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## CONTENTS

Highlights	
Chapter 1. Introduction	02
Chapter 2. Executive Summary	04
Chapter 3. Customer Service vs. Cost	05
Chapter 4. Managing Mobile Resources in Service Delivery	10
Chapter 5. Measuring Service Performance	17
Chapter 6. Turning Data Into Information	22
Chapter 7. Implementing Successful Change	26
Chapter 8. Using Technology & Tools	31
Chapter 9. Future Trends	35
Chapter 10. Methodology & Acknowledgements	40

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# HIGHLIGHTS



The biggest area of concern for those in field service is workforce management

The most common customer complaint is when a technician does not resolve the issue first time. This may be due to not having the right part or tools, not having the right skills or not enough time to complete the job



75%

considered being able to make real-time decisions based on the information received as the main priority for managing field based operations

1/5

Just one in five believes they get the information they need from field service data to successfully do their job

57%

of all service calls require a visit, 50% of field visits require a service part



71% of respondents use customer satisfaction as the main metric to measure the performance of their field service organisation



Over a third regard the reliability of information to be the main concern with using data from the field

73%

consider adequate training as the main challenge when rolling out changes that affect a mobile workforce

86%

of organisations intend to invest in technology to improve their field service operations

56%

believe that ease of use for employees is the most important element when implementing new technology

## Chapter 01.

# INTRODUCTION

Over recent years, the battle to improve operational efficiency has been hard fought with businesses constantly looking for new ways to do more with fewer resources.

- What can I do to improve service for my customers?
- How can I complete more jobs?
- How can I better engage workers?
- What technology can help?
- How do I create effective change?

These questions are a constant in the world of service delivery. With customers to impress, commitments to keep, mobile employees to manage and costs to reduce, there is always a challenge to meet.

As a result, business leaders are being forced to critically examine the way their organisation works and look for new ways to deliver the competitive edge required to thrive in today's marketplace.

With expert third party opinion, some of the latest research and analysis alongside real-life business experiences, the Transforming Service Delivery Insight Report takes an in-depth look at the key issues being faced by business leaders today.



## CUSTOMER SERVICE VS. COST

With today's consumer typically expecting more but spending less and likely to complain more than ever before, how do companies balance service delivery with the cost? The ultimate objective is 'getting it right first time' and taking the necessary steps to avoid a return visit, by making sure a qualified technician with the right tools and parts for the job is sent in order to maintain productivity and ensure customer satisfaction.

The goal of field service excellence is to respond quickly to customer needs, whatever they may be and it takes four criteria to meet this goal: Be on time; allow enough time to do the job; have the right skills; and bring the right equipment.

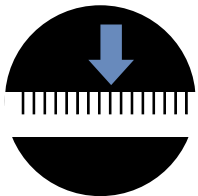
Customer service is no longer just about the transaction, it is more about dialogue and building a relationship. Why this shift? Partly due to technology and the rise of social media, but also because customers want to be much more engaged in that experience. A more 'personal service' for many is desired and this has changed the role of the field service operative dramatically; shifting from one of operational necessity to strategic significance.



## MANAGING MOBILE RESOURCES IN SERVICE DELIVERY

Workforce management is one of the biggest areas of concern in field service as there are many elements that need to come together, barriers that need to be overcome and steps that need to be taken in order to execute a perfect workday. What to do if jobs overrun

as they turn out to be more complicated than first thought? What if emergency work comes in which changes the day's schedule or traffic congestion and vehicle breakdown cause delays or even failure to meet an appointment? With much field-based work becoming increasingly complex and critical in terms of timing, skills and consequence more importantly than ever companies need to ensure that their field service is not derailed by unpredictable dynamics of the working day.



## MEASURING SERVICE PERFORMANCE

How are field service organisations doing at measuring service performance in order to then manage the various and complex aspects of their work? Managing a remote workforce obviously presents its issues and add into that the need for real-time visibility, the fact that the data may not be available until after a service visit, you may not have the most reliable data if it has been inputted manually or even you have no data at all.

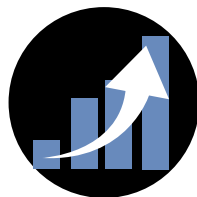
Taking a holistic approach across field operations and obtaining visibility into the work in its entirety is essential. Field service managers need instant, accurate information on which they can make on the spot decisions and therefore must have confidence that the presented information is reflective of reality. Learning from these day-to-day experiences is also essential: you want to be able to collect data about the trends in the field, the type of jobs that overrun, the number of commitments met, the performance of individual service workers as well as groups of workers. This business intelligence can be achieved through work management technologies, suggesting that the old adage of 'you cannot manage what you cannot measure' certainly rings true.



## TURNING DATA INTO INFORMATION

The ability to make sense of data can make the difference between a business that is good enough and one that stands out from the pack. An easy feat? Not so considering 90% of all the data in the world today was created in the last two years. Processing high-volume, high-velocity 'Big Data' into useable information is a major challenge and knowledge management is seen as an area of concern in field service. Almost 30% of field service organisations are ineffective or extremely ineffective at using the data they collect to make decisions and over 80% don't capture unstructured data (for example from Facebook or Twitter) to use in decision making.

Capturing data is only the first step to success; the breakthrough is finding ways of extracting useable, actionable information to put on the board table and which can be provided to stakeholders. When a field service organisation figures out how to review historical data about itself, identify patterns, and compile metrics and statistics to determine which assets and employees are the most productive, it can use those insights for predictive analysis and better business decisions.



## IMPLEMENTING SUCCESSFUL CHANGE

When an organisation is implementing any kind of change to the way it works, whether it is rolling out new technology or different processes or ways of working, engaging the workforce is essential for a successful outcome. Those organisations that do it well can be seen to do so because of the culture of their organisation, their employee engagement, having the right processes and strategy and also because the change is driven from the Board of Directors and the leadership team.

Providing adequate training is the number one challenge faced by field service organisations when rolling out changes that affect a mobile workforce. When a company sends a field worker on a service call, the worker needs to resolve the issue the first time. However, 26% of cases are not resolved on the first visit, and while this is not all down to the skillset, it nonetheless erodes customer confidence and can reflect the need for worker training.



## USING TECHNOLOGY & TOOLS

It is widely acknowledged that technology is the key enabler to being able to deliver service excellence. Indeed, 70% of field service companies believe the key to achieving strategic business goals is having the latest field service technology in place. What kind of technologies are companies employing to solve the issues around performance and managing mobile workforces?

The demand for field service technologies with the capabilities to deliver customer service excellence through good decision making whilst maximising productivity and increasing the profitability of service delivery has soared. Indeed, 58% of field service companies today consider the lack of investment in the proper tools and technology will hold them back.

## Chapter 02.

# EXECUTIVE SUMMARY

In business we are all looking for the best practice, insight and pitfalls-to-avoid in order to achieve the success that drives our organisations forward.



Our 2014 Insight Report takes a look at the demands and opportunities for the service industry today with expert, third-party insight from those operating in this ever-changing landscape. We also hear from our customers, those at the sharp end, whose day-to-day role is to deliver service in the field. Excellence is now an expected standard for many consumers and falling short can be the difference between growth and decline for organisations, meaning that getting service right first time, every time is vital in balancing service excellence with cost.

The changing face of how the world now interacts is apparent in many areas of our report; how we, as consumers, communicate with service providers and how that is changing and what our expectations are in those interactions. How organisations are adapting to these changes and managing their work and workforces as a result and of course how technology can be an integral part to this but how are organisations still able to relate directly to their customers and workforces of today and tomorrow.

As well as hearing from our experts and customers, and to complement the report, we also undertook our own research with those working in field service and uncovered some further important insights which will be of great interest to those involved in all aspects of field service management.

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All these insights are brought together and explored in detail throughout the report with our final section on 'Future Trends.' We have asked our Insight Report experts for their views on what the future holds for field service management – a topic that I have much optimism for as the industry moves from strength to strength.

Thank you for your interest in the report.

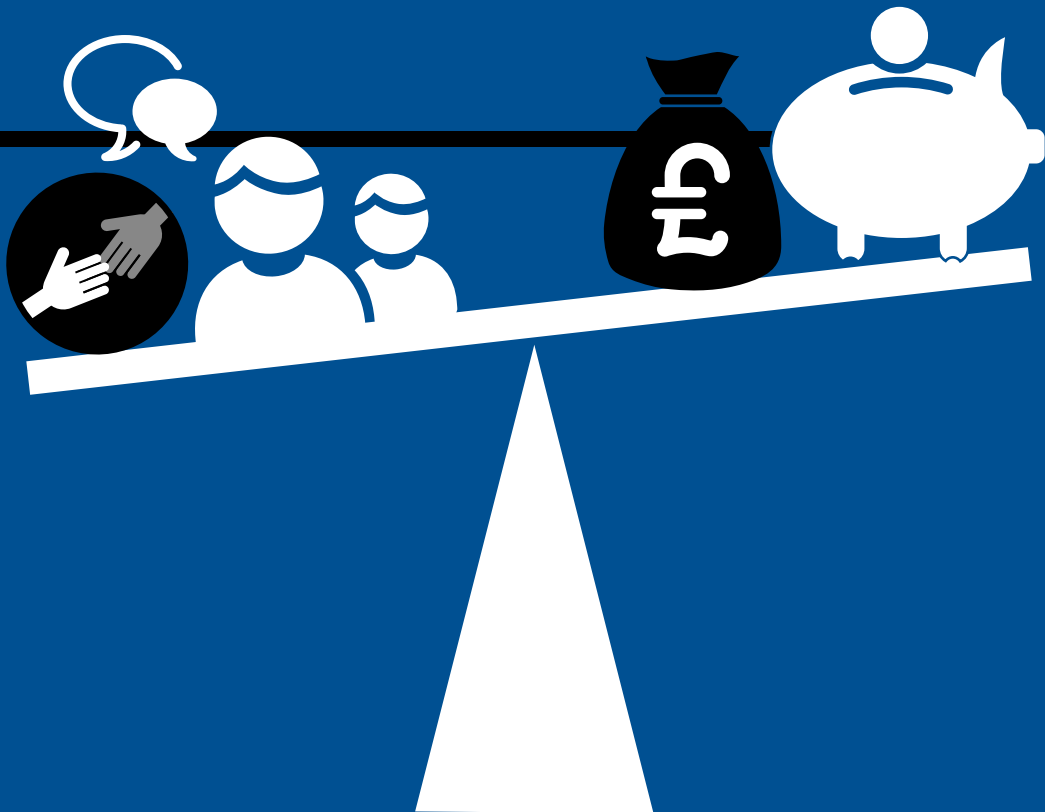
**Mark Forrest,**

General Manager, Trimble Field Service Management

# 03

## CUSTOMER SERVICE VS. COST

Where do you draw the line?



## Chapter 03.

# CUSTOMER SERVICE VS. COST

Customer service is widely recognised as being the number one priority for many organisations with a proven link between customer satisfaction, retention and profitability.

Aberdeen Group's research *State of Service Management: Outlook for 2013* found that organisations that returned over 90% level of customer satisfaction rate saw significant advantages in customer retention, loyalty and overall revenue growth compared to those with a customer satisfaction under 50%, but many businesses will be asking, can it be service delivery at any cost? With an increased focus on service excellence and growing competition in service, yet reduced customer spending and a squeeze on profit margins, how do companies balance the service delivery with the cost?

"There is definitely a direct correlation between customer service and performance of an organisation," says Jo Causon, Chief Executive of the Institute of Customer Service. "Customer service is therefore a strategic issue – if organisations do not include it in the boardroom then some of those organisations won't be around in the longer term."

"The question of balancing cost and service is a very interesting question but one I'd always turn around the other way," says Jo, "I'd ask what is the cost by not delivering this? What is the opportunity cost? By not doing something what is the implication or potential loss?"

One way organisations look to balance the cost and service delivery is through the ultimate objective of 'getting it right first time'. Not only is the cost of a return visit, known as 'furthering', to a customer's premises, a significant cost in terms of time but the potential cost to brand and reputation could be considerable. The most common customer complaint is when a technician does not resolve the issue first time. This may be due to not having the right part or tools, not having the right skills or not enough time to complete the job.<sup>1</sup>

It is not only responsiveness that customers desire, but also resolution. Aberdeen Group reveal in their Field Service Workforce Management 2013 report that 57% of incoming service requests require a field visit or a dispatch and nearly 26% of these dispatches fail to resolve the problem, requiring secondary or additional follow-up visits.

Issues like this can be avoided if companies focus on their productivity by taking a bird's eye view of the end-to-end process. They need to know what the problem is, who is qualified to solve it, notify them of the task, know where they are, when they will arrive and when the job is done. Taking these necessary steps to avoid a return visit, by making sure a qualified technician with the right tools and parts for the job is sent, will maintain productivity and ensure customer satisfaction. Aberdeen's research found that the Best-in-Class (the top 20%) performers had

mean success ratios of 92% for meeting response or project completion deadlines and 88% for first-time fixes.

Tom Gorman, President of opXL, LLC and a field service expert, comments that, "the goal of field service excellence is to respond quickly to customer needs, whatever they may be and it takes four criteria to meet this goal: Be on time; allow enough time to do the job; have the right skills; and bring the right equipment."

"To impact customer service we assigned one job at a time so the technicians had no idea where they would be sent next. The only customer you want them to worry about is the one standing in front of them. They shouldn't leave until that customer's problem is solved."

"My advice? Be committed to your customers. Continually strive to improve their experience. Equip your technicians with the tools and resources they need so you can provide an on-time arrival guarantee. Be ready to assist your customers quickly and efficiently, no matter where they are."

## FIELD SERVICE - THE COMPANY FACE

In relation to this customer-centric focus, it is also acknowledged that the role of the field service operative has changed dramatically over recent years; shifting from one of operational necessity to strategic significance. The field technician has very much become the 'face' of the company as they are often the only one to have direct contact with customers in their business or home, however it is also increasingly likely that the field worker will be the only contact the customer has at all. With the rise in use of automated booking systems, for example and with the growing trend of machine to machine (M2M) capability allowing applications to provide preventative and predictive analytics, the field technician's visit to the customer may be the first and only exposure a customer has to the company's brand and service delivery.

With a recognition and acceptance of the strategic importance of delivering customer service excellence, how do the organisations that do get it right ensure there is consistency in their approach to delivering excellent customer service?

"The biggest change we've seen in customer service," Jo Causon explains, "is the move from a transactional economy to the relationship economy where value lies in one-to-one interactions and service leaders prevail in the marketplace."



"In a relationship economy companies that excel in customer service are increasingly able to cross into and disrupt marketplaces with a common purpose of changing the rules of engagement with the consumer and employee, raising their expectations of, and commitment to, service. Why the shift? Partly due to us, as customers. The balance of power has shifted. As power has shifted supplier-consumer and employer-employee relationships have changed from monologue to dialogue. Disaster faces the supplier of goods or services that doesn't listen to feedback from those that consume its product, or the employer that ignores its people's voice. This change is partly due to technology and the rise of social media, but also because you and I, as customers, want to be much more engaged in the customer experience. As collaboration between organisations and their customers, and within the workplace, becomes increasingly the norm, the idea of 'control' has evolved from managing processes that exercise power over those that produce and consume to management of the processes that deliver value."

In Trimble's Road Ahead Report<sup>2</sup>, many organisations around the world report that they believe their customers are becoming more demanding, they are expecting more even though they are spending less and around half of respondents believe that customers are more likely to complain than ever before. While a range of other research supports this increased likelihood to complain, customers are also doing it in different ways and while companies would like to encourage direct feedback above any other form, the use of various social media outlets provides a range of different channels and ultimately audiences. This leaves companies little option but to be visible and responsive to this in order to manage their brand reputation.

"This dialogue approach," explains Jo, "then brings its own issues: How do you manage it? How do you build relationships with so many, while personalising the interaction? It is a massive change which is not slowing down and it is an issue which will potentially keep CEOs awake at night."

## A PERSONAL SERVICE FOR MANY

Findings from "Service Management Priorities" Research Analysis: Executive Report<sup>3</sup> reveals how a more personal service was considered to be the key element by a quarter of all respondents. In fact while 25% of respondents felt a more personal service was key and just over half (51%) of respondents think better customer communications is the key element in field service excellence for the customer, just 8% felt that the most important element was price.

FIGURE 01: THE MOST IMPORTANT ELEMENTS IN FIELD SERVICE EXCELLENCE FOR A CUSTOMER



## JO CAUSON

CHIEF EXECUTIVE, INSTITUTE OF CUSTOMER SERVICE

### KEY AREAS WHICH MATTER TO CUSTOMERS

Through our research we've found there are five key areas which matter to customers, whether you're in B2B or B2C;

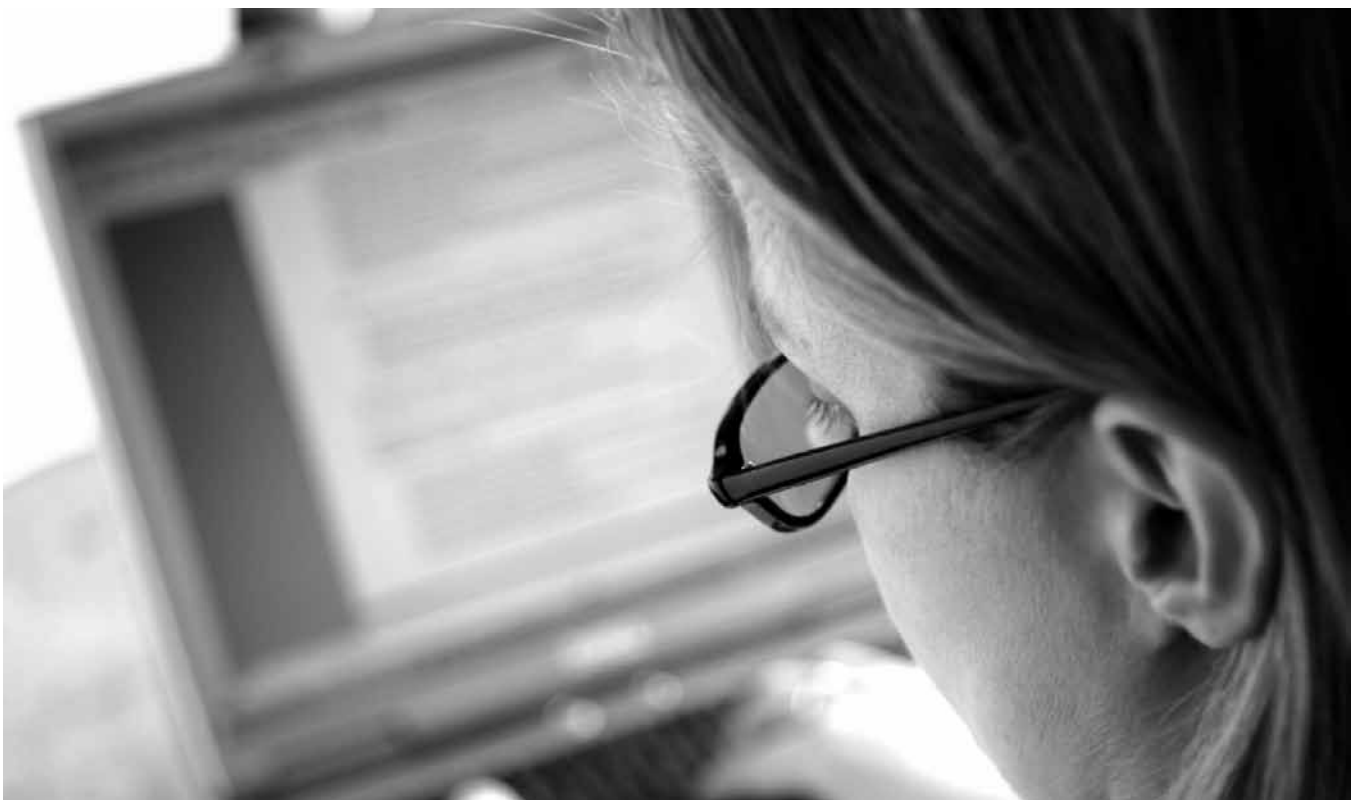
- Am I dealing with people who are professional? Do they connect with me? Are they approachable? Are they listening? Empathetic? Do they have the right emotional intelligence?
- How easy is the business to do business with? This is a growing issue; we're all short of time so does this business make it easy for me to interact with them?
- Obviously the product or service is important and I am expecting it does what it says it does
- Then there is problem resolution. How are any issues resolved? This isn't always about the outcome alone, but also the way I am treated in this process.
- And timeliness. We need to be careful managing customer expectations especially, around timeliness, as that doesn't mean I want it tomorrow. Timeliness is more meaningful when I get what I want when it suits me.

I'm often asked if there is a priority to these, but broadly across the piece, all of them matter. Some sectors have different drivers, but they all need to be in place to deliver excellence in service. The top performing organisations do all five well.



Jo joined the Institute from the Chartered Management Institute, where she had been director of marketing and corporate affairs since July 2005. She previously held director roles in brand and business consulting and prior to that was both head of group marketing and strategic executive to the director-general at City & Guilds. Jo also has over eleven years' experience in the financial services sector. Under Jo's leadership the Institute has worked in partnership with its members and other stakeholders in realising the increased return on investment that excellent customer service can deliver and the role it can play as a motivator for those working within an organisation, enabling those organisations to keep their talent as well as their customers.

The Institute of Customer Services' UK Customer Satisfaction Index (UKCSI) polls 30,000 responses over a twelve month period and gives a 'state of the nation', showing who is doing well across a range of sectors.



## THE BUSINESS CASE

Miller's Vanguard is the UK's premier service, maintenance and equipment supply company within the food service industry.

With teams of engineers supporting customers 24 hours a day and 52 weeks a year, streamlining field service operations and improving customer service are key objectives for Miller's Vanguard. Through the use of fleet management technology, Miller's Vanguard has been able to improve its service performance and productivity with faster and more accurate response times. Furthermore, with the availability of real-time status information, better communication with customers and drivers about service call timing has also been improved.

“

We pride ourselves on offering the best support to our customers, delivered to the highest standard and the right technology has been integral in helping us to achieve this”, says Mo Williams, Operations Manager at Miller's Vanguard.

“The real-time location intelligence and trip management tools provided by fleet management technology allow us to optimise route planning, reduce unscheduled stops and allocate tasks to a technician closest to a call out.

“This has helped us to respond to customer requests as quickly and as efficiently as possible and has improved productivity, with technicians being able to complete more jobs per day.”



### FAST FACTS

90%+

Organisations that reached a 90%+ customer satisfaction rate achieved an annual 6.1% in service growth, 3.7% growth in overall revenue and an 89% level of customer retention.

Aberdeen Group State of Service Management: Outlook for 2013

## CUSTOMER SERVICE - IN FOCUS



Founded in 1988, Shred-it is the world's largest mobile secure document and paper shredding company, working to help businesses meet their compliance obligations by delivering unparalleled security and service for the information they value.

On a global scale Shred-it has more than 140 branches worldwide, servicing over 150,000 customers which includes the world's top intelligence and security agencies, more than 500 police forces, 1,500 hospitals, 8,500 bank branches and 1,200 universities and colleges.

### What do you think the top business challenges are for service-based organisations today?

At Shred-it we recognise that customer expectations have shifted and companies, more than ever, have to consistently demonstrate great service and value for money. Delivering excellent customer service is ultimately a major factor in us retaining customers and being actively recommended by customers – it is all about our brand and living the brand promise across all levels of the organisation is a major business priority.

### What challenges prompted Shred-it to look into transforming the way it runs its field operation?

For Shred-it, customer satisfaction and customer retention go hand in hand and we require employees to 'go that extra mile' in delivering the best possible customer service. Having complete visibility of our workforce and being able to deliver service excellence through the effective management of all aspects of our field service was essential and we recognised this was something that could be improved through changing the way we ran our field operations.

### What role do you think technology has in helping to improve the way a business delivers its service to customers?

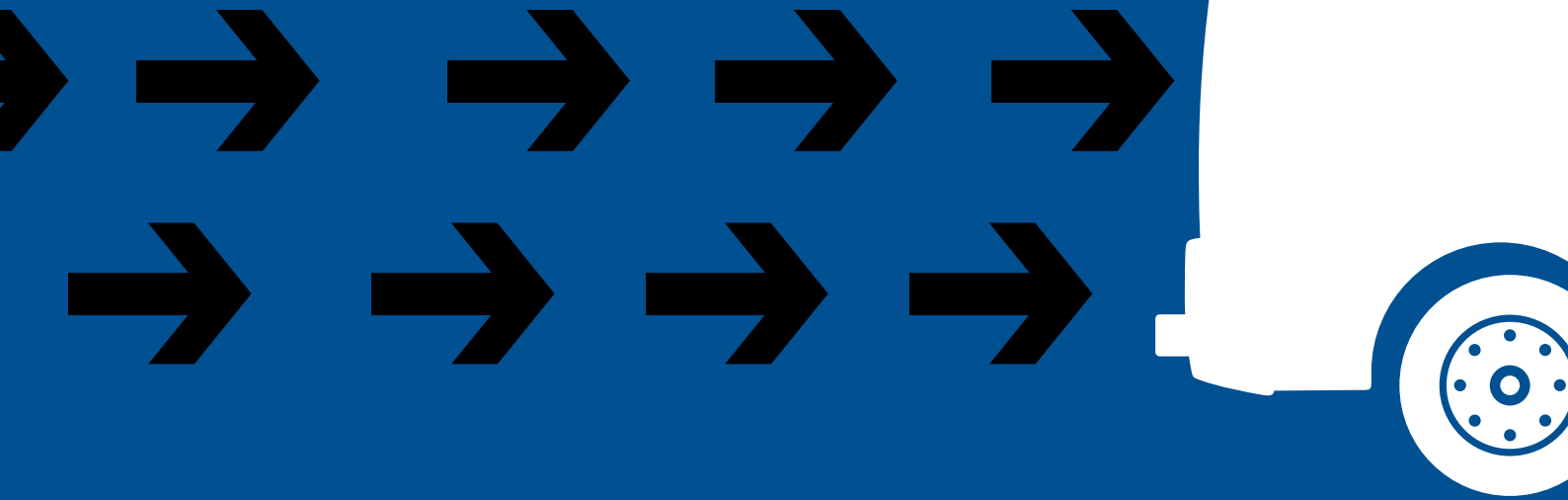
Looking to technology to improve our service to customers was a natural step for Shred-it. For us the technology has helped in the overall management of what is happening across our fleet and having this insight all helps to contribute to what is needed to service each customer accurately, on time and in a cost effective way. From having little visibility of our fleet, Shred-it is now able to accurately report on and manage all aspects of field operations down to individual drivers, which has helped increase productivity levels and, ultimately, improved customer service and satisfaction.

Mark Francis,  
Director of Support Services for Shred-it UK

# 04

## MANAGING MOBILE RESOURCES IN SERVICE DELIVERY

Including people, fleet, fuel, safety etc.





## Chapter 04.

# MANAGING MOBILE RESOURCES IN SERVICE DELIVERY

Managing a field service operation in today's marketplace is not an easy feat and businesses managing a large mobile workforce face an increasing number of challenges around its people, the work management, assets, tools and vehicles.

There are many elements that need to come together, barriers that need to be overcome and steps that need to be taken in order to execute a perfect workday. Jobs may run into overtime if they are more complicated than first thought, emergency work may come in which changes the day's schedule, or traffic congestion and vehicle breakdown can cause delays or failure to meet an appointment. Additionally, with workers potentially calling in sick, starting late or getting delayed; all these factors can impact adversely on the productivity of the workforce.

With much field-based work becoming increasingly complex and critical in terms of timing, skills and consequence more importantly than ever companies need to ensure that their field service is not derailed by unpredictable dynamics of the working day. It is therefore perhaps no surprise that in a recent survey by The Service Council, the biggest area of concern for those in field service, is workforce management.<sup>1</sup> Nearly half of organisations also highlighted their interest in investments in field service in the next 12-24 months<sup>2</sup> and companies with a strong grasp of the fundamentals of workers, technology, data, and execution, stand to outpace the competition and boost profits. According to Aberdeen Group, companies that adopt these elements are also more likely to achieve the goals that top the list of priorities for field organisations. Of the field organisations polled by Aberdeen for its Field Service 2013 Workforce Management Guide, 56% cited increasing revenue as a strategic goal, while 52% and 45% cited improving customer satisfaction and increasing productivity respectively as strategic goals.

1: The Service Council : Achieving the perfect workday; intelligent field service management, 2013  
2: The Service Council: Connecting with your world: Mobile Workforce Management, 2013

**TABLE 01: BIGGEST AREAS OF CONCERN IN FIELD SERVICE, THE SERVICE COUNCIL**

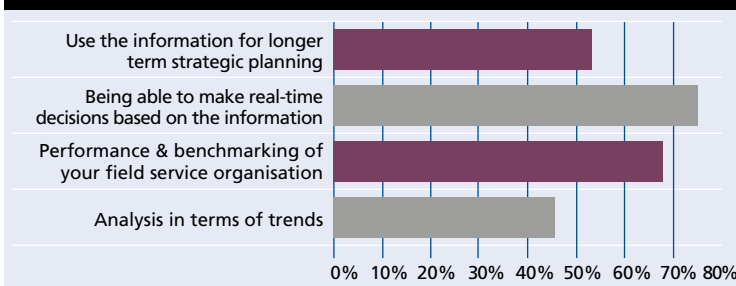
Major area of concern	Percentage of respondents
Field service workforce management	40%
Technology/Automation infrastructure	34%
Performance management and visibility	34%

**TABLE 02: FIELD SERVICE 2013 WORKFORCE MANAGEMENT GUIDE, ABERDEEN GROUP**

Strategic goal	Percentage of respondents
Increasing revenue	56%
Improving customer satisfaction	52%
Increasing productivity	45%

Developments in workforce management technologies have come to the fore with solutions able to transform the way in which work is performed, through intelligent scheduling tools and advanced performance analytics. This capability provides the stepping stones needed to help organisations measure, manage and improve their operations through optimising resources, offering real-time visibility and monitoring and giving warning of tasks at risk or showing the impact of work allocation decisions. In a recent survey carried out by Trimble with managers working in field service roles, being able to make real-time decisions based on the information received was the priority for those managing field based operations with regard to using information from the field.

**FIGURE 02: HOW DO YOU USE INFORMATION FROM THE FIELD?**



Many organisations schedule tasks based on a technician's allocated territory, however selecting the most knowledgeable technician, or one who has the right tools or parts in their vehicle, is also crucial. More and more organisations are beginning to realise the value of intelligent scheduling - incorporating technician knowledge, parts availability, and capacity into their scheduling processes to ensure that the technician arriving on site is actually the person who can resolve the customer's issue the first time. Aberdeen Group<sup>3</sup> found that intelligence is at the heart of scheduling with over half of organisations using service performance data to evaluate the effectiveness of scheduling criteria.

Self-learner tools help with intelligent scheduling. They incorporate an algorithm that quickly learns preferences for each mobile worker and will allocate tasks accordingly. This includes geography (which mobile workers normally service particular areas) and skill (what skills mobile workers have and to what degree they are qualified to do certain types of work). The first step to managing productivity requires field service managers to get the right people with the right skills with the right assets to the right place within a set time, and a self-learner tool significantly helps in achieving this.

Such capabilities help to increase the profitability of service delivery and improve customer service as it allows the field service manager to bring all aspects of management of the people, the work management, the assets, the tools and the vehicles into one view. Tasks can then be scheduled to best meet Service Level Agreements (SLAs), produce efficient routes to reduce travel time, fuel costs and overtime and ensures work is only given to those with the right skills, carrying the right assets and tools.

With field-based work only set to increase and with the potential to become more and more complex tackling the challenges is critical to the performance and productivity of the business.

## THE BUSINESS EXPERIENCE

When ice storms, blizzards and summer thunderstorms cause major power outages, one mid western City's Municipal Power & Light Division, has to ensure maximum efficiency through the management and optimisation of its workforce.

“

We wanted to increase our efficiency when responding to an outage,” says the city's GIS Manager. “Before using technology, we tracked the workforce by making phone calls to the field crew and writing their location on a white board. When there were storms, the board looked like a chess game. Now, we can schedule repairs by proximity to the outage as well as ensuring that each crew is finished with its repairs and accounted for before giving clearance to turn on the power.”



### FAST FACTS

**57%** of all service calls require a visit<sup>4</sup>

**50%** field visits require a service part<sup>5</sup>

**Workforce productivity and workforce utilisation were seen to be key metrics to improve in 2013.<sup>6</sup>**

<sup>4</sup>: Aberdeen Group Field Service Workforce Management 2013

<sup>5</sup>: Aberdeen Group State of Service: Outlook for 2013

<sup>6</sup>: Road Ahead Report, 2012

## JASON CHIPCHASE

HEAD OF MOBILE WORKFORCE OPTIMISATION, DELOITTE UK

How a company manages its mobile workforce and resources is critical to the company's performance and ultimately its profitability. Businesses managing a large mobile workforce face an increasing number of high level challenges and the biggest and most repetitive challenge is cost and there are three other secondary challenges, which are related to this.

First is the role of the technician in the business. The technician is often seen as the face of the company, the brand and quite often the only interaction the customer has with the company. Ultimately the technician is the face to face contact of the business. The challenge facing companies is what are the expectations of that the technician? What am I here to do? What experience am I driving? How do I take feedback and what's the loop for that? So there is a whole challenge around the role and responsibility in the activity and the brand and experience in the field.

Measurement is a second challenge – how do we measure what is happening in a hugely diverse workforce and what are the key metrics to do that? Ultimately you need to understand what has happened and you want to know that 'now' to use that data to enable real-time decision-making and using that live data means you can ask 'how do we change that?' 'How do we improve that experience, how do we address cost? How do we take that forward?'

Third, managing change and embedding best practice. We sometimes talk about 'wrestling with change' from all sorts of different directions, whether that is new technology, new people,



new policy, new vans and equipment, new PDAs; people are bombarded with change every day. In a remote workforce with their activities, how do make sure that that change sticks? It's difficult. So embedding that change and making sure best practice is shared across an often disparate workforce is hugely important.

Of these challenges to companies the core element is managing cost.

Jason leads the Deloitte Mobile Workforce Optimisation team working closely with field and asset based businesses to improve service, cost base, operational performance, contract performance and customer experience. Jason has over 12 years' experience of designing, delivering and transforming operational performance and resulting customer service. He has delivered operational excellence and service improvement projects covering people, processes and technology across multiple industry sectors including Utilities, Oil & Gas, Business Services, Facilities Management, Manufacturing, Distribution and Telecommunications.



## MANAGING THE FLEET

For any business running a mobile workforce with a fleet operation, the challenges can be multiple and complex. One key element in addressing these issues and achieving an efficient, effective workforce is having complete visibility of your operation so you can start to see the problems, trends, gaps and opportunities. No business can manage what it's not measuring and having visibility is a fundamental step in determining this.

## DRIVER SAFETY

Businesses have a responsibility to ensure they are providing drivers with the means to operate safely. In addition, careless driving has significant costs. Many businesses look to online and practical driver training to help teach best practice and regular benchmarking and rewarding the best drivers has also delivered great results. Driver safety solutions have risen to the challenge by providing analysis of driver behaviour to identify those drivers in need of training. By targeting those with the worst driving record, it is easy to take corrective action, resulting in fewer accidents and reduced liability therefore helping to manage the risks and costs associated with work-related driving.

## DRIVER SAFETY – A CASE IN POINT

"We were particularly impressed by the driver safety in-vehicle hardware that alerts drivers to behaviours outside set guidelines," says John Gavin, Project and Standards Lead for Operations Support at Shred-it, the world's largest mobile secure document and paper shredding company. "They are provided with real-time feedback about their driving behaviour so they can make immediate changes to their driving style. This has proven beneficial to accurately measure and mitigate fleet safety risks and we have seen a difference. Our drivers have slowed down in regards to speeding and we have seen an increase in driver score."

## VEHICLE UTILISATION

Improved vehicle utilisation means increased efficiencies and reduced operating costs and technology which provides visibility into the location and use of vehicles means more informed decisions can be made in the planning and allocation of work across a fleet. Aberdeen Group report improvements of 32%<sup>4</sup> on vehicle utilisation through the use of fleet management technology, for example. Audits can be run daily on vehicles to compare their use and the fleet manager is then able to pick up on any vehicles that are being under-used and what vehicles aren't being used at all.

## VEHICLE MAINTENANCE

Regular servicing and efficient management of vehicles help to extend the asset's life and vehicle diagnostic solutions take routine maintenance checks a step further by providing information about the engine health before they become a major problem. Information can also identify how a vehicle is being driven and provide real-time data on fuel consumption, so exact fuel use can be monitored helping identify where fuel is being wasted on poorly performing vehicles.

## FUEL MANAGEMENT

With the continuing volatility of crude oil prices across the globe and the related unpredictable fuel pricing, fuel continues to be a major concern in meeting field service priorities. Field service companies can't stop using their vehicles, so looking at steps to reduce fuel use is essential for any business to remain competitive. By monitoring driver activities it is possible to determine where fuel consumption can be reduced to cut overall fuel spend. Aberdeen Group report that fleet management technology can reduce fuel consumption by up to 22%<sup>5</sup> as businesses are able to optimise schedules and route planning, helping to reduce unnecessary mileage and improve fuel efficiency and driver proficiency.

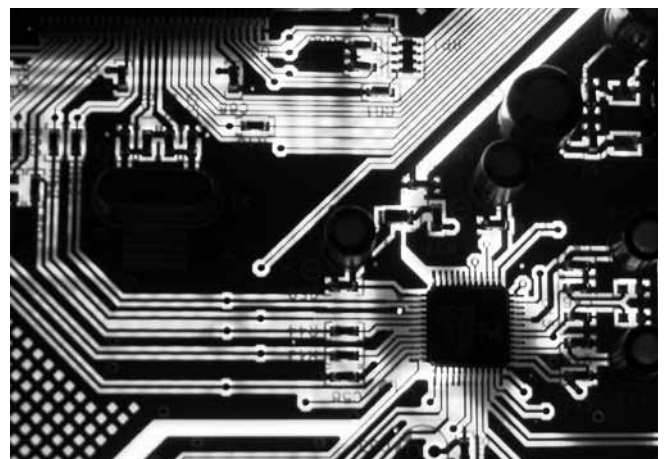
## FUEL SAVING – CASES IN POINT

Leading animal welfare charity, the Royal Society for the Prevention of Cruelty to Animals (RSPCA) recently deployed fleet management solutions across its fleet and the charity calculated that it could save 80,000 litres (21,134 gallons) in fuel annually. CO<sub>2</sub> emissions have also been reduced with the RSPCA estimating a saving of 60,500kg (133,380 lbs) after using the information from trip reports that detail fuel use based on travel and idling times.

Tom Gorman, President of opXL, LLC and a field service expert, comments "At our company one of our goals was cutting fuel costs and we coached supervisors on how to reduce idling. Typically when a technician finished a job, they got in their vehicle and turned on the engine for 15 minutes while filling out reports. At lunch, they might eat in the vehicle while the motor is running. These were habits that needed to change. It was just a matter of raising awareness and once technicians became aware of the costs of idling, the idling went from two hours to 30 minutes a day. That was \$1 million saved across the fleet of 1,100 vehicles."

## THE KEY IS IN THE INFORMATION, NOT DATA

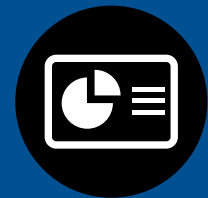
Essentially, technology is an enabler of change and through the information collected and analysis provided, stakeholders can use it in their day-to-day work. High level trends and benchmarking can be used in performance management while real time data means managers can make instant decisions based on robust and reliable intelligence.





# IMPROVING EFFICIENCY -

## IN FOCUS



Pacific Telemangement Services (PTS), is a nationwide service that maintains pay phones and Internet kiosks in retail chains, government buildings and major US airports. To improve the efficiency of its scheduling process and raise the productivity level of its workers, PTS turned to a field service management solution. Now employing the technology for managing daily field operations, Trimble recently talked to Justin Keane, Chief Operating Officer, about the impact this solution has had on the company's productivity and growth and how he approaches driving excellence in his organisation.

### **What challenges prompted PTS to look at field service management technology?**

We recognised our need for additional effectiveness in our planning. Every morning we would give a batch of tickets to our technicians for their assigned regions and see what they could get done in a day. And every morning they would print a list of their tasks and then spend a half an hour planning routes based on their own knowledge of the area. We tried using a map to sequence the stops, but that took about an hour a day for each of our eight regional hubs, which is eight hours a day just to build the routes. Clearly, we needed to be more efficient and knew there must be technology that could reduce the time needed or eliminate it completely.

### **What have been the main benefits in deploying a field service management solution?**

The solution has helped us reduce the time that our dispatchers spent on routing from three hours a day to about 45 minutes a day - an efficiency savings of 75% or about eleven hours week. Since the technicians no longer needed half an hour a day to plan their own routes, we saved more than 200 hours per week of their time. Our dispatchers can also see all the tasks and schedules in one place, so our drivers don't have to think about their routing in the morning - they just go. In addition, our job completion rate was about 85% before deployment and now our completion rate is about 95%, a 10% efficiency gain, which frees our technicians to complete dozens more jobs each week.

### **What has been the effect on your daily operations in servicing customers?**

Our technicians start early in the morning, so we don't want them to waste trips when a location is not open or accessible. Now we can build in customer business hours in the route planning, which is a big timesaver for us and means we don't turn up to customer locations when they are not there. Plus, using a workforce management solution means we can identify gaps in the day and leverage that extra time to help with other projects. Equally if there is an issue with a task, we can reassign it from one technician to another. Essentially the true benefit is being able to monitor our technicians' progress through the day, unlike before when we had no visibility into what they were doing.

### **Have you achieved the workforce excellence you were hoping for?**

Yes. Our initial installation of a field service management solution was in California and Chicago and it produced clear benefits-optimised routing, improved drive-time efficiency and more ticket closures. We wanted the same enhanced productivity nationwide so we have expanded its use to all our regions and this has made our company more productive, which means improved efficiency, happier customers and a positive bottom line. And what company doesn't want more efficiency and a positive bottom line?



# ADDRESSING FIELD SERVICE CHALLENGES -

## IN FOCUS



The Service Council's latest research<sup>6</sup> on field service challenges highlights how organisations are focused on workforce management initiatives to improve KPIs tied to customer satisfaction, productivity and profitability. 41% of the 226 respondents to their field service survey highlighted that workforce management activities were a top priority for 2013 and early 2014.

To understand the issues, Trimble talked to Jim Kafanelis, Contract Manager – Gas Infrastructure, Networks at Tenix, a delivery partner to owners of gas, electricity, water, wastewater, heavy industrial and mining assets in Australia, New Zealand and the Pacific.

### **What are some of the bigger challenges facing your field service business?**

With our large service area, covering both metropolitan and regional centres, remote management of the team is very important to ensure their safety. We also have a challenge to reduce our reliance on our current paper-based dispatch system and to develop a more efficient way to get information to and from our people in the field. This will assist in a multitude of ways including retaining of information, accessing documentation, processes and procedures, and real-time data capture with a reduction in administration tasks.

### **What else are you grappling with as you manage a diverse and spread out workforce?**

We need to ensure that we support all of our field workers to continually improve on our strong culture of service and safety. While we aim to address all of our service issues in

the best way possible, safety is the most important. We also rely on a large network of third-party providers and we need to feel confident that they also have the tools to embrace and represent our safety and service standards to support our brand.

### **Where do you go from here?**

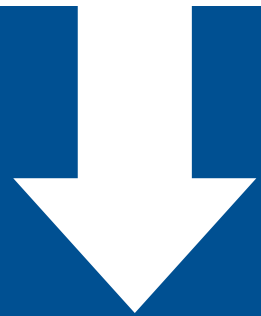
We have only recently fully implemented our GPS solution and are now working on developing our full field mobility solution. We forecast that it will take 12 to 18 months to develop and implement. We believe that mobility will be a differentiator for our business and key to further efficiency gains. The introduction and implementation of field-based technology into our operations is assisting us to gain a better understanding of our operational performance and to identify improvement opportunities. With it, we will be able to improve our planning and scheduling capability significantly.



# 05

## MEASURING SERVICE PERFORMANCE

What should you use?



## Chapter 05.

# MEASURING SERVICE PERFORMANCE

On a day-to-day basis a field service operation means managing many complex and inter-related issues in real-time, and being able to make changes instantly to mitigate the events that can happen during the day.

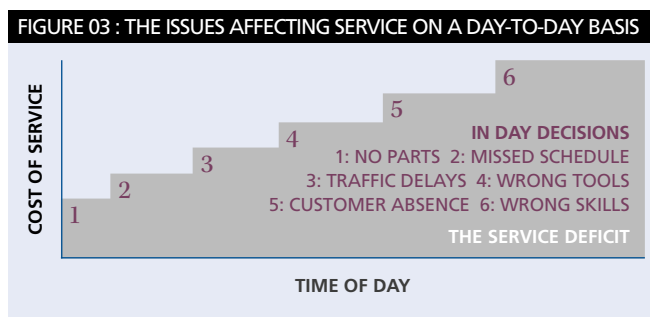


Figure 03 shows the issues affecting service on a day-to-day basis.

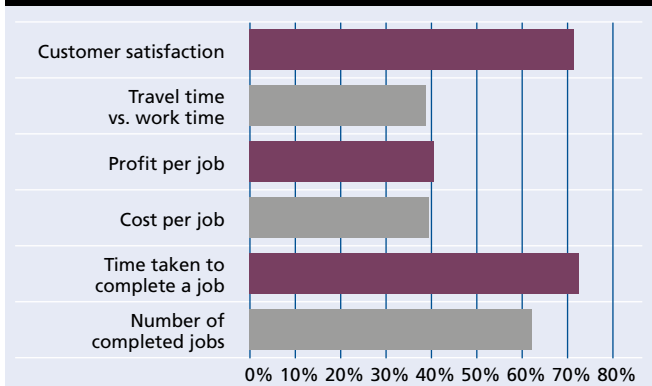
It also means learning from these day-to-day experiences: by collecting data about the trends in the field, the type of jobs that overrun, the number of commitments met, the performance of individual service workers as well as groups of workers. In a recent survey carried out by Trimble with managers working in field service roles, the time taken to complete a job was seen to be a main metric used to measure the performance of a field service organisation. If, for example, service worker 'A' takes an average of 40 minutes for a particular task whereas the average for others is two hours, then is that worker cutting corners or are they simply an outstanding employee? Conversely, if it takes two hours as opposed to an average of 40 minutes then do they need additional training? Similar considerations may apply when comparing and analysing the performance of staff working out of different locations, on different tasks or with different skills.

“

I think a lot also revolves around understanding the work content – what the level of labour is, what the technical input is, across a huge range of services delivered in the field - then to work backwards to say what is realistic in terms of service delivery for the expectation. In parallel – knowing what is the customer requirement because that is what generates the business”

**Jason Chipchase,**  
Head of Mobile Workforce Optimisation at Deloitte UK

**FIGURE 04: WHAT ARE THE THREE MAIN METRICS THAT YOU USE TO MEASURE THE PERFORMANCE OF YOUR FIELD SERVICE ORGANISATION?**



Given that you can't manage what you can't measure, how are field service organisations doing at measuring service performance in order to then manage the various and complex aspects of the work? Working with a remote workforce obviously presents its issues and add into that the need for real-time visibility, the fact that the data may not be available until after the event, you may not have the most reliable data if it has been inputted manually especially after the event or even you have no data at all.

Field Service Managers need instant, accurate information on which they can make on the spot decisions and therefore must have confidence that the presented information is reflective of reality. So do managers really know what is happening in their field service operations?

“It's a real challenge and one of the biggest challenges out there”, says Jason Chipchase, Head of Mobile Workforce Optimisation at Deloitte UK. “The key components are around the team leader and how they view performance. The team leader has that leadership role and that is vital in terms of how that is supported by data, the metrics coming back from whatever tools are being used – including customer feedback. It's about leadership in the field, it's about the team in the field and it's about the data coming back from the field.”

“I think a lot also revolves around understanding the work content - what the level of labour is, what the technical input is, across a huge range of services delivered in the field - then to work backwards to say what is realistic in terms of service delivery for the expectation. In parallel - knowing what the customer requirement is because that is what generates the business.”



## PERFORMANCE MANAGEMENT

In terms of fully understanding what the technical input and therefore level of labour is, technology can help as an enabler through the provision of management information and performance management analysis and it is how this is used that is fundamental in meeting business targets. A survey by The Service Council confirmed that performance management and visibility were major areas of concern in field service. Reassuringly, developments in workforce management technology have begun to offer a solution to these concerns. In a recent survey carried out by Trimble with managers working in field service roles, being able to make real-time decisions based on the information received as well as using this for the performance and benchmarking of the organisation were priorities for those managing field based operations.

TABLE 03: HOW DO YOU USE INFORMATION FROM THE FIELD?

	Percentage of respondents
Analysis in terms of trends	45%
Performance and benchmarking of your field service organisation	68%
Being able to make real-time decisions based on the information	75%
Use of the information for longer term strategic planning	53%

Performance Management Analytics (PMA) provide field service managers with the visibility to analyse the productivity of their field operations. For example, scheduling statistics for individual workers can be recorded from the start of the day and compared with the position at the end of the day. Based on actual location data, easily digestible performance reports can be generated and customised to showcase the key metrics of a field operation. These can range from if the quality of service has been met, utilisation in terms of the actual tasks completed against the total time of the working day, efficiency in terms of the actual against estimated task duration, total tasks completed, total fuel usage and total distance travelled.

By adopting PMA the field service manager is provided with the visibility to identify what is preventing the company from doing more jobs and able to identify gaps in the working day where mobile workers could be utilised elsewhere. Data can be collected about the trends in the field, the type of jobs that overrun, the number of commitments met and the performance of individual and groups of service workers, which takes us back to looking at service worker 'A' compared to others and what that actually means.

Aberdeen Group found best-in-class companies were more than 35% more likely to use workforce management solutions such as performance management tools to optimise resources and workforce management processes. Aberdeen Group says laggards need to automate workforce management to catch up with the efficiency and enhanced response times of best-in-class companies.

This insight means that not only is the field service manager provided with the ability to constantly learn from day-to-day experiences, but that all relevant stakeholders across different business units have the salient information they need to manage the daily performance of the organisation. Such performance analysis then also helps feed into strategic business planning on targets, budgets and resourcing.

## FAST FACTS

# 88%

said increasing productivity and utilisation was a key strategic objective

# 69%

said they were providing technology to help manage jobs more effectively

Performance management and visibility are seen to be the biggest areas of concern in field service

# 96%

stated a greater emphasis on improving job scheduling and job completion

## THE BUSINESS EXPERIENCE: DOING MORE WITH LESS

During the recent economic downturn we've heard a lot more about companies and organisations having to achieve more with less resources - so how are they doing this and are they able to do it well? With constant challenge and change, the three main things that many organisations with mobile workforces wrestle with include:

First, the workforce in field service is a big cost base and a main issue is around matching capacity to demand. What is the demand on my business and how big does my field force need to be? How do I address the demand? What are the key factors around it? Companies that do well in addressing these issues use analytics to drive their understanding so they can get the right number of people, going to the right jobs at the right time.

Secondly, all companies want to reduce their travel time to reduce cost and this involves using technology, change management, team building skills and information from the workforce at the front end. The question should always be how to get even better at reducing the travel time and therefore constantly work on reducing fuel costs.

Third is a huge topic on reducing failure rates and looking at the field business as a whole, all the data that is coming in through different routes, different portals, telephony etc is key to ensuring that the right demand is coming in the front end so you can take the cost out but also ensure that when technicians are in the field they are doing work right the first time and through the supply chain have the right parts, therefore avoiding multiple visits which erodes both the customer experience and revenue.

**Jason Chipchase, Head of Mobile Workforce Optimisation at Deloitte UK**

## THE BUSINESS EXPERIENCE: WHY REAL-TIME METRICS ARE IMPERATIVE

One of the largest cable and broadband providers in the US launched an environmental initiative aimed at reducing carbon emissions and this led to potential fuel savings in the millions. For this company to meet its fuel reduction and environmental improvement goals, it needed to be able to clearly measure how its vehicles were performing. It needed to be able to monitor idle times, speeding and fuel consumption and wanted to be able to act on that data to improve driver performance through monitoring these metrics in real-time.

"From a reporting standpoint, we can look at specific metrics and see how we are performing against our goals," says one VP. "We can set targets for our managers and they can measure in real-time how close they are to achieving those goals."

As a result, the company was able to reduce vehicle idle times from more than 90 minutes to less than 15 minutes per day per technician. Daily mileage dropped from more than 100 miles per day to less than 70 miles per vehicle and overall miles per gallon increased by 5%. Across its fleet of 5000 vehicles it expects to save 1 million gallons of fuel and approximately \$2 million each year, while reducing its carbon footprint by more than 25 million pounds of CO<sub>2</sub>.

During the technology deployment, change management was a key focus. Under the new solution, managers at each location would have to evaluate data on fleet performance and use that information to coach drivers to improve operations in the field. "The messaging to employees was very important," the spokesman says. The company imposed strict guidelines about how the tolls were to be used and didn't change any existing operational rules about driver behaviour. The company simply increased enforcement. "The majority of technicians will agree it helps them to do their job better," the VP adds. "They can get more work done, it saves fuel and it keeps them safe."



## EXPERT OPINION:

### TOM SCAHILL

BUSINESS AREA DIRECTOR,  
TRIMBLE FIELD SERVICE MANAGEMENT

Tom Scahill has been in the technology game for over 25 years and has spent the majority of his career helping organisations transform the way in which their business operates using innovative and effective technology solutions. As the head of the Trimble Field Service Management Division in Australia and New Zealand, Tom continues to draw on his years of experience revolutionising the way in which local companies monitor and manage their field-based workforces.

Here Tom shares his expert insight on the biggest challenges facing the field service industry globally

#### **What are some of the biggest challenges organisations face when it comes to managing their field-based workforce effectively?**

Not unsurprisingly, the biggest challenge businesses face when it comes to managing their mobile workforce is visibility. You can't manage what you can't see and the constant disconnect between the manager and the worker can cause a range of complex issues for businesses operating a field-based workforce.

However knowing where your workers are, isn't the only major issue; knowing what they need to do and when can also be challenging. Effective planning and scheduling is crucial to operating a profitable field service operation however doing this efficiently can often prove difficult; in most part due to unforeseen job changes occurring regularly throughout the day.

#### **How can businesses tackle the issues related to poor visibility and mobility?**

The key to tackling these issues is to focus on enhancing the customer experience. Businesses must ensure they are getting the right person, to the right job, at the right time; delivering a high quality service with a high 'first fix' rate. So how can this be achieved? Organisations need to develop and implement an integrated and flexible operations strategy that enables them to effectively manage their vehicles and their work. By placing a greater emphasis on vehicle utilisation, scheduling optimisation and job completion, organisations will be able to provide customers with more accurate ETAs, updates on delivery changes, and increased first-time fix performance; all of which are crucial to providing a positive customer experience.

#### **How can managers get more out of their field-based workers?**

The customer is the heartbeat of any business and as a result organisations must create a customer-centric culture. Field-based workers need to understand that they are not just doing a job; they also represent the public face of the company and therefore



excellence in service in their role is vital to the overall success of the organisation.

In order to get the most out of their mobile workers, businesses need to implement performance-based incentive programmes that encourage service excellence out in the field. Setting key performance measures enables managers to hold employees accountable and reward them for strong performance. This type of business process can bring out the best in employees resulting in increased productivity levels and higher levels of job satisfaction.

#### **What are the biggest barriers to getting organisations to think differently about the way they operate their field-based workforce?**

People can be adverse to change and as a result getting them to think differently can often be met with resistance. However what business leaders fail to understand is that change is inevitable and only those companies that constantly evolve and transform will succeed. The need for organisational change is particularly pertinent in the field service industry with customer volatility at an all-time high. Customers want more for less and if organisations cannot meet their growing expectations they have no issue in taking their business elsewhere.

#### **What happens when a company gets it right and successfully transforms the way they manage their mobile workforce?**

The easiest measure of a successful transformation is the delivery of an enhanced customer experience. You know you have it right when customers see improvements in service excellence such as meeting appointment windows and jobs completed correctly the first time.

06

## TURNING DATA INTO INFORMATION

To identify opportunities & issues

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## Chapter 06.

# TURNING DATA INTO INFORMATION

## The 'Big Data' challenge: Leveraging analytics to make better business decisions and enhance field service performance.

'Big Data' is a buzz word making its way across a variety of industries including field service. Gartner<sup>1</sup> defines 'Big Data' as high-volume, high-velocity and high-variety information assets that demand cost-effective, innovative forms of information-processing for enhanced insight and decision making.

Over the last ten years, field service organisations have been overwhelmed by the relentless flow of information coming in from multiple sources, in various formats and through an array of tools. For example, in a typical day field service business data will be coming in from GPS and vehicle-tracking systems, telematics, fleet management and workforce management. In addition to processing this wealth of information, field service organisations must contend with the potential integration of tool and inventory databases; or integration with CRM applications so that you can prioritise customers; ensure that you arrive on-site at a time that is convenient to the customer; ensure that service level agreements are met and update records and generate accurate billing. You can also integrate with HR systems for timesheets and health and safety management.

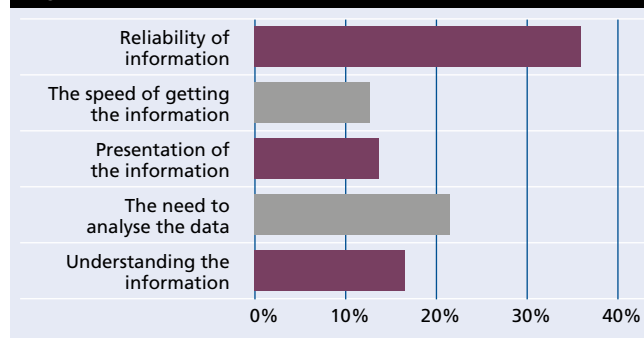
Merging and organising this 'Big Data' is so difficult that, in most businesses, it ends up sitting unused in applications and databases. In a recent survey of field service managers, Trimble found that nearly 30% believe that their organisation is ineffective or extremely ineffective at using the data they

collect to make decisions; just one in five believes they get the information they need from field service data to successfully do their job.

However, many are beginning to realise data's sleeping intelligence and that they must tap into it to make more informed business decisions.

In the Trimble survey, the main concern with using data from the field was the reliability of the information. For many, the biggest challenge is how they can take what they think is reliable data and then extract valuable insights to better hone day-to-day operations and make long-term strategic decisions.

FIGURE 05: WHAT IS THE MAIN CONCERN IN USING DATA FROM THE FIELD?



1: [www.gartner.com](http://www.gartner.com)

## TURNING DATA INTO INFORMATION

The ability to make sense of data can make the difference between a business that is good enough and one that stands out from the pack. In Trimble's survey, over a quarter of managers say their organisation is ineffective or extremely ineffective at sharing data with the correct stakeholder, but when a company learns how to apply the data about itself, identify patterns, and compile metrics and statistics to determine which assets and employees are the most productive, it can use those insights for predictive analysis and better business decisions.

Field service and workforce management systems give managers the ability to review a day's work and measure performance results against specific metrics. By leveraging Performance Management Analytics (PMA) tools, managers can identify the most productive performers, determine which schedules and routes produce the best results, and compare results from one vehicle or worker against the entire workforce.

Performance analysis can also help with job assignments so managers can better match the skills of field technicians to specific service calls. This increases the prospect of first-time case resolution. According to Aberdeen, 26% of field visits fail to resolve the problem, requiring follow-up visits, and frustrating customers.

Telematics solutions can capture a wealth of useful information, from mechanical and emissions to driver safety habits, all of which can be collected and organised into easily digestible reports. Analytics reports, for example, can leverage telematics to provide stakeholders with information in easy-to-read, relevant snapshots highlighting operational areas that require immediate attention.

The basis of telematics was originally location, but location is now merely an enabling tool for a plethora of complex business applications. Today analytics let customers see everything from the most profitable jobs to success rates in meeting appointment times.

## IMMEDIATE & LONG-TERM BENEFITS

With the use of reliable, analysed information, knowledge can lead to action. A manager who knows which drivers have bad driving habits is better equipped to coach those drivers; up-to-date information on the health of vehicles leads to better maintenance, which in turn leads to safer vehicles, improved fuel consumption and less wear and tear.

These are some of the immediate benefits, but understanding data also brings long-term benefits, as companies engage in strategic planning based on historical patterns and predictive analysis. For example, a company which focuses on repair could make use of its historical data to know when a specific part on a specific machine is likely to fail. This could lead to preventative maintenance by fixing or changing a part before it fails, helping to deliver excellent customer service, reduced downtime and significant cost savings. The work becomes less about being reactive and more about precise, well-researched planning.

## DATA COLLECTION AND APPLICATION

Trimble Research (November 2013)



1 in 10 field service managers still collect workforce data via paperwork alone. 5% collect no data at all



Nearly 30% believe that their organisation is ineffective or extremely ineffective at using the data they collect to make decisions



1 in 5 believes they get the information they need from field service data to help do their job, fully



Over 80% don't capture unstructured data (e.g. customer feedback from Facebook, Twitter, etc.) to use in decision-making



Over a quarter say their organisation is ineffective or extremely ineffective at sharing data with the appropriate stakeholder

### FAST FACTS

**90%** of all the data in the world today was created in the last two years

**2.5** Every day we create 2.5 quintillion bytes of data  
**QUINTILLION**

**34%** of respondents feel that field service leaders have the greatest need for information; 25% technicians do, 21% regional managers and 20% executives

### KNOWLEDGE MANAGEMENT

is an area of concern in field service

## EXPERT OPINION:

### ROSCO PATERSON

CHIEF EXECUTIVE, VEROLOGIK LLP



'Big Data' doesn't exist – it sells conferences. There has always been data out there, all that's happened recently is a convergence of different key trends – in that we have increased processing and communication speeds – it is much quicker and cheaper to move data around and we've also learnt how to store and retrieve data more effectively.

What 'Big Data' is all about is that we have a load of 'stuff' and a new ability to turn it into something useful very, very quickly. Most of the current exciting developments concern the visualising of data – helping you see a summary of massive amounts of information enabling better decision making.

Where the next big breakthrough will be is going in, drawing out the meaning and inferences – data only becomes information when you do something with it, otherwise data is as cheap as chips.

The breakthrough is not the data itself, nor that it is 'big' but that new intelligent systems will think and present the hidden patterns it contains to put on the table to create superior value-creation opportunities for the board to consider.

Eventually, we may get to the point, as humans, where data is 'too big' to understand the information inside without the next level of technology and

new leadership skills. So there is huge danger of not being able to leverage the huge plethora of data we're now generating – and whole new sets of management skills and disciplines will be needed at all corporate levels. Are we getting to the edge of what we're capable of doing? Being fast enough to respond to the information we're getting?

It's a very interesting time and a very challenging time. Does that mean that most companies one day will be run by computers? Yes, I think they will and those people who start the journey now towards that point will be in a very different competitive position to those who say it will never happen.

Rosco has, over 30 years, combined two careers: As a serial technology entrepreneur he has started, built and invested in 3rd-party hardware, software and systems companies and using this experience, and also building on early leadership positions with PricewaterhouseCoopers and Strategic Decisions Group, he has grown his own practice consulting to and negotiating for major Fortune 100 companies as well as governments. Having completed deals worth over \$100 billion, he continues to advise CEOs on specific deals and on major strategic developments.

His latest main company is Verologik an artificial intelligence/big data venture working with Surrey University in the UK. The new central deliverable, still in R&D, finds patterns in commercial data with unparalleled levels of accuracy and builds predictive models for use in the field.

## THE RISE OF SOCIAL MEDIA DATA

From a recent survey carried out by Trimble, over 80% of field service managers state they don't capture unstructured data (e.g. customer feedback from Facebook, Twitter, etc.) to use in decision-making.

But how important is the use of social media in the data analysis any organisation does to make decisions from reliable information?

"If you rely on Twitter when, for example, you're looking at complaints or rely on it for market research," says Rosco Paterson, chief executive of Verologik, "then it is very easy to mix it in with structured data from, for example, telemetry or all the data points from all over the company.

"But to be able to take 'soft' data from, for example, Twitter or Facebook, where somebody in another technology company has done something bad – what's that going to do to my stock price? How do I know and follow this information? How do I react to that? How do I monitor Twitter and Facebook for that? I can get software which helps me mine for words and have teams looking at it. Companies that master that are definitely going to have an advantage."

Jo Causon, Chief Executive of the Institute of Customer Service adds, "For me it's not just about social media, but about the ability to manage, monitor and use all channels consistently. The greatest thing is enabling the customers to have a choice. Enabling them to use whichever channels they wish to communicate with your business.

"The immediate and highly visible nature of social media has heightened the need for quick, consistent responses. We often hear 'I complained on Twitter because I got a faster response'. A service strategy including social media use will help organisations to join up their service offering, limiting one of the key frustrations for customers when using more than one channel – repetition. When giving feedback to organisations we often find that we need to repeat ourselves each time we speak to them, an integration of channels and how they are understood within the organisation while enabling customer choice is vital.

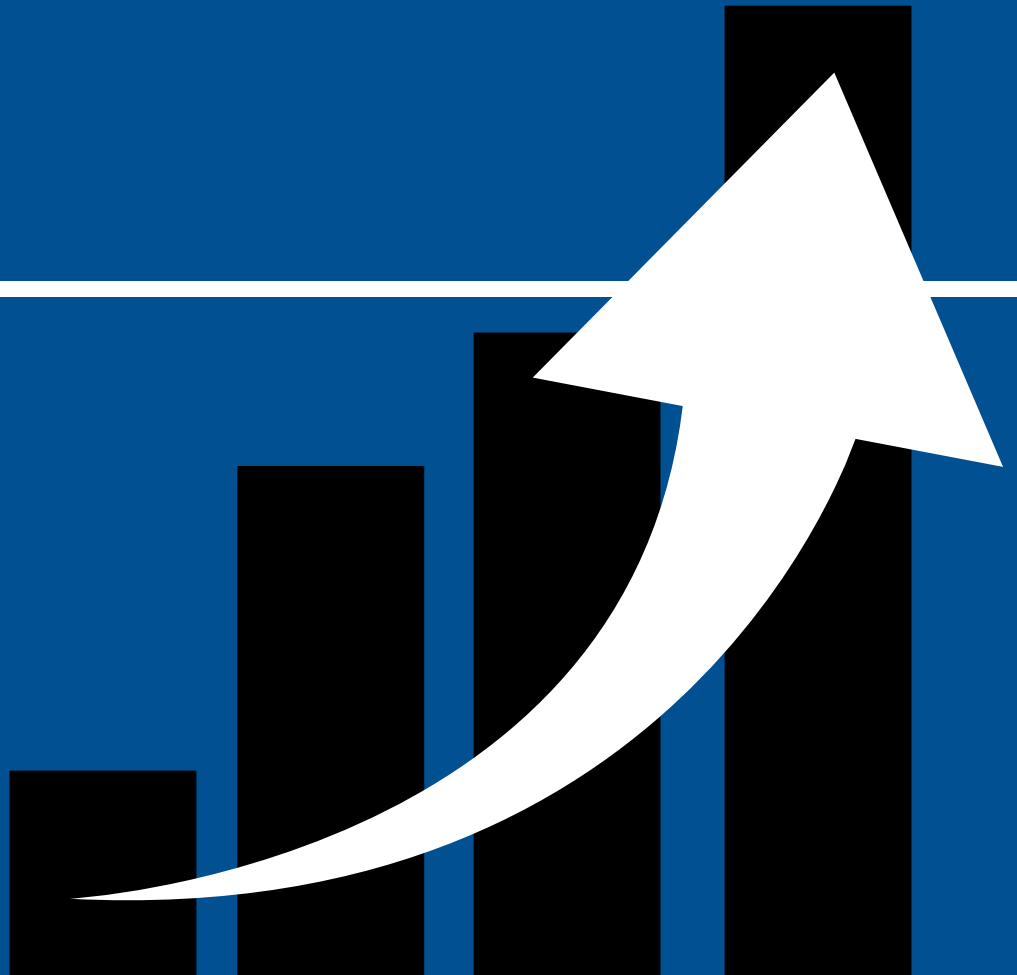
"Social media will increase and some organisations are managing that well and others have some way to go."



07

## IMPLEMENTING SUCCESSFUL CHANGE

How can I better engage workers?



## Chapter 07.

# IMPLEMENTING SUCCESSFUL CHANGE

When a company is implementing any change to the way it works, whether it is rolling out new technology or processes or ways of working, engaging the workforce is essential for a successful outcome.

But gaining buy-in from the workforce, especially a field-based workforce, can bring its own set of challenges. The workforce, by its nature, will often be spread over a large geographical territory with workers potentially carrying out very diverse types of work, remotely and rarely, if ever, spending time in the office. The work will also often be around the clock.

The cost of roll-out for any change programme and the importance of timing for communication updates, education and training is significant and can be especially challenging for a large field-based workforce.

Effective change management is integral to the successful execution of any new programme in terms of preparing employees and fostering a culture in which employees understand the changes, why they are needed and how to embrace them.

Those organisations that do it well, can be seen to do so because of the culture of their organisation, their employee engagement, having the right processes and strategy and also because the change is driven by the Board of Directors and the leadership team.

"Board engagement is absolutely essential," says Will Sambrook, Managing Director of The Akenham Partnership which specialises in People Management and Culture Change within the logistics and service sectors. "But it is important that Boards do not believe they have to be all-seeing, all-doing or all-acting. Their role is much more about creating the line of sight, from the Board strategy to what's happening in the organisation; the processes, the people, their engagement with the customer - everything is aligned."

"As well as creating the right strategy, the Board of Directors also needs to set the tempo for its roll-out, the organisation will only move as fast as the Board is driving it. Without the appetite to keep pulsing it through we've all seen where initiatives start well, but start falling away when things get tough. So the Board is there to create the strategy, the vision and then enable it and keep on top of it ensuring that processes and people are aligned with organisational goals."

## CHALLENGES WHEN ROLLING OUT CHANGE

In a recent survey of managers working in field service roles, Trimble found that the main challenge they faced when rolling out changes affecting a mobile workforce was adequate training (73%). Not only was training an expense, but it would take mobile workers away from their jobs, especially if carried out in a 'classroom' rather than virtually. Ensuring the training is understood and applied can also be an issue for those managing a remote workforce, as it can be difficult to monitor field workers to prevent lapse back to the 'way things used to be done.'

Other main challenges facing managers of field based teams were cost or budget restraints (56%), geographic coverage (53%) and resistance from the workforce (50%).

TABLE 04: CHALLENGES WHEN ROLLING OUT CHANGE

The main challenges being faced when rolling out changes that affect a mobile workforce	% being ranked 1st, 2nd or 3rd	Priority Rank
Adequate training	73%	1 <sup>st</sup>
Cost/budget constraints	56%	2 <sup>nd</sup>
Geographic coverage	53%	3 <sup>rd</sup>
Resistance from workforce	50%	4 <sup>th</sup>
Time taken	47%	5 <sup>th</sup>
Number of remote workers	44%	6 <sup>th</sup>
Work downtime	38%	7 <sup>th</sup>
Lack of interest from workforce	32%	8 <sup>th</sup>
Lack of interest from management	21%	9 <sup>th</sup>

## THE BUSINESS EXPERIENCE

A North American reclamation company, recycling more than 140 million tyres annually and collecting tyres of every size and shape from more than 60,000 locations nationwide, implemented a new way of working with their workforce:

“

Initially the drivers were resistant to having GPS on-board until they realised it could help make their day more efficient,” says the transportation director. “Now the drivers say they don’t want to have any wasted time.”

One of the challenges they faced was the amount of idling. Drivers would leave the engine running while they were loading tyres. Sometimes the truck would be idling for 45 minutes to an hour. Now an alert is sent to the supervisor when a truck is idling for more than five minutes. In just a few months, they have increased their MPG by 10.2% by monitoring idle time.

## CHANGE & THE SKILLS GAP

Those working in field service roles typically tend to be carrying out skilled and complex and often time sensitive and mission critical work, whether restoring power after an outage, servicing medical equipment or installing cable.

Trimble’s research shows that the field technician has become the ‘face’ of the company as they are often the only one to have direct contact with customers in their business, home or on site, so not only are the field workers required to have the essential technical skills but they also need interpersonal skills to deal with the customer.

“I think a lot of organisations are often guilty of wanting people, especially young people, to arrive at the workplace ‘ready’ for the work and the culture and it’s not as simple as that,” says Will Sambrook.

“Businesses probably need to do more to engage with the colleges and schools showing students what they can expect from an organisation like theirs. What they can do in terms of getting themselves ready, demonstrate where their career can go in their industry.

“With the complexity of work only set to rise, and maybe further trends of consolidation and merger of companies and the challenges of integrating workforces that this brings, with greater numbers of workers potentially working from home, or remotely, over larger geographic regions or countries interfacing with new technical platforms we need to think differently about how we prepare people for work and how we plug the current skills shortage.”

## RETAINING TOP PERFORMERS

In terms of skilled workers it is not just about focusing on those being recruited but also managing those in the business and doing the job. Best-in-class organisations understand the ramifications of having an under-trained, under-qualified workforce. When a company sends a field worker on a service call, the worker needs to resolve the issue the first time. According to Aberdeen, however, 26% of cases are not resolved on the first visit, and while this is not all down to the skillset, it nonetheless erodes customer confidence and can reflect the need for worker training.

One way for managers of field based workers to manage performance is through the use of workforce management solutions which provide capabilities to evaluate field worker performance and determine who delivers the best results. Once managers identify best-in-class workers, they should do what they can to retain them. Key to this is consistent communication combined with on-going training to enhance job performance.

Aberdeen found best-in-class companies were more than 35% more likely to use workforce management solutions such as performance management tools to optimise resources and workforce management processes. Aberdeen says laggards need to automate workforce management to catch up with the efficiency and enhanced response times of best-in-class companies.

One of the advantages of field-service management software, including workforce management, is that it can be configured according to a company’s top initiatives, whether that is responding to customer calls faster, fuel efficiency, reducing overtime or regulating performance. The goal is to get the right technician on site with the shortest waiting time for the customer. With today’s progressive technology, there’s no reason why a business can’t activate the most efficient and effective workforce possible.



# IMPLEMENTING SUCCESSFUL CHANGE

## IN FOCUS

Founded in 1988, Shred-it is the world's largest mobile secure document and paper shredding company, working to help businesses meet their compliance obligations by delivering unparalleled security and service for the information they value.

On a global scale Shred-it has more than 140 branches worldwide, servicing over 150,000 customers which includes the world's top intelligence and security agencies, more than 500 police forces, 1,500 hospitals, 8,500 bank branches and 1,200 universities and colleges.

### How did you build the business case for technology investment?

We reviewed the upfront and on-going costs to the business in deploying the technology against the tangible savings and security/tracking levels that our customers expect. The long term investment would boost our productivity whilst reducing costs, ensuring a genuine Return on Investment while meeting and exceeding customer expectations.

### How did you engage your workforce in the technology roll-out?

We organised a number of road show sessions and workshops in order to educate the workforce on the new technology. This also gave the teams an opportunity to ask questions and understand the overall value attributed to the change.

### Any final words of advice for people wanting to transform their customer service?

Technology can be a great enabler to improve customer service levels but the tangible and lasting benefits come from employee engagement, commitment and passion to make it work day-to-day.

**Mark Francis,**  
**Director of Support Services for Shred-it UK**



## EXPERT OPINION:

### WILL SAMBROOK

**MANAGING DIRECTOR OF THE  
AKENHAM PARTNERSHIP**



When we look to improve the way our business provides a service to a given population, or look to attract new populations through additional services, we too quickly look to technology to provide the answers. Don't get me wrong, technology is often part of the solution but is rarely the whole solution and therefore not necessarily the right starting point.

For me, an often neglected start point is the customer and the capability that they are looking for you to provide them with. They want to get on with the job of living so how are we going to help them do this; by giving them more time, more freedom (not tying them down to long waiting slots), access to a greater range of goods, cost and quality.

Once we understand what capability we are able to offer we can better understand the knowledge, skills and technologies we need to bring together to provide it.

The other place we neglect to go to when looking for new ideas is the front line, those people delivering the service who can be our eyes and ears to the world. An interesting industry that we've worked with is Formula One. They get data feeds from all over, video analysis of the races or telemetry for example, but even with all of that data the first point of call after a race is always the pit lane to find out what can you tell us? What was going on? What were you seeing? What is the feedback? They don't have to be solutions or even ideas on improvement, just problems, issues and places for us to start looking at. This then feeds right back to the manufacturers, the designers, the race team, all the way through the organisation.

So it's not just about the data it's also about how everything is interacting. How those on the front-line are feeling and what they know. Information can often look abstract and individuals can't always see how they would make use of it or

they may lack time to do so but with the right systems in place for assessing this data and understanding underlying causes we stand a much better chance at staying ahead of competitors and constantly evolving.

From our research and findings the other thing we see is a frustration around information sharing. It seems to be quite easy to get people to collaborate on a social level, but more difficult to get different parts of an organisation to trust each other and work together to achieve a common goal.

And finally, data is fantastic because it provides us with insight and opportunities, what we must be wary of is treating independent data streams as the real problem or issue and reacting with a knee jerk response. However much data we have access to we still have to apply good problem solving skills to understand it, in particular 'what are the underlying causes and what are the consequences?' Only then can we develop a solution that can be weaved into the tapestry of the service offering.

Will is Managing Director of The Akenham Partnership which specialises in People Management and Culture Change within the logistics and service sectors. The main focus of Will's work is helping organisations achieve higher levels of engagement and performance from their people and helping them live up to the promise of their brand. Will has a Master's Degree in Organisational Behaviour and is currently working with the Technology Strategy Board on a project to improve the culture of innovation within businesses in the UK.

# THE BUSINESS EXPERIENCE – IMPLEMENTING SUCCESSFUL CHANGE

The Service Council's latest research<sup>1</sup> on field service challenges highlights how organisations are focused on workforce management initiatives to improve KPIs tied to customer satisfaction, productivity, and profitability.

41% of the 226 respondents to their field service survey highlighted that workforce management activities were top of mind for 2013 and early 2014.

To understand the issue of implementing successful change, Trimble talked to Jim Kafanelis, Contract Manager – Gas Infrastructure, Networks at Tenix, a delivery partner to owners of gas, electricity, water, wastewater, heavy industrial and mining assets in Australia, New Zealand and the Pacific.

## What factors were most important in supporting your solution deployment?

To develop the mobility solution we have created a cross-functional committee. The committee will review current technology solutions to determine the most appropriate system for our business. GPS technology is only the first stage of our mobility solution. We are now focused on the software, in-vehicle hardware and systems development to achieve our desired objectives. Staging the development of a full field mobility solution will enable our team to come on the journey with us, to become familiar with the concept of mobility and the solution that we develop.

To implement our GPS solution, we appointed a designated coordinator to interface all the requests between ourselves and our solution partner. In this way we are able to tailor and configure the GPS solution to get the most out of the technology. This provides us with crew identification, time-on-job, travel summary and the ability to identify the types of plant and equipment in the field – all at a glance of a screen. Without the backend set-up of this system we would not realise the full benefits that are available to us. The system also allows us to generate reports to help better understand our business, such as our fuel consumption, plant utilisation (time spent in depot versus in the field), stop summary for repair and breakdown, travel time and driver safety, just to mention some.



Finally, we were very fortunate to have a very receptive workforce, which made the transition and implementation of the GPS Technology possible. Our field staff are working with us in developing and testing the product and are keen to realise the benefits of this technology.

## FAST FACTS



2/3 of respondents to a recent survey carried out by Trimble said they had implemented a large change programme in the way their mobile workforce did their work in the last 24 months or planned to implement one in the next 24 months. These programmes could include use of new technology, different processes or ways of working, team restructuring and changes to work type.



## NEW TECHNOLOGY

accounted for nearly 60% of those rolling out change programmes.

# 93%

Of those who have implemented change in the past 24 months and have seen a result, the vast majority (93%) had seen a significant improvement or slight improvement, with 7% seeing a decline in results from the changes.



# 08

## USING TECHNOLOGY & TOOLS

What can help?



## Chapter 08.

# USING TECHNOLOGY & TOOLS

Technology is widely acknowledged to be a great enabler but how can organisations make the technology work harder for them and deliver even greater benefits and improved return on investment?

When it comes to a new field service management solution and its deployment, organisations want to be able to deliver customer service excellence through informed decision making and have accurate real-time information on which to base these decisions. They want to increase productivity at the same or lower operational costs and to increase the profitability of their service delivery through reducing measurable costs such as fuel, mileage, overtime, Service Level Agreement (SLA) penalties and subcontracting costs. In addition, organisations are looking to ensure brand protection and manage and retain an empowered and motivated workforce. As a result, organisations are increasingly looking for modular, scalable and easy to implement and operate solutions that provide business transforming metrics and information that quickly drive down costs across the entire field service operation.

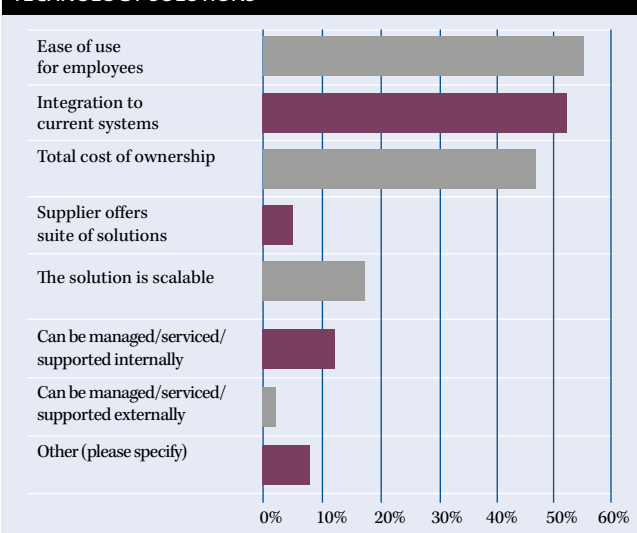
Studies show that managers have identified investment in technology as a priority for the business. In a recent survey of managers working in field service, Trimble found that 67% stated they had or intended to carry out a large change programme in the past or future 24 months and 58% stated that this would be new technology.

When evaluating new technology, respondents cited ease of use and integration into current systems as the two most important considerations (56% and 53% respectively)<sup>1</sup>.

Budget constraints are often cited as barriers to technology investment and in its survey, Trimble found that nearly 60% of directors were concerned that lack of investment in the proper tools and technology would hold back the development of the organisation.

Understandably a robust business case is required for Board approval on significant technology investment and a key element of this is the internal stakeholders who will benefit; getting the right information to the right stakeholder is crucial. There is day-to-day management and decision making that any manager needs to do to meet targets and generally have a good working day, and this same data and information then also feeds into longer term strategic business planning around resources, SLAs, budgets, targets and so on; getting the right technology in place for the analysis of this data and information can enable organisations to really transform the way they work.

FIGURE 06: MAIN CONSIDERATION FOR NEW TECHNOLOGY SOLUTIONS



### FAST FACTS

67%

of field service managers stated they had or intended to carry out a large change programme in the past or future 24 months and 58% stated that this would be new technology

When considering implementing new technology, ease of use for employees (56%) and integration into current systems (53%) were the two most important elements cited

60%

of directors were concerned that lack of investment in the proper tools and technology would hold back the development of the organisation

## SO, WHAT IS THE RIGHT TECHNOLOGY?

A recent technological advance causing industry divide is the growth of BYoD (bring your own device.) In a recent study<sup>2</sup>, over half of the respondents (57%) believed that mobile workers' productivity would be hindered if they were on a BYoD system.

Access to advanced analytics and management tools, however, promises to make the next few years a productive time for field service organisations. Companies that understand how to strategically leverage new and existing technologies stand to drive efficiencies, improve customer service and boost profits. Here are some of the most important developments to look for:

### INCREASED INTEGRATION OF M2M

Machine-to-machine communication is transforming how companies do business. Data transmitted from devices in the field to applications in the office can lead to decisions that significantly improve the business. In field services, that data flows in from GPS and in-vehicle data-capturing devices, as well as ruggedised handheld computers used for invoicing and confirmation of deliveries and task completion. In addition, sensors and monitoring devices on everything from household appliances to utility meters to complex machinery in oil fields transmits data on diagnostics, measurements, temperature and overall conditions, all of which is instrumental in preventing equipment failure, scheduling maintenance, and improving safety and energy consumption.

### LEVERAGE OF MOBILE APPS

As mobile apps flood the marketplace, field workers will use them more and more to share data and ease their workloads. Mobile apps help field workers become more productive by leveraging the cloud to access customer files, calendars, routing information and even social media. This allows workers to instantly access information on customers, invoicing, inventory and job locations instead of having to return to the office to get it. Information is backed up and then compiled into reports for analysis and future planning.

### PROFIT-DRIVEN ANALYTICS

Companies will increasingly rely on data collected through fleet and workforce management solutions to drive operational intelligence, improve customer service and efficiencies and boost profits. By leveraging analytics tools, companies can better enforce worker accountability and optimise planning. Analytics helps identify top performers, determine which schedules and routes produce the best results, and compare results from single workers and teams against the entire fleet. Aberdeen Group says best-in-class organisations leveraging analytics see profits increased by nearly 20%, customer retention by 42% and SLA performance by 44%. In an increasingly competitive market, this translates to higher efficiency, increased customer satisfaction and an optimised bottom line.

### KNOWLEDGE MANAGEMENT SHAPES STRATEGY

Information gathered from the array of technology tools and systems used by field service organisations is often used separately for specific tasks, and in some cases forgotten in databases and unused files. But if aggregated in a digestible form, the information can drive innovation and stimulate change. This is called knowledge management, which is typically tied to specific goals, such as increasing competitiveness, enhancing staff expertise and improving communication between

different departments. In 2014, more organisations will grasp the importance of knowledge management as a cross-discipline in shaping strategy and direction across the enterprise.

### GROWTH OF RUGGED MOBILITY

Ruggedised handheld devices in recent years have become essential to field workers to complete their tasks. Workers use the devices for scanning packages, diagnostics, checking customer records, invoicing and delivery confirmation, among other tasks. It is likely that we will see a continuation of the trend to equip field workers with rugged devices. Companies that have used non-rugged tablets and smartphones for field work will be replacing them with rugged handhelds as they realise breakage rates cost them more than deploying rugged devices in the first place.

### CLOUD-DRIVEN TRANSFORMATIONS

The benefits of cloud-based software will continue to give businesses significant advantages. KPMG's Technology Innovation Survey 2013 ranked the cloud as, "the biggest driver of business transformation for enterprises in the next three years," citing real-time information and productivity as key derivatives. Best-in-class field service organisations know the cloud makes them more flexible in meeting customer demands, so the question is no longer whether you should deploy cloud solutions but when. Organisations must evaluate and implement cloud services as methodically as with on-premises applications to remain agile and effectively meet customer needs.

### DATA-DRIVEN PRODUCTIVITY

Big data flows into organisations in various formats from a vast array of sources, including company systems, websites and social media. Collecting, organising and drawing insights from these massive volumes of data will help field service organisations improve services and operations, and stand out from competitors. Companies will need to review historical data, identify patterns and compile metrics for predictive analysis and strategic business planning. By leveraging data from multiple systems, including content management, data warehouses and specialised file systems, companies can better understand their operations and customer needs, and make decisions that drive customer satisfaction and increase profits.



2: "Service Management Priorities", Research Analysis: Executive Report, Trimble

## ANTHONY KWOK

FIELD SERVICES MANAGER AT UPG

The United Nations has declared it the 'Decade of Action' for improving road safety. Currently across the globe, 1.24 million people lose their lives in road crashes each year<sup>1</sup>, with 20 – 50 million people sustaining minor or serious injuries<sup>2</sup>. According to the World Health Organisation (WHO), an alarming one third of these road traumas are actually work-related<sup>3</sup>.

For business leaders, this statistic has often been hard to digest and the number alone has not been enough to spur them into action. Even though the safety of field workers and the other drivers that share the road with them is a highly visible and known risk, it often tends to remain stagnant on boardroom agendas with organisations choosing to adopt a reactive management approach instead of choosing to tackle the issue head-on; before a life is lost.

While a large majority of businesses still adopt this reactive approach, there has been a shift in responsibility with organisations across the globe starting to acknowledge that driver safety is not just a government issue but a corporate one as well.

A key driver for this shift, particularly in Australia, has been the introduction of new legislation which has imposed greater responsibility on businesses to improve their driver safety policies and duty of care profile. While companies have always been liable for their field-based workers, changes to the legislative landscape have seen driver safety steer its way back into boardroom discussions.

In Australia, we have seen a harmonisation of OH&S legislation nationally. The laws, which have only been in effect since January 2012, have had several implications for the field service industry locally; most notably the fact that motor vehicles are recognised as an extension of the workplace and a clear communications platform and emergency response policy is required for remote and isolated workers.

For businesses operating field-based workforces, monitoring their mobile workplace can be extremely challenging. Many companies choose to manage their risk through written policy, however, this approach is simply too passive and often ineffective. Companies should be focusing on embedding a driver safety culture that lays the platform for continuous improvement.

Organisations need to get on the front foot when it comes to improving and managing the safety profile of their fleets and implement strategies that will create a safe work environment for field-based employees. Investing in driver safety technology solutions is an effective way to improve a business' safety performance and compliance. In many regards, it's one of the only things that can help businesses proactively monitor and manage the way their field-based workers are driving while out on the road.

The technology enables businesses to take a preventative approach to safety by providing real-time insight into the driving performance of their mobile workers. Driver safety solutions monitor aggressive driving manoeuvres such as hard braking, harsh turns and excessive speed to help organisations ensure that their employees are adhering to set fleet safety policy guidelines for safe driving. Field-based workers can also be made aware of their driving behaviour in real-time through audible and visual alerts, helping them to identify when they are at risk to themselves and others on the road and decreasing the likelihood of any accidents occurring.

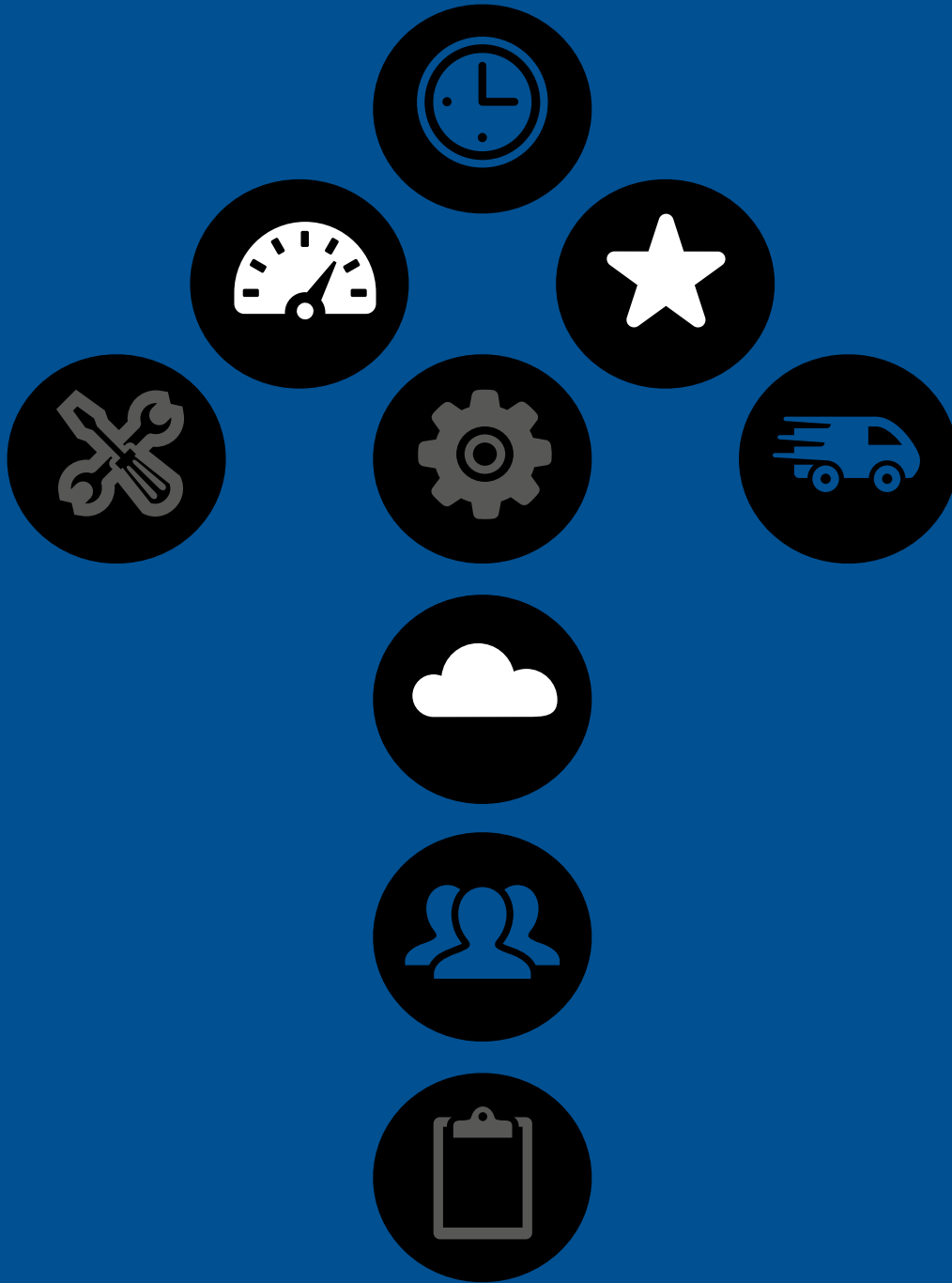
The United Nations has identified road safety as a key global concern; some may say it's the new 'green movement'. In the last decade, one of the biggest challenges businesses faced was to have strong environmental credentials. Today while being 'green' remains a major priority, the global corporate community needs to acknowledge that driver safety is also a critical part of any business strategy. Companies need to understand that long-term business productivity depends on safe driving behaviour. Legislative obligations aside, road safety and the technology that helps change behaviour makes strong business sense.

As the Field Services Manager at UPG, Anthony Kwok provides expert advice on how businesses with field-based workforces can improve their driver safety and OH&S compliance profile. UPG is the Trimble authorised distributor for central and eastern Australia. Focused on making your business more profitable through the use of geospatial solutions, technology to improve environmental and waste management processes as well as FSM technology, UPG's experienced team will recommend the best solution, as well as offer technical support, training and equipment servicing.



# 09

## FUTURE TRENDS



## Chapter 09.

# FUTURE TRENDS

We asked our Insight Report experts for their views on what the future holds for field service management:

### JASON CHIPCHASE

Head of Mobile Workforce Optimisation, Deloitte UK

"We'll continue to talk about cost. It's the basis for a lot of businesses so cost is definitely a trend that businesses will continue to address. Next is customer experience: How do we get that right for the individual and what is the role within that for the field service agents? Finally, information will only get to be more complex before it gets any easier, but will be debated for a while to come in terms of how we use it in its many forms.

These are the three trends we'll see and continue to talk about going forward."



### WILL SAMBROOK

Managing Director of The Akenham Partnership

"With the complexity of work only set to rise, and maybe further trends of consolidation and merger of companies and the challenges of integrating workforces that this brings, with greater numbers of workers potentially working from home, or remotely, over larger geographic regions or countries interfacing with new technical platforms we need to think differently about how we prepare people for work and how we plug the current skills shortage."

“

Based on the research from the Institute of Customer Service, we can see a number of important issues;

**Customer insight;** the role of insight and analysis across a wider set of dimensions is growing and it is those organisations that are able to develop real insight into the segments they wish to serve that will do well.

The **skills agenda** is becoming increasingly important as customers expect a greater level of engagement and real understanding of their needs. Those organisations that concentrate on developing relationships rather than transactions will be the ones that are able to drive greater loyalty and commitment. The types of new skills sets required are the ability to combine strong emotional intelligence, commercial acumen and technological awareness. All of which will be integral in an environment which is increasingly complex. There will be a growing challenge for organisations to bring together the required skills in order to deliver service experiences that are simple and intuitive and run across the organisation.

**Trust and reputation;** customers are becoming more demanding, better informed and have greater choice. Not only will they leave organisations that they do not trust and believe in, but they will also be less inclined to share data and information; and it is this information that organisations are increasingly requiring in order to develop appropriate products and services.

**Collaboration and not competition;** it may sound odd, but we're seeing more companies collaborating together to create the greater customer experience. In these terms this demonstrates that it is the end-to-end experience that's key. Airports are a great example as we don't differentiate between different companies but think of 'Heathrow' or 'Gatwick' as a whole.

**Boards and company leaders;** I do see a world when leaders understand the true value of their customer base, but this does mean that they need to consider how they build their boards and start seeing customer service as a key strategic driver for their businesses. Using customer measurement to track and help predict their future growth and development and developing long-term sustainable strategies built around the customer."

**Jo Causon, Chief Executive of the Institute of Customer Service**

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## A Look Ahead: What's To Come For 2014

As economic conditions for our consumers become more precarious each year, our consumers' wallets in turn are stretched beyond their limits. The expectation for service is 'more for less', and their willingness to pay for that service has become a thing of the past. When we examine the combination of tight economic circumstances and the wide range of consumer advocates advising that customers should resist paying for necessities of service, service organisations are faced with an insurmountable amount of pressure to do more for less. Companies looking to build a satisfied and loyal customer base need to realise that there are multiple drivers of customer satisfaction that will come into play for 2014.

Some of the key trends we'll see take shape in 2014:

**Simply put, make it simple** - Companies like Dell have started to measure the value of 'least-effort'. "We find that the more you can reduce the effort that a customer has [to go through], the more loyal they are, and the happier they are," says Bob Feiner, VP, Global Deployment and Field Services, Dell Inc. "This could be as simple as the ability to order parts. If you know what part you need to fix your laptop, you don't want to have to go through the process of talking to somebody on the phone or through a different channel; you just want to have the ability to order it. I think people see the benefit of self-service and there's a benefit to us as well – and that is a happier customer with lower contact costs and higher degree of loyalty."

**Remote Diagnostics are so last year** - Like it or not, Field Service is being reshaped by the mobile revolution, and in 2014, no tech will be safe. Wearable technology will break out onto the scene and revolutionise the way techs go about their day-to-day. Think about it. The core capabilities of a wearable device – capturing hands-free photos, video, and audio in real-time, and instantly sharing it with others – could save a business a fortune. Wearable devices put critical apps and notifications on your tech's wrist, allowing immediate access to what's important the second they need it. They're designed to give workers and managers ways to stay in touch in real-time when working on important tasks like repairing a jet engine, while omitting the need for messy email chains or prolonged phone calls.

**Understanding the customer lifecycle** - look from the outside 'in'. In 2013, companies recognised the need to look at processes through the lens of the customer and continually evolve and improve their operations to be competitive in the global marketplace. According to results released in the 2014 European Services & Trends Report, European field service companies outpaced American

service companies in revenues and profits, reportedly earning 35% or higher in profits from services, as opposed to 26% earned by American companies, through the servitisation value proposition; the acknowledgement that companies' services are key factors influencing the company's bottom line. The 'smart companies', industry executives agree, are the ones that focus on customer satisfaction and loyalty and then realise the revenue and profit as a result of that.

Field service organisations already know that having the technical chops is not enough to stay ahead of the game in today's market and that a company's product is only as good as the service it provides. Every year, the industry will continue to change and the role of the technicians will continue to change shape with it to keep pace with the ebb and flow of the customer lifecycle. The field service industry will continue to reinvent the wheel in the years to come – as something better, something faster, as something more stable and as something that is continuously evolving for the better; one service call at a time."

WBR is the world's biggest large-scale conference company and part of the PLS group, one of the world's leading providers of strategic business intelligence with 16 offices worldwide. Their conference divisions consistently out-perform their industry sector competitors on the quality of the events they produce and the relationships they nurture with both attendees and sponsors. Every year over 10,000 senior executives from Fortune 1,000 companies attend over 100 of their annual conferences – a true 'Who's Who' of today's corporate world. From Automotive events in Bucharest to Logistics conferences in Arizona to Luxury conferences in New York and Finance summits in Hong Kong, WBR is dedicated to exceeding the needs of its customers around the world.

**Deanna Gillen, Editor-in-Chief, Field Service Blog, Worldwide Business Research (WBR)**



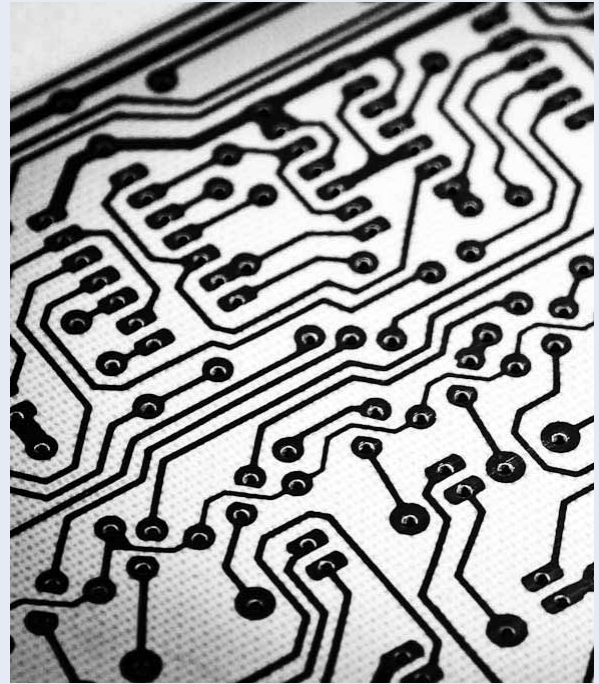
## TOM SCAHILL,

Business Area Director, Trimble Field Service Management,  
Australian & New Zealand

“With the rapid evolution of machine-to-machine (M2M) technologies we’ve seen in the field service industry over recent years, we’re increasingly seeing more sim cards, in more units, talking to bigger back-end systems. This connectivity is enabling organisations to draw performance-based data directly from their mobile workforce and coalescing this in to useable, actionable information that helps them make informed business decisions as well as identify key industry trends and areas for improvement.

Another really interesting area for field service is 3D printing which seems to be gaining momentum and if a technician is able, for example, to ‘3D print’ (effectively make) pretty much any of the tools, parts and assets they needed in the back of their van the implications for field service work are huge. We know that the biggest complaint for customers is around first-time-fix rates and repeat visits, which aren’t good for customers or companies, this ability to 3D print would effectively remove a lot of that, so there is far better resolution for the customer which is key.

These are the kind of things that field service organisations will need to come to terms with and they are being developed and produced today and as a result with technology continuing to evolve, we believe there will be an increasing demand for highly skilled technical specialists in the industry.”



“

The best advice I was ever given was really focusing on three things and doing them well and that probably hasn't changed; find out what people want; go and get it and find a way of giving it to them.

If we embrace these basics and then include the developments in technology we get much smarter systems and ways of working and a key way is predicting disruption as well as analysing trends. It's not something that we're always very good at, but since advancements in machine-to-machine (M2M) technology we wouldn't always need to be. Originally with M2M, we'd have a photocopier which knows that its chip is getting too warm so it alerts an engineer, but with the smarter systems we're seeing being developed the chip will now say, “no its ok, because its 11.30am and the sun always comes through the window at the time so I'll get cool again in a few minutes when the sun has moved round.”

Human intervention will remain but it may well be a luxury. We'll have an increased reliance on technology, driven from an economic imperative to be competitive and there will be pressure on us as consumers, employers and employees to keep up with it all; to keep learning and developing with it, retraining and learning new skills. For young people starting out it is all very exciting.”

**Rosco Paterson, Chief Executive, Verologik LLP**



# THE LAST WORD.....

## BY MARK FORREST

"In this, our latest report, we've looked at a wide-ranging number of issues and challenges facing those working in field service management, gaining great insight from our third-party experts and our customers alike. Further to the trends outlined above, I'd just like to add a final word:

### ENHANCED SERVICE EXCELLENCE

Revenue growth will continue to depend on superb service and field service executives realise a positive customer experience translates to higher customer loyalty. Delivering excellence is tightly linked to the quality of work performed and information communicated by field technicians to customers, who use it to measure integrity, credibility, effectiveness and overall brand perception. Organisations with customer satisfaction rates of 90% or more see service revenue increases of 6.1% and overall revenue growth of 3.7%, according to Aberdeen. Companies that track whether service commitments are met, tasks are completed on time, and scheduling is efficient, are better positioned to deliver excellent service.

### EMERGENCE OF A NEW WORKER

The recession left a gap in the employment sector and now demand for field service workers is growing as the aging workforce retires. A new generation of technicians will start to emerge, and it will have much more proficiency in mobile tools and apps, in addition to a strong grasp of the importance of the cloud and other next-generation solutions in driving success. This new breed of worker will be quick to adapt to change and embrace technology to resolve issues, increase efficiency and collaborate with co-workers.

### PERFORMANCE AS A PRIORITY

An under-trained, under-qualified workforce can hurt a company. How field workers perform is critical to customer relationships, which in turn is a key factor to profitability. Just one underperforming worker can affect a brand's perception, and potentially costs thousands a month by failing to complete work or delivering substandard service. Workers need to resolve customer issues the first time, every time. To ensure that happens, companies should leverage workforce management and analytics tools to identify which workers are underperforming and need training. They should then implement effective training programs to get workers up to speed and deliver service excellence."



## Chapter 10.

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