



Where Service Meets Sales:
Automating for the Future of Field Service

Presented by:





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Introduction:

“To improve is to change; to be perfect is to change often.”

-Winston Churchill

The Field Service Industry is in the midst of a transformation. There was once a tried and true formula that resulted in overall success: deliver a quality product, get it in front of your customers, and reap the benefits. Few things were connected, and single voices were silenced. That is no longer the case.

The past ten years have comprised the single most powerful and innovative time in the history of technology. Every industry is being disrupted by technology. Everyone and everything is being connected by the mobile and social revolution, including the billions of applications at a consumer's fingertips. As a result, a sea of data exists unlike anything we've ever seen. The customer now rules, a company's relationship with its customers is the new bottom line, and speed to market is the new currency of business.

Given the rapid proliferation of mobile technologies, it's no surprise that the field services industry has felt this with full force. The systems currently in place aren't capable of recognizing or managing the information collected from the massive pools of data that are growing every day. As a result, there is a divide that consists of customers and the connected devices that they use on one side and companies on the other.

Using powerful new digital solutions, tools for service lifecycle

management, customer relations, remote on-demand training, and real-time automation and information have become crucial in order to transform service delivery, which companies can use to leverage service offerings and improve customer loyalty and satisfaction. Field services companies are relying on their workforces more than ever before to provide a new, tailored value proposition for service. In order to succeed, one thing is certain: a firm needs the right talent in place, and those people must be ready to perform.

To stay afloat in this new age of field service, service and support companies need to approach the development of talent through a lens that privileges both growth and productivity. Leaders need to ask how they can encourage their technicians to grow in terms of skills and customer relationships. All of these things come into play when it comes to developing a premier workforce. Field service excellence is not a fixed target but instead an ever-evolving journey that will change continuously over the next few years.

It was with this in mind that the thought leaders of the field service industry came together at the Field Service East 2014 conference, where manufacturers and solution providers alike discussed the changing landscape of the field service space. Field Service

East 2014 attempted to address some of the key concerns of field service providers, including how organizations can deliver services that not only meet but also exceed customer expectations, what the key innovations for transforming service delivery are, and how companies can leverage their service offerings to improve customer loyalty and satisfaction.

The team behind Worldwide Business Research's Field Service East conference – in a partnership with Canon Information and Imaging Solutions – created a benchmarking questionnaire for Field Service East 2014's audience of service and support executives. The survey was distributed at the Atlanta conference, where more than 130 executives from cross-industry, cross-vertical service and manufacturing companies answered questions about mobility, workforce management, and best-in-class strategies for training and development. The roles of those surveyed included Senior Vice President, Global Service Leader, President, and CEO of the Supply Chain. Further, these industry leaders represented companies as diverse as Pitney Bowes, Trane, DIRECTV, and Johnson Controls. On the whole, the study evaluates the transformation of services companies through an assessment of both the obstacles that inhibit development and the solutions that enable it.



Foreword:



Greg Parker
Director, Customer Care
Trane Commercial

Greg Parker is the Director of Customer Care for Trane. He is responsible for leading the Trane heating, ventilation and air conditioning customer experience. Parker also leads the technical training and field-college teams in service and contracting for Trane North America. He has more than 18 years of experience in product and project management. Parker previously worked as a service director for Hussmann where he led the North American heating, ventilation, air conditioning and refrigeration building services and solutions business segments. He holds a bachelor's degree in electrical engineering from Auburn University and a master's degree in business administration from Indiana University's Kelley School of Business.

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"Over the years, there has been exciting and encouraging growth in the field service industry. This report brings to light some existing trends within the industry as well as some that are on the rise. Over the past several years at these conferences, we have noticed some of these trends, such as going from paper to mobile, the push towards a profit-driven service model and proactively, instead of reactively, delivering service. Many in the industry have made these leaps. However, as the industry continues to mature, new opportunities have come to the surface that makes the delivery of these goals all the more challenging.

One of the recent topics of primary focus is the shortage of skilled field technicians and engineers. There are simply not enough people entering the industry with the skills required for this new role that has evolved tremendously over the past ten years. It has become increasingly important to minimize turnover and reduce the time to productivity. Moving forward, we must focus on engaging our employees with proper development planning, being inclusive, and equipping our technicians with the ability to access knowledge on demand.

It has become clear to me in recent years that a sharper focus on employee engagement sets the foundation for improved customer satisfaction, reduced turnover, and revenue expansion. Both customers and employees expect a great customer experience, and the goal should be to provide a smooth and

effortless experience both externally to the customer and internally for the employee. In particular, we should listen closely to our front line of technicians and understand what is needed to enable and empower them to provide a delightful customer experience. Most importantly, I have learned that it takes a lot more than listening to the needs of the field workforce. Be sure to take action, respond to those needs, and be transparent when communicating. Remember, we as leaders are also charged with supporting and developing our field workforce. These additional critical components will help create a work environment that is motivating and rewarding. It is my belief that an employee who is engaged will be able to provide a better customer experience on many levels. As a result, the challenge becomes how to identify, act upon, and openly communicate the opportunities we have to effectively improve on employee engagement and ultimately improve and continuously improve the overall customer experience.

The discussions and presentations held during the Field Service East event this past September provided a lot of insight, not only regarding how to contribute to employee engagement and customer satisfaction, but also how to drive productivity on the supply chain, foster growth within our field forces, and drive our supply chain management to compete in the 21st century. This report confirms some of the trends that we encountered and brings to light some new ones that are appearing on the horizon.

The information in this report will not only confirm what may be happening but will also provide new ideas, trends, and best practices that you should consider when crafting your management strategy for the new year. Personally, I have been enlightened over the years and have used many of the insights gained from both the Field Service East event and the reports that many of you have participated in. I think this, as a whole, is a true testament to the leadership you exhibit as well as the willingness leaders have to share and improve upon their own processes. Thank you so much for providing your insights, and I am happy to be on this journey with you."

Key Findings



Best-in-class service and support companies are centralizing and streamlining supply chain management through Customer Relationship Management software.

Customer Relationship Management (CRM) software facilitates the development of a lean service operation. These technologies ensure predictable and repeatable processes, increased visibility, and the ability for continuous improvement capabilities underneath one unified umbrella, creating an agile, demand-driven supply chain management system.



Increased focus on margins and profitability has forced businesses to identify new tools to drive efficiencies and turn visibility into action.

In order for field service organizations to be nimble, do their jobs, and improve their performance, the need for automation is clear. In the information age, it is crucial for companies to have the ability to leverage information for the success of their operations and their customers.



Customer-centricity driven tactics are becoming central and essential for field service organizations.

Service and support companies have changed considerably. No longer is service looked upon to simply contain costs within the organization. Organizations are now beginning to recognize that the customer must be the true focus for all initiatives and are catering their value propositions and their field forces around that.

Understanding Customer Centricity Initiatives

“Service margin is increasingly important to achieve bottom-line goals, and cost cutting is a short-lived game,” said **Jim Saccone, Global Service Leader, GE Oil & Gas.**

The customers' expectation for service is “more for less,” and their willingness to pay for that service has become a thing of the past. Companies looking to build a satisfied and loyal customer base need to realize that there are multiple drivers of customer satisfaction. Now that we have almost a decade of experience with the customer in mind, a set of best practices has emerged that can be described in detail by the leaders of the industry.

“Service margin is increasingly important to achieve bottom-line goals, and cost cutting is a short-lived game,” said Jim Saccone, Global Service Leader, GE Oil & Gas. “Service companies must continue to innovate for growth and find ways of generating productivity

to boost margins while improving the customer experience.”

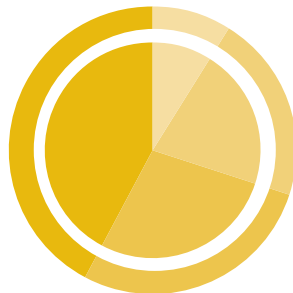
Over the past year, a key area that has come to the fore is a focus on margins and profitability. Companies are building strategies around service to effectively bolster their bottom lines, and our research shows that these new value propositions are starting to deliver.

Increasing revenue streams is the top priority for businesses, according to 42% of respondents. Service orientation, in particular, is no longer tied to specifically looking at costs as the main driver to contain and maintain. Instead, companies are instead looking ahead to new revenue streams that can be derived from services.

42%

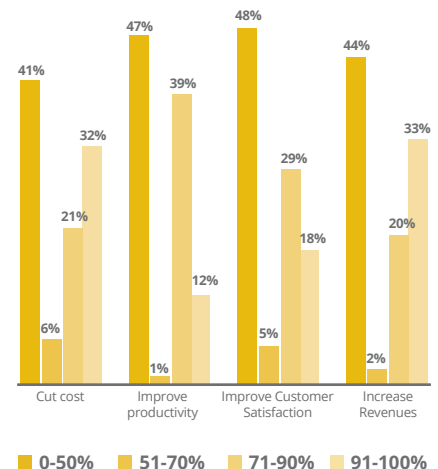
Increasing revenues is a top priority for service organizations in the year ahead, according to 42% of respondents. Improving customer satisfaction comes in at a close second, with 28% of those surveyed viewing improved customer satisfaction as the most important priority for their organizations in 2015.

Top priorities for 2015



- 9% Cut cost
- 21% Improve productivity
- 28% Improve Customer Satisfaction
- 42% Increase Revenues

What percentage of goals were met?



Understanding Customer Centricity Initiatives

According to our research, cost cutting and revenue boosting were the two goals on which most companies made the most progress. A third of the companies surveyed achieved almost full completion of those goals. Alarming, nearly half of all respondents missed their productivity or customer satisfaction goals by 50% or more. Our findings suggest a real

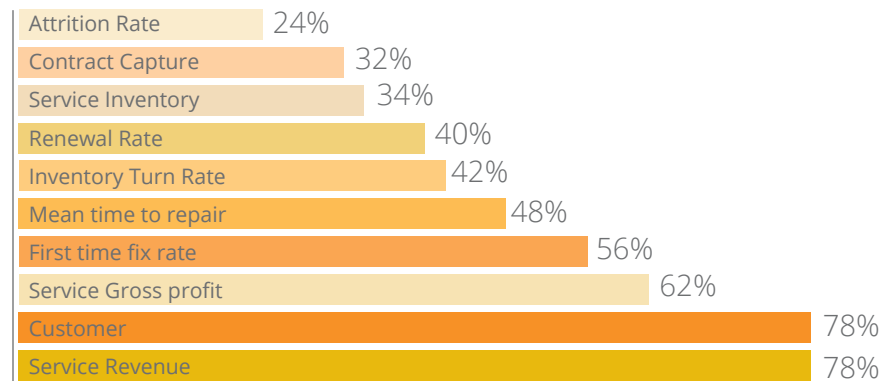
disconnect between their goals and their realities.

“Cost is no longer the focus of the services industry,” said Jeff Zirker of Cisco. “The focus of the industry has shifted from looking specifically at costs to looking toward inventing new revenue streams.”

*“Cost is no longer the focus of the services industry,” said **Jeff Zirker of Cisco.***

“The focus of the industry has shifted from looking specifically at costs to looking toward inventing new revenue streams.”

Which metrics do you use to measure performance of your organization?



CUSTOMER SATISFACTION SCORE AND SERVICE REVENUE

When evaluating field service performance, respondents overwhelmingly reported that their customer satisfaction score (78%) and service revenue (78%) as the most vital metrics for gauging company progress and performance.

These findings reveal a clear shift in the outlook of the field industry. In the past, excellent service was benchmarked by metrics such as productivity and wrench turns. These two data points indicate that we shouldn't look at those “work” metrics to gauge an organization's success.

These findings suggest that improved tactical metrics shouldn't be the end goal. Instead, field service performance should be measured through customer satisfaction metrics.

Although increasing customer satisfaction is reported as one of the top priorities for field service organizations, 25% of respondents reported seeing no measureable increase in their Net

Promoter Score (NPS) over the past year. Even more telling, 28% of respondents reported being unsure of their NPS.

In the current field service environment, service organizations' goals are not in line with the initiatives that are being executed. With a wave of customer service initiatives taking the services sector by storm, developing an effective long-term strategy to address customer experience, improve productivity, and develop personnel with needed skills is critically important. Our findings suggest a real disconnect between the goals of companies and their realities, and the consequences of a lack of a concerted, unified effort could be dire for the success of service and support companies.

Understanding Customer Centricity Initiatives

"I would agree with this and feel Net Promoter Score needs more 'air time' and 'endorsement' from cross-industries to become a true indicator of customer perception."

- Jeff Zirker, Senior Director, Global Technical Support, Americas, Cisco

"One of the top ways of extending the Net Promoter Score is increasing your company's service offerings. That might be a flaw in the B2B use of that tool overall."

- Aly Pinder, Research Analyst, Aberdeen

Have you seen measurable progress at your organization in improving your current Net Promoter Score in the past fiscal year?



- 9% Very much
- 22% Somewhat
- 16% Marginal
- 25% None
- 28% Unsure

Over 55% of respondents reported **NOT TRACKING OR NOT KNOWING THEIR CURRENT NET PROMOTER SCORE.**

Forty-one percent of respondents reported having little to no improvement in their Net Promoter Score over the past fiscal year. Surprisingly, 28% reported being unaware of the current state of their Net Promoter Score.

When examining the past year's priorities, nearly half of respondents reported that they were less than halfway to the completion of goals to improve customer satisfaction (48%), improve productivity (47%), increase revenues (44%), and cut costs (41%).

"The inability to meet productivity or CSAT goals is not that surprising. Productivity is a bit difficult to continue to leverage to aggressive goals year over year. Certainly, there should be room for improvement. But, many times the expectations are a bit too aggressive. CSAT improvement eventually should increase drastically across the industry. I think right now many are still getting their arms around the VOC and putting together actions for future improvement. As noted, many companies are not even using NPS yet. So, that is an indication of the maturity around the topic. That said, I do think there is big opportunity in

the future." - Greg Parker, Director, Customer Care, Trane

"Customer satisfaction and productivity can be at odds with one another. Increasing volume and service transactions per technician can put stresses on the delivery engine striving for customer satisfaction." - Jeff Zirker, Senior Director, Global Technical Support, Americas, Cisco

Throughout the customer lifecycle, our research has found that organizations that are able to skillfully manage the entire experience are able to reap enormous rewards, including enhanced customer satisfaction, reduced churn, increased revenue, and greater employee satisfaction. They also discover more effective ways to collaborate across functions and levels, a process that delivers gains throughout the company.



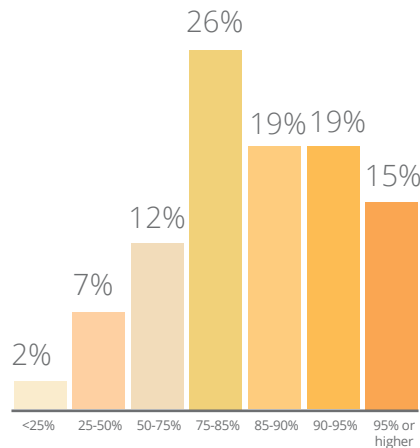
Fixing First-Time Fix

“We obviously do what we can to maximize our logistics supply chain, which can lead to parts availability challenges if not managed properly. First call resolution is tougher for a company like Cisco, given the complexity of some of our customer issues. But, we do strive for initial restoration time to be as short as possible.”

- Jeff Zirker, Senior Director, Global Technical Support, Americas, Cisco

First-time fix is one of the most vital metrics in gauging field service performance. Although workforce utilization, productivity, mean time to repair, and on-time performance have historically received the most

attention when measuring field service performance, first-time fix has become industry standard for organizations and a true measure of field service efficiency.



First-time fix rate

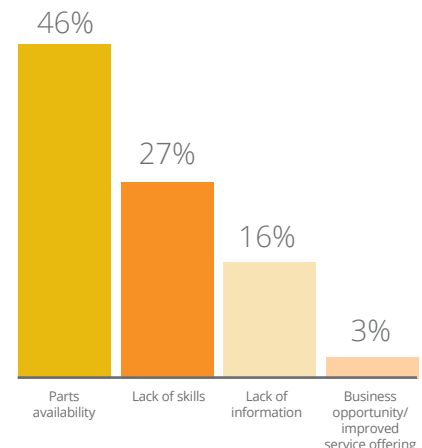
79%

Seventy-nine percent of respondents reported having a first-time fix rate of 75% or higher. Of those, 15% reported to have a first-time fix rate of 95% or higher.

In recent years, first-time fix has become a marker for service health, due to the wide-reaching ramifications it holds for both field service performance and key customer-oriented financial measures. The greater the organizations first-time fix rating, the more likely the organization is able to diagnosis the problem at the time of dispatch, the more likely to have better diagnostics

already in place, and overall, the more likely this organization is more closely connected with its customers. A poor first-time fix number, on the other hand, does not only reflect poor field service processes; it is also an early indicator of disgruntled customers, customer attrition, and reduced service profitability.

Of all of the reasons cited by respondents for the need of a second visit, **46% cited parts availability, followed by lack of skills needed to complete the task (27%) and lack of information (16%)**. Interestingly, only 3% of respondents cited business opportunity/improved service offering as a reason to return after the first visit.



Fixing First-Time Fix

“This number should be higher. If organizations had the capability to better understand what’s happening, whether the equipment in question is a mission critical asset or not, leveraging parts availability would garner a greater overall value of the equipment to the business.”

- Aly Pinder, Research Analyst, Aberdeen

At its root, first-time fix performance is heavily dependent on service parts management, an area that until recently was not at the forefront of traditional field service. As organizations have historically treated various functions (e.g., field service, parts, contact center, etc.) of their service organizations as silos, field service improvement initiatives have failed to address the root cause of first-time fix failure. Optimization or improvement of field service in isolation, without considering the impact of parts, will only yield temporary results.

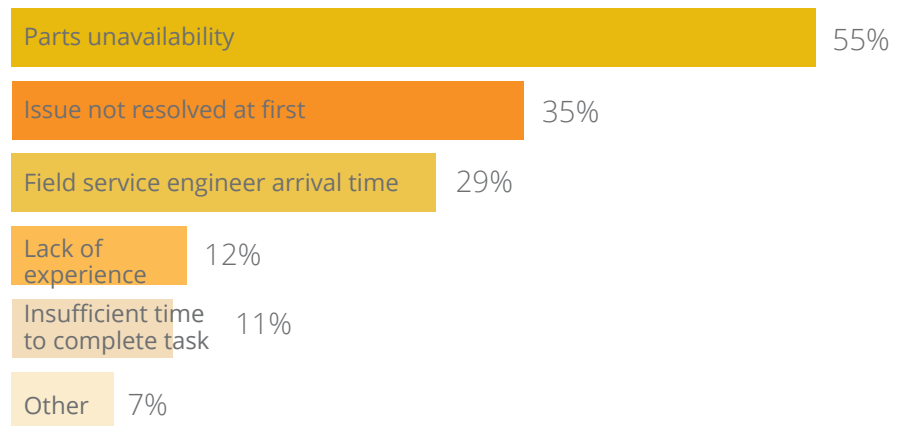
Sixty-four percent of respondents leverage parts availability as a key-scheduling factor.

“This number should be higher. If organizations had the capability to better understand what’s happening, whether the equipment in question is a mission critical asset or not, leveraging parts availability would garner a greater overall value of the equipment to the business.” Aly Pinder, Research Analyst, Aberdeen

As a result, it is crucial that any improvement plan structured to improve field service performance begins with the integration of people and parts. Leveraging technology with data could also be the key to unlocking improved field service performance, and companies should consider utilizing service lifecycle management software to ensure that these silos consolidate for improved first-time fix.

PARTS UNAVAILABILITY

Parts unavailability was by far the most cited complaint by customers, as reported by 55% of field service executives. Coming in close behind were issue not resolved at first visit (35%) and field service engineer arrival times (29%).



Top field service related complaints by customers

Sixty-four percent of respondents

LEVERAGE PARTS AVAILABILITY AS A KEY-SCHEDULING FACTOR.



Leveraging Big Data for Cost and Profit

“There are huge amounts of data coming back from the customer that we can make better use of in terms of really understanding how they use our equipment, how they use our services,” said Paul Oliver, Head of Field Services Worldwide, Airbus.

Big data has changed the ways in which companies can approach field service, making it imperative for companies to identify new tools that can drive even greater efficiencies.

Savvy executives have realized the need for their entire service organization to move toward a customer-centric model to better understand what constitutes the best possible value for their customers. In industries that have long focused on customer service for survival, these things may seem to be common sense. However, for many field service industries that are more technical in nature, customer centricity has historically been ignored — until now. Advances in the quest for customer centricity have introduced new methods of survey engagement, including the ability to collect feedback at multiple touch points (e.g., social media and mobile devices). Couple this with the ability to understand and analyze data captured on their own products, and the implications are huge: companies in service now have the potential to provide holistic, timely insight to deliver on customer expectations immediately.

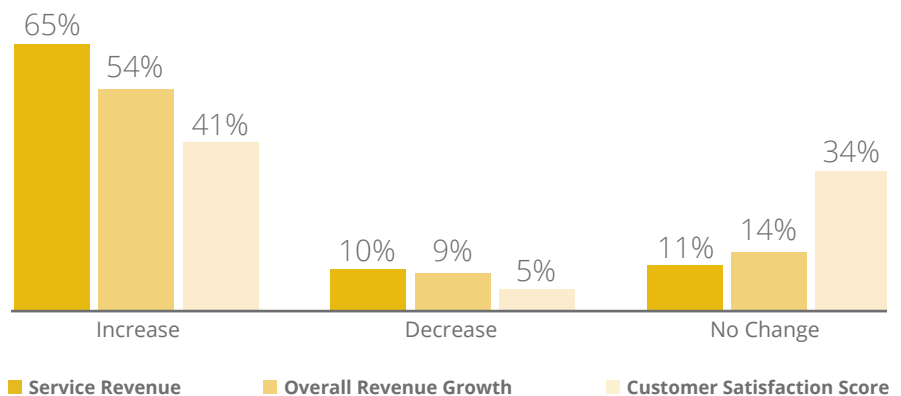
This shift toward personalized service has dramatically transformed the role of the service model and the role of the data gleaned from products. In the digital age, progressive leaders in field service are reorienting how they think about their customers and are realizing the opportunity that could come from the massive amounts of data that their machines collect each and every day.

This opportunity, however, is not limited to the B2C realm. It is being realized by even the largest providers of the largest products, like Airbus, the world’s leading manufacturer of commercial jetliners and military airlifters, with a 40-plus year track record of innovation, technological firsts, and industry milestones.

“There are huge amounts of data coming back from the customer that we can make better use of in terms of really understanding how they use our equipment, how they use our services,” said Paul Oliver, Head of Field Services Worldwide, Airbus. “It allows us to have that level of customer intimacy that allows us to then make a better service. It’s really about how we can best use that huge amount of data that we now have that wasn’t available just ten years ago.”

Over the past fiscal year, the majority of respondents noted a small (0-33%) yet substantial boost in overall service performance. An overwhelming majority of respondents reported having an increase in overall revenue growth (54%), service revenue (65%), and their customer satisfaction score (41%).

Over the past fiscal year, have you seen a measurable change in the following?



Leveraging Big Data for Cost and Profit

“Companies need good strategic planning processes where they obtain VOC, perform appropriate market segmentation, and develop robust action plans and KPIs to execute and monitor strategy deployment...”

Companies now have the ability to leverage information for the success of both themselves and their customers. In order for field service organizations to be nimble, do their jobs, and improve their performance, the need for automation is clear. When you can start operating at the speed of thought, it gives you a leg up on the competition. It allows you to unlock the promise of your product in a new and engaging way for your customers. Today's markets are all about speed. You no longer have the luxury of waiting weeks to months to figure out what's going on; you need to be able to react at the speed of thought, quickly take information in, and be flexible with the results you derive.

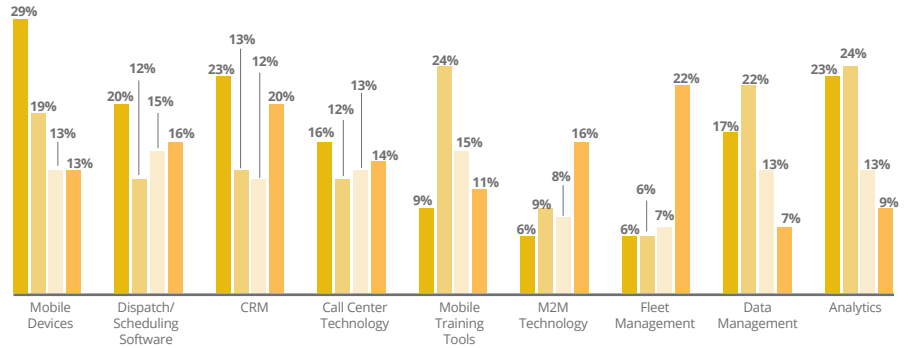
“Companies need good strategic planning processes where they obtain VOC, perform appropriate market segmentation, and develop robust action plans and KPIs to execute and monitor strategy deployment. Focus on fewer, bigger things and do them well. Shoot for stretch goals that cause you to think differently. Don't be afraid to fail. We should experiment with new solutions and fail quickly to learn, adjust, and try again. Companies also need good problem solving processes that enable them to understand true root causes and drive sustainable improvement actions.” - Chris Westlake, Vice President, Global Service, Gerber Scientific

The Optimization of Automation

In this new age of information, the opportunities for automation are endless. The tools that you've always wanted your team to have to be able to act smarter, faster, and to turn thought into action are now a reality. You can

now take CRM, ERP, and other silos of data and unify them into a single view, enabling discussions that will unify your customers' experiences. It effectively allows companies to drill down every nuance of service delivery.

Which technology solutions are you currently considering investing in or may consider in the future?



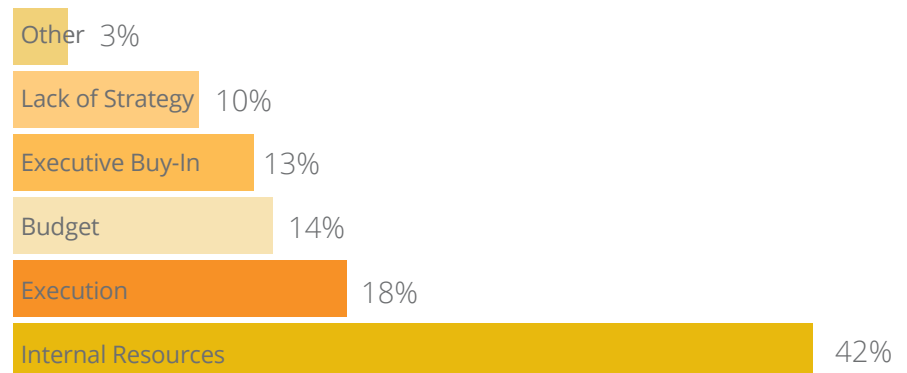
In order to stay competitive in the field service industry, service and support practitioners are looking to enhance the product lifecycle and bolster customer satisfaction through connected products.

Mobile devices were cited by 29% of respondents as the most needed immediate investment for their organization, followed by analytics (23%) and CRM (23%).

The future of a business's success in the field service industry is contingent upon whether the company in question can deliver an experience that meets or exceeds the increasing expectations of customers in this hyper-connected world. Does your company have the tools to deliver a connected, personalized customer service experience anytime, anywhere, on any device, and in every product?

Two key elements that are needed to develop a lean service operation are improved mobile capabilities for field employees and analytic capabilities for effective management. Whether through Six Sigma or Kaizen, these technologies ensure predictable and repeatable processes, increased visibility, and continuous improvement.

What is your biggest obstacle to implementing a customer experience strategy?



LACK OF INTERNAL RESOURCES

Forty-two percent of respondents cited lack of internal resources as their greatest obstacle in implementing a customer experience strategy.

The Optimization of Automation

“As seen in Aberdeen’s Field Service 2014: Access to the Right Information Empowers a Results-Driven Workforce report, the top three pressures facing service organizations are reduced margins, changing customer dynamics, and competition. Meeting and exceeding customer expectations should be at the heart of field service. These three challenges can be mitigated through improved field service execution, which no longer waits until a problem occurs but instead delivers resolution in advance of a failure. During Field Service East, a number of executives shared their initiatives around their own transformation to a more predictive service model; innovation around predictive service, the Internet of Things, building a culture of service excellence, and sales collaboration to lead with the value of service.”

-Aly Pinder, Research Analyst, Aberdeen



Building the Future Field Force of Field Service

“In our organization, we are starting to look more closely at the impact of customer effort as a driver of loyalty and satisfaction. If we make it easier for customers to engage with us, we believe it will drive increased loyalty.”

-Jeff Zirker, Senior Director, Global Technical Support, Cisco



- **29%** Product repair and troubleshooting
- **20%** Soft skills
- **19%** Customer experience
- **17%** Management development
- **9%** Cross-training
- **6%** Remote support

Top training categories in the year ahead

PRODUCT REPAIR & TROUBLESHOOTING

Product repair and troubleshooting was cited as the number one priority for training in the year ahead, according to 29% of those surveyed.

“In our organization, we are starting to look more closely at the impact of customer effort as a driver of loyalty and satisfaction,” said Zirker of Cisco. “If we make it easier for customers to engage with us, we believe it will drive increased loyalty.”

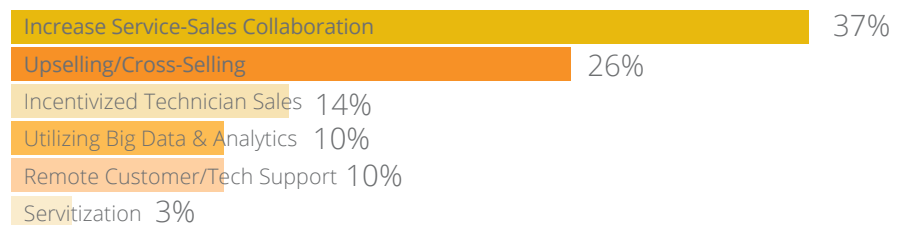
Particularly in the B2B space, the more work that the customer has to put in, the more unhappy that they can become if the product isn’t perfect. When dealing with complex machines, customers expect the equipment to fail. It’s what happens when it fails that matters to the customer.

“No longer is service looked upon to simply contain costs within the organization,” said Aly Pinder, Research Analyst, Aberdeen. “The transformation to a profit center has been well

documented over the past few years. This iteration of the change is different. Organizations are now beginning to recognize that the customer must be the true focus for all initiatives.”

Managing a successful service business starts at the executive level by ensuring a sound structure and necessitating continuous business model innovation. Part of this is making sure that a “voice of the customer” mentality becomes standard and that employees at every level and in every department focus on understanding customers’ needs and goals. In order to stay ahead of the competition, companies are looking to capitalize on their field technicians’ roles as “trusted advisors.” A new element that is also emerging is a focus on increasing service revenue by maximizing service marketing and field sales.

What is your main strategy to increase service revenues?



INCREASE SERVICE REVENUES

The main strategy to increase service revenues is increasing service/sales collaboration, according to 37% of attendees. Field service executives cited increased service/sales collaboration as their number one strategy to increase revenues in the year ahead (37%), followed by upselling/cross-selling (26%), and incentivized technician sales and/or lead generation (14%). Surprisingly, only 3% of respondents cited servitization as a strategy to increase revenues in the year ahead.



Building the Future Field Force of Field Service

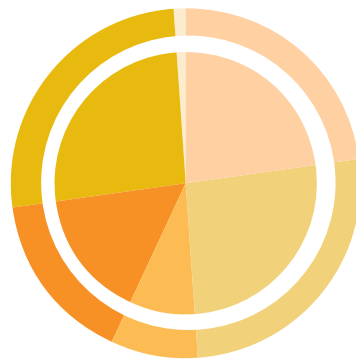
“Listen to the customers, analyze the findings, and put into place actions that will drive sales. Also, focus on employee engagement and development, which will correlate directly to improved CSAT.” - Greg Parker, Director, Customer Care, Trane

Building an engaged workforce is becoming a crucial issue for service delivery. It is becoming increasingly important to focus on employee development. Providing employees with all of the necessary tools, training, and communication ensures maximum employee engagement.

“This may be a growing trend. Technicians can be in a unique position to suggest new services, service renewals, or upsells to customers while diagnosing or fixing customer problems.”

-Jeff Zirker, Senior Director, Global Technical Support, Americas, Cisco

Which of the following investments will be the most essential for the coming fiscal year?



- 23% Upsell/Lead generation
- 26% Training
- 8% Inventory Management
- 16% Big Data & Analytics
- 26% CRM
- 1% Other

TRAINING & CRM

Training (26%) and CRM (26%) tied as the most essential investments for the coming year, followed by upsell/lead generation (23%) and leveraging big data and analytics (16%).

Leaders must utilize training across their organizations to help employees garner the specific skill sets needed to address the difficult and complex challenges that the new field forces

are charged with. For service and support organizations to be effective in this environment, they must have the capacity to work seamlessly with across the supply chain.

Respondents said that investment in field technician training and CRM are the most essential investments that a business can make in the coming fiscal year.

Looking Ahead

The value proposition for field services is there. This is the way in which the service industry will evolve—service as a product for their organization. This will be correlated to how service is viewed.

The value proposition for field services is there. This is the way in which the service industry will evolve—service as a product for their organization. This will be correlated to how service is viewed.

“Compared to just a few years ago, I think the industry is progressing forward very well, and companies are realizing more what the key drivers are for revenue growth in particular. An increased focus on customer satisfaction, employee engagement, and employee development will provide an opportunity to further drive growth and productivity.”- Greg Parker, Director, Customer Care, Trane

As the industry moves forward, improving remote monitoring to create more proactive and predictive operations will just be one of the many game changers that leaders will need to understand in order to stay ahead of their competitors in the space. Enhancing customer satisfaction through training technicians in soft skills, improving communication channels, and maximizing services marketing to

ensure differentiation of a given brand all further complicate an already convoluted commercial playing field in the industry.

“Our focus needs to be on taking care of the customer and delivering on our brand promise. Customers want true partners with solutions expertise that understand their businesses and processes, are there when they need them, and help them solve their problems. Customer-facing associates need to have the competencies to sell and deliver these solutions - they are trusted advisers. Service leaders need to have commercial and business acumen as well as delivery competency. As you develop new competencies and grow, hire the best people you can and take good care of them.” Chris Westlake, Vice President, Global Service, Gerber Scientific

In the end, it all comes down to the leaders forging ahead into this new frontier of field service. Effective leadership, after all, is the key driver of successful field force management. Simply put, the tone starts from the top. The health of the service

organization is dependent on the ability to have a clear view of the bigger picture and the scope of the projects at hand. The focus for middle managers should be on margins and profitability. Through this leadership, organizations can maintain a unified approach in order to deliver on these goals in the years ahead. Lacking a uniform plan of to bridge the gap from point A to point B is not so much an individualized problem as it is an overarching one.

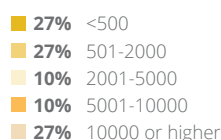
The research indicates that it is only when you can equip your entire service organization with the tools and intelligence it needs to craft a successful field mobility strategy that it can begin to deliver customer experience with ease. Through this automation, field service organizations are able to positively give value to their customers. Through mobility, field service practitioners can use information to provide customers with better service. It is only through leadership, however, that the leaders of today can cultivate the field forces needed for the customers of tomorrow.

Appendices

Appendix A: Methodology

For this report, Worldwide Business Research conducted in-person and online surveys of 130 service and support executive representing cross industry, cross vertical service and manufacturing companies. Survey participants represented the roles Senior Vice President, Global Service Leader, President, and CEO of the Supply Chain. Further, these industry leaders represented companies as diverse as Pitney Bowes, Trane, DIRECTV, and Johnson Controls. In-person surveys and interviews were conducted on-site at the 2014 Field Service East Conference. Responses were collected in October of 2014.

Appendix B: Company Size (Number of Employees)



Appendix C: Related Research

“Revamping The Digital Toolbelt: On Technology in Field Service”, WBR Digital, August 2014

“Enhancing Customer Experience From First Call Through Service”, WBR Digital, April 2014

“The 2014/2015 Services, Revenue & Trends Report”, WBR Digital, September 2014

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