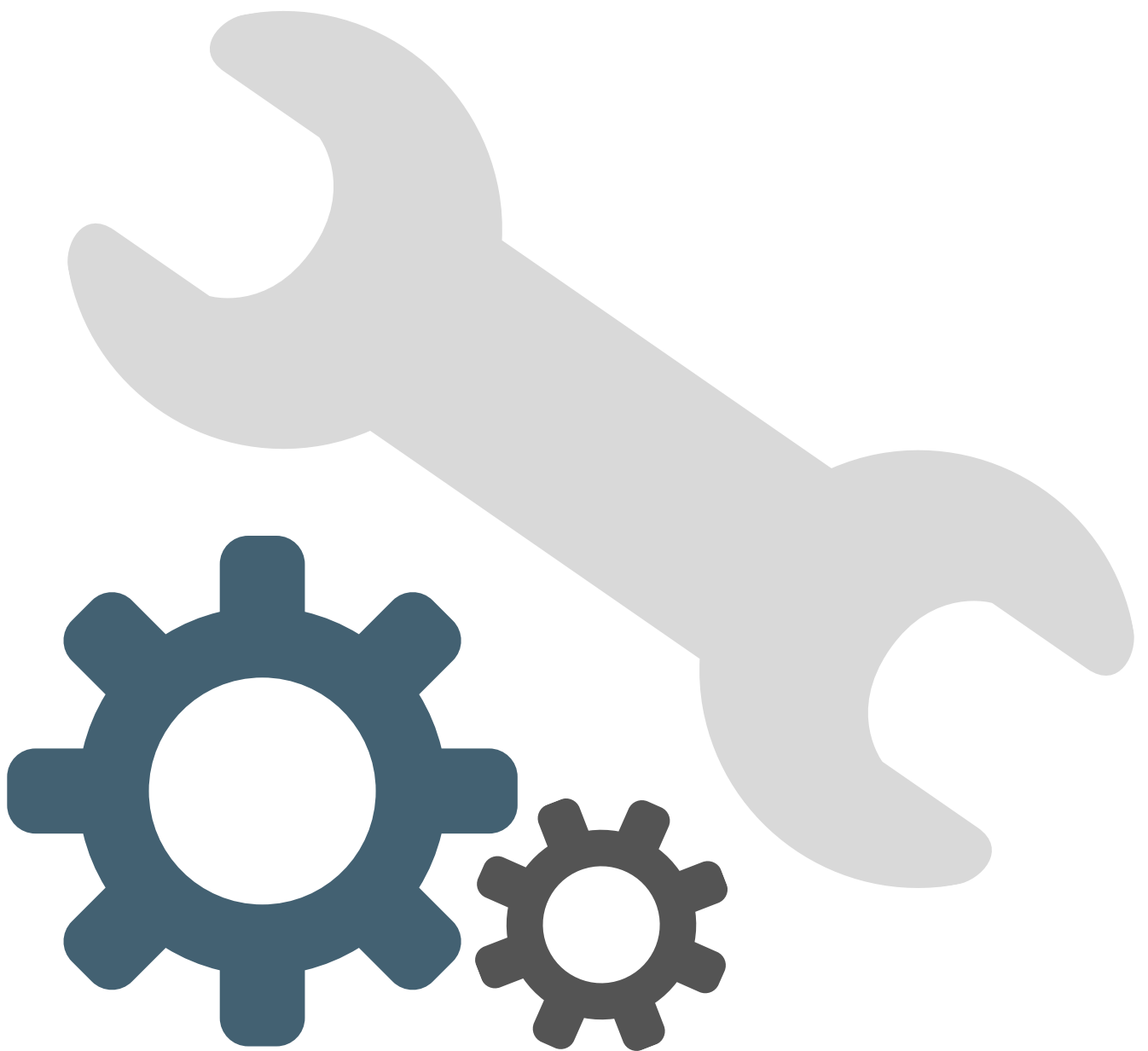# Meet the Advisory Board

Insights from Our Field Service Experts

With an estimated worth of USD $2.4 billion in 2017, and a predicted increase to more than USD$5 billion by 2023, the field service management industry is undoubtedly on the rise. This growth has been determined by the rise in both consumer and enterprise use of connected devices, rapidly developing technology, and the ongoing need to optimise workforce efficiency.

Organisations must align themselves with these trends in order to remain competitive and fully harness the innovations that the industry boom is generating.

Chatting with three members of our expert advisory board ahead of **Field Service Management 2019**, they each explain how they're unlocking their field service management capabilities to drive process efficiency and ensure their field staff are well-equipped to perform onsite.

Andrew Hurba, Coca-Cola Amatil

Senior Manager, Field Services

1. What field service transformation are you currently undertaking?

We've recently implemented dynamic scheduling which, for us, is about maximising the customer service experience whilst minimising the cost to do so. Our main focus is ensuring the technicians are as productive as possible whilst ensuring that our customer service requirements, such as our service level agreement, are met.

There are two main drivers for the need to have scheduling process dynamic rather than a batch process. Firstly, certain orders are extremely important and require urgent attention, so when these orders come in they need to be scheduled rapidly, which usually modifies the previous scheduling of less urgent existing orders.

Secondly, the time to service an order can vary greatly. When you're looking at field service scheduling, just the repairing of service orders, it can be very wide-range in terms of how long it takes. For example, a technician can arrive at an outlet and it could be a three-minute fix, or it could be a couple of hours. Due to each job having a variance in time of service, we need to constantly reassess the schedule, depending on how the technicians are going, against what is planned. If it appears that a technician may not get to a planned order within the time range we want, then that order can be removed off that technician and moved to another technician. This is a significant benefit of the dynamic scheduling process.

A major benefit of implementing dynamic scheduling was achieving a greater visibility of what was happening in the field, and that gave our own internal staff a much greater sense of what was going on and any opportunities in terms of resourcing, and smoothing out processes.

Having a dynamic scheduling engine not only allows us to see where work might be concentrated, but it allows work to flow automatically between technicians, whereas before that was done manually.

Andrew Hurba, Coca-Cola Amatil

National Systems and Processes Manager — Equipment Service

2. How are you creating an open and collaborative culture with field staff? What benefits does this bring/why is it important?

We've learnt the importance of harnessing change management to its full potential as once the technicians are on-board and understanding of the new processes, the feedback they provide as users is invaluable.

Numerous enhancements have been made to our existing processes which were influenced by the technicians themselves. They inform us on how they think things should work based on how they get things done and we want our system to understand and reflect that to ensure there's a much better output.

Once we had the foundation of complete and accurate data and had some change management processes in place, we started to get feedback from the users which enabled us to make further enhancements to the system and drive much better outcomes.

The other part for us is the master data, our data elements are absolutely crucial to getting a proper output. Information such as opening hours and customer geolocations are also crucial to this process, for example, if the longitude and latitude of a job is off even slightly, this could cause issues for the technician. We've worked hard to ensure this data is as accurate as possible to optimise efficiency.

The learnings we've had and the changes we've made have been embedded into the system, and now we have other Coca-Cola bottlers globally looking at the system and implementing the system without enhancements.

Dashiell Taniguchi, Stryker

Senior Manager, Field Services

1. What field service transformation are you currently undertaking?

It's important to keep up with the changes in this area, especially technological developments. We're in the process of implementing robotic process automation. This is primarily within the back office, but it does take away some admin needs for our field staff.

We have a team of coordinators behind the field team that process jobs and technology options allows us to optimise our efficiency internally whilst eliminating repetitive, laborious tasks. This solution not only helps us from a cost efficiency standpoint, but also in terms of timeliness of information, as it gives up information faster.

2. How have you worked alongside your field service staff to ensure processes run smoothly when they're on the field?

The best ideas are coming from the staff and we also look to prioritise their needs. By allowing our technicians a say in these changes, we're confident that they're more likely to buy-in to them. We've been growing rapidly, and some of the processes need to be revisited to address our changing portfolio or small improvements – or sometimes even gaps where something hadn't been touched on.

Although the transformation leans towards the technology side, we're also working on a lot of small continuous improvement projects that we have on at the moment. We're trying to create a culture of continuous improvement, and this year we're looking at reinforcing the foundation.

3. How have you worked alongside your field service staff to ensure processes run smoothly when they're on the field?

We have a strong culture of transparency, and we have mechanisms to make sure that our employees are being recognised, which creates an environment where people are comfortable to challenge the status quo.

We have an internal conference every year where we actually pull people out of the field for two days, get them all together, and work on an agenda. Part of this year's agenda was to discuss some of our small projects and give our field staff the opportunity to prioritise them. For example, the projects deemed to have the highest impact and which are the easiest to implement are prioritised and the other ones are paused for the time being. We also facilitate a session where everyone needs to bring at least one other continuous improvement idea to ensure all voices are heard.

Regan Ireland, Telstra

General Manager, Field Digitisation and Growth

1. What field service transformation are you currently undertaking?

We're doing quite a lot at the moment. We've put in some machine learning and linear programming techniques into the way that we schedule and optimise our resources against our customer demand. We're implementing a chatbot and live chat to allow our Communications Technicians (CTs) to better access information, knowledge, and also to talk to back of house support groups without having to pick up the phone and be on hold.

Harnessing new knowledge management and new ways of surfacing knowledge, we're looking at different platforms to use, different ways to access knowledge, as well as exploring new technology such as 360 videos, virtual reality, and augmented reality. A major element of this transformation will be taking tasks that traditionally sit at the fingertips of back-of-house groups, like advanced diagnostics and testing, and CRM information for example, and expose this to our field technicians.

2. How have you worked alongside your field service staff to ensure processes run smoothly when they're on the field?

An important factor in the project's success is the way we staff the project team. We've selected our top talent CTs who are seen as peer leaders in their workforces, and obviously have a technical and delivery capability as well.

By staffing the team with people that have been in the business, and know what it actually needs, we're building the business actually wants, rather than building things that we think the business might want. We've put together what we've called the autonomous CT tribe, a group of representatives from all 130 field teams across Telstra consisting of 180 CTs that we go to for steering on decisions and prioritisation.

Regan Ireland, Telstra

General Manager, Field Digitisation and Growth

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11th Annual FSM Field Service Management 2019

Interested in Learning More?

If you're interested in hearing more from Andrew, Dashiell, and Regan, then join us at the Field Service Management Summit 2019, where they take us through their organisations' field service innovations and strategies in more detail.

You'll also hear from our expert panel of over 25 speakers, including sessions from **Melbourne Water, Ericsson USA, Ergon Energy, AusPost, Ergon Energy Network, and more**.

To secure your ticket to **FSM 2019** held in Sydney on 15th -17th April 2019, simply fill in the registration form and email to registration@iqpc.com.au.