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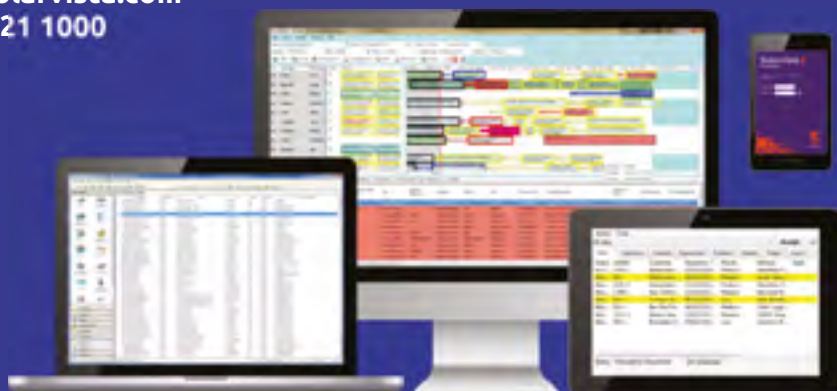
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# Integration, collaboration and innovation...



**Kris Oldland. Editor  
Field Service News**

Hello and welcome to this our inaugural publication of Field Service News! Our aim for this quarterly magazine is simple, to bring you all the best insight, analysis and opinion from across the last three months in the field service industry.

We are fortunate enough to be joined by some of the field service community's brightest and best and have a wide range of guest contributors from differing areas of the industry, all coming together in one place, to keep you fully up to date of all the latest key trends, technologies and practices emerging in the industry today.

Although we haven't just gone and brought together a great bunch of writers and let them get on with it - that would be a bit of a cheat wouldn't it?

No, the team here at Field Service News have been earning their keep as well and amongst all the other the great insight and analysis you will also find a six page special report looking at the appetite for the Cloud in the field service industry. This report comes off the back of a two month long research project we conducted in partnership with Tesseract systems.

I won't put any spoilers in at this early stage but suffice to say that not all the findings were what you might have expected them to be, so it is certainly worth a read.

Then there is our exclusive interview with Telogis' Top Man in the UK, Sergio Barata. He has been given the somewhat unenviable task of replicating Telogis' exceptional growth in the US (Deloitte Fast Track 500 6 years running?!) here in the UK.

No mean feat, however, Telogis did announce an investment of £90M not too long ago to help grow their British business so it's clear they mean business and Sergio whilst being an amiable and approaching guy, is also very switched on, very knowledgeable about the industry and also has an excellent grasp of what he needs to achieve and exactly what steps he needs to take to do so.

Yet another feature you cannot miss is our panel debate - 'All change please.' With the industry seemingly in constant flux as wave upon wave of ground-breaking technology appears (each with the potential to change the industry as we know it entirely) we thought we would try to make sense of things by bringing five of the smartest folks we know and putting the same three questions to each of them. With a diverse range of backgrounds and specialisms they make a formidable panel (I certainly wouldn't want to bump into them on a dark night!) and provide some fantastic answers across the four pages.

And then there is more! But I am going to let you find out the rest for yourselves as I realise that with almost the entirety of this column gone I've still yet to address the title of this piece.

Integration, collaboration and innovation. So what's that all about then?

Well for a start these are some of the words I have been reading and writing about the most in the last few months in the field service industry. Integration seems to be everywhere I turn. More and more field service software providers are looking to deliver a fully integrated system. And to be fair it is also what more and more field service companies are looking for today as the piecemeal approach gives way to a more holistic and connected way of doing things.

Collaboration? Well again we are seeing more and more of it across the industry and every time I see a story about companies working together I genuinely feel that this can only benefit the industry as a whole..

And innovation? You can't get out of bed with out tripping up over another new field service innovation it seems currently. Whether it's Big Data, 3D printing, Connected Vehicles, Wearable Gadgets or Unmanned Drones buzzing around our heads, we are currently living in a period of immense technological creativity and boy is it exciting!

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### Panel Debate: All change please...

We are currently in an era of rapid change in the field service industry. New technologies are constantly emerging with the potential to revolutionise the industry as we know it whilst culturally service is making a move from cost centre to profit centre. To help us keep up, Field Service News asked five of the industry's leading figures to give us their thoughts...

**The Panel:**

- Len Mapp, Director, Wyser Stewart**  
Len is a veteran of customer service - both in the provision of software applications and consultancy, and in actual service delivery. He has worked with companies large and small, both in the UK and internationally over 25 years. Presently, he is providing operational customer service and customer experience consulting services to "people-powered" organisations through his company Wyser Stewart.
- Paul White, CEO, npl systems**  
Paul has spent the last 15 years working in and around the CRM and Contact Centre industry and is one of the industry pioneers in the creation of affordable call and contact centre solutions. Prior to joining npl systems he was the founding CEO of BT Contact Centre, which over 9 years, grew into a global business across UK, Europe and Asia Pacific. Whilst at BT, Paul was responsible for designing some of the largest call centres in Europe and had major roles in systems architecture, product management and sales.
- Len Davies, Country Manager, Northern Europe, Motion Computing**  
Len Davies is Country Manager, Northern Europe for Motion Computing. He has over a decade of experience working within the mobile technology arena and currently oversees sales and account activity throughout Europe for the rugged tablet leader, Motion Computing.
- Glyn Balld, Managing Director, Centus Services**  
Glyn has over 15 years extensive experience and knowledge of the supply chain industry, including senior positions in SPC International, Logicon, ICL Fagis and Unisys. At Centus Services Glyn spearheads the company's growth plans, as well as overseeing all elements of the business. Glyn brings a fundamental understanding of their processes and is passionate about driving the supply chain industry to change the way it maintains technology.
- Mark Forrest, General Manager, Trimble Field Service Management**  
Mark Forrest is general manager of Trimble Field Service Management, a position he has held since January 2012. Mark is responsible for providing worldwide mobility-based productive solutions to the communications, field services and trades markets. Prior to joining the Field Service Management division, Mark served as general manager and Chief Operating Officer for Caterpillar Trimble Control Technologies (CTCT), a joint venture between Trimble Navigation and Caterpillar.

## Getting SaaSy

Cloud Computing has been around for long enough now, it's about time we found out what the field service industry really thinks about Software as a Service...

**Research Report**

In partnership with

"We never advocate the 'big bang' approach to implementing a complete solution - it's not commercially or even technically feasible to embrace a whole system at once."

**All change please! - Page 18**

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## Advisory Panel

Bill Pillock, President Strategies for Growth<sup>SM</sup> | Nick Frank, Consultant, Noventum Service Management  
 Ian Mapp, Director Wyser Stewart | Prof. Andy Neely, Director Cambridge Service Alliance  
 Alistair Clifford-Jones, CEO Leadent Soltuions | Tim Jones, Northern Europe Service Manager, Waters

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# Juniper Systems' deliver 'clearest display ever' in the Archer 2 Handheld PC



When Juniper first rolled out their latest rugged handheld computer the Archer 2 it gathered sizeable attention in the market largely due to its exceptionally bright and clear illumiView display.

Research undertaken by Juniper stated that one of the most requested customer needs was a high quality display that was easily readable in direct sunlight. To meet this need Juniper made significant changes to their previous

products starting with a global search to find the best display unit to meet their needs. However, a great display unit is only half of the battle, implementation is also paramount. Poor implementation of a fantastic display will still result in a poor final product, with a dim screen.

In order to maximize the display's potential Juniper actually made the other changes to their previous display units in the Archer and other models, in order to deliver a best-in-class product.

Firstly they made the switch from resistive to capacitive touchscreens.

They aren't the first rugged manufacturer to make this change yet it is an important one as capacitive screens have fewer layers between them which results in less light refraction meaning better luminosity and clarity. Secondly

they introduced something called optical bonding to the manufacturing process of the unit. This is a means of fusing the display with the touchscreen itself, so unlike other rugged devices where there is a layer of air between the touchscreen and the display, in the Archer 2 this gap is removed.

Josh Egan, Product Manager at Juniper Systems, commented "We have put in a lot of extra effort and used additional resources to design the best display possible, and we feel that it has all paid off."

The Archer 2 is the latest rugged handheld in Juniper Systems' line-up. It can be used for a wide variety of data collection purposes including geomatics, natural resources, public works, agriculture, industrial, and military markets.

## Service Power and ServiceMax work together on unified optimisation solution

ServicePower have recently announced a new agreement with ServiceMax, the only global, completely native Force.com field service application in the industry.

The agreement sees ServiceMax integrating ServicePower's patented schedule optimisation product, ServiceScheduling, acknowledged by many as one of the leading optimisation technologies for large workforces, into OptiMax, ServiceMax's workforce optimisation module available on the Force.com AppExchange.

This integrated solution sees the companies provide a unified, sole vendor, field management solution to industries such as medical devices, oil and gas, and utilities where customers are noted to be looking for highly developed optimisation capabilities.

Commenting on the agreement, Marne Martin, CEO of ServicePower stated: "Our relationship with ServiceMax creates a unique competitive offering in the field management industry, capitalising on the strength of our patented optimisation technology, and the breadth of the Force.com platform on which ServiceMax has built its 100% native solution.

As a single vendor solution for global field service organisations, we can provide clients productivity and efficiency improvements, in addition to Force.com's CRM features through Optimax."

CEO of ServiceMax, Dave Yarnold also commented on the union saying:

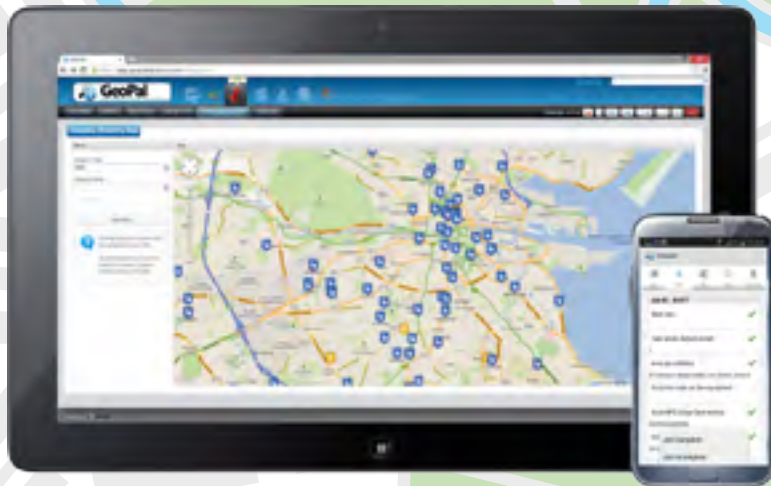
"Our integration with ServicePower enhances the ServiceMax platform



with industry recognised optimisation technology, further extending our ability to provide an end to end, field service management solution to the Force.com ecosystem, and beyond."

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# Claims Management company use field service technology to improve efficiency



One of the UK's leading building insurance claims management companies LAS Claims Ltd has achieved a 32% saving in fuel costs just one month after implementing two systems provided by field service software provider FLS.

LAS Claims who manage thousands of claims for household buildings claims every year work on behalf of a number of the UK's leading insurers.

The claims management process requires LAS Claims to deal with validation, investigation, and then achieving the best settlement outcomes and then fulfilment.

They have chosen to implement both FLS VISITOUR which incorporates real-time scheduling and optimisation technology alongside a cost-led booking system as well as FLS MOBILE, which delivers improvements in the efficiency of the field force. Together the two technologies have allowed for quicker response times for both LAS Claims' insurer clients and of course the insurers customers also.

With offices in Birmingham and Bristol the claim management company have a number of strict SLA timescales to adhere to when reacting to a claim. An appointment for a home visit must be scheduled and attended by one of the LAS field force which is comprised of 65 claim surveyors. These claims surveyors also need to be flexible to relocate to meet the demands of surges in claims such as the recent flooding and devastation in much of Somerset and

other areas in Southern England as a result of the recent extreme weather.

The FLS solution is delivered via a Software as a Service platform so was able to be fully deployed and being used by all of the team at LAS including office based staff and the field operatives within just 3 weeks of the projects start.

Having adopted a Bring Your Own Device (BYOD) strategy for subcontractor surveyors FLS MOBILE, which is device agnostic allowed easy deployment, whilst FLS VISITOUR is being used alongside the LAS Claims proprietary claims management system in the central offices.

Ian Hogarth, LAS Business Development Director, commented:

"We have long believed that technology can deliver significant improvements to claims management in the UK household market. FLS VISITOUR is the latest addition to our technology portfolio, and we are delighted with the results to date."

"FLS allows our claims handlers to select an appropriate appointment date/time, it tells us where the surveyor is, how long it will take to get to their appointment, how long the surveyor has been on site, and where they're going next," he said.

"It enables us to give our customers real time information for example exactly when to expect our surveyor to arrive, but also ensures we only send a surveyor with the appropriate skill set and

equipment for each claim, not just any surveyor close at hand."

He added "We can cluster the appointments to optimise the number of visits per day, and this has been especially effective during the recent surge, where LAS claims volumes increased by over 600% above the daily average."

"We have been using FLS for a month across our business and it has already delivered exceptional benefits. For example, we have reduced surveyor mileage between appointments from an average of 34 miles per job to 23 miles. This means less travelling time and more time spent in customer's homes helping them after a claim."

Aside from improvements to scheduling, Mr Hogarth points to other benefits from using FLS:

"There are the obvious environmental benefits from travelling fewer miles, but it also helps improve the safety of surveyors, who are almost all lone workers, as we know where they are at any given time."

Jeremy Squire, FLS UK Managing Director stated:

"LAS Claims are using FLS VISITOUR to great advantage in a competitive industry. We are proud to welcome LAS as a new customer and of their early achievements using FLS technology. Further gains are attainable and we will work closely as a team to quickly achieve these"



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# UK agronomy leaders integrate vehicle tracking and scheduling to improve service



**G**loucestershire based Agronomy company Agrii have implemented a real-time transport optimisation and vehicle tracking solution for its agrochemicals division.

The company that is seen as a leader within it's field in the UK has opted to utilise Paragon's Fleet Controller system and integrate this with a live vehicle tracking feed, provided by 49 TomTom PRO 9150 navigation units, taking advantage of the systems's advanced vehicle routing and scheduling software. The result is a real time plan versus actual performance information delivered to the Agrii transport and customer service teams, also enabling customers to receive updated ETAs using Fleet Controller's text messaging facility.

"By integrating Paragon and TomTom technology we are able to plan and manage deliveries of more than 350 orders a day, which given the location and type of customers we serve would be a logistical challenge if we didn't use this solution," said Tony Frain, Agrii's Logistics Manager.

"The software allows us to offer customers the opportunity to place orders up to 10.30 pm and we'll guarantee delivery if stocks are available by the next working day in three slots:

before 9am, before 12pm or next day."

Paragon also provides timed web-based reporting to Agrii customer services, with scheduled route timings updated every few minutes based on the live tracking information. This informs the customer service agents of real-time delivery activity and allows them to prepare customers to receive their deliveries. With the nature of their business meaning many deliveries require a forklift to unload the vehicle, this efficiency allows for streamlining the delivery process saving valuable time for both Agrii and their clients alike.

With the TomTom units providing intelligent navigation and live traffic information to help drivers avoid congestion Agrii are able to make further savings in both time and money and the fact the all-in-one business tool combines navigation and GPS tracking in one single, portable, device is a major benefit.

Other benefits of the system are it's flexibility – Agrii's operation is heavily seasonal so the versatility of the solution means that the company can increase and reduce the size of the hire fleet without the cost of installing and removing hardwired equipment, and also the well documented benefits of

monitoring driver behaviour including duty of care obligations. Also drivers can accurately report their working time by entering their ID into the device, tapping the screen to record when they start and finish work which in turn, is automatically fed back into Agrii's payroll system.

Agrii's Alconbury depot is supplying 6,000 customers who range from small farms to large commercial operations growing products for supermarkets. They are located as far north as the Humber Estuary and south to the Thames Estuary, along the coast of the North Sea in the east and west to the M40 corridor. The drivers deliver the orders direct to the farm's chemical storage facilities, the locations for which have been located accurately using the GPS vehicle-tracking units. This ensures that each store is mapped on the system.

"By plotting the X and Y coordinates for the chemical stores our drivers can navigate directly to the site," added Frain.

"This streamlines the delivery because using a postcode alone would only take them to within a kilometre of the location. If we can get the driver within 10 to 20 metres of the store, it improves our performance and the level of service we offer our customers."

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\*Average ServiceMax customer results, based on a 2013 survey

# The changing landscape of customer service

*In this article, Mark Forrest, General Manager of Trimble FSM discusses the growing link between customer satisfaction and business performance...*



Customer service is widely recognised as being the number one business priority with a proven link between customer satisfaction, retention and profitability. Indeed, Aberdeen Group recently reported that organisations that reached a 90% plus customer satisfaction rate achieved an annual 6.1% in service growth, 3.7% growth in overall revenue and an 89% level of customer retention. With approximately 78% of UK GDP derived from the services sector, customer service is becoming increasingly recognised as a strategic issue and, according to the Institute of Customer Service, if organisations do not include it in the boardroom then some of those businesses won't be around in the longer term.

## The growing importance of customer service

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

The most common customer complaint is when a technician does not resolve the issue first time. This may be due to not having the right part or tools, not having the right skills or not enough time to complete the job. Considering 25% of service calls require a follow-up visit, the result of not achieving a first-time fix can be detrimental. Indeed, Aberdeen Group report that companies not meeting a 50% first-time fix rate and requiring a return visit reported revenues dropping by nearly 3%.

As a result, more organisations are beginning to realise the value of 'intelligent scheduling' - incorporating technician knowledge, parts availability,

and capacity into their scheduling processes to ensure that the technician arriving on site is the person who can resolve the customer's issue first time. Businesses can address the challenge of making better in-day decisions by utilising a work management self-learning tool. To avoid large data set-up exercises of skill sets and work areas, a self-learning tool supports the assignment of work orders to the field technicians by remembering who has the right skills and their usual work areas. Aberdeen's research found that the Best-in-Class (the top 20%) performers had mean success ratios of 92% for meeting response or project completion deadlines and 88% for first-time fixes.

## What matters most to customers?

According to The Institute of Customer Service, there are five key areas which matter most to customers:

- Am I dealing with people who are professional? Do they connect with me? Are they approachable?
- How easy is the business to do business with?
- Does the product or service do what it says?
- Problem resolution - how are any issues resolved? This isn't always about the outcome but also the way I am treated in this process.
- Timeliness - is more meaningful when I get what I want when it suits me.

## The strategic importance of the field service worker

The role of the field service operative has changed over recent years; shifting from one of operational necessity to strategic significance. Why this change? Because with the rise in use of automated booking systems, for example, and with the growing trend of machine to machine (M2M)

capability allowing applications to provide preventative and predictive analytics, the field technician's visit to the customer may be the first and only exposure a customer has to the company's brand and service delivery.

"The biggest change we've seen in customer service," Jo Causon, chief executive of the Institute of Customer Service explains, "is the move from a transactional economy to the relationship economy where value lies in one-to-one interactions and service leaders prevail in the marketplace. A 'personalised service for many' and a dialogue approach, as opposed to the traditional monologue, is now desired. This power shift has come about, partly due to technology and the rise of social media, but also because you and I, as customers, want to be much more engaged in the customer experience."

Looking ahead, demand for staff who have desirable attitudes and attributes for customer service will increase.

## Who owns the customer experience?

According to the Institute of Customer Service, having somebody on the board who has overall responsibility for the customer experience is essential and that somebody needs to be the CEO. The customer service strategy is integral to the business strategy and having somebody who leads on that is critical.

For more information on customer service and expert opinion into how it is transforming the field service landscape, download our complimentary report, 'Transforming Service Delivery: An Insight Report', available at [www.trimble.com/fsm/insightreport](http://www.trimble.com/fsm/insightreport)



Mark Forrest, General Manager,  
Trimble Field Service Management



# Best practices organisations have already learned the differences between “less is more” and “more is better”

*Bill Pollock, President of Strategies for Growth<sup>SM</sup> looks at what makes a company best-in-class...*

In any number of forums, ranging from trade shows and conferences, to workshops, seminars and general consulting assignments, we are often asked the question: “What do Best Practices services organisations do differently from all others in order to attain that status?” The way we like to answer that question is with an explanation of why “less isn’t always more!”

In business – as in life itself – the best way of operating generally revolves around the concept of “less is more.” And, in most circumstances, this philosophy typically holds true.

For example, less costs incurred with respect to operating a service center would certainly be a desired goal – as would less customer complaints, less customer system downtime, less technician time spent at the customer site, and so on.

However, Best Practices services organisations have learned, typically through experience, how to discern when a “less is more” approach is required, and when a “more is better” approach would be more desirable. There is a true distinction, and one that the Best Practices organisations have found they can literally “take to the bank!”

***Best Practices organisations have already learned that the best way to justify an investment is to measure how your performance has improved as a result.***

From research conducted over the past year, a number of factors stand out that truly differentiate Best Practices organisations from the general population. Contrary to conventional wisdom, Best Practices organisations do not necessarily face a different set of challenges than all others – they just deal with them more effectively. They

don’t necessarily embark on a differing set of strategic actions than all others – they just apply more emphasis on some than they do on others. And they don’t necessarily utilise differing technologies and applications than all others – they just use them more pervasively and effectively.

***“Best Practices organisations typically know when they need to do less and when they need to do more”***

Of course, it is not really just that simple. There is no doubt that Best Practices organisations generally have more resources available at their disposal than most others, and that they know how to use them better. But the story is actually much more complex than what may initially meet the eye. Let me explain ...

First, most Best Practices organisations have already dealt with – and mostly successfully – the need to cut costs over the past several years. In addition, they have also taken steps to drive increased service revenues in the most recent timeframe. This is not to say that they have cut ALL costs, or that ALL potential revenue streams have been successfully cultivated; but, rather, that these issues are now fairly well under control among the leading organisations (i.e., as opposed to all others, many of which are still addressing these two issues as their number one and number two challenges). The advantage that Best Practices organisations have, as a result, is that they can focus more on other key strategic and tactical actions that will assure they stay ahead of the pack for some time to come.

Some examples of the primary means by which Best Practices organisations have dealt with cutting costs may include areas such as (1) restructuring the services organisation; (2) streamlining primary services processes, policies and procedures; (3) automating historically manual tasks and activities; and the like.

Examples of some of the more common means by which they may have driven increased service revenues include (1) implementation of a formal warranty and contract management solution; (2) deployment of mobile tools in support of the field force (e.g., to capture signatures and submit invoices at the customer site, etc.); (3) move toward the increased use of real-time data collection and exchange; etc.

Perhaps the greatest differentiator between Best Practices and all other services organisations is the following: .” However, the one key area where they are truly doing the “most” to maintain their status of Best Practices, is with respect to performance measurement.

In fact, Best Practices organisations are 20% more likely to utilise a formal set of Key Performance Indicators (KPIs) to measure their service operations and delivery performance than all others. In addition, they are also using up to a dozen – or more – targeted KPIs to routinely measure critical performance areas, and report the results – often in real time – to all relevant stakeholders (i.e., those on a “need to know” basis).

This is clearly an area where “more” is better than “less,” and one where Best Practices organisations have already learned that the best way to justify an investment is to measure how your performance has improved as a result.



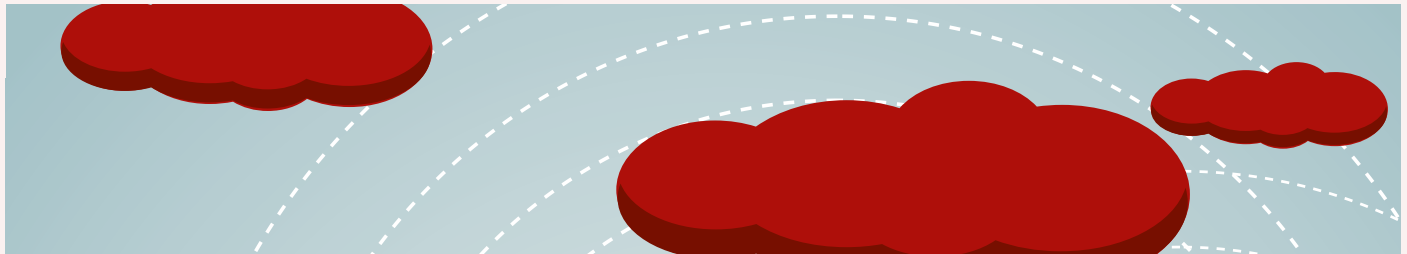
Bill Pollock, President  
Strategies for Growth<sup>SM</sup>



For more in depth analysis of this research download Bill’s latest White Paper for free @ <http://bit.ly/1dhJUF3>

# Go mobile the right way to fully realise the power of GIS

*Ian Davies, Country Manager Northern Europe for Motion Computing looks at the importance of GIS to the utilities sector and what we need to consider if we are going to get it right...*



## The utility worker today

Within the UK, approximately 473,000 people are employed in energy and utilities and approximately 30% of them are mobile workers. This is hardly surprising given that there are over 13,000 energy and utility locations. But what is less widely known is that these employees, both in the office and out in the field, deliver some of the greatest added value to the UK economy, often far in excess of other sectors.

Consequently geospatial and GIS data is indispensable to utilities. From the back office the data provides essential views and information about the service territory on which critical value-added decisions are made. Leveraging that data out to the field provides even greater benefits like streamlined regulatory compliance, operations and maintenance. There is no real argument on whether or not to empower utility field crews with GIS – the question is how to empower them. Technology has a key role to play in answering this question within the UK.

The energy and utilities sector is very capital intensive industry and much future success depends on its ability to adapt to new requirements through the introduction of new technologies. This is creating demand for skills at the intermediate level in terms of operation and maintenance - those roles most typically found “out in the field”.

## The right tools for the job

So from a technological perspective, the right hardware and software will make a

big difference on getting the most out of utility field crews. In order to select the right hardware and software, businesses must start by taking a look at how the utility worker performs his work.

***“There is no real argument on whether or not to empower utility field crews with GIS – the question is how to empower them”***

For hardware, this is critical. Mobile workflows vary greatly - what environment is the worker primarily in? How remote are employees? Can they rely on “an always connected” application, or do you need “store and forward”? Do they need a higher amount of power, specific carrying case or a vehicle mount? Is a barcode scanner or camera needed? What operating system is needed to run all the software systems? Can data entered more easily with a keyboard, a stylus or by touch? How sensitive is the work being performed and what level of security is needed?

Among all these variables, there are some characteristics to a “typical” mobile workflow - the requirement of a

mobile device that can be easily docked and undocked in a vehicle, easy to carry and use, but rugged enough for the field environment. In addition, utility workers regularly use bar code scanners, RFID readers and magnetic stripe readers to complete their work. Hardware will also need to include external battery chargers and wireless connectivity as well as run an operating system that supports the software.

That software also needs rigorous assessment. It can have a huge impact on how the field worker actually works. What features will truly enable field teams to get the most out of the GIS? Is it intuitive, quick and simple to handle? Does it need large, frequent updates? Is it based on real world experience? In addition to being easy to use on the front line, the application should provide automated data replication, have a seamless interface and deliver both high performance and configurability for the teams back at base.

Applied to GIS, this means better maintenance of assets that have a rapid and profound effect upon the bottom line of utility companies and can improve customer service quickly. Utility assets are often very expensive and GIS can substantially increase the return on this investment. As part of the business case to justify GIS - and secure these benefits - the right mobile tools are a powerful part of the optimal solution.



Ian Davies, Country Manager,  
Northern Europe, Motion Computing



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# Droning on...

*Amazon's announcement of plans to use drones for deliveries got the world talking, Field Service News takes a look at what was said and whether the technology could really work?*



## The world poured scorn

When Amazon announced plans to use unmanned drones public opinion was divided. In the corporate world however, Amazon's competitors direct and indirect queued up to take a pop at the eCommerce giant.

Asked if Amazon could emerge as a competitor, FedEx CEO Fred Smith commented: "Quite frankly I don't think I've seen more mythology in the press about anything than I have about the e-commerce space over the last year or so"

John Donahoe, CEO of Ebay was equally dismissive of Amazon's plans stating that Ebay were "Not really focusing on long-term fantasies, we're focusing on things that will change consumers' experience today,"

Meanwhile in a fantastic parody of the Amazon announcement, British book retailer Waterstones announced the launch of a new service using trained Owls to deliver online purchases.

## A question of regulations

Yet, whilst open season had been declared on Amazon and mischievous sniggering could be heard in boardrooms around the globe, the fact is that the technology to make this happen does exist and should Amazon be able to overcome regulatory obstacles then they may well have the last laugh.

So what exactly is the current state of affairs in terms of the regulation? Last year US Congress passed a law that

would allow certain applications of commercial drones by September 30th 2015. With plans for draft legislation within the year, the FAA has already approved drones for use by energy firms off the Alaska coast, as instructed by Congress.

However, the types of drones that the FAA certified are already approved for military use, which Amazon's drones aren't. In fact most experts predict that corporate uses are still a long way from being cleared.

In the UK the Civil Aviation Authority (CAA) are responsible for the authorization of drones. In response to the Amazon announcement a statement read "There are rules in place to make sure unmanned aircraft are operated safely and don't pose any risk of harm to the public. A key element of this is the operator must have the aircraft within visual sight at all times during the flight. So there are a number of safety issues Amazon would need to address before this type of operation could go ahead."

## Yet it could still work

However, there is one potential application of delivery drones which was overlooked by the Amazon spin machine but could actually prove to be a viable solution, in terms of both the logistics and meeting existing regulations, which was outlined by Ralph Rio, in an article in Forbes Magazine.

"Instead of replacing, think about augmenting. Jeff [Bezo] said that 80% of the packages are light enough for

a drone to carry. That means 20% of packages will need a delivery truck and person to carry the package to the destination"

"Consider a truck with sides that roll-up to reveal shelves with drones. The truck stops at a home and, while the delivery person gets out and delivers a package, multiple drones emerge and deliver packages within a few hundred feet, and return. If a drone has a problem, the delivery person is there to help. Also, the drones could be limited to a lower altitude that avoids FAA issues. "

"With this approach, each stop releases a swarm of drones. One stop delivers five packages rather than one. Creating huge productivity improvements."

"Of course, this approach to package delivery requires creation of complex algorithms for issues like when to use, route optimisation, sequencing, error correction, failure response, and more, but Amazon certainly has the PhD maths scientists to solve these problems"

"The technology is known, and could be deployed." he concluded.

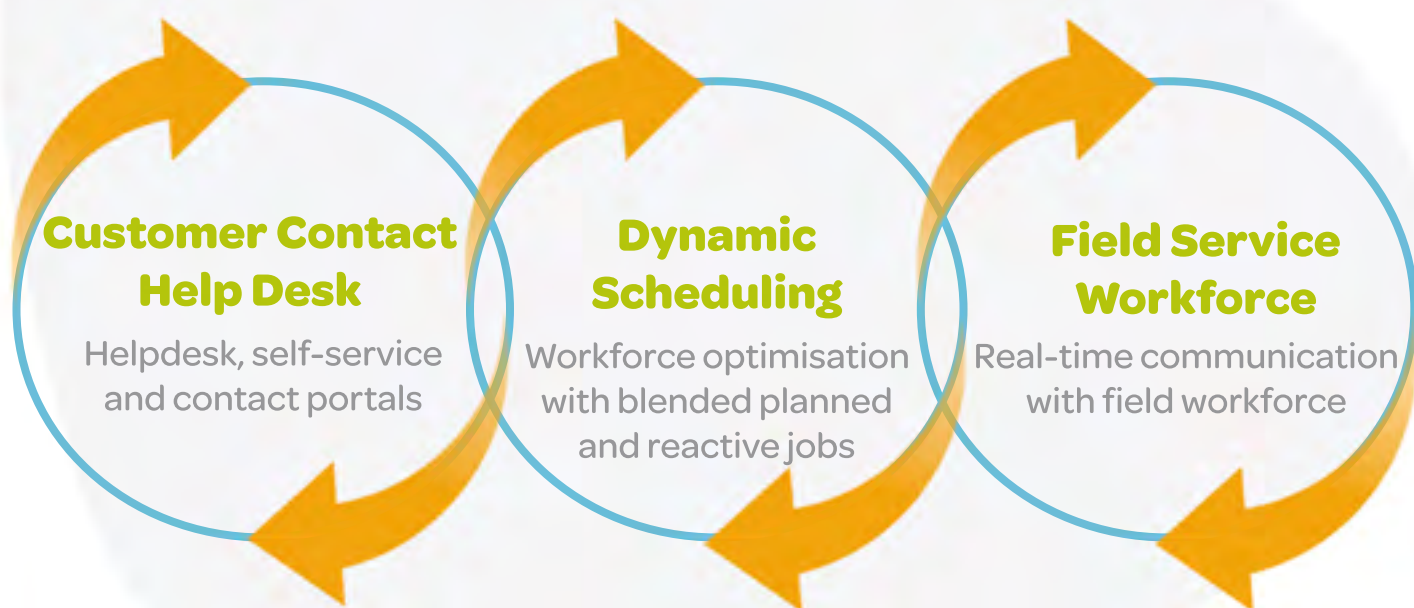
This approach would certainly seem to provide a more practical application of the drones for deliveries (rather than Amazon's initial more simplistic version of drones leaving direct from the factory) and if implemented could genuinely change the face of logistics as we know it.

Perhaps it is not as far fetched after all?



## Making end-to-end Field Service a Reality

Joining the key components in service management to improve efficiency and excel in customer service



- Automated & drag drop scheduling
- CRM & case management
- Multi-channel contact centre
- Self service web portals & mobile apps
- Parts management
- Mobile field service comms

- In field data collection
- Rota management
- Costing & invoicing
- In-field sales
- Smart agent desktops
- Reporting & dashboards

“Now with our new mplsystems solution in place we’re able to manage our entire field service operation using a dedicated service desk portal, giving us real-time visibility of all our activities. We found that mplsystems’ cloud-based technology was three times less expensive than our enterprise Maximo scheduling system in capital costs - that’s a huge saving for an organisation of our size”

**Adam Clarke, Managing Director, Statutory Support Services UK**

# Panel Debate: All change please!

*We are currently in an era of rapid change in the field service industry. New technologies are constantly emerging with the potential to revolutionise the industry as we know it whilst culturally service is making a move from cost centre to profit centre. To help us keep up, Field Service News asked five of the industries leading figures to give us their thoughts...*

## The Panel:



**Ian Mapp: Director, Wyser Stewart**

Ian is a veteran of customer service - both in the provision of software applications and consultancy, and in actual service delivery. He has worked with companies large and small, both in the UK and internationally over 25 years. Presently, he is providing specialised customer service and customer experience consulting services to "people-powered" organisations through his company Wyser Stewart.



**Paul White: CEO, mpl systems**

Paul has spent the last 15 years working in and around the CRM and Contact Centre industry and is one of the industry pioneers in the creation of affordable call and contact centre solutions. Prior to joining mpl systems he was the founding CEO of BT Contact Central, which, over 4 years, grew into a global business across UK, Europe and Asia Pacific. Whilst at BT, Paul was responsible for designing some of the largest call centres in Europe and had major roles in systems architecture, product management and sales.



**Ian Davies: Country Manager, Northern Europe, Motion Computing**

Ian Davies is Country Manager, Northern Europe for Motion Computing. He has over a decade of experience working within the mobile technology arena and currently oversees sales and account activity throughout Europe for the ruggedised tablet leader, Motion Computing.



**Glyn Dodd: Managing Director, Centrex Services.**

Glyn has over 15 years extensive experience and knowledge of the supply chain industry, including senior positions in SPC International, Logicom, ICL Fujitsu and Unisys. At Centrex Services Glyn spearheads the company's growth plans, as well as overseeing all elements of the business. Glyn brings a fundamental understanding of lean principles and is passionate about driving the supply chain industry to change the way it maintains technology.



**Mark Forrest, General Manager, Trimble Field Service Management**

Mark Forrest is general manager of Trimble Field Service Management, a position he has held since January 2012. Mark is responsible for providing worldwide mobility-based productivity solutions to the communications, field services and trades markets. Prior to joining the Field Service Management division, Mark served as general manager and Chief Operating Officer for Caterpillar Trimble Control Technologies (CTCT), a joint venture between Trimble Navigation and Caterpillar.

## Question One:

# What is the biggest driver for change in field service today?

**F**ield service has always coped with constrained resources – in terms of manpower and investment in spare parts inventory – and the recent harsh economic times have been very tough for many, both OEMs and independent maintainers. Those now poised to grow have continued to invest through the downturn, particularly in skills development, and that will now enable them to out-compete others.

With no money to waste themselves, customers are more demanding in the standards they expect and less tolerant of poor performance. This has accelerated a trend already entrenched for a number of years. Plus, bad news travels further and faster than ever via social media. Equivalent stories about exceptionally good service (they do exist!) do not travel as far or as fast. Service organisations will have to learn to live in this unbalanced environment, obsess about quality and focus on protecting and communicating hard-won reputations. It is a discriminator when customers choose suppliers.



**I**t's all about customer expectations, today's smart phone empowered customers expect immediate service when they want it – or they'll switch. Delivering field service is no longer just about dispatching resources. Instead the focus is on delivering end-to-end customer service targets and reacting to changes in real time.



However the reality for most organisations is still a proliferation of disconnected systems and processes that make it impossible to monitor and deliver true end-to-end service.

Systems integration simply won't fix this for most organisations, it will just result in inevitable manual data fill and mistakes – and an inability to deliver the reactivity and service that customers demand.

**P**icking just one force is actually quite difficult – the drive for productivity increases, more regulation and the needs for increased data capture in the field, the opportunities for service improvement brought about by real time access – all are pushing field service more than ever.

If there is a point where these different drivers become united it can perhaps be found on the shoulders of the heads of operations who now face issues of technology, cost, customer service and increasing profitability on a daily basis.



**T**he biggest driver for change in field service is the decreasing cost of hardware and the impact this has on the industry. As the commoditisation of the middle ground break fix market has shifted the economies of scale, businesses can no longer afford to support skilled field service engineers responding to low level incidents.



As technology becomes increasingly sophisticated, the nature of repair has changed and firms are realising the current field service model is not cost-effective. It is often cheaper to simply utilise a technical courier as replacement is cheaper than repair.

Therefore, the full potential of field service engineers is currently not being used. If this continues, businesses will be failing to offer true added value for their customers.

**M**any companies managing a large field service workforce operate in industries which require highly skilled individuals, whose work is variable and complex in terms of location and task. Add in a high degree of compliance-focused work and that means that field service work has become increasingly mission-critical in terms of timing, skills and consequence. With increased customer expectation it is important that companies ensure that their field service is not derailed by unpredictable dynamics of the working day. An increasing number of organisations are beginning to realise that it isn't where the vehicle is that's important, it's where the engineer or field service worker is and what they are doing that is of paramount concern, as ultimately they are the ones providing the service to the customer. The support of solutions to help manage work efficiently and effectively has therefore become integral in helping to meet customer demands and achieve service delivery excellence.



## Question Two:

# Which technology has had the biggest impact on the field service industry in the last 5 years?

In my opinion, it is all about the mobility revolution. Specifically, the intersection of two trends. The higher adoption of mobile devices by service organisations, and the explosive growth of smartphone usage amongst customers – 72% of the UK population according to a 2013 Deloitte survey, up 14% in just 10 months. The result of near ubiquitous use means more enthusiastic acceptance by technicians and engineers of a mobile device as an integral part of their everyday work. Maybe “grudging acceptance” is still more prevalent than “enthusiastic acceptance” in some organisations and industries!



Once upon a time, and not that long ago, mobile devices – typically ruggedised – were seen as the sign of a tech-savvy, forward-thinking service provider. Today, that has been turned on its head and organisations that do not deploy mobiles – more commonly consumer-grade or BYOD – are seen as laggards.

The ability to deploy affordable field service apps on standard mobile consumer smart phones and tablets rather than expensive dedicated devices has had the biggest impact, enabling an entirely new generation of connected field service solutions.



You can now equip field staff to support customer engagement activities, track on-site attendance and feed back into HR, monitor time in the field for improved financial management, as well as provide specialist telematics services - all via flexible smart phone apps.

However, these will still require integration to avoid the kind of piecemeal approach that inevitably leads to inefficiencies, with vital customer data getting stuck in individual departments.

The tablet PC has united the portability of handhelds with the ease of use of consumer equipment and the versatility and power of laptops. As a result they have driven increased productivity in the field.

However it must be remembered that technologies do not work in isolation. From the additional peripherals such as mounts and docks to cases and straps for the tablet to the software that runs on the device and the network that connects it to the office, these solutions are all based on maximising the capabilities in the field.

So while the tablet PC may be a good poster child, we should always remember that integration and correct solution design are the sources of real impact.



As statistics highlight that tablet sales are continuing to rise while global PC shipment levels fall, it's clear that handheld devices have had a huge impact on the field service industry. This goes hand in hand with cloud computing, enabling efficient triage without the need for field service engineers to be deployed.



Changes in technology do not mean the death of the experienced field engineer. These valuable skills are required, albeit in a different capacity. New positions in-house and specialist service supply chain providers will become increasingly essential.

Most importantly, it will be the customer who will not only benefit from increased efficiencies in response rates but also see first time fix rates soar, as remote triage will enable the correctly skilled engineer to be at the right place and at the agreed time. The growth of mobile and cloud has enabled this.

Field service organisations have previously struggled to effectively schedule their work and track their progress to continually meet service commitments. Indeed, one in ten organisations still collect data from the field via paperwork. However, work management technologies have emerged to transform the productivity of mobile workforces through intelligent scheduling tools and performance management analytics. Organisations can measure, manage and improve their operations through optimising resources, offering real-time visibility and monitoring and giving warning of tasks at risk or showing the impact of work allocation decisions. Data can be analysed through performance management analytics to allow interrogation of the information to provide an understanding of performance, trends and barriers in line with targets. The analysis drills down to different variables around individuals, teams, regions, job type etc. and can be provided to different stakeholders within the organisation depending on their business need for day-to-day management or longer term business planning.



## Question Three: What is the most important consideration when moving from cost centre to profit centre?

That's simple. Independent maintainers are, by definition, driven by profitable service provision. For OEMs, the profits on after-sales services are frequently higher than products sales, and servitization has become an obvious strategy to maintain financial performance. For some it is a matter of survival and so it is a "no brainer". The question becomes 'how-to' and not 'whether-to'. Particularly as more product categories become commoditised, and manufacturers are unable to compete simply on product quality. This is not the same as engineers being transformed into salespeople, as is often imagined. Many OEMs do not properly credit their service departments with revenue for their work. A notional accounting transfer is made, one that does not reflect the true commercial value. This gives a misleading impression of the service operation's financial viability. Resolving this anomaly - to give an accurate baseline – and training service managers in financial disciplines are critical transformational steps.



Turning field service from a cost centre into a profit centre demands an end-to-end approach that's reactive to customer requests and strengthens loyalty by driving out errors.

This then empowers those people who spend most time with your customers – your field service staff – to identify and action the right cross sell and upsell opportunities with your loyal customers.



An engineer fixing the lighting, for example, may notice that an air conditioning system also needs work – so it's important that they have the sales mechanisms in place to immediately recommend and action repairs.

Transitions such as this must be effectively managed – moving to a profit centre means a far greater control on costs and drive towards productivity – and this can unsettle staff and disrupt processes as changes are made.

By keeping the strategic objective in mind at all times these changes can be handled intelligently.



It seems obvious, but the most important consideration when moving from cost centre to profit centre is the market demand. Simply put, if the service you are selling does not make a profit then you will still be running a cost centre, regardless of your intentions. Although it is vital businesses make this transition, they need to be careful when doing so to ensure they are not left worse off than beforehand.



Utilising business intelligence within the field service industry is pivotal to the success of moving to a profit centre system, ensuring your engineers are being utilised in the most efficient ways possible while continuing to meet your SLAs. Customer satisfaction must be at the centre of the field service industry and if businesses can manage this successfully then the move from cost centre to profit centre should be a relatively smooth one.

Field service has evolved from what was once an operational necessity to a strategic significance, as the technician may now be the only contact a customer has with the company and therefore exposure to the company's service delivery and brand. With a proven link between customer satisfaction, retention and profitability, how the technician interacts with the customer can be significant in the customer experience. The most common customer complaint is when a technician does not resolve the issue first time. Making sure you get the right people with the right skills with the right assets to the right place within a set time is therefore essential. Work management technologies can help by incorporating technician knowledge, parts availability, and capacity into scheduling processes to ensure that the technician arriving on site is the person who can resolve the issue first time. In addition, employing mobile workers who have the ability to upsell or cross-sell products and solutions whilst with customers can also make a difference to service delivery as a cost or profit centre.



# Re-branding for Solarvista is much more than skin deep

*Paul Adams of Solarvista explains how an enterprise-class service management software vendor embraces the new world of cloud and devices whilst keeping existing customers happy.*

It's fair to say that we are living in times where the rate of change in IT is faster than at any time in the past. Internet connectivity is becoming ubiquitous. People own multiple devices... phone, tablet, laptop, PC etc. They expect 'apps' now, not just applications (apps being instantly available software that installs in a click). Whilst cloud computing promises to drive costs down and availability up.

Great. But... what about the investment made already in the existing systems? What about keeping data secure? What about all those customisations that we spent a lot of time perfecting? The future is indeed exciting but how on earth do we get there without significant disruption (not least the costs)?

At Solarvista, we have been developing our software application suite for 25 years and through that time, it's been through several sea-changes (DOS, Windows, mobile etc.). As a software developer, we knew that we were facing another sea-change and that this one could be bigger than all the previous ones. We also knew that the last sea-changes were not always easy for our customers. So, the question was, how do we develop our products to embrace new technology without forcing our customers through 'hoops and hurdles' to get there?

We established a dedicated team to research the options. After nine months hard work, we had a design solution that would enable our customers to keep their existing investment in Solarvista intact, yet allow them to move forward progressively. In fact, our solution also had a great side effect... system integration to third party systems. This side effect is actually something that we have really embraced at Solarvista now and intend this to be one of our key unique selling points (USPs).

With all this change ahead, we also decided that we needed a new fresh

brand identity. Our 'old' identity had been in place since 2000, so was 14 years old. And it was looking tired. It was, too multi-coloured. It didn't suit the digital age. We couldn't fit into a Twitter icon for example. We needed a brand that was fresh and digital ready, so users knew instantly they were "in Solarvista".

The resulting journey has been a big one.

Product-wise, we now have two new whole product categories, having spent the last 20 years with just one! That's a 200% increase in product base in less than three years! A modern airliner has approximately 750K lines of code. We've added 1.5 million in one product category alone!

***"As a software developer, we knew that we were facing another sea-change and that this one could be bigger than all the previous ones."***

Brand-wise, we have a fresh, new identity that's ready for the new age and capable of reflecting our technologies. An 'S' made up of dots reflects the move upwards into the sky. It's applied throughout our products and in all our communications of course.

The first of our new product categories is Solarvista NET. This technology solves the problem of connecting existing systems together without the need for coding and development. In particular, it's based around Service Oriented Architecture ("SOA"), a proven design used by the very largest systems in the

world, including famous social media sites. This significantly reduces cost, time and risk (something that's always high in system integration).

The second of our new product categories is Solarvista LIVE. To deliver new applications that can operate securely out there in the cloud requires a security model that's rock solid and proven. That security model is claims-based federated security. You can't build secure apps without building this in from the start and it being there in every piece of code at the base level. Adding it in afterwards doesn't cut it.

Solarvista LIVE will initially surface as a new style of mobile app that connects via Solarvista NET and enables full use of Solarvista 8. It also allows Solarvista LIVE apps to be used on other systems, even in scenarios where our flagship solution isn't even in place. All of this delivered via a cloud-based account managed for you, by us, thus removing the overhead of managing remote servers.

Many systems out there are not true SaaS. They are often web servers hosted in a data centre. Whilst this "appears" the same; it isn't. It's not scalable; can be vulnerable to attack, and not the most cost effective. Solarvista LIVE is true SaaS. It is delivered in small pieces. So much so that you can just buy what you need and no more/no less. A good example is our non-SaaS product for mobile, Mobile Worker. In the Solarvista LIVE, this one product is broken down into 20 smaller pieces, meaning you can just buy say, 2 or 3 pieces of it to start with. Then 2 or 3 more at a later date. You don't need to buy the whole application.

We're excited about the future and look forward to taking all our customers forward as well as attracting new customers in new markets.



Paul Adams,  
Marketing and  
Development Director  
Solarvista Ltd



# Getting

# SaaSy

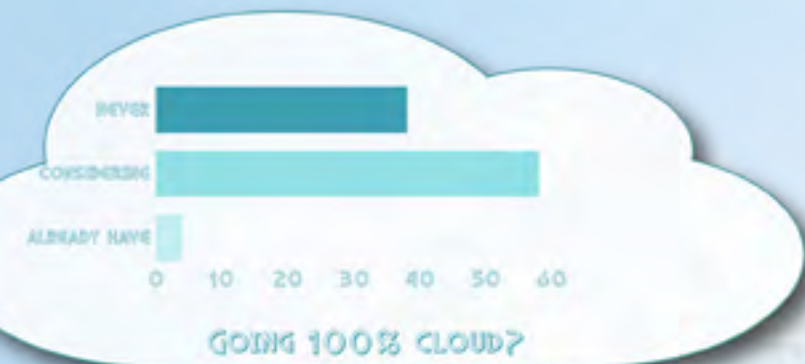
**Cloud Computing has been around for long enough now, it's about time we found out what the field service industry really thinks about Software as a Service...**

**Research  
Report**

In partnership with:



# FIELD SERVICE NEWS





# Is the field service industry ready to leap into the Cloud?

*Cloud computing and the Software as a Service model have been heralded as as big an iteration in the development of technology as both the adoption of Windows and even the internet itself, but what has been the impact of the Cloud in the field service industry?*



In theory field service would seem to be an industry that could benefit greatly from the cloud. The ability to give remote access to systems for mobile workers is obviously advantageous to an industry that by its very definition has a high percentage of its workforce on the move.

But has the field service industry leapt into the cloud feet first, or is there still some reluctance until the technology proves itself robust enough to be trusted with service management systems?

Across the last few months Field Service News in partnership with Tesseract have undertaken a research project, which aims to take a measure of the appetite for Cloud based software and the

Software as a Service (SaaS) distribution model within the field service industry.

Our aim was to understand how prevalent the use is of cloud technology in field service today, understand the benefits and the concerns of Cloud computing in our industry and look to see what trends the future may hold.

## **On Premise vs. Cloud today**

The first major insight from the research is that despite Cloud and SaaS becoming more widely understood as a concept, as far as the headline numbers are concerned currently those companies that have placed their field service management systems in the Cloud remain in the minority.

In fact currently 77% of companies are still using an On-Premise solution with just 23% having actually moved their field service software to a Cloud based platform.

At first glance this may be somewhat of a surprise. We have been hearing things about the Cloud, good and bad, for quite a while now.

Salesforce.Com the Granddaddy of the Cloud who pretty much single handedly made a mockery of computing giants Oracle and SAP's dismissive stance towards SaaS as a passing fad, are now a ripe old 15 years old.

The cloud's been around for long enough to take root by now hasn't it?

One argument could be that actually fifteen years isn't that long, especially when we take into consideration that it took a few extra years for the first browser based service management solution to appear (Tesseract's Service Centre 4.2 in 2001) and also as all service management software previously had been purchased on a pricey CAPEX model then the life cycles of these systems are understandably relatively long. The shift to a new, emerging technology will likely be weighted towards a slower start in such an environment.

In fact we can find further evidence of this when we look at exactly how long those companies who are currently using an On-Premise system have been using those systems for.

The vast majority (60%) have been using their current system for at least three years so this would certainly seem to correlate with this theory. In fact just 18% of On Premise solutions are recent implementations (within one year). A slightly larger amount 22% of systems are between a year and three years old.

However, it is when we look at the next question we asked of those respondents using an On Premise system "Are you likely to consider a SaaS/Cloud solution when you next update your service management system" that we start to see some genuine evidence that the shift to the Cloud is beginning to speed up.

Of those companies currently using an On-Premise solution just over half 53% have stated that they are considering a move to a Cloud based solution in the future. With 47% stating that they will not consider the Cloud for their next iteration of field service management solution.

If this figure remains true and there is a conversion from those 'considering' the Cloud to those adopting the Cloud then within a period of perhaps three to five years, by when most companies will have moved onto next generation platforms, it is highly likely that we will see an almost 180° switch in the ratio of On Premise to Cloud systems being in place with SaaS becoming the dominant model for software distribution within the field service industry.

So whilst the shift to the Cloud may be slow initially, it would seem that when it does happen it will be quite dramatic.

### The benefits of Cloud

So what exactly are the benefits of Cloud based service management software to merit such a dramatic shift?

We asked those respondents that were already on a Cloud based system what were their key reasons for choosing Cloud over an On-Premise solution, asking them to indicate if any of the following reasons were important to them. The benefits we listed were: more affordable pricing model, scalable solution, disaster recovery, easy remote access, speed of going live, and less reliance on IT departments.

***"Whilst the shift to the Cloud may be slow initially, it would seem that when it does happen it will be quite dramatic"***

The results were interesting in that they did not conform to what is often seen to be the key USPs of Cloud based solutions.

Of these options easy remote access was the most popular reason cited with 61% of respondents indicating this was an important factor to them. The second most popular benefit was the fact that Cloud solutions are scalable with 54% of those surveyed ticking this option.

Often the most heralded benefit of the SaaS distribution model is that it makes expensive solutions more affordable. However, this was only the joint fourth most popular option tied with another benefit that we regularly see being championed i.e. the speed of going live. With just over a quarter of respondents (28%) indicating that these were important factors to them.

When look just at those companies within the smallest category of mobile

workforce (under 50 field engineers) we do see an increase to 35% of companies that cite affordability as an important reason for choosing SaaS, yet again it remains only the fourth most popular choice.

The conclusion to be drawn from this is that whilst the fact that SaaS does of course offer a more affordable payment model, it appears that it is the other benefits, those which enable improved efficiency in the mobile workforce, that mostly attracted these early adopters.

But what about the actual benefits that are being seen by those using a SaaS service management system? Beyond the hyperbole and marketing speak, what are the benefits that genuine field service companies are experiencing in the real world?

So as to not colour the results in anyway around this critical question we opted to leave the response to the question, 'What has been the biggest benefit to your company since moving to the cloud' as an open text response (i.e. the respondents were required to enter the response manually) This has given us a truer understanding of what the key benefits to Cloud based field service software were.

The most prominent benefit that stood out was the general performance of the systems themselves alongside the ease of updates. A quarter of all responses (25%) were grouped around the fact that by having a system that was easy to upgrade respondents found they were essentially getting a regularly improved and refined piece of software so performance levels remained above those that they had experienced previously.

The other most significant benefit was in fact the cost which also was listed by 25% of the respondents.

So whilst cost wasn't as common as anticipated as a reason to initially opt for a SaaS model, it would appear that once the decision had been made, the more manageable payment methods of SaaS did indeed shine out as a key benefit of the model. This would be particularly relevant for those companies whose service division operates its own P&L.

Speed was also a regularly used term amongst the responses.

In the main the reference was to the speed and ease of set up, however the speed of information flow between field engineers and head office was also raised as a key benefit.

Both 'speed' and the term 'ease of use' were common terms that appeared in 13% of all responses. Other benefits that are worthy of mention are increased mobility, scalability and flexibility including being able to put multiple countries onto the same operating system easily and the easy accumulation of data via remote access in one source.

However, certainly the greatest acid test of how successful the Cloud has been for these early adopters is whether or not they would recommend a making a similar move to others.

It would certainly appear that the implementation of Cloud for those field service companies that have made the move to date has been an overwhelming success. 90% of companies that are currently using a Cloud based service management system stated they would recommend doing so.

Such a majority is certainly a powerful statement on the positive impact of the Cloud for those companies that have made the leap already.

### **Yet some are unconvinced**

So it is evident that those who are working with a Cloud based solution seem to be satisfied. It also seems that many of those still using an On-Premise solution are actively considering a move to the cloud when the opportunity to upgrade their service management software next arises.

Yet there is still a sizeable amount of companies (circa 30%) that are not considering the Cloud at all.

Why exactly is this and what fears do they have?

We asked those respondents who indicated they would not be considering a Cloud based solution to identify the key reasons they did not feel comfortable with the cloud.

Perhaps somewhat unsurprisingly the leading reason cited was Security. Front-page news stories about the lack of security in the Cloud continue to cast doubt it seems, as 47% of companies that are not considering the Cloud still cite security as a key fear.

Concerns around connectivity and issues integrating with existing legacy systems were also both common worries with 34% and 37% of companies respectively indicating that these issues gave them cause for concern around a move towards the Cloud.

## ***"Security in fact is the least common of the issues cited by companies using a Cloud system"***

Yet when we compare these fears with the actual issues being identified by those actually using a Cloud based solution, the two do not match up.

In fact when looking at the issues that those who are using the Cloud have actually encountered, we actually see a very different picture.

The most common issue with the Cloud has proven to be connectivity problems, which 60% of companies using a Cloud based system have experienced at least once.

The second most common issue is then integration with existing systems, which 40% of companies have faced. Security in fact is the least common of the issues cited by companies using a Cloud system with only a quarter of companies having had any issues in this area whatsoever.

Looking further at those companies not considering a Cloud solution, it is interesting to note that whilst the large majority (72%) have not implemented Cloud systems in any area of their business, a sizeable 29% of companies did have at least one element of their business requirements based in the Cloud.

This seems odd as with a clear benefit

of Cloud being 'easy remote access' it appears a perfect bedfellow for field service systems and one might assume, field service systems would be the first to be moved into the Cloud.

However, when we look at the reason given for why respondents felt Service Management software in particular should still be held On Premise the majority of respondents (70%) identify integration with existing systems as the main reason why they believe they need to keep their systems out of the Cloud.

Essentially as service management systems are so core to a company's operational efficiencies, for some it simply isn't worth the risk of moving to a system that cannot be easily integrated into wider business systems.

For these more conservative companies who prefer to see a technology fully established and road tested before committing to it, connectivity issues between the Cloud and existing systems still remain, so it is prudent to hold back for the near future, until such issues are fully resolved.

Of course the danger is the longer a company waits to take advantage of the benefits of any new technology, the greater risk they face in falling behind the rest of the market in terms of the efficiency gains to be made.

### **Conclusion**

Whilst at the current time Cloud computing has yet to take a firm hold amongst the majority of field service companies, with most companies still using an On-Premise system, it would certainly seem that there is a definite shift towards the Cloud and the SaaS model and that shift is starting to gain momentum.

If those companies that are currently considering a move to SaaS do actually make the transition, then within the next few years we could see a complete reversal in the ratio of companies operating On Premise systems versus those operating on Cloud based solutions, with Cloud becoming the

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dominant platform.

The benefits of Cloud are numerous and well suited to field service, with the ease of remote access being the key factor for companies either considering moving to the Cloud or those that have made the move already.

Wider benefits such as the more affordable pricing structure of SaaS, the speed of implementation and less reliance on IT departments are of course attractive factors to field service companies also.

The biggest issue that has slowed the adoption of the Cloud in field service to date is the perception that security is a major issue for Cloud systems. However, in reality this has not proved to be the case for those field service companies that are actually operating in the Cloud. Yet these doubts still remain and perhaps it is a matter of the technology having to continue to prove itself secure over a longer period of time for these fears to abate fully.

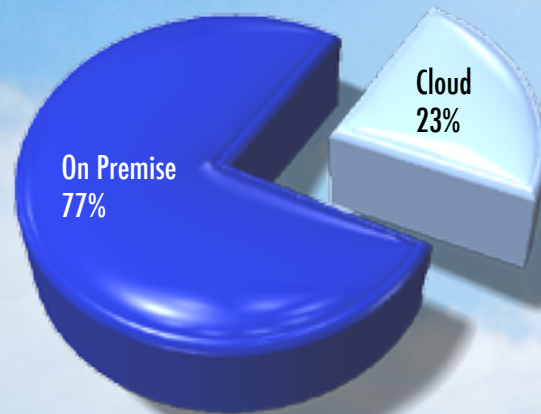
At the same time the biggest issues felt by those using the Cloud are possibly likely to be resolved by surrounding technologies in the near future. Connectivity, which is the largest problem facing companies with a Cloud system for example, will ultimately ebb away as a serious issue as mobile internet standards continue to increase.

Within the UK for example all of the major providers are required to meet 90% 3G coverage, of the UK as part of their contracts with UK Government, by this summer. Currently the only provider to have fallen short of this target is Vodafone who offer 3G coverage to 88.5% of the UK. Of course with 4G now being rolled out this situation will only continue to improve.

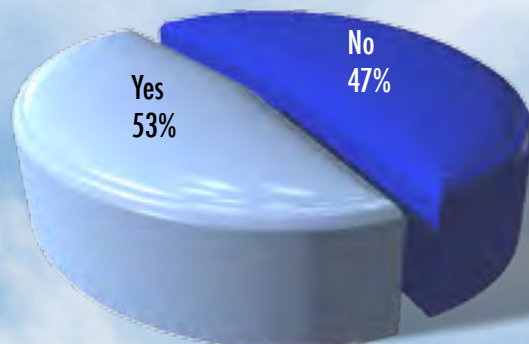
So when we consider that there is a building appetite for the Cloud in Field Service Industry, the key fear around the Cloud (security) is proving in reality a far less common issue than the perception and that the biggest issue of the Cloud (connectivity) is likely to diminish as internet coverage becomes more widespread, it seems Cloud is set to become an established platform for field service technology, even ultimately become the industry norm.

# Key findings:

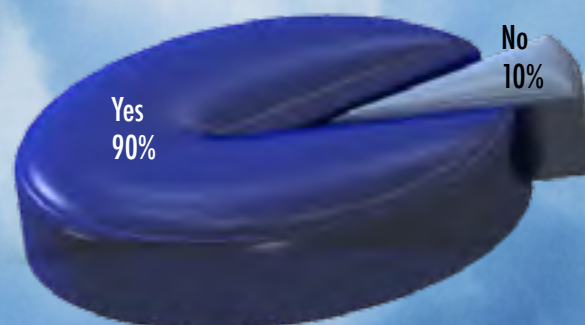
## On Premise versus Cloud in 2014



## Likely to consider moving to Cloud



## Would recommend Cloud over On Premise



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with:



# Ensuring true, end-to-end field service performance

*Paul White, CEO of mpl systems looks at why a more holistic, joined up approach to customer service is the way forward, and what benefits a true end-to-end solution can deliver...*

With all the emphasis that businesses now place on the importance of the integrated customer journey and providing a high quality engagement experience, it's perhaps surprising to learn that the majority of customers actually spend more time interacting with an organisation's field service engineers than they do speaking to contact centre agents.

Given this, and with the constant pressure on service operations to deliver against metrics that directly impact the customer such as first-time fix and SLA compliance, it's puzzling that four out of five customer service teams still don't have any real time visibility of what their field force colleagues are doing.

Until now field service management systems have suffered from a lack of integration between the service desk, planning operations and what's actually going on in the field. This has had a direct impact on an organisation's ability to ensure first time fixes on site, and it's a real problem. This was evidenced by recent Aberdeen Group research that found that the top field service issue for 45% of customers was that engineers, once on their site, were often unable to resolve issues.

This is clearly an area that needs addressing, and one that's worth investing in to get right – particularly as the same research revealed that those with lower first time fix rates were also only achieving a 22% customer retention rate. The research went on to say, however, that by doubling their first time fix rate to match best practice service providers, organisations would be able to improve their retention rate fourfold. Clearly getting on-site performance right has a huge impact on loyalty.

## Developing a more joined-up approach with mplsystems

At mplsystems we have developed a more joined-up solution to field service management – one that addresses the three main barriers to service

management efficiency: the challenges faced by having disparate systems in place, reliance on over-complex scheduling processes, and lack of visibility in the field. By integrating a service desk portal with both automated scheduling and field updates via mobile apps, mplsystems is working to make sure that field service organisations have both the real-time information and dynamic planning capabilities they need to solve these key issues.

It's an approach that's already delivering results for businesses such as Statutory Support Services (SSS), the specialist building maintenance group. Like many organisations, SSS found its legacy Maximo scheduling system was over-complex and too difficult to adjust to meet its specific needs. Their Managing Director Adam Clarke wanted to replace this scheduling system with a more dynamic and efficient approach, one that could support reactive job requests.

According to Adam: "with mplsystems we've been able to automate around 50% of the manual scheduling tasks we had to do with our previous system, and we're already seeing improvements in terms of our KPIs and SLAs. We're now able to manage our entire field service operation using our dedicated service desk portal. This, combined with dynamic drag-and-drop automated scheduling, makes the whole process much easier – letting us blend reactive jobs with our planned and preventative maintenance activities. This functionality means that we're now on track to recoup our investment in the mplsystems system within just six months, and the solution actually cost only 20% of the spend of our previous enterprise Maximo scheduling system."

## Enabling end-to-end field service integration

SSS aren't alone in achieving efficiency improvements like this. When Balfour Beatty Workplace engaged mplsystems to help implement a more integrated approach to service desk and planning,

they found it encouraged their staff to offer end-to-end ownership of service requests. No longer were service requests thrown over the fence to planning then passed to dispatch. Instead the initial employee who first received the service request is able to plan the job, dispatch the field worker and monitor the job through to resolution – and this has helped achieve a 28% improvement in end-to-end performance.

A truly end-to-end field service environment means that messages are always shared with field-based staff, updates are accessible across end-to-end processes, performance monitoring can extend across all activities, and interactions aren't lost as they pass through multiple departments and systems.

Having end-to-end diagnostics and access to mobile data also makes it much easier for firms to carry out root cause diagnostics exercises. Advances in mobile applications, for example, have greatly improved the variety and volume of field data that can be collected, so every service visit now provides an opportunity to improve performance. Examples include enabling greater field performance monitoring, greater visibility of regular component failures, the optimisation of boot stock for field staff, more proactive preventive maintenance where applicable, and even feeding data back into the manufacturing process to improve quality.

Organisations such as SSS and Balfour Beatty Workplace understand that such performance improvements can only come from having a true, end-to-end field service management approach in place - and through effective integration, rather than the deployment of specific technologies.



**mpl systems**  
Paul White  
Chief Executive Officer, mpl systems



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# A man on a mission: Sergio Barata, Telogis

*Having become a regular member of the Deloitte Fast Track 500, Telogis are now firmly established as a leading provider of fleet management and field service software in the US. Field Service News caught up with Sergio Barata, the man tasked with leading their charge into the United Kingdom....*

**FSN: You have been involved with Telogis since they launched in the UK. Firstly could you tell us a bit about your own background and also the approach you took when introducing what was a successful US product to the UK market?**

*SB: I moved to the UK just over ten years ago when first working for a mobile start-up and have worked in the LBS (location based services) space ever since.*

*Initially starting in pure Geo Spatial technology, I find myself now immersed in the sector. I joined Telogis back in 2008, having just come from another US based software company where I had spent time localising and refocusing their key capabilities for the UK.*

*On joining Telogis, I had some specific views on how we should launch the company here – the leadership team understood and bought into the fact that we would have to localise correctly if we were to launch in such a competitive environment.*

*We initially started with our GeoBase product, thinking that if we could correctly localise and licence this within the UK as we have done in the US, we would have a strong platform to build upon. Once the underlying technology was in place, we could introduce the rest of our SaaS solution which is all built around this.*

*Since the early days Telogis has grown rapidly both in the UK and wider. When*

*I started at Telogis we had around 120 people in the whole organisation, now we have nearly 500.*

*In the UK we have just moved into our new facility, which will allow us to continue to grow substantially.*

**FSN: With Telogis only being founded in 2001, you are in relative terms still a young company within the field service industry.**

**Do you think this gives you an advantage in being able to build a cloud based solution from the ground up rather than having to adapt a legacy solution?**

*SB: We launched as a SaaS company, which in 2001 was quite a brave thing to do. Browser adoption, both as a way of working and technologically still wasn't quite there - but that quickly shifted.*

*The vision our founders had clearly worked!*

*Around 2005/6 all our competitors had essentially become organisations supporting their customers in the field - not black boxes but servers with their software running on them, so their ability to innovate was hampered. Being cloud-based has meant we didn't have these issues.*

*The other critical decision we made was not to develop our own hardware and to remain hardware agnostic.*

*This has meant that our R&D budgets*

*have been focused on the data, the software and our platform, which we are now selling as a strategic approach.*

*I think not having an incumbent legacy, adopting the hardware agnostic approach and choosing to be SaaS from day one has allowed us to remain innovative and scalable, which has been an important part of our success to date.*

**FSN: You recently wrote an article for Field Service News in which you talked about the platform approach, something we are hearing more and more of within the industry.**

**Do you think this model, i.e. working with one provider for multiple solutions is likely to be the future for field service software?**

*SB: We certainly see the benefits of it!*

*When we meet customers we find many burdened with costly overheads and challenges of integration, even to the extent that they are not meeting the ROIs and initial business case. The costs that it takes to get systems to talk to each other can be significant.*

*There are also other elements: different companies have different commercial models - our telematics is a subscription model, making it straightforward to cost and manage. Other systems often have capital expenditure costs upfront and deploying different systems and suppliers efficiently can be very challenging.*

*We think starting with one part of a ►►*



**“We never advocate the ‘big bang’ approach to implementing a complete solution - it’s not commercially or even technically feasible to embrace a whole system at once.”**



solution and then integrating other elements is the right approach. We never advocate the 'big bang' approach to implementing a complete solution - it's not commercially or even technically feasible to embrace a whole system at once.

Our strategy is based around 'lets put one piece of the solution in and then work with you on building a longer term strategy and at the end you will come out with a holistic approach.'

The other question we address is the integration of our systems - the telematics, the routing and scheduling - with the customers' systems that they have already deployed.

We have some interesting platform tools, middleware/application programme interfaces that are essentially self-help modules that we can offer our customers to help this integration.

These may be scripted alerting, customised reporting on driver stats or just workflow management that actually allows them to translate data between our solutions and their other systems.

Integration can become seamless – there are even situations where they don't even need to log into our system, they are just communicating with the cloud and getting the data straight out of it.

**FSN: With the launch of progression a few years ago Telogis stepped much more firmly into the field service software arena rather than solely fleet management.**

**We have seen similar moves from other companies with a fleet technology background such as Trimble and TomTom, are the lines blurring between mobile workforce management and fleet management technologies?**

*SB: There is no doubt that telematics on its own is a pretty competitive space with a low barrier to entry.*

*I think Trimble, TomTom, Telogis, companies like this, have taken that next step of investment in terms of R&D in trying to develop a more holistic*

*approach. I do think that the companies that win will be those that offer true value to any organisation.*

**FSN: Since 2009 Telogis has been on the acquisitions trail with the purchase of Darby, Remote Dynamics, Integris, Onboard Advisor, Maptuit and Navtrak across just three years...**

**How have the acquisitions of these companies shaped Telogis' own development both as a company and also in terms of your product lines?**

*SB: We have been fairly aggressive in our acquisitions, having secured companies for either market share or for more depth in a particular segment of the market place.*

*For instance we acquired Maptuit as a very dynamic navigation technology that we have integrated into the rest of our offering. We are always monitoring the UK market to see what makes sense.*

**"I think Trimble, TomTom, Telogis, companies like this, have taken that next step of investment in terms of R&D"**

**FSN: One of these acquisitions, Onboard Advisor was a risk reduction product and you subsequently partnered with Travelers Insurance on their IntelliDrive fleet safety program...**

**How important is technology in improving driver safety?**

*SB: The telematics driver-profiling element is essentially a tool for our largest customers, such as the major enterprise sized fleets. It has helped us bring in behavioural change across the fleet that will increase opportunities to save on fuel and insurance costs.*

*We look for technology that allows us to engage the drivers directly in an innovative way to help manage and improve their driving behaviour; the idling, how they drive - sudden braking, acceleration, their speed.*

*We then needed tools and dashboards to take that underlying data and the driver profiles to help large organisations change business practices to make improvements.*

*Certainly Onboard Advisor and the tie up with insurance telematics has been very important for us and our largest accounts, which have global fleets that deal with these issues and can now take advantage of this technology based type of approach.*

**FSN: What was the first piece of technology that made a huge impression on you both personally and in a work environment?**

*SB: I think the biggest impression on me personally as well as the workplace, has been my iPhone.*

*Working in a technology led industry I got into smart phones and the Internet early.*

*I've always been an early adopter but I don't think anything has changed the way I think as when first picked up my iPhone. I had Nokia N70s, Blackberrys and so on, but nothing has been as complete, as easy to use and as seamless as the iPhone.*

**FSN: Do you think that the consumerisation of mobile devices has led to a major shift in the design of the interfaces you and your competitors are designing?**

*Telogis never really developed heavily in a Windows Mobile development - we just never felt it was right for us. Our belief was that these things would take care of themselves.*

*There were companies that would have 20 engineers just developing an environment [for Windows mobile]. We just felt that this was never a model we could get behind, however, we were*

always happy to partner and integrate and take a more open approach.

Now with the newer iOS and Android systems we can take advantage of the situation and have some pretty compelling technologies.

Just downloading an application and updating it now is completely seamless whereas previously companies had to throw thousands of pounds at project management to get an update out to the field.

So we are big believers in what's happening with the mobile handsets and tablets.

**“Today the market is asking for our platform. Two years ago we were pushing a platform and the benefits because we believed it was the right way forward, even though the market wasn't necessarily asking for it.”**

**FSN: What is the biggest trend in solutions that you are seeing come to the market?**

**What are your clients most commonly looking for today that they weren't asking for two years ago?**

*SB: Today the market is asking for our platform. Two years ago we were pushing a platform and the benefits because we believed it was the right way forward, even though the market wasn't*

*necessarily asking for it.*

*There were some organisations that were interested in that conversation - today we are finding that most of the market is asking for it.*

*One objection I have heard on a number of occasions is why would I deny the company the opportunity to have best of breed in all particular elements?*

*That's an interesting discussion in that a large part of our platform, if you took it individually, is best of breed anyway.*

*ABI Research last summer rated us as the most innovative telematics solution you can buy anywhere today.*

*Even if we ranked third or fourth in each of those disciplines, it's all about leveraging the data that each investment creates, rather than the sum of each of those pieces.*

*Now customers know what they are trying to achieve and ask us to present our platform.*

*Often they may have a requirement for one of the elements, but it is now a very easy conversation to show the benefits of the whole holistic approach.*

**FSN: What do you think the next biggest technological advancement in field service will be?**

*SB: I think that bringing more Big Data to the field service individual, to the actual agent, is something we will see.*

*I have seen it with driver behaviour for example...*

*The traditional driver behaviour solution is that you put a unit in my vehicle, I drive and if I violate the rules then my line manager prints it out, confronts me and then hopefully I improve.*

*We have a solution called Telogis Coach, which has all of those same elements but does it in a very non-confrontational way.*

*It gets the driver to buy into the process through a portal on his phone, which*

*just creates a different dynamic and environment for him to digest the information.*

*I personally think treating agents in this way will engage them in a much more positive manner.*

**“People are ready for more information as long as it is done in a way that the employee can say, ‘okay this is positive, it's not big-brother, they're not policing me.’”**

*People are ready for more information as long as it is done in a way that the employee can say, “okay this is positive, it's not big-brother, they're not policing me”. The trends towards more efficiency will probably add more benefits for the agents as well, whether profit sharing or incentives.*

**FSN: What is the biggest difference between when you started in the industry and today?**

*SB: I think the biggest difference between when I started and today is now we have new devices and tools to deliver the level of information required, which along with more platforms mean you can bring more and increasingly diverse data together and interpret it better.*

*As a result we are seeing greater understanding both from agents working in the field and in the central offices alike, helping organisations work smarter and better.*

**Sergio Barata, is General Manager of Telogis EMEA and was speaking exclusively with Kris Oldland.**

# What will 3D printing mean for field service?

*Do you ever think that the technology we are seeing today is like something straight out of StarTrek? 3D printing certainly ticks the box but how could it be implemented in field service?*



## 3D printing 101

The background of 3D printing actually dates back much farther than you might expect. The first origins of the technology stretch back over 40 years although the first working 3D printer is credited to Chuck Hall of 3D systems back in 1984. However, it wasn't until the turn of the century that we began to see the technology finally become a commercial reality. In fact 2012 figures put the market at \$2.2 billion worldwide.

The process itself involves making a three dimensional solid object from a digital model created using computer aided design (CAD) software. This is achieved by adding successive layers of material on top of each other. Unlike other forms of manufacturing; where you start with a block and then subtract material until it is the right shape, in 3D printing you start with nothing and then add layers (hence the alternative name of additive printing) of material to build your product.

This leads to one of the biggest benefits of 3D printing in that unlike traditional manufacturing of parts where the production run of a small number of a specific part is uneconomical, the cost of manufacturing an individual part remains constant regardless of the size of production run. Meaning one off manufacturing of a part is now a completely feasible concept financially.

Within the last few years we have seen

the techniques used in 3D printing (of which there are now many variations) leap forward and products as diverse as clothing, turbine parts and even chocolates can now be created via a 3D printer.

## 3D Printing in the mainstream

With the 3D printing industry now set to explode into a fully-fledged mainstream industry we are seeing a number of companies now entering the market with home based 3D printers, most of which tend to look like a high end coffee machine and are available from anything from £500 to £3,000. In fact the market place is already becoming crowded with specialist makers such as MakerBot, Ultimaker and Cubify all competing with a variety of models, and surely it is only time before we start seeing bigger brands like Motorola or Sony enter the market place as well.

At the other end of the scale, there are companies like Makerbot parent Stratasys, a 3D printing company formed way back in 1989, that offer 3D production facilities able to create specialist parts capable of being both durable and intricate enough to be used in industries such as Automotive, Commercial Manufacturing and Aerospace.

Perhaps the most significant improvement we have seen as a result of growing competition in the sector is the speed in which the actual printing process is now completed. I remember seeing 3D printing for the first time just a couple of years back and whilst the end result was undoubtedly impressive it was still a relatively slow process. Today we are seeing print speeds of under 15 minutes for medium sized pieces.

## 3D printing and field service

In home 3D printing, we have seen a drive for smaller, more mobile printers

and in industrial 3D printing we are seeing materials such as metals and high performance thermo plastics being used to create parts durable enough to have genuine commercial applications.

Is it just a matter of time before we see these two elements converge to give us portable manufacturing capabilities?

In the not to distant future could we see field service engineers arrive on site identify which parts of a product need replacing and head into the back of the van, upload the specifications and print the part they need?

With no need to wait for the parts to be ordered and delivered, first time fix rates could soar!

How about we combine this technology with another emerging technology namely machine to machine (M2M) diagnostics? Rolls Royce jumbo jet engines for example are already self monitoring, where the engine itself has it's own built in computer system that relays information to their field staff.

Its not a huge leap of imagination to take this a step further. As soon as the engine's computer reports a minor fault in one of it's components it transmits this information to a local field team waiting at it's next scheduled landing destination. The required part is then printed automatically on site thus allowing the field service engineer to quickly fix the issue with the freshly printed replacement part ready to hand.

Whilst the technology is still perhaps a few years away from being perfected to these levels of sophistication, it would seem that 3D printing could genuinely live up to it's reputation of being the second industrial revolution and it's impact on field service could indeed be quite spectacular.

# Creating value from services: Where to start?

*Nick Frank, of Noventum Service Management draws on real-life experience to help identify a blue print for companies looking to establish a profitable service division...*

When talking about service, we often hear senior managers asking the question, 'But where do you start?'

Successful service companies align all aspects of their business to their goal. But business is complex and to address change on a wide front is costly and risky. So business leaders understand their priorities and address these first before moving on to the next part of the puzzle. Effective decision-making means defining priorities within the context of an overall vision or blue print of how a services business should operate.

Based on real life experiences from companies that I have worked alongside, I believe there are four key areas which are essential to creating value through services.

1. Understand the value you can deliver to the customer and your own business
2. Establish an effective GO-TO Market strategy that defines what service offerings you need to develop and sell
3. Achieve **efficient** Service Delivery to ensure profitability
4. Have a Plan

Lets first look at a good way to improve your understanding of **Value** by analysing your Customer's Journey to your services. We are not just talking about how they came to choose your product. We start way before that activity and move all the way through to the touch points of the service delivery model.

Many of you will recognise the customer journey map to the right as being similar for the lifecycle of your equipment. It is a high level summary of just one part of a customer journey scenario that was mapped out for a premier manufacturer of injection moulding systems, Husky SA. It shows how a customer perceives the brand at different stages through the product life cycle within different touch-points and activities.

But why bother mapping out what seems intuitively obvious? In this case it allowed cross functional teams from Husky Service & Sales to understand what were the critical points in the products lifecycle at which they:

- Had to work together: For example in the selling process, especially where negotiations revolved around total cost of ownership commitments.
- Where the service organisation could have a significant impact on the customer satisfaction and loyalty.
- Where the use of 3rd party contractors for providing the service might be appropriate.
- To identify systems that could be targeted for different refurbishment and upgrades, so as to maximise revenues through the product lifecycle.

Detail can be added to this high level journey. Husky decided all calls for all technologies should come into the same call centre. By drilling down into more detail at the call centre level they were able to design a more effective process, to communicate appropriately with customers and ensure the correct level of training for its employees.

## Finding nuggets of customer gold

Indeed the key in helping you to understand your business is often turning to your customer and if you really want to understand what your customers value, its best to go direct to the customers themselves.

That's why many senior managers insist on visiting customers, but how many times have you heard the CEO call for a change of direction based on a recent visit to an unhappy customer?

A more balanced approach is needed to make informed decisions and the solution to a balanced and informed analysis is often to involve impartial 3rd parties.

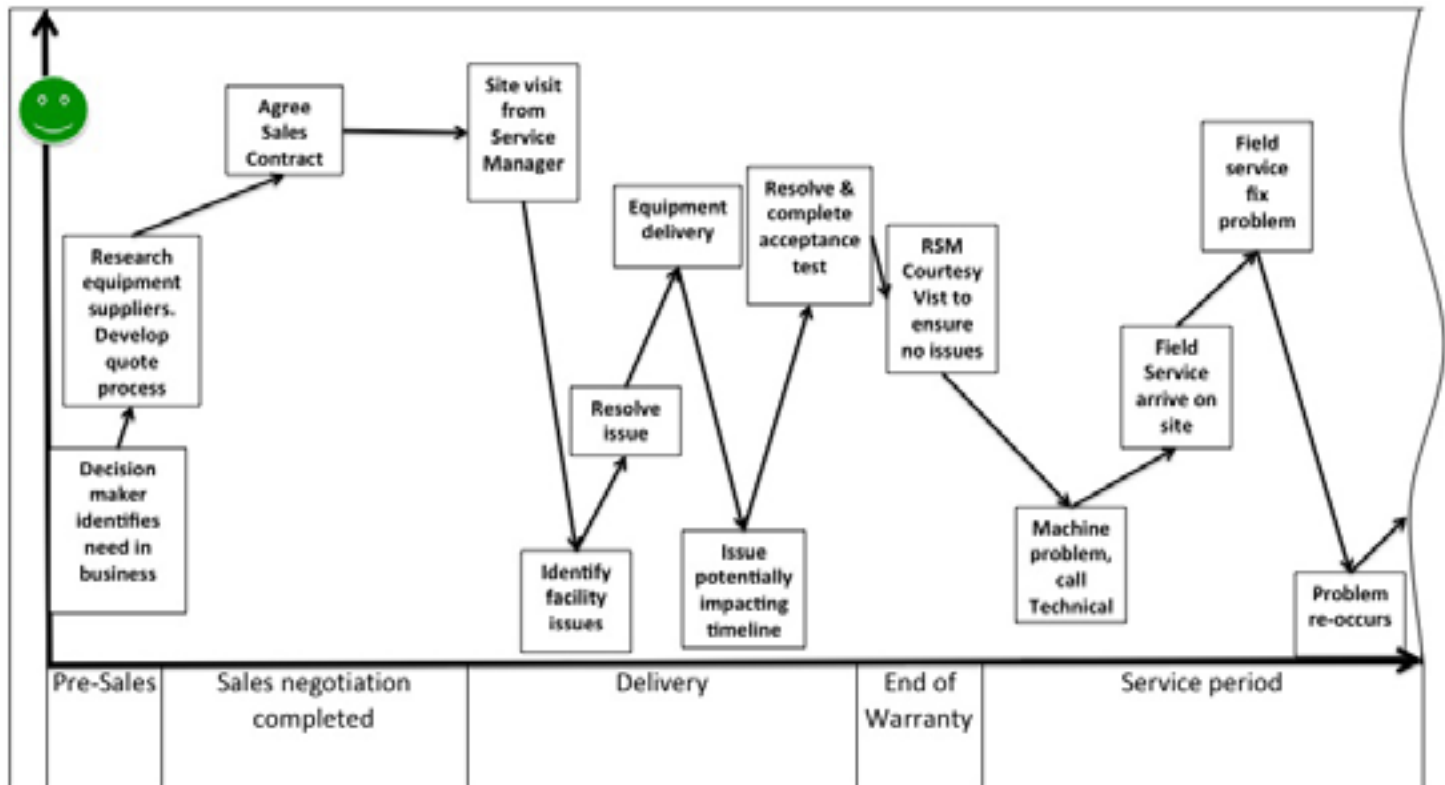
Take Yokogawa, an industrial leader in automation solutions for process industries. Back in 2010 they wanted to know what services their customers thought they should offer. They had talked to the sales force who came back with a pure price, price, price argument. To the Benelux service manager Ton van den Ham, this did not add up, and he felt that perhaps they were asking the wrong questions in the wrong way. So he engaged a 3rd party to help structure a set of visits and interviews aimed at getting underneath the skin of their customers. Why a 3rd party. Well he wanted an impartial perspective that did not carry Yokogawa baggage.

The interviews were done jointly with the 3rd party acting as a coach and sometime lead. To Yokogawa's amazement they found that their customer's really appreciated the technical competence of the application engineers. The customer's challenge, was not in fact lower prices, but to have more stable and predictable processes for their chemical plants.

The customer's wanted Yokogawa's technical experts to be even more engaged at a much deeper level in their business to help keep their processes at the optimum performance.

Armed with this feedback Yokogawa, started to develop their services programme which has developed into what they refer to as 'Vigilant Services'

Ton described his experience of this programme as: 'You don't know what you don't know. It's worthwhile talking to your customers to get a different perspective'



So the moral of the story is that when you are developing your services business, forensically clean customer insight is key to truly understanding the value you offer. Don't be afraid of getting outside people that you trust involved in this process, as the results may be surprising.

### Getting the cost/profit call wrong

Next lets look a how service change dramatically slows, when we make the wrong decisions in the profit centre / cost centre debate, because we have not understood how our business wants to make money.

It can make or break for your service business growth strategy, yet it's surprising how many service leaders do not appreciate the impact a separate service P&L can have on changing the mind-set of their people. Many just focus on what they believe is the best way to maximise their corporate value. Yes it's important to ensure we have the systems to manage the value of our enterprise, but we also need to consider the impact of measures on the performance of our people.

Take Textron Fastening Systems who were a \$1.8bn global manufacturer of nuts, bolts, rivets, screws and plastic clips.

Their European business became the sole supplier of fasteners to the Ford Fiesta, providing an integrated solution consisting of manufacturing, purchasing, logistics and engineering services. As far from their manufacturing core, it was set up with it's own P&L and dedicated team. They succeeded due to their focus and separation from the main manufacturing business.

But once this \$30million service business was stable, we decided to re-integrate it back into the core business. What a disaster and I say that as this case study is from my own experiences. We lost focus, drive, energy and sales.

Our biggest competitor, who set up a separate service business,

grew to 5 times our revenue, from exactly the same starting point in time and experience. 15 years on the Textron Fastening Systems no longer exists, having been bought by Private Equity and then broken up. Ironically the remains of the service business has survived but without growth.

For me this was a very salutary lesson about the importance of focus. But its not so simple as saying that for an industrial company to succeed you must have a separate P&L or Business Unit.

It depends on the strategic goals of the business and also where it is in the transformation process. For example companies such as Rolls Royce & BAE with over 50% of their revenues from services see it as such an integral part of their business model, they do not have a stand alone services division.

So if you are pondering how best to manage your corporate value and looking to make the profit/cost centre call, you might ask yourself 2 questions:

1. In your future business model how integrated will your products and services offering be?
2. Is organisational focus the key challenge facing your service transformation programme?

Having a sound service strategy is key to making the transformation to a sustainable high growth profitable service business.

Read more from Nick at [www.noventum.co.uk](http://www.noventum.co.uk)



# What you should look for when choosing a logistics company...

*Alison Brindley, Operations Director at Bespoke Distribution Aviation gives her top tips on what field service organisations should be looking for in a logistics partner...*

In increasingly competitive markets, businesses that supply and fit parts as part of their service contracts have had to up their game and the successful ones are achieving this and reducing cost, whilst adding value to their customer proposition by paying particular attention to their aftersales service.

As part of the aftersales process, field service engineers need to make sure that they have all the tools and parts they need to respond when a customer needs them. Operating a lean supply chain can add value to your business and keep field service operations efficient by ensuring reduced inventory levels and stock holding. The dynamics of the delivery requirements within the supply chain range from a requirement to move freight quickly in the case of urgent requirements for immediate repair, and not so quickly for slower moving stock for regular services. The challenge is to streamline the supply chain into a simpler process while continuing to provide customers with a simple and efficient next day delivery. Moving the outline of your supply chain to a multi level solution, which utilises air and road express movements can achieve a slicker supply chain needed to make field service engineers more responsive.

## **Give your field service engineers greater flexibility**

A streamlined supply chain supports field service operations at all times and ensures engineers are equipped with the spare parts they need to complete repairs to your customer's service levels. Make sure when selecting a logistics company that they offer a flexible and rapid service, the best levels of IT reporting and inclusive client support. One way of achieving this is through In-Night, same day delivery of parts, which ensures that spares are readily available from point of order through to final mile delivery in the shortest time frame possible. Whether your main supply

comes from a European Distribution Centre (EDC) or from a local regional parts centre, supply chain management is key to final mile delivery.

## **Eliminate the need for multiple regional warehouses**

A streamlined supply chain that connects mainland Europe into the UK and Ireland, providing early morning deliveries into service engineers and dealerships pre7 can reduce levels of inventory, provide an improved first time pick rate and speed up the delivery of spare parts. Faster in-night air movement and bespoke 'final mile' solutions means that engineers can access spares early morning the next day, giving a greater number of daily engineer fixes, improving Service Level Agreements.

## **Think about reverse logistics and spare part returns**

A company that offers a streamlined reverse logistics and returns solution can provide additional value for field service operations. The priority for field service engineers is having the repair made before considering a quick return. A reverse logistics service delivered as part of the wider supply chain delivery ensures that field service engineers have their repair made quickly on site, before returning the defect part back through the supply chain. For customers who have an issue after the repair has been made where a resolve is required due to a warranty defect, your field service team will want to organise for the defect product to be shipped back to the manufacturer under warranty, tested, dismantled and repaired or recycled. By having the repair made first as part of a reverse logistics service, engineers save valuable time. Closing the returns loop, the return of parts whether under warranty or just as part of recycling of parts, is as much a feature of a good supply chain management as the initial delivery.

## **Transparency of the supply chain enhances customer communication**

After sales service managers need to be confident that spare parts will be with their field engineers when they need them. They require complete visibility of the supply chain and strong communications from the logistics company, so they can be frequently updated as soon as the status of their shipment is available. By having access to this information platform, and a proactive customer service in the logistics company, they can maintain effective communication with the customer, keeping them up-to-date during every part of the service process. The ability to communicate with confidence makes all the difference to your customer's perception of your business.

## **Getting the geographical coverage you need**

Working in partnership with a good supply chain provider that can provide a strong geographical delivery presence is key to reducing inventory costs and yet still provides you with quick and easy access to spares. A supply chain provider that has strategically positioned operating gateways across a broad area, and that enables you to benefit from both air freight and road express services, delivers a seamless distribution service straight into the field.

There are a lot of tools available to help make field service operations more streamlined and effective. The industry is benefitting from new mobile technology yet often the greatest advantage to a business operating in the field service arena is getting the right level of a lean supply chain. Complete visibility throughout the supply chain and same day, final mile delivery of spares are key to responsive field service and satisfied, happy customers.



Alison Brindley, Operations Director  
Bespoke Distribution Aviation



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# Are you are up to date with the latest trends in field service?

*The field service industry is constantly developing, shifting and evolving. To help you stay ahead of the curve Field Service News brings you a round up of the key information resources from the last three months...*



## Ebook: The definitive guide to modern field service management

*"There is one key objective for any field organisation, to deliver excellent service as effectively as possible."*

Drawing on research from Gartner, Aberdeen, The Service Council and Forrester this ebook published by ServiceMax gives insightful and concise advice on how technologies such as Cloud, SaaS, Big Data, Smart Phones and Optimised Scheduling can empower you to adopt a fully 360° view of the service you deliver.

Download a copy from: <http://bit.ly/1isL2fu>

## Podcast: Is the Cloud right for your field service system?

In this podcast we aim to give you the answers you need...and who better to quiz on all things SaaS than Tesseract MD Colin Brown who has been developing Service Management software for the last quarter of a century and in 2002 developed the world's first ever browser based Service Management solution?

Colin talks about how the industry has evolved in the last twenty five years and we grill him on the validity of SaaS as a field service solution.

Download a copy from: <http://bit.ly/1mAW1Fn>



## White Paper: Transforming Field Service

This white paper published by mplsystems provides an excellent review of the key considerations you should be aware of when assessing your field service systems and processes. If you have ever felt overwhelmed by the amount of field technology solutions, you are struggling with disparate systems or if you are unsure how you can integrate new technology alongside your current systems, then this white paper will give you the detailed insight you need to understand the solutions and technologies available to Field Service Managers today.

Download a copy from: <http://bit.ly/1p0VFGD>

## White Paper: Field service benchmarking report 2013

Written by Strategies for Growth<sup>SM</sup> President Bill Pollock, this exceptional report is based on the findings of an exhaustive survey, which comprised of over 1,000 respondents and is perhaps the most comprehensive benchmarking exercise available, giving the truest indication of the mood and needs of the industry on a global scale. With a range of respondents from right across the breadth of the service world, this research provides a true barometer of how service is moving on a multi-industry wide scale.

Download a copy from: <http://bit.ly/1gCTlku>



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# Highlighting innovations and content in field service industry

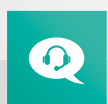
17-19 June 2014, ExCeL London



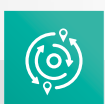
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## Podcast: From field engineer to VP Service Europe

We talk exclusively to Dave Hart of ServiceMax. Having spent over 30 years in the industry Dave has a huge wealth of experience to draw upon. However, the range of roles he has held is what makes this experience so invaluable. Having started his career as a service engineer, Dave has managed field service teams of different sizes ranging from small local teams through to pan european teams. He has been there, done it and has a whole collection of t-shirts so he is certainly is well qualified when it comes to advising field service managers!

Download a copy from: <http://bit.ly/1ikNLXu>



## White Paper: The five stages of field service evolution

In this exclusive white paper, sponsored by Solarvista, Field Service News Editor Kris Oldland looks at the five key stages of evolution service organisations must take to move away from out-dated manual processes to an automated nirvana where your field service department runs at optimal efficiency. Whilst the journey for every company of course remains unique, this detailed white paper gives you valuable insight as you plot your own road map to future success. Found out where your company is on this evolutionary path and what you could be aspiring to!

Download a copy from: <http://bit.ly/1ph15NL>

## White Paper: Why fullt integrated systems are the way forward

Integrated service delivery puts us on the cusp of a completely new way of doing business that actually provides value for the customer and the service provider alike. This white paper highlights the importance of breaking down the siloes that are the legacy of outdated, old-style thinking and building clear transparency across the core operations of service, logistics and contact centre. Commissioned by Exel Computer Systems, this white paper is written by late Steve Downton, widely acknowledged as one of the leading thinkers in modern service mangement.

Download a copy from: <http://bit.ly/1fOiaxY>



## Research report: Field Service and the Cloud

In partnership with Tesseract, Field Service News has conducted an exclusive research project to assess the appetite and understanding of the Cloud and Software as a Service based solutions for the field service industry. This report draws all of the key information and highlights the trends in the industry both today and looking forward. If you are considering investing in Field Service software within the next three years this research report will give you vital guidance as to whether the cloud is the option for you.

Download a copy from: <http://bit.ly/1ph2y6O>

## White Paper: Best Practices Organisations

Following up from the Field Service Benchmarking report 2013, Strategies for Growth<sup>SM</sup> President Bill Pollock adds further insight by comparing what those companies who are operating at a best-in-class level are doing differnently from the rest of the industry.

This comprehensive white paper is essential reading for any field service manager wishing to improve the efficiency of their mobile workforce.

Download a copy from: <http://bit.ly/1dhJUf3>



# The Industry's Leading Courses for Field Service Professionals

## FIELD SERVICE PROFESSIONAL

Engineers who deliver field services face unique challenges that require on the spot thinking and a high level of confidence. This exciting course will teach both new and experienced field service engineers the customer service skills they need to succeed in their demanding and complex environment.

*Field Service Professional* combines interactive, online learning with on-the-job tools and a skills reinforcement module for the field service manager. This comprehensive 'blended learning' format, coupled with industry certification ensures participants will get the most out of the course.

### Who Should Attend

- Field service technicians / engineers
- Field service new hires
- Members of your field organisation that interact with customers

### How the Course is Offered

*Field Service Professional* is offered as an online, self-directed learning experience, combined with facilitation tools that allow local field service leaders to reinforce the learning objectives with their staff.

Students receive access to the online learning system for 60 days to complete the course. A reinforcement toolkit is also provided to the field service leadership team.

## FIELD SERVICE MANAGER

Today's field service managers are faced with managing highly skilled, technical people and must be capable of effectively leading, coaching and facilitating the activities of their staff. They need a range of skills and the ability to meet the specific demands of customers, subordinates and the service business environment.

The *Field Service Manager* prepares students to meet these challenges. This four and a half-day course is dynamic and interactive, with students frequently working in small groups, presenting findings and working on a real-world case study.

### Who Should Attend

- Field service managers who possess a foundation of basic management skills

### How the Course is Offered

Instructor-led public *Field Service Manager* classes are run throughout the year. The dates and location of our public courses are available at [www.sgsa.com](http://www.sgsa.com)

**SCP Career Certification Exam:** This course prepares students to take the in-class written exam to become a Certified Field Service Manager. The cost of the exam is included in the course registration fee.

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- Create a Competitive Advantage



The SCP Standards provide a comprehensive measure of service excellence for eservice, support, field and professional service operations. The Field Service Standard provides a foundation for improving and benchmarking field service operations, including those that deliver:

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- IT Deskside Support Services
- Onsite Maintenance Services

To learn more about SGSA's industry leading solutions and what they can do for your business, please contact us by email at [enquiries@sgsa.com](mailto:enquiries@sgsa.com) or by telephone on 0845 330 6457.

# Case Study: Triton Showers work with Exel for 21st Century service

## Background: Exel Computer Systems

The developing service industry requires improved quality through constant adaptation.

Exel Computer Systems has brought increasingly sophisticated technology into the Service Management arena providing Software and expertise.

There is no doubt that with skilled support, this technology will drive significant innovation into thought-leading organisations such as Triton Showers, who are prepared to open their minds to new ways of working and effectively use technological innovation. More than ten years ago Triton Showers realised that to be successful as a service-led business they had to be more agile and ready to adapt to the rapidly changing industry environment they faced.

To derive significant success from technological developments requires more than good luck, and unless companies are prepared to invest sufficient money, time and energy into getting it right, success will not follow. Most importantly the need to invest in the right staff, with the right training, equipment and business tools. But just as important is the need to join forces with a supplier who has made significant investment in developing leading-edge Service Software and can show innovation in the solution. Providing such an excellent product to a skilled workforce can bring to the industry leading edge skills, cost effective and excellent delivery, and set standards in the Industry.

## Background: Triton Showers

Triton Showers has been producing high quality products since its inception in 1975, and is now one of the largest and best known in the field in the UK. In that time the company has invested in technological solutions and unwaveringly on recruiting high calibre staff to provide their customers with the best customer service possible. In addition to their success in future-proofing the technological aspects of their software solution by working closely with their software supplier and partner, they have been able to take advantage of the growing familiarity and acceptance of the technology by all their staff across the business, to help their staff understand the needs and skills required of their new roles.

Like many other businesses over this time, Triton Showers has had to cope with a number of key changes including a shift from client-based solutions to browser-based, and from hardware-specific solutions into platform and product-independent solutions. Exel Computer Systems has incorporated all of these into their Eagle Field Service solution, taking in their stride the acceleration of technological development, the rapid and significant convergence of 'Mobile Communications', 'Browser-based software' and 'The Cloud'

to keep abreast of technology, devices and software solutions across their customer's business. Triton Showers has grasped the opportunity to work with a very modern leading-edge supplier, critical in this complex environment to ensure the quality of the solution and the speed of implementation.

## Preparing for the Journey

The service industry has developed markedly over the last 10 years, and Triton Showers has been at the forefront of this development; introducing a sophisticated call-centre supported by the latest scheduling and despatching software, as well as a comprehensive financial package. In the last three years, investing in developing and securing a powerful solution provided and supported by their highly skilled partner Exel, they have significantly updated their software solution onto one of the most modern platforms.

Most recently, Triton Showers have invested in mobile CRM and customer self-help mechanisms, as it has become obvious that the customer wants to use this form of communication. The key customer requirements across the industry are:

- immediate response time
- 24x7 access to self help to resolve issues themselves
- access to an engineer on line or in a forum or chat room

## What has been Key to Triton's success?

Working closely with Exel has provided them with a partner that has not only supplied the required Software to take the business into the future, but helped them to identify the most important profit levers within their business:

- Move from cost-cutting to technology-driven process improvement and focus on customers
- Recognise that culture change within the organisation and across society is having more impact than specific technology devices, as the devices become more readily assimilated into the day-to-day environment
- Staff understanding the changes they have to make in their role as a result of the latest software and hardware solution
- Helping their staff at all levels to work differently, to deal with the local environment within the changing big picture.

## The Challenge

Introducing a new software solution and associated hardware requires process change, so from the start there was a requirement that support staff understand the changes necessary in their role. The staff needed to accept that processes would be different and it was beneficial to get the processes stable and tested as soon as possible within the new solution: They would have to see the big picture of the business process as well as demonstrate a local understanding.



Triton Showers has also recognised that the consumer market in which they work has changed its attitude towards the sovereignty of the customer, and that a significant shift of mind-set within the customer requires Triton Showers to work very differently, at all levels, to maintain control.

Historically, the quality of service was delivered contractually through service level agreements, ensuring the supplier would deliver within certain parameters. The agreement would be with the individual customer and not normally visible to anyone else, with the advent of Facebook, Linked-in and Twitter this situation has changed completely, and producing a very confused picture engendering significant potential for mis-communication, putting considerable pressure onto the supplier. Included with this is the ability for the customer to broadcast their opinion of the service they have received.

The supplier has to have much better access to the customer experience through varied and reliable sources of information, including mobile CRM, so that data can be automatically collected by the hardware and software carried by the engineer, freeing the engineer to focus on fixing the customer, confident that all the data is captured correctly.

The engineer has to be trained and given the responsibility to gather customer information, through effective listening and good questioning. The engineer cannot allocate any more time to the customer, so information gathering has to be done during the fix (including up-grading customer value, providing new value and understanding issues facing the customer, their changing needs and if possible consulting on the customer's processes to better serve them next time).

### Supplier support and added value

Working closely and confidently with their software supplier, Triton Showers were able to significantly develop their customer interaction process to facilitate the capture of required information, to build up a picture of the customer in order to better respond to their needs and reduce the cost of provision while improving the quality.

In addition Eagle Field Service provided effective future-proofing to:

- Accommodate changes in technology, particularly the impact of mobile connectivity
- Deal with the growing impact of Social Media in the Business to Consumer (B2C) environment
- Ensure that Triton Showers work-force were more comfortable with the modern platform format that Eagle could provide, in particular delivering a mobile CRM capability
- Develop the solution with Exel to provide an on-going, workable and stable solution

### Conclusion

Service Manager, Graham Neve, has found working with the Exel team has considerably broadened the business calibre of his service team. Working with Exel helped the staff at all levels in the business to understand the changes required in their role as a result of the solution, improving the way they communicate with the customer.

He believes Triton Showers are in a much stronger position thanks to their implementation of Eagle Field Service.

# Obituary: Steve Downton - A friend, guide and mentor to the whole of the industry

*Sadly one of the service industry's most well respected and well liked figures Steve Downton passed away earlier this year. A sad loss to many on both a business and personal level...*



The field service industry made it's final farewells to a trusted friend, guide and mentor earlier this year as one of it's leading lights Steve Downton was laid to rest after a long fight with Cancer.

Personally I only had the pleasure of speaking with Steve on a couple of occasions. Firstly when I took over the editorial reigns of the now closed Service Management Online and still wet behind the ears in terms of field service, I made sure Steve was one of the first people in the industry I turned to for advice as his reputation for being both a brilliant thinker and genuine good guy was well renowned right across the sector.

In that first conversation, Steve displayed both of these qualities plus an abundance of industry knowledge that set me in good stead and his willingness to help and his sheer passion for the industry shone through throughout the hour or so that we spoke.

And then secondly Steve was one of the first people I looked to for guidance when we decided to launch Field Service News and I'd like to think that the course we are steering with FSN is very much inline (and will continue to remain so) with Steve's own objectives with the Service Community, i.e delivering high quality insight and analysis for all field service professionals, so we can all continue to learn and grow together as this ever fascinating industry evolves.

The following comments are from others

in the industry who knew and worked alongside Steve for far longer than I and I think are a fitting testament to how well respected and well loved Steve was within the Field Service community.

**- Kris Oldland, Editor Field Service News**

"Everyone is special, but there are some who have that little bit 'more light' about them. Steve Downton was one of those people. For the past 30 years he has truly been on the cutting edge of service innovation thinking in the real world of UK business. With a razor sharp mind and an openness to the world around him, Steve kept that half step ahead of the rest of us.

His Outside-In, Positive, People centric approach with a touch of humility epitomised some of the key attributes to be successful in services. Although his life on this world was tragically to short, I myself along with many others will count ourselves fortunate to have been touched by this extra-ordinary man."

**- Nick Frank. Noventum Service Management**

"Steve worked with us for several years. His experience in the industry was unmatched and he could see things in a different way to others. But what struck me most was that he was simply one of those chaps that you liked to meet-up with and work with. A warm hearted, super-friendly person, yet with a razor sharp mind that facilitated new views about old subjects. He will be sorely missed by all."

**- Paul Adams. Solarvista**

"Steve was just nice man who had seen it, done it, wanted to make a difference and did. His service management knowledge and its application is making many end users around EMEA satisfied and the delivery companies profit. The greatest contribution any man can give is willingness to help, and Steve did that in abundance and the industry is in better place thanks to Steve's contributions"

**-Glyn Dodd, Centrex Services**

"There are few people that positively inspire you from the moment you meet them, Steve Downton was one of them. Having met Steve in the late 90's when working at HP, we kept in touch over the years and collaborated on numerous projects. Steve was THE customer services expert that you could always count on. He would bring a customer centric, "out side in", up to date, content rich, but most of all pragmatic approach to how to deliver excellent profitable customer services. Most of all he was a gentle, warm and genuine person to know and I and many others miss him greatly."

**- Martin Summerhayes. Fujitsu**

"I had known and worked with Steve for over 14 years, and whilst his knowledge of the industry was second to none, his key strengths are how he engaged with everyone, engineer or CEO, making them immediately at ease. Even if you were in a roomful of people, you felt he was talking to you and engaging everyone.

Wherever he is now, I know he will be making people smile. A true special soul and what I hope is that his enthusiasm and spirit will live on and rub off on all of us"

**-Simon Spriggs. Exel Computer Systems**

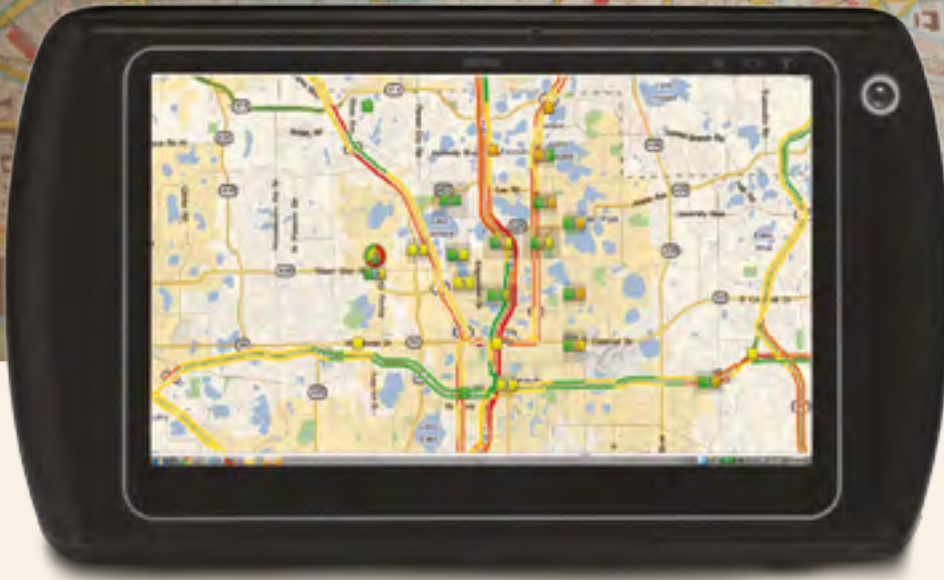
"There was never a hidden side to Steve. In a world full of questionable motives where words often exchanged without meaning, he was one of the few genuine characters. He said what he meant and he always thought of others."

**- Saul Sherry. Former Editor, Service Management.**

I had the pleasure of knowing Steve for more than 10 years. Not just a pleasure, it was a joy and a privilege. A true gentleman. Kind, courteous and unfailingly generous with his knowledge, and unparalleled expertise. Plus, a wicked sense of humour to boot. He leaves a massive gap in this industry and will be sorely missed.

**-Ian Mapp, Wyser Stewart**

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