



# What is Happiness Score™

Happiness Score™ is a benchmark of service experience in service management. Based on continuous measurement of HappySignals customers, currently around 700,000 employees in over 120 countries.

This anonymized benchmark is part of HappySignals Employee Experience Management platform.

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# Happiness Score™ measures two dimensions

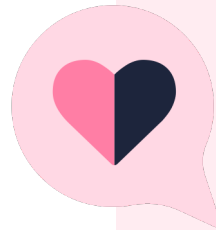


## Happiness

How do your people feel?

Happiness is calculated like Net Promoter Score™, going from -100 to +100.

It asks how employees rate their service experience when they receive the resolution to their issue from 0 to 10.



## Productivity

Are they losing time?

Average lost time per ticket per employee.

Productivity loss is the time an employee reported they lost from the issue. This is a perception from the employee, so all things that affect perception are influencing the number.

# Happiness Score for IT Incidents – Q4 2019

Happiness

Productivity

**+67**



**3h 1min**

Based on 298,339 responses  
May to November 2019



# Happiness Score for IT Requests – Q4 2019

Happiness

Productivity

**+76**



**2h 32min**

Based on 207,198 responses  
May to November 2019

# Improvements our customers have been able to achieve

Starting to use HappySignals

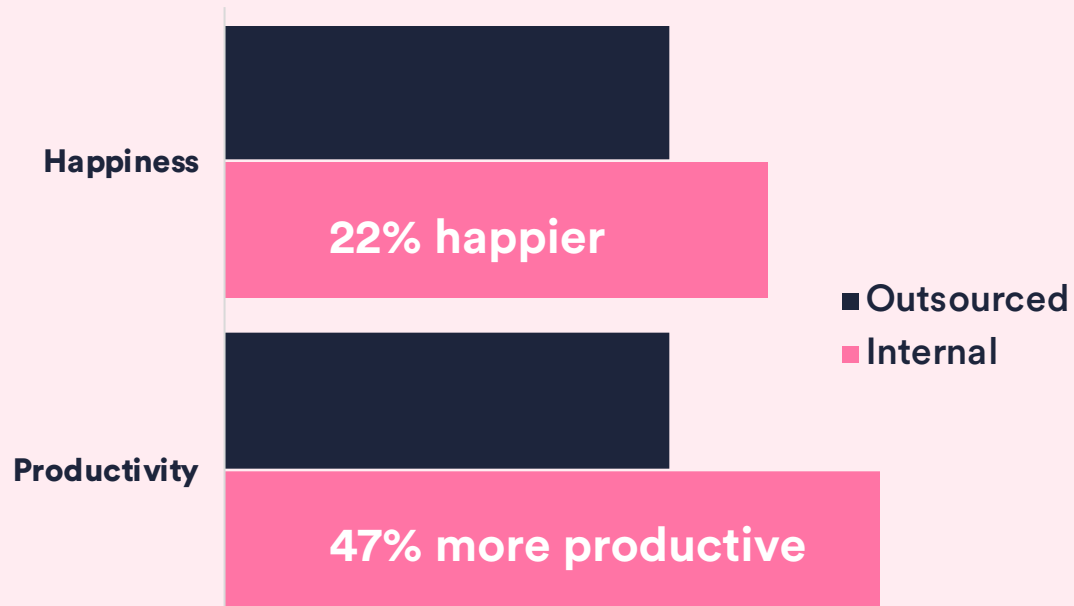


First two months are used as baseline and time to set targets for improvements.

After which Service Desks are making **employees 17% happier and 27% more productive.**

# Internal vs. Outsourced Service Desks

**Internal Service Desks are making employees 22% happier and 47% more productive**

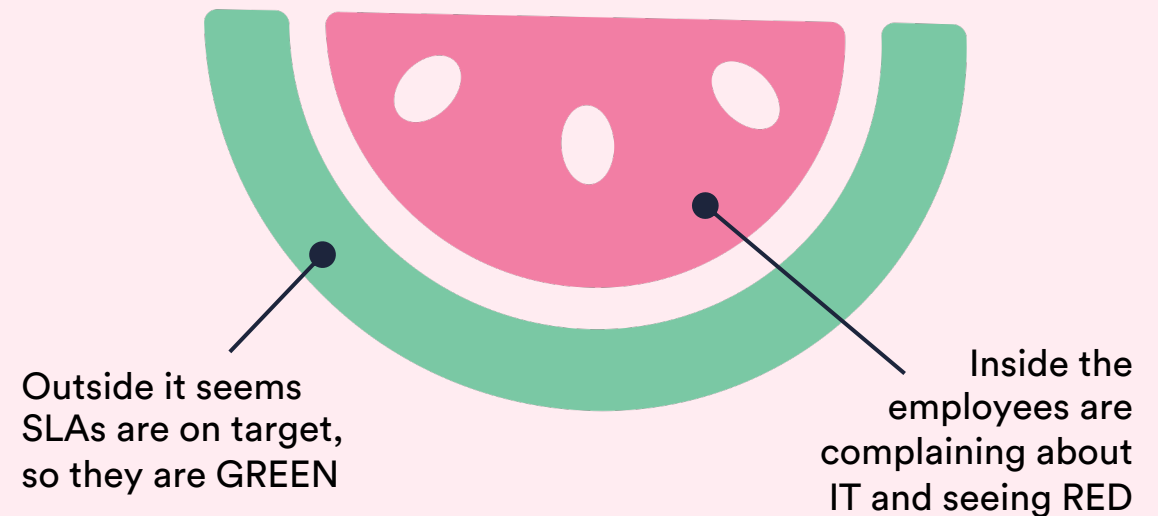


Based on data from Happiness Score™ Benchmark

It's natural to focus on helping colleagues in internal Service Desks.

When outsourcing, focus is too much on internal IT ticket cost and traditional SLA's. You get what you measure. We believe XLA approach would help to solve this challenge.

**This is what we call the watermelon effect**



# Internal Service Desk

It's doesn't matter where the time is used when everybody is from same company.



A diagram showing three stacked rectangular boxes. The top box is pink and labeled 'Business / End-users'. The middle box is light pink and labeled 'IT management'. The bottom box is dark blue and labeled 'Service Desk'.

Business / End-users

IT management

Service Desk

# Outsourced Service Desk

Welcome to SLA games and the world of sub-optimising. Dear customer, if you force MSP to work with traditional SLA's and have sanctions, this is what happens.



A diagram showing three stacked rectangular boxes. The top box is pink and labeled 'Business / End-users'. The middle box is light pink and labeled 'IT management'. The bottom box is dark blue and labeled 'Service Desk'. The 'Service Desk' box is shaped like a house with a triangular roof. The 'IT management' box is positioned to the right of the 'Work' label, which is inside the 'Service Desk' box. The 'IT management' box is also labeled 'Cost pressure and responsibility'.

Business / End-users

Work

IT management

Cost pressure and responsibility

Service Desk



# SLA

## Service level agreement

### Focus on measuring processes

CSAT often try to measure the first line service desk and that is only one layer in the service.

Sanctions are forcing MSP's to focus on metrics not service quality. Even in some cases they don't automate the easiest services because they would not meet the targets.

Fact based.

# XLA

## Experience level agreement

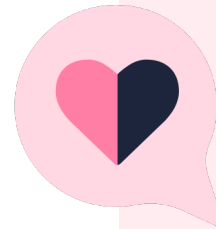
### Focus on measuring experience

More motivating to agents. They are measured how they helped people.

Relevant for end customers and business.

Feeling based.

If done right, target is improvement level, not a fixed target that is the same for years.



# ESM Benchmark

Our customers also do Enterprise Service Management (ESM) with their ITSM platforms, this is the first Happiness Score™ published from those.

IT Incidents  
**+67**

Productivity  
**3h 2min**

IT Requests  
**+76**

Productivity  
**2h 32min**

Based on  
505,000  
responses

HR Incidents  
**+70**

Productivity  
**2h 39min**

HR Requests  
**+81**

Productivity  
**1h 19min**

Based on  
26,000  
responses

Finance Incidents  
**+71**

Productivity  
**6h 52min \***

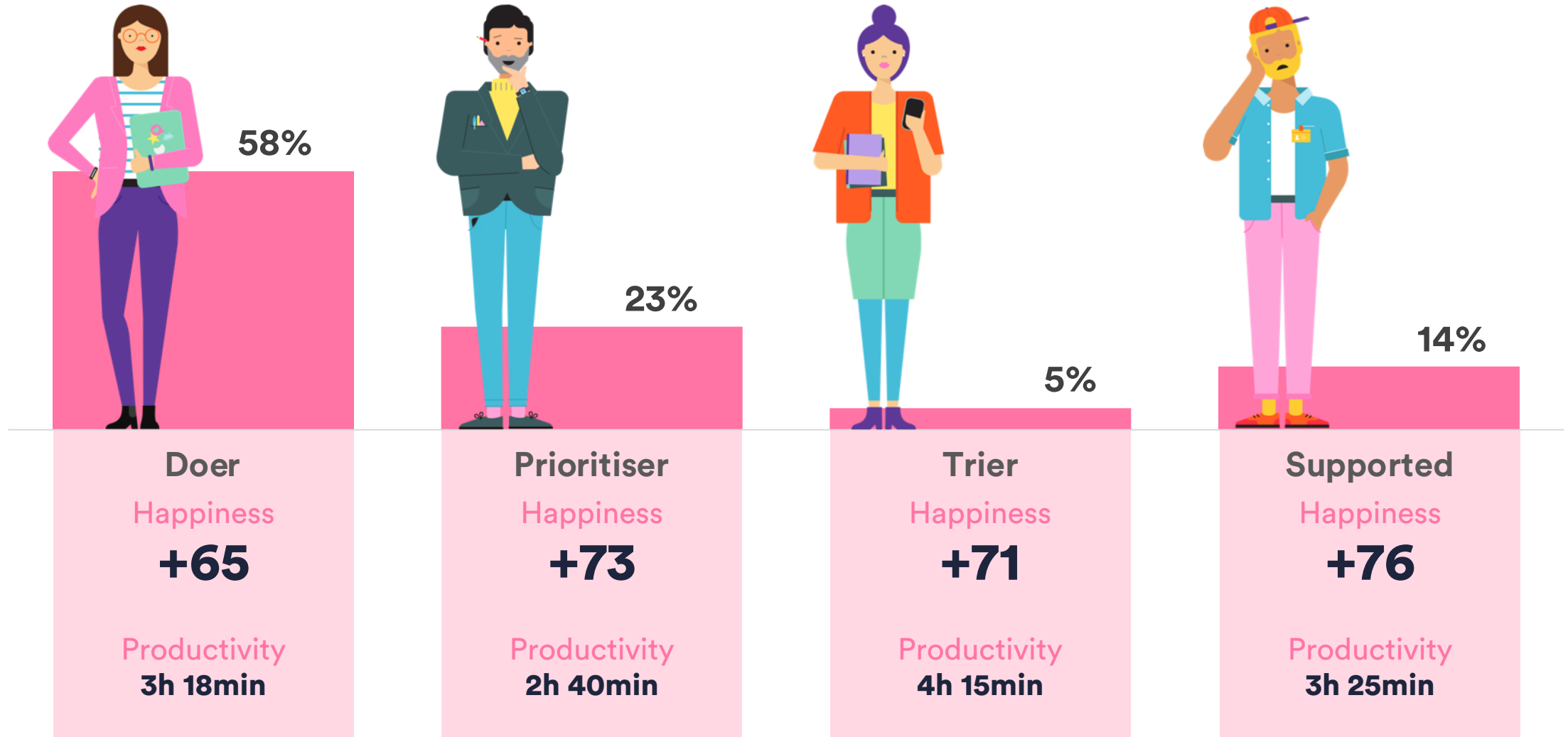
Finance Requests  
**+82**

Productivity  
**1h 32min**

Based on  
35,000  
responses

\* (incident lost time  
estimated by 2153  
employees)

# IT Support Profiles – Q4 2019



# What are IT Profiles?

HappySignals behavioural IT Profiles are based on dozens of one-to-one interviews and 20 group interviews with end-users in different roles and different organisations. All in all, more than 500 people were interviewed and two main factors impacting the user experience and behaviour were recognized and documented by our psychologist.

Read the full guide online or download at,  
<https://www.happysignals.com/the-definitive-guide-on-using-profiles-in-it-service-desk>

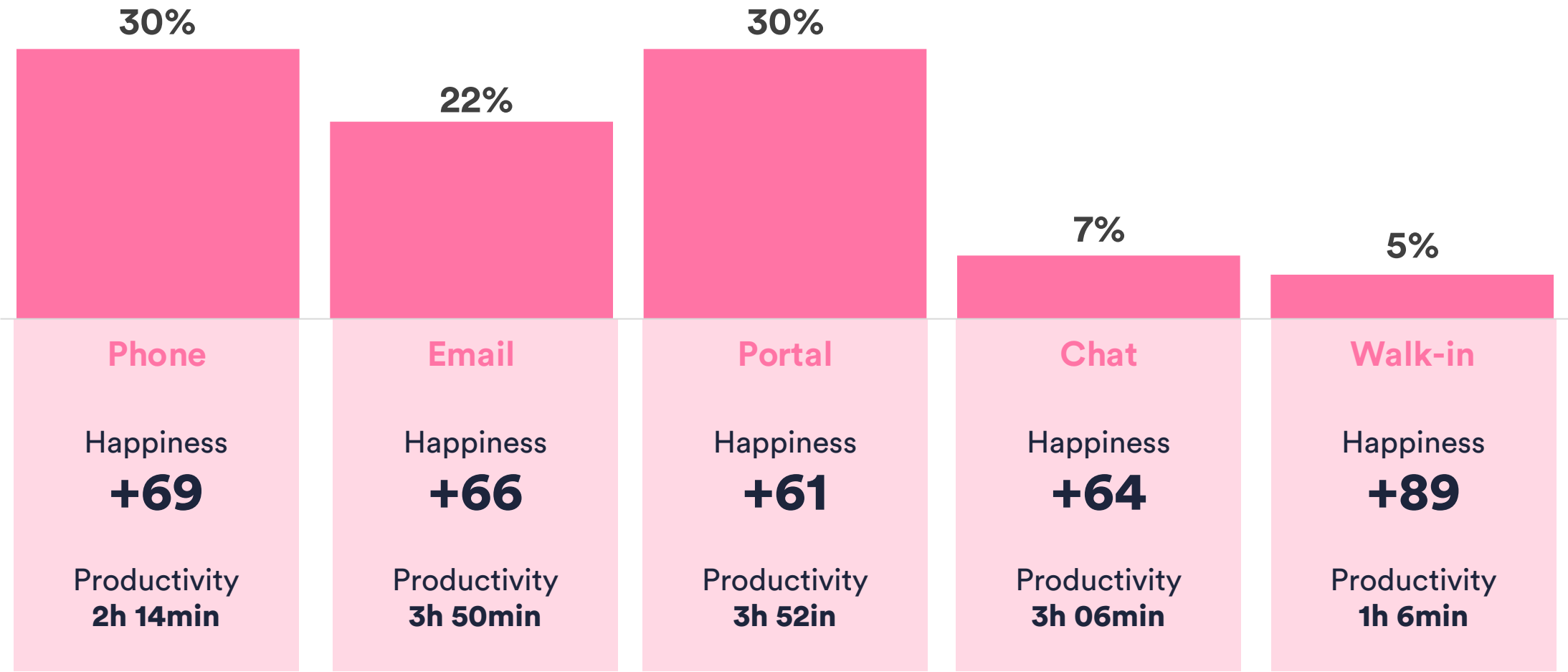
Download Guide



# Channels with IT Incidents – Q4 2019

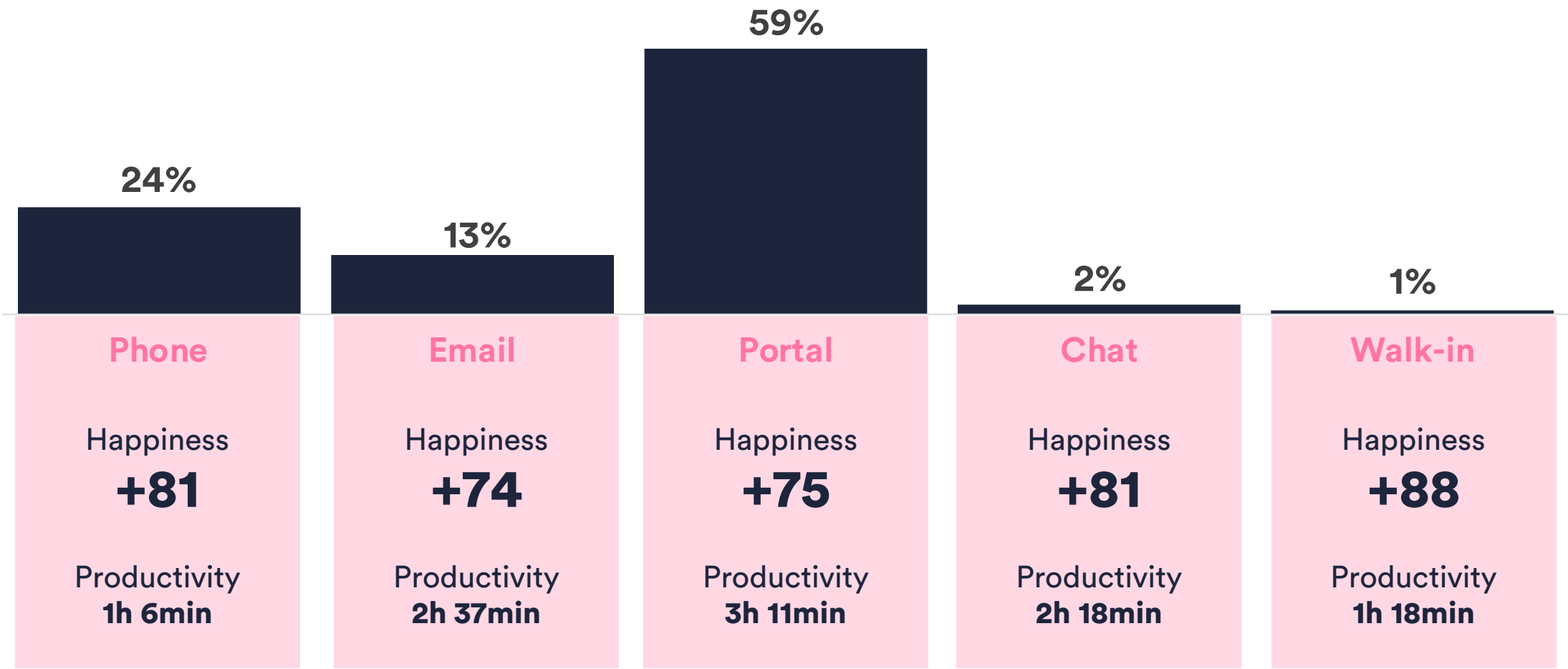
Based on 298,339 responses

May to November 2019



# Channels with IT Requests – Q4 2019

Based on 207,198 responses  
May to November 2019





# How to use channel benchmark

HappySignals recommends to mainly compare the happiness and lost time between

1. Portal and Email
2. Phone and Chat

This is because employees handle different kinds of incident tickets in different channels.

If we compare the usage of different channels in 2018 to 2019 there isn't a big change. (IT incidents)

	11/2018	11/2019
Phone	30%	30%
Email	24%	22%
Portal	30%	30%
Chat	7%	7%
Walk-In	2%	5%

Total is not 100% because some customers are having channels like automation and integration that are not used in benchmark.

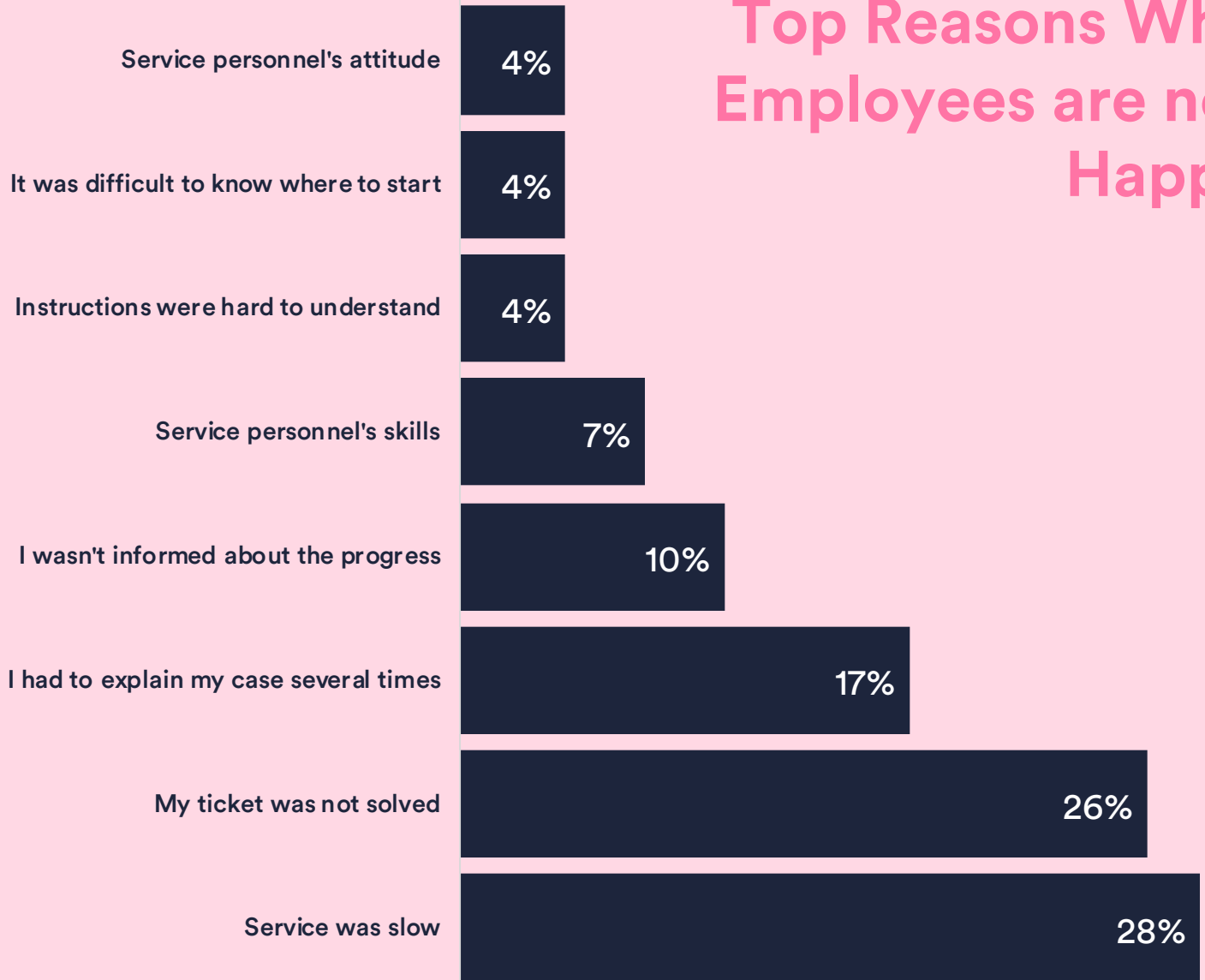
# Negative Factors

Negative is feedback with a score between 0-6.

Percentages in this graph show, what is the importance of that factor compared to all other factors.

Service Speed has the biggest influence and too often employees even feel they were not helped at all.

## Top Reasons Why Employees are not Happy

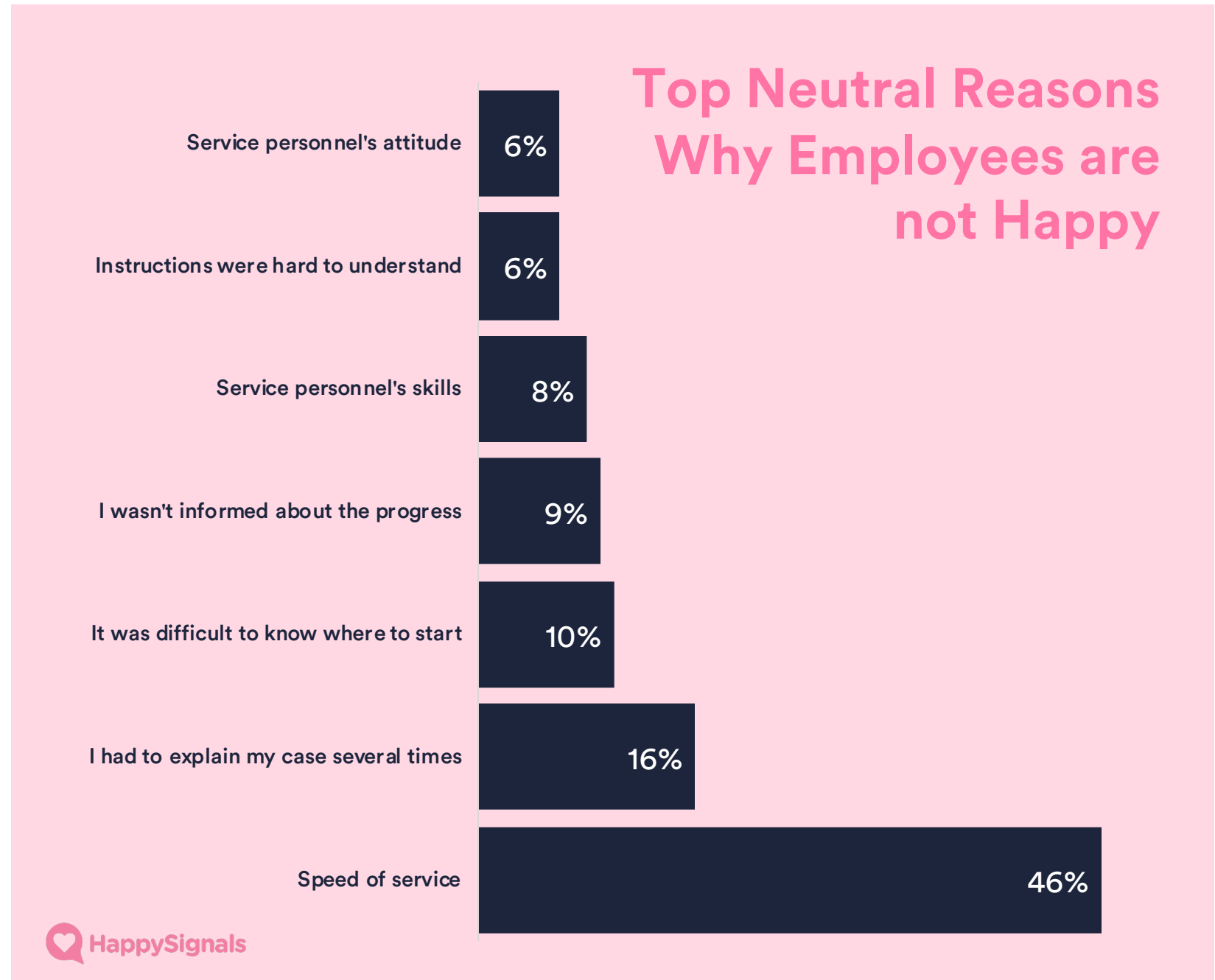


# Neutral Factors

Neutral is feedback with a score 7 or 8.

Employees were asked to select factors that could have been done better.

Percentages in this graph show what is the importance of that factor, compared to all other factors.

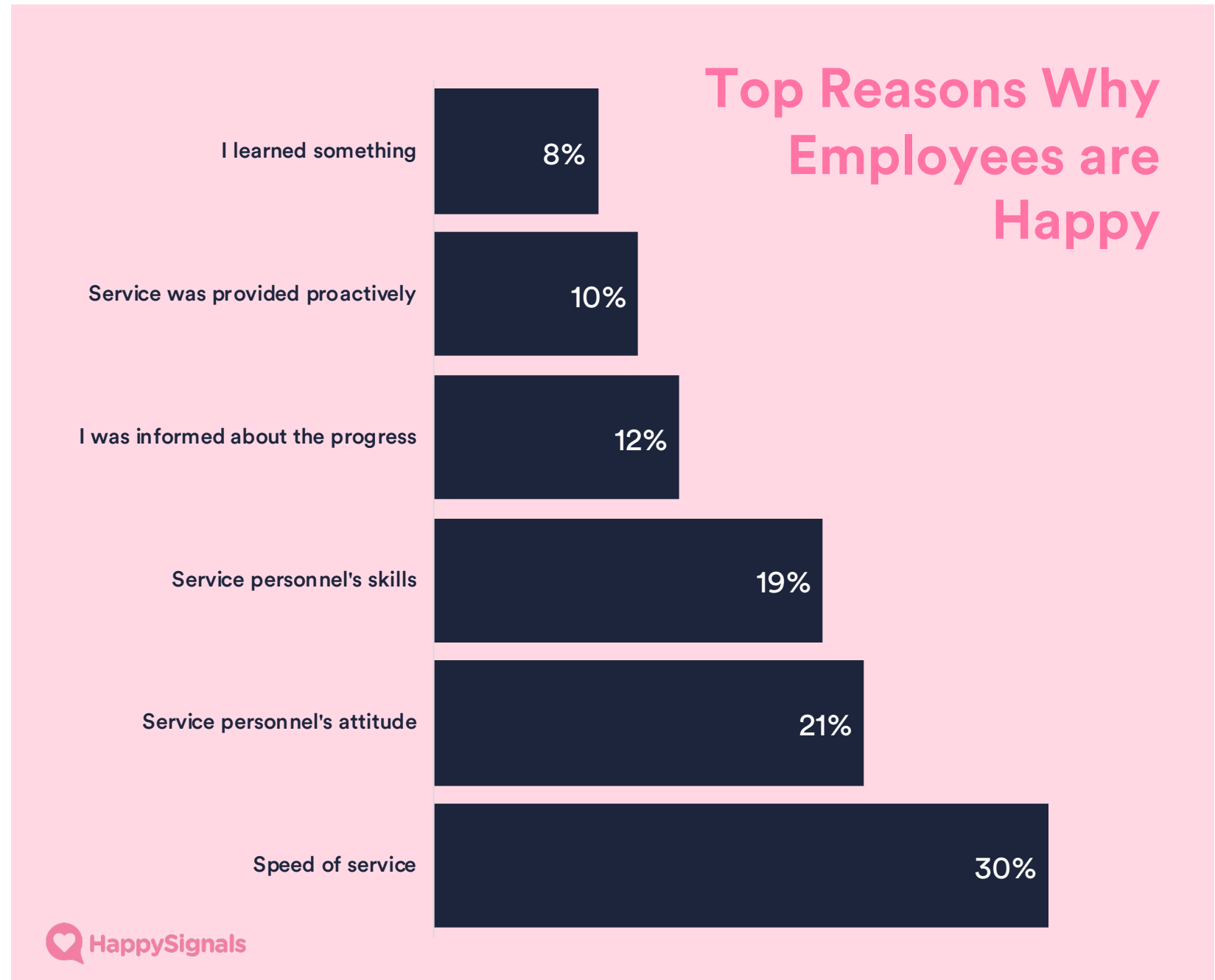


# Positive Factors

Positive is feedback with a score between 9-10.

Percentages in this graph show what is the importance of that factor, compared to all other factors.

Service Speed has the biggest influence, but also agents attitude and good skills are needed to get really positive feedback.



# Country Benchmark

● Under benchmark ( $\leq 67$ )      ● Over benchmark ( $> 67$ )

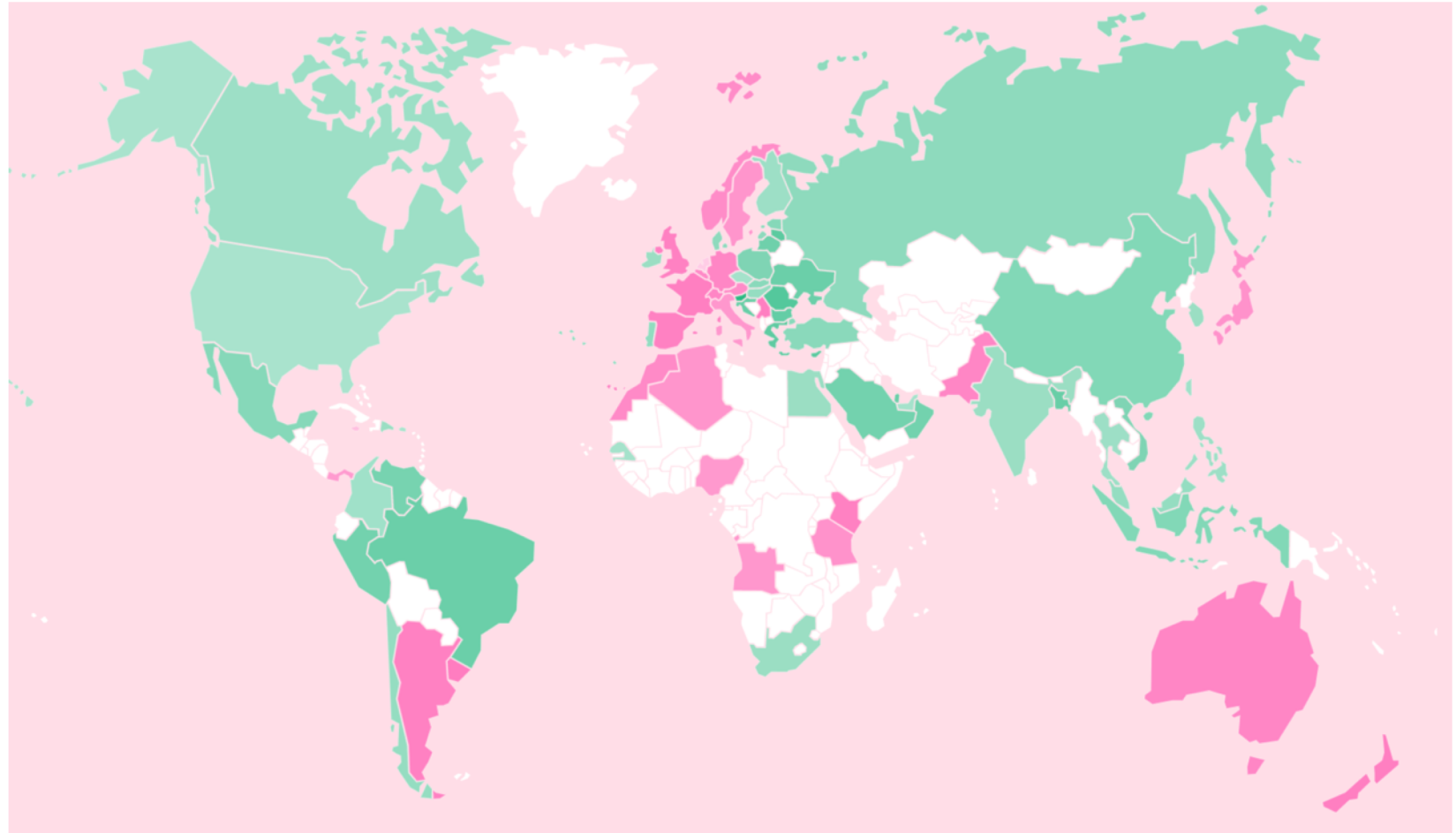
## Happiest Countries

+86 Latvia  
+85 Greece  
+85 Bulgaria  
+83 Brazil  
+80 Poland

## Most Critical Countries

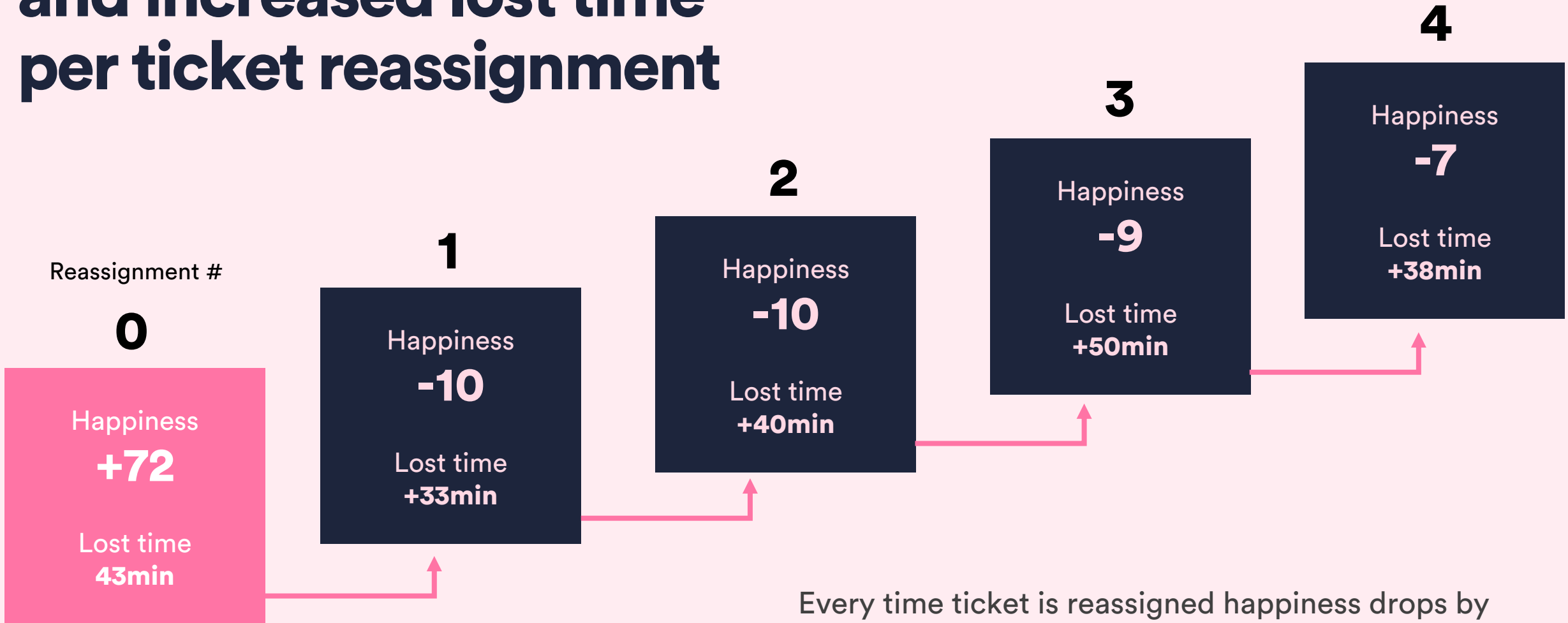
+28 Netherlands  
+48 Singapore  
+45 Italy  
+54 Sweden  
+56 Japan

**UK +63, US +67, Finland +70**



Culture has a huge influence on how we rate services. Because of this it's important to know this before you make a conclusion if service experience in a certain country is really good or not.

# Decrease of happiness and increased lost time per ticket reassignment



Every time ticket is reassigned happiness drops by about 10 points and employees estimate they lose about 40 minutes more. These are averages from all HappySignals customers.



# Industry benchmark

In HappySignals we have noticed that country and employee profiles are both more important than the industry.

This is the reason we don't yet present industry data because it would be misleading.

What we mean by this is that benchmark would depend more on where the employees are from and how they behave, rather than the industry itself.



# Keep up to date

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<https://www.happysignals.com/happiness-score/>

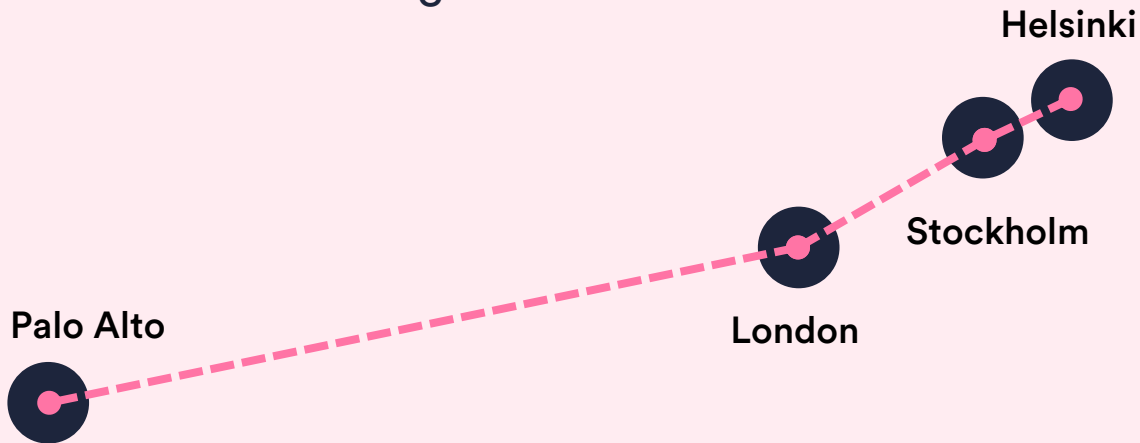




# We discover the experiences of 700,000+ employees in 124 countries

Enterprise SaaS Company

Background: Service Design + Enterprise IT  
For: Service Management



## Customers



## Partners



## Available for

