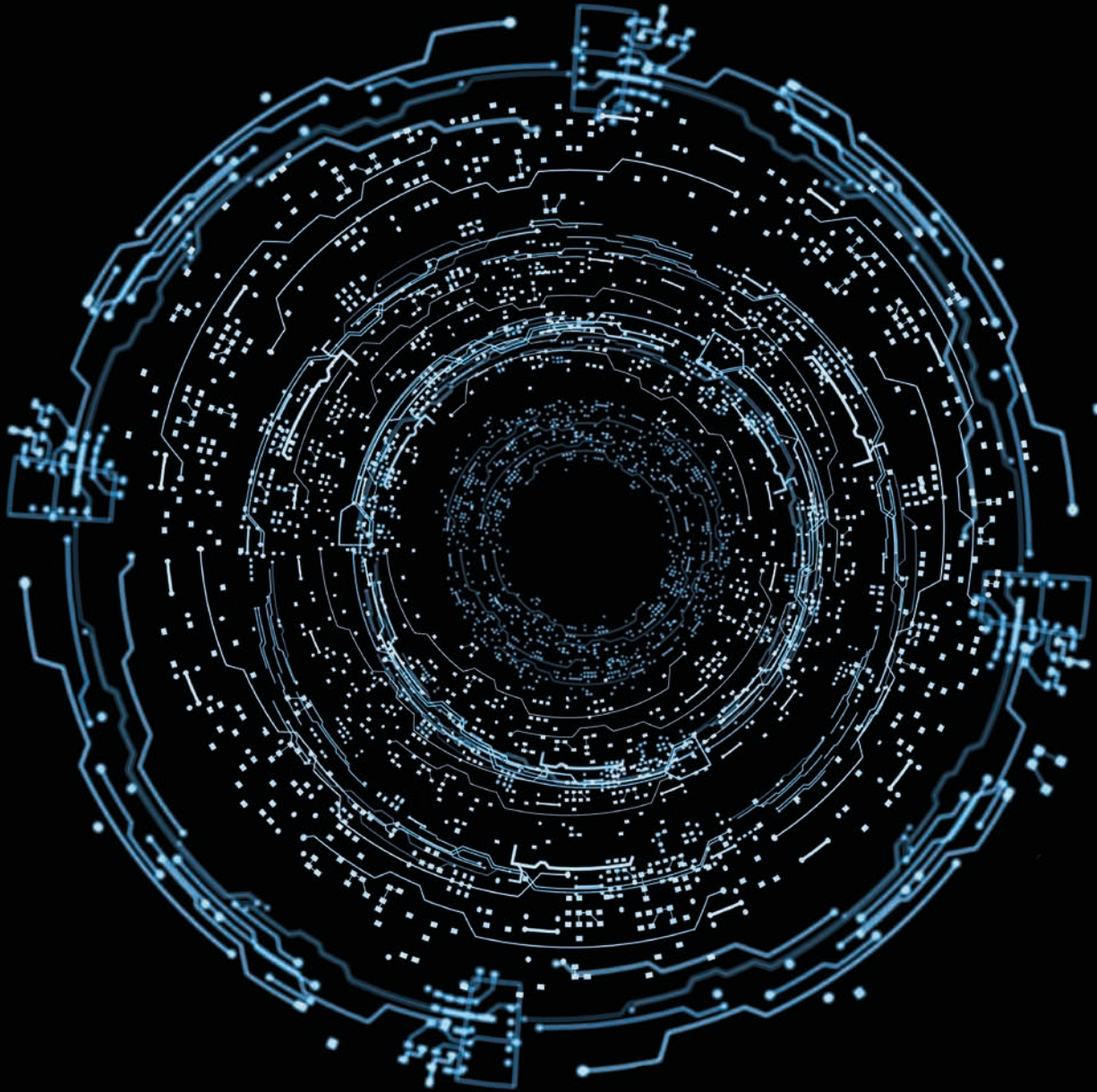


Deloitte.
Digital



Smart field service

Connecting customers,
assets and employees

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Introduction

IN THE DIGITAL WORLD, EMOTIONAL CONNECTION MAKES A DIFFERENCE BETWEEN CUSTOMER SATISFACTION AND LOYALTY

In the world where customers increasingly choose digital channels to interact with the businesses, the opportunity to have a human conversation is rare.

Customer interactions migrate to digital channels, and are supported by artificial intelligence solutions. Digital is often the experience that customers prefer, and businesses find cost effective and easy to manage.

Digital meets reality in a human interaction.

The human touchpoints of the customer journey disproportionately affect brand perception and loyalty, and can make or break a customer relationship. As customers prefer to purchase and experience products and services in the comfort of their homes, a field visit often becomes the only human interaction between the customer and the business. A field technician can achieve something that artificial intelligence tools are incapable of – empathy and emotional connection. It is the emotional connection that can take a customer interaction from satisfactory to delightful.

The importance of a field visit in establishing and growing a successful customer relationship is increasingly vital.

Field visits are becoming the main human touch-point, taking the business to the customer. It is an opportunity to build strong customer relationships and grow customer lifetime value.

As the connectivity of devices and customers is increasing, the nature of the field service is changing.

Increased asset connectivity means that some of the core tasks that have been traditionally performed by a field-based workforce – such as asset maintenance and data collection, and assessment of the state of the asset – no longer need to be delivered by a field engineer. Machine-to-machine communications enable more frequent, remote and automated data collection.

Advanced data analytics and artificial intelligence solutions enable a model of predictive asset maintenance; where the probability of fault can be detected before it happens. Maintenance tasks can be performed remotely, and in those cases requiring a field visit, the decision to intervene is automated.

The focus in the field is shifting from the installation and maintenance of physical assets to delivering differentiated customer experiences. Businesses expect more from their field operations – it is about growing customer lifetime value as well as efficiency.

However, this critical moment of the customer journey is frequently overlooked. The success of a field visit is still often measured by how effectively and quickly an installation or repair of a physical device is performed – not by the quality of the customer experience.

As the field technician is entering the customer's home or business premises, he or she needs to be trained, equipped and supported to have the most important conversation between the business and the customer.

Getting this right requires a customer-centric, emotionally intelligent field force backed up by the power of technical and customer insight accessible within instant reach.



Key takeaways:

- **Turn your field force into customer service agents**, focussed on delivering outstanding customer experiences and growing customer lifetime value;
- **Tailor field experiences to the customer needs and preferences**, by making information on customer persona, available service offerings and on-going campaigns accessible on the technician's mobile device;
- **Recruit and train your field force to be customer-centric.**
- **Create the right experience for the field technician**, by turning their van into a mobile office where they can truly feel a part of the company;
- **Reduce reliance on the field for asset maintenance and repairs**, using sensor data, artificial intelligence and automation tools to detect and resolve faults remotely.
- **Trigger the right field service interventions when required**, supported by automated faults triage;
- **Create insight hubs** supporting your field force: both asset and customer data collected remotely and supported by advanced analytics and artificial intelligence allows making better decisions at the centre and making them instantly available to the entire field force.





Case study

PUTTING THE TOOLS FOR EXCELLENT CUSTOMER SERVICE INTO THE ENGINEER'S HANDS

When a global imaging company decided to make a step-change in their ability to delight the customers across Europe, we worked with them to perfect the field service experience. This required putting the right tools on the mobile device in the engineers' hands and creating the right experience for the engineers and the customer service agents. The rest of the complex, pan-European transformation aligned behind getting the field visit and the contact centre interactions right. This included creating centralised multi-lingual contact centres; developing intelligent real-time routing and scheduling capabilities; procuring mobile devices and launching a self-service portal.

The human touch the ‘magic link’ between the digital world and real life

IN AN INCREASINGLY DIGITAL WORLD, IT'S OFTEN THE NON-DIGITAL, THE GENUINE EMOTIONAL CONNECTION, WHICH MAKES A DIFFERENCE BETWEEN DELIVERING A MERELY SATISFACTORY CUSTOMER EXPERIENCE, AND WINNING ENTHUSIASTIC CUSTOMER LOYALTY.



In a world where customers increasingly choose digital channels to interact with businesses, the opportunity to have a human conversation is rare, and therefore increasingly valuable.

More and more, customers are choosing digital channels to research and buy new products and services. While the footfall in physical stores is declining, the share of online sales in retail in the UK more than doubled between 2012 and 2017¹. Therefore, when it comes to customer service interactions, businesses are striving to minimise the demand for costly agent support by directing customers to digital channels. Even those conversations that have traditionally occurred in contact centres are now being automated by companies employing new technologies such as chatbots and artificial intelligence. (See Deloitte, Smart Contact.) According to Forrester, consumers prefer using web or mobile self-service over speaking to an agent on the phone.²

Understandably, businesses are investing in perfecting the digital experiences they offer their customers. Data analytics capabilities have enabled precise, individual tailoring of the customer experience and the service provided via digital channels. Customers now get seamless omni-channel purchasing and service experiences, supported by social media integration, video and virtual reality.

Digital meets reality in a human interaction

When a virtual experience results in a real-life transaction, when a product or service being delivered to a customer's home or business, that's when the digital world confronts human reality.

It's the human element of the customer journey that disproportionately affects brand perception and loyalty – it can make or break a customer relationship. According to Forrester, human interactions are more emotionally resonant than digital interactions.³

As other touchpoints are increasingly delivered via digital channels, a field visit is often the main, if not the only human interaction that businesses have with their customers.

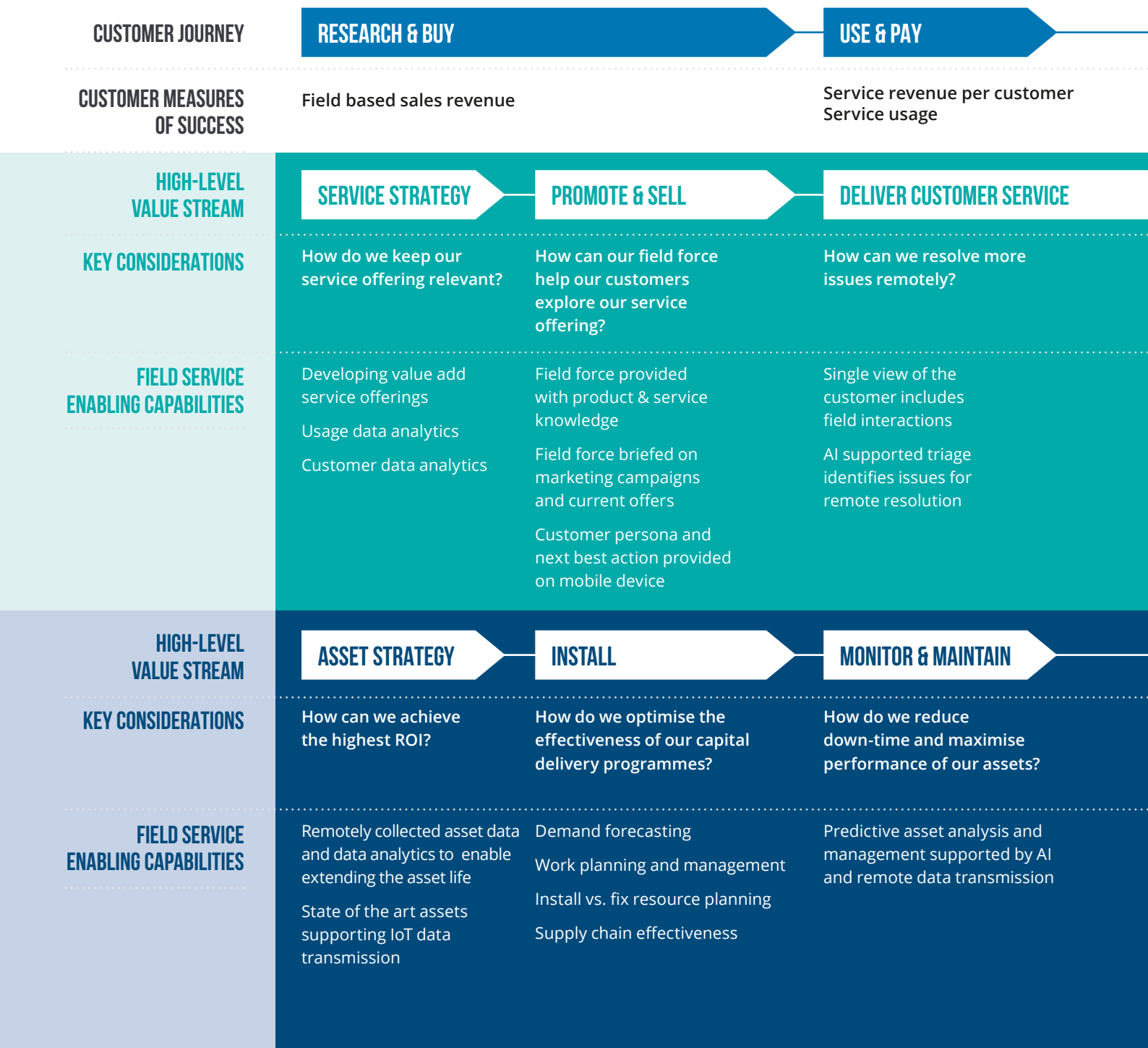
1 "Online Retail Sales Continue to Soar", Financial Times.

2 "Your Customers Don't Want To Call You For Support", Forrester.

3 "How Firms Help Employees Evoke Emotions That Deepen Customer Loyalty", Forrester.



How field service capabilities support customer relationships across the customer journey



GET HELP

Speed of response
First visit resolution

RENEW OR LEAVE

Net promoter score
Customer retention

MEASURE CX

How can we use the field visit to increase the NPS?

Field force recruited and trained in customer service skills

Customer persona, required level of support and preferred communication style provided on mobile device

How can we know what our customers think and react appropriately?

Customer experience is measured for the field service journeys

The metrics are available for each field technician and generate actions

Both positive and negative feedback is actioned

FIX

How can we manage issues proactively and fix them first time?

Automated triage

Dynamic scheduling

Route optimisation

Stock and parts management

3D printing

Remote access to technical support incl. virtual reality

MEASURE PERFORMANCE

How can we use the asset performance data to predict performance and develop more effective maintenance strategies?

Internet of Things to enable remote data transmission

Artificial intelligence and machine learning

CUSTOMER
ASSET

The importance of a field visit in establishing and growing a successful customer relationship is increasingly vital

- **More than ever before, consumers are letting businesses into their homes.**

They are turning away from shopping in high streets and malls, and choosing to experience products and services in the comfort of their own homes, completing their research and purchases online. At the same time, a growing number of services are becoming integral to consumers' lives at home. Connected home technologies, smart meters, seamlessly integrated entertainment platforms and digital home assistants all allow businesses to be constantly present in consumers' lives. A recent issue of The Deloitte Consumer Review, "Switch on to the connected home", suggests that 52% of people own some form of connected device, and 66% of survey respondents agreed that connected technology has the potential to transform their lives.⁴

- **In the last decade, the complexity of the services that customers consume in their homes, as well as the complexity of devices and gadgets enabling those services, has risen markedly.**

Consumers increasingly use smart connected devices at home. It is now much more difficult to understand how a smart meter in-home-display works, and how you can measure and manage your energy consumption, compared to a dialogue meter. Similarly, entertainment packages, sound systems, and even home appliances are becoming more sophisticated and customers need the field technician's expertise to achieve the best value from their products and services.

- **As consumers, our reliance on digital devices is growing.** And as we have come to depend upon and demand their constant, failsafe availability, when things do go wrong, it has a major impact on our lives. Therefore, a service appointment is a critical point in the customer journey. In telecoms, 37% of customers increase spending following satisfactory problem resolution.⁵

Yet this critical moment of the customer journey is often overlooked.

Field operations are still focused almost exclusively on the physical goods and assets that need to be delivered, installed or fixed – resulting in a missed opportunity to create a valuable connection with the customer. In creating a seamless omni-channel customer experience, businesses often forget to include the field visit.

“MORE THAN EVER BEFORE, CONSUMERS ARE LETTING BUSINESSES INTO THEIR HOMES. THEY ARE TURNING AWAY FROM SHOPPING IN HIGH STREETS AND MALLS, AND CHOOSING TO EXPERIENCE PRODUCTS AND SERVICES IN THE COMFORT OF THEIR OWN HOMES, COMPLETING THEIR RESEARCH AND PURCHASES ONLINE. AT THE SAME TIME, A GROWING NUMBER OF SERVICES ARE BECOMING INTEGRAL TO CONSUMERS' LIVES AT HOME.”

Case study

MEASURING NPS SCORE IN THE FIELD

When a large UK based water utility wanted to improve customer satisfaction and its NPS score, [Net Promoter Score] Deloitte set up an analytical tool measuring the NPS score by customer journey and analysing the core drivers of customer satisfaction. Now the company can identify the levers to increase satisfaction scores in each journey and take targeted improvement actions.

⁴ "Switch on to the connected home", Deloitte.

⁵ "Connecting with the Consumer", Nielsen.

The field visit > **Taking the business to the customer**

FIELD VISITS ARE BECOMING THE MAIN HUMAN TOUCH-POINT, TAKING THE BUSINESS TO THE CUSTOMER. IT IS AN OPPORTUNITY FOR BUSINESSES TO BUILD STRONG CUSTOMER RELATIONSHIPS AND GROW CUSTOMER LIFETIME VALUE.



As the connectivity of assets and customers increases, the nature of the field service visit is changing. The focus is shifting from the asset to the customer, and field service is becoming a part of an inter-connected eco-system of customer service. The customer benefits from tailored, value-add services and personalised, field service experiences.

The growing ability to collect and analyse data, together with increased asset reliability is driving the delivery of tailored, value-add field services.

Increased asset reliability

Increased asset connectivity means that some of the core tasks that have been traditionally performed by a field-based workforce – such as asset maintenance and data collection, and assessment of the state of the asset – no longer need to be delivered by a field engineer. Machine-to-machine communications enable more frequent, remote and automated data collection.

Advanced data analytics and artificial intelligence solutions enable a model of predictive asset maintenance; where the probability of fault can be detected before it happens. Maintenance tasks can be performed remotely, and in those cases requiring a field visit, the decision to intervene is automated. Predictive maintenance significantly reduces asset downtime, and creates an asset that almost never fails.

As the reliability of assets increases, this positive change shifts the commercial focus from selling an asset and a maintenance contract to maximising the installed asset base and continually generating value-add services.

Better data driving better service offerings

The facility to dynamically and remotely collect and analyse data on asset usage, and the usage of the services provided by the asset, gives service providers a much better understanding of customer behaviour and preferences. This insight allows the provider to generate services that meet customer needs, as well as detecting trends and changes in customer behaviour, using this information to further adjust the service offering.

An asset that never fails, working in combination with rich data driving new service development creates a fundamentally new customer service environment.

For example, Philips Lighting does more than sell lighting products, it offers its customers “integrated lighting solutions”, enabling customers to subtly change their décor, adjust their office spaces and better manage their use of energy. Energy companies go beyond providing commoditised electricity contracts, they also offer end-to-end energy solutions so customers can manage their consumption and generation of energy.

“INCREASED ASSET CONNECTIVITY MEANS THAT SOME OF THE CORE TASKS THAT HAVE BEEN TRADITIONALLY PERFORMED BY A FIELD-BASED WORKFORCE — SUCH AS ASSET MAINTENANCE AND DATA COLLECTION, AND ASSESSMENT OF THE STATE OF THE ASSET — NO LONGER NEED TO BE DELIVERED BY A FIELD ENGINEER.”

Differentiated field visit experience

As it is likely to be one of the rare human interactions with the customer, a field visit becomes a pivotal “magic moment” within the customer journey. At this point, the entire business needs to align fully behind the field technician, supporting them in delivering outstanding customer service.

Field technicians set up these personalised service solutions as part of their installation and service visits. Most of the time, these services, such as energy management, connected homes or content and entertainment, can be accessed digitally and sometimes even go unnoticed by the customer (for example, adjusting the heating or lighting levels). However, it’s the field technician’s communication skills that determine how well the customer is able to access such services. This in turn decides the duration of the customer relationship, the breadth of the services they access, and ultimately the revenue per customer.

In this new scenario, the old obsession with increasing the number of jobs per engineer per day becomes counter-productive. Spending longer with each customer has a direct positive impact on revenue.

In order to achieve this positive outcome, service visits need to be personalised – the technician needs to tailor the communication style, technical detail, and information provided to the meet individual customer preferences.

“AN ASSET THAT NEVER FAILS, WORKING IN COMBINATION WITH RICH DATA DRIVING NEW SERVICE DEVELOPMENT CREATES A FUNDAMENTALLY NEW CUSTOMER SERVICE OFFERING.”

“THE FACILITY TO DYNAMICALLY AND REMOTELY COLLECT AND ANALYSE DATA ON ASSET USAGE, AND THE USAGE OF THE SERVICES PROVIDED BY THE ASSET, GIVES SERVICE PROVIDERS A MUCH BETTER UNDERSTANDING OF CUSTOMER BEHAVIOUR AND PREFERENCES. THIS INSIGHT ALLOWS THE PROVIDER TO GENERATE SERVICES THAT MEET CUSTOMER NEEDS...”

Case study

INCREASING FIELD-BASED SALES REVENUE

When a multi-national media company set a goal to re-imagine their field service operations and increase field-based sales revenue, Deloitte helped them implement a leading field service management solution, digitising all field service activities. This helped field engineers to be connected at any location and point of time, and have the information to hand to deliver superb customer experiences at every visit. As well as increasing field-based sales revenue, the company reduced their service costs by 20%.

Field service eco-system

**GETTING YOUR FIELD VISIT RIGHT
REQUIRES A CUSTOMER-CENTRIC,
EMOTIONALLY INTELLIGENT FIELD
FORCE, BACKED UP BY THE POWER
OF READILY ACCESSIBLE CUSTOMER
INSIGHT AND TECHNICAL EXPERTISE.**





As customers choose to purchase and consume services in their homes or on business premises, the delivery of the customer experience becomes de-centralised and more challenging to control.

The role of the field technician becomes central to creating the right experience at the customer's home, supported by centrally generated insight. A new approach to structuring field service operations is now required.

**INSIGHT HUB:
BOTH CUSTOMER AND
ASSET INSIGHTS SHOULD
BE CONCENTRATED IN
CENTRALISED HUBS AND
PROVIDED REMOTELY TO
FIELD SERVICE AGENTS**

Increased data connectivity and The Internet of Things, in combination with more powerful data analytics solutions and artificial intelligence, have made remote asset monitoring and diagnostics possible. In turn this has created a case for advanced technical thinking and asset insight to be concentrated in central offices, or insight hubs. As more and more routine issues can be proactively identified, analysed and diagnosed remotely by technology, the role of a human engineer becomes one of focusing on advanced problem solving and on defining the algorithms for artificial intelligence and machine learning.

“THE INTERNET OF THINGS, IN COMBINATION WITH MORE POWERFUL DATA ANALYTICS SOLUTIONS AND ARTIFICIAL INTELLIGENCE, HAVE MADE REMOTE ASSET MONITORING AND DIAGNOSTICS POSSIBLE. IN TURN THIS HAS CREATED A CASE FOR ADVANCED TECHNICAL THINKING AND ASSET INSIGHT TO BE CONCENTRATED IN CENTRAL OFFICES, OR INSIGHT HUBS.”

Take your most technically advanced engineers out of the field

This may seem counter intuitive, but the role of a technical engineer is changing. Increasingly, they determine asset maintenance strategies and plans, based on the asset data collected through the internet of things and analysed by artificial intelligence. As predictive asset maintenance systems are able to solve routine problems, technicians will be best employed in dealing with more complex issues; such as defining strategies for managing the end-to-end asset lifecycle and extending the life of the asset. Their main priority is to prevent outages and enable the asset to operate most efficiently.

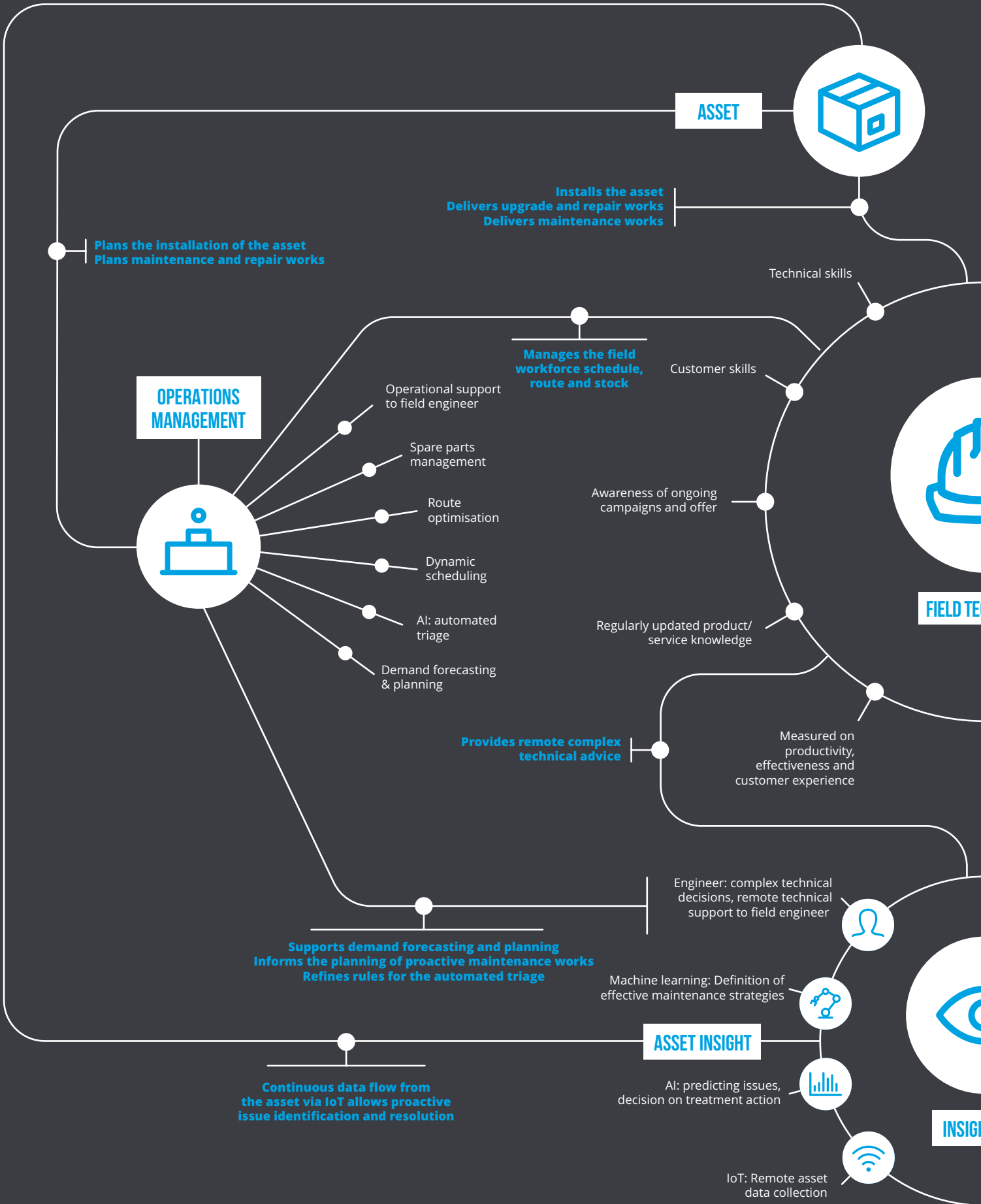
Your best technicians should also provide remote support to field technicians who encounter unusual situations with installations and repairs. They can assess a problem by looking at remotely provided images, data provided by the asset sensors, and through a real-time video call or augmented reality applications.

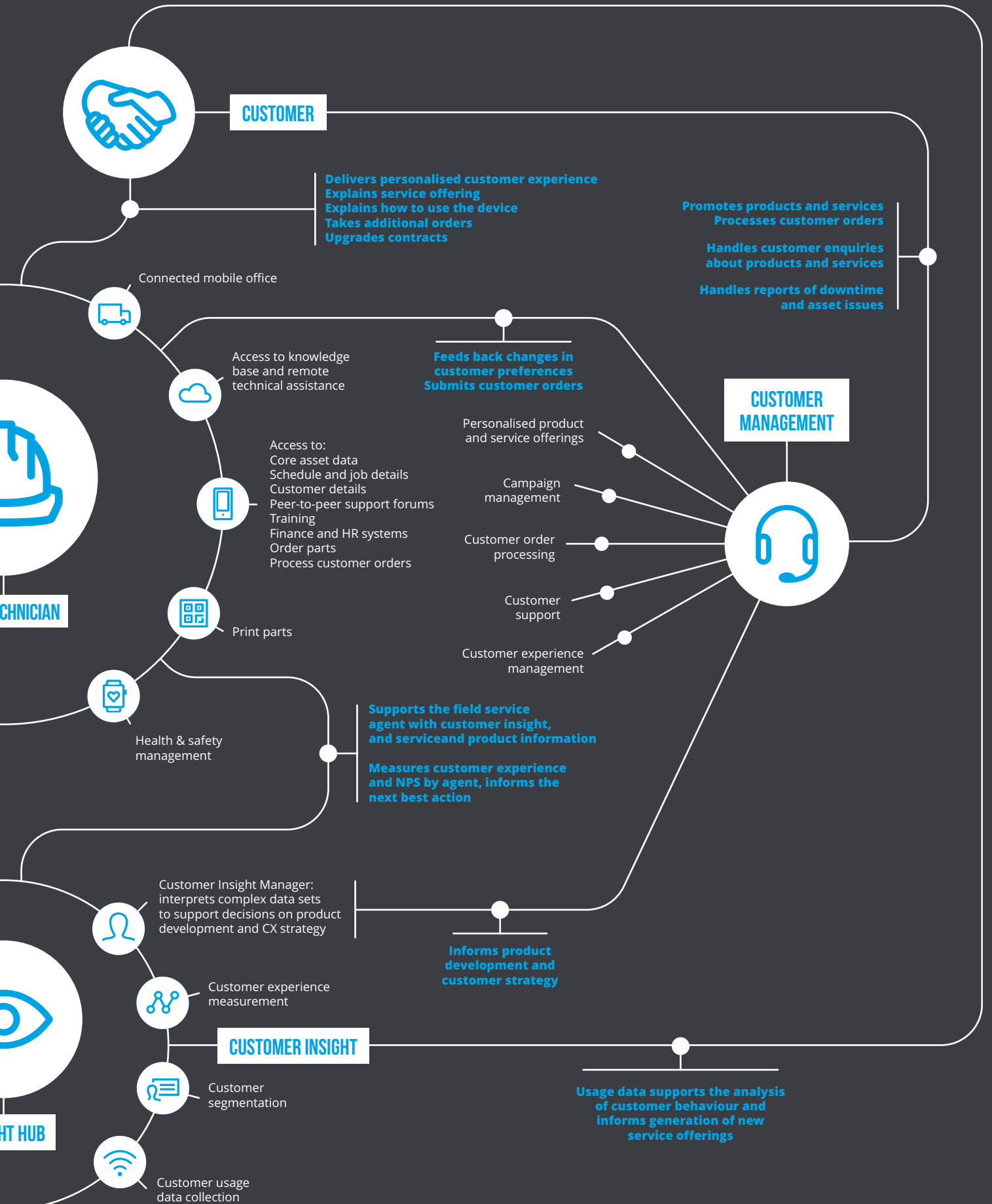
Instead of asking an individual, isolated technician in a remote geographic location to solve complex problems, placing the technical intellect at a centralised hub both enhances the depth of insight, and makes this understanding accessible to a wider group of engineers.

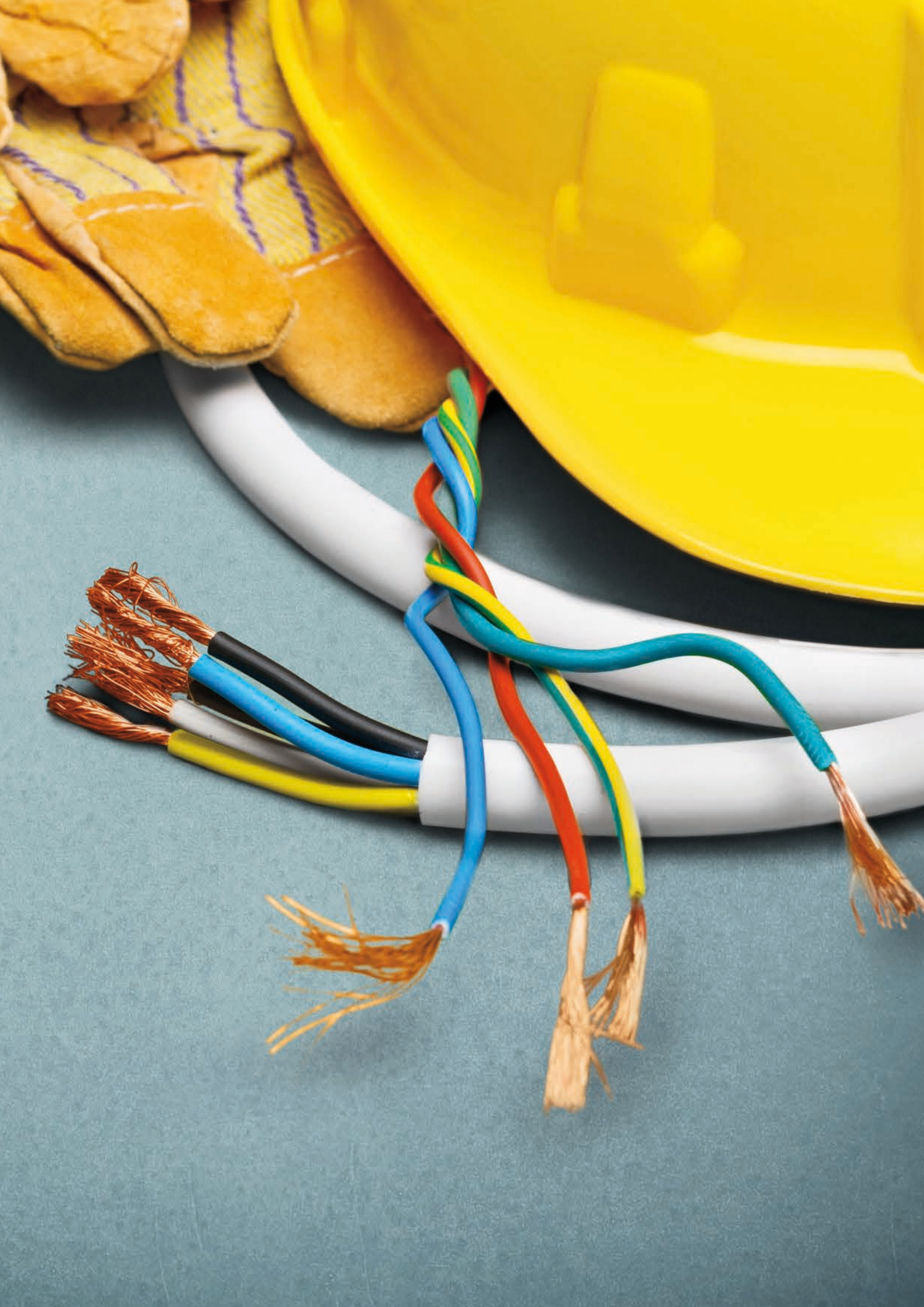
“AS PREDICTIVE ASSET MAINTENANCE SYSTEMS ARE ABLE TO SOLVE ROUTINE PROBLEMS, TECHNICIANS WILL BE BEST EMPLOYED IN DEALING WITH MORE COMPLEX ISSUES; SUCH AS DEFINING STRATEGIES FOR MANAGING THE END-TO-END ASSET LIFECYCLE AND EXTENDING THE LIFE OF THE ASSET.”

The field service eco-system

“REMOTE ACCESS TO ASSET DATA ENABLES CENTRALISED DATA ANALYSIS AND DECISION MAKING. THIS APPROACH TO CUSTOMER MANAGEMENT IS MORE POWERFUL THAN EVER BEFORE AS IT INCLUDES DATA FROM THE ENTIRE CUSTOMER NETWORK AND USES MACHINE LEARNING TO MAKE BETTER DECISIONS FOR EACH INDIVIDUAL, BASED ON COLLECTIVE KNOWLEDGE GAINED FROM THE NETWORK.”







Create a digital twin of the asset and focus on preventative maintenance

The Internet of Things enables service providers to collect asset data remotely and connect it with other sources of information to create valuable intelligence, supporting better and more timely decision making. This enables predicting asset issues and intervening before they become a reality. Deloitte's report on Connected Asset Lifecycle Management introduces the concept of "a digital twin"; a virtual representation of a physical asset that allows remote asset management and the resolution of problems before they even occur.

An increasing number of maintenance operations can be performed remotely. As the number of problems solved remotely increases – the intellect of machines and their ability to solve complex problems grows as well.

This takes the asset maintenance focus away from the field. When an asset must be repaired on site, the thinking will already have been done at the centre, reducing the length of the visit and increasing the chances of resolving the issue during the first visit.

Create customer personas and tailor your service offering to their needs

Increased connectivity of assets gives businesses the opportunity to learn more about customer behaviour and preferences. Insight hubs should be employed to power product development activities and to inform personalised service delivery in the field. An installation or repair that is personalised and tailored to the customer's personality, preferred communications style, digital savviness and other needs is an important way of developing the customer relationship. Thereby securing retention and expanding the range of services purchased.

FIELD DELIVERY: THE FIELD FORCE IS TURNING INTO FIELD CUSTOMER SERVICE AGENTS

Equipped with instantly available, remotely accessible advanced technical support from the insight hub, the field force can focus on delivering the right customer experiences.

A new breed of a field technician is emerging, less of a technician and more of a field service agent. With the most complex technical thinking concentrated at the "insight hub" and the support easily accessible, as well as the experience of installing and repairing devices and appliances becoming more intuitive, the technical skills are becoming a "basic hygiene" factor. At the same time, the impact that a field visit can have on the entire customer experience and customer loyalty is growing; having successful customer conversations is a skill that is harder to acquire than technical knowledge.

Change the DNA of your field force

The new field service agents will require new approaches to recruitment, training and development. In addition to technical knowledge, product knowledge, customer knowledge and emotional intelligence will all take central places in the desired skill-set.

Technical knowledge: While the technician needs the right education and training in maintenance and repair processes, the centre of this knowledge no longer lies with the individual in the field. The technician is much better supported by an instant remote access to the asset data and technical knowledge database; the ability to interact and share images in real time with other technicians in the field, getting their professional advice when faced with an unusual issue; and real-time access to the technical advice by the colleagues in the insight hub. By relying less on the technical knowledge of individual technicians, this increases the chances that technical challenges will be resolved at first contact.

"AN INCREASING NUMBER OF MAINTENANCE OPERATIONS CAN BE PERFORMED REMOTELY. AS THE NUMBER OF PROBLEMS SOLVED REMOTELY INCREASES – THE INTELLECT OF MACHINES AND THEIR ABILITY TO SOLVE COMPLEX PROBLEMS GROWS AS WELL."

Case study

BETTER WATER QUALITY THROUGH DATA DRIVEN ASSET MANAGEMENT

When a large UK based water utility wanted to create a leading asset management capability and improve the quality of water delivered to 15 million customers, we designed a data driven asset management operating model. This put the utility company in a strong position to make a step change in the effectiveness of asset maintenance, including a 20% increase in work completion.

Product and service knowledge: In an increasing number of cases, just installing a device or appliance in a customer's house is not enough. For example, the value of a smart meter or an entertainment package reduces significantly if the customer doesn't know about the key features of the service and how to use them. If the customer doesn't understand the core features of the smart meter, they are unlikely to use it and will be an easy target for a competitor who is better able to explain the energy saving opportunities. It is essential that the field technician has up-to-date knowledge of the product and the service proposition supported through the device they are installing or repairing, and is able to share this knowledge with the customer.

During a field visit, the technician should be aware of the on-going marketing campaigns and available offers and should be allowed and encouraged to dedicate a proportion of their time in becoming familiar with these activities, similarly to the staff working in stores and in the contact centres.

Customer knowledge: To enable a truly personalised and differentiated customer experience, the technician needs to have access to the customer's information, including their persona, their purchasing and contact history, and the next-best action in developing the customer relationship (e.g. are they a good candidate to upgrade to premium service or are they at risk of switching to the competition?). Apart from the customer segment, lifestyle and the way they prefer to use the service, information about the customer persona should also describe their preferred style of communication during a field visit. For example, does the customer want a discussion of the technical features, or a friendly chat, or do they prefer the engineer to get on with their work and keep engagement to minimum? As well as being equipped with this sort of customer knowledge, the technician also needs to have the emotional intelligence to apply it: they need to tailor their communication style, have an engaging conversation about the product and service, and find the right moment to offer alternative or additional services.

“CREATING LONG-TERM SUCCESSFUL CUSTOMER RELATIONSHIPS REQUIRES MORE THAN TECHNICAL PROFICIENCY. CUSTOMER LOYALTY IS CREATED BY EXPERIENCES THAT DELIGHT CUSTOMERS, AND THIS TAKES MORE THAN ARRIVING ON TIME AND FIXING THE PROBLEM ON THE FIRST VISIT WITHOUT CREATING A MESS.”

Emotional intelligence: Creating long-term successful customer relationships requires more than technical proficiency. Customer loyalty is created by experiences that delight customers, and this takes more than arriving on time and fixing the problem on the first visit without creating a mess. Human connections create memorable experiences, and requires field agents capable of understanding the customer, showing empathy and tailoring the interaction.

Create the right experiences for your field service agents, giving them the ability to make a difference for the customer

Across the various field service industries, recruiting and retaining technicians is becoming more and more challenging. According to the Deloitte report, Connected Employee, 35% of vacancies are already hard to fill in utilities. The successful attraction and retention of this new generation of technicians, will necessitate the creation of the right employee experience for them. They want to do meaningful work, understand their career growth opportunities and be fully supported in performing their job, while retaining the autonomy they have in the field. Field technicians may spend hardly any time in the office, but they still need to feel like they are an integral part of the business and represent its culture. Treating the field force as an integral part of the business allows better control of the quality and efficiency of the service they provide. For example, it has been shown that for telecoms customers, the two most differentiating aspects were the speed with which they could get their broadband repaired when an outage occurred, and the attitude displayed by the field technician during the visit. If you want to gain competitive advantage through differentiated customer experience during your field interactions – keep your field technicians close. Historically, this has been difficult to achieve, as businesses naturally aimed to maximise the time field technicians spend outside the office. With increased connectivity, it is now possible to make the van a part of the virtual office.

A field technician's van is their office. Create a fully connected experience in the van, so they feel an integral part of your organisation

The technician's mobile device, equipment available in the van, and wearable devices all need to support their ability to perform their day-to-day job, manage their career, develop their skills and manage administrative activities.

“FIELD TECHNICIANS MAY SPEND HARDLY ANY TIME IN THE OFFICE, BUT THEY STILL NEED TO FEEL LIKE THEY ARE AN INTEGRAL PART OF THE BUSINESS AND REPRESENT ITS CULTURE. TREATING THE FIELD FORCE AS AN INTEGRAL PART OF THE BUSINESS ALLOWS BETTER CONTROL OF THE QUALITY AND EFFICIENCY OF THE SERVICE THEY PROVIDE.”

On their mobile device the technician requires applications that help them to:

- plan, schedule and close their work;
- plan and optimise their route;
- access customer information;
- access product and asset information; and
- access knowledge databases and collaboration forums with the other technicians in their teams.

Additionally, the technician needs the ability to:

- access information and briefings on the latest marketing campaigns, which can be provided as a video link to a meeting or a recorded video or podcast;
- take pictures and videos of the asset they are working on, and share with other technicians to seek their advice;
- connect to live support in the office, share their view of the asset and get asset information as well as guidance and advice from an office-based technician; and
- order stock and tools, and access a 3D printer to print parts.

Smart glasses, virtual reality applications and smart watches can help technicians access data when it is not practical to use a mobile device, for example, when working on the asset. The ability to access and action individual customer feedback is also key.

Make the end-to-end employee experience fully mobile, not just the field visit

- Managing the welfare of your people:**
 Wearable devices can help collect data on the technician's welfare and proactively identify any emerging health issues. This information can be used to trigger a conversation with a manager and lead to an adjustment in working patterns to avoid stress-related health issues.
- Managing career, learning and performance conversations:**
 The technician should be able to have regular video calls with their manager to discuss performance, career development and reward. Providing training courses via videos and podcasts will help technicians to learn while out on-the-road, in addition to classroom-based training. Individual performance dashboards need to be accessible via the mobile device, providing information on customer feedback, productivity and quality of work, and detail performance in comparison with colleagues.
- Managing administrative activities:**
 The field technician needs to be able to submit expenses, order materials and parts, book holidays and training, all using their mobile device – and without having to travel to an office during working hours.

Re-think performance objectives and targets

Until now, there has been a focus on productivity-related metrics: number of jobs performed per day, travel time, productive time, etc. Productivity metrics will need to be balanced alongside metrics related to quality and customer experience. This may mean increasing the time of a visit to allow for first time resolution and for explanation of the key features to the customer.

The productivity targets may need to be adjusted to allow time for training, awareness of the marketing strategy and connection with team and manager. According to Aberdeen, 71% of best-in-class organisations use customer feedback in decisions related to development of their staff.⁶

“PRODUCTIVITY METRICS WILL NEED TO BE BALANCED ALONGSIDE METRICS RELATED TO QUALITY AND CUSTOMER EXPERIENCE. THIS MAY MEAN INCREASING THE TIME OF A VISIT TO ALLOW FOR FIRST TIME RESOLUTION AND FOR EXPLANATION OF THE KEY FEATURES TO THE CUSTOMER.”

⁶ “5 Steps to Turning Your Employee Engagement Program into Improved Customer Satisfaction”, Aberdeen.

In conclusion

IN A DIGITAL WORLD, IT'S EMOTIONAL CONNECTIONS THAT MAKE THE DIFFERENCE BETWEEN SATISFYING EXPERIENCES AND THOSE THAT DELIGHT THE CUSTOMERS AND BUILD STRONG LONG-TERM CUSTOMER RELATIONSHIPS.

While artificial intelligence is becoming increasingly powerful and able to solve problems that cannot be accessed by the human mind, the ability to make real connections to consumers is the power of the human in the van. Don't waste this potential on fixing physical things.

Contact us

Deloitte Digital helps organisations across industry sectors to transform their field service operations and customer experience. If you wish to talk to us about the ideas in this report, please contact one of our field service experts.

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