

FIELD SERVICE MANAGEMENT IN THE AGE OF *CORONAVIRUS* REPORT

DEALING WITH UNCERTAINTY, CHANGING OPERATING NEEDS &
TECHNOLOGICAL ADVANCEMENTS DURING TIMES OF CRISIS

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INTRODUCTION

In March of 2020, IQPC Australia worked in collaboration with Field Service Management (FSM) leaders across the APAC to provide the community with a holistic set of responses on the key issues FSM divisions are facing right now.

The insights gathered here relate to the challenges faced amidst the spread of COVID-19 and the innovative approaches leaders today must consider to de-risk their field services at this highly challenging time.

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EXECUTIVE SUMMARY

The start of 2020 saw the field service industry poised for drastic change in the way they operate – everything from improving on-field customer service capabilities, to uncovering new advancements in AI and predictive analytics. However, the outbreak of COVID-19 has introduced new threats and barriers to the FSM community, as well as shifting priorities that were not there one month ago.

In some ways, the rise of new technologies and investment means field services are one of the most adaptable divisions to address the risks and challenges of COVID-19.

Through the use of AI and automation, field workers can complete a higher portion of jobs from remote locations, maintaining the health and safety of their workforce. Remote monitoring technologies will also ensure the well-being of clients remain a priority moving forward, which is one of the key threats field services face today.

That said, such large-scale investments do not happen overnight, and pre-planning will need to be taken into account moving forward. The outcome of this will mean large-scale emergencies are handled faster, more seamlessly and operational BAU is maintained.

This report is a practical guide for business leaders and field service professionals looking for ways to adapt and respond to the outbreak of COVID-19 and safeguard their operational delivery models.

IQPC Australia's Field Service Management in the Age of Coronavirus Report captures the state of the global FSM market post-outbreak. We determined, with the help of industry leaders across APAC, the capabilities required to achieve business success during these challenging times.

THIS REPORT WILL TAKE A DEEP DIVE INTO HOW THE VIRUS HAS IMPACTED DIFFERENT INDUSTRIES ACROSS FIELD SERVICE OPERATIONS, CHANGES TO VARIOUS OPERATING MODELS, AS WELL AS A STEP-BY-STEP GUIDE ON HOW TO PUT IN PLACE A BUSINESS CONTINUITY PLAN FOR THOSE STRUGGLING TODAY.

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**THE NEW RULES OF FIELD
SERVICES:
CHANGES, IMPLICATIONS
& IMPACT**

THE NEW RULES OF FIELD SERVICES

Changes, Implications & Impact

Amongst the chaos and misalignment of business priorities today, certain parts of the economy must adapt to the outbreak of COVID-19, including field operations. At present, it is business as usual for the \$59 billion agriculture sector in Australia, the utilities sector, as well as every state's emergency service.

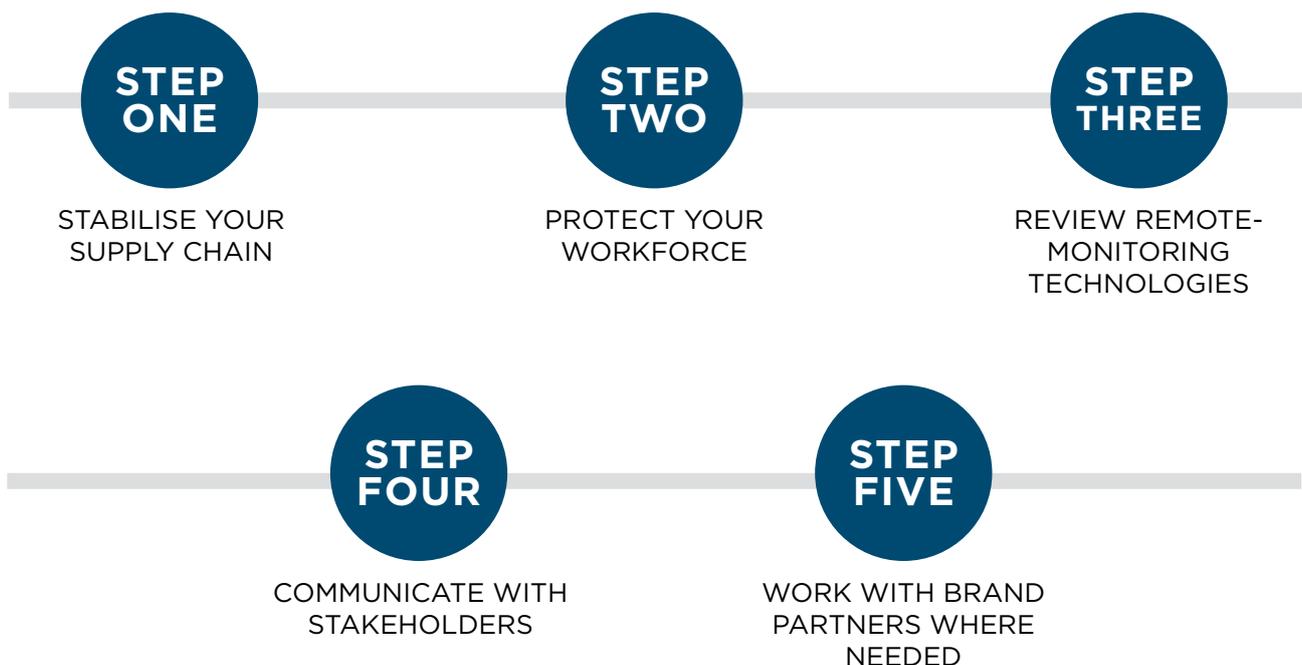
According to Marcus Swansborough, Field Services Manager at Fire and Rescue NSW, his department has been even busier than usual. "First bushfires, emergencies here and there and now the virus. It's been go-go-go for emergency services since late last year," he says.

At Nissan Motors, the organisation are feeling different pressures. Jamie Morais, General Manager of Aftersales & Dealer Development, says the most important thing to focus on at present is making sure both customers and field workers are safe. Hygiene protocols are vital, as well as social distancing measures.

"We give both the customer and the field worker clear requirements on how we're cleaning the space pre-visit and following social distancing guidelines is a must. We also have clear hygiene requirements to keep our employees and customers safe pre and post visit," he says.

Providing technicians and customers with clear guidelines can ease anxiety for both parties. With so many stakeholders within field services today, many businesses recognise that repairs and on-site work may be delayed in times of crisis. Others, however, remain critical – especially home heating, utilities and emergency services.

In order to counteract any potential risks to operating structures, businesses need to focus on 5 key steps to stabilise their operations in response to the threats of COVID-19.





**SPOTLIGHT INTERVIEWS:
INDUSTRY VERTICAL
IMPACTS & IMPLICATIONS**

SPOTLIGHT INTERVIEWS

Industry Vertical Impacts & Implications

Energy & Utilities Impact

AN INTERVIEW WITH DAVID BARRETT, HEAD OF FIELD SERVICES AT ENERGY AUSTRALIA



David Barrett
Head of Field Services
Energy Australia

HOW IS ENERGY AUSTRALIA ADAPTING POST-OUTBREAK?

We're in BCP so everyone who can work from home is working from home - we're still operating and meeting our KPIs as usual, just from a different location.

HOW HAS THE TRANSITION BEEN FROM OFFICE TO REMOTE WORK?

Working from home has actually gone very well and productivity seems to be consistent - the technology also seems to be standing up. The only thing we have to make sure is that people aren't being chained to their desks too much. Field workers of course still need to be out on the field, but they're interacting with customers a lot less, if at all.

WHAT KEY MESSAGE WOULD YOU LIKE TO DELIVER TO STRUGGLING BUSINESSES?

It's interesting what people need to do now. Plans that would usually happen in a month we decide on the spot. It's no longer why are you doing this but why aren't you doing this. It's very interesting and amazing to watch.

Construction Impact

AN INTERVIEW WITH QUINN CHOW, DIRECTOR OF EXPERIENCE AT AURECON



Quinn Chow
Director of Aurecon Experience
Aurecon

HOW IS AURECON ADAPTING POST-OUTBREAK?

It's a strange time. At the moment the key thing on the agenda is racing to put in standards to collaborate with clients remotely - from dealing with tech problems to much more upfront things like improving a stakeholder's understanding of the situation.

HOW HAS THE TRANSITION BEEN FROM OFFICE TO WORKING REMOTE?

The key thing at the moment is ensuring we have the technology to support working from home. When you have such a large workforce you need to find new strategies to monitor productivity. Then there is the field workers. Those who have to work in the field will continue to do so, but any chance we have we'll aim to find ways the work can be done remote to protect our teams.

WHAT KEY MESSAGE WOULD YOU LIKE TO DELIVER TO STRUGGLING BUSINESSES?

It now all needs to be about how can we leverage the crisis - deepen relationships and find new platforms to engage with our clients. Businesses need to get through all these hurdles now, but we'll come out stronger afterwards.

Manufacturing Impact

AN INTERVIEW WITH JAMIE MORAIS,
GENERAL MANAGER OF AFTERSALES &
DEALER DEVELOPMENT, NISSAN MOTORS
CORPORATION



Jamie Morais
General Manager of Aftersales & Dealer
Development
Nissan Motors Corporation

HOW IS NISSAN MOTORS ADAPTING POST-OUTBREAK?

We're finding ways to reduce physical interaction with customers where possible. One thing we've done is design new mobile services. The idea behind this is we come to your home to fix your car, but we don't have to physically interact with the customer to repair it.

HOW HAS THE TRANSITION BEEN FROM OFFICE TO WORKING REMOTE?

Those in head office are working from home yes, and we're all interacting well through conference platforms. However, the main point is for not the field force but for the dealers. Because of the lockdown in Asia, people either can't or don't want to go to the dealers to service their cars. So we need to find new ways to repair cars, create additional revenue and upsell where possible.

WHAT KEY MESSAGE WOULD YOU LIKE TO DELIVER TO STRUGGLING BUSINESSES?

Find any way to reduce overhead and utilities right now. This is a difficult time but it will pass, so for now businesses need to be proactive in their decision making. If it's a non-essential service that you're offering and you have money in reserve, then just focus on basic operations for now.

Mining Impact

AN INTERVIEW WITH RAJ GAUTAM,
TECHNICAL SERVICES SUPERINTENDENT,
NRW CONTRACTING



Raj Gautam
Technical Services Superintendent
NRW Contracting

HOW IS THE MINING INDUSTRY AND NRW ADAPTING POST-OUTBREAK?

Overall we've had a lot of changes with both the core of the business and the people. We've seen changes to the way people work and their individual schedules, bans in travel and new social distancing laws. We've had to reschedule a lot of people's rosters because of this.

HOW HAS THE TRANSITION BEEN FROM OFFICE TO WORKING REMOTE?

People out on the field can't work remote and since mining remains an essential service we have to be on the field. That said, the way we've historically socialised, like going to the pub, has changed. That can impact the team's wellbeing. We're focused on making small changes in response to this, like creating walking and running tracks and having self-exercise tools to help people remain healthy.

WHAT KEY MESSAGE WOULD YOU LIKE TO DELIVER TO STRUGGLING BUSINESSES?

Without clear communication, there becomes a lot of confusion on what is really happening operationally. Businesses need to make sure there is only one source of truth when they communicate internal changes to teams - one person accountable in communicating all changes to all departments.



**ADJUSTING TO THE TIMES:
CHANGES TO YOUR
OPERATING MODEL**

ADJUSTING TO THE TIMES

Changes to Your Operating Model

Due to the nature of field services, the actual style of work and the way technicians complete tasks has seen significant change.

Social distancing measures mean workers who operate and repair critical infrastructure need to separate more often. This can be difficult in industries such as mining, construction and utilities – where field workers will often work with several colleagues to repair breaks.

“The number of people on mine sites has now completely changed. To follow social distancing laws of no more than two people in proximity to each other in the mines. It’s admittedly been one of the most difficult things the teams have been forced to adapt to but we’re finding ways to make this work,” says Raj Gautam, Technical Services Superintendent at NRW Contracting.

“Team meetings each morning are now out on the field instead of in offices, we’re sanitising everything regularly. Staff welfare at the moment needs to remain the key thing.”

Many industries need to ensure their field services can remain operational while their workers maintain social distancing standards. Many industries have also noticed their workforce shrink due to health concerns, as well as a need to cut short-term operating costs in the interim.



ENERGY SPOTLIGHT: HOW IS ENERGY AUSTRALIA CHANGING THEIR OPERATIONS APPROACH?

Probably the biggest solution Energy Australia have deployed since the outbreak of COVID-19 are the changes to doorstep protocol. David Barrett, Head of Field Services at Energy Australia, says:

“For metering we no longer knock on doors, the tech calls the customer from outside the properties, explains that he is there to exchange the meter and is going to interrupt the power. Once given the go ahead, he completes his work and calls the customer when the job is complete. The customer is asked to then stay inside so there is no face-to-face interaction like there previously was. We also have all support staff working from home like most businesses do.”

How To Get Your Field Operations Up and Running with a Significantly Smaller Workforce?

QLD Urban Utilities predicted the virus would affect their operating structure prior to any government restrictions within the state of Queensland.

Their response to potential threats pre-COVID19 was to create a more contingent workforce, hiring contractors and on-call technicians to assist their field team where needed. With the working from home restrictions for those in head office, having that clear communication structure and ability to rely on having on-demand technicians will be essential moving forward.

Another avenue field services must focus on is their relationship with contact centre teams. By working more closely with the contact centre department and upskilling these agents to understand and solve maintenance issues, companies can reduce the number of field workers they dispatch.

“During these times, dispatching a field worker or technician should only be done as a last resort,” says Christiane Joussemet, Head of Customer Excellence at Fuji Xerox.

With an increased number of calls entering the contact centre and many of these agents now working from home, Christiane says businesses need to find new ways to ensure their contact centre teams are maintaining clear and open communication with field services. This will help to understand the changing nature of the industry and how tasks can be repaired either off-site or by the customer directly.

MAINTAINING OPERATIONS DURING COVID-19: ZINIER INSIGHT



Arka Dhar, Zinier’s Co-founder and CEO, has words of advice when it comes to maintaining your operations.

One of the biggest challenges for field service organizations right now is the inability to reliably forecast technician availability.

According to a recent report by the Edison Electric Institute, up to 40 percent of utility employees could be out sick, quarantined, or at home caring for sick family members as the pandemic spreads.

For field service leaders, that means the traditional approach of scheduling technicians weeks in advance is no longer good enough. Organizations need to be able to respond quickly to changes in the field, from unplanned outages to technicians calling out sick.

Slow, manually driven processes are ill equipped to keep up with the number of tasks that will need to be reassigned in the months ahead – especially when coordinator bandwidth is in question.

One solution is using intelligent automation to drive just-in-time scheduling. Instead of relying on coordinators to do everything manually, just-in-time scheduling monitors the progress of each technician and automatically reassigns tasks to ensure everything gets done on time.

If a technician finishes a task early, just-in-time scheduling can even fill that unexpected gap with another task, such as dropping off a spare part at another job site.



WE HAVE BLURRED THE LINES TOTALLY BETWEEN FIELD SERVICES AND CONTACT CENTRES. AN AGENT, BY COACHING THE CUSTOMER OR REMOTELY REPAIRING SOMETHING IN THE SYSTEM, CAN DO THE JOB THE FIELD SERVICE ENGINEER WOULD HAVE DONE.

Christiane Joussement
Head of Customer Excellence
Fuji Xerox



ADAPT & RESPOND
NEW STRATEGIES IN
CHANGING TIMES

ADAPT & RESPOND

New Strategies in Changing Times

“

YOU ALWAYS HAVE TO FIND A WAY TO ADAPT - WE ALL HAVE THE TECHNOLOGY SO IT'S ABOUT ADAPTING TO THE NEW ENVIRONMENT THAT WE'RE IN.

David Barrett
Head of Field Services
Energy Australia

With so many stakeholders impacted in the realm of field services, being able to put in place a clear adapt & response strategy will be integral to maintaining day-to-day operations. It is the businesses that have this clearly executed who will be able to continue to maintain revenue and meet KPIs.

See below the 5-step guide on how field services can adapt in times of crisis.

STEP ONE

STABILISE YOUR SUPPLY CHAIN

The first step all leaders need to do when met with a crisis is stabilise their supply chain and overall operations. This is done by reviewing your existing cash flow and supply-demand predictions.

Understanding clearly what will remain business as usual and what will change drastically will be key in forecasting the number of on-site workers needed. It will also assist in knowing where revenue will be generated in the short-term.

In the automotive industry, Jamie Morais, General Manager of Aftersales & Dealership at Nissan Motors, says, "If we can be very realistic here, some businesses have deep pockets, others don't. If you don't have deep pockets then conserve as much as you can - this includes utilities, rent and workers. Invest where needed and follow BAU, but also recognise where you can cut costs to maintain daily operations."

Make sure you have the stock in your reserves to repair items where necessary, but do not overbuy or incorrectly predict your supply-demand based on previous data, he says.

"These are unpredictable times and businesses should logically expect a slow-down on operations in some industries and an uptake in others."

STEP TWO

WORKFORCE PROTECTION

After forecasting possible operational changes, the next most central step all field service teams need to take into account is the health and safety of the workforce.

Wendy McLaren, Head of Field Operations at Lindt Chocolate says from a manufacturing and supply chain perspective, the most important thing is staff health and wellbeing when working with retail partners, such as Coles or Woolworths.

“We’ve had to limit any planograms our teams used to do on the shop floor, as well as give staff disposable gloves and the option to wear masks if they desire.”

“The tricky part is that field staff are on the front line, so we need to work through the panic and find the right operating model that will make sure our teams remain safe, healthy and supported.”

That said, informing your teams of social distancing protocols can only go so far when dealing with heavy industry. The key initiatives some large-scale companies are implementing include finding the right technology platforms that will allow remote work where possible.

CSG’s Jason Kuhn, Executive Director of Product Management, FSM, says that standard FSM functionalities that will help protect the workforce include:



- **Stop and drop truck rolls:** It is here technicians can leave equipment on the porch, where the system then sends an SMS to the customer with a picture of the equipment and instructions.
- **Modified appointment notification messaging:** This is an automated SMS message that can ask if anyone is sick in the location. If yes, the team can then take appropriate action
- **Automated calling of the customer prior to routing:** Ask specific questions to determine if anyone is ill.

“

BECAUSE WE’RE THE ONES IN THE FRONT, WE’RE IN A JOB THAT DEALS DIRECTLY WITH CUSTOMERS SO WE NEED TO TAKE PRECAUTION. AT NISSAN WE PROVIDE MASKS, CHECK YOUR TEMPERATURE BEFORE YOU WALK IN. SERVICE PROVIDERS CAN ALSO WEAR MASKS IF THEY WANT.

Jamie Morais

General Manager of Aftersales & Dealer Development
Nissan Motors Corporation

STEP THREE

REVIEW YOUR REMOTE-MONITORING TECHNOLOGIES

According to Jason Kuhn, Executive Director of Product Management at CSG, remote support has now become more important than ever before.

“Technician visits have skyrocketed in recent weeks as broadband providers around the globe strive to connect communities,” says Kuhn. “Our cable TV clients in the US have seen 18-25% increases in the number of scheduled installs requiring a field technician to visit a home. At the same time, we are all abiding by the social distancing guidelines from state and federal governments.”

CSG VISUAL CONNECT

It's critical that service providers be able to complete installs and provide technical assistance, while minimising technician home visits. For instance, CSG Visual Connect allows companies to save field technicians a trip through interactive visual support. Technicians and contact centre agents can use the solution to troubleshoot technical issues remotely through images and videos shared from the customer's phone camera.

While the original focus for Visual Connect was virtualising support and saving costs on top of FSM, with COVID-19 there are more urgent business use cases.

Visual Connect is easy for agents and technicians to learn so onboarding to the tool is fast. CSG Visual Connect clients have said "techs that are using it are finding it very intuitive and simple to use," and "feedback we have received back has been very positive." This point is underscored by the 92% approval rating that agents gave the tool during a recent pilot.

YOUR GUIDE TO INVESTING IN THE RIGHT DIGITAL SOLUTION QUICK AND SEAMLESSLY IN TIMES OF CRISIS:

Jason Kuhn, Executive Director of Product Management, at CSG says Visual Connect has helped organisations:



Reduce truck rolls and reduce costs



Quickly scale the solution from tens to hundreds of users within days



Make it easier for agents to solve problems while providing remote support



Build a knowledge portal that leverages images and videos for faster virtual resolution and artificial intelligence applications

STEP FOUR

COMMUNICATE WITH STAKEHOLDERS

Communication with stakeholders - from customers to partners to internal workers - will also be key in ensuring health and safety compliance.

"If our people aren't healthy and able to work, we risk having to ask ourselves how we can get our field services up and running with a significantly smaller workforce," Raj Gautam, Technical Services Superintendent at NRW Contracting says.

With the use of remote off-field technologies, this isn't impossible to do. However, the priority here needs to be communicating with both customers and team members on the right safety protocols that must be met for their welfare.

This includes ensuring all field workers fixing an item off-site are aware of the right health standards, any new social distancing measures and general government regulations post outbreak. This then needs to be communicated to all stakeholders and customers to ensure everyone is aware of the measures the organisation is employing to keep both staff and customers safe.

“

IF WE DON'T PUT THESE EXPECTATIONS IN PLACE, AND ONE TEAM MEMBER GETS SICK, THEY RISK INFECTING 5-10 OTHER TEAM MEMBERS. THIS MEANS OUR WORKFORCE BECOMES REDUCED SIGNIFICANTLY AND OPERATIONS GETS THAT MUCH MORE DIFFICULT. THAT'S THE CRUX OF IT, REALLY.

Raj Gautam
Technical Services Superintendent
NRW Contracting

**STEP
FIVE**

WORK WITH YOUR PARTNERS WHERE NEEDED

COVID-19 isn't the first time Australia's recent history was met with a fleet of disasters. In the summer of 2019, the Australian bushfires that swept the nation meant Australia's Emergency Services in every state rushed to protect civilians.

Marcus Swansborough says NSW Fire and Emergency had a clear communication plan in place. This is one that Emergency Services are once again in the midst of implementing to deal with COVID-19. Managing NSW Fire & Emergency services with a team of 10 in their head office, Marcus says in times of crisis they rely heavily on the contracts they have with their partners to complete tasks, especially in remote areas.

"The safety of our teams remain super critical," he says. "It's not just about break-fix and maintenance, it's about getting fire trucks to operate in times of crisis and talk seamlessly to the control centre."

This, he says, requires the need for upscale technology as well as a clear relationship with the right third-party partners to help support smaller teams where needed.

The background features a dark blue gradient with intricate, glowing red and orange lines that form a stylized human silhouette. The lines are dense and layered, creating a sense of depth and movement. The overall aesthetic is modern and digital.

**IMPROVING CSAT THROUGH
INTERACTIVE VISUAL
SUPPORT
CSG CASE STUDY**

IMPROVING CSAT THROUGH INTERACTIVE VISUAL SUPPORT

CSG CASE STUDY: US Cable Operator Reduces Truck Rolls and Improves CSAT

THE PROBLEM

A regional US cable operator knew that improving first call resolution rates could increase customer and agent satisfaction, while also improving overall company operations. If agents had an enhanced experience for support calls over the phone, the operator would avoid having to send a technician to troubleshoot and resolve issues, where each service call cost them an average of US\$50 per truck roll. They would also be able to deepen customer relationships by quickly and conveniently resolving issues. The operator was looking for a way to virtualise customer service and support—and that's why they turned to CSG.

THE SOLUTION

The operator worked with CSG to deploy Visual Connect, an interactive visual support offering. The solution lets agents resolve issues through direct, web-based interactions and reduce on-site support calls. Customers can share a video or photos with agents through their smartphone camera. This lets the agent see the problem, diagnose the issue, and show the customer what to do visually, using augmented reality technology.

Visual Connect allows the agents launch the solution from the call centre application, establish video- and image-based trouble shooting sessions with the subscriber, capture and mark-up screen shots, and resolve issues in a matter of minutes. Once the visual troubleshoot session is completed, the session is linked back to the customer's account. This means the operator can capture feedback from the agent to see if they thought the tool helped to resolve the issue. The solution also helps the operator avoid a costly truck roll and provide an improved care experience to the customer.

THE RESULTS

The operator ran a two-month pilot of Visual Connect, with CSG training the operator's employees on how to use the software. The pilot validated and documented a positive ROI for the operator. The operator was able to deflect 57 percent of onsite support calls (truck rolls) using Visual Connect, which freed up field staff to focus on complex installations.

Visual Connect also helped the company meet its goal of improved agent and customer satisfaction. Over 75 percent of agents said the solution made their calls easier, and agents gave the solution a 92 percent approval rating for effectiveness.

WHEN COVID-19 BEGAN TO SPREAD, THE OPERATOR WORKED WITH CSG ON A FULL PRODUCTION LAUNCH, GROWING FROM 25 PILOT USERS TO 355 CALL CENTRE AND FIELD-BASED USERS IN LESS THAN 3 DAYS, AND 575 USERS IN THE FIRST WEEK.

SUMMARY BENEFITS:

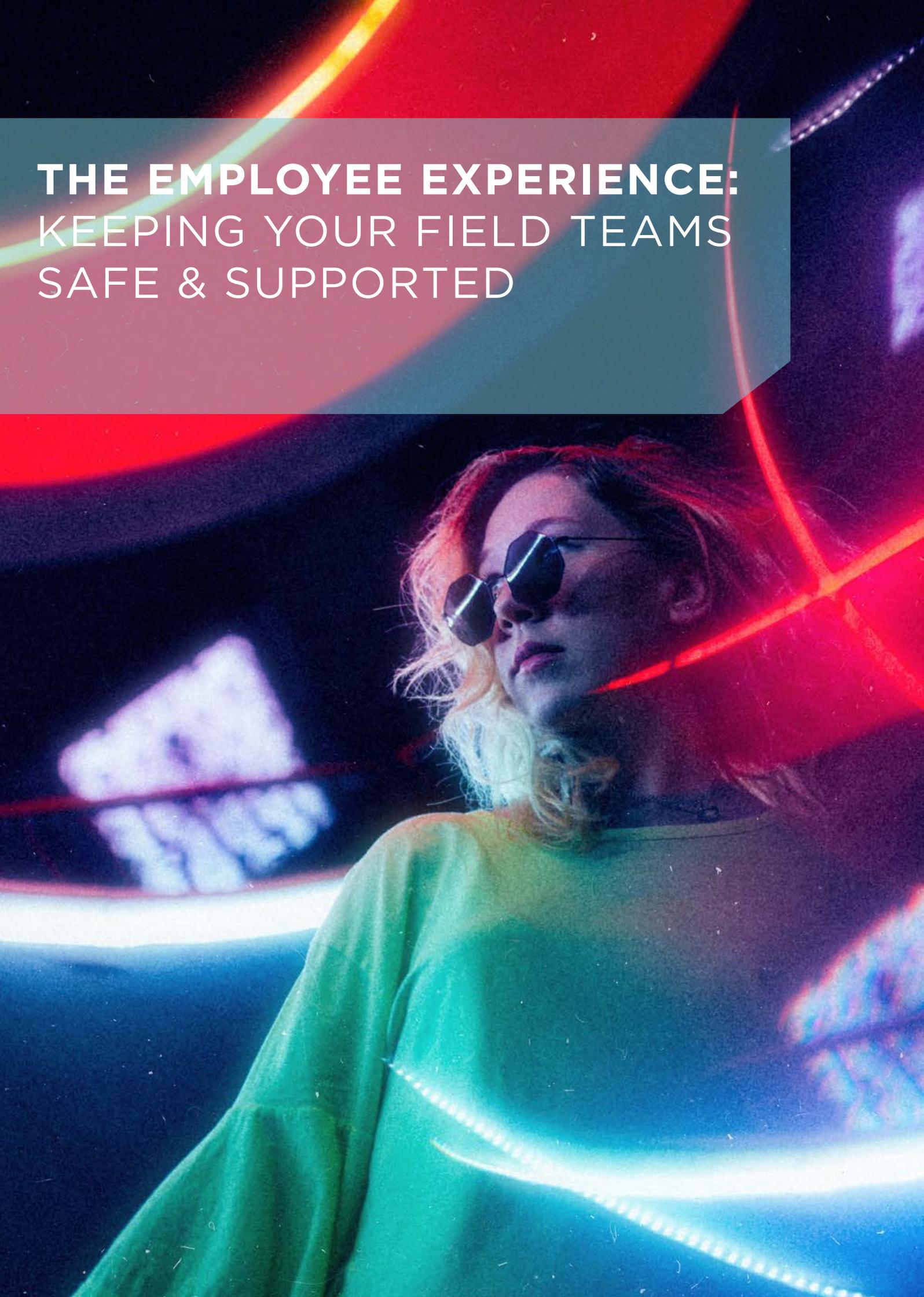
- Provided instant and on-demand service and troubleshooting without a technician
- Minimized troubleshooting expense by eliminating non-essential technician dispatches
- Reduced time to resolution through direct interactions between agents and customers
- Increased customer satisfaction by quickly and conveniently resolving issues
- Implemented and deployed solution in a matter of days to the pilot users

THE 3 STAT CALLOUT:

- 57% truck roll avoidance
- 92% tool effectiveness
- 3 days to full production launch

While COVID-19 has been a driver for adoption of remote technology like Visual Connect, it's important to note that it has enduring benefits. This is especially true of solutions that use AI: the more and longer a system is used, the more it 'learns' and the greater the repeatability of the conversations it can drive.

**THE EMPLOYEE EXPERIENCE:
KEEPING YOUR FIELD TEAMS
SAFE & SUPPORTED**



THE EMPLOYEE EXPERIENCE

Keeping Your Field Teams Safe & Supported

As COVID-19 challenges global businesses, it has forced companies to renew their focus on virtual team collaboration and remote workforce effectiveness.

At Energy Australia, everyone who can work from home is working from home. Normal KPIs continue to be met as usual, simply from different locations.

David Barrett, Head of Field Services at Energy Australia, says their working from home strategy has remained smooth, with productivity consistent across all teams.

“The key issue we were thinking and concerned about was how the technology would be able to cope with so many remote workers, however that seems to be standing up pretty well,” he says.

According to David, the most important thing he wants to reiterate with his team is the ability to maintain flexible working hours.

“If you have a family for instance and your kids are at home, we’re happy to recommend you maybe work early and finish early, so you can help your kids and maintain a proper work-life-balance. We’re encouraging ways to be very flexible with our people, otherwise it’s going to be a difficult foreseeable future.”

“When it comes to remote meetings, we also make sure people can see people so video chat is important. We want people to have a bit of fun regarding working from home.”

With the workers on the actual field, there unfortunately isn’t much many organisations can do other than reiterate health guidelines and social distancing measures.

However, any opportunity that will allow your field worker to complete a task without customer interaction is a must.

If you belong to an industry that has the technology to implement remote fieldwork, such as the utilities, mining or the water sector, there is a chance new AI and automation technology can allow field workers to repair breaks off-site. This will ensure employees are kept in more secure locations within their home or office buildings, and not in contact with too many variables that could result in health risks.

“

WE NEED TO PRIORITISE THE HEALTH AND WELLBEING OF OUR TEAMS. WE DO THIS BY MAKING SURE THEY’RE ONSITE ONLY IF IT’S ESSENTIAL AND THAT THEIR HEALTH IS PRIORITY

Jamie Morais
General Manager of Aftersales & Dealer Development
Nissan Motors Corporation

AR-Powered Visual Assistance



Improve Technician Effectiveness With Remote Guidance

SightCall visual assistance connects technicians in an interactive AR environment where they can see and share valuable information for faster problem resolution. Collect, share and deliver service knowledge across your entire organization so that all technicians can work at their maximum potential.



GUIDE TECHNICIANS
REMOTELY



PERFORM VIDEO
INSPECTIONS AND
QUALITY ASSURANCE



DIAGNOSE ISSUES
REMOTELY



DIGITIZE TECHNICIAN
TRAINING



IMPROVE MACHINE
UPTIME



REDUCE
TRUCK ROLLS

Deliver Measurable Results

81%

IMPROVED
FIRST TIME FIX RATE

69%

DECREASED
RESOLUTION TIME

50%

REDUCED
TRUCK ROLLS

41%

DECREASED
TRAINING TIME

30^{pt}

INCREASED
NET PROMOTER SCORE

Empower Your Workforce
with Visual Assistance



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**TECHNOLOGY IN THE
AGE OF COVID-19:
ZINIER INSIGHT**

TECHNOLOGY IN THE AGE OF COVID-19

Supplementing Your Workforce with Intelligent Automation

As the pandemic continues to evolve, field service leaders will need to make hard choices about where and how to prioritize work.

With so many projects in limbo, it's difficult to forecast work more than a week out. Even worse, there's no way to ensure that there will be enough coordinators to manage daily field operations – or technicians to carry out the work.

What organizations can do is supplement their traditional workforce with technology, such as intelligent automation. By leveraging AI to automate routine tasks, field service leaders are able to help their teams work smarter, faster, and more efficiently.

Here are three ways Arka Dhar, Co-founder and CEO, says intelligent automation can help you maintain service during the COVID-19 pandemic:

01.

SUPPORT ON-DEMAND WORKERS

As the pandemic continues to impact workforces, internal resources alone will not be able to keep up with the number of outstanding tickets.

Fortunately, most field service organizations have already started investing in programs designed to support an on-demand workforce.

A popular approach is the use of step-by-step mobile workflows, which reduces the need for specialized training and provides the back office with real-time visibility into the status of each work order.

By tracking a technician's progress through a workflow, organizations can predict whether they will finish on time – and if not, take the appropriate action to prevent other tasks from falling behind.

Intelligent automation also helps field teams work smarter and faster by automating routine tasks, whether it's capturing and uploading data or verifying work. By freeing people to focus on higher-value tasks, organizations are able to drive productivity and minimize the impact of a reduced workforce.

With intelligent automation and a fluid, highly connected workforce, organizations are able to:

- **Minimize the impact of tribal knowledge** with step-by-step mobile workflows and on-demand knowledge libraries.
- **Build a fast-moving, adaptable workforce** that can swarm hot spots and ensure consistent service.
- **Optimize each task and technician** by automatically assigning routine work to new hires and on-demand crew.

When it comes to worker safety, field service presents a unique challenge because some percentage of it *has* to happen in public spaces. Field teams need to be on-site to repair most breaks. If a task requires some degree of customer interaction, that creates an additional risk factor.

There's no way to transform field service into a touchless industry overnight, but organizations can use automation to minimize the amount of personal interaction.

Instead of sending technicians into the field to do routine site checks, organizations can look at real-time data and historical trends to determine the health of each asset. Many of the issues that would normally be triaged in person can instead be handled remotely.

If a site visit is required, organizations can shift schedules to avoid having technicians go during peak hours.

In the field, purpose-built mobile devices can also help limit personal interaction. If a work order typically requires a signature, organizations can ask clients to instead accept photos as proof of work, eliminating the need for pens and devices to be passed between people.

Even before the spread of COVID-19, one of the biggest challenges for coordinators was the amount of manual work required to do just about anything, from scheduling technicians to verifying work.

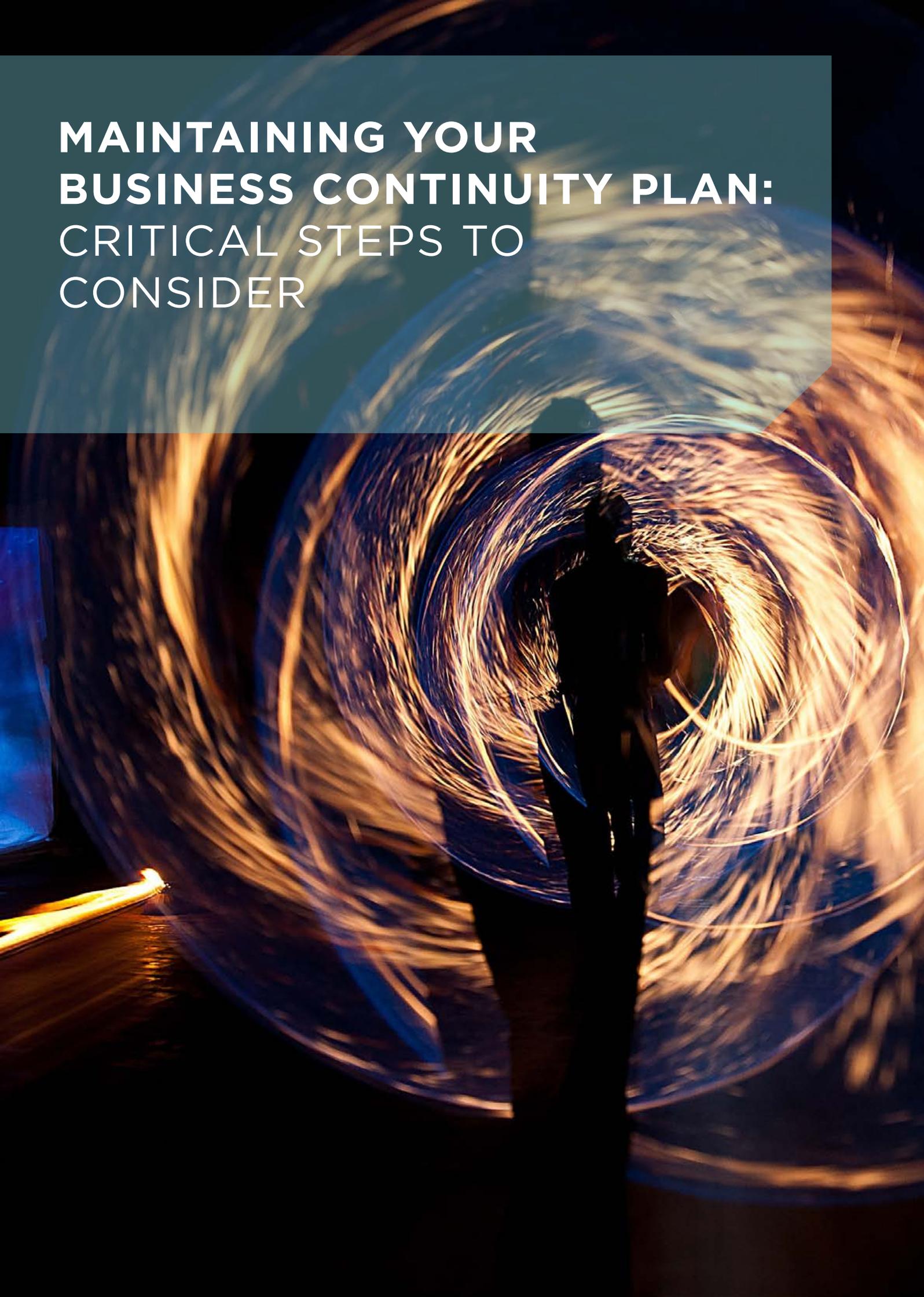
Because coordinators spend most of their day chasing down updates and putting out fires, coordinator to technician ratios can run as low as 1 to 4.

That's a big problem when coordinator availability is no longer a given. Any reduction in the number of coordinators could leave field teams adrift.

Some organizations, like the New York Power Authority, have considered quarantining their control room operators on-site. Others have looked for ways to reduce the number of coordinators present at a given time.

With intelligent automation, coordinators are able to support more technicians because they no longer have to spend time on routine tasks.

Instead of calling technicians in the field for updates, coordinators get an alert if a task is falling behind. Instead of manually reviewing each close-out package, AI-driven anomaly detection tells them if a close-out package needs closer review.

A long-exposure photograph of a person walking through a tunnel of light trails, creating a sense of motion and depth. The person is silhouetted against a bright, circular light trail that forms a tunnel. The light trails are composed of many thin, overlapping lines of light, creating a textured, almost fibrous appearance. The colors range from warm oranges and yellows to cooler blues and purples. The overall effect is one of dynamic movement and a futuristic or abstract atmosphere.

MAINTAINING YOUR BUSINESS CONTINUITY PLAN: CRITICAL STEPS TO CONSIDER

MAINTAINING YOUR BUSINESS CONTINUITY PLAN

Critical Steps To Consider

To succeed in a constantly changing marketplace, business models need to be reviewed and transformed regularly. By doing this, organisations can be confident they will be adaptable enough to counteract any rapid market changes.

If your Business Continuity Planning (BCP) and Disaster Recovery (DR) models are in place, these will be key to managing the overall business model. Furthermore, the BCP and DR should align with the businesses' risk framework, which also needs to be constantly monitored and reviewed.

Jason Kuhn, Executive Director of Product Management at CSG, says the most important element of maintaining coherent BCP is to test it out in practical scenarios.

"We support several Australian customers through managed services," he says. "When COVID-19 struck, we provided the staff who normally work in an office with over 100 new laptops and dongles over a weekend, maintaining BAU for our customer."

In response to the outbreak of COVID-19, key business plans and operating models do not seem to have changed for many organisations. In fact, it appears most KPIs organisations were considering last year have simply been sped up in the decision making process.

Interestingly, in the age of COVID-19 field services are now recognising that the below three elements that were always in their BCP has now become of even more important to maintain.

YOUR BCP CHECKLIST:

- ✓ Align your BCP and DR models to your overall risk framework
- ✓ Test the theory behind your BCP through physical trials
- ✓ Map out all critical versus non critical roles within your teams
- ✓ Communicate your BCP to all relevant stakeholders
- ✓ Schedule resources and field workers intelligently
- ✓ Keep the client at the forefront of all business initiatives

**BE PROACTIVE
IN HOW YOU
DELIVER
SERVICES**

**SCHEDULE
RESOURCES
INTELLIGENTLY**

**MAINTAIN A
FIRST-TIME
FIX RATE**

Be Proactive in the Way You Deliver Services

Jamie Morais says that at Nissan Motors, proactivity is key. “Don’t wait for the government to tell you what to do. Make sure you as a business are making the right decisions for your people and your customers,” he says.

At Nissan Motors, their version of field services is in the actual aftercare and maintenance of cars once they are serviced. “We have the predicative maintenance in-built within a lot of our cars so we know when they’re due for servicing before the customer does. The issue today is that people are self-isolating so this means a lot of them won’t come to the actual dealership to get their car serviced, nor do they care if they’re not using these cars,” Jamie says.

Nissan Motors have short-term mitigation plans to ensure the business maintains revenue and are able to assist customers where needed. They now do mobile car servicing, where they repair cars without any interaction with the customer except through video platforms or phone. They also upsell additional services a customer does occasionally enter the service centre. “It’s small but we provide additional services like sanitizing the cushions, the air conditioning system, sell special packages on air filters, all at discounted prices. These are working since they all focus around sanitization, which is on so many people’s minds at the moment,” Jamie says.

Quinn Chow also has the team at Aurecon focusing on deepening client relationships. He says it is all about being proactive in the way you communicate with your clients.

Schedule Resources Intelligently

Scheduling your resources and field teams resourcefully can be difficult on normal occasions. During times of crisis, this sets new challenges. “It’s critical that for customer-focused organisations, people are working closely with their contact centres to help dispatch the right technicians,” Christiane Joussemet says.

With the spread of the virus prominent within each state across the APAC, many organisations have seen a reduction in the number of field technicians both at work and able to service customers. “In Malaysia, the field technicians are not allowed to go out at all,” says Christiane. “So anyone who has an issue and needs a repair will need to work with our contact centres to solve it themselves unless they don’t have the necessary parts.”

Finding a way to schedule smarter and reduce on-site technicians will be key in adapting to the outbreak of COVID-19, as well as reducing long-term costs. Having predicative technologies within your machines and products will also be an important, critical element moving forward. “At Fuji Xerox, our machines have some predictive technology in them to let us know when they will break. So when we know this will happen we coach the customer to fix it themselves,” says Christiane.

Nissan Motors have similar technologies within their cars, says Jamie Morais. However, since customers will not be able to service their own cars, the trick here is to either find a way to repair maintenance issues remotely, or dispatch a limited number of technicians to repair breaks without heavy client interaction. CSG’s Jason Kuhn says tools like optimised scheduling can also help field service organisations intelligently manage resources. “Dynamic scheduling and optimisation enables service providers to react to changes before they impact productivity,” he says.

Ensure You Maintain a First-Time Fix Rate

First-time fix rates have been a KPI most teams use to maintain customer satisfaction. “The reason first time fix rates are so important now is because we don’t have capacity or time to be sending the same technicians over and over again to fix one client’s issue,” says Christiane.

Maintaining a first-time fix rate will mean that businesses can reduce operational costs, satisfy their customers, and most importantly limit the time their field technicians are exposed off-site.

First time fix rates are meant to sit at minimum 75% for most organisations, and higher in times of crisis. “Ensuring our KPIs remain consistent and continue to be met is still happening for BCP,” says Energy Australia’s David Barrett. “We need to stay operational and make sure the people who can pay for their power do pay.”

WHERE DO WE GO FROM HERE? ZINIER’S APPROACH



Zinier’s Arka Dhar says the next few months will bring as much uncertainty as any of us have ever seen. “There’s no playbook to reference, no clear timeline for when things will return to normal – or even what that ‘normal’ will look like,” he says.

Across almost every industry, organizations are feeling the economic impact of COVID-19. Utility companies are already reporting reduced consumption, as major events around the world are canceled and businesses scale back their operations.

One week after Italy’s lockdown began, the country saw an 18 to 21 percent reduction in peak demand and usage. In the United States, local utilities are reporting slight declines in system demand. As the pandemic spreads, it’s difficult for organizations to predict what’s next. We expect there to be some form of global recession, but how wide (and deep) is still to be determined.

What that means for consumer habits, capital investment projects, even the future of work is unclear. But one thing is certain: the need for smarter, faster, more efficient field service has never been greater.

INDUSTRY INSIGHT: MASTERING SERVICE IN A TIME OF UNCERTAINTY WITH IFS



INDUSTRY INSIGHT:

Mastering Service in a Time of Uncertainty with IFS

We know that today's service organisations face mounting pressures to modernise operations, embrace digital transformation, and provide a better customer experience. Today more than ever this has become paramount. With the inability to perform certain jobs and tasks in today's environment, the need to have better systems and processes is critical to maintain business continuity and provide the same level of service to the end customer.

Moreover, all of this must be accomplished without increasing the overall cost to the business. Seems impossible, right? In this article we explore fundamental ways to achieve the above goals while actually decreasing costs and increasing the output of your service organisation.

01.

REAL COST SAVINGS WITH REAL-TIME OPTIMISATION

The key to driving maximum return on investment and achieving field service goals is an investment in real-time scheduling and optimisation. As we all know, service organisations need to be fluid and adapt to many changing priorities which happen in real time. Without a system to manage these real-time conditions, these events throw operations into chaos. With a real-time scheduling and optimisation engine, artificial intelligence (AI) uses various algorithms, coupled with business objectives (like SLA compliance) to make thousands of split-second decisions continually optimising the jobs and travel routes for field staff.

In a recent [study conducted by IDC](#) who interviewed IFS customers utilising IFS real-time optimisation, results included:

- 33% improvement in technician productivity
- 35% reduction in travel time
- 20% increase in equipment uptime
- 300% increase in technician/dispatcher ratio
- 81% improvement in SLA compliance
- 10-20+% increase in first-time fix rates
- 49% decrease in subcontractor spend

The power of real-time optimisation is vital to justify the spend needed to implement a digital transformation program. [Learn More](#)

Our 'What If' explorer tool offers the ability to test how your business could cope with a wide range of scenarios which may occur in uncertain times. This unique predictive analytics tool enables organisations to be more proactive in resource and capacity planning—answering tough questions such as how a large reduction in workforce will impact performance, enabling planners to allocate resources optimally.

03.

IFS REMOTE ASSISTANCE

Given the current extraordinary crisis, IFS has announced the availability of a state-of-the-art merged reality (MR) solution that enables field technicians, engineers or customers to share real-life situational context with remote product experts so that hands-on service and repair instructions can be demonstrated and acted upon.

CASE STUDY: MUNTERS ROLLS OUT IFS REMOTE ASSISTANCE TO 200 STAFF ACROSS 22 COUNTRIES IN JUST 2 WEEKS



Munters is a global leader in energy-efficient and sustainable air treatment solutions for demanding industrial applications and agriculture sectors. Its 3,100 employees manufacture, sell and maintain specialist equipment from its operations in 30 countries.

As Coronavirus began to spread, Munters saw the immediate need to leverage remote assistance. "By the beginning of March, it became urgent for us to get this technology in place to continue to be able to serve our customers and support our manufacturing operations," says Roel Rentmeesters, Director of Global Customer Service.

IFS Remote Assistance™ provides the ability for any of Munters' employees to be anywhere, instantly. Two users can collaborate and interact in real-time while telestrating, freezing images, using hand gestures, and even adding real objects into the merged reality environment – whether that's technician to third-line support, technician to customer, or expert to manufacturing facility. This provides opportunities for remote customer support and resolution, remote diagnosis to increase first-time fix, better utilisation of valuable resources, as well as more rapid employee training and knowledge transfer.

In addition to its rapid time to value, the solution has achieved a 95% satisfaction rating from staff. Munters also expects significant efficiency gains.

To find out more about Remote Assistance and read the full case study, visit: ifs.com/remote-assistance.

PUTTING TOGETHER A CRISIS COMMUNICATION PLAN



PUTTING TOGETHER A CRISIS COMMUNICATION PLAN

In field operations, a crisis communication plan will ensure teams across the organisation have a clear understanding of how to respond in critical times.

At NRW Contracting, the team designed an in-depth Infection Management Plan pre-COVID19. This plan has rules set up when it comes to managing team members, especially near the mining fields.

Raj Gautam says, “We know crisis management like we know the back of our hands, it’s ingrained in everything we do. We also know, loud and clear, that if there’s one case of COVID-19 on-site, the whole site closes. That’s the rule and it won’t be changed.”

Similarly, at Fuji Xerox they have an escalation matrix. Managers have a clear understanding of what happens with each of their team members. From there, the organisation maps out critical versus non-critical roles. This allows leaders to determine where support remains priority within the organisation.

According to CSG’s Jason Kuhn, guidelines used to prepare a business for an emergency or unexpected event should include the steps needed when a crisis first emerges. These should include ways to communicate with customers, as well as ways to communicate internally.

Jason says this is especially critical when staff such as FSM workers are on the road, and may be feeling vulnerable. Both frequent, formal communication and informal communication with teams is important to boost morale.

WHAT PREVENTATIVE MEASURES SHOULD YOU TAKE TO REDUCE THE RISK OF CONTAMINATION?



Consistent Sanitisation of Your Site



Upskill contact centre staff to encourage customers to solve maintenance issues



Adhere to social distancing guidelines



Educate customers on correct sanitary procedures pre-site visit



Invest in remote technologies where possible



Utilise predictive maintenance tools



AN ESCALATION MATRIX MEANS WE CAN LIMIT EXPOSURE TO EACH OTHER IF NECESSARY. YOU NEED TO ASK YOURSELF, IF YOU LOSE ONE PART OF YOUR TEAM WHO CAN TAKE OVER? THIS STRATEGY HAS BEEN GOING ON FOR A WHILE NOW AND IT’S WORKING WELL

Christiane Joussement
Head of Customer Excellence
Fuji Xerox

A hand holding a lit sparkler against a dark background with bokeh lights. The sparkler is bright orange and yellow, with sparks flying out. The background is dark blue and black, with various colored bokeh lights (blue, red, yellow, green) scattered throughout. A teal-colored banner is overlaid at the bottom, containing the text.

TOP 5 TAKEAWAYS TO DE-RISK YOUR FIELD SERVICES

TOP 5 TAKEAWAYS TO DE-RISK YOUR FIELD SERVICES



01. REVIEW AND ADAPT YOUR BUSINESS' CURRENT SITUATION

Ask yourself where are we from a cashflow perspective, as well as staffing. All business leaders will need to make a forecast on their best guess as to how long this is going to last so the unknowns become known and you can set your team priorities and strategies accordingly.



02. PUT YOUR EMPLOYEES AND FIELD TEAMS FIRST

Keeping your people safe and healthy is especially paramount across field services. With high contact and high frequency, this is seen as contributors to the spread of the virus itself. Ensure you have measures to support employee health and safety, and that facilities are well maintained for both staff and the client.



03. INVEST IN DIGITAL: IMPLEMENT REMOTE FIELD TECHNOLOGY WHERE POSSIBLE

From here onwards, it will be critical for organisations to invest in new remote technologies to assist their field teams off-site. Doing this will allow for a reduction in field engineers during critical times, and give the business greater clarity on where services are needed most.



04. COMMUNICATION IS KEY: MAINTAIN CLEAR COMMUNICATION WITH YOUR FIELD TEAMS

Bring the team together so everyone understands where the business sits and the key requirements needed for field teams. If your business is transparent, this will build trust and trust is the most valuable asset during difficult times. It will also allow the contact centre and field service team to work more closely to serve the customer.



05. FOCUS ON ANY KEY LEARNS YOU CAN TAKE POST-COVID19 FOR YOUR BUSINESS STRATEGY

Utilise any learnings and reactive measures you as an organisation have implemented during COVID-19 as learning opportunities once the pandemic subsides. If you discover a strategy works well during COVID-19, find a way to implement this long term into the business' overall operating model.



CONCLUSION & FINAL RECOMMENDATIONS

CONCLUSION & FINAL RECOMMENDATIONS

Amidst the outbreak of COVID-19, many FSM leaders have been forced to adapt quick to factors that historically have been outside their control. Government mandates, health concerns and employee welfare means adjustments need to be made to the way field service teams traditionally run and invest in products.

By implementing a business continuity plan and maintaining it, FSM leaders are able to build robust solutions and minimise downturn on productivity.

As long as learnings are utilised and a coherent business strategy is implemented for future outbreaks, our experts believe businesses will be able to come out ahead, and the FSM community can adapt to even greater levels of productivity.

“

TO THOSE STRUGGLING OPERATIONALLY, MY ADVICE WOULD BE TO LOOK AT ALL THE THINGS YOU WANTED TO IMPROVE INTERNALLY AND WORK ON RESOLVING THOSE ISSUES FOR NOW. WHEN THE VIRUS ENDS, THEN YOU CAN COME FROM HIBERNATION. YOU WANT TO USE THIS TIME TO BE BETTER AND MORE EFFECTIVE, SO WHEN THE SUN RISES YOU COME OUT AHEAD AND STRONGER.

Andrew Hurba
National Systems and Distribution Manager
Coca Cola Amatil

FURTHER RESOURCES

Upcoming Reports

APRIL	MAY	SEPTEMBER	NOVEMBER
FSM in the age of COVID-19 Report	FSM ANZ State of the Industry Report	2025 Roadmap: Future FSM Strategy & Innovations	FSM Playbook: Practical toolkit

Upcoming Webinars

APRIL	MAY	JUNE	JULY
Keeping The World Running Through Unprecedented Times	5 Steps to Take Now to Prepare for Post-Coronavirus Growth: Touchless Field Service Delivery in a Post Covid-19 World	AVAILABLE	AVAILABLE

Upcoming Conferences

17 JUNE 2020	14 - 16 OCTOBER 2020
FSM 2020 Digital Conference	FSM 2020 Doltone House, Darling Island, Sydney

If you would like any more information about collaborating on digital content or events please reach out to sponsorshipbranding@iqpc.com.au

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