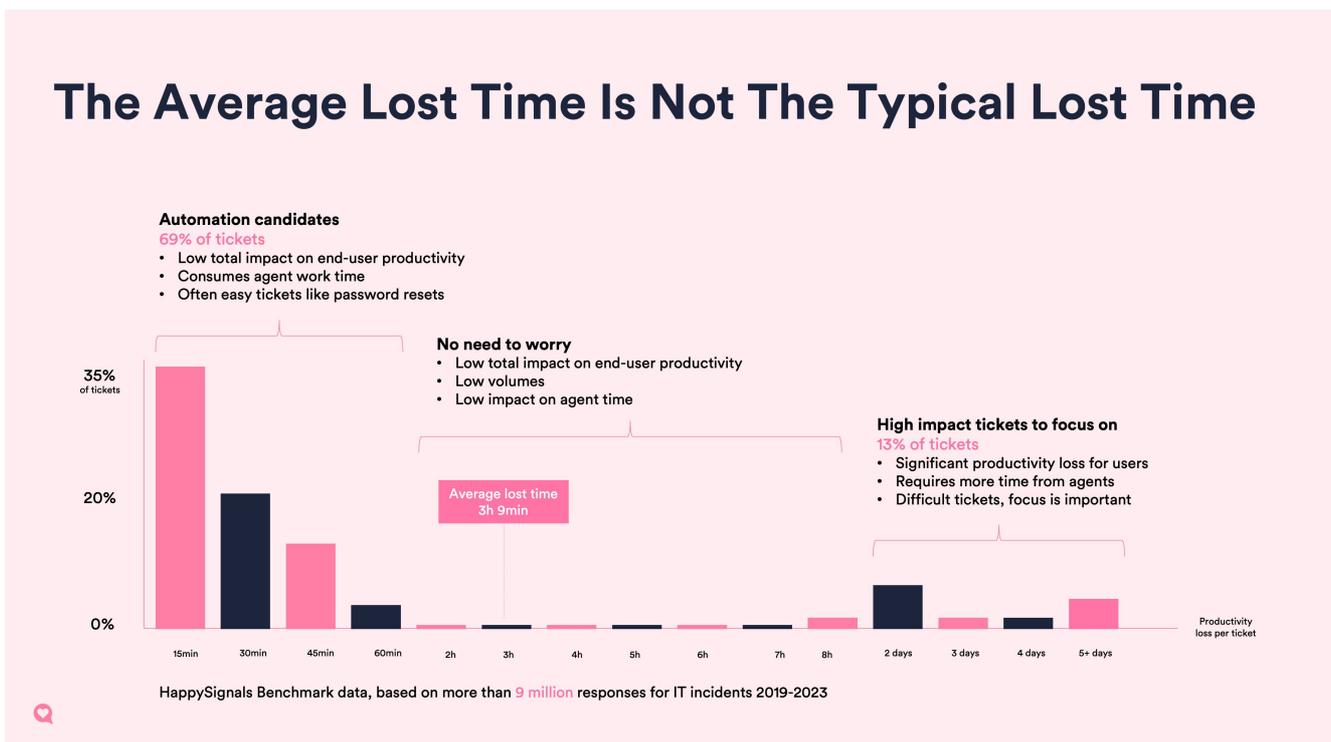


# Perceived lost time with incidents

The definition of lost time: End-users estimate how much work time they lost due to the service experience.

When we examine how much work time people think they lose due to IT issues, it's clear that there's a big difference between incidents. While most issues are resolved quickly, a small percentage of issues (13%) take a lot longer to fix. These few, more time-consuming cases, account for most of the total time lost (80%). Over the years, we've seen that the fast-resolving incidents are getting resolved quicker, but the ones that take more than eight hours are dragging on for even longer. This widening gap is why, despite faster resolutions for many, the overall average time lost has been increasing in recent reports. It's the longer delays for a few that push up the average, as those few incidents lead to much more time lost than the rest.

Our data shows that in 69% of the cases, the ticket leads to less than 1 hour of perceived lost time. If one would only look at the percentage of tickets, but not the cumulative lost time, it all looks very good. However, what about the business impact of the remaining 13% of tickets?



## Understanding where end-users lose the most time provides a valuable focus

When IT identifies where end-users are losing time, they will find improvement opportunities that greatly impact every issue that gets solved. Understanding where people lose only small amounts of productive work time allows IT to identify automation candidates that would liberate time from agents to solve more complicated issues.

# Factors influencing IT Support experience

## The 'Why' behind end-user happiness or unhappiness

To improve IT services, it's important to understand why users are unhappy with the help they receive when they report incidents. From this report onwards, we show the main reasons for complaints as a percentage of all the tickets where users have mentioned specific issues.

For instance, when users give a bad score, 51% say it's because "My ticket was not solved," but overall, this issue is mentioned in just 3.6% of all feedback. However, the total time lost due to these unresolved tickets is disproportionately high compared to their number. This data on user satisfaction and time lost helps IT departments decide where to focus their efforts for the biggest impact rather than just looking at general satisfaction levels.

### Top Three Factors Selected When Rating IT Incident Resolutions

Based on 1,032,575 responses in 2023



Speed of service is universally impactful



Negative feedback often about process



Positive feedback often about people

7% Negative

My ticket was not solved	3,6%
Service was slow	2,8%
I had to explain my case several times	2,0%

7% Neutral (-2%)

Speed of service	3,8%
I had to explain my case several times	1,5%
It was difficult to know where to start	0,8%

86% Positive (+2%)

Speed of service	65%
Service person's attitude	47%
Service personnel's skills	43%

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The factors are selected from a research-backed list of Factors. We ask end-users to select the factors that best reflect their satisfaction or dissatisfaction with the service in a survey sent to them after a ticket resolution.

Different factors are presented to end-users depending on their happiness rating on a 10-point scale, and they can select as many factors as they wish from the list. Factors related to service agents are included in all three scenarios of negative (0-6), neutral (7-8), and positive (9-10) experiences. Each percentage for a factor represents the proportion of responses in which at least one factor was selected.

## Factors for happiness

Using a standardized list of Factors developed from research with IT end-users, we ask end-users to select the factors that best reflect their satisfaction or dissatisfaction with the service in a survey sent to them after a ticket resolution. The timing of the survey delivery is optimized to assess end-user feelings about the service at the moment of their experience, making our Factors data more reliable.

The factors that create positive, neutral, and negative experiences with IT incidents for end-users remain very stable. The numbers do NOT reflect the total number of tickets, but the selected factors related to positive, neutral, or negative feedback.

IT incidents - Positive Factors	2020	2021	2022	2023
Speed of service	74%	74%	75%	75%
Service personnel's attitude	55%	56%	55%	55%
Service personnel's skills	49%	50%	49%	50%
Service was provided proactively	34%	36%	37%	40%
I was informed about the progress	33%	35%	35%	37%
I learned something	25%	26%	26%	27%

IT incidents - Neutral Factors	2020	2021	2022	2023
Speed of service	57%	55%	55%	54%
I had to explain my case several times	21%	21%	21%	22%
It was difficult to know where to start	11%	12%	12%	12%
I wasn't informed about the progress	11%	10%	10%	10%
Service personnel's skills	8%	8%	8%	8%
Instructions were hard to understand	7%	8%	8%	8%
Service personnel's attitude	6%	7%	7%	6%

IT incidents - Negative Factors	2020	2021	2022	2023
My ticket was not solved	46%	47%	49%	51%
Service was slow	44%	44%	43%	40%
I had to explain my case several times	30%	29%	30%	29%
I wasn't informed about the progress	16%	16%	16%	16%
Service personnel's skills	12%	12%	12%	11%
Instructions were hard to understand	8%	8%	8%	8%
It was difficult to know where to start	7%	7%	7%	7%
Service personnel's attitude	7%	7%	7%	7%

# IT Support Channels

## IT incidents

In service delivery, IT teams must also develop channels to enhance end-user satisfaction. To create channels that improve employee happiness, it's essential to obtain reliable and detailed experience data about how end-users utilize and perceive different channels.

Without acquiring and utilizing this data, IT teams may mistakenly allocate resources to add new channels unnecessarily, encourage end-users to use them, or focus on improving channels already performing well instead of those requiring attention.

### Usage of different channels for IT Incidents

Our channel usage data reflects the recent trend in the ITSM industry of developing channels with automation and predefined user flows to reduce the workload on service desk agents. This trend is expected to continue as IT organizations strive to improve efficiency while enhancing the overall customer experience. Investments in service portals, smart AI-powered chats, and proactive monitoring of services with self-healing capabilities all aim to optimize the use of technology across different teams.

However, we advise against losing sight of end-user needs by continuously monitoring how their experience changes when support channel recommendations and usage are modified. If possible, establish a baseline for experience data before the change, track changes during the transition, and draw conclusions by assessing the experience a few months after implementation.

Note that the total percentages do not add up to 100% because we exclude channel categories that cannot be accurately categorized into the existing five categories.

### Focus your resources on improving existing channels, not adding new ones

Based on the data from all our customers, there are only slight differences in overall happiness with the digital channels – Chat, Email, Phone, and Portal (all range from +75 to +84). The only channel with significantly higher happiness is Walk-in (+94). The perception of lost time is also by far the lowest for Walk-in IT support, with just 1h 26min on average per incident, 1h less than the second least time-consuming channels, phone and chat.

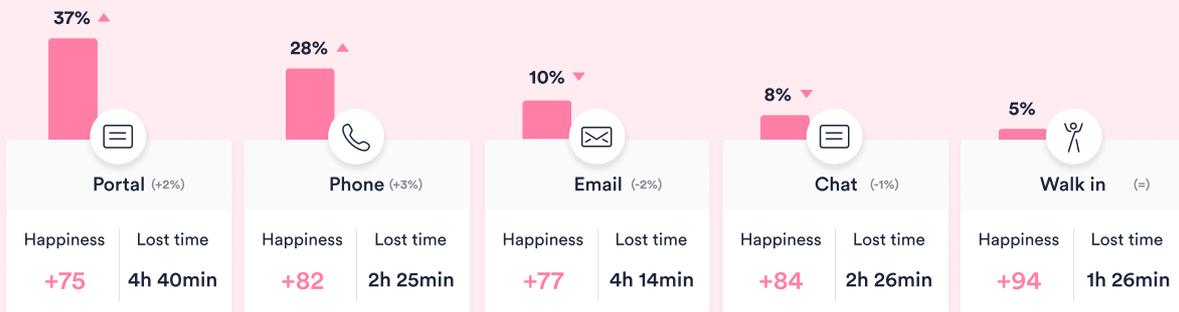
## Distribution by channel for IT incidents and requests

Some changes have happened in the channel distribution for incidents, but all in all nothing surprising. The big surprise is with requests. The share of requests that are submitted through walk-in have increase a lot (+5%), while portal use has gone down even more (-6%).

Another change for requests is the increase in other channels. 28% of the requests are submitted through channels that do not fit in these five traditional categories.

### Happiness And Lost Time For IT Incidents By Ticket Submission Channel

Based on 480,777 responses in H2/2023



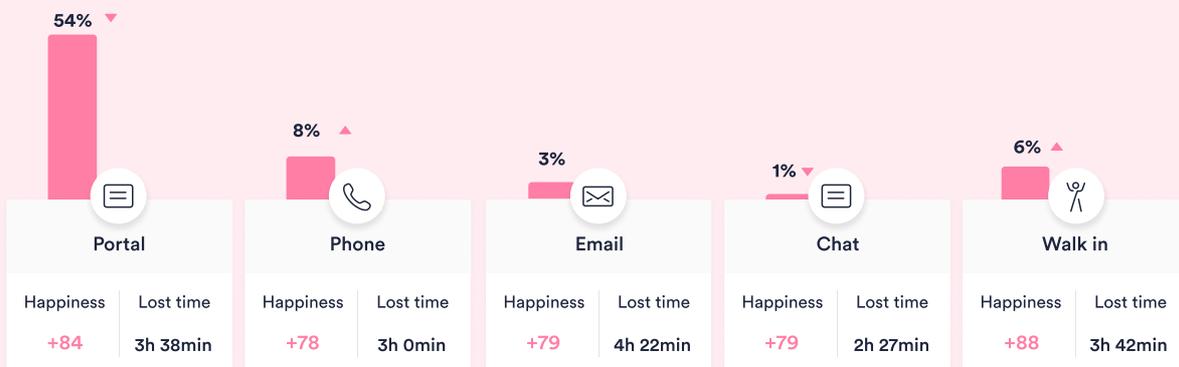
The channel shows the initial contact point for incident ticket submission. 13% of tickets come from other channels.

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### Happiness And Lost Time By Channel For IT Requests

Based on 235,079 responses for IT Requests in H2/2023



The channel shows the initial contact point for incident ticket submission. 28% of tickets come from other channels.

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## Distribution by channel for IT incidents and requests

The big change in channel distribution for requests is interesting, as the change has happened in a very short time span. When we looked at our data to understand if any data filtering would have caused it, we did not see anything that would suggest that type of issues. Early 2024 data indicates that the change in request channels is real. The change is quite big, so this is one data point which we will keep track of to see if the change is temporary or lasting.

IT Incidents - ticket submission channel	H1/'22	H2/'22	H1/'23	H2/'23
Chat	9%	8%	8%	8%
Email	15%	14%	12%	10%
Phone	26%	25%	25%	28%
Portal	37%	40%	39%	37%
Walk in	4%	5%	5%	5%
Other	9%	8%	11%	12%

IT Requests - ticket submission channel	H1/'22	H2/'22	H1/'23	H2/'23
Chat	2%	2%	2%	1%
Email	7%	4%	3%	3%
Phone	12%	13%	11%	8%
Portal	56%	58%	60%	54%
Walk in	1%	1%	1%	6%
Other	19%	22%	23%	28%

## Different support profiles gravitate toward different channels

The way different support profiles utilize support channels shows behavioral drivers identified in our original research about IT support profiles. The data on IT incident channel usage by different profiles reveals the following patterns:

Self-service portals are the preferred channel for **Doers**, who enjoy solving issues themselves, and they are least likely to use the Phone.

**Prioritizers**, who prefer minimal participation in issue resolution, use the Phone more frequently than other support profiles.

**Supported** and **Triers** use Walk-in IT support 30-35% more often than Doers and Prioritizers, reflecting their preference for personal assistance and learning from patient service personnel. For further insights about profiles, you can read our [Definitive Guide on IT Support Profiles](#).

# IT Request Factor data

## Historical data on Factors for Happiness and Lost Time with IT Requests

The saying “Technology changes, People stay the same” rings true in our data. Positive feedback is consistently about speed and communication about progress, while attitudes and skills of service personnel show minor declines but remain positive overall. Negative comments suggest a decreasing concern about service speed, but increased issues with having to repeat cases and difficulty understanding instructions. Overall, the trends are steady with opportunities for improvement in clarity and communication.

IT Requests - Positive Factors	2020	2021	2022	2023
Speed of service	79%	80%	80%	80%
Service personnel's attitude	48%	47%	45%	46%
Service personnel's skills	46%	45%	44%	44%
I was informed about the progress	34%	36%	34%	37%
It was easy to describe what I wanted	32%	33%	33%	34%
Instructions were easy to understand	31%	32%	32%	33%

IT Requests - Neutral Factors	2020	2021	2022	2023
Speed of service	57%	58%	56%	56%
I had to explain my case several times	15%	15%	15%	15%
It was difficult to know where to start	11%	12%	11%	12%
I wasn't informed about the progress	12%	11%	11%	11%
It was difficult to describe what I needed	8%	8%	9%	8%
Instructions were hard to understand	8%	7%	8%	8%
Service personnel's skills	6%	6%	7%	7%
Service personnel's attitude	4%	6%	6%	5%

IT Requests - Negative Factors	2020	2021	2022	2023
Service was slow	57%	56%	55%	52%
I had to explain my case several times	31%	31%	31%	32%
I wasn't informed about the progress	29%	27%	26%	27%
Service personnel's skills	16%	13%	13%	14%
Instructions were hard to understand	12%	11%	12%	13%
It was difficult to know where to start	10%	10%	10%	12%
Service personnel's attitude	9%	8%	8%	9%
It was difficult to describe what I needed	6%	7%	7%	7%

# IT Reassignments

## Impact of reassignments on end-user happiness and productivity

Each time a ticket is reassigned, end-user happiness decreases by more than seven points, and users lose an average of 1 hour and 46 minutes of work time, ranging from 0 to 4 reassignments. When a ticket is reassigned four times, it can result in a total loss of 9 hours and 8 minutes.

Our data, collected over the past four years, has shown consistent trends in the frequency of ticket reassignments and the corresponding impact on end-user happiness and lost time. Over the years, the amount of time end-users lose with each reassignment has increased, while the amount of reassignments has decreased for most customers.

This is one of the areas offering the most potential for where IT Experience data can help IT teams get quick wins in increasing end-user productivity by ensuring incidents are directed to the right teams as soon as possible.



## What is the business impact of ITXM on ticket reassignments?

Understanding and improving ticket reassignments is crucial for IT to enhance end-user happiness and productivity, making it one of the most significant metrics. Begin by pinpointing the primary causes of ticket reassignments in your company. Determine which ticket types are bounced the most and the underlying reasons for it. Can modifications or automation be implemented to expedite the routing of these tickets to the appropriate agents?

If you want to learn more about minimizing excessive ticket bouncing, [refer to this article](#).

# IT Support Profiles

## The varying IT service expectations of different support profiles

While we've covered the experiences of IT end-users in previous sections, it's important to note that there are also differences in behavior and motivation among them. Knowing these differences can help tailor IT services for different types of end-users.

This is where [HappySignals IT support profiles](#) can be useful.

We conducted interviews with over 500 end-users and found that two main behavioral drivers, Competence and Attitude, have the greatest impact on end-user behavior and experience. Competence refers to the end-user's capability to fix IT issues independently, while Attitude pertains to their willingness to solve the problem independently.

By mapping these behavioral drivers, we defined four support profiles: Doer, Prioritizer, Trier, and Supported. For more information on using these profiles in the IT Service Desk, refer to our Guide.

### Doers are still the most critical, Supported remain the easiest to please

Consistent with previous years, Doers again have the lowest Happiness of +76, while Supported are still the happiest with Happiness of +87.



## Our original hypothesis about profiles remains the same, but we see some changes

We have several hypotheses as to why behavioral patterns have remained stable. One possible explanation is that the Doers, who are both competent and motivated to solve IT issues themselves, are likely to only raise tickets when faced with complex issues. The surprising trend in the last few quarters has been the decrease in the doer profile. It seems this type of end-users less common, while prioritizers as a group is growing.

The prioritizers want IT to fix the issues on their behalf, even if they are competent and able to do so themselves. This could be a trend that puts increased expectations on the quality of services provided by IT.



## Practical tips on how to use IT support profiles

Although you can't change your end-users, you can customize your IT services to suit various support profiles. One way to do this is by adjusting how service agents communicate with each profile when they reach out to the service desk. For instance, Doers and Prioritizers may prefer technical jargon, while Supported and Triers may benefit from simple language and step-by-step instructions.

You can also analyze the data by profiles to identify which channels work best for different profiles. Then, you can automatically redirect specific user profiles to their preferred channels.

# Final takeaway



# Final takeaway

## The benefits of being human-centric in IT

Based on our 2023 research data on ITXM (IT Experience Management), a human-centric approach to experience management can have significant benefits for organizations. Our analysis of this data from different angles presents a holistic snapshot of end-user experiences in enterprise IT. It's worth noting that the data used in this report is solely from HappySignals customer organizations that have embraced a human-centric approach to experience management.

One of the main benefits of ITXM is its ability to empower enterprise IT leaders to drive data-driven change. By prioritizing the needs and experiences of employees, IT leaders can make informed decisions that improve productivity and overall business outcomes.

Additionally, a focus on human-centric experience management can help organizations transform their IT culture, making it more empathetic and responsive to employee needs.

Another key benefit of ITXM is its impact on employee happiness. By prioritizing a positive experience for employees, organizations can improve employee retention rates and reduce turnover costs.

Happy employees are more engaged and productive, which can lead to improved business outcomes. By prioritizing employee experiences and focusing on data-driven decision-making, organizations can achieve better outcomes for both employees and the business as a whole.

## Continue learning with more resources

Intrigued? Discover experience management by reading the [IT Experience Management Framework \(ITXM™\) Guide](#). This downloadable 10-page read introduces ITXM and how to lead human-centric IT operations with experience as a key outcome.

Do you prefer learning through short video courses? Check out our [ITXM Foundations Course](#), where in less than 1 hour, you can learn the foundations of IT Experience Management and get certified for free.

If you enjoyed this report, you may also want to visit our [Learning Center](#) for bite-sized videos and blog posts about various topics from XLAs to optimizing your ServiceNow.

# HappySignals terminology

Terms used in the report	Definition
<b>ITXM</b>	IT Experience Management, the HappySignals framework that guides Experience Management in practice
<b>Happiness</b>	End-user satisfaction with internal IT services on a 10 point scale
<b>Productivity</b>	End-user perception of lost time with IT incidents/requests
<b>Factors</b>	The end-user selected contributing factors for good/bad scores
<b>Happiness Score™</b>	Happiness + Lost time + Factors
<b>HappySignals Experience Management Platform for IT</b>	SaaS platform that integrates with ITSM tools to bring together IT end-user feedback with operational data.

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[HappySignals.com](https://HappySignals.com)

