FIELD SERVICE MANAGEMENT: THE CHANGING TECHNOLOGY LANDSCAPE

TECHNOLOGY IMPROVEMENTS ARE CREATING NEW OPPORTUNITIES TO DRIVE PRODUCTIVITY, OPTIMIZE JOB TYPES (INCLUDING PREDICTIVE MAINTENANCE), AND IMPROVE CUSTOMER EXPERIENCE FOR ORGANIZATIONS THAT PROVIDE FIELD SERVICE. EXPLORE THE TRENDS, THE TECHNOLOGIES, AND THE OPTIONS IN THIS NEWSLETTER.

Featuring Research From Gartner
EXPLORE THE TRENDS, TECHNOLOGIES, NEW BUSINESS MODELS, AND TRUE ROI.

Evolving Industry, Marne Martin, CEO

ServicePower understands well the field service market, and has worked hard to create the latest in innovative products to support your organization now, as well as in the future. In this newsletter, ServicePower will guide you through trends such as the complexities of managing a field workforce and new technologies, the new business models which can revolutionize your business, the somewhat confusing FSM landscape, and how to achieve true ROI with your FSM selection.

The latest business technologies include social, mobile, cloud, analytics, IoT and M2M, all which promise to have some role in revolutionizing business. These all converge such that executing service management operations is no longer about individual technologies supporting individual parts of the business. It’s about amalgamating the latest technologies, as well as multiple types of labor resources, to build a connected organization that utilizes all or many of the latest business technologies to move faster, with greater productivity, to delight customers and defend competitive advantage.

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1. EVOLVING INDUSTRY, MARNE MARTIN, CEO

We’ll discuss the new business models that are available as a result of the latest technological advances – like IoT or M2M and mixed labor models – that will help your organization to evolve from a break fix model to a proactive predictive maintenance model where you can allocate to the least cost, soonest available or the technician that simply has the right part.

You’ll also learn what true optimization means in scheduling, and how deploying field service technologies such as schedule optimization and intelligent utilization of third party contractors in your labor equation provides a real return on investment on existing customer engagement, contact center and ERP/supply chain investments.

We’ll highlight some industries which are working to drive better first time fix, increase productivity of their field forces, or enhance customer satisfaction and retention.

We will define how to calculate ROI and ensure continued returns over the life cycle of your field service management technology.

ServicePower has embarked on a journey to demonstrate our vision within the field service management industry. Our journey has taken us to the Gartner Magic Quadrant for Field Service Management, moving from a Niche Player position to a Visionary in 2014, and receiving the 2014 M2M Evolution for IoT Excellence Award from TMC and Crossfire Media. Let us show you how our vision supports your field service objectives!

-MARNE MARTIN, CEO, SERVICEPOWER
2. KEY FIELD SERVICE TRENDS

There are several key trends that are affecting field service organizations today. New technologies, different business models, and a diverse vendor landscape are driving field service organizations toward technology that will improve their competitive edge and increase productivity, efficiency, and customer satisfaction. Let's explore each below.

NEW TECHNOLOGIES

New technologies like social, mobile, cloud, and M2M/IoT, as well as real time analytics, are revolutionizing field service. Each team must acknowledge the technologies available to each in its ecosystem, while also recognizing consumer adoption of similar technologies.

For instance, the Nexus of Forces, coined by Gartner, refers to “the convergence and mutual reinforcement of social, mobile, cloud and information patterns that drive new business scenarios.” If one considers just the social platforms, you must acknowledge that each social network, including Twitter, Facebook and LinkedIn, yield the same user behavior whether the user is participating in a personal or business transaction. Field Service must consider how best to capitalize on the widely accepted social technologies to improve collaboration and knowledge transfer to increase first time fix rates, which ultimately drive down costs and drive up customer satisfaction.

Likewise, each field service organization must also consider risks posed by social networks, which offer instance public reviews of its performance. 140 characters can truly impact your organization’s reputation.

Also consider the Internet of Things, which is a network of physical objects that contain embedded technology to communicate and sense or interact with their internal state or the external environment. IoT and M2M (machine to machine) data are perhaps the best examples of new technologies which are impacting field service right now.

As more and more devices, from appliances to security systems, vending machines and trash receptacles, become connected to the internet and able to provide data regarding their current state, each field service organization must analyze how best to access and more importantly use the sensor data to provide better and often new services to its customers.

Generally, field service organizations can leverage the IoT and M2M data to:

- Improve triage
- Quickly identify necessary parts
- Track inventory
- Initiate automated intelligent dispatch events
- Remote monitor and diagnosis

Ultimately, the new technologies will force field service operations to evaluate new technologies and build a connected organization which is able to move faster, at a lower cost, such that it may delight customers and beat competitors.

NEW BUSINESS MODELS

IoT, M2M and Preventative Maintenance

The days of selling a product and fixing it when it fails are gone. Today’s newest technologies tend to be driven by the consumer markets. Consumers expect businesses to respond instantly, and provide new services facilitated by the products and devices they already own.
2. KEY FIELD SERVICE TRENDS

IoT and M2M are again great examples of technologies which open new business models. Consider:

- Manufacturing - use sensor data to maintain products, do predictive maintenance, or offer subscription services for consumables
- Utilities - use smart meters to regulate the usage of precious natural resources
- Telecoms - monitor infrastructure for maintenance issues to prevent outages
- Oil and Gas - monitor field infrastructure for flow
- Smart Cities - monitor parking, transportation systems, water, air quality, electric vehicle charging points, security and facilities systems like heating and cooling to maintain public services and decrease outage costs
- Facilities/Property Management, Smart Buildings - use sensor data to improve product up time and extend life through preventative maintenance services
- Healthcare - monitor patient vitals, improving care and decreasing the likelihood of unexpected catastrophic health crisis
- Vending - monitor demand by product to improve localized supply
- Agriculture - use sensors in cattle to monitor vital statistics, making optimal use of reproductive cycles or indicating when cows are about to birth calves eliminating long nights in the stable waiting

Source: ServicePower

Managing Mixed Labor Forces

Another trend field service organizations deploy to immediately improve their business model providing faster, lower cost services, and improved customer satisfaction and retention, is to blend or mix labor forces, utilizing both employees and contracted labor to meet its service commitments.

Why use mixed labor models?

Onsite service is a sacred mandate for most organizations. For customers, it has the least tolerance for error since the field resource is front and center with the customer. And of course, commercial service differs greatly from residential service. Commercial customers often require deeper expertise and immediate action, but see service most often as a vendor relationship. Residential customers require frequently a different degree of specialized skills and urgency, but have high expectations regarding the service appointment, in terms of breaking their routine to be available, cleaning their homes, and worrying about personal safety. The upside of onsite service in either segment is immense, though. It creates positive social network currency and loyalty especially when work is done correctly, in one trip.

Goals for Mixed Labor Models

When using a mixed labor force, each field service organization must determine the right mix of employees and contractors to:

- Control Costs
- Manage Margins
- Manage Demand Spikes
- Manage Consumer Experience
3. A BLENDED LABOR MODEL YIELDS THE BEST RESULTS

The role of field service organizations is changing. No longer are they regarded simply as cost centers or necessary evils. Field service organizations (FSO) provide important post-sale customer touch points that should be exploited by all verticals within the organization to increase sales and improve brand image and awareness.

At the same time, FSOs are increasingly challenged to also decrease costs and cycle time, increase profitability, productivity and field utilization, all while increasing the customer satisfaction and retention that leads to increased sales and improved brand image. They need technology’s help to do all this.

Historically, FSOs have relied upon a single labor channel to execute field services. A single labor channel inherently limits the FSO’s ability to:
- React to seasonal demand spikes
- Dynamically change geographical coverage
- Impact fixed overhead costs

Employing a mixed labor model, including employees, contractors and on-demand technicians, provides the mechanism through which an FSO can achieve desired metrics, as well as contractual commitments.

Using technology and automation, the FSO must intelligently and dynamically determine and distribute work to the channel which best meets the desired metrics.

Choosing the right technology and best contractor partner(s) mitigates the disadvantages of mixing labor resources. Consider:
- Flexibility & Adaptability
  - The combination of technology and partner must handle multiple complex skill-sets and product lines
- Delivering Consistency
  - Intelligent ranking logic ensures the best performing partner resources perform the highest volume of work
- Visibility
  - Contractor networks must be willing to use and adopt the technology. For this to happen, the technology must be:
    - Familiar
    - Easy to use
    - A significant source of volume

Implementing a mixed or combined labor channel strategy ensures field service organizations meet corporate metrics and customer commitments, maximizing the organization’s ability to exploit each customer touch point, increasing sales and improving brand image and awareness.

“Generally, my mix of employees vs 3rd parties is 70/30. However, I have to be able to fluidly and automatically shift between the workforces, not based simply on dedicated geography, but based on cost, margin, cycle time and quality metrics. The ServicePower field management platform provides me the ability to manage my field service operation to ensure we meet our metrics and provide the quickest, best customer service” – veteran field service manager responsible for 3,000 employed technicians for a Fortune 100 company.

Mixed labor forces, including employed and contracted technicians can be intelligently utilized together to provide:
- Flexibility to meet demand spikes
- Cost savings
- Margin goals
- Consistent Consumer Experience and improved satisfaction
- Common Visibility
- Shared knowledge

Source: ServicePower
There are many flavors of Field Service Management vendors available to field service organizations today and options continue to change as new vendors enter the market and others are merged. The market landscape is confusing to say the least. Though vendors attempt to speak potential buyer’s language using terms like “optimization”, “real-time”, “in [or intra]-day”, and “street-level routing”, these terms do not actually mean the same in all cases.

The sophistication of ServicePower’s optimization technology stands out in its capabilities, so although the solutions may be described similarly, what is available in the market generally falls into 3 buckets:

1. **Manual Scheduling** yields basic schedules where the user typically builds and manages a schedule manually. The solution has no optimization, no automation, and no route optimization. It is typically a drag and drop method used by small businesses. It generates low business value.

2. **Automated Scheduling** is simple computer logic used to automatically build a schedule. This is a simple, rules-based scheduling method which yields low optimization, automation and route optimization. It primarily schedules to white spaces on the schedule and is used by small to medium sized businesses, but provides low overall value to the business.

3. **Intelligent Scheduling** is true optimization, like that offered by elite vendors like ServicePower, which utilizes artificial intelligence, including various algorithms which intelligently automate the scheduling process. The schedule is not built on basic rules alone, but considers minimizing overall costs, maximizing service delivery margins, reducing response times to improve customer satisfaction, optimizing preventative maintenance, or a combination of all of the above. In this option, a job is assigned to a field resource, but not finalized yet, enabling the optimization algorithm to shuffle the schedule to create a more efficient overall schedule in line with the business’s chosen parameters or goals. True intelligent scheduling products offer high levels of schedule optimization, automation and route efficiencies, and are used by enterprises to create a high level of overall value for the business.
ServicePower, the acknowledged industry leader in configurable Optimization Technology, provides a patented, connected, mobile field service management software platform used by field organizations to improve productivity and efficiency, intelligently schedule appointments, SLA and complex jobs, as well as parts.

Our platform focuses on solving fundamental field problems, with patented routing optimization, 3rd party dispatch and warranty claim payments, cutting edge mobile technology, and robust business intelligence and asset tracking software. Our integrated scheduling, mobile and business intelligence technologies:

- Intelligently schedule the best labor resource, whether that’s an employee in a company truck or a 3rd party contractor, to meet customer requirements
- Optimize employee schedules to achieve the greatest levels of productivity, efficiency and SLA compliance
- Fully mobilize onsite processes, ensuring the job is completed, to the customer’s satisfaction, in a single truck roll, driving down schedule costs and repeat trips
- Continuously analyze and fine tune the overall operation through real time, data driven decision making

ServicePower continues to lead the field management industry with product innovation, such as the latest in M2M Connected Services and conditional scheduling, and Smart Scheduling Broker which intelligently mixes labor resource pools. Our team of field service industry experts provide outsourced field management to organizations seeking to outsource some of all of its field service requirements through a vetted, managed third party network. Our deep mobile expertise, including industry veterans with 20+ years of mobile application development experience, provide the technology to fully mobilize field service operations, improving our customers’ first time fix rates. Our partner ecosystem, including solution providers and global integrators provides the additional features and resources to support end-to-end field service deployments, around the world.

Source: ServicePower
5. FLEXIBLE FIELD SERVICE MANAGEMENT SOFTWARE

Best in class field service management solutions should support a variety of verticals, be easy to configure (and not require development) to support any type of field-based event, and ensure on time, on budget implementations.

Key features of the software should include true intra-day route optimization, SLA, part and ‘helper’ scheduling, and device agnostic mobile technology. And for those organizations which now or later require mixed labor resource models to achieve corporate metrics, the FSM should also include integrated, intelligent third party contractor dispatching and claim payment validation and processing. As an example:

- ServicePower supports 80% of North American consumer electronics warranty and service contract claim processing and 32% of North American appliance manufacturers
  - For manufacturers, ServicePower:
    - Provides integrated schedule optimization of employed and dedicated contractor labor and third party servicer dispatch to support installations, repairs, and recalls
    - Preferred resource or self-servicing dealer dispatching
    - Configures tight warranty claim logic, robust audit and flexible labor schemas
    - Performs real time claim adjudication
    - Provides complete analytics which indicate product, part and component level failure, as well as average claim costs, parts utilization and contractor performance
    - Provides payment processing, post event customer surveys
    - Provides fully outsourced or supplemental service coverage through our own managed service provider network

CLIENT VALIDATION

“Customer service is now able to fix more appointments on the first call and provide more appropriate appointments so there are fewer “no shows” and more “first time fixes.” – North American Fire and Security company

“ServicePower’s best in class, scheduling optimisation software, ServiceScheduling, will enhance our workforce management software by providing our client base with innovative technology that will make a real difference to their operations.” – OEM Partner, Facilities Management industry

“ServicePower has been a true partner to BrandsMart. They’ve provided BrandsMart with a total solution encompassing not only our scheduling and routing needs, but replaced our CRM through their partner ecosystem. They’ve enabled us to move from a very manual operation, where technicians were once routed by a single, veteran employee, to near total automation. We’ve been able to schedule more jobs per day, save on fuel costs, close more jobs per day and track what’s happening throughout the day, both in terms of the jobs themselves, as well as where company vehicles and inventory are at any given time. ServicePower enabled BrandsMart to truly transform our field service operation.” – Cosmo Adamo, VP, Service, BrandsMart USA
5. FLEXIBLE FIELD SERVICE MANAGEMENT SOFTWARE

- Our scheduling technology provides the backbone to the third largest unified communication vendor in the world.
  - For the extensive telecom supply chain, with companies ranging from VARs to telecom carriers, ServicePower provides the solution to schedule field resources to execute services for commercial and consumer accounts
    - Provides integrated schedule optimization of employed and dedicated contractor labor and third party servicer dispatch for equipment installation, maintenance or repairs, infrastructure upgrades and maintenance of consumer based voice and data services
    - Longitude/latitude based schedules even handle remote based equipment such as towers and power stations
- Our Smart Scheduling solution provides scheduling and dispatching from FNOL (First Notice of Loss) to 24% of US property and casualty insurers and 41% of third party administrators
  - For Auto insurance, ServicePower supports:
    - Onsite inspections at the insured home or place of work
    - Drive in facility scheduling including travel time proximity for the insured to find the nearest locations
    - Preferred in-network body shop scheduling through SLA appointments
    - Scheduling of supplement jobs, deck reviews, investigations
    - Independent adjusters dispatching
    - Intelligent, logical handling of low value claims for write off

CLIENT VALIDATION

“The audit capabilities of ServicePower save us $80,000 per month in claim costs and the users are happy with the system” – North American Third Party Administrator

“Knowing that ServicePower offer us a fully managed system from the initial point of contact by the end user, to the successful completion of each customer’s case has allowed us to focus on other areas of improvement within Richer Sounds.” – UK Retailer

“…the product is great but the thing that I like best is the great people who are there to support me.” – North American Warranty Administrator

- For Property:
  - Appointment scheduling to meet soft parameters, productivity or customer experience goals
  - Dependent or return visit scheduling
  - General contractor dispatching
- For Catastrophe:
  - Schedule both employees and contractors to assist in CAT events
  - Facilitate mobile communications and track employee locations while deployed ‘on the ground’ in the aftermath of catastrophic events
  - Perform disaster modelling to predict demand in catastrophes
5. FLEXIBLE FIELD SERVICE MANAGEMENT SOFTWARE

- Our solutions support the top retailers in the US and UK with both software and outsourced field service management
  - Retailers, faced with rising overhead costs, showrooming and shrinking margin don’t have to focus on managing installation networks with ServicePower.
  - Provides integrated schedule optimization of employed and third party servicer dispatch to support installations and repairs for product sold in the store or online
  - Configures tight warranty claim logic, robust audit and flexible labor schemas for service contracts and extended warranties, while forwarding warranty covered claims to the appropriate manufacturers
  - Provides complete analytics which indicate product failure rates, assisting with OEM subrogation and vendor recovery, as well as average claim costs, parts utilization and contractor performance
  - Provides real time mobile dispatch and instance status information, as well as on-site customer surveys for real time feedback
  - Provides fully outsourced or supplemental service coverage through our own managed service provider network

Source: ServicePower
6. FIELD SERVICE MANAGEMENT SOFTWARE-ACHIEVE TRUE ROI WITH YOUR SELECTION

A Field Service Management (FSM) solution is an investment, both in terms of cost and human capital to implement, learn and manage it. As such, any field service organization should expect a sizeable return on its investment.

But maximizing the ROI begins even before the implementation of an FSM product: it starts ahead of the implementation through the sales-cycle. FSM solutions can have a fundamental impact on culture and the way people work, therefore the key stakeholders should be involved from the outset and throughout the duration of the selection process. This involvement extends to the key decision-makers, management, dispatchers, and field engineers/technicians. Having internal advocates involved and spreading a positive message can encourage commitment thus raising the potential ROI.

Once an FSM solution is deployed, it’s critical to maintain it and the associated processes, to maximize the ROI, for instance:

1. Offer continual training.

Once your FSO has invested so much time, cost and effort in implementing a FSM, you must take active steps to ensure the knowledge to use and optimize its performance is retained.

To combat the loss of knowledge:

- Hire FSM managers and empower them to address employee issues, such as non-compliance to a scheduled route, quickly.
- Offer certification classes to employees most involved with the software, and incentivize them to complete the process.
- Offer opportunities for employees to gain additional knowledge through vendor or industry events, like user conferences and webinars.

2. Develop policies that dictate employee interactions/utilization of the software.

It’s critical to create policies and procedures that discourage ‘breaking the software’ or manually circumventing the software.

Policies, especially those that are supported by executive buy-in, minimize misuse of the software, such as making manual schedule moves, or disregarding the automation and optimization logic of scheduling software.

Policies and training are critical to any FSM software’s continued success.

3. Perform regular health checks & review your use cases within the business.

4. Upgrade regularly and adopt new functionality from your FSM vendor.

Additionally, use FSM experts to continually evaluate how your organization is using the software, identifying opportunities for improvement.

5. Track KPIs

There are common key performance indicators, KPIs, which all field service organizations should monitor, to determine how the organization is operating, and ensure it continues to operate at desired levels. Common KPIs include:

- First time fix rates
- Jobs scheduled per day
- Jobs completed per day
- Mean time to repair or cycle time
6. FIELD SERVICE MANAGEMENT SOFTWARE-ACHIEVE TRUE ROI WITH YOUR SELECTION

- Travel time
- Mean time between failures
- Truck rolls per job
- Parts per call
- Missed customer appointments

Baseline your KPIs before you implement the software. Continually monitor your KPIs throughout the lifecycle of the FSM software with robust, business intelligence software, which can provide not only real time data, but data from across the operation, including mobile field techs. Use the data to continually improve your operations.

Overall, invest time in your human resources and the software itself, to ensure the highest return on your investment.

Source: ServicePower
The field service management market continues to evolve and mature in response to new technology developments in the areas of SaaS and mobility. We assess the major vendors that enable field service organizations to schedule and execute field service to support and improve overall service.

**MARKET DEFINITION/DESCRIPTION**

The applications that we focus on should have the scope to achieve four objectives:

- Receipt of requests for a field service technician over the Internet, over the telephone or from an intelligent device
- Scheduling and assigning a service technician (long, midrange, weekly and intraday optimization of the technician, factoring in assets and improved service-level agreement [SLA] compliance)
- Complete mobilization of that technician to perform end-to-end service tasks, including the ability to look up inventory status in real time or cached on a wireless device
- Field service functionality that supports a continuum of field service models, from reactive to preventive, to predictive, to reliability-centered maintenance

In addition to the core scheduling component and the mobile support mentioned above, an end-to-end field service management (FSM) solution also may contain the following:

- Route optimization
- Entitlements and contract management
- Product and pricing configuration
- Case-based reasoning/knowledge management
- Project management software
- Reporting and service analytics
- Bill/invoice preparation
- Field parts, tools and material/parts management (essentially a field supply chain management [SCM] system)
- Intelligent device management and fleet management
- Depot repair
- Software for mobile application support that includes a user experience that maps to mobile workflow
- A service integration framework or platform

Vendors should offer customers a choice of deployment models, including on-premises, hosted and software as a service (SaaS), with SaaS receiving the highest weighting. Products should be architectured on a service-oriented architecture (SOA) framework in order to score well.

The importance of individual components will vary by industry; however, to score well in this Magic Quadrant, a vendor must address the first four requirements listed above very well. The other capabilities are still important, and companies may prefer a broader suite with less advanced scheduling optimization. For example, depot repair functionality rises in importance for companies that have their customers return products to a central facility, or for companies that run individual service centers. Businesses usually employ one of three business models:

1. OEM-performed installation, maintenance and repair
2. Field service for asset-intensive businesses — for example, manufacturing plants, utilities and telecommunications
3. Third-party (outsourced) maintenance and repair (this is the most complex model, because the management of parts, contracts and warranties — essentially ERP, SCM and product life cycle management [PLM] functions — is not under the vendor’s control)
This Magic Quadrant does not include stand-alone fleet management vendors, which tend to be more focused on vehicles and other mobile assets. It also does not include enterprise asset management (EAM) vendors, which generally focus more on internally owned assets (as opposed to externally owned assets, which is the case with field service). Functionality in EAM includes detailed asset registries, support for complex inventory relationships, financial support via detailed cost analysis, capital construction planning and more.

MAGIC QUADRANT

Figure 1. Magic Quadrant for Field Service Management

Source: Gartner (December 2014)
VENDOR STRENGTHS AND CAUTIONS

ASTEA INTERNATIONAL

Astea International provides a full suite of end-to-end field service capabilities, with a strong focus on capital equipment and high-tech industries for end-to-end service processes in a variety of service models (for example, field service, repair depot and third-party contracting). Astea’s enterprise application is Astea Alliance. Astea’s product targeted at the small or midsize business (SMB) market is ServiceVision. Astea Alliance can be deployed as SaaS or on-premises, and ServiceVision is deployed as SaaS. Astea’s mobile hybrid apps, using HTML5 with native container technologies, have been well-received by customers and now include sales functionality (for example, quoting.)

Strengths

• We found Astea to be one of the more affordable options in the market, with many modules that normally command a separate line item bundled into the price for easier consumption and contracting.
• Astea has continued to build support for the use of third-party contractors by adding a mobile application to complement the existing third-party portal.
• Astea continues to invest in mobile applications, including inventory management, which allows technicians to look up parts availability in forward stocking locations, sales and service quotations, and reporting and analytics capabilities — and also includes a separate mobile business intelligence (BI) app for reporting on the go.

Cautions

• Astea International remained unprofitable in 2013 as it transitioned from a revenue model based on perpetual licensing to a hybrid approach incorporating cloud-based applications. Recognized revenue decreased from $26 million in 2012 to $20 million in 2013 mainly because of this transition.
• Astea International has shown limited adoption for large-scale deployments of more than 500 technicians. However, the company has historically shown adoption at this level, and has several deals in the pipeline of more than 500 technicians.
• Astea needs to continue building out its partner network of service providers for implementation, configuration and cloud delivery, as well as its software partners and resellers.

CLICKSOFTWARE

ClickSoftware’s field service products include ClickSoftware Enterprise Mobile Workforce Management (which includes planning and forecasting, shift management, scheduling and dispatching, mobility, and performance management), ClickExpress, ClickWorkforce and ShiftExpert on the Salesforce platform, and “smart” apps for SMBs. ClickSoftware is the largest independent software vendor worldwide that offers field service optimization. The company has done a 180-degree turn in its cloud strategy and now states that it is 100% committed to migrating customers to the cloud at their own pace; also, cloud deals now make up more than half of the company’s sales pipeline.
Additionally, the company offers a mobile application development platform to support configuration and customization of the mobile applications. ClickSoftware’s mobile architecture is based on HTML5 and can run as hybrid apps with Apache Cordova, and for Windows 8.1. The mobile platform also includes a development studio with a visual forms editor, and the vendor’s mobile client is certified to run on the IBM Worklight mobile platform. ClickSoftware offers a curated app store for FSM-related mobile app downloads. However, customer adoption and usage have been low, despite more than 120 apps offered.

ClickSoftware also provides scheduling optimization to SAP customers through its partnership with SAP. The product is offered as SAP Workforce Scheduling and Optimization, powered by ClickSoftware.

**Strengths**

- A tight focus on field service (for example, forecasting, rostering, scheduling and dispatching, and mobility), as well as its position as the largest and most stable company of its kind, gives ClickSoftware credibility and appeal to prospects. It continues to build out functionality to increase the percentage of scheduling that can be handled automatically in order to reduce dispatcher intervention. Examples include a mobile application to monitor technicians in the field as well as improvements to scheduling algorithms (like predictive street-level routing).
- The company’s sales execution improved year over year with the signing of 55 new enterprise customers, and the addition of more than 15,000 SMB customers through the acquisition of Xora.
- ClickSoftware continues to invest in innovative mobile features, such as a collaborative workflow engine, social collaboration, intelligent automated agents and gamification. The company has sold and deployed an application for the Samsung Gear 2 wearable device (the Today App), which integrates with ShiftExpert on the AppExchange.
- With its acquisition of Xora, ClickSoftware now has products to address enterprises, the midmarket and smaller companies. Additionally, ClickSoftware has increased its support for third-party services through its Service Marketplace.

**Cautions**

- ClickSoftware is not as appealing to enterprises that are not (but one day could be) interested in advanced optimization; however, smaller companies may find ClickExpress and the former Xora product to be appealing. Utilities and telecommunications still make up approximately 70% of customers, with the rest representing more than 15 vertical industries, including heavy industry, office equipment and home services.
- SaaS revenue accounts for less than 10% of recognized revenue (but a larger percentage of opportunities in the pipeline). While ClickExpress for SMBs and Xora is multitenant, the cloud delivery model of the enterprise application is not yet fully multitenant — but it is on the road map. Adoption of its Salesforce app remains low.
- With the exception of ClickExpress, which provides an end-to-end solution to midsize customers, ClickSoftware is not intended to be a complete FSM solution (for example, contracts, invoicing, parts management and CRM) for the enterprise market. ClickSoftware’s mobile apps can extend these areas.
ClickSoftware Enterprise Mobile Workforce Management references reported longer-than-average implementation times — an indication of the complex nature of their service model and on-premises deployments. Cloud deployments have been shorter.

IFS
IFS, a Europe-based ERP vendor, has several products to support field service environments. Asset-centric companies that are seeking a full suite plus ERP functionality will look at IFS Service Management (the combined modules that support service within IFS Applications). The company also offers IFS Mobile Workforce Management (the former 360 Scheduling product) and IFS Field Service Management (the former Metrix product) to address other non-asset-centric vertical industries as well as enterprises and SMBs alike. IFS has been executing well on its aggressive strategy of supporting service businesses in terms of sales, marketing and support through executive leadership. The Metrix acquisition gave IFS a new mobile platform as well as a SaaS offering.

Strengths

• IFS Labs continues to develop and incubate innovative technologies that can be applied directly to field service, including support for a variety of wearable devices and augmented reality (AR). IFS takes a sensible and realistic approach to releasing functionality at a pace that the market is ready to consume.
• IFS’s dedication to service remains high, as evidenced by such commitments as CEO sponsorship of a North America-based center of excellence for service. References reported higher-than-average marks in nearly all categories of software and services.
• IFS has improved its overall corporate financial standing, as evidenced by double-digit license growth and the increasing contribution of license sales over service and maintenance. The improvement is also evidenced by the continued building of a structured partner relationship management program, including the addition of new service providers and strategic partners to IFS’s network.

Cautions

• While IFS has completed the normalization of all mobile applications on one framework, application delivery remains splintered. IFS Mobile Work Order is currently available on Android, Windows Mobile and Windows 8, while IFS Field Service Management mobile app is available only on Android, iOS and Windows Mobile.
• While sales to new customers have increased for all service applications, the products remain somewhat siloed by functionality and vertical industry. For example, the adoption of the 360 Scheduling engine has not gained much traction in other applications, and the use of IFS Talk (the company’s social collaboration product) requires the purchase of IFS Applications.
• IFS has shown limited adoption for large-scale deployments of more than 500 technicians.

INFOR
Infor has focused on a strategy to build deep industry functionality for 12 defined vertical industries. Within these industries, the company mostly addresses the midmarket, upper midmarket, and complementary sales at a divisional level for field service. Infor offers several products to address field service; the main two are Infor LN Service Management and Infor Service Management, the latter of which the company purchased from Single Source Systems, the partner that built field service functionality on top of Infor SyteLine ERP.
Strengths

• Infor has a broad suite that includes ERP, accounting (accounts receivable, accounts payable and general ledger), repair depot, call center, contracts, sales order management, returns, configuration management, financial management, inventory management, warehouse management, transportation and more, in addition to field service functionality.

• Infor LN Service Management incorporates the workflow capabilities of Intelligent Open Network (ION) — Infor’s integration and business process management (BPM) platform — to cover many service scenarios, including overdue work, planned service orders, maintenance notifications and so on.

• Infor has broad geographic support for professional services and customer support. Additionally, there are localizations for 48 countries, and the user interface can be delivered in 21 languages.

• Infor’s social platform, Infor Ming.le, has an appealing modern user interface, allows users to follow objects and people, and creates a feed that alerts users to changes in work orders, purchase orders and so on.

Cautions

• Neither product has advanced intraday optimization in real time; however, Infor LN Service Management does have optimization in the form of incorporating SLAs, skills and criticality when determining schedules. This process can be triggered manually or automatically every few minutes. Scheduling in Infor Service Management is manual; there is no real-time optimization or batch optimization. Infor Service Management is best-suited for complex service, inspections, and long-term installation projects, not for high-volume repetitive field service environments. Overall, Infor has shown limited adoption for large-scale deployments of more than 500 technicians.

• The vendor has no multitenant SaaS offerings for field service; however, such offerings are on the company’s road map.

• While Infor has increased overall corporate brand awareness, there is little marketing presence or recognition in the field service market, and references have reported no field service user community worth mentioning.

ORACLE (E-BUSINESS SUITE)
The appeal of the Oracle E-Business Suite (EBS) Field Service is that it is part of a broad and integrated set of modules for end-to-end service management (for example, technician portal, inventory, service contracts, and project costing and billing). For more complex scheduling needs, Oracle offers the Advanced Scheduler module. Oracle also offers hybrid mobile apps built on its Mobile Application Framework (formerly ADF), but Windows laptop clients and legacy WAP-based portal users make up the majority of mobile users. (Oracle acquired TOA Technologies in September 2014, which was after the evaluation period for this Magic Quadrant. As such, the companies were evaluated separately. TOA will be part of Oracle Service Cloud, and will assist the ERP and CX cloud solution sets.)
Strengths

• Oracle Field Service is a good fit for the shortlists of Oracle EBS customers that are already using Oracle ERP and service products for depot repair, inventory, technical support, asset management and order management. Oracle continues to show a strong ability to upsell within its client base; it also continues to show new implementations, especially in high-tech and life sciences.

• The company has partnerships with many large service providers (such as Deloitte and Accenture) that can sell, implement and configure Oracle Field Service.

• Oracle released the Field Service Task Analysis Dashboard, which is an Endeca Extension for field service. The dashboard allows managers to measure the health of the field service business by reviewing a variety of metrics, including first-time fix rates, rejected or rescheduled tasks, and task constraints.

• Oracle has moved nearly all EBS screens to HTML, which breaks the reliance on Oracle Forms and opens up the choices users have in compatible browsers.

Cautions

• Oracle Field Service is rarely implemented as a stand-alone product in other ERP environments.

• There is no multitenant SaaS offering, although the vendor does offer hosting and private cloud for Field Service in the Oracle Managed Cloud Services offering (formerly called Oracle On Demand), which Oracle can manage at the customer’s facility, at a partner’s facility or at an Oracle facility. Field Service also is available through partner-managed cloud service offerings. Seven customers have deployed through Oracle, but no partner-hosted cloud implementations are currently live.

• Customers running Oracle EBS v.12.1.3 or later can run apps on iOS and Android smartphones, but deployments are still catching on (just implemented at Sun) and most users are expected to be on Android.

• While the Advanced Scheduler has many advanced capabilities to augment the basic scheduling of EBS, it is not known in the market as best in class for large-scale deployments for utilities or telecommunications.

ORACLE (SIEBEL)

Oracle Siebel provides a broad suite for complex on-premises deployments of customer service, sales and support. Customers can use the built-in Siebel Scheduler or integrated advanced scheduling through Oracle Real-Time Scheduler (ORS). Oracle Siebel’s primary marketing focus remains CRM (for example, sales force automation and customer contact center) and customer service, with field service forming a component of the overall value proposition. The availability of Oracle’s Siebel Open UI opens new possibilities for organizations that are committed to Siebel in the customer support center. Oracle Siebel field service continues to be sold, maintained and modernized, albeit not rearchitected in a SaaS/cloud multitenant model as part of the Siebel Contact Center and Service product. Oracle Siebel’s Innovation Pack 2013 release supports Android, iOS and Windows RT devices via a Web browser app with a mobile database engine for disconnected access, while previous releases starting from v.8.1.1.9 only supported connected wireless access. (Oracle acquired TOA Technologies in September 2014, which was after the evaluation period for this Magic Quadrant; as such, the companies were evaluated separately. TOA will be part of Oracle Service Cloud, and will assist the ERP and CX cloud solution sets.)
Strengths

• The product line has global software support and distribution; it also has a global presence of professional services in multiple industries for implementation and cloud hosting services.
• Oracle Siebel’s road map includes integration with AutoVue, Endeca and Oracle Social Network.
• Continued R&D investment in Oracle Siebel has yielded many updates and upgrades to industry-specific functionality, including integration of order-to-bill for utilities, agent-assisted billing care for communications, and a mobile application for life sciences.

Cautions

• While Siebel still retains significant mind share with CIOs who have large Oracle investments, the company has shown few deals with customers that are not already Siebel or Oracle clients. Rather, most field service sales are add-ons to existing Siebel or Oracle customers. There were no live implementations of the latest version of ORS at the time this research was gathered.
• Siebel is an on-premises software product, and there are no plans to rearchitect it as a multitenant SaaS product. Oracle does offer customers the option of having the application managed for them as a private cloud deployment.
• The mobile UI that is generated from Siebel’s Open UI framework is only optimized for tablets, but it can work on smartphones (and, at the time of this writing, only two customers had gone live). Oracle responsive Web design strategy — which allows customers to deploy a single user interface across desktops, tablets and smartphones — is targeted to roll out at the end of 2014.

OVERIT

OverIT’s product for field service is Geocall WFM. OverIT was acquired by Engineering Group and is now managed as an autonomous company; however, OverIT has access to and, at times, relies on divisions within the Engineering Group, including sales and customer service. Engineering Group, founded in 1980, is an Italy-based IT product and service provider, composed of 13 companies globally, that specializes in different market segments or lines of business. OverIT offers an HTML5-based mobile app that has the option to deploy as a hybrid app for more offline functionality and increased data storage.

Strengths

• Geocall WFM includes sophisticated support for utilities for field service and asset management, as well as a module for fleet management and a GIS for activity scheduling, geocoding, and analyzing workforce management data. Geocall integrates with major enterprise systems (for example, SAP, Remedy, IBM Maximo and so on) and with Net@Suite, Engineering Group’s CIS product.
• The company has a strong presence in European utilities, especially in Italy. It also has a growing presence in Latin America (including Brazil, Argentina and Peru).
• OverIT’s mobile app incorporates cutting-edge technology like AR, which is integrated with GIS to depict structures and objects behind walls or below ground. It also has started to prototype these concepts on wearables like Google Glass. The company’s mobile road map is robust, with projected support for indoor navigation, speech to text, wearables and more. The company has demonstrated a successful iPad deployment for utility maintenance in Europe.
Cautions

- The company has limited service provider partnerships because of its close relationship with (and partial ownership by) Engineering Group, which some service providers view as competitive. OverIT also has limited software partnerships.
- While Geocall is available through SaaS, less than 20% of new customers choose this option. Choosing SaaS requires using Engineering Group’s resources and data center. However, OverIT recently signed an agreement with Microsoft to deploy Geocall on Microsoft Azure.
- OverIT has limited geographic coverage, with about 50% of its customers in Italy. The company has almost no physical presence in North America (except for one Engineering Group office in Delaware).
- The company has limited vertical coverage outside utilities, which compose about 70% of the customer base. Other industries include public administration, industrial manufacturing, transportation, telecommunications and finance.

PTC

PTC includes field service in a broader suite of applications that addresses many components of service life cycle management (SLM). The core field service products include Servigistics Field Service Management, Servigistics Command Center, Servigistics Parts Locator and Servigistics Mobility. The field service mobile application is an HTML5 app that can be deployed as a hybrid app using the PhoneGap container. Although the HTML5 Web app has 95% of the mobile functions available, almost all of PTC’s customers prefer using the hybrid app.

PTC acquired Servigistics in October 2012, which gave the company field service software, parts planning and logistics (as well as knowledge management from Kaidara, a Servigistics acquisition). Additionally, PTC acquired 4C Solutions (4CS) for warranty management in 2011, and Enigma for technical and parts information delivery in 2013. PTC has continued to execute on its acquisition strategy to augment SLM and PLM with its 2013 acquisition of ThingWorx. (The company also completed its acquisition of Axeda in August 2014, which was after the evaluation period for this Magic Quadrant; as such, it was not included in this evaluation.)

Strengths

- When combined with the other service products acquired from Servigistics, PTC offers many of the fundamentals of an end-to-end field service process, with an especially strong parts-planning application, including a service dashboard, warranty functionality, parts locator, knowledge management and troubleshooting. Additionally, the company has a clear road map for integrating ThingWorx technology to support the Internet of Things; also, PTC has developed a technician workbench, which includes critical asset information pulled from FSM, knowledge management and parts management.
- PTC is a large, viable company with substantial development, sales, marketing and professional services resources, as well as a large customer base.
- The company has a large stable of service provider partners for implementation and configuration capabilities.
- It has robust technical information delivery capabilities that are configuration-specific to provide contextual technical documentation, diagnostic session data, and knowledge information to the technician at the point of service.
Cautions

• The company primarily targets its base of 28,000 customers, most of which are in discrete manufacturing, including aerospace and defense, industrial equipment, high tech, medical devices, and others. As such, the company has limited new sales for field service outside this base. The brand is not as well-known for field service as it is for SLM — including parts planning and pricing — as well as for PLM overall.

• It has no multitenant SaaS for field service, although it does offer subscription pricing as well as a hosted managed service, which is adopted by about 40% of customers.

• The vendor sells few (albeit large) deals; as such, the applications, combined with the sales strategy, are not as appealing to SMBs. Customer feedback has indicated that PTC’s pricing is at the high end of the market.

Strengths

• The company has quick deployments through a multitenant SaaS model, although the company could host the application or deliver on-premises, if required. The company’s implementation services typically cost less than the industry average because of the shorter implementation times.

• Retriever’s unique mobile architecture supports Windows Mobile 6.x, Windows Phone, iOS and Android from a single source code through the vendor’s proprietary mobile runtime for each device’s platform. This allows for rapid time to market for new mobile applications, and for the ability to switch mobile device platforms more readily.

RETRIEVER COMMUNICATIONS

Retriever Communications has taken a mobile-first approach to field service — that is, first offering a robust mobile platform and then adding field service optimization capabilities afterward. Headquartered in New South Wales, Australia, Retriever has a strong presence in Asia/Pacific, and has been expanding into other geographies through a combination of direct sales, partners and OEM agreements. The company has been delivering multitenant SaaS since 2000. Retriever offers mobile app support across multiple device platforms, and offers an app development toolkit — but fewer than 10% of customers use it fully. Customers mainly use the toolkit for prototyping apps, and they also use the forms-based toolkit, which requires no coding.

Cautions

• The company has a limited presence in North America — with one location for sales, marketing and service — and does not have a similarly sized sales force as some of the other larger vendors in the market.

• The company has limited deployments of more than 500 users. Scheduling is included in about 70% of new deals.

• Retriever Communications is not intended to be a complete FSM solution (for example, contracts, invoicing, parts management and CRM are lacking) for the enterprise market. As a mobile-first vendor, it is often used as the mobile front end of a field service or EAM implementation.
SAP
SAP offers solutions for end-to-end FSM, and has several choices for field service scheduling, including SAP Multiresource Scheduling (MRS), SAP CRM Resource Planning Application (RPA), and SAP Workforce Scheduling and Optimization (WSO) by ClickSoftware. The three mobile products are SAP Work Manager for SAP ERP, SAP CRM Service Manager for SAP CRM, and the native mobile application for SAP Cloud for Service. SAP is one of the largest CRM providers, and has implementations in all major regions of the world. The SAP Cloud for Service mobile app is offered as a native app on iOS (iPhone and iPad), but it has no live customers yet; also, a responsive-HTML5 version is supported on all mobile browsers. SAP Work Manager and SAP CRM Service Manager support full offline capabilities on iOS (iPhone, iPad), Android phones and tablets, Windows laptops, and Windows Phone. SAP Work Manager and SAP CRM Service Manager include licensing for SAP Mobile Platform in order to customize apps as needed.

Strengths

- SAP field service is a logical shortlist candidate for SAP ERP and SAP CRM users (especially high-tech, utilities and industrial customers) that want to deploy field service functionality along with asset management, contracts, warranties and supply chain.
- SAP has a strong investment in core architecture, a worldwide installed base, good corporate profitability, and partnerships with complementary software providers for knowledge management and workforce optimization (MindTouch and ClickSoftware, respectively).
- The company has broad global sales and support. For example, new sales of SAP MRS cover more than 44 countries, and the application can be delivered in 19 different languages. Additionally, the company has a large pool of service provider partners. New sales of SAP MRS and the mobile products have outpaced the market average.
- The vendor has a good vision for many core architecture technologies that are the foundation for next-generation field service applications, including a new mobile platform, predictive analytics based on SAP InfiniteInsight, SAP Visual Enterprise, video communication through a partnership with Genband, and integration with talent management (which it acquired from SuccessFactors). References reported high marks for the company’s technical architecture.

Cautions

- SAP MRS is not recommended for shortlists wherein the software environment does not include SAP Business Suite, or if it is not an asset-centric environment. SAP MRS is used in an EAM or project planning scenario rather than field service for about two-thirds of customers. SAP has de-emphasized selling SAP CRM RPA as a field service scheduling option, and now concentrates on SAP MRS and on its partnership with ClickSoftware.
- References reported low satisfaction with the total costs for software and services.
- SAP Cloud for Service (part of SAP Cloud for Customer) now covers field service; however, there are no live implementations, and the only preintegrated scheduling option is SAP MRS.

SERVICEMAX
ServiceMax is built on the Salesforce platform, and is one of only a few field service applications that was, from the start, built on the cloud with a multitenant architecture. The company offers a broad service suite in several editions: Express, Enterprise and Unlimited. Backed by leading venture capital firms — such as Emergence Capital, Trinity Ventures and
Mayfield, as well as by Salesforce — the company has raised more than $121 million to date. ServiceMax currently offers native iPad and iPhone apps, as well as HTML5 mobile Web apps for other platforms. The company is moving toward a hybrid app for Android smartphones and tablets, leveraging the Apache Cordova container, by late 2014. The company also has a newly updated Windows laptop client app that uses its hybrid technology. Support for Windows RT and Windows Phone is not planned for now.

Strengths

• ServiceMax’s SaaS subscription model will be enticing to service managers who are operating with limited access to a capital budget. The architecture is based entirely on Salesforce’s development environment, and ServiceMax has a close business connection to Salesforce, which gives ServiceMax close ties to core functionality. The relationship also raises ServiceMax’s profile, giving it access to leads and partnerships with Tier 1 service providers.

• Sales execution has far outpaced the market, and the company has signed more new customers in the past 12 months than any other vendor in this Magic Quadrant. ServiceMax also is credited with upselling nearly 100% of its client base. In addition, the company has seen a high level of demand for mobility, with its mobile apps being purchased as part of nearly every new deal. User reference satisfaction was higher than average in nearly all areas of software and services.

• The company has displayed a compelling vision of the future of field service, including the use of bleeding-edge technologies such as drones and 3D printing. It supports this vision through investments in customer engagement programs (that is, customer ride-alongs), Field Service University (an internal training program that all employees must complete to familiarize themselves with the field service market), continued investment in analytics, and improvement of its customer service metrics.

• The company has expanded its partnership network of Tier 1 and Tier 2 service providers for implementation.

Cautions

• The advanced scheduling optimization engine, OptiMax, needs further development to reach parity with best-of-breed scheduling applications, and we’ve seen only a few deployments of several thousand technicians. The company decided to speed up time to market through a partnership with ServicePower, but this was too newly established to evaluate in time for this Magic Quadrant.

• The company’s traction outside North America (and, to some extent, EMEA) is limited, although some of this is the result of tremendous growth and attention in the U.S.

• Users reported that the total cost of ownership is not as low as one might expect for a SaaS-based solution. This is mostly because: (1) Salesforce remains one of the higher-priced CRM solutions; (2) ServiceMax needs to pass on some of the costs; and (3) configuration and implementation services are still required, despite ServiceMax being a SaaS solution.

SERVICEPOWER
ServicePower targets industries that require intraday optimization of employed or dedicated workforces, or industries that use a mixture of employed and outsourced field resources. The company’s field service products include ServiceScheduling, ServiceOperations (including ServiceMarket), ServiceMobility (including ServiceGPS) and ServiceStats. ServicePower’s HTML5-based mobile app runs in connected and disconnected modes by deploy-
ing local and caching data. ServicePower continues to invest in machine to machine (M2M) technologies and in its Smart Scheduling Broker engine, which work together to consume sensor data and convert it into predictive, conditional scheduling of mixed labor resources.

Strengths

• ServicePower offers outsourcing services — as well as traditional, on-premises, hosted or SaaS software models — for employed, contracted and on-demand field resources. The company also supports multilabor channels. Additionally, the company improved its financial situation over the prior year, including increased revenue and profitability.

• ServicePower has strong mobile expertise and technology from its previous acquisition of IP from Stratix.

• The company established new partnerships with software and service providers, such as Bosch Software Innovations, which supplies ServicePower with an M2M platform.

Cautions

• The vendor has a limited presence in Latin America and Asia. The majority of its sales were in the U.S. and the U.K.

• Despite new, aggressive marketing activities, the company does not hold the same mind share as other scheduling-optimization-provider competitors.

• While the company remains equally focused on the employed service model of OEMs and on outsourced field resources, we’ve found that fewer new deals involved the former, while ServiceOperations made up about twice as many new deals. However, ServiceScheduling now makes up more than half of revenue.

TOA TECHNOLOGIES

TOA is a best-of-breed field service optimization vendor based solely in the cloud. The company identified SaaS as an underserved space in field service, and has executed well in filling the gap. The company’s products include ETAdirect Enterprise, ETAdirect Professional (for the midmarket) and ETA-workforce for Salesforce users. The core scheduling engine consists of complex scheduling algorithms that include the ability to conduct predictive routing and service. TOA provides an HTML5-based mobile Web app that incorporates key mobile capabilities, such as local storage with offline persistence, camera access, signature capture, forms and the ability to add other extensions. TOA, along with Telefónica, is continuing to roll out one of the largest field service deals we’ve seen across several countries. (Oracle closed its acquisition of TOA Technologies in September 2014, which was after the evaluation period for this Magic Quadrant. As such, the companies were evaluated separately. ETAdirect will be part of Oracle Service Cloud, and will assist the ERP and CX cloud solution sets.)

Strengths

• TOA exhibited year-over-year growth of more than 45% in annual recurring revenue, and 50% in the number of customers. The company has shown strong growth in Latin America above the industry average. User references reported higher-than-average satisfaction scores in nearly all areas of software and services.

• ETAdirect Professional, the company’s midmarket offering, can be deployed with minimal professional services work in a shorter-than-average implementation time.
The company has worked directly with Oracle for integration with Oracle Service Cloud, and is establishing partnerships with other enterprise vendors, including Salesforce, Siemens, IBM and Accenture. Additionally, the company released advanced configuration capabilities for customers as well as service providers.

TOA offers a drag-and-drop editor as part of its mobile application; the editor allows customers to make adjustments and customize the application without the need for professional services. Changes offer a consistent user experience across any mobile device because of the responsive HTML5 technology.

Cautions

- A majority of the revenue is still from telecommunications companies (including cable and satellite providers); however, the percentage is continuing to decrease year over year as the company sells into new vertical industries.
- TOA is not a good fit for companies seeking a broader service suite with functionality elements that are typically found in ERP or CRM.
- TOA is not appealing to companies that prefer on-premises deployments of FSM solutions.

Strengths

- The vendor continues to build out partnerships with software providers for innovative technology (such as Vidcie for mobile video and Vantiv for field payment processing), as well as with ERP providers (such as Microsoft [Microsoft Dynamics AX] and NetSuite). Additionally, the company has partnerships with several Microsoft Dynamics value-added resellers, including Cincom and others.
- The FSM product is offered in on-premises, private cloud and public cloud options, including the development environment.
- The company continues to build out its portal technology through a portal configuration to allow communication with an entire service ecosystem. The company also offers a customer support contact center, service contracts and warranties, inventory management and private social CRM features, and platform-based BPM functionality for integration and workflow, in addition to the core field service dispatch capability. Vertical Solutions sells its call center functionality with almost every field service deal.

Cautions

- Vertical Solutions has improved its ability to support international clients, mostly through partnerships; however, it should continue to build out its own service support.
- The vendor has shown limited adoption for large-scale deployments of more than 500 technicians for advanced optimization (in which case it partners); however, it has optimization via its own engine for 200 to 1,000 technicians.
- The company lacks a large, scalable, direct sales staff, which has resulted in below-average sales growth in terms of new clients. It does, however, have an indirect partner and ERP channel.
WennSoft
WennSoft is a tightly focused company that markets to the Microsoft installed base, offering field service solutions primarily to construction-related and energy-related industries. It sells directly and through channel partners into North America, and uses channel partners for selling outside North America. The vendor has two products: Signature, the original product built on Microsoft Dynamics GP, and Evolution, a new product built on Microsoft Dynamics CRM. WennSoft offers robust mobile apps for iOS, Android and Windows devices. The mobile solutions are built on an underlying Resco mobile platform.

Strengths
• WennSoft is geared to small and midsize service and installation businesses that primarily have a Microsoft infrastructure and want to optimize maintenance or the project-costing function in facilities/equipment management. The company had record revenue last year and signed a number of new clients (more than the industry average).
• Its solutions, Evolution and Signature, are built on Microsoft Dynamics CRM and Microsoft Dynamics GP, respectively, and they have strong integration capabilities with Microsoft Office and SharePoint. Additionally, Signature integrates with Microsoft Dynamics CRM and Dynamics CRM Online. Some Evolution customers also use the product in conjunction with Microsoft NAV.
• WennSoft offers several deployment options, including licensed, hosted and private cloud. The company has seen increased demand for its cloud-based product, which now makes up about 10% of revenue and about 50% of its sales pipeline. Additionally, WennSoft is building out a cloud delivery model through Microsoft Azure.

Cautions
• WennSoft, which is focused primarily on SMBs, is not a strong candidate for the shortlists of companies seeking large enterprise solutions that include complex scheduling and optimization needs.
• Because WennSoft is a privately held company with no large global system integration partners (although it does have partnerships with Microsoft-oriented service providers), organizations must perform due diligence to ascertain its financial position. WennSoft relies on 13 executive partners for implementation and sales services outside its core geographies, and it has plans to grow its number of partnerships.
• WennSoft does not have a large market presence outside the Microsoft installed base.

Vendors Added and Dropped
We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor’s appearance in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. It may be a reflection of a change in the market and, therefore, changed evaluation criteria, or of a change of focus by that vendor.
ADDED
We added OverIT to this year’s Magic Quadrant.

DROPPED
We dropped no vendors since the previous version of this Magic Quadrant.

OTHER VENDORS FOR CONSIDERATION:
The following vendors were not included in this year’s Magic Quadrant, typically due to their single-industry focus, low number of new deployments or shift in product focus away from pure FSM. However, they still may offer value and/or unique functionality in the markets they address: Airclic; Blackbay; CGI; Clevest; Cognito; Comarch; Fast Lean Smart (FLS); Field-Aware; FieldOne Systems; Google; Hitachi Solutions; Spring Mobile Solutions; Tensing; Trimble; Ventyx, an ABB Company; Verifone; and ViryaNet, a Verisae Company.

INCLUSION AND EXCLUSION CRITERIA
MARKET TRACTION AND MOMENTUM
The vendor:
• Has a credible field service solution that’s recognized by the market, as evidenced by inquiries to Gartner and references as competition from other vendors.
• Had at least five new customer references for FSM functionality since the 2013 Magic Quadrant. Customer references must be located in at least two of the following geographic locations: North America, South America, EMEA and Asia/Pacific.

• Generated at least $4 million in new software application licenses (or subscriptions, in the case of SaaS) for FSM in the past four rolling quarters. The majority must be from large or midsize businesses (average deal size of 100 mobile technicians), must be well-represented from at least two of the geographies referenced above, and must be well-represented from at least two industries (for example, utilities, telecommunications, high tech, oil and gas, aerospace and defense, automotive, financial services, chemicals, medical devices, healthcare, and so on).

SHORT-TERM VIABILITY
The vendor:
• Has sufficient professional services to fulfill customer demands during the next 12 months.
• Has enough cash to fund one year of operations, given current burn rates.
• Demonstrates a pipeline of prospects and an adequate sales team to drive new business.

EVALUATION CRITERIA
ABILITY TO EXECUTE
PRODUCT OR SERVICE
To score highest, the vendor will offer an on-premises delivery model and a SaaS subscription model. A product that has a development environment, is architected for SaaS and is able to provide references will be weighted at the high end, since client demand is increasing for these solutions. The vendor has demonstrated an ability to flexibly integrate and configure the application to participate in business processes that are outside its own application set (a formal SOA). Additionally, the vendor’s ability to integrate and experience with integrating a variety of systems (including ERP, CRM, mobile, order management and so on) will be measured highly, since this is rising in importance for users.
The product operates across multiple communication channels (websites, multiple mobile devices that include disconnected databases, and supply solutions for several field service functions). The product includes social functionality to connect technicians, customers and back-office personnel. FSM-specific requirements also call for the ability to flexibly connect to billing and network management, and to support automation systems and multiechelon parts-distribution systems.

In the case of field force optimization, the vendor can potentially scale up to support as many as 12,000 technicians with a number of technician deployment scenarios.

The application architecture supports one-to-many and many-to-many product and customer relationships.

The vendor will be measured on its architecture’s ability to support global rollouts and localized versions of international installations. Vendors also will be measured on the ability of their product releases to support the service management building blocks of their chosen markets.

OVERALL VIABILITY (BUSINESS UNIT, FINANCIAL, STRATEGY AND ORGANIZATION)

The vendor can ensure that it has cash on hand and sufficient revenue over four rolling quarters to fund current and future employee burn rates, and to generate profits; it also can ensure the likelihood that the product will remain viable during the next three years. The vendor will be measured on its ability to generate business results in the FSM software application market. It must have a stable development team and product road map.

SALES EXECUTION/PRICING

This criterion involves the vendor’s ability to provide business value, compared with the price it charges for software and services in deploying its FSM software. The vendor will be measured on its flexibility in supporting multiple pricing scenarios, such as in-house licensed, hosted, SaaS and business process outsourcing.

MARKET RESPONSIVENESS/RECORD

We evaluate the vendor’s ability to respond, change direction, and be flexible to evolving customer needs and market dynamics. This criterion also considers the vendor’s history of responsiveness.

MARKETING EXECUTION

This criterion involves the vendor’s ability to consistently generate market demand and awareness of its FSM solution via marketing programs and press visibility. The vendor must be found on the shortlists of appropriate requests for proposal.

CUSTOMER EXPERIENCE

To prove the viability of its product in the marketplace, the vendor can produce a sufficient number of quality clients and references with varying levels of sophistication and maturity (for example, a mix of new customers, together with additional sales into the installed base). Of special interest is customer experience with wireless mobility, devices and service process workflows. References are used as part of the evaluation for each of the dimensions on the Ability to Execute and Completeness of Vision axes.

OPERATIONS

The vendor’s ability to provide internal professional-services resources, or to partner with system integrators or other service providers that have vertical industry expertise, FSM domain knowledge,
global and localized country coverage, and a broad skill set (for example, project management and system configuration), in order to support a complete project life cycle.

Additionally, the vendor’s customer support organization should provide satisfactory, prompt service to its customers worldwide.

**Table 1. Ability to Execute Evaluation Criteria**

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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</thead>
<tbody>
<tr>
<td>Product or Service</td>
<td>High</td>
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<tr>
<td>Overall Viability</td>
<td>Medium</td>
</tr>
<tr>
<td>Sales Execution/Pricing</td>
<td>High</td>
</tr>
<tr>
<td>MarketResponsiveness/Record</td>
<td>Medium</td>
</tr>
<tr>
<td>Marketing Execution</td>
<td>High</td>
</tr>
<tr>
<td>Customer Experience</td>
<td>High</td>
</tr>
<tr>
<td>Operations</td>
<td>Medium</td>
</tr>
</tbody>
</table>

*Source: Gartner (December 2014)*

**COMPLETENESS OF VISION**

MARKET UNDERSTANDING

The vendor demonstrates a strategic understanding of how the market and the partner opportunities for field service solutions are changing. This includes the role of wireless mobile devices, SaaS, and third-party service delivery, as well as new application functionality (for example, real-time analytics, location services and mapping) or customer segments, ongoing vendor market dynamics (for example, consolidation trends), and vertical industry requirements (for example, telecommunications, utilities and capital equipment manufacturing).

**MARKETING STRATEGY AND SALES STRATEGY**

The vendor has a well-articulated strategy for revenue growth and a sustained opportunity for profitability. Key elements of the strategy include a sales and distribution plan, internal investment priority and timing, and partner alliances. A Leader will move a market by offering users a range of modular choices (at varying price points) that does not lock them into a platform decision, and does not squash the competition.

**OFFERING (PRODUCT) STRATEGY AND INNOVATION**

The vendor openly communicates to its customers and to Gartner a “statement of direction” for its next two product releases that keeps pace with or surpasses Gartner’s vision of the FSM market. The vendor understands major technology/architecture shifts in the market and communicates a plan to leverage them. The plan includes any migration issues these shifts may create for customers on current releases; it also details how well the vendor has articulated its vision to support mobile and wireless devices, or to integrate parts planning and contract management.

**BUSINESS MODEL**

The soundness and logic of providers’ underlying business propositions can determine success or failure. Sales channel and partnership strategies are important components.

**VERTICAL/INDUSTRY STRATEGY**

This is one of the thorniest challenges, because too much emphasis on a single industry leaves the provider as a niche participant in the broader market, whereas lack of industry expertise knocks the product out of the evaluation process.
GEOGRAPHIC STRATEGY
Few FSM vendors can sell, deploy, maintain and extend customers on a worldwide basis, yet multinational service organizations continue to look for global application provider partners. The vendor displays an understanding of how field service is evolving in multiple markets, and has a plan to capitalize on these opportunities.

Table 2. Completeness of Vision Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Understanding</td>
<td>High</td>
</tr>
<tr>
<td>Marketing Strategy</td>
<td>Medium</td>
</tr>
<tr>
<td>Sales Strategy</td>
<td>Medium</td>
</tr>
<tr>
<td>Offering (Product) Strategy</td>
<td>High</td>
</tr>
<tr>
<td>Business Model</td>
<td>Medium</td>
</tr>
<tr>
<td>Vertical/Industry Strategy</td>
<td>Medium</td>
</tr>
<tr>
<td>Innovation</td>
<td>High</td>
</tr>
<tr>
<td>Geographic Strategy</td>
<td>Low</td>
</tr>
</tbody>
</table>

Source: Gartner (December 2014)

QUADRANT DESCRIPTIONS

LEADERS
Leaders have a robust scheduling engine that is scalable to thousands of technicians, and they demonstrate a market-defining vision of how technology can help service professionals achieve business objectives. Leaders have the ability to execute against that vision through products, services, and demonstrated, solid business results in the form of revenue and earnings. Leaders have significant, successful customer deployments in North America, EMEA and Asia/Pacific in a wide variety of vertical industries, with multiple proof points above 1,000 users. Other providers in the market measure themselves against the Leaders and emulate or copy their strategies and tactics. Leaders demonstrate market strength based on installed base depth, and they affect market trends in all categories for the criteria on which they’re evaluated. Leaders’ software users feel they are gaining a competitive advantage over others in their industry.

CHALLENGERS
The vendors in the Challengers quadrant often are larger than most (but not all) vendors in the Niche Players quadrant, and demonstrate a higher volume of business to new or existing customers. Typically, these vendors have the size to compete worldwide; however, in some cases, they may not be able to execute equally well in all geographies. They understand the evolving needs of a service organization, yet may not lead customers into new functional areas with their strong functional vision. Challengers tend to have a good technology vision for architecture and other IT organizational considerations, but they may not have won over their customers’ service directors.

Challengers often have a strong market presence in other application areas (such as parts and asset management, finance, and order management), but they haven’t demonstrated a clear understanding of the FSM market’s direction (which is more end-to-end process-based), or they are not well-positioned to capitalize on emerging trends, which can often be a factor of the delivery model.

VISIONARIES
Visionaries display technology or business model innovation, including the Nexus of Forces, and may influence or will soon influence the direction of the FSM market. Visionaries typically are limited in execution or demonstrated track records. In general, their products and market presence aren’t complete or established enough to challenge the leading vendors.
NICHE PLAYERS
Niche Players offer products for field service, but they may lack some functional components, they may not show the ability to consistently handle deployments of more than 1,000 field technicians across multiple geographies, or they may lack strong business execution in the market. Niche Players may offer complete portfolios for a specific vertical industry, but they face challenges in one or more important areas to support cross-industry requirements, such as complex forecasting. They may have an inconsistent implementation track record, or lack the ability to support large-enterprise requirements. Despite the issues described, Niche Players, in many cases, can offer the best solutions to meet the needs of particular service organizations, considering the price-to-value ratio for those solutions.

CONTEXT
Vendors included in this Magic Quadrant have demonstrated their ability to provide licensed, SaaS or multiple delivery options that support field service for enterprise customers across a range of industries. Some provide narrower, but deep, field service scheduling applications, whereas others provide broader service suites. In many cases, a service organization must evaluate not only a vendor’s suite of product offerings, but also the ecosystem of providers that can fill in the functional white space of capabilities that the considered vendor may not offer.

This Magic Quadrant evaluates many field service vendors in the market, but it is not intended to be an exhaustive list of all possible vendors, solutions or products. The Magic Quadrant is a valuable tool to assess and compare multiple, potential solutions and vendors; however, clients are encouraged to develop a clear understanding of their own objectives and requirements, and to use the Magic Quadrant in conjunction with inquiries with Gartner analysts.

Magic Quadrants are snapshots in time. To be fair and complete in the analysis, Gartner stops data collection at a specific time. The cutoff date for this Magic Quadrant was June 2014.

MARKET OVERVIEW
Software sales in the FSM market can only be approximated, because privately held vendors and some ERP vendors do not disclose software sales in this area. Gartner research puts the revenue for packaged field service dispatch and workforce management software applications — including maintenance and service revenue — at approximately $1.3 billion annually.

The market for FSM tools remains highly fragmented (see Note 1):

- Best-of-breed field workforce optimization vendors, such as TOA Technologies and Click-Software
- Vendors that provide most of an end-to-end suite (although all components are not necessarily best in class), such as Oracle, SAP, Astea International and PTC
Major FSM trends in 2014 are as follows:

- **Niche vendors of field mobility solutions or platforms** (such as Retriever Communications), with application frameworks that are good alternatives for many organizations that want to innovate their field technician processes, while leaving their back-end ERP systems largely unchanged.

- **Vendors that are focused primarily on a single industry or on SMBs**, such as WennSoft.

**Mobile-driven FSM**: In a recent Gartner FSM survey, 85% of respondents indicated that they either are already using mobile field service apps or plan to use them within 24 months. Additionally, mobility was a top-three decision criterion for more than 60% of respondents. These stats indicate that mobility has become a critical requirement for FSM buyers and an increasingly important focus area for vendors. While all FSM vendors offer some form of mobile access (via laptops at a minimum), the more advanced and progressive mobile solutions use HTML5 and native container technologies to support a wide variety of smartphones and tablets. Capabilities like offline app access and geolocation are becoming commonplace, while some vendors are setting the mobile pace by enabling direct editing or configuration of apps, and by offering mobile BI apps, AR capabilities, and intelligent agents.

Overall, however, the mobile field service market lags the innovation seen in the consumer markets. While we did see a few vendors demonstrate prototypes of their applications on Google Glass, overall, the support for and adoption of such technologies (for example, video collaboration, voice input, AR, heads-up displays, wearables, indoor navigation, street-level views, gesture recognition and many others) were underwhelming. While field service buyers typically are laggards when investing in cutting-edge mobile technologies, vendors are missing the opportunity to incorporate these technologies as differentiators.
Note 1. Definition of a Market
According to author Geoffrey Moore, a market:

- Is a set of actual or potential customers
- Has a given set of products or services
- Has customers with a common set of needs or wants
- Features data for customers to reference each other when making decisions

Markets are sets of potential buyers that view a product as fulfilling a commonly identified need. Market segments are portions of the generic market that are qualified by more exact criteria, and that group potential buyers together more tightly. Segmentation may take two forms:

- A generic market may be broken down into a recognizable entity in which the rules for defining a market still hold. FSM is a discrete market within the broader service management space, which is a generic market that includes elements of aftermarket service supply chains, EAM, maintenance support, sensor networks, RFID, telematics, FSM, technical support, contract management and PLM.
- Alternatively, a vendor may segment the market to target its products more precisely, and to differentiate itself from (or avoid competing with) other players that address the same overall market. In this case, however, the targeted buyers may not know they’re part of the same market segment. Such segmentation won’t be explicitly reflected in the Magic Quadrant, but it may be reflected implicitly (by placing a vendor in the Niche Players quadrant, for example).
7. FROM THE GARTNER FILES: MAGIC QUADRANT FOR FIELD SERVICE MANAGEMENT

EVALUATION CRITERIA DEFINITIONS

ABILITY TO EXECUTE

Product/Service: Core goods and services offered by the vendor for the defined market. This includes current product/service capabilities, quality, feature sets, skills and so on, whether offered natively or through OEM agreements/partnerships as defined in the market definition and detailed in the subcriteria.

Overall Viability: Viability includes an assessment of the overall organization’s financial health, the financial and practical success of the business unit, and the likelihood that the individual business unit will continue investing in the product, will continue offering the product and will advance the state of the art within the organization’s portfolio of products.

Sales Execution/Pricing: The vendor’s capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support, and the overall effectiveness of the sales channel.

Market Responsiveness/Record: Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customer needs evolve and market dynamics change. This criterion also considers the vendor’s history of responsiveness.

Marketing Execution: The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This “mind share” can be driven by a combination of publicity, promotional initiatives, thought leadership, word of mouth and sales activities.

Customer Experience: Relationships, products and services/programs that enable clients to be successful with the products evaluated. Specifically, this includes the ways customers receive technical support or account support. This can also include ancillary tools, customer support programs (and the quality thereof), availability of user groups, service-level agreements and so on.
7. FROM THE GARTNER FILES: MAGIC QUADRANT FOR FIELD SERVICE MANAGEMENT

Operations: The ability of the organization to meet its goals and commitments. Factors include the quality of the organizational structure, including skills, experiences, programs, systems and other vehicles that enable the organization to operate effectively and efficiently on an ongoing basis.

Offering (Product) Strategy: The vendor’s approach to product development and delivery that emphasizes differentiation, functionality, methodology and feature sets as they map to current and future requirements.

Business Model: The soundness and logic of the vendor’s underlying business proposition.

Vertical/Industry Strategy: The vendor’s strategy to direct resources, skills and offerings to meet the specific needs of individual market segments, including vertical markets.

Marketing Strategy: A clear, differentiated set of messages consistently communicated throughout the organization and externalized through the website, advertising, customer programs and positioning statements.

Innovation: Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, defensive or pre-emptive purposes.

Geographic Strategy: The vendor’s strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the “home” or native geography, either directly or through partners, channels and subsidiaries as appropriate for that geography and market.

Source: Gartner Research, G00262989, William McNeill, Michael Maoz, Jason Wong, 22 December 2014
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