

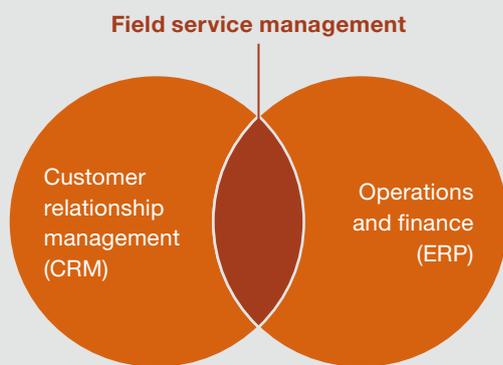
Leveraging the latest trends in field service management



Background

Field service management (FSM) has been a challenging area for decades. Typical FSM solutions have usually been biased towards either the customer (customer relationship management, or CRM) or operations (enterprise resource planning, or ERP).

Fig. 1 FSM exists at the boundary between CRM and ERP



We believe that this is beginning to change – both the arrival of the fourth industrial revolution (4IR) and technological advancements and integrations are making broader FSM solutions achievable. This article will set out the main areas of interest and provide some food for thought on the latest trends in field service management and why they are now more relevant than ever.

A good starting point would be to provide a general definition of field service management and an indication of its scope. Field service management comprises a collection of functions that can be consistently used together to bridge the gap between the customer and operations-driven solutions.

Fig. 2 Field service management features

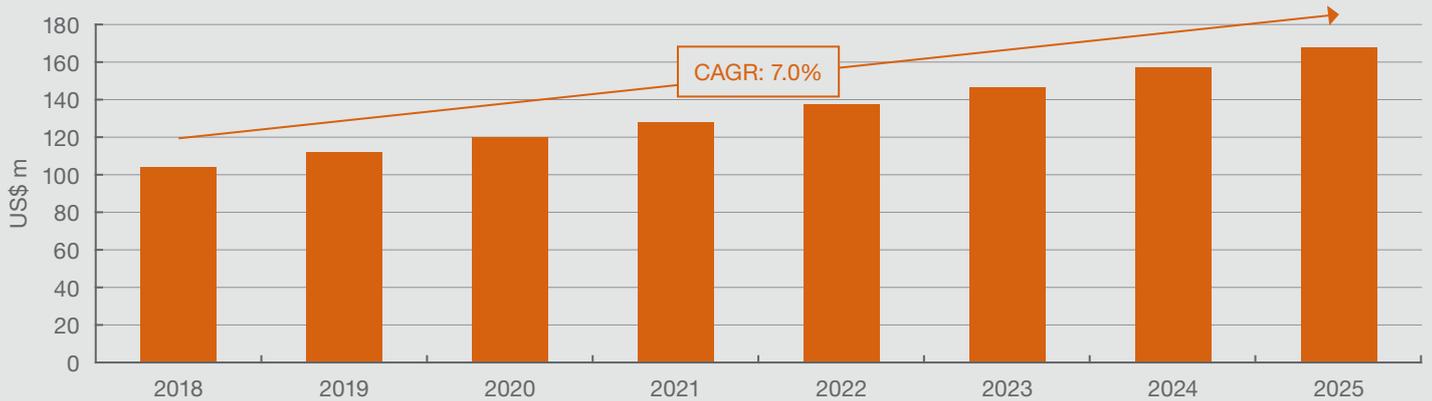


Industry trends

The field service industry has been witnessing rapid growth over the last few years, both in Germany and around the world. The German FSM market is the **second biggest in Europe**, making up around 23% of the total European

FSM market; the UK has the largest share, at around 29%. SMEs are rapidly gaining FSM market share, growing at a CAGR of around 11.6%, and **reaching around 50%** by 2025.

Fig. 3 FSM market size¹ in Germany (\$m)

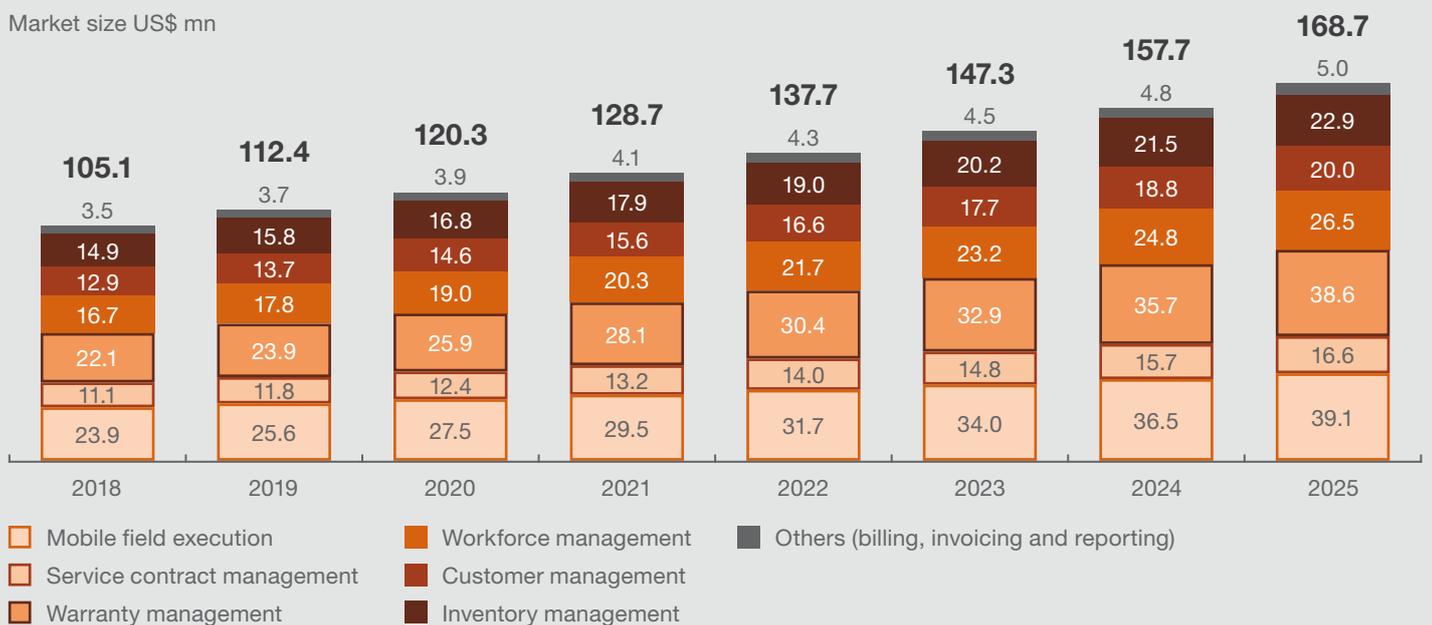


¹ FSM includes implementation, training, support, consulting and advisory.

Sources: Grand View Research, PwC analysis.

One of the key trends regarding enhancements and investments in the field service market is that mobile field execution and warranty management are attracting the biggest share of investment:

Fig. 4 German FSM market¹, segmented by solution

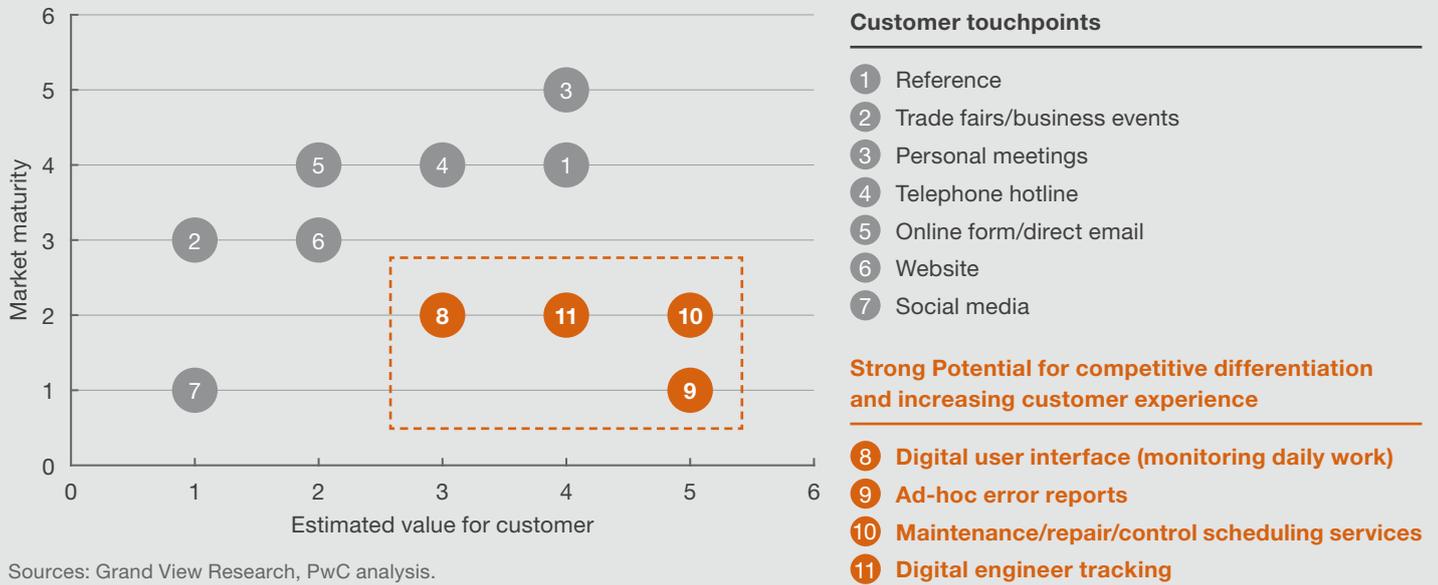


¹ Due to rounding, the numbers shown may not precisely add up to the totals provided.

Sources: Grand View Research, PwC analysis.

Indications from customer touchpoints in field services also validate these key trends. Customer touchpoints are changing, as customers increasingly need comprehensive digital services.

Fig. 5 Key customer touchpoints and their competitive potential



There are five key trends that will shape the future field service market:

- 1 Automation:** companies want to connect experience with technology. Around 70% of companies intend to increase their level of investment in automation over the next few years.

- 2 Mobility solutions:** mobility makes it easier to establish direct communication between clients and customers. Mobile field execution is the fastest-growing segment in Europe (CAGR approx. 8.3%).

- 3 Cloud technology:** cloud deployment of FSM software is gaining in importance compared with on-premises solutions. This segment currently has a CAGR of around 13%, which is expected to rise to 75% in 2025.

- 4 Customer centricity:** professionals are confident that customer experience and customer centricity will overtake price and product as key brand differentiators.

- 5 Training and techniques:** companies are adopting new management and training methods to prepare the younger generation for customer service and customer interaction.

Why are FSM trends more relevant than ever?

As the 'new normal' establishes itself following the outbreak of COVID-19, it is becoming much more important to focus on what added value we can offer our clients using Salesforce Field Service Lightning to help them make a safe, efficient return to operations.

There are three stages from an economic and business perspective, each with its own challenges. Figure 6 shows some of the benefits of field services for mitigating these challenges in each phase.

Fig. 6 Challenges and field service solutions for the phases of the COVID-19 pandemic

| | 1 'New normal' Sustained demand persists during lockdown | 2 Sugar rush Short-term surges anticipated as economy normalises | 3 Rebound Demand spikes once society reopens |
|------------------------------|--|---|---|
| Challenges | <p>Essential services will continue with increased discipline, additional safety instructions, remote working and detailed planning</p> <ul style="list-style-type: none"> • Communicate updated safety instructions to the team • Document additional steps • Detailed scheduling, following local social distancing regulation • Remote operations to maintain distancing | <p>Focus on digitalisation, virtual operations and increased remote collaboration</p> <ul style="list-style-type: none"> • Reduce human interactions and enable digital operations • Virtual operations take priority • Facilitate monitoring and tracing | <p>Hyper-automation now essential</p> <ul style="list-style-type: none"> • Automate proactive collaboration with customers • Automate monitoring and distancing regulations • Optimise key aspects of workforce, stock usage and costs |
| Field service digitalisation | <ul style="list-style-type: none"> • Knowledge management on cases and work orders • Documentation of all contacts, work sites and activities • Scheduling engine and Gantt chart for modifying resource capacity and work timings • Video chat for communication and diagnosis of issues | <ul style="list-style-type: none"> • IoT and AR projects for remote resolution of issues • Reduce manual dependencies in scheduling and collaborating – enable chats on scheduling dashboards • Capture location details in work orders for tracing purposes | <ul style="list-style-type: none"> • Automate collaboration using field service data dashboards • Enhance scheduling with effective optimisation rules • Rapid onboarding to meet workforce demand more quickly • Industrialised roll-out with rapid data feed into the systems |

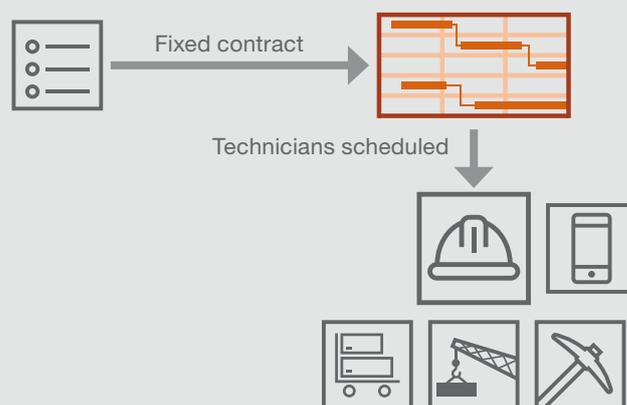


What we can do for you – field services offering and approach

We have created a framework for field services that is equally applicable to B2C and B2B scenarios. It covers processes, capabilities and enablers, based on the various use cases within field service management:

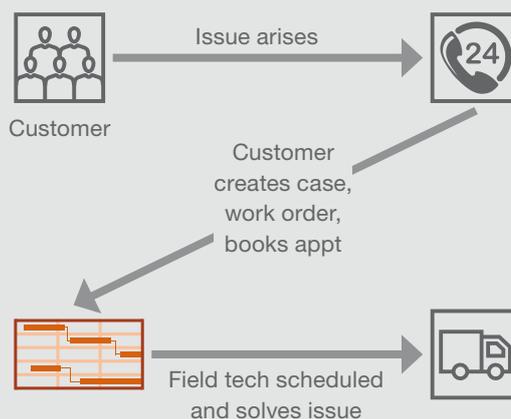
1.

Planned contracted activities – this is relevant where customers have a fixed contract under which pre-defined activities need to be performed at specific intervals. Typical fields of application for this use case are industrial services, facility management and commercial waste management:



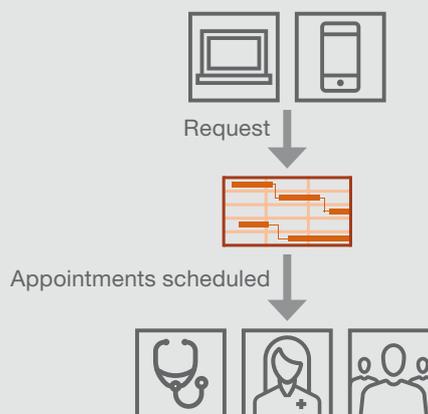
2.

Unplanned contracted activities – this is relevant where customers have a fixed contract or warranty, but there are no pre-defined activities. Most of the activities will be ad-hoc, dealing with customer issues as they arise. Typical industries for this use case are manufacturing and industrial products:



3.

Planned non-contracted activities – there is no fixed contract or warranty in this use case, but there are pre-defined, capacity-based activities that can be performed – e.g. booking appointments for salespeople at showrooms, or for doctors at nursing homes/hospitals:



4.

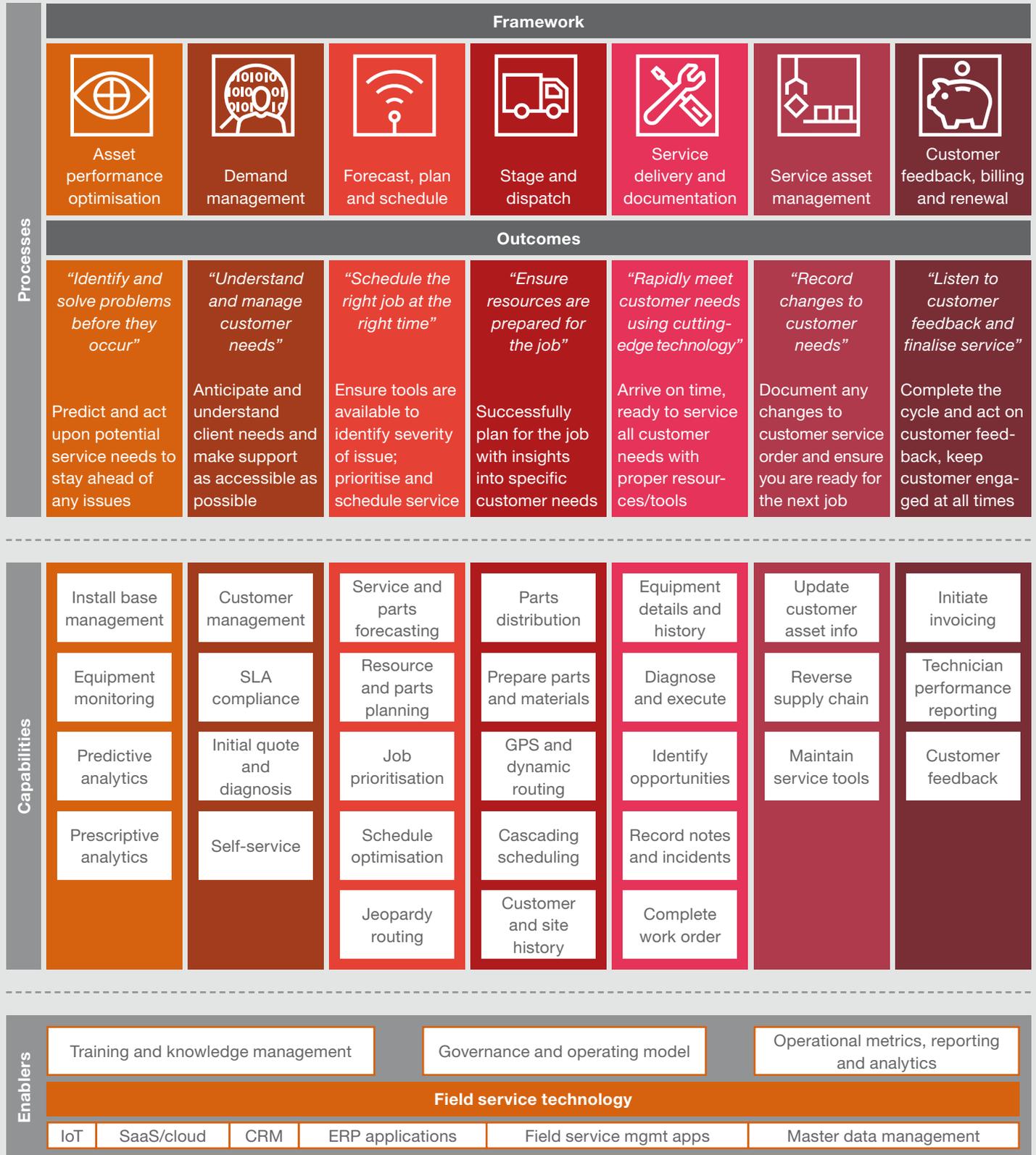
Unplanned non-contracted activities – this use case has no fixed contract or warranty with customers and there are no pre-defined activities to be performed. Typical industries for this use case are utilities and service agents catering to other brands.

The framework features various different processes and capabilities:

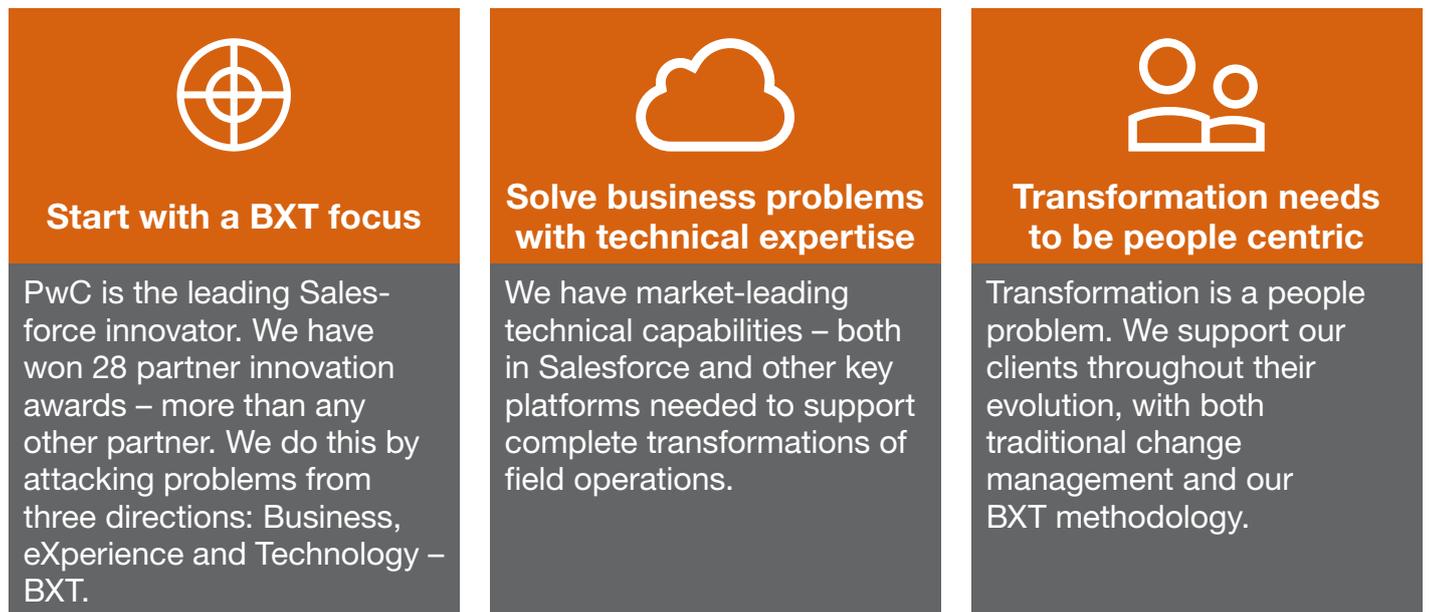
- 1. Asset performance optimisation** – analyses and predicts issues before they occur in order to manage and provide services in good time, and with the potential to link to the internet of things (IoT).
- 2. Demand management** – receives initial service requests from the customer and confirms the job as specified by any service level agreements (SLAs), along with assisting them with self-service monitoring of the work orders and its closure.
- 3. Forecast, plan and schedule** – forecasts the number and type of jobs to be done in the near term and the short term. Jobs are planned based on the level of demand, ensuring that the right equipment and technicians with appropriate skills are allocated, and schedules are created to meet SLAs and customer expectations.
- 4. Stage and dispatch** – ensures that the resources are available and dispatched for their day of work, with the right spare parts, instructions and equipment.
- 5. Service delivery and documentation** – once at the site, the technician validates the initial diagnosis, performs the required work and any extra services if necessary, records what has been done, and requests sign-off on the job by the customer.
- 6. Service asset management** – after leaving the facility, the technician completes any remaining documentation associated with the job and makes sure that all tools are in working order and that inventory is available for future jobs.
- 7. Customer feedback, billing and renewal** – completes all back-end activities associated with a job and carries out any necessary reporting on the success of the programme.



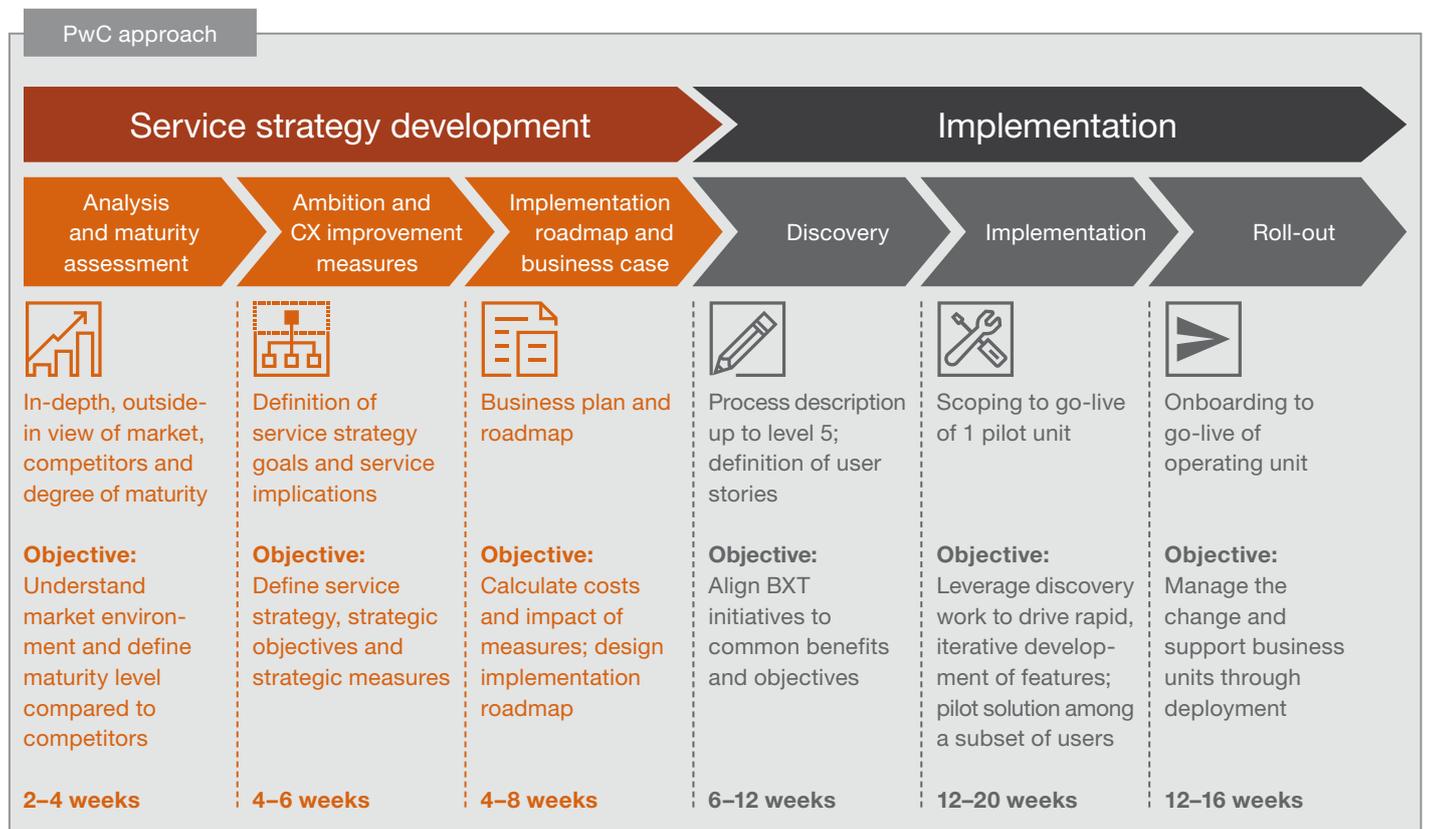
Fig. 7 PwC field service framework processes and capabilities



Our field service digitalisation approach is built around three strategic pillars:



We can help you unleash your full potential using a seamless end-to-end approach from strategy to execution:



Conclusion

Our clients are increasingly coming to understand how important a dedicated field service solution is to their business. Companies are looking for a solution which can help them to go back to work in a safe and efficient manner, while retaining the necessary touchpoints with their end customers. We have already taken a leap forward in this field by implementing one of salesforce.com's biggest Field Service Lightning solutions for one of their clients. This is already enabling them to increase the operator's productivity, improve collaboration with and transparency towards end customers, boost the bid-win rate, and optimise scheduling (e.g. a 100% reduction in backlog to cut down on inefficiencies caused by missed appointments).

Contacts



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About us

Our clients face diverse challenges, strive to put new ideas into practice and seek expert advice. They turn to us for comprehensive support and practical solutions that deliver maximum value. Whether for a global player, a family business or a public institution, we leverage all of our assets: experience, industry knowledge, high standards of quality, commitment to innovation and the resources of our expert network in 157 countries. Building a trusting and cooperative relationship with our clients is particularly important to us – the better we know and understand our clients' needs, the more effectively we can support them.

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