The Path to CX Excellence for Field Service

4 Steps to Thrive in the Experience Economy

Welcome to the Experience Economy

True or false? When your Internet goes down and you call your service provider, you expect to spend a chunk of time—hours, at least, maybe an entire day—waiting for the technician to show.

It could be you still even block that time off in your calendar, afraid you'll step out and miss the all-important window.

Or maybe you've found another Internet provider instead—one that promises shorter wait times and more interactive options. If that's the case, you've probably already made the switch.

You wouldn't be alone if you did: consumers today aren't putting up with the same low-quality service experiences as they did in the past. In an **American Express survey**, more than half of respondents said they'd given up on a planned purchase or transaction because of bad service. And in the same survey, 33% said they'd consider switching companies after just one incident of poor service.

Welcome to the Experience Economy—the new reality that drives the relationship between every brand and consumer today. In an era where consumers expect in-the-moment personalized service, it controls all facets of the relationship between brands and their customers. According to **research by PwC**, 73% of consumers say a good experience is key to influencing their brand loyalties, while **Oracle's own survey** showed that 77% of respondents said bad customer experiences diminish their quality of life.

> ## 66%
> **of buyers cite time as a top factor for good customer experience**
>
> **– Forrester**

In search of more positive experiences, customers today readily adopt new channels and buying habits—continually experimenting with solutions and technologies that will make their lives easier and their decisions more informed. They also willingly share their personal data if it makes for a better experience—and switch brands when they see something better.

And that evolution is massively transforming Field Service as a whole.

Field Service organizations are adjusting the way they do business—putting their customers at the center of every experience, making every touch point with the customer matter, and treating time like the currency it is, through quicker reaction times. Those changes are paying off too—Field Service organizations that deliver exceptional service experiences are standing out, capturing more market share, and driving higher revenues.

Leaders in the Experience Economy consider every aspect of their Field Service experience, including:

1 **Employee Experience:** The quality of their employees' interactions in the field, on mobile, etc.

2 **Customer Experience:** The number of channels customers can employ, and the quality of their interactions on each of them—as well as in person.

3 **Automation:** How to offer a human approach while embracing automation for both customers and employees.

4 **Field Service Operations:** How to best automate intelligent routing and scheduling to enhance their business impact.

86%
of CX leaders agree that five years from now, their company will leverage AI and machine learning to customize every product, service, or offer.

– ESG Report (2019)

To achieve excellence, brands are evolving their efforts on all of these fronts, and embracing the Experience Economy. The four steps that follow help them do that.

Step 1:

Inbound Field Service

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For Field Service organizations, the first step to customer experience excellence in the Experience Economy is Inbound Field Service. At this stage, organizations are largely dedicated to resolving incoming requests while minimizing customer churn, and are typically using phone and email to engage with customers. For the most part, their processes are still manual and paper-based.

For most companies, Inbound Field Service is a natural start. But Field Service organizations at this stage are often siloed from the rest of the business, and their reliance on manual processes can make planning inefficient. All of which can make it difficult to maximize mobile workforce capacity and cause service backlogs.

Key Capabilities of Inbound Field Service

- **Single-channel approach**

- **High customer effort**

- **Dispatch focused**

Ready for the Next Step?

Inbound Field Service organizations haven't yet experienced the time and cost-saving benefits that come from the deployment of scheduling automation software. Disconnected applications can also slow dispatch teams down as they struggle to keep up with the growing number of incoming requests—frustrating both customers and employees.

With that in mind, organizations looking to grow their business, achieve scale, and improve customer and employee satisfaction will often start to consider the next step: Foundational Field Service.

Step 2:

Foundational Field Service

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Foundational Field Service is focused on improving operational efficiencies. Organizations at this stage are beginning to move toward real-time Field Service engagements, with procedures and processes in place that make their engagement less reactive and more controlled. They're starting to benefit from simple, rule-based scheduling, enhanced communications, and workflow optimization.

More than anything, this stage is characterized by the introduction of some form of automation, usually for scheduling and the routing of mobile resources. While still in its infancy, this begins to move organizations away from what were primarily manual processes, to incorporate a blend of both manual and automation. The enhanced visibility that results mean KPIs—while still not always aligned with wider business strategies—are more defined. And customer self-service and knowledge management provide more interactive and engaging customer experiences, and decrease the number of service requests.

More automation also means:

- Request management is improved

- Support channels are expanded

- A higher volume of requests and higher level of complexity are possible

Key Capabilities of Foundational Field Service

- **Single desktop application**

- **Multiple channels**

- **Self-service empowerment**

- **Visibility into the field**

- **Basic mobile tools**

- **A baseline for metrics**

Notes From the Field: Sky NZ

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New Zealand entertainment company Sky NZ mastered the Foundational Field Service stage to:

- **Digitize their processes**

- **Turn around their operational processes internally**

Ready for the Next Step?

At this stage, Field Service organizations are doing a good job of keeping up with and responding to customer requests. But there can still be some disconnection between the field and the rest of the organization, with siloed applications preventing a more integrated approach. Home grown and point solutions are likely showing diminishing returns as well. According to **Gartner**, 90% of organizations still struggle to seamlessly connect more than three channels at a time, making consistent service and coordination a major challenge.

All of this can result in a fragmented customer experience. And for many organizations, that's the impetus to push forward and expand on the automation they've already introduced, and to embrace new technology that lets them better integrate and scale, drive gains, and connect with other systems and departments. That's where the next step comes in: Advanced Field Service.

Step 3:

Advanced Field Service

By leveraging all service interactions for insight and focusing more on Field Service strategy, operations in the Advanced Field Service stage start to drive strategic change across the entire organization. Organizations at this point are paying more attention to driving efficiencies and using advanced automation for scheduling and planning, in order to maximize and manage field capacity.

Advanced Field Service organizations have more real-time visibility, and have enhanced capabilities for mobile workforces through mobile devices and apps. They're also more focused on increasing customer acquisition and retention, and will adopt emerging technologies to improve customer experiences and enhance mobile field capabilities—including embedded knowledge applications that support requests inside and outside of the firewall.

Key Capabilities of Advanced Field Service

- **Empowered mobile-ready technology**

- **Integrated line-of-business channel support**

- **Knowledge support**

- **Optimized scheduling and planning**

- **360-degree view of the customer**

- **Real-time visibility**

Notes From the Field: BMW

By introducing Advanced Field Service capabilities, BMW was able to build a portal where customers can book, change, and check the status of an appointment—determining availability in real time. The initiative was so successful the car company subsequently expanded it into other regions, as well as to their motorcycle division.

Notes From the Field: Cox Communications

Cox Communications offers digital cable television, telecommunications, and home automation services across the US. By mastering Advanced Field Services techniques they:

- Achieved a 22% decrease in drive time and reduced fuel costs

- Increased field technician productivity, booking more jobs per day

- Developed and maintained a quality index across all regions

Notes From the Field: Virgin Media

Through Advanced Field Service collaboration capabilities, Virgin Media dramatically improved their internal business processes, achieving:

- A 75% reduction in calls

- Reduced SMS usage

- Improved morale

- Higher productivity

Ready for the Next Step?

The operational transformation that happens at the Advanced Field Service stage moves Field Service organizations from their traditional role as a cost center into a revenue-generating line of business.

This naturally drives many Field Service organizations to the next step of maturity, as they carefully examine their enhanced capabilities and start to integrate with sales, marketing, commerce, and back-end processes— embracing distributed coordination and optimized scheduling, and beginning to understand their business at a deep data level. In doing so they embrace the next step: Autonomous Field Service.

Step 4:

Autonomous Field Service

For Field Service organizations navigating the Experience Economy, the final step of customer experience maturity is Autonomous Field Service. At this stage, organizations use predictive insights to fuel connected customer experiences, and have extended the customer journey beyond service —to connect marketing, commerce, and loyalty too. By doing so, they've eradicated silos and coordinated all of their processes, to provide coherent, personalized customer experiences at every touch point.

Through those achievements, Autonomous Field Service organizations are able to take advantage of pervasive knowledge across the entire customer journey, empowering an autonomous mobile workforce that's now both self-sufficient and customer-focused. Their customer data is connected to provide a holistic customer view and their mobile workforce is more productive than ever, with advanced routing and scheduling optimizing their field capacity. They've expanded their self-service options, and are exceeding customer expectations with the experiences they offer.

Key Capabilities of Autonomous Service

- **Autonomous technology**

- **Preemptive Field Service**

- **Embedded technology**

- **A complete view of the customer**

- **Omnichannel support**

- **Fully autonomous scheduling, with no dispatchers**

88%

of companies agree that in five years, their company will know more about their customer habits from connected devices than other forms of first-party data.

– ESG Report (2019)

Notes From the Field: DISH

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DISH Network Corporation is a US television provider, with approximately 10,000 Field Service employees facilitating approximately 23,000 appointments a day. By instituting an Autonomous Field Service model, they dramatically consolidated their operations, reduced back-office headcount, and streamlined planning and management—introducing greater operational efficiency and improving customer satisfaction. In doing so, they've achieved:

- **15% increase in technician productivity**

- **75% reduction in planning and dispatch staff**

- **55% reduction in technician overtime**

- **10% reduction in miles driven**

- **91% increase in on-time arrival**

In other words, Field Service teams at this stage are adding true value to the business through product and service innovations. They're driving the next level of service with predictive connected insights and connected customer experience processes, and are opening up revenue streams. Moreover, with the tools in place to be proactive across customers' preferred channels, they can predict customers' needs and challenges before they happen. And that pays off: according to research from **American Express**, 68% of consumers say it increases their perception of a brand when companies send them proactive customer service notifications.

Finally, organizations are now using Internet of Things, AI, machine learning, and augmented reality to predict customers' issues before they happen. According to **IDC**, there will be over 41 billion connected IoT devices by 2025, generating over 79 ZB of data by 2025. This promises to have a potentially huge impact on Field Service organizations.

Even now, though, Autonomous Field Service organizations are seeing significant revenue growth. According to **Forrester**, brands that provide a superior customer experience bring in 5.7 times more revenue than competitors that lag behind. And just as importantly, Autonomous Field Service organizations are considered trusted experts and advisors to their customers—achieving increased brand loyalty.

Reaching Customer Experience Excellence with Oracle CX

Oracle Field Service—part of the Oracle CX platform—brings Connected Data, Intelligence, and Experiences together into a single solution, enabling marketers to deliver a Field Service customer experience that's compelling and consistent across every device, platform, and interaction.

- **Connected Data:** Oracle's data-first approach provides a robust understanding of your customer, no matter how or when those customers interact with your brand.

- **Connected Intelligence:** Oracle has AI capabilities embedded within each functional solution, helping to augment user skills and provide deeper and more personalized experiences for customers, at scale, in real time and for real use cases.

- **Connected Experiences:** Oracle helps activate that customer intelligence in each of the micro-moments your customers engage in, no matter where in the lifecycle they are.

Notes From the Field: Cisco

Cisco utilizes approximately 6,000 third-party Field Service contractors across every modern country in the world. Using Oracle Field Service, they were able to get all 6,000 contractors implemented, trained, and fully productive in under three months—accomplishing a 100% improvement in SLA monitoring.

▶ **Click to view video**

Notes From the Field: BSH

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The largest manufacturer of home appliances in Europe, BSH oversees 20 million customer calls every year, across 48 countries worldwide. Their 5,000 technicians take on six million repairs a year. The company wanted to create a consistent experience across all of that, while still respecting local differences. "That was big challenge: how to get the solution landscape working for 48 countries in a more or less same way," says Martina Krenn, Head of Business Solutions PCS-HS, for BSH.

Oracle Field Service has helped them do exactly that, while introducing a more efficient workflow that allows their technicians to take on more jobs per day. In the UK, for example, technicians were able to get through an average of 7.2 repairs a day prior to Oracle Field Service—now, with the help of Oracle, that number is up to eight repairs a day, a 10% increase in productivity.

"In the end, we want to achieve great satisfaction of the consumer worldwide," Krenn says. Their partnership with Oracle is helping them accomplish that.

"In the end, we want to achieve great satisfaction of the consumer worldwide."

— **Martina Krenn,
Head of Business
Solutions PCS-HS,
BSH**

Conclusion

Today, the Experience Economy drives every customer interaction, including those in Field Service—and it's up to organizations to keep up, or risk falling behind. That starts by putting the customer at the center of every experience and meeting and exceeding customer needs at every moment.

Achieving that level of engagement requires more efficient and automated processes at every step—all while still maintaining a human touch. It requires a deeper relationship with customers and prospects, and the same level of service at every touch point.

Oracle Field Service offers the tools to make that happen—connecting data, intelligence, and experiences to build a customer experience that stands out.

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Customer Experience