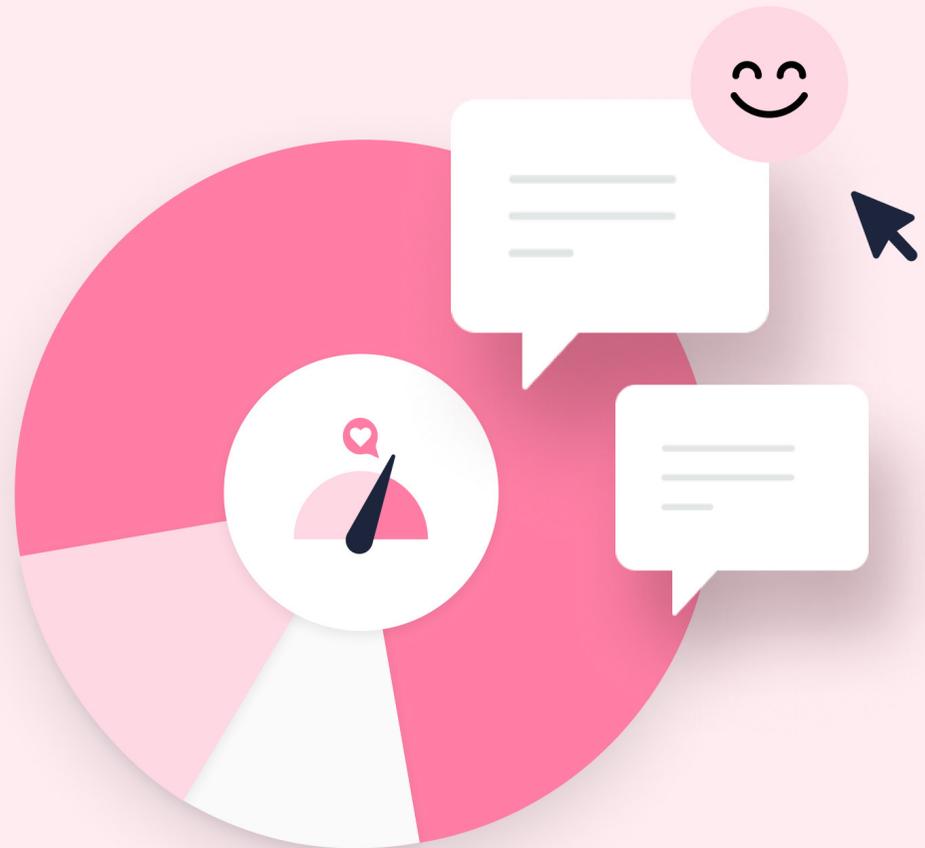


The Global IT Experience Benchmark

H1/2022

Our 8th benchmark report presents a snapshot of enterprise IT experience. In this report, we dive deeper into the productivity and business impact of IT Experience.



Improve your understanding of end-user needs to allocate IT resources where it matters

If you are a CIO, IT Leader, Experience Owner, or Service Owner wanting to make informed decisions based on experience data, this report is for you.

This report will give you insights into how humans experience IT – as reported by end-users themselves. Fueled by data from 839,581 end-user responses from January-June 2022 in enterprises that use HappySignals IT Experience Management Platform, this report aims to help you and your team plan IT strategies and projects for today's Experience-centric Enterprise IT landscape.

[Read online Report](#)

Key Takeaways

69% of IT incidents lead to less than 1 hour of lost time, as perceived by end-user. 83% perceive losing less than our benchmark average of 3h 9 min.

80% of time lost comes from only 12,5% of IT incident tickets. This represents an excellent opportunity to identify IT areas where business impact is high.

Once the SLA is breached, it seems the agent doesn't care if it is by 5 minutes or 5 days. This can lead to hit-or-miss experiences for end-users.

Service Portal happiness goes up again. For the second time in a row, average happiness goes up by several points.

3 Truths about IT Experience with IT incidents.

- 1) Speed is universally impactful.
- 2) Negative feedback is often about processes.
- 3) Positive feedback is often about people (agents)

These factors have remained very stable throughout all our IT Experience Reports.

Our data suggests that our customers are eliminating easier tickets; likely through automation, chatbots and portals, with agents working on more difficult and time-consuming tickets.



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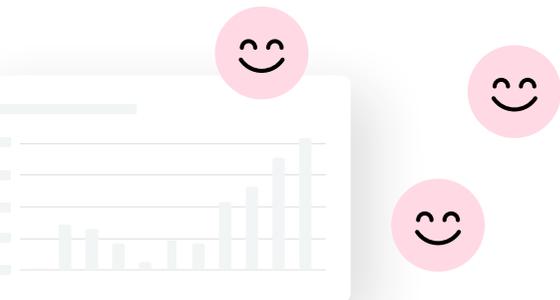
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The State of IT Experience

People, Process, Technology... in that order

We know many of you have started building the case for IT Experience Management while facing cost pressures in 2022-2023. That makes knowing what the business needs even more crucial in order to allocate resources where it matters the most.

Making the case for ITXM

This year, the analyst community is converging towards looking at Digital Employee Experience (DEX) and Experience Level Agreements (XLAs) as higher-level categories, which include multiple sub-categories (or interpretations) related to IT Experience, also referred to as the digital experience in the workplace.

This evolution is encouraging. It means enterprises looking to build out Experience Management programs can more clearly see how different vendors can cover different aspects of DEX.

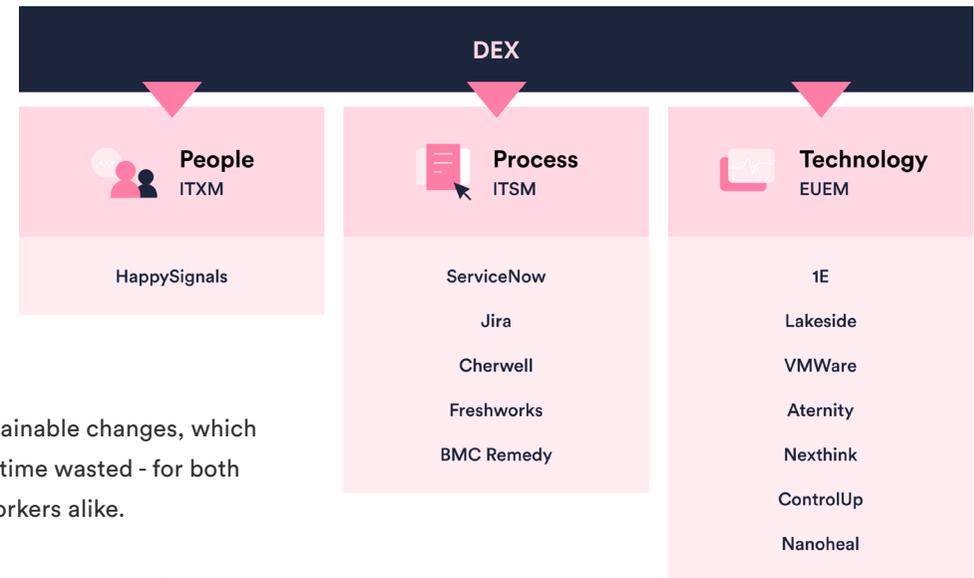
Consensus around the hierarchy and roles of different vendors, concepts and frameworks will help enterprises see beyond marketing terminology and identify what

they really need to drive sustainable changes, which lead to more smiles and less time wasted - for both business end-users and IT workers alike.

HappySignals believes that the old adage of "People, Process, Technology... in that order" is important. Issues that matter with processes or technology will show up in perceived happiness and productivity losses - if they really matter to employees.

Uncertainty is increasing the importance of understanding what end-users value

Uncertainty in markets can be a great reason to adopt experience-centric practices. The reason being that IT



is never isolated from the wider realities in the world economy. Inflation, market insecurity and labor force movement lead to uncertainty.

Enterprises are hence looking for ways to ensure stability and continuity. Having real-time IT Experience data that reflects how people feel about IT helps to focus limited resources where it matters. Less waste, more targeted actions.

The State of IT Experience

ITXM and Digital Transformation

If 70% of Digital Transformation projects fail, how can you know which 30% will succeed?

Enterprise level IT operations are complex, and by no means easy to manage. There are very few IT professionals that would say they have all the resources and competencies that they want.

We believe one of the biggest reasons for failed projects are the assumptions they are built on. Without comparable, reliable and repeatable insights about end-user expectations, it is hard to know which projects will be perceived as valuable. Imagine what the cumulative ROI of IT investments would be, if almost every project was a success?

Only the projects perceived by end-users as being valuable for their work will get adopted and avoid joining the category of failed Digital Transformation projects. That's why IT Experience data is so crucial, and why the right success metrics matter a lot.

XLAs at the center of ITXM

XLACollab found in 2019 that only 2% of people had heard of XLAs. In 2022, that awareness has gone up to 65%, with almost 10% knowing how to implement them. That is a big jump, but leaves over 90% still unsure of how to implement XLAs.

This contradiction is reflected in the gap between knowledge and sustainable practices in ITXM. Bridging that gap is likely the next frontier in IT Experience Management. We believe enterprise IT can truly benefit from simplifying experience management metrics and practices for wider organisational adoption. (Further reading: The Practical Guide to XLAs)

For HappySignals, our foundational premise is that Experience is inherently Human-Centric. Processes, devices, applications, and network speed are all still part of the picture. But ultimately, only the people who interact with the IT touchpoints can decide if their experience was bad, good, (or great!)

“

For HappySignals, our foundational premise is that Experience is inherently Human-Centric.

This has been our approach since 2014 and our Benchmark report reflects this human-centric approach.

So if you are a CIO, IT Leader, Experience Owner, or Service Owner wanting to deliver great IT experiences to your end-users in 2022, consider if you really understand how people feel. Technology organically evolves to be bigger, faster and better, but how do the people using those technologies really feel about their experience?

Based on almost 840K end-user responses from January-June 2022 in enterprises that use HappySignals IT Experience Management Platform, this report presents insights about how end-users are experiencing IT, so as to enable you and your team's work in today's Experience-centric Enterprise IT landscape.

About the Benchmark Data

The Global IT Experience Benchmark H1/2022 Report presents and analyzes data from 839,581 end-user responses collected through the HappySignals IT Experience Management Platform between January-June 2022.

Where does the data come from?

Our benchmark data is collected from all HappySignals customers. These include large enterprises, as well as Managed Service Providers (MSP) who use the HappySignals Platform with their customers – enterprises and public sector organizations.

About 60% of HappySignals Customers are using an outsourced Service Desk in first line IT Support.

All responses are from IT end-users (employees) and reflect their feelings and perceptions about IT. With huge volumes of experience data gathered across our customers, feelings start to become facts. This report shows the findings and analysis that can emerge from data of almost 750K end-user experiences with IT.

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 is around 30%.

Proactive IT:

Surveys are sent proactively to end-users about Proactive IT areas (e.g. Enterprise Applications, Laptops and Computers, Remote Work), 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.

Data about company-specific classifications:

This report includes some analysis of benchmark data based on company-specific classifications. All benchmark data that concerns classifications by industry, company size, or outsourced vs internal service desks is in an early phase of maturity. Such data was collected manually from our customers, and not via our platform's continuous data collection.

What data is gathered?

HappySignals surveys ask questions around these metrics:

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?

Overall happiness per measurement area

Key insights

- Service Portal happiness increased from +24* to +32 reflecting efforts to improve self-service capabilities across IT organisations.
- Remote work improved from +69 to +75 in end-user happiness. It really looks like Remote Work is starting to be as well-supported as in-office work.
- Collaboration with IT is the highest rated IT touchpoint. The average score for Collaboration with IT is 6 points above the overall happiness average!

* Number is different from last report due to data quality improvements

➔ Business Impact of ITXM on Overall IT Experience

If your goal is to improve the overall employee experience with digital technologies, knowing which areas are the most and least liked is important. IT Experience data across the different technology touchpoints will provide valuable insights to facilitate IT, HR, and business collaboration. Understanding overall IT Experience allows IT to better allocate resources based on employee feedback data. That will lead to success in Digital Transformation projects.

IT Happiness Per Measurement Area

Based on 839,581 total responses in H1/2022



HappySignals

The Global IT Experience Benchmark Report H1/2022

Measurement Areas	H2/2021 Happiness	H1/2022 Happiness
Service Portal	+24	+32
Mobile Devices	-1	+6
Laptops and Computers	+14	+0
Enterprise Applications	+18	+7
Remote Work	+69	+75
IT Services	+78	+79
Collaboration with IT	+85	+85

NB! When reading the overall Happiness for different IT measurement areas, remember that the scale is from -100 to +100, calculated with the same mathematical model as NPS.

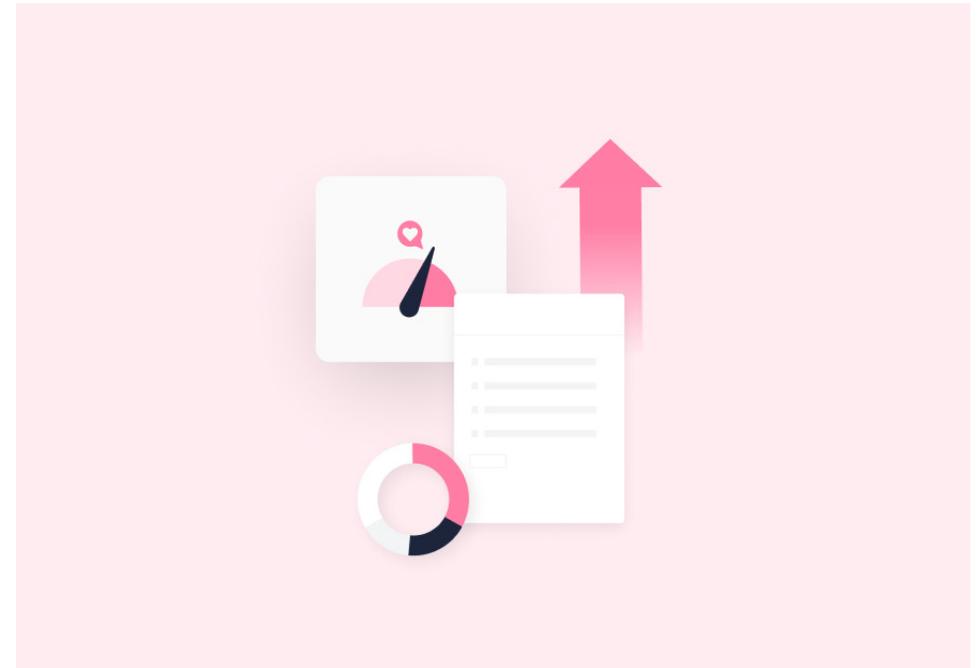
(More information: [What is the difference between NPS and HappySignals?](#))

How to improve end-user Experience with Ticket-based IT?

If you're reading this report, one of your or your team's priorities is probably to deliver better Ticket-based IT services for end-users. But how do you do that, and where should you start? This chapter aims to shed light on what our data tells about these questions.

First, let's recap how we measure end-user experience with Ticket-based IT (Incidents and Requests). HappySignals enables our customers to send surveys to end-users in connection with each ticket resolution, asking end-users to accept the resolution by giving feedback about their experience. The surveys ask questions around these 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.



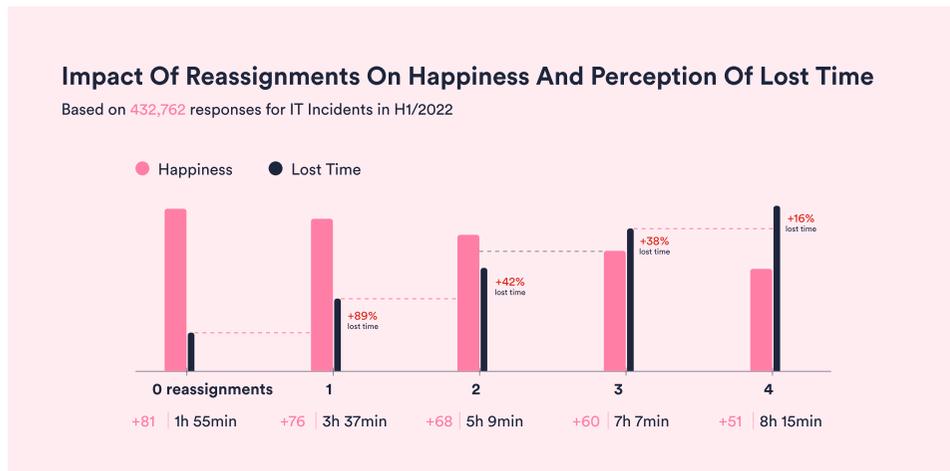
- **Factors:** End-users select from a list of suggested reasons – which we call Factors – that influenced their Happiness rating: e.g. “Service was slow”, “My ticket was not solved”. Multiple factors can be selected.

To illustrate, one ticket-based experience might receive a Happiness rating of 5, Productivity loss of 2h 35min, due to the Factors “My ticket was not solved” and “Service was slow”.

This chapter analyzes data in 615,934 responses about Ticket-based IT from end-users, who are served by organizations that use the HappySignals Platform.

2.1 Happiness for IT Incidents stabilized in H1/2022

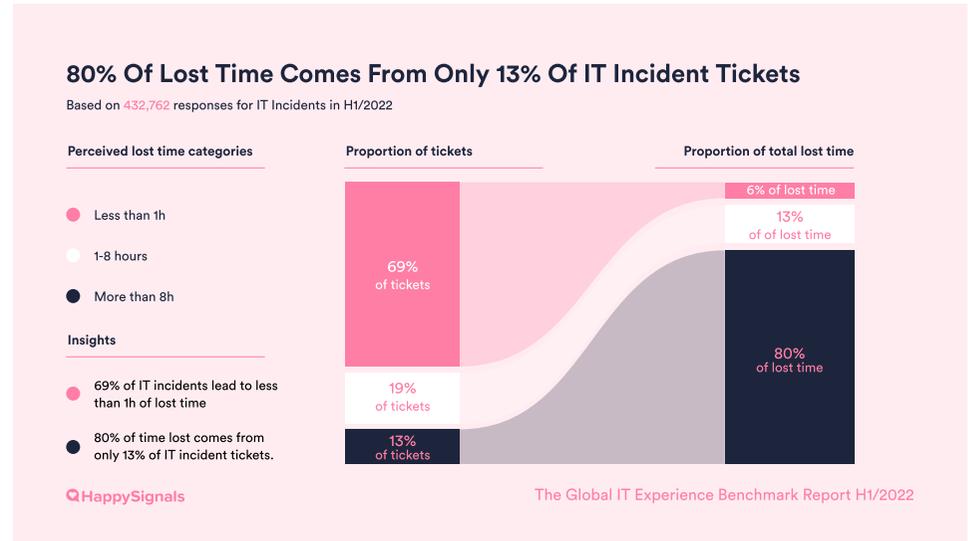
The upward trend over several years with IT incident resolutions happiness seems to have stabilized. In H2/2021, it reached a record high of +77, and it has remained on that same level.



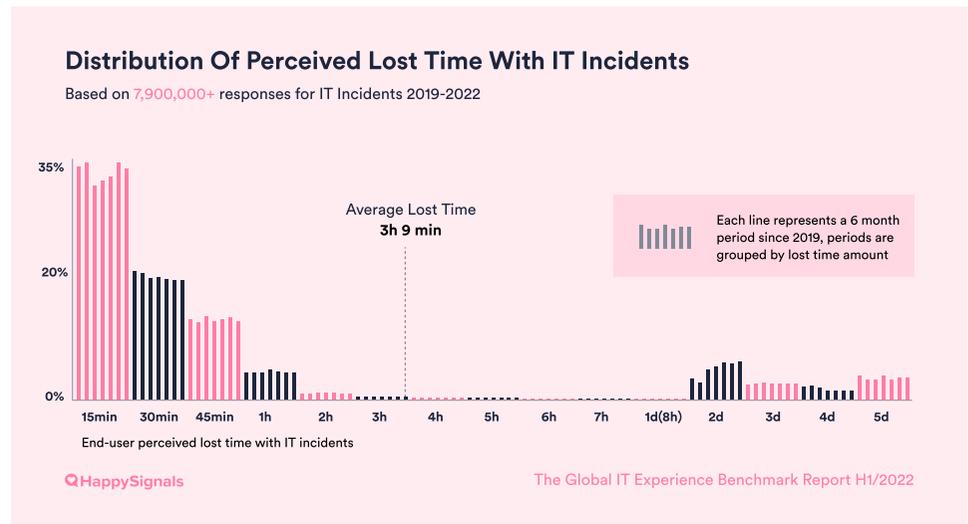
Average perceived lost time with IT incidents is very similar with a marginal increase of 3 minutes, sitting at a perceived lost productivity of 3h 9min with each IT incident.

Paradox of Faster Service, but average lost time going up

When looking more closely at lost time across all incidents, we can see that the distribution of perceived lost time is unevenly represented at both sides of the spectrum. The historical trend shows how this polarization of the speed of service means that tickets that are solved in under 8 hours are solved even faster year after year, but tickets that lead to more than 8 hours of lost time take even longer.



This explains the paradox of slightly rising average lost times in the last couple of reports. Most end-users are receiving faster IT support with IT incidents, but the ones that do not, have to wait an increasingly long time. This leads to average lost time going up, due to even more lost time with tickets that lose more than 8h of time.



2.2 Factors: The ‘Why’ behind end-user IT experience

To improve ticket-based services, we have to understand the most common factors behind why end-users are unhappy with them. This ability to identify the reasons behind end-users’ reported happiness and lost time is one of the most valuable aspects of [HappySignals IT Experience Management Platform](#).

In the survey sent to end-users in connection with a ticket resolution, we ask them to select from a standardized list of Factors, which were created based on our research with IT end-users. The Factors reflect the most common reasons for satisfaction or dissatisfaction with Ticket-based IT.

The timing of survey delivery also makes our Factors data more reliable, as it assesses end-users’ feelings about the service at the moment of their experience, rather than for example, months later in a yearly IT survey.

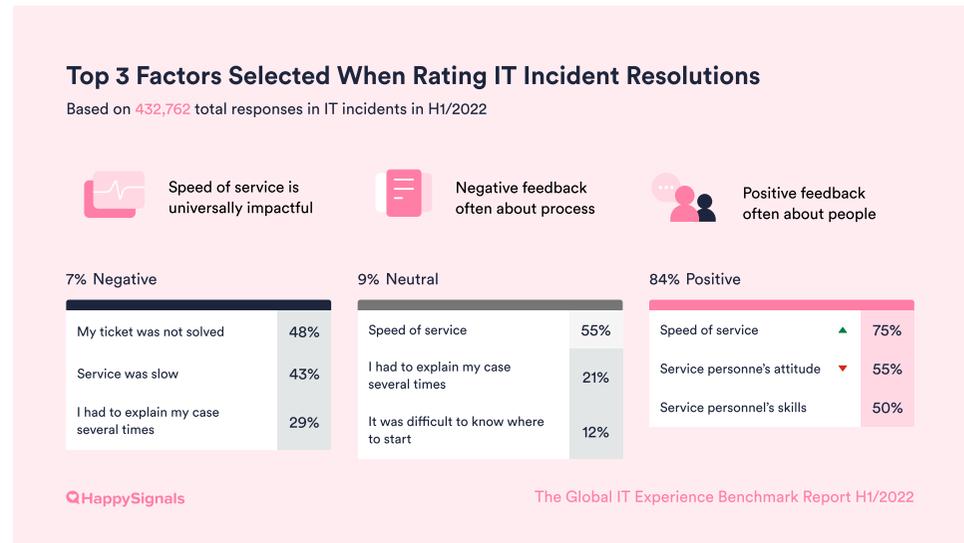
Reliable, Repeatable and Sustainable experience data

The factors below are standardized across all of our customers, and anonymised for the Benchmark data. This means less risk of bias and non-comparable data.

End-users select the factors after having selected a level of happiness with the IT incident resolution. The score is selected on a scale of 0-10.

Different factors are presented to end-users to choose from, depending on the happiness rating they give on the 10-point scale. Positive, Neutral and Negative scores have context-specific factors. Certain personnel-related factors are included in all three scenarios.

End-users can select as many factors as they wish from the list. This is also why the percentages shown in the factors data below add up to over 100%.



➔ Business impact of ITXM on IT incident management?

80% of time lost comes from only 12,5% of IT incident tickets.

When lost time with incidents is more than 8 hours, the lost time is so much higher that despite it only accounting for a small share of tickets (12,5%), leads to 80% of the total reported lost time by end-users! This is like Pareto’s law on steroids!

Once the SLA is breached, it seems the agent doesn’t care if it is by 5 minutes or 5 days.

If you consider time to be money, then we recommend having automated mechanism that alerts managers when end-users report losing more than 8 hours of time, to avoid tickets being abandoned the moment the breach SLAs.

With HappySignals ITXM™ Platform, you drill down in one click into Incidents where end-users lost >8h to investigate why.

H1/2022 Factors impacting IT Experience with incidents

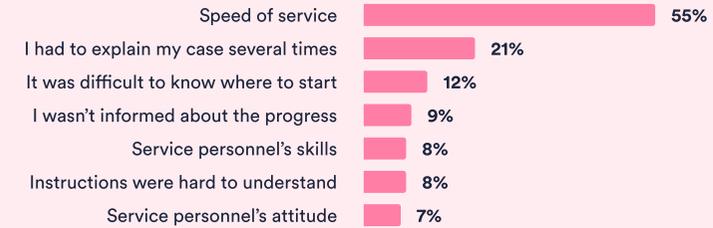
The factors that make IT end-users happy with the resolutions for IT incidents have remained very stable over the years. On this page, you will find the positive, neutral and negative factors. The next page contains the historical percentages from previous reports.

The factors are context specific. The available choices depend on the 0-10 score given by the end-users. There are three different sets of standardized factors.

Keep in mind, that as always, the percentages do not add up to 100%, as end-users are able to select multiple factors contributing to their happiness, or lack thereof.

IT Incidents, Neutral Factors

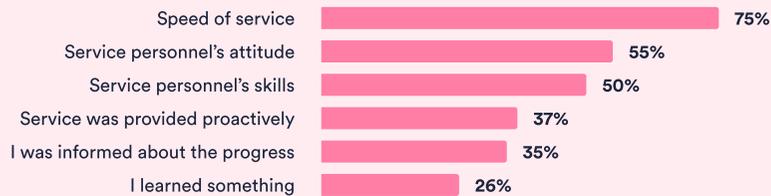
Based on 432,762 responses in IT incidents in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 7 or 8 AND 2) At least one neutral factor was selected

IT Incidents, Positive Factors

Based on 432,762 responses in IT incidents in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 9 or 10 AND 2) At least one positive factor was selected

IT Incidents, Negative Factors

Based on 432,762 responses in IT incidents in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 0 or 6 AND 2) At least one negative factor was selected

Historical data on Factors chosen by end-users when having positive, neutral, and negative experiences with IT Incidents

IT Incidents - Positive Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Speed of Service	75%	75%	74%	74%	74%	74%
Service personnel's attitude	52%	52%	54%	56%	56%	56%
Service personnel's skills	48%	48%	49%	50%	50%	50%
I was informed about the progress	29%	29%	32%	34%	35%	35%
Service was provided proactively	27%	28%	33%	35%	36%	36%
I learned something	21%	21%	24%	26%	26%	26%

IT Incidents - Neutral Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Speed of Service	58%	59%	57%	56%	55%	55%
I had to explain my case several times	19%	20%	20%	21%	21%	21%
It was difficult to know where to start	12%	11%	11%	12%	12%	12%
I wasn't informed about the progress	10%	11%	11%	10%	11%	10%
Service personnel's skills	10%	9%	8%	8%	8%	9%
Instructions were hard to understand	7%	7%	7%	8%	8%	8%
Service personnel's attitude	7%	7%	6%	6%	7%	7%

IT Incidents - Negative Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Service was slow	46%	48%	46%	42%	44%	43%
My ticket was not solved	40%	41%	44%	48%	45%	48%
I had to explain my case several times	28%	29%	30%	29%	29%	29%
I wasn't informed about the progress	16%	17%	17%	15%	15%	16%
Service personnel's skills	12%	13%	12%	12%	12%	12%
Instructions were hard to understand	7%	7%	7%	8%	8%	8%
It was difficult to know where to start	7%	7%	6%	7%	7%	7%
Service personnel's attitude	6%	6%	6%	7%	8%	7%

2.3 Ticket reassignments impact end-user happiness and productivity significantly

Each additional time a ticket is bounced, happiness falls by close to 8 points, while end-users lose 1h 35min more of their work time.

These add up to 8h 15min lost when tickets were reassigned four times!

Our data over the last 3+ years about the frequency of ticket reassignments, and the Happiness and Lost Time end-users reported for different reassignment counts has remained quite stable with only small variations. Hence, we believe it is a reliable and predictable indicator of the impact of reassignments on end-user happiness and productivity.

Average Happiness And Lost Time Change Per Additional Reassignment



➔ Business impact of ITXM on ticket reassignments

Ticket reassignments have such a huge impact on end-user happiness and productivity, that it is one of the most important metrics for IT to understand and improve.

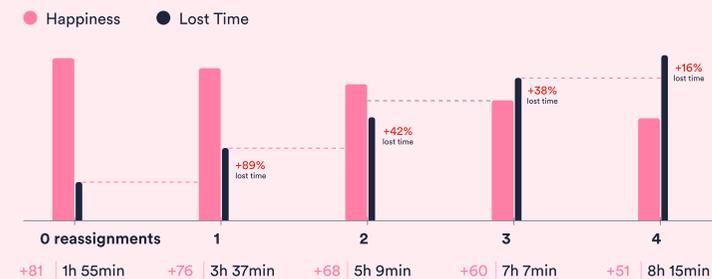
Start by identifying the leading causes of ticket reassignments in your organization. Which types of tickets are bounced the most, and why? Can changes or automation be made to get those tickets to the right agents more quickly?

To learn more about reducing excessive ticket bouncing, check out [this article](#).

IT organizations can also use HappySignals data on reassignments to build concrete business cases that show the productivity gains that can be achieved by making data-driven improvements to reduce ticket reassignments.

Impact Of Reassignments On Happiness And Perception Of Lost Time

Based on 432,762 responses for IT Incidents in H1/2022



Historical data on Ticket Reassignments

Reassignments - Frequency	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021	H1/2022
0	52%	56%	55%	52%	51%	53%
1	31%	27%	27%	30%	31%	30%
2	7%	7%	8%	9%	9%	9%
3	3%	3%	3%	3%	3%	3%
4	1%	1%	1%	1%	2%	1%

Reassignments - Happiness	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021	H1/2022
0	+73	+76	+79	+81	+82	+81
1	+64	+67	+70	+75	+77	+76
2	+53	+58	+62	+65	+68	+68
3	+44	+48	+51	+54	+61	+60
4	+33	+43	+45	+46	+50	+51

Reassignments - Lost Time	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021	H1/2022
0	2h 13min	2h 9min	1h 53min	1h 45min	1h 54min	1h 55min
1	3h 42min	4h 1min	3h 41min	3h 23min	3h 28min	3h 37min
2	5h 47min	6h 6min	5h 23min	5h 0min	5h 10min	5h 9min
3	7h 21min	7h 56min	7h 9min	6h 27min	6h 49min	7h 7min
4	9h 15min	9h 51min	8h 2min	8h 29min	8h 16min	8h 15min

2.4 IT Support Channels

Developing channels is another important area of focus for IT teams in service delivery. [To develop your channels in a way that makes employees happier](#), you need to start from reliable and granular experience data about how different channels are used and perceived by end-users.

Without getting (and using!) that data, IT teams may end up devoting resources to adding new channels for the sake of it and pushing end-users to use them, or improving channels that are already performing well rather than those that need attention.

Usage of different channels for IT Incidents

Our data on channel usage mirrors recent trends in the ITSM industry of developing channels with automation and pre-determined user flows to reduce the number of tickets service desk agents have to handle.

In the last couple of years, the trend has been to direct end-users from Phone and Email towards self-service Portals and Chat. Comparing our data in H1/2022 with H1/2019, Portals are 23% more commonly used than 3 years ago for raising IT Incident tickets. This increase almost matches the 21% decrease in use of Email.

Use of Phone as the primary channel when submitting tickets has also reduced by 17% since 2019. Walk-in support has decreased by more than 30%, though some of that drop could be caused by continued hybrid work arrangements.

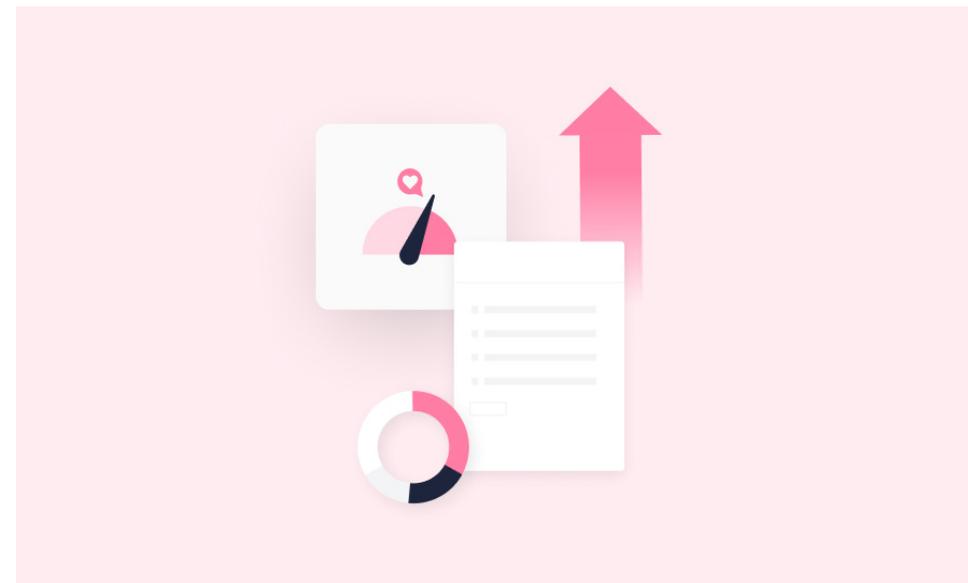
New support channels are also being used, with now 10% of tickets being raised in channels other than the ones in our benchmark. This includes chatbots, virtual tech bars and other experimental support channels.

Happiness And Lost Time For IT Incidents By Ticket Submission Channel

Based on 432,762 responses in IT incidents in H1/2022



The channel indicates the first touchpoint through which the incident ticket is submitted



Smarter and more efficient channels

Our data on channel usage mirrors recent trends in the ITSM industry of developing channels with automation and pre-determined user flows to reduce the number of tickets service desk agents have to handle.

This trend is likely to continue as IT organisations are looking at ways to become more efficient, while improving the overall customer experience. The investments in service portals, smart AI driven chats and proactive monitoring of services with self-healing capabilities all seek to optimise use of technology across different teams. Our recommendation is to not lose sight of end-user needs by continuing to monitor how their experience changes, when available channels change and evolve.

Focus your resources on improving existing channels

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 +73 to +79). The only channel with significantly higher happiness is Walk-in (+92). The perception of lost time is also by far the lowest for Walk-in IT support, with just 1h 41min on average per incident, 30 minutes less than the second least time-consuming channel, Phone.

Walk-in service scores well because talking to a service agent in-person likely results in the problem being resolved then and there. It reduces ticket reassignments and the likelihood of end-users needing to explain their case several times.

While Walk-in delivers great service experiences, it is also the most expensive channel for IT to maintain. Many companies have stopped providing Walk-in because of how resource-intensive it is. Walk-in will also be inaccessible to many employees. Hence, promoting Walk-in over digital channels isn't a sustainable approach either.

Happiness For IT Incidents By Ticket Submission Channel

Based on 432,762 responses in IT incidents in H1/2022

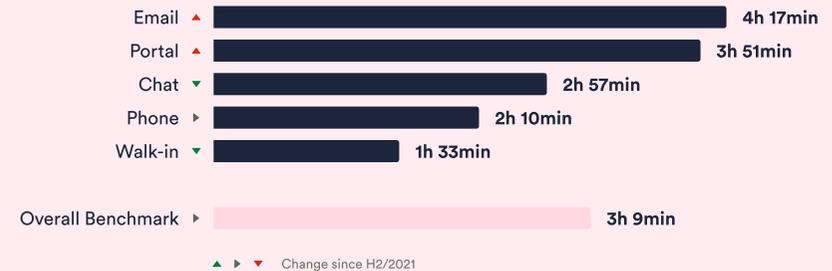


HappySignals

The Global IT Experience Benchmark Report H1/2022

Lost Time For IT Incidents By Ticket Submission Channel

Based on 432,762 responses in IT incidents in H1/2022



HappySignals

The Global IT Experience Benchmark Report H1/2022

Historical channel distribution

Historical channel distribution	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Chat	9%	7%	9%	9%	9%	9%
Email	19%	19%	17%	18%	16%	15%
Phone	29%	30%	30%	29%	27%	27%
Portal	31%	34%	33%	33%	38%	38%
Walk-in	6%	5%	3%	3%	3%	4%

Historical channel happiness and lost time

Channel happiness, historical data	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Overall Benchmark	+64	+66	+70	+73	+75	+77
Chat	+57	+60	+63	+71	+75	+75
Email	+67	+67	+69	+73	+75	+77
Phone	+68	+68	+74	+76	+78	+79
Portal	+57	+61	+65	+68	+71	+73
Walk-in	+88	+89	+89	+90	+92	+92

Channel Lost Time, historical data	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Overall Benchmark	3h 11min	3h 17min	3h 24min	3h 4min	2h 59min	3h 6min
Chat	3h 22min	3h 38min	3h 37min	2h 45min	2h 37min	2h 57min
Email	3h 43min	4h 5min	3h 50min	3h 46min	3h 47min	4h 11min
Phone	2h 26min	2h 30min	2h 31min	2h 11min	2h 5min	2h 10min
Portal	4h 8min	4h 6min	4h 24min	3h 55min	3h 47min	3h 51min
Walk-in	1h 7min	1h 7min	1h 26min	1h 33min	1h 48min	1h 41min

➔ Business impact of ITXM on IT Support Channels

While the overall channel happiness data doesn't reflect major differences between digital channels, we know from working with our customers that within each organization, there can be big differences!

Our broad recommendation is hence to drill down into channel data from your own organization, to make data-driven decisions about allocating resources to develop the channels that need them most.

Adding new channels for the sake of it will not increase happiness – develop those channels you already offer and you will have happier employees!

If you're thinking instead about removing some less automated channels like Phone and Walk-in, you may want to look at data on channel preferences correlation between different IT Support Profiles and support channels!

If the same patterns are reflected in your own data, it may make sense to still maintain well-functioning Phone and Walk-in channels, even if just for a small segment of your end-users

2.5 Different Support Profiles have different service expectations and channel preferences

While in previous sections we have discussed the experiences of IT end-users as a whole with various aspects of the IT service process, there are also behavioral and motivational differences between end-users. Understanding these differences is key to tailoring your IT services for different types of end-users.

This is where [HappySignals IT Support Profiles](#) come in handy.

Based on interviews with over 500 end-users, we found two main behavioral drivers to have the greatest impact on end-user behavior and experience: **Competence** (how capable the end-user is of fixing IT problems independently), and **Attitude** (how willing the end-user is to solve the problem independently).

Mapping differences in these two drivers, we defined four Support Profiles: Doer, Prioritizer, Trier, and Supported. Learn more in our [Guide on using Profiles in IT Service Desk](#).

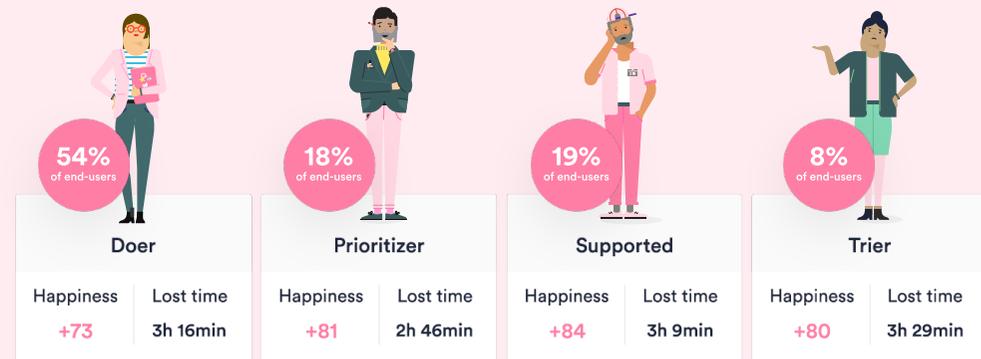
Doers are still the most critical, Supported remain the easiest to please

Consistent with previous years, Doers again have the lowest Happiness of +73, while Supported are still the happiest with Happiness of +84.

Why have these patterns remained so stable? We have several hypotheses.

Average Happiness And Lost Time For Different Support Profiles

Based on 432,762 responses in IT incidents in H1/2022



HappySignals

The Global IT Experience Benchmark Report H1/2022

Since Doers are both capable and willing to solve most IT problems by themselves, they likely only raise tickets when faced with complex problems. Such problems are naturally also harder for service agents to solve quickly, making it harder to get good experience scores with Doers. As technically capable end-users, they may also be more demanding of service quality and speed.

As for the Supported, they are neither competent nor eager to solve IT problems on their own and just want someone to help them out. They may be less demanding of IT services, resulting in higher Happiness ratings on average. They may also raise tickets even for simple issues which are easy for agents to solve, producing smoother service experiences.

Does each Support Profile prefer different support channels?

It is fascinating to notice how different support profiles gravitate towards different channels, in a way that confirms the behavioral drivers identified in our original [research about IT Support Profiles!](#) The data on IT incident channel usage by different profiles highlights the following patterns:

Doers, who like fixing issues themselves, are by far the most avid users of self-service Portals and the least likely to use Phone.

Prioritizers on the other hand, use Phone more frequently than other support profiles, which fits their profile of wanting problems solved with minimal participation – a 'someone should do it for me' attitude.

Supported and **Triers** use Walk-in IT support 30-35% more frequently than Doers and Prioritizers, which is in line with their preference for personal help that enables them to learn, from service personnel that are patient with them.



Different Support Profiles Gravitate Toward Different Channels

Based on 432,762 responses in IT incidents in H1/2022



➔ What this means for you?

You cannot change your end-users, but you can tailor your IT services to different support profiles. For example, by personalizing how service agents talk to different profiles the next time they reach out to the service desk. Doers and Prioritizers are more comfortable with technical language, while Supported and Triers may appreciate plain language and clear step-by-step walkthroughs.

You can also drill down into the data by profiles to identify what channels work better for different profiles. Then, develop the channels and promote them accordingly to the relevant end-user profile groups.

To learn more about using support profiles to develop ticket-based services, read our [extensive guide!](#)

2.6 A brief look at IT Requests

Key insights

- **End-user Happiness has continued to increase** for the fourth half-year period in a row. However, **perceived lost time has very slightly decreased** in our latest numbers.
- For the second time, **lost time is higher for IT Requests in Email than Portal.**
 - Happiness with requests submitted via Portal has steadily improved, while lost time with requests submitted via Email has gotten worse.
 - The increase in lost time through Email is also reflected in lower end-user happiness.
- **New channels are being used**
 - In the last 6 months, more than 20% of IT Requests have been submitted through channels that are not reflected in our benchmark data. These have been categorized as “Other”.
 - These “Other” channels are mostly a matter of non-standard configurations in the ITSM tools, but also new more experimental support channels.

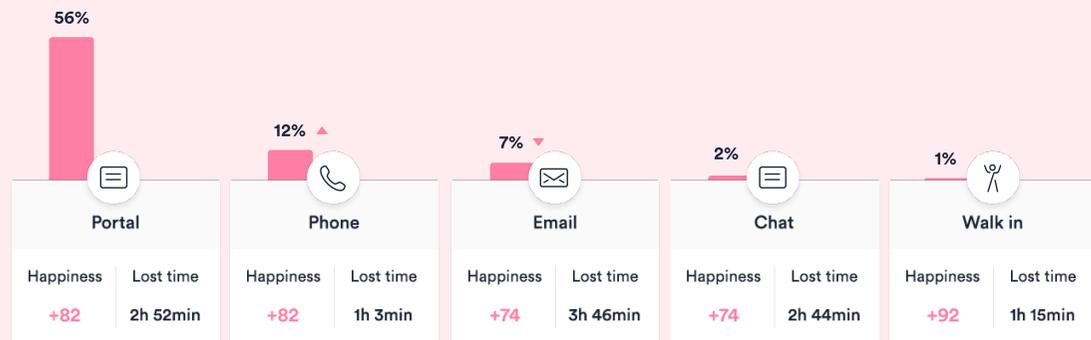
Average Happiness And Lost Time With IT Requests

Based on 261,608 responses for IT Requests in H1/2022



Happiness And Lost Time By Channel For IT Requests

Based on 261,608 responses for IT Requests in H1/2022



Historical Channel Usage for IT Requests	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Chat	1%	1%	2%	2%	3%	3%
Email	8%	8%	8%	7%	10%	8%
Phone	18%	22%	19%	17%	13%	11%
Portal	66%	60%	50%	57%	57%	56%
Walk in	1%	1%	2%	2%	2%	1%
Unknown	6%	8%	19%	15%	15%	21%

Historical data on Channel Happiness and Lost Time for IT Requests

Historical Happiness for IT Requests by Channel	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Overall Benchmark	+74	+76	+76	+78	+80	+81
Chat	+73	+74	+72	+79	+77	+72
Email	+77	+78	+75	+79	+76	+73
Phone	+73	+75	+75	+76	+80	+81
Portal	+78	+81	+84	+84	+85	+84
Walk in	+81	+91	+91	+93	+94	+92

Historical Lost Time for IT Requests by Channel	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
Overall Benchmark	2h 33min	2h 24min	2h 40min	2h 32min	2h 43min	3h 0min
Chat	3h 6min	3h 7min	2h 21min	1h 32min	1h 47min	2h 44min
Email	1h 45min	2h 8min	2h 20min	2h 13min	2h 50min	3h 46min
Phone	1h 4min	1h 4min	1h 1min	0h 57min	0h 59min	1h 3min
Portal	3h 10min	3h 4min	3h 0min	3h 22min	3h 12min	2h 52min
Walk in	2h 0min	0h 58min	0h 58min	1h 7min	1h 12min	1h 15min

The saying “Technology changes, People stay the same” rings true in our data.

The Factors that create positive, neutral and negative experiences with IT Requests for end-users remain very stable.

IT Requests - Historical data Positive Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
I was informed about the progress	32%	31%	32%	36%	36%	35%
Instructions were easy to understand	28%	29%	31%	31%	31%	32%
It was easy to describe what I wanted	31%	31%	31%	32%	33%	34%
Service personnel's attitude	49%	48%	48%	48%	48%	46%
Service personnel's skills	46%	46%	46%	46%	45%	44%
Speed of service	79%	79%	78%	79%	80%	80%

IT Requests - Historical data Neutral Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
I had to explain my case several times	16%	15%	15%	16%	15%	14%
I wasn't informed about the progress	11%	11%	12%	11%	11%	11%
Instructions were hard to understand	7%	8%	7%	9%	8%	7%
It was difficult to describe what I needed	8%	8%	8%	8%	8%	8%
It was difficult to know where to start	13%	11%	11%	11%	12%	11%
Service personnel's attitude	5%	5%	4%	4%	6%	5%
Service personnel's skills	7%	7%	6%	6%	6%	5%
Speed of service	57%	59%	58%	56%	58%	58%

IT Requests - Historical data Negative Factors	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
I had to explain my case several times	34%	32%	32%	30%	31%	30%
I wasn't informed about the progress	24%	22%	28%	29%	26%	28%
Instructions were hard to understand	13%	12%	11%	12%	11%	11%
It was difficult to describe what I needed	7%	8%	6%	6%	7%	7%
It was difficult to know where to start	11%	10%	10%	11%	10%	10%
Service personnel's attitude	8%	8%	8%	9%	8%	8%
Service personnel's skills	17%	17%	16%	16%	12%	13%
Service was slow	55%	55%	58%	56%	56%	57%

How to understand your Experience Data in context and make it actionable?

3.1 Happiness in different company sizes

Company size can have an effect on how end-users rate IT services. In the smaller organizations, it is more likely that the IT Services are provided by internal IT teams. Among the companies that have 1,000-5,000 employees, only 33% have outsourced the first level of IT support. In larger organizations that have more than 5,000 employees, over 70% have outsourced first level IT support.

Happiness by company size	H2/2021	H1/2022
1,000–5,000 employees	+78	+81
5,000–10,000 employees	+78	+79
10,000–20,000 employees	+72	+74
More than 20,000 employees	+73	+79

We have seen the gap getting eliminated between the smallest and largest organizations, with the largest organizations with more than 20,000 employees having significantly improved end-user IT Happiness. The largest organisations now achieve practically the same level of IT Happiness as the smallest ones.

The change reflects the faster speed of improvement among outsourced IT service providers, that are managing first-line IT support in nearly all of the largest organizations in our customer base. Internal service desks improve the experience on average by 19%, while outsourced IT service desks improve experience on average by 36%. See details in section 3.3..



3.2 Happiness in different industries

This is the third report in which we are releasing any information about the differences between industries. We still do this with caution, as we know that there are many factors apart from industry that can influence end-user happiness with IT.

We derived the Happiness scores for comparing between industries by creating a weighted average that eliminates non-industry-specific differences in end-users' happiness ratings.

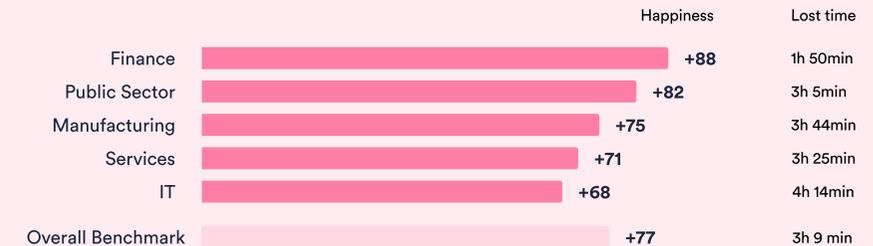
Key insights

End-users in finance are 26% happier with IT services than end-users in IT companies. Finance is among the most regulated industries and IT happiness might reflect stability of processes and ways of working. It is also the sector where the expression "time is money" is most likely to ring true as a core value. The perception of lost time with IT incidents in Finance is significantly lower than any of the other industries in the selected industries.

The fact that end-users in IT companies are the most demanding does not come as a huge surprise. Employees in IT companies are more likely to be technically-skilled Doers who can solve simpler IT issues by themselves. Hence, they go to IT support with more complex problems, and have more demanding expectations of the resolution process. This is reflected by the highest amount of perceived lost time with IT incidents in any of our industry verticals.

Happiness With IT Services By Industry

Data represents a part of the total 432,762 responses in IT incidents in H1/2022



→ Business impact of ITXM in different industries

Different industries have end-users with varying levels of tech skills and preferences. If your end-users are highly skilled with technology, they are more likely to solve easy issues themselves, but bring more complex issues for IT to solve.

Using industry data is one aspect that gives higher level perspective of happiness, but is best understood when combined with other benchmarks like your share of different IT Support Profiles and country specific differences in rating IT services - which we also cover in our report.

3.3 Happiness with Internal vs Outsourced Service Desks

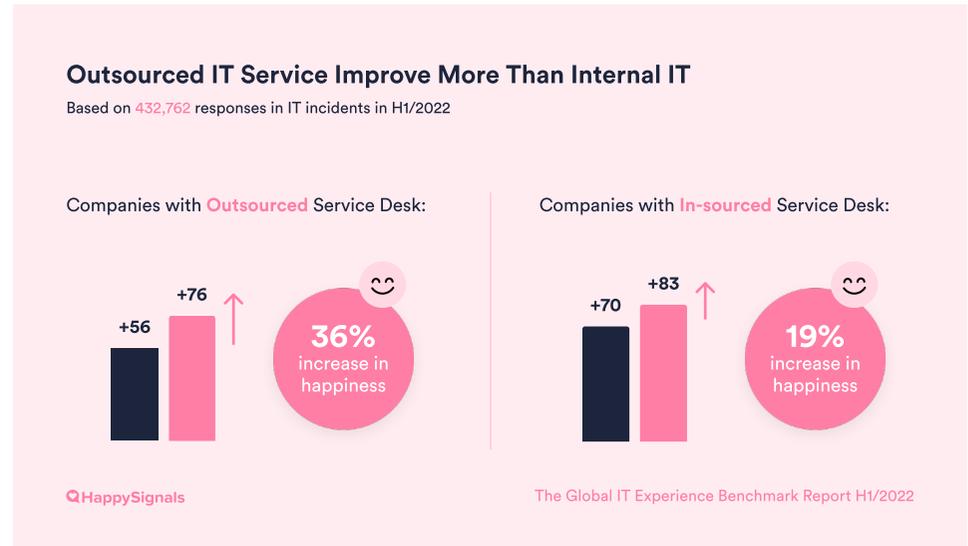
HappySignals tracks how different organizations who use our platform are able to improve end-user experiences through experience management. We do this by comparing end-user happiness in our customers' first two months of using HappySignals (baseline before they have made any improvements), with the happiness now.

While internal IT service desks start at higher levels of happiness, outsourced IT on average manage to improve the experience more. Our latest data shows that internal service desks have improved IT happiness by 19%, while outsourced service desks have increased the happiness by 36%.

Keep in mind however, that this report is only based on data from HappySignals customers. In our customer base the bigger the organization, the more likely it is that the organization has outsourced their service desk:

Amongst companies with fewer than 5000 employees, only 33% have outsourced their service desk.

Amongst companies with more than 5000 employees, as many as 73% have outsourced their service desk.



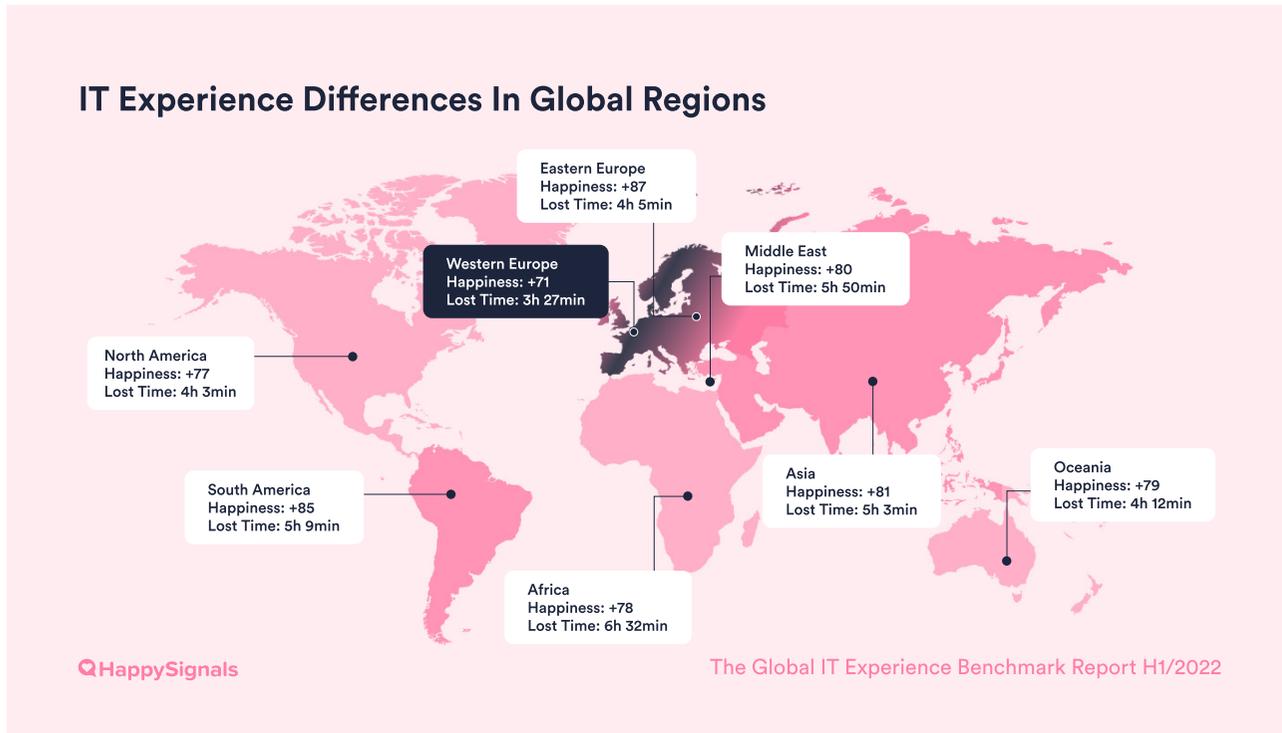
3.4 Happiness in different Countries

Like in previous reports, we continue to observe country-specific differences in end-user happiness. For example, end-users in Ukraine are the easiest to please, while end-users in Sweden are the most critical.

This country-specific data tells an interesting story: Comparing total Lost Time for the five happiest and five least happy (i.e. most demanding) countries, the demanding countries have lost about 20 minutes less than the happiest ones.

To us, this underlines the fact that end-users in some cultural contexts are more demanding and expect faster service than in others.

Cultural Differences in how end-users rate IT Support Services



We continue to observe cultural differences in how end-users perceive IT services and lost time. For example, end-users in Western Europe rate IT Services lower than Eastern Europe, despite reporting less time lost.

This region-specific data tells an interesting story: The happiest countries are also the countries that report the highest time losses with ticket-based IT.

To us, this underlines the fact that end-users in some cultural contexts are more demanding and expect faster service than in others.

➔ What this means for you?

There are notable differences in end-user rating behavior between different countries. Understanding these cultural-specific rating differences will help you to understand your end-users' happiness levels and experience data in context.

A very practical implication of having Benchmark data from different countries is being able to conduct productive conversations with business stakeholders, when the absolute numbers in certain countries differ from the norm.

Less gut feelings, and more reliable and repeatable data to support the analysis of where and how to improve.

Happiest Regions	Happiness	Lost time
Eastern Europe	+87	4h 5min
South America	+85	5h 9min
Asia	+81	5h 3min

Least Happy Regions	Happiness	Lost time
Western Europe	+71	3h 27min
North America	+77	4h 3min
Africa	+78	6h 32min

4 Remote Work

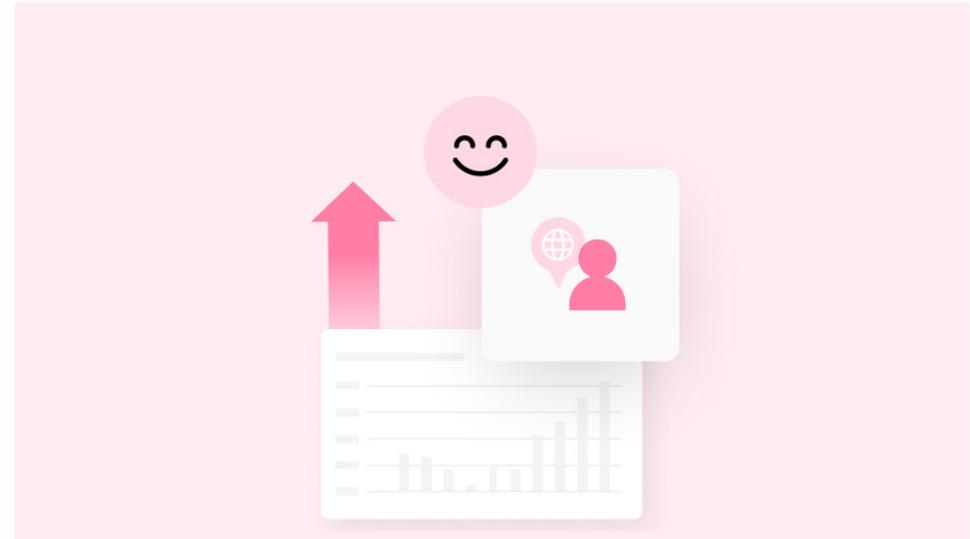
Enterprises continue to get better at supporting employees in remote work. Happiness with Remote Work increased from +60 to +75 over the past year!

However, we cannot make direct comparisons between the factors influencing happiness with Remote Work in H1/2021 and H2/2021 in this report. This is because HappySignals changed the factors included in our Remote Work survey in H1/2021.

Looking only at the H2/2021 data however, end-users made more evenly distributed selections between the given Remote Work factors, as compared to for Ticket-based IT. In other words, no specific factors stand out as dominant influencers of end-user happiness or unhappiness with remote work.

“

Happiness with Remote Work increased from +60 to +75 over the past year!



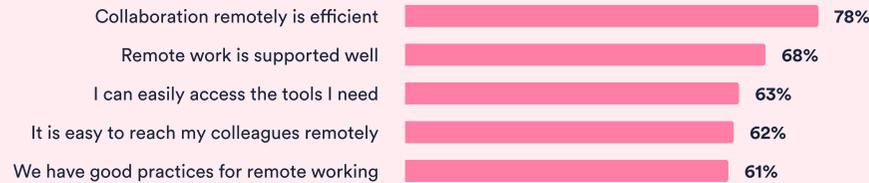
Average Happiness And Lost Time With Remote Work

Based on 261,608 responses for IT Requests in H1/2022



Remote Work IT Experience, Positive Factors

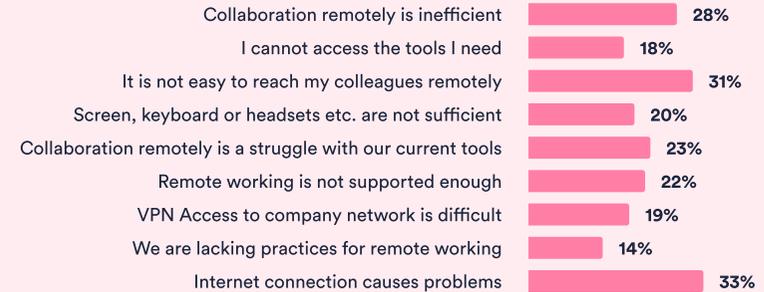
Based on 78,977 responses for Remote Work in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 9 or 10 AND 2) At least one positive factor was selected

Remote Work IT Experience, Negative Factors

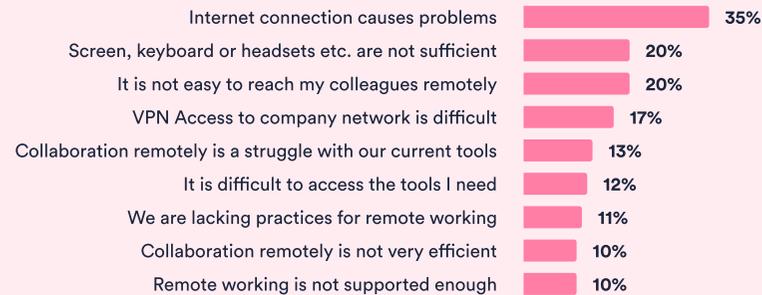
Based on 78,977 responses for Remote Work in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 0 or 6 AND 2) At least one negative factor was selected

Remote Work IT Experience, Neutral Factors

Based on 78,977 responses for Remote Work in H1/2022



% indicates frequency of factors selected when 1) End-user given score was 7 or 8 AND 2) At least one neutral factor was selected

Business impact of ITXM for Remote Work

While remote work is now normalized in most locations, IT teams can use Experience Data to find pockets of improvement with remote work, to provide equal collaboration opportunities for all employees.

There is no one-size-fits-all approach to how Enterprise IT can optimize remote work for your organization. The only way to find out is by collecting data directly from your own end-users.

Employees may have different needs in different locations and services. Maybe employees use shared end-points, or work in areas where the internet access and cultural differences make remote work more or less challenging.

Having real feedback from employees across locations is critical in making Remote Work productive for all employees.



The Final Takeaway

In this report, we have analyzed our global benchmark data from different angles to present a holistic snapshot of end-user experiences in the Era of Experience. As emphasized repeatedly however, all the data used in this report is from HappySignals customers – i.e. enterprises that have decided to take a human-centric approach to managing experiences.

The broader story told by the data is hence of IT Experience Management empowering Enterprise IT leaders to drive data-driven change, achieve outcomes in employee happiness and productivity, and transform the culture of IT to be more human-centric.

Continue learning with more resources

Intrigued? Discover Experience Management by reading [HappySignals 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 [ITXM.academy](#), where in about 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 topics from XLAs to optimizing your ServiceNow.



Introducing IT Experience Management Framework

Lead human-centric IT operations with
Experience as a key outcome

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HappySignals is the leading SaaS company for IT Experience Management, empowering enterprises to change their culture to be more open, outcome-focused, and data-driven. The HappySignals Platform enables IT leaders to get a real-time understanding of the experiences they are delivering to end-users. Using HappySignals, customers can make informed decisions that increase employee happiness and productivity. HappySignals discovers the experiences of millions of employees in 130 countries. Customers have been able to make employees happier and increase productivity by 26%.

