



auxis

**Step-by-Step Guide to
Successfully Outsourcing
Your Help Desk**

The Rise of Help Desk Outsourcing Amid Severe IT Talent Shortages

The severe IT labor shortage¹ over the last few years has left the IT departments of most organizations stretched thin. Finding top tech talent remains a challenge for 90% of tech managers, with Help Desk Tier 1 agent ranking among the hottest tech jobs for the year, according to Robert Half’s Technology Salaries and Hiring Trends 2024 Salary Guide².

At the same time, IT service desks are busier than ever before as they cope with the widespread adoption of remote work, cloud technologies, and businesses accelerating digital transformation – all of which have led to a massive uptick in the demand for tech support, and consequently, a much larger volume of tickets.

Not surprisingly, help desks in the U.S. are seeing high turnover rates averaging 42%³. This has left IT departments struggling to cope, even as the business demands faster issue resolution, reduced ticket volumes, less impact to user productivity, and lower costs.

It also comes as CIOs face mounting pressure to transform IT into a Business Enablement Powerhouse – focusing resources on the core competencies and strategic tasks that will help the organization prosper in the face of rapid technological advancements, dynamic market shifts, heightened competition, and persistent macroeconomic uncertainty.

Too many help desks get stuck in firefighting mode

Many companies have started their Generative AI (GenAI) journey by integrating it into their service desk via chatbots and self-service portals which offer intelligent, context-aware assistance, with varying degrees of success.

Yet, without an effective solution to the help desk labor crisis, the IT department cannot focus on strategic initiatives for the business and deliver value. Even multibillion-dollar businesses are no longer able to gather in-house help desk resources to meet the fast-changing demands of end users, who require 24/7 support, specialized expertise, scalability, and the latest technological innovations.

As a result, in-house help desks often remain stuck in firefighting mode – with understaffed teams delivering inconsistent service, inadequate service schedules, outdated knowledge bases, limited documentation and metrics, and issues assigned to any available resource.

Delivering exceptional customer experiences

Outsourcing help desk services has become a strategic choice to ensure cost efficiency, let internal teams focus on core competencies, and deliver exceptional customer experiences in today’s dynamic business landscape. Outsourcing can transform an inefficient, reactive help desk into a modern high-performance service desk, offering proactive support, speedy resolution, and modernized, high-quality service.

Today help desk is one of the most outsourced IT functions, with 50% of IT organizations outsourcing help desk work, according to Computer Economics’ (Avasant Research) 2023 IT Outsourcing Statistics report⁴. More than half (55%) of help desk processes are currently outsourced – a much higher percentage than other IT functions such as cloud management, application development, or IT security.

And 91% of organizations that outsource their help desk expect to increase or retain their investment.



The secret to a high-performance service desk

But without the right strategy and technology like automation, help desk outsourcing can struggle to achieve the right results. The same report said help desk ranks the lowest among IT functions performing the “same as” or “better” than what was achieved using in-house resources. So, while most organizations surveyed say outsourcing reduced help desk costs, they are not as happy about the service experience.

This can be attributed to several factors: mismatched expectations, inadequately defined or aligned SLAs, outsourced providers not fully understanding the client’s business or requirements, over-emphasis on cost reduction at the expense of quality support and customer satisfaction, etc.

Outsourcing, when executed properly, can help organizations overcome the challenges of talent shortages, skills gaps, and high costs so internal IT teams can focus on core business functions. We have put together a roadmap that organizations can follow to successfully outsource their help desk, detailing the considerations, assessments, and strategies you need to ensure a seamless and effective transition as well as quality user support.



91% of organizations that outsource their help desk expect to increase or retain their investment.

– Computer Economics 2023 IT Outsourcing Statistics report

Help Desk Outsourcing: 10 Simple Steps to Achieve Value for Your Business

1. Start with an end goal in mind

Too many outsourcing projects fall apart because organizations don't begin with an end goal in mind. Identifying your business drivers for outsourcing – and aligning your leadership team and outsourcing provider behind them – ensures your service desk delivers the value you need.

Help desk support ranks among the top two opportunities to reduce IT costs through outsourcing, according to the Computer Economics report. But while cost reduction can be important, it's rarely an organization's sole business driver. In fact, most companies are realizing they have been underspending in IT as digital transformation becomes essential to competing in today's markets.

Whether your goal is scalability, improved service consistency, expanded coverage and language skills, a higher strategic focus for IT, or another business driver, defining a clear vision from the start is key to accurately measuring your provider's performance and setting the right expectations for the business.

Many Organizations Do Not **Begin With The End Goal** in Mind

What are the business objectives you aim to achieve through help desk outsourcing?



Cost Reduction



Improved Customer & Employee Experience



Improved SLAs & Service Consistency



Expanded Coverage & Language Skills



Scalability



Agility



Security & Controls



Higher Strategic Focus



Real-Time Reporting

Help desk support ranks among the top two opportunities to reduce IT costs through outsourcing.

– Computer Economics 2023 IT Outsourcing Statistics report

2. Clearly define service desk scope and expectations

Most organizations that are still running their help desk internally do not necessarily have a clear understanding of their business requirements when it comes to ticket volumes, hours of operation, and staffing levels. As part of your outsourcing selection process, make sure to invest time in thoroughly defining scope and expectations for your service desk provider.

As part of this analysis, below are some key considerations to keep in mind:

Coverage hours

Many businesses are dazzled by the idea of a 24/7 service desk. But without global operations, they rarely generate enough volume to justify the higher cost of service during overnight or weekend hours. As a result, they could wind up overpaying for 24/7 support when a standard coverage model could easily meet their needs.

If you do opt for 24/7 service, defining the after-hours coverage and quality you require can also reduce accrual of unnecessary costs. For instance, do you really need full resolution for all ticket types around-the-clock? Or is it enough to provide limited support for higher complexity tickets to be fully resolved the next business day?

Role of the service desk

Clear, realistic expectations of what a service desk can provide are critical to successful outsourcing. But too many companies envision pie-in-the-sky models that simply can't work. For instance, asking too few resources to become experts in too many different technologies. In that scenario, service quality plummets as the help desk struggles to effectively respond to all requests while staying up to date with so many systems.

Ability to provide personalization

Gone are the days when users were willing to accept making multiple calls to a help desk to have an issue addressed, repeating the issue each time for every new agent they spoke with. Today, users demand personalization - expecting agents to have their information and history of previous interactions at their fingertips, as well as the latest resolution status available.

To provide this level of customized service and gain access to comprehensive customer profiles, a help desk needs automation or AI capabilities to collect and contextualize customer data in real time and deliver personalized support experiences tailored to each user's unique needs and preferences.

Businesses expecting such specialized services from their support centers need to inquire about the technology stack and capabilities of potential providers to ensure they align with their end users' specific needs and expectations.

SLAs with XLAs

Traditionally, clients and service providers were bound by service-level agreements (SLAs) which established mutually agreed-upon terms, guidelines, and metrics. But these are now increasingly complemented by experience-level agreements (XLAs), where the priority is the customer experience and business impact.

XLAs shift the focus from merely meeting metrics to ensuring a satisfying customer experience. They consider a broader range of factors including user satisfaction, usability, and the overall end-user experience to provide a more holistic approach to performance measurement, compared to SLAs that often focus on specific metrics like resolution times. XLAs are also adaptable to diverse service demands and evolving customer expectations as they emphasize continuous improvement compared to predefined and sometimes rigid SLAs.

Today, 45% of RFPs have XLAs as a key ask, states a 2023 Everest Group survey, while there’s been a 35% increase in engagements with XLAs as contractual commitments⁵. XLAs can play a key role in providers becoming strategic partners to their clients and designing their services from a more user-centric perspective.

Differences Between SLAs and XLAs



SLAs

SLAs apply a technical lens on objectives and fail to portray a true picture of end-user experience

SLAs working on a penalty-based model are a good measure of standard requirements

SLAs are static metrics, thus only the ability to cope with disruption gets measured



XLAs

XLAs focus on all parameters of an end-user experience lens to present a complete picture, helping to mitigate situations where service metrics may seem superficially sound but hide poor service delivery and enterprise dissatisfaction

XLAs involve both reward and penalty, motivating collaborative efforts to make improvements for end users

XLAs are continuously evolving, thus the ability to eliminate disruptions also gets measured

Source: Everest Group

Today, 45% of RFPs have XLAs as a key ask, while there’s been a 35% increase in engagements with XLAs as contractual commitments.

- Everest Group 2023 survey

Automation capabilities

Today, automation can go a long way in elevating the customer experience that a service desk can provide by making IT support teams more effective, managing their workloads more efficiently, and resolving tickets faster. Self-service portals, automated ticketing systems, chatbots and virtual assistants, password reset automation, and other automation initiatives contribute to increased efficiency, faster issue resolution, enhanced user satisfaction, and a more proactive and responsive service desk.

Automation is helping companies solve 80% of tickets⁶ in the first interaction for tasks like password reset – meaning only two out of 10 tickets need more than one interaction to bring them to closure. Resolution times are also down by about 23% through automation of tasks like password reset. Bots help IT teams provide quick resolutions to recurring IT requests, while also independently resolving nearly half (46%) of tickets raised.

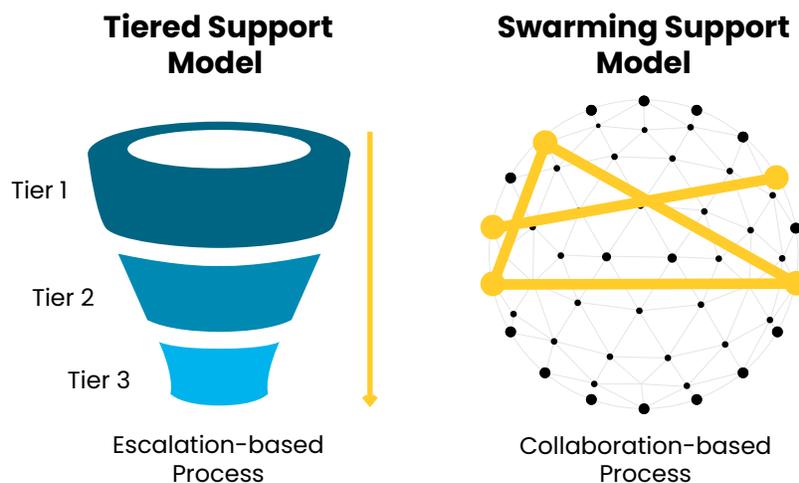
Businesses should research and ask questions about the automation capabilities of providers they are considering if they are looking to deliver a modernized service desk experience to end users.

Automation is helping companies solve 80% of tickets in the first interaction, meaning only two out of 10 tickets need more than one interaction.
 - Freshservice IT Service Management Benchmark Report 2023

3. Determine levels of support and escalations

It's a common misconception that a high-performance service desk will handle every issue. While it should function as a one-stop shop for endusers, it's only one component of a solid IT support model. A well-structured IT support model is essential to effectively address the diverse and evolving challenges in the ever-changing IT landscape.

Today, depending on their business requirements, organizations can opt between the ubiquitous tiered support model and the swarming support model. While the tiered support model of Level 0-4 support provides well-defined escalation paths and designated issue hand-offs for high-volume, repetitive service requests, swarming involves a collaborative effort among support agents and experts from different teams within an organization to solve complex service cases or major incidents.



Tiered support model

An outsourced service desk generally handles basic Level 1 support, with a defined process for escalating complex issues to higher, more specialized tiers. Top-tier providers may also offer more advanced Level 2 support, as well as technology that supports Level 0 self-service channels like chatbots.

A top-tier IT support model includes:

- **Level 0:** User-retrievable information and **self-support with zero agent interaction** through the organization's AI-powered self-service portal.
- **Level 1: Basic level of end-user support** involving usage issues, access privileges, and recording requests that need escalation to higher levels. L1 agents are trained to resolve known problems, fulfilling service requests by following documented standard operating procedures (SOPs) or scripts.
- **Level 2:** Experienced and more knowledgeable technicians provide **in-depth end-user troubleshooting from the backend**, assessing incidents or problems and providing resolution for issues that L1 cannot handle. Technicians may not communicate directly with the end user.
- **Level 3:** Support the top level of technical management function, providing **expert and specialized level of support for a specific product or service**. This group typically has access permission to the highest level of technical resources available for issue resolution. Reproduces problems in a lab environment, involving root cause engineering by senior or specialized technical engineers if necessary.
- **Level 4: Outsourced support for products or components that are not directly serviced by the organization.** Examples include printer support, machine maintenance, vendor software support, and depot support. Issues or requests that are forwarded to Tier 4 support are monitored by the help desk until resolution.



To maximize the effectiveness of this model, here's what companies need to keep in mind: every business uses different systems and applications, and a help desk may not be able to support less frequently used technologies in the Level 1 tier. Level setting at the start ensures both you and your service provider are clear about the service desk's role within the IT support model.

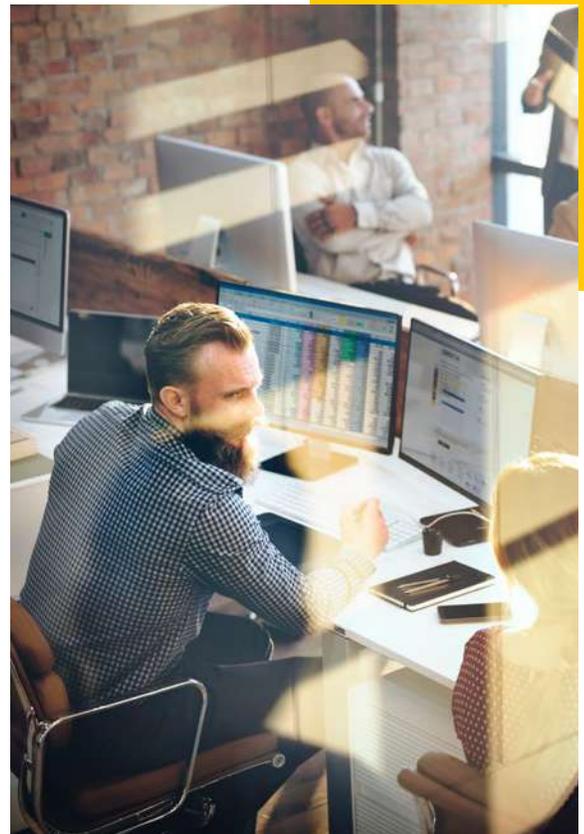
That doesn't just mean defining Level 1 support. To avoid misaligned expectations, it's vital to spell out what issues are covered at every level, what the escalation points are, and who will provide higher levels of support across key applications and infrastructure.

Swarming support model

The swarming model is a collaborative and cross-functional approach to resolve significant and complicated support issues in real time. Rather than adhering to a strict tiered structure where issues escalate to specialized teams, swarming involves a diverse group of support personnel collaborating simultaneously to address and resolve the reported problem.

Below are the main characteristics of a swarming support model:

- **Cross-functional teams** work together to collectively address and resolve issues, eliminating the need for issues to move through predefined escalation tiers.
- Emphasis on **real-time collaboration** leveraging collaborative tools and communication platforms to share knowledge and insights, accelerating the troubleshooting and resolution process.
- **Knowledge sharing** to facilitate quicker issue resolution as well as contribute to the continuous learning and development of the support team.
- **Agility and responsiveness** as team members collectively address the issue without waiting for it to progress through hierarchical support levels.
- **Minimized handoffs** between different support levels, which helps avoid delays associated with issue escalations, providing a more streamlined and efficient support experience.
- **Customer-centric approach** focused on resolving issues promptly and effectively, emphasizing the importance of delivering a positive customer experience through collaborative problem solving.



Swarming provides an alternative framework to the traditional tiered approach. A quality help desk provider should be able to provide both support models, with flexibility to tailor the approach based on the unique needs and preferences of the client. This is critical today to maximize the effectiveness of IT support delivery, and a provider who is not able to offer both options will be unable to effectively address the diverse and evolving needs of their clients.

4. Choose the model that's right for you – dedicated or shared resources

Outsourcing providers offer two models for help desk support: dedicated and shared. In both scenarios, a quality provider should offer support that serves as an extension of your in-house team, using the same processes in a remote format.

Shared services are ideal for more standardized solutions, driving efficiency and cost savings by allowing organizations to share resources performing similar work. Dedicated support allows greater customization, offering the ability to handle more complex systems and procedures with outsourced teams dedicated solely to your account.

While shared services generally offer clients the most value, organizations that require more specialized skills or training may need a

dedicated approach. Standardizing your organization's technology solutions can be a long-term strategy for simplifying help desk support. Overly customized service desks are more expensive and lose the leverage provided by shared service models.

What organizations should keep top of mind when making this decision is that users value specialized expertise, irrespective of the model. Organizations must consider factors such as team size, coverage hours, complexity, support for specialized products, and overall cost when deciding on the model they want to adopt for their organization.

Prioritizing the alignment of the chosen model with your unique needs ensures an effective and responsive support system.

Factors to consider when determining whether your organization needs a dedicated or shared resources model: team size, coverage hours, complexity, support for specialized products, and overall cost.

5. Defining the best location strategy based on your business footprint – do you need nearshore, onshore, or offshore?

Locations without highly educated, multilingual populations can struggle to find the skillsets needed to support global help desks. Onshore locations incur the highest costs and have the most difficulty finding quality resources willing to work night shifts.

The average annual salary for Level 1 help desk support⁷ in the U.S., according to Glassdoor data, is \$54,953 – that is if you can find the right resources. Help desk technician salaries increased 4.8%⁸ in 2023 from 2022, after rising 1.4% the previous year, according to Dice’s 2023 salary trends report.

How a vendor’s location fits into your business footprint matters to outsourcing success. While organizations with global operations can appear to have limitless options, they need to look beyond the lowest cost to ensure the outsourcer they choose has a consistent track record for accommodating different time zones with 24/7 help desks.

Today, organizations rank physical proximity as the biggest factor when considering outsourcing operations, while low cost is the lowest-ranked priority, the Computer Economics report found.

With cost savings now considered a given in any outsourcing transaction, organizations are more likely to choose a service provider within the same geographical region – even if lower costs can be realized from more distant locations. This is because of reduced operational challenges, easier management of data residency issues, and compatibility of language and time zone.

Particularly for clients with operations concentrated in a single part of the world like Europe or the Americas, it makes sense to choose a provider in the same region – minimizing difficulties caused by location-based factors like faraway time zones and cultural or language barriers. Latin America, over the last couple of decades, has

demonstrated tremendous potential to support global operations and has emerged as a frontrunner for providing the right talent to staff U.S.-based operations.

Unlike offshore models that may have substantial time zone differences, nearshore support teams operate in similar or overlapping time zones. This ensures real-time communication and quicker response times.



Today, organizations rank physical proximity as the biggest factor when considering outsourcing IT functions, while low cost is the lowest-ranked priority.
 - Computer Economics IT Outsourcing Statistics 2023

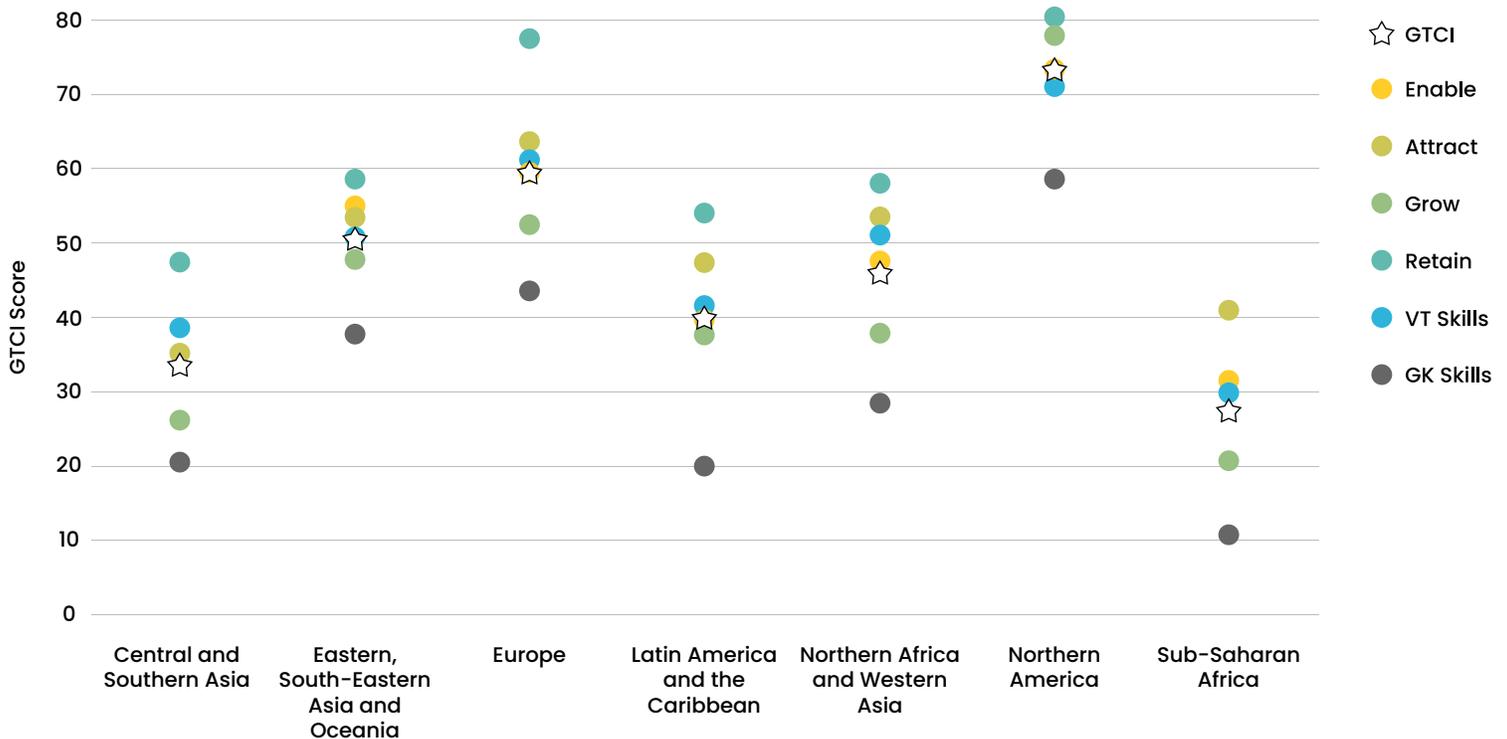
By comparison, the bottom-of-the-barrel pricing and overnight shifts needed to align with U.S. business hours in offshore locations like India and the Philippines leave many providers struggling to attract “A team” resources capable of resolving urgent help desk issues quickly. Asia’s notoriously high turnover is also at its worst during overnight shifts, impacting consistency and performance.

The World Economic Forum-endorsed INSEAD 2023 Global Talent Competitiveness Index underscores India and Latin America’s widening talent gap⁹. India’s talent competitiveness has decreased every year since 2020 on the INSEAD Index as difficulty attracting and retaining talent in a saturated labor market leads to an increased skills mismatch for employers.

India ranks 103rd globally on the 2023 report, while top nearshore markets like Costa Rica, Colombia, and Mexico score significantly higher – coming in at 47, 72, and 74, respectively. The Philippines ranked 84th.

The below chart shows how Latin America’s talent competitiveness outpaces Central and Southern Asia in every area:

Average Scores in Individual Pillars, by Regional Group



Note: The figure shows the average scores for each pillar of all countries within each group
 GK Skills = Global Knowledge Skills; VT Skills = Vocational and Technical Skills

Source: INSEAD 2023 Global Talent Competitiveness Index

Not surprisingly, the number of foreign companies hiring from Latin America recently increased by 156%, the most for any geography, according to Deel’s State of Global Hiring Report¹⁰.

Both Costa Rica and Colombia also possess a high level of English proficiency with a neutral accent, reducing the likelihood of misunderstandings and improving the overall quality of interactions with customers and internal stakeholders. Costa Rica also boasts the most mature shared services market in LATAM.

Colombia ranks #1 for skilled talent availability in LATAM on IMD's 2023 World Talent Report, offering potential for scalable operations in six metropolitan areas with 1 million+ inhabitants and 15 with 500,000+¹¹. It is also the most financially attractive of LATAM's top markets, according to the 2023 Kearney Global Services Location Index¹².



The top nearshore markets of Costa Rica, Colombia, and Mexico score 47, 72, and 74, respectively, on the 2023 Global Talent Competitiveness Index. India ranks 103 and Philippines 84.

- INSEAD 2023 Global Talent Competitiveness Index

6. Don't fall for the myth of cost per ticket

The old adage “you get what you pay for” has never been truer than with outsourcing vendors. Solutions that look attractive on the surface like cheap Level 1 ticket servicing often hide ugly surprises, like poorly trained staff and frequent ticket escalations.

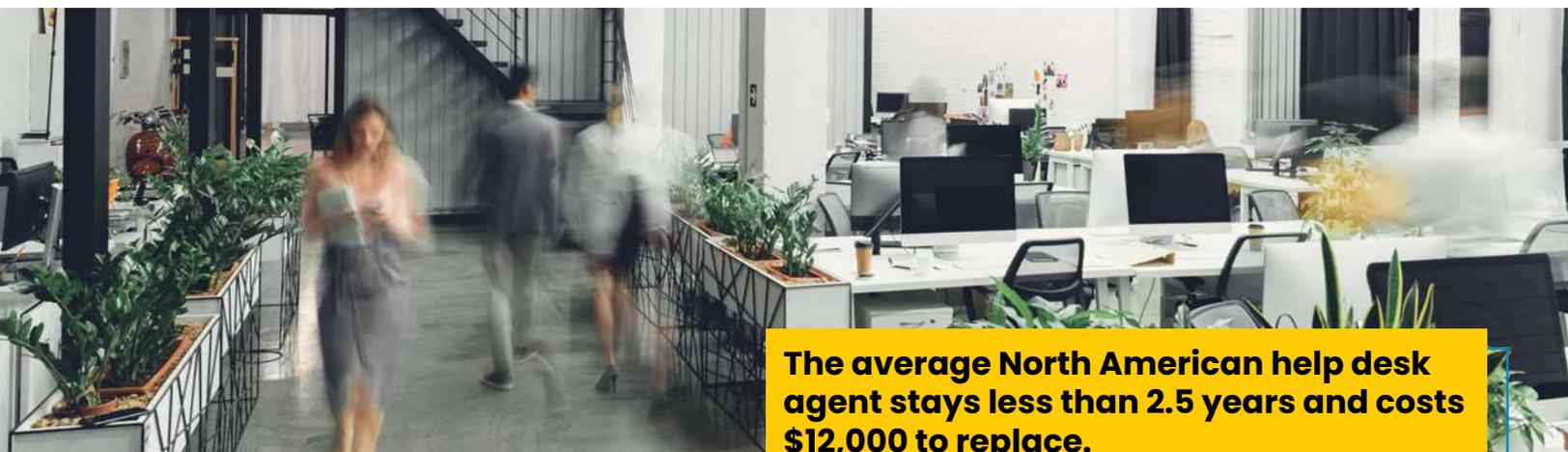
For a low cost-per-ticket model to work, organizations need high volumes, extremely standardized systems, and low service delivery expectations. Every company has different technologies for service desks to support, making it impossible to create a one-size-fits-all model for ticket costs. If a vendor is offering very low cost-per-ticket rate, make sure you do your homework to understand what's happening behind the scenes that makes that pricing possible.

7. Be sure you're comparing apples to apples when you quantify your business case

The business drivers you identified for outsourcing your help desk should drive your business case. But make sure you're comparing apples to apples when determining whether you should leverage an outsourcer or operate your help desk internally to achieve your goals. Too many organizations fail to realize the full cost of operating a service desk when building their business case, leading to an improper evaluation.

Hidden costs like technology, quality assurance, knowledge management maintenance, and workforce management are built into vendor prices – but often overlooked as part of internal assessments. The cost of recruiting, retraining, and onboarding agents is another significant help desk expense that's rarely considered.

The average North American help desk agent stays less than 2.5 years and costs \$12,000 to replace, according to the Help Desk Institute¹³. Outsourcing eliminates the pain and cost of handling this high turnover rate, keeping your time and money focused on business priorities.



The average North American help desk agent stays less than 2.5 years and costs \$12,000 to replace.

– Help Desk Institute

8. Establish a robust process documentation and transition plan

Too many outsourcing providers regard transition as an afterthought, but it sets the foundation for long-term success. Taking time to properly transfer knowledge from one team to the next – and making sure documentation is updated – creates service desks that truly function as extensions of in-house teams.

It also establishes a service-centric model, enabling agents to consistently deliver exceptional performance with repeatable processes anyone can follow. Traditional help desks are people-centric, struggling to complete tasks if a resource with critical knowledge or skills isn't available.

Many help desk issues can be avoided if the provider makes the effort to understand the client's business environment and end-user requirements – and keep their knowledge base updated.

Today, automation can play a big role in enhancing providers' understanding of their client's business, delivering more personalized support, and maintaining an updated knowledge base. This includes using data analysis to identify common issues, patterns, and trends in user requests; AI algorithms to automatically update and maintain the knowledge base that can also feed into self-service portals; and continuous learning capabilities that can evolve their understanding of the business as it changes.

Challenge potential vendors to detail a robust knowledge transfer process that includes documentation, effective training, and a structured solution for deploying tools. Dig into how the transition will occur, how you will know it's completed, if the provider has tools like automation to keep information fresh, and how the vendor measures success.



9.

Consider selection criteria carefully – and choose the partner who defines what’s most important to you

Now that you have a clear vision of what you want from a service desk, it’s easier to look for the right vendor. Basic expectations are obvious, covering account management support, reporting, and analytics.

But an outstanding partner should also offer proven toolsets that help you work smarter in an increasingly challenging and competitive environment, including automation, best practices like ITIL, and service management certifications.

It’s also essential to pick partners with experience working with similar-sized organizations. With less scale, smaller companies require more flexibility and specialized expertise from service desk providers than multinational corporations.

This is also applicable for organizations operating in different industries, which create unique operational requirements, compliance standards, and user expectations that influence the specific support services and features that a help desk must provide.

For instance, multi-location restaurant brands need a help desk partner who can understand the intricacies of supporting hundreds or even thousands of locations where the caller may be a restaurant worker with limited understanding of IT systems. They also prioritize rapid issue resolution to prevent disruptions to customer transactions.

For healthcare providers, adherence to strict compliance standards is a priority, while IT and technology firms need their help desk to possess expertise in handling advanced technical issues and providing support for industry-specific applications.

Larger help desk outsourcing providers often fall short in their ability to customize solutions and provide a good end-user experience, with operations that depend on economies of scale delivered by labor arbitrage and large service volumes.

Organizations operating in different industries can have unique operational requirements, compliance standards, and user expectations, influencing the specific support services and features that their help desk must provide.

Consider these key criteria to select a service desk partner who will help you provide quality service for the long term:

What to Look for in Your Outsourcing Partner

- 1 **Proven Toolsets & Automation Capabilities**
- 2 **Real-Time Analytics & Performance Improvement Mindset**
- 3 **Robust Knowledge Management Practices**
- 4 **Strong Quality Controls & Security Maturity**
- 5 **High-Caliber Talent with Strong Recruiting & Retention**
- 6 **Contractual SLAs and XLAs**
- 7 **Flexible Contract Terms & "Spirit of the Agreement"**



Cultural Fit "Extension of Your Team" Philosophy



Long-Term Partnership Focus

10. Trust the process!

Help desk outsourcing has come a long way from when the in-house IT help desk was outsourced purely for cost savings. Today, employee experience is paramount and service quality is ranked higher than metrics that SLAs traditionally capture, like the speed of the first response or the number of tickets closed.

The 10th Global IT Experience Benchmark from HappySignals found that each time a ticket is reassigned, end-user happiness decreases by nearly eight points, and users lose an average of 1 hour and 42 minutes of work time per reassignment¹⁴!

Technologies that can assist in providing a better service experience have also advanced vastly: automation, self-service portals, multi-channel support, remote assistance tools, and analytics, as well as the potential demonstrated by Generative AI.

Given the fast pace of change and the number of challenges – both macroeconomic and

industry-specific – that organizations face today, they also need an outsourcing partner with the flexibility to evolve and meet their changing needs as well as provide continuous improvement.

The long-term success of outsourcing your help desk still hinges on executing it correctly: picking the right vendor, outsourcing the right processes, and putting the right tools in place. This is essential for help desk to move from the old "break-fix" approach to a proactive high-performance service desk, upscaling end-user experiences with better processes, governance, and proactive management.

Like any new venture, help desk outsourcing is bound to experience some initial bumps in the road. But if organizations clearly understand the value outsourcing can provide – and remain genuinely committed to making it work with the partner they select – the bumps will be irrelevant in the rearview mirror as you follow the path to success.

Each time a service ticket is reassigned, end-user happiness decreases by nearly eight points, and users lose an average of 1 hour and 42 minutes of work time per reassignment!

- HappySignals 10th Global IT Experience Benchmark H1/2023

Sources

- 1- "New approaches to the tech talent shortage" MIT Technology Review, 21 September, 2023
<https://www.technologyreview.com/2023/09/21/1079695/new-approaches-to-the-tech-talent-shortage/#:~:text=The%20IT%20staffing%20shortages%20brought,lack%20necessary%20skills%20or%20experience>
- 2- "Technology Salaries and Hiring Trends 2024 Salary Guide" Robert Half
<https://www.roberthalf.com/us/en/insights/salary-guide/technology>
- 3- "CONTACT CENTERS – FROM ATTRITION TO RETENTION" NICE WEM survey, January 2022
<https://www.nice.com/websites/prepared-agents-wem/files/2022-NICE-WFM-Global-Survey.pdf>
- 4- "IT Outsourcing Statistics– Outsourcing Trends and Cost/Service Experiences for 11 Key IT Functions" Computer Economics (Avasant Research)
<https://www.computereconomics.com/it-outsourcing-statistics/>
- 5- Everest Group survey, 2023
https://www.everestgrp.com/it-services/exploring-the-paradigm-shift-of-experience-level-agreement-based-contracting-and-its-impact-on-enterprises.html?utm_campaign=2023+General+Campaign&utm_medium=social&utm_platform=oktopost_Board&utm_source=linkedin&utm_term=
- 6- "Freshservice IT Service Management Benchmark Report 2023" freshworks
https://www.freshworks.com/freshservice/benchmark-report-2023/?_ga=2.216848276.325234911.1707771715-203859421.1707771715
- 7- "How much does a Tier I Help Desk make?" Glassdoor, 29 October, 2023
https://www.glassdoor.com/Salaries/help-desk-tier-i-salary-SRCH_KO0,16.htm
- 8- "2023 Salary Trends" Dice
<https://www.dice.com/technologists/ebooks/tech-salary-report/salary-trends.html>
- 9- Jaiswal, Shivam and Singh, Udit, "Exploring the Paradigm Shift of Experience Level Agreement-based Contracting and its Impact on Enterprises", 17 November, 2023, Everest Group
<https://www.everestgrp.com/it-services/exploring-the-paradigm-shift-of-experience-level-agreement-based-contracting-and-its-impact-on-enterprises.html>
- 10- State of Global Hiring Report 2023, Deel Lab
<https://www.deel.com/resources/state-of-global-hiring-report-2023>
- 11- World Talent Ranking 2023, IMD
<https://www.imd.org/centers/wcc/world-competitiveness-center/rankings/world-talent-ranking/>
- 12- The 2023 Kearney Global Services Location Index, Kearney
<https://www.kearney.com/service/digital-analytics/digital/gсли/2023-full-report>
- 13- Rumburg, Jeff "Metric of the Month: Annual Agent Turnover" Help Desk institute, 9 August, 2018
<https://www.thinkhdi.com/library/supportworld/2018/metric-of-month-annual-agent-turnover#:~:text=and%20minimize%20turnover.,Technical%20service%20and%20support%20is%20a%20high%20turnover%20industry.,%C2%BD%20years%20before%20moving%20on>
- 14- The 10th Global IT Experience Benchmark: H1/2023 HappySignals, November 2023
<https://www.happysignals.com/global-it-experience-benchmark>

About Auxis

Trusted by Fortune 1000 organizations across industries for more than 25 years, Auxis is a management consulting and outsourcing firm that helps organizations modernize and scale their back-office operations through innovative processes, technologies, and organizational structures. The company's core solutions include IT, Finance, and BOS Nearshore Outsourcing, Intelligent Automation, Cloud, and Business Intelligence. Auxis also offers specialized industry-specific solutions.

Auxis combines extensive help desk experience with a unique perspective as advisors, industry veterans, and shared services operators to ensure clients obtain real benefits from every engagement. Its solutions consistently deliver fast ROI, significant cost savings, access to top talent, improved controls, enhanced operational visibility, and greater organizational focus on higher value-creating activities.

A nearshore outsourcing pioneer, Auxis has been featured annually on IAOP's elite Outsourcing Global 100 list since 2015.

To learn more, visit www.auxis.com.



auxis

www.auxis.com