

The Global IT Experience Benchmark

H2/2021

Our biannual Benchmark Report presents a snapshot of Enterprise IT Experiences in the past six months. Discover what the data means for IT professionals seeking to deliver great end-user experiences in 2022.



The Era of Experience is here, and it's here to stay

If you are a CIO, IT Leader, Experience Owner, or Service Owner wanting to deliver great IT experiences to your end-users in 2022, you need to start making decisions based on experience data.

This report will give you insights into how humans experience IT – as reported by end-users themselves. Fueled by data of almost 750K end-user responses from July-December 2021 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

Service Portal is no longer the least liked IT touchpoint! Happiness with Service Portals increased from -18 to 0 in the past six months.

Channel-specific, profile-specific, and country-specific experience benchmarks can help Enterprise IT leaders contextualize your data and make it actionable.

For the first time in the last three years, **employees are losing less time** per ticket when using Portal than Email as a channel for IT support services.

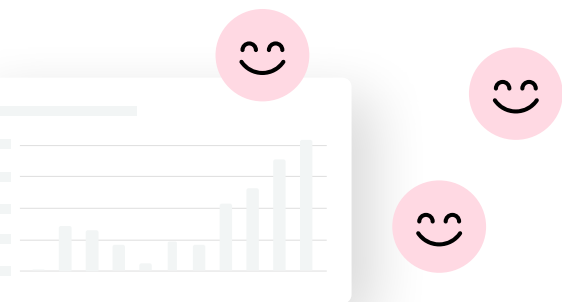
Experiences with remote or hybrid work remain complex and difficult to generalize from our global benchmark data. For now, no factors stand out as dominant influencers of positive or negative remote work experiences. Hence, collecting experience data from your own employees is the only way to make sure they are happy and productive remotely.

End-users characterized by different IT Support Profiles gravitate towards different channels for IT support services, in ways that correspond with the profiles' defining behavioral drivers. When developing channels, consider also the preferences of different profiles in your end-user base.



Table of Contents

Introduction	4	2. How to improve end-user Experience with Ticket-based IT?	7	3. How to understand your Experience Data in context and make it actionable?	21
About the Benchmark Data	5				
1. How happy are end-users with different IT touchpoints?	6				
Insights about the Global IT Experience for Enterprise end-users across different touchpoints.		2.1 Happiness for IT Incidents kept increasing in H2/2021	8	3.1 Happiness in different company sizes	21
		2.2 Factors: The 'Why' behind end-user happiness or unhappiness	8	3.2 Happiness in different industries	22
		2.3 Ticket reassignments impact end-user happiness and productivity significantly	11	3.3 Happiness with Internal vs Outsourced Service Desks	23
		2.4 IT Support Channels	13	3.4 Happiness in different Countries	23
		2.5 Different Support Profiles have different service expectations and channel preferences	16		
		2.6 A brief look at IT Requests	18	4. Remote work	25
				The Final Takeaway	27



Introduction

The Era of Experience is here, and it's here to stay. Experience Level Agreements (XLAs) are now increasingly implemented by organizations beyond just the early adopters, according to Gartner's "Hype Cycle for the Digital Workplace, 2021".

According to a recent study by AXELOS and itsm.tools, 85% of organizations also self-report understanding the need to deliver a better employee experience. The same study also found that self-reported organizational success with IT Service Management is strongly linked to self-reported organizational understanding of the importance of experience.

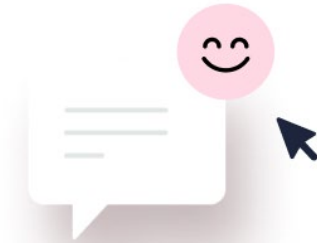
The strong hype around and unexpectedly quick progression of Experience-driven IT Services has led to new terminology and definitions being created on the fly. Understanding of what "Experience" means hence remains fragmented in the Enterprise IT market, with some definitions still tailored to fit how things were done before these experience-driven times.

Just because something is described as experience-centric does not mean it actually focuses on how people experience IT.

If 2021 was the year of Experience finally rising to the awareness of almost everyone working in Enterprise IT, 2022 will be the year when critical questions are asked about what it really means for IT. The underlying definitions adopted by IT Leaders will determine the different directions they take in developing their Experience Management programs.

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!)

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, you need to start making decisions using experience data.



“

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

Based on almost 750K end-user responses from July-December 2021 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 H2/2021 Report presents and analyzes data from 748,878 end-user responses collected through the HappySignals IT Experience Management Platform between July-December 2021.

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 outsourced Service Desk provider.

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

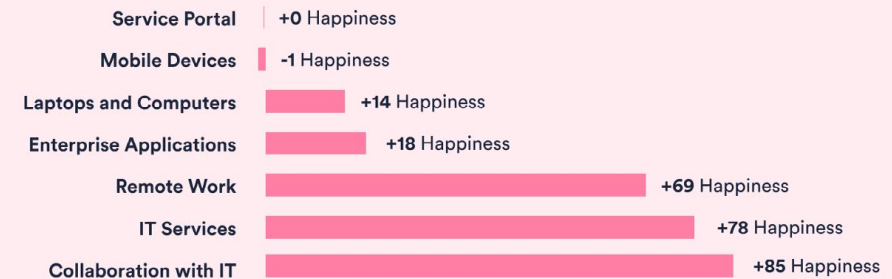
Key insights

- Service Portal happiness increased from -18 to 0 over the past six months.
- Enterprises continue to get better at supporting remote work, with an increase from +57 to +69 in happiness with Remote Work over the past six months.
- Collaboration with IT is now by far the most highly rated IT touchpoint. The average score for Collaboration with IT is 8 points above the overall happiness average!

➔ What this means for you?

The increase in happiness with Service Portals amongst HappySignals customers' end-users proves the impact of that experience management has had for their IT. From being the least liked IT touchpoint, Service Portal has now jumped ahead of Mobile Devices, Laptops and Computers, and Enterprise Applications in end-user happiness.

HAPPINESS FOR DIFFERENT MEASUREMENT AREAS



HappySignals

Based on 393,425 responses for IT Incidents in H2/2021

Measurement Areas	H1/2021 Happiness	H2/2021 Happiness
Service Portal	-18	0
Mobile Devices	+6	-1
Laptops and Computers	+12	+14
Enterprise Applications	+14	+18
Remote Work	+57	+69
IT Services	+77	+78
Collaboration with IT	+78	+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. (Although HappySignals is not the same as NPS, as we are not asking the “Do you recommend” format question.)

2 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.

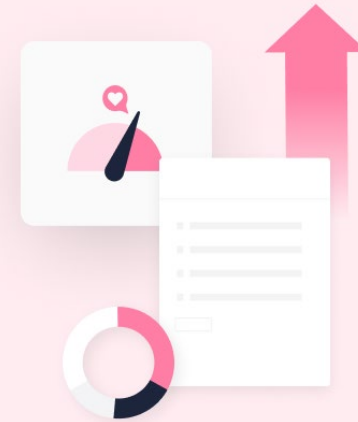
First, let's recap how we measure end-user experience with Ticket-based IT (Incidents and Requests). HappySignals enables our customers to send surveys to end-users in connection with each ticket resolution, asking end-users to accept the resolution by giving feedback about their experience. The surveys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

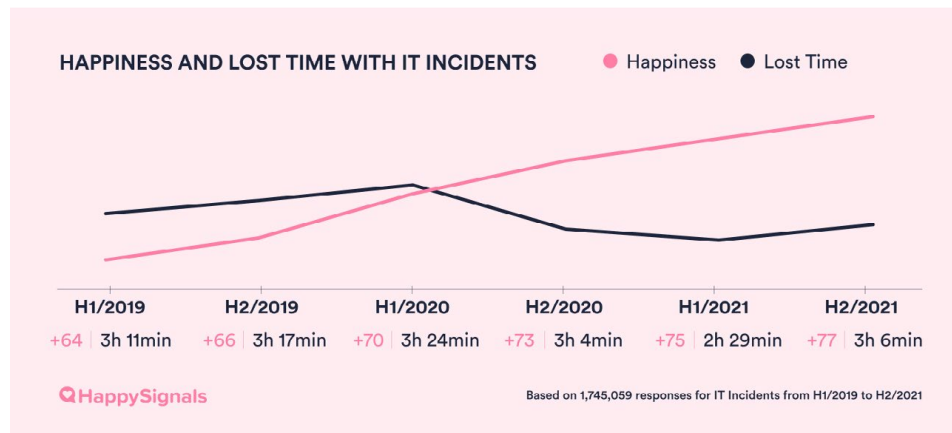
To illustrate, one ticket-based experience might receive a Happiness rating of 5, Productivity loss of 2h 35min, due to the Factors “My ticket was not solved” and “Service was slow”.

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 kept increasing in H2/2021

Continuing with the trend observed in our previous reports, end-user happiness with Ticket-based IT has continued to increase. In H2/2021, it reached a record high of +77.



It is worth remembering however, that our benchmark data does not represent experiences of end-users in general, but only those in organizations using HappySignals IT Experience Management Platform. In other words, organizations that have chosen to make experience management a priority.

The results hence reflect the progress organizations can make in IT Service Management (ITSM) when they have a purpose-built Experience Management Platform to enable continuous measurement and data-driven decision-making.

2.2 Factors: The ‘Why’ behind end-user happiness or unhappiness

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.

Different factors are presented to end-users to choose from, depending on the happiness rating they give on the 10-point scale. For example, scores from 0-6 are classified as a negative experience, so end-users are asked to select from a list of factors tailored for negative experiences. The same goes for scores from 7-8 (neutral experience), and 9-10 (positive experience). 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%.

NB! The way Factors are presented in this H2/2021 report has been changed since the last report. This change was made to align with the way factor data is presented on HappySignals IT Experience Management Platform. Previous reports show percentages out of total number of factors given (summing up to 100%), while the current report and the platform show percentages out of the total number of responses in that mood that have one or more factors given (summing up to more than 100%, because end-user can select multiple factors).

With IT incidents for example, 74% of responders who gave a positive happiness rating and selected at least one factor were happy about the speed of service.

What makes end-users unhappy with IT Incidents?

The factors selected most often by end-users who rated their experiences with IT incidents negatively in H2/2021 remained consistent with previous years: “My ticket was not solved” (48%), “Service was slow” (43%), and “I had to explain my case several times” (29%).

IT INCIDENTS, NEGATIVE FACTORS



➔ What this means for you?

To deliver better services, identify and solve the underlying causes most commonly attributed to poor experiences. Remember, that our data captures factor selection across all HappySignals-using organizations. The top negative factors in your own organization could be different.

Depending on your role in IT, certain factors will be more relevant for you to tackle. If you manage service desk teams, factors like “Service personnel’s skills” and “Service personnel’s attitude” might suggest areas for improvement in the development of service agents’ hard or soft skills.

Other factors point to the need for process improvements. “I had to explain my case several times” may point to [ticket reassignments](#) forcing end-users to re-explain their problem to different service agents. Could certain types of tickets be reassigned more directly to the right experts? “My ticket was not solved” may hint at prematurely closed tickets. Could this be due to [rigid SLA targets](#) that service agents need to meet, such as closing tickets as quickly as possible rather than fully solving end-users’ issues?

If “Service was slow” is one of the top negative factors in your organization, it is worth drilling down into the responses that selected that factor. Is the overall service process too slow in general, or only certain business-critical services? After all, [end-users are sensitive to circumstances](#) when giving feedback! They are more likely to expect quick ticket resolution for IT issues that prevent them from completing business-critical tasks with hard deadlines. If the speed issues affect only certain services, can processes be changed to automatically prioritize those?

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%

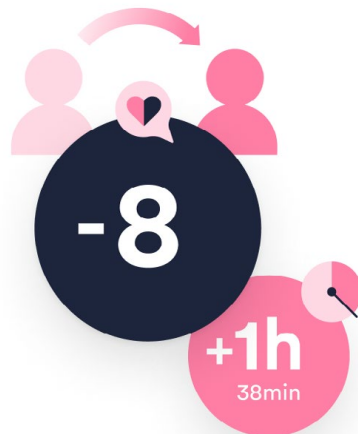
2.3 Ticket reassignments impact end-user happiness and productivity significantly

Each additional time a ticket is bounced, happiness falls by close to 8 points, while end-users lose 1h 38min more of their work time.

These add up to 8h 24min 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



➔ What this means for you?

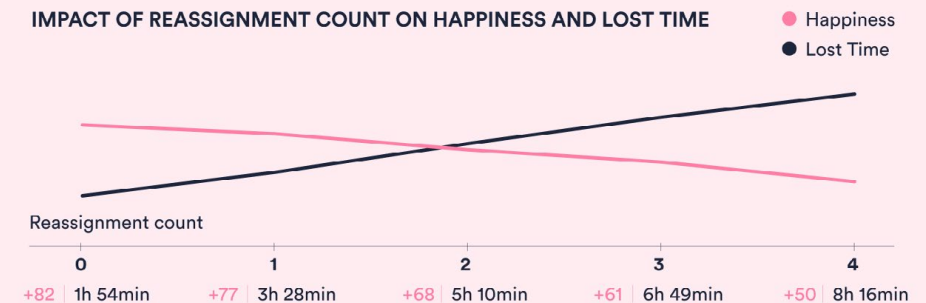
Ticket reassignments have such a huge impact on end-user happiness and productivity, that it is one of the most urgent metrics for IT to understand and improve.

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 REASSIGNMENT COUNT ON HAPPINESS AND LOST TIME



Historical data on Ticket Reassignments

Reassignments - Frequency	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
0	55%	52%	56%	55%	52%	51%
1	32%	31%	27%	27%	30%	31%
2	7%	7%	7%	8%	9%	9%
3	2%	3%	3%	3%	3%	3%
4	1%	1%	1%	1%	1%	2%

Reassignments - Happiness	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
0	+71	+73	+76	+79	+81	+82
1	+61	+64	+67	+70	+75	+77
2	+52	+53	+58	+62	+65	+68
3	+40	+44	+48	+51	+54	+61
4	+32	+33	+43	+45	+46	+50

Reassignments - Lost Time	H1/2019	H2/2019	H1/2020	H2/2020	H1/2021	H2/2021
0	2h 6min	2h 13min	2h 9min	1h 53min	1h 45min	1h 54min
1	3h 40min	3h 42min	4h 1min	3h 41min	3h 23min	3h 28min
2	5h 28min	5h 47min	6h 6min	5h 23min	5h 0min	5h 10min
3	7h 45min	7h 21min	7h 56min	7h 9min	6h 27min	6h 49min
4	10h 22min	9h 15min	9h 51min	8h 2min	8h 29min	8h 16min

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.

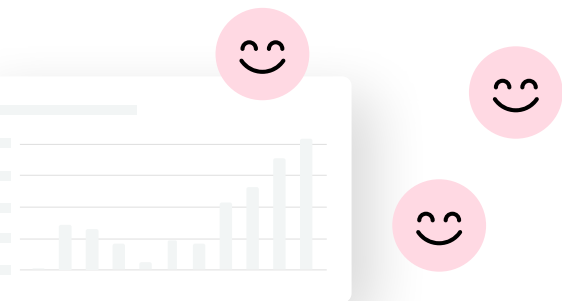
Usage of different channels for IT Incidents

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 H2/2021 with H1/2019, Portals are now 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 7%. Walk-in support has decreased by more than 30%, though some of that drop could be caused by continued hybrid work arrangements.

NB! 7% of IT Incidents in H2/2021 were submitted through channels that are categorized as “Unknown” in this report. These “Unknown” channels are mostly a matter of data quality in some customers’ ITSM environment, or include collaboration tools like MS Teams and Slack.



Historical data on Channel Usage

Reassignments - Lost Time	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%
Unknown	6%	5%	8%	8%	7%	7%

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 +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.

We hypothesize that end-users who use the Walk-in channel have much better experiences because talking to a service agent in-person likely results in the problem being resolved then and there. This reduces ticket reassignments and the likelihood of end-users needing to explain their case several times – both of which produce poorer experiences, as discussed in the previous section.

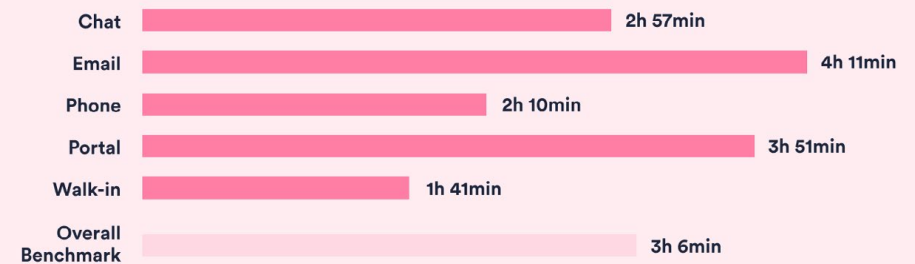
But while Walk-in delivers great service experiences, it is also the most expensive channel for IT to maintain. Many companies have stopped providing Walk-in because

HAPPINESS FOR IT INCIDENTS BY CHANNEL



Based on 393,425 responses for IT Incidents in H2/2021

LOST TIME FOR IT INCIDENTS BY CHANNEL



Based on 393,425 responses for IT Incidents in H2/2021

of how resource-intensive it is, and understandably so! For large multinational organizations without dedicated IT teams in every operating country, Walk-in will also be inaccessible to many employees. Hence, promoting Walk-in over digital channels isn't a sustainable approach either.

Historical data on Channel Usage

Happiness for IT Incidents by Channel	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

Lost Time for IT Incidents by Channel	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

➔ What this means for you?

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 huge 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.

HappySignals users can also use channel-specific benchmarks on the platform to compare how your channels are performing relative to other HappySignals-using organizations. If happiness for a specific channel is much lower than the benchmark, you may want to look into it.

Adding new channels for the sake of it will not increase happiness – develop those channels you already offer and you will have happier employees! Here is a useful article to help you get started with [developing channels using experience data](#).

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 between different IT Support Profiles first! In the next section, we discuss these different end-user personas and highlight how channels like Phone and Walk-in are preferred by certain support profiles.

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.

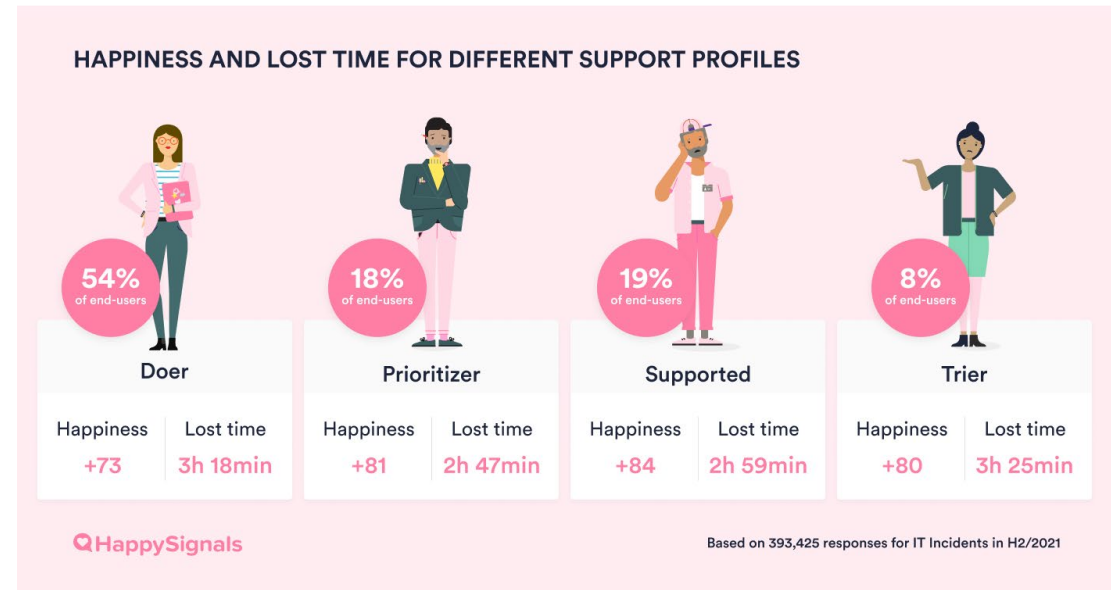
Based on interviews with over 500 end-users, we found two main behavioral drivers to have the greatest impact on end-user behavior and experience: **Competence** (how capable the end-user is of fixing IT problems independently), and **Attitude** (how willing the end-user is to solve the problem independently).

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. 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, resulting in a poorer experience for the Doer. 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.

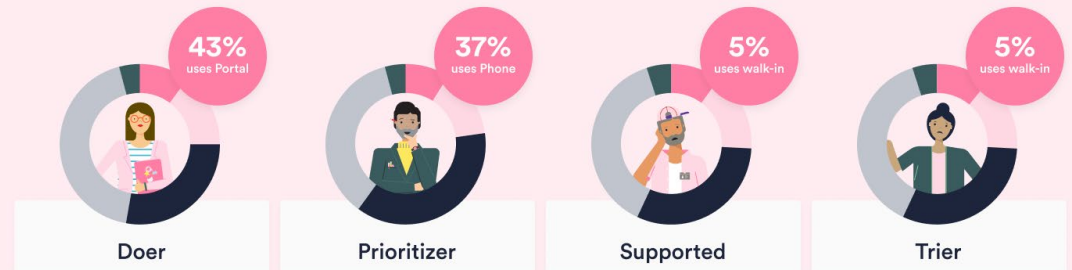
Prioritizers on the other hand, use Phone more frequently than other support profiles, which fits their profile of wanting problems solved with minimal participation – a ‘someone should do it for me’ attitude.

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.



CHANNEL USAGE BY DIFFERENT SUPPORT PROFILES

● Chat ● Email ● Phone ● Portal ● Walk-in



HappySignals

Based on 393,425 responses for IT Incidents in H2/2021

➔ 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.

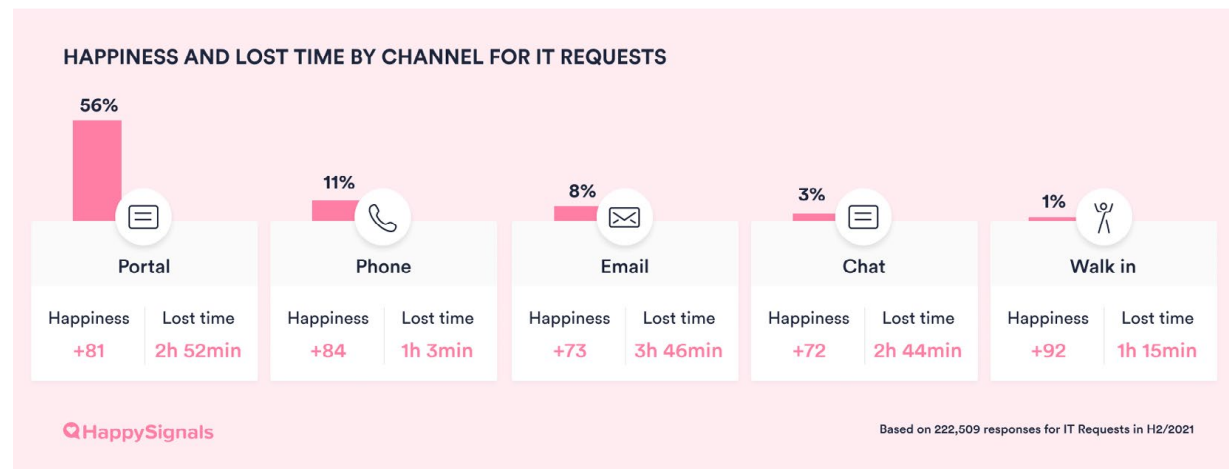
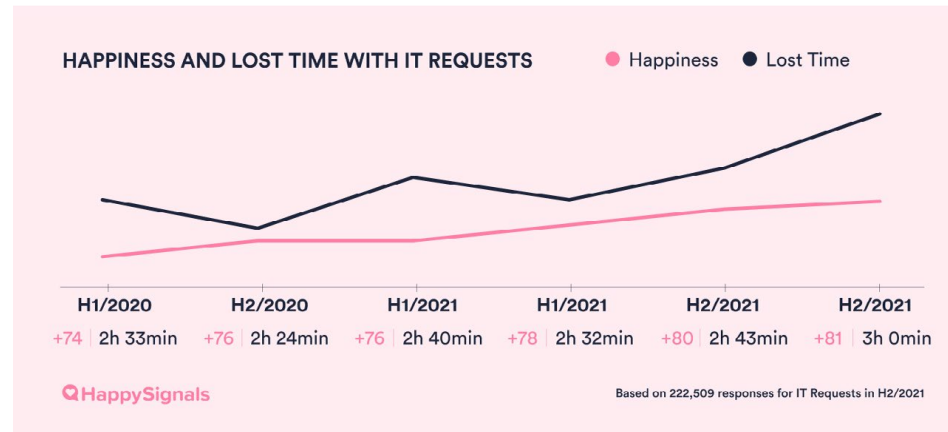
You can also drill down into the data by profiles to identify what channels work better for different profiles. Then, develop the channels and promote them accordingly to the relevant end-user profile groups.

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 third half-year period in a row. However, perceived **lost time has also increased** concurrently.
- For the first 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 “Unknown”.
 - These “Unknown” channels are mostly a matter of data quality in some customers’ ITSM environment, or include collaboration tools like MS Teams and Slack. We will look into these channels in more detail in the next report.



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

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

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 - 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 - 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 - 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%

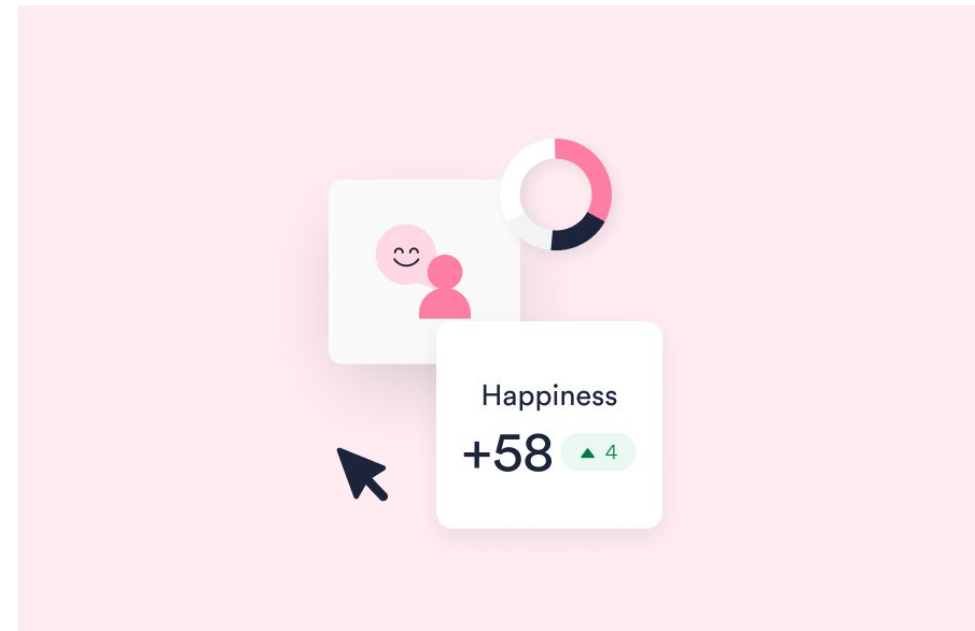
How to understand your Experience Data in context and make it actionable?

3.1 Happiness in different company sizes

In H2/2021, the effect of company size on end-user happiness has become practically insignificant.

In the last H1/2021 report, the difference in end-user happiness between differently sized companies was over 10 points. Now, the difference is down to 6 points, with no longer any pattern of lower happiness for larger companies.

Happiness by company size	H1/2021	H2/2021 Overall
1,000–5,000 employees	+81	+78
5,000–10,000 employees	+79	+78
10,000–20,000 employees	+72	+72
More than 20,000 employees	+69	+73



HAPPINESS BY COMPANY SIZE

Number of employees



Based on 393,425 responses for IT Incidents in H2/2021

3.2 Happiness in different industries

This is the second 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.

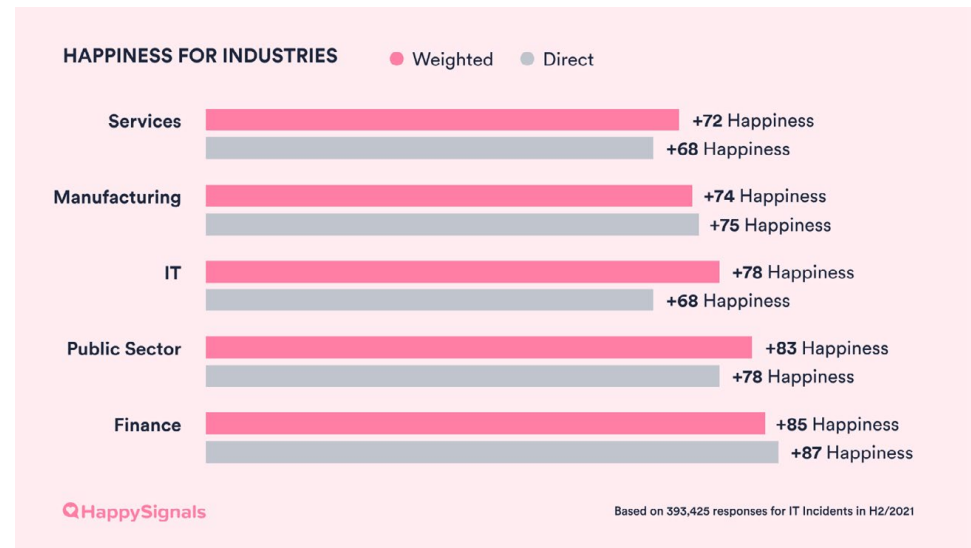
We derived the Happiness scores for comparing between industries by creating a weighted average that eliminates non-industry-specific differences in end-users' happiness ratings.

In these weighted scores we have removed the effect of two things: Employee Support Profile and Country. For example, IT as an industry has the most demanding (technically skilled) employees. Hence, its industry happiness becomes much higher in the weighted score, as you can see from the graph.

Key insights

In Finance and the Public Sector, it is slightly easier to make end-users happy with IT. These industries have stricter regulations, making them more stable in their ways of working. That could be a factor that impacts how IT can match end-user expectations in their interactions.

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.



➔ What this means for you?

When comparing your results with the industry-specific Happiness scores, remember that it's also relevant to consider where your employees are from. It might well be that the HappySignals benchmark for your industry is difficult for you to reach if most of your employees are from countries with more critical end-users, like Germany and the Netherlands. More on these country-specific differences a few sections down!

3.3 Happiness with Internal vs Outsourced Service Desks

HappySignals tracks how different organisations 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.

Companies using outsourced service desks have on average increased end-user happiness by 33%, while companies using internal service desks only increased it by 11%.

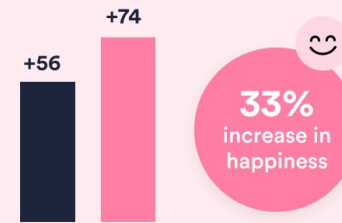
Keep in mind however, that this report is only based on data from HappySignals customers. In our customer base the bigger the organization, the more likely it is that the organization has outsourced their service desk:

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

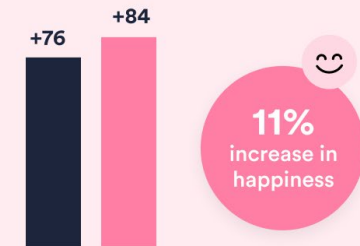
Amongst companies with more than 5000 employees, as many as 73% have outsourced their service desk.

CHANGE IN HAPPINESS FROM FIRST TWO MONTHS OF USING HAPPYSIGNALS TILL H2/2021

Companies with Outsourced Service Desk:



Companies with In-sourced Service Desk:



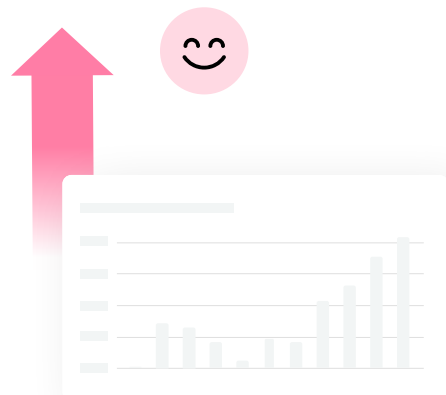
Based on 393,425 responses for IT Incidents in H2/2021

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.



Happiest and Least Happy Countries



➔ 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.

More broadly, if your end-users' happiness deviates from the country benchmark by more than 5%, you are either doing something extremely well or have areas for improvement.

Support Profile distribution in different Countries

Another interesting finding that we will need to look into more before publishing detailed results is a noticeable difference between the distribution of support profiles in different countries:

- The countries with the lowest happiness scores seem to have high proportions of more technically-savvy end-users.
- The countries where happiness with Ticket-based IT is the highest have a much higher proportion of end-users who belong to Supported and Trier support profiles.

Happiest Countries	Happiness	Lost time
Peru	+93	3h 5min
China	+92	3h 42min
Philippines	+91	3h 52min
Turkey	+89	3h 5min
Thailand	+89	3h 7min

Least Happy Countries	Happiness	Lost time
Germany	+59	3h 17min
Netherlands	+61	3h 38min
Belgium	+61	2h 26min
Portugal	+64	4h 7min
Sweden	+64	3h 0min

4 Remote Work

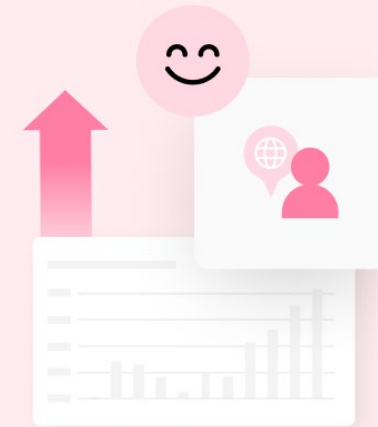
Enterprises continue to get better at supporting employees in remote work. Happiness with Remote Work increased from +57 to +69 over the past year!

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.

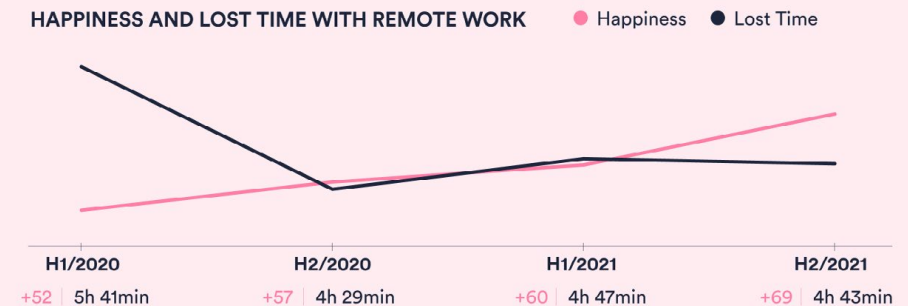
Looking only at the H2/2021 data however, end-users made more evenly distributed selections between the given Remote Work factors, as compared to for Ticket-based IT. In other words, no specific factors stand out as dominant influencers of end-user happiness or unhappiness with remote work.

“

Happiness with Remote Work increased from +57 to +69 over the past year!



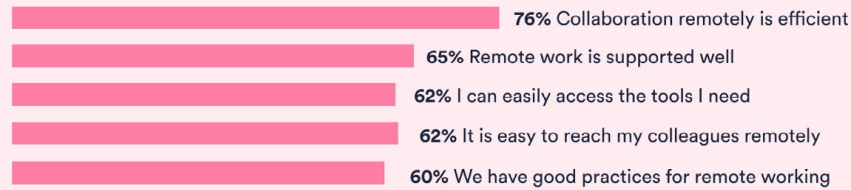
HAPPINESS AND LOST TIME WITH REMOTE WORK



HappySignals

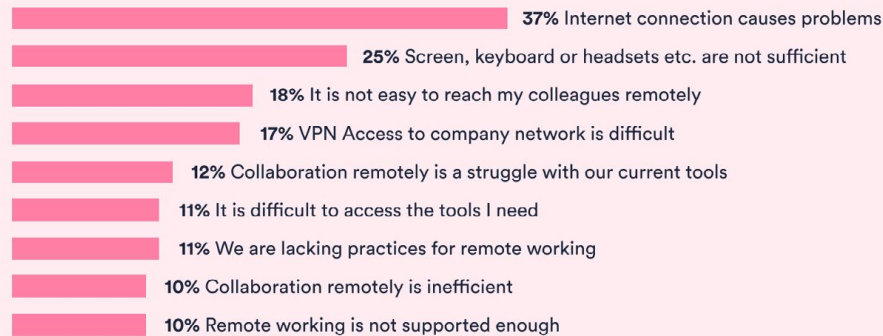
Based on 445,096 responses for Remote Work from H1/2020 to H2/2021

REMOTE WORK, POSITIVE FACTORS



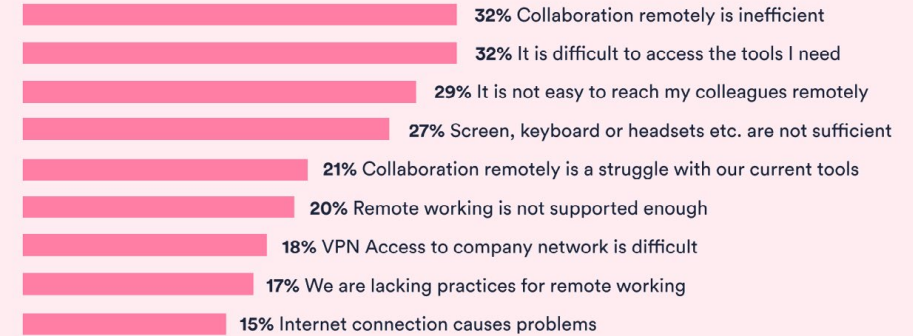
Based on 96,247 responses for Remote Work in H2/2021

REMOTE WORK, NEUTRAL FACTORS



Based on 96,247 responses for Remote Work in H2/2021

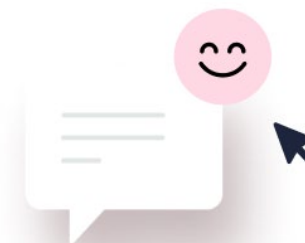
REMOTE WORK, NEGATIVE FACTORS



Based on 96,247 responses for Remote Work in H2/2021

➔ What this means for you?

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.



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.

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

[Read the Guide](#)
[Take the free ITXM™ training](#)



Ready to drive IT Experience Management in your organization?

Learn more about leading IT and Service Management through Experience and start making a change.

[Watch a video](#)

[Visit our website](#)

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%.

