4 SERVICE: THE NEW CASH COW FOR SONY PROFESSIONAL SERVICES
John Cooper Head of Service and Support explains the shifting nature of the service industry...

9 ENPHASE ENERGISES PROACTIVE CUSTOMER SERVICE WITH SERVICEMAX
Learn how Enphase is making the shift from reactive to proactive service thanks to ServiceMax...

11 THE IOT IS NOT A SPECTATOR SPORT
ServiceMax’s Mark Homer discusses what early adoption in IoT looks like, which European companies are leading the way and why IoT is a game changer for profitability.

14 WHY YOUR SERVICE REVENUE WILL ECLIPSE YOUR PRODUCT REVENUE
Discover why IDC believe 70-90% of the total lifetime cost of heavy equipment lies in maintenance and repair... And learn how to unearth all of that untapped profit.

16 100% TRANSPARENCY LEADS TO SERVICE PROFITABILITY AT TOPCON
Learn how Topcon increased revenue in their service department by 10% after completing their strategic journey...

18 A DIAMOND IN THE ROUGH
Patrice Eberline discusses how service departments are moving from traditional cost centres to focusing on a wider range of contribution opportunities - including profit.
Dear Reader,

Welcome to the first edition of the quarterly ServiceMax magazine. This first edition will be focused on ServiceMax’s European, Middle-East & Africa (EMEA) Operations where we had a record year in 2015; 300% year over year growth, 132% increase in our EMEA team, and a customer base that has more than doubled.

These achievements show our commitment to investing in the field service domain and we take great satisfaction from helping our customers increase efficiencies, improve customer satisfaction and grow untapped revenue from their service organisations.

Only two years ago, service was the underfunded afterthought of many large companies. Today all that is changing as we are seeing service evolve from reactive to proactive to predictive.

Within this magazine you’ll find thought leadership content ranging from how The Internet of Things is set to revolutionise the field service industry as well as customer transformation stories from the likes of Sony Professional Services and Topcon.

For more thought leadership content, customer case studies and product information please visit our website at servicemax.com or reach out to talk to one of our representatives on +44 20 300 48 920.

We hope you agree that there’s never been a more exciting time to run a service business.

Spencer Earp @SpencerSVMX
Vice President, EMEA
ServiceMax
With a pan European team of around 110 field engineers working alongside other members of the wider Sony workforce and various third parties, Cooper’s responsibilities are essentially across the entirety of the non-consumer portfolio of the tech giant, and it seems service is an increasingly important part of the wider business strategies and plans.

The areas that fall under Cooper’s remit also each have their own unique service challenges.

Firstly there is Sony’s healthcare solutions unit which has evolved from simply producing medical printers to now working on much more adventurous projects with hospitals and surgeons such as transmitting operations as part of a training program and even potentially aiming towards remote surgery by utilising a mix of cameras, high quality displays and 3D technologies. Of course in such an environment, uptime is essential. “As a service challenge it’s quite an interesting one as you don’t want anything to fail mid-cut as it were” Cooper comments wryly.

Quite simply, the clients in this division are reliant on the technology functioning for them to make any money at all.
Another of the divisions in Cooper’s area of the business is the theatre solutions division, which is focused on digital cinema. Here the products include high-end 4K cinema projectors and clients such as Vue and Everyman.

And whilst the pressure on the service operation here is perhaps not a matter of life and death as it is in Healthcare, it certainly still exists. Quite simply the clients in this division are reliant on the technology functioning for them to make any money at all, so if the projectors fail, then they don’t pay.

And of course then there is the Classic AV/Media side of the business, the largest of Cooper’s divisions and a key area for Sony as a whole. Again the pressure to deliver reliable uptime is paramount.

With high profile clients including the unusual (Sony is responsible for the archiving and recording solutions for Vatican City) to the more standard broadcast clients such as UK terrestrial provider ITV and Spain’s Telemadrid, there is expectancy for the products and solutions they provide to be wholly reliable.

As Cooper states “if you think about news and just TV broadcast generally that whole industry was built around reliability. It’s so rare for the screen to go black and so it’s [100% uptime] an expectation.”

CHALLENGES OF SERVICE COMPLEXITY

To deliver these expectations Cooper’s team is comprised of a number of differing elements within the service-chain focused on maintaining the various different technologies at play. Firstly there is a service management team that focuses separately on those technologies with a team of field engineers with the requisite skills based in and around Europe. Then there are the other equally important components of Sony’s service delivery such as centralised repair locations, where they pull all sorts of technology back to a select number of places across the continent to get fast turnaround time.

Essentially, part of their service operation is in the field, part of it is remotely placed in terms of repair and then in addition to this they also employ a number of remote technologies that allow them to log in to systems quickly to make initial diagnosis.

And in the midst of all that there is an ever-increasing complexity within their product set, which in turn adds further complexities to the organisational structure, making the smooth handling of operations even harder.

Cooper outlined three facets to this complexity. One is the increasing challenge of potentially lots of different partners in the service chain. “IT workflow solutions for example, might well have an Oracle database plus harmonic storage and we have to look at the whole piece,” he explains.

Then there is the issue of Sony’s customers reducing their own internal expertise with many shedding engineers, particularly as engineers retire and aren’t necessarily replaced. In the theatre business, for example, there is no need for a highly skilled projectionist who in the days of analogue might have had a greater understanding of the machines he worked with and the ability to potentially undertake maintenance himself or at least provide a detailed overview of the fault when reporting it.

In a modern cinema the technology is much simpler to operate so that skillset is lost on the client side, adding further emphasis on Cooper’s team to be able to work at optimum efficiency. As Cooper asserts: “Our ability to diagnose has to be very good because the fault diagnostics aren’t always fantastic as you might imagine.”
Finally, there is the fact that Sony themselves are also facing their own price pressures. The price of a high end broadcast cameras for example, have fallen dramatically in the last ten years and this hit to the bottom line also is of course felt by the service division. “We used to be able to, in certain instances, give some of our service elements away for free because it was built into the margin, that’s no longer possible,” Cooper concedes.

BESPOKE SERVICE OFFERING

And it is these challenges that have ultimately led to Sony having to adopt a much more focussed approach to their service.

“In order to protect our customers and to deliver the levels of service that we want to be recognised for, we give a fairly high level of service at point of sale but then we sell our additional service contract offerings up to any level including up to full bespoke.” Cooper explains.

Customers more and more frequently are seeking to engage with Sony on a pay-per-usage basis.

With such significant shifts in business principals, service is quite rightly becoming a much more fundamental part of Sony’s wider business strategy.

As a result of these shifts however, Cooper and his colleagues needed to revisit their existing service infrastructure, with a view to replacing their 15-year-old legacy system with something better suited to the growing complexity of their service organisation. “We used to be able to, in certain instances, give some of our service elements away for free because it was built into the margin, that’s no longer possible,” Cooper concedes.

We had a remedy based solution that actually had its routes dating back almost 15 years believe it or not,” Cooper begins. “It was initially designed for specific service offerings we had which were very much one-to-one. One customer, one product. So a kind of classic repair-related issue. They’d call the help desk, raise a remedy ticket, we’d determine if a repair was required, we’d pull the units back and we’d issue replacements; a nice simple system.”

“Of course now we are in a situation where we have technology that sits across multiple partners of Sony, plus hardware and software vendors, and we look after it all. It may be multi-site, it may even have multiple SLAs within contracts.” Cooper explains.

“We realised the bits that really mattered to our customers were the bits that we were finding hardest to do.”

“We had two other big choices – do we bespoke something or do we look for something that is fit for purpose,” he begins. “In the past I didn’t see much in ‘fit-for-purpose’ solutions that I felt actually really understood something as complex as what we wanted to do. At the same time I was very wary about bespoking because it gets you a solution for today and, if you’re clever, maybe for the next two or three years. I didn’t want my team to be thinking what to do next about IT, I wanted them to be thinking about making the customers happy.”

“So we looked around and we found ServiceMax amongst a number of systems that we had already looked at. I just thought: this is a system that has really been thought through by service professionals, people who really understand what happens. It’s not just a standard set of processes.”
HOW SONY TRANSFORMED PROFESSIONAL SERVICES ACROSS EUROPE

WHICH PART OF SONY?
Sony Professional Services Europe - the non-consumer part of Sony, provides high end cameras, broadcast and audiovisual solutions to digital cinema, media, healthcare and corporate education.

WHAT DO THEY DO?
Support more than 6,200 different products over multi-year service commitments. 110 service engineers & professionals handle 50,000 service jobs annually across 24 countries in Europe.

BUSINESS CHALLENGES?
Engineering skills are no longer at the customer end - many broadcasters have let engineers go and not replaced them. Sony now sells into other industries that don't have in-house expertise. Customers increasingly want managed service contracts, placing greater demands on delivery.

IT CHALLENGES?
Previously using 15 year old Remedy service desk system, heavily customised, internally focused, and never designed to do a service management role.

SERVICE TRANSFORMATION?
Deployed ServiceMax field service management platform. Designed and built by people in field service who understand requirements for robust, modern field service management platform.

CORE BENEFITS?

STRATEGIC ALIGNMENT
- Supports Sony's long term strategy of recurring revenue creation.
- Harnesses servitisation & shift to service outcomes approach
- IoT ready-made platform for predictive service.
- Transformational Change.

FINANCIAL
- €1 million of costs out of the business annually
- Early detection of potential hot spots in product service requirements.
- Increased speed of resolution and streamlining end to end service processes

REPORTING
Real time delivery of data as dashboards and analytics.

OPERATIONAL
Visibility – 360 degree view of customer relationships, insight into products, contract management, past history, ability to streamline customer interaction

STAKEHOLDERS
- Keeps customers informed and improves customer loyalty
- Keeps the whole ecosystem aware of what's going on

WHAT'S NEXT
- Already deployed across 24 countries in Europe.
- Live in Latin America end of 2015
- Reviewing further global rollout
“Despite it being an off the shelf package there is such as degree of configurability that you can work how you want to work. There is such a good degree of best practice built in it pushes you down a path of best practice and I’m a big fan of that.”

**DUAL BENEFITS**

Of course there are numerous benefits to a next generation service management system such as ServiceMax, including easy Salesforce integration, breaking down many of the data silos that can exist within an organisation.

And perhaps the most important of these is the ease of access to reporting which Sony had found lacking in their previous solution. This is of course indicative of how business is done today and a common expectation of Sony’s customers, so it was a key necessity for Sony when implementing their new system.

However, given the changing nature of Sony’s business with both a shift towards a more service-orientated business structure and also, through the use of remote diagnostics tools, a move towards a much more proactive and preventative service offering, such reporting tools also provide an important second function – namely, being able to report on all of the service value Sony are delivering that may otherwise potentially not get noticed or acknowledged.

If you’re not careful the only time people hear about service is when there is bad news.

In fact Cooper believes such easy access to reports and dashboards, is as powerful for his account managers as it is for his service managers. “One of the other drivers for us in this quest for the right sort of system was something that keeps the whole ecosystem aware of what’s going on and what we are doing for the end customer.”

“We have this dream of the account managers turning up at customer sites and being completely clued in with all the stuff that’s happened in a nice simple to understand graphical way. So they don’t need to get into technical complexity but they know what we’ve done for the customers, they know of any live issues and they’re not going to get ambushed with you’ve got this problem or that problem.”

And Cooper sees this as perhaps one of the biggest changes in service today. “That sort of thinking wasn’t there many years ago in our industry but now it’s becoming imperative,” he asserts. “Our feeling is that service will really help us differentiate ourselves with our customers. Our goal at the end of the day is we want customers to come back to us and keep renewing service contracts and then when their technology gets to the point where there is something better for them out there they come back and buy from Sony.”
In an age of machine-to-machine (M2M) communication, when smart devices are able to receive instructions remotely and provide regular updates on their status, customer service needs to be proactive, not reactive.

In other words, it’s no longer the job of the customer to tell a manufacturer that a particular product isn’t working as expected. The first they should know about any malfunction is when the manufacturer contacts them to say that they’re sending out a field engineer.

That, at least, is the thinking at Enphase Energy, which designs, develops and sells microinverters that convert the direct current (DC) generated by solar panels into usable alternating current (AC).

Since it was established back in 2006, Enphase has shipped over 8 million microinverters and, today, it knows how every single one currently installed is performing, because of the M2M data the microinverters send back, every five minutes, to the company’s back-end monitoring platform. Says Enphase energy service product manager Michael Majerus: On the individual microinverter level, we know exactly its status and its health. We know if it’s experiencing any problems – an irregularity in performance or an electrical anomaly. In some cases, we can remotely fix it with a software patch or firmware update. In
others, we’ll need to send a technician out. But we’re always one step ahead of the customer in knowing there’s a problem and taking action to get it resolved.

**PROACTIVE, NOT REACTIVE**

Enphase is able to be that proactive thanks to an integration of field service management applications from ServiceMax with its back-end monitoring platform.

When an issue with a microinverter is detected by that platform – and has been validated by an Enphase employee – a work order is automatically generated in ServiceMax and despatched to field technicians. They call the customer, who most of the time has no idea they’ve got a problem, and a technician arranges to pay them a visit.

That’s great for the customer, says Majerus, but it’s also great for technicians, too. Each morning, the ServiceMax app on their iPad lists the customer visits they’ve got planned for the day, shows them the relevant work orders and also provides a diagnosis and recommended fix for each issue that’s been detected. According to Maidment:

They can plan their routes, arrange their calls accordingly and fix their own schedules. They can plan a route around, say, Northern California, hitting customer after customer, because they have the freedom to work in a way that makes sense to them. We’re giving them a lot of independence in that respect, but we feel good about that, because we know they have the information they need to be as productive as possible.

Most engineers now get 30 to 50 work orders in advance and are able to make three or four calls per day – sometimes more – and, because they come pre-armed with information about each problem, the vast majority of calls are completed in well under two hours. Necessary replacements of end-of-life microinverters can be scheduled months in advance.

Nor do they find the app difficult to use, Majerus adds: We have one technician, he’s like our ‘problem child’ because he doesn’t tend to use computers at all. But even he’s getting it, because the ServiceMax app really concentrates the information he needs in the field and makes it easy to navigate. So, in the browser version, you have a ton of modules, lots of features and functions, but in the iPad app, it’s all about ease-of-use.

**STAYING CONNECTED**

The ServiceMax iPad app was introduced at Enphase about six months ago, but the company is poised to roll it out over the next two months to a whole new team of field technicians, who’ve joined Enphase as a result of its recent acquisition of California-based Next Phase Solar.

The company’s iPads have cellular connectivity, so that engineers don’t need to rely on customers’ Wi-Fi networks and can remain connected if they’re working in remote locations. And when they’re really remote, and left without even a cellular signal, they can use them offline, too.

Using ServiceMax back at headquarters, meanwhile, gives Enphase’s customer service team deep insight into how responsive it is to customer issues, says Majerus, and areas where there might be room for improvement:

In ServiceMax, we can see timings for every part of the field service process, from work order creation and despatch to a technician accepting that work order, visiting the customer and completing the work. We know where a technician is at any time of day, what their calendar looks like and when they’ve arrived at a customer. All this information helps us to optimise the service that we provide our customers.

But the biggest impact, he says, is on customers: They’re amazed when we call them and say, ’It looks like one of your microinverters isn’t performing how we’d like. Mind if we take a look? When would be convenient?’ That’s hugely valuable to them. But while they may be amazed today, we truly think this is the future of customer service. In time, they’ll come to expect it.

This article originally appeared on diginomica.com.

What does early IoT adoption look like today in field service?

Homer: Data about customers and services already exists in silos and is generated primarily for order processing, operations, service, warranty, marketing and sales. These traditional data sources are now capable of being supplemented by data from the product itself. Hooking up a test product and collecting raw data (temperature, vibration, revolution counters, noise generation, among others) is valuable for educating the product team.

Unlocking triggers and alerts becomes the foundation of new capabilities for product and asset optimisation, monitoring or predictive maintenance. If you know product usage information, then you have valuable insight into how your customers use your products.
The IoT is not a spectator sport — you need to get in the game. Get smart and start exploring the consequences of smart machines in your business.

**Which European companies are leading the way?**

At PTC’s LiveWorx Europe conference in Stuttgart, Germany, I was delighted to present with Schneider Electric. For me, they typify a customer that is building the IoT into its products and services.

Schneider is doing some incredible things with the IoT to drive subscription-based contracts, up sell services, increase uptime by predicting when products will fail and enabling remote diagnostics. The company’s “Connected Loop” model is enabling IoT data generated by connected assets to flow into a data lake that is accessible to Schneider’s sales, design and field service teams. This is completely revolutionising the company’s business model driving substantial profits.

Field service leaders have lots of priorities to juggle. Should the IoT be on the top of the list?

Absolutely. As a service leader, you should already be part of a digital initiative now, working with colleagues and representatives from marketing, product management, R&D, engineering and IT. How you run a service team — and an entire company — is going to change because of smart, connected products that already allow us to:

- Monitor and measure the product in a deep way, 24×7.
- Separate the control of the product from the physical into remote control and remote connectivity.
- Optimise product performance in a new way by taking advantage of remote diagnostics to drive efficiencies when servicing the product.
- Achieve autonomy. If we have all of this data and we can monitor, control and make use of algorithms, then we are only a few steps away from allowing the product to measure itself.

The end of this journey? Machine learning where products decide what they do. I challenge you to name a CFO or CEO who wouldn’t want these efficiencies for their business.

**Will the IoT be a game changer for service profitability?**

Yes. Reflect on the step change from other significant business forces in history, such as industrialisation, globalisation and now digitalisation. The IoT, data and algorithms are going to change the way we interact with smart assets and the industrial Internet. This will fundamentally change how we maintain products, provide services, and manage components and their end-of-life replacement. Undoubtedly, the efficiencies that these immense changes bring will drive huge increases in profitability for service organisations.

Download your free copy of the recent white paper we conducted with PTC around The Internet of things here: [http://bit.ly/iotSurveywp](http://bit.ly/iotSurveywp)

Mark Homer is Vice President, Customer Transformation for ServiceMax

This article was originally published on [fieldservice.com](http://fieldservice.com)
12 Facts You Need to Know About The INTERNET of THINGS

01. 44% of companies operate a proactive strategy where possible but are still mostly reactive.

02. 36% of companies invest in new technology initiatives to improve your field service operations and performance every year.

03. 55% of field service professionals state that IoT will become a fundamental part of field service operations in the future.

04. 42% of companies have products suitable for sensor based monitoring.

05. 37% of field service companies are still using paper based systems.

06. 74% of field service professionals don’t think size of company matters when implementing IoT.

07. 82% think early adopters of IoT will gain a competitive advantage.

08. 15% of field service companies already have IoT based systems in place.

09. 3% of field service professionals believe that IoT will not play a role in the future of field service operations.

10. 45% of field service professionals believe the IoT will have a greater impact than any other tech in the next five years.

11. 31% of field service professionals think IoT is already becoming common place in field service.

12. 52% of field service companies are either implementing or planning an IoT based strategy.

“Based on research conducted by Field Service News, ServiceMax and PTC of 110 professionals working in the field service industry across the globe.”
THREE REASONS WHY YOUR SERVICE REVENUE WILL ECLIPSE YOUR PRODUCT REVENUE

After reading this, you’ll want to disrupt your current sales strategy – or at least consider doing so. Not because you’ve got it wrong, but because you’re probably leaving money on the table without knowing it. Let me explain.

Chances are you’re relying primarily on product sales to meet revenue targets and achieve growth for the year ahead. But there’s a strong secondary revenue stream to be harnessed that most organisations are failing to properly monetise – service revenue. It’s highly likely that in the next few years that your service revenue will eclipse your product revenue. Here’s why:

TIME TO FACE THE STRANGE SERVITISATION CHANGES

The traditional sales model is to sell a product and the customer pays. But it’s not a relationship – it’s a transaction. In a globally competitive market, many products are now commoditised and margins are getting squeezed, diminishing the leverage from such production-centric approaches. It’s a dead end path for growth unless you can significantly differentiate with a specialist or unique product.

“Servitisation” – the delivery of a service component as an added value when providing products – transforms companies from production to solution provider, shifting them to delivering advanced services, such as selection, consumables, monitoring, repair, maintenance, and disposal. It also provides the opportunity to increase service revenues even further by supporting existing third party or competitive products. This creates an ongoing relationship with the customer that effectively locks out competitors. And as we enter the era of the Internet of Things, your products will be able to alert your service technicians about their service requirements in increasingly predictive ways.

A GOLD MINE UNDER YOUR NOSE

Speaking of service technicians, there’s a strong likelihood that your field service reps know much more about the opportunities in your installed base
than your sales team. Service reps are usually the only human touch point customers have with your company, coming into contact with them multiple times in the lifecycle of the product. They know patterns and timing of demand for replacement of products, drive consumable sales and add to your competitive knowledge database. That’s why service departments are shifting from cost centres to profit centres.

When I ran a service department at Pitney Bowes, I used to say if I gave a sales person £10 and said go and drum up some leads, they wouldn’t be able to do much with it. If I said, spend the £10 on buying your service rep breakfast, they’d find a treasure chest of leads.

By empowering your service technicians with cloud-based, real time tools in the field they can do work-orders, request parts, schedule and be scheduled, look up manuals, take payments, renew maintenance agreements, use social channels to communicate problems swiftly and effectively and upsell and cross sell products and solutions where appropriate. All of this is done on a smart phone or a tablet. All the data is real-time. And customer relationship management systems pick up the information and ensure that the customer receives future communications, advice, updates and education. And of course all of that data is delivering valuable new insights about your businesses and customers.

“... if I gave a sales person £10 and said go and drum up some leads, they wouldn’t be able to do much with it. If I said, spend the £10 on buying your service rep breakfast, they’d find a treasure chest of leads.

SHOW ME THE MONEY!

Of course, nobody cares about new business models unless they deliver. So let me give you some hard numbers. Average service margins are nearly 11% higher than equipment margins. Servitisation delivers a 5-10% jump in annual services revenue, profits two to three times greater than those on product sales alone, cost reductions for customers as high as 30%, as well as the opportunity to increase service revenues even further by supporting existing third party or competitive products, and making it harder for competitors to get a seat at the table.

And a good field service management system can deliver a 22% increase in service revenue, a 19% decrease in average repair time, and a 12% increase in contract renewals. If that’s not enough to convince you to look a closer look, then consider this. According to IDC, 70-90% of the total lifetime cost of heavy equipment lies in maintenance and repair.

Five years ago, if you’d asked a room full of product manufacturers if they thought field service management could drive high EBIT and profit levels, spearhead new revenue growth, help outperform the competition, and eclipse product sales through service revenue, almost nobody would have raised their hand. Today, that’s all changing.

It’s time to take a look at your service department with fresh eyes and harness the significant contribution it can make to your strategic growth.

Dave Hart is Vice President, Global Customer Transformation for ServiceMax
When Topcon needed to transform their service organisation into a profit center for their company, they turned to ServiceMax to deliver an enterprise field service management solution with field-ready mobile apps.

“ServiceMax was the clear winner for us because it’s one of the few products that represents a comprehensive service framework and we had the ability to tune it to make it relevant to our business.”

Topcon’s Director of IT, Gary Yantsos

THE PIVOTAL MOMENT CAME WHEN...

- Limited visibility on service parts and replacement equipment drove costly inventory write-offs
- Manual systems for contracts, entitlement tracking and service level agreements increased administrative overhead and led to warranty leakage
- Inadequate tools for reporting kept service performance a mystery

APPLYING TECHNOLOGY LED TO:

- Unique Installed Base Management solution with ServiceMax, which kept accurate customer inventories in the warehouse and at depot repair facilities
- Product based Contract Management with ServiceMax automated entitlements on warranties including, standard, extended and manufacturer warranties for parts
- ServiceMax Mobile for iPad enables consolidation of manuals, schematics, and provides techs with all of the information required to perform their jobs

THE ROAD TO SUCCESS IS DELIVERING:

- A 10% increase in service revenues
- A 30% improvement in operational productivity
- Increased 1st Call Fix Rates
- Service Profitability
- Decreased Cycle Times
- Trend Analysis
**CHALLENGE**

Located in Oakland, NJ, Topcon Medical Systems, a part of Topcon America Corporation, engineers, manufactures, distributes and supports diagnostic equipment for the ophthalmic industry. With a legacy of innovation since 1970, they have developed advanced technologies that are used by private doctors, clinics and hospitals across North and South America. Topcon provides service for roughly 8,000 unique locations with a product master containing just about 200,000 serialized items. If there’s ever a problem or question regarding an instrument out in the field, an initial call comes into the help desk staffed by about 30 engineers. If the issue can’t be resolved at first contact, one of 5 field engineers is dispatched to the location. Some repairs can be done on-site, but in some instances, the instrument may have to be shipped back to them for depot repair.

Making the move to digitise your field service operations is challenging for any business. Topcon knew their service organisation had the potential to gain top line revenue, but they needed to elevate the level of support they provided to their customers and really anticipate their needs. “We were buried in paperwork, manual processes, and were stuck with a legacy client server app,” said Mr. Yantsos. “We also had a hard time determining service entitlements so we were essentially giving away free service.”

Topcon determined that there must be a way to lower administrative costs, drive big efficiency gains, and potentially increase service revenues and SLAs. “So as uncomfortable as it was for some to change, it was time for us to consider a fundamental shift in the way that we provide service,” said Yantsos.

**SOLUTION**

To better address these and other problems, Topcon turned to ServiceMax to automate their field service operation.

“ServiceMax was the clear winner for us because it’s one of the few products that represents a comprehensive service framework and we had the ability to tune it to make it relevant to our business,” said Yantsos. Leveraging the ServiceMax Infinity Framework and Service Flow Manager tool, Topcon was able to set up the application to meet their business needs. Mr. Yantsos likes that, “ServiceMax is a product that has a powerful business process modeling tool built in. It allows you to make the software match a desired business process instead of being stuck in the box like those legacy client-server applications.”

Another part of the application that Topcon uses to automate field service is the ServiceMax Dispatch Console. According to Yantsos, “This is a product that’s got an incredible field service dispatch console built in. There are tools built inside this product that allow you to do workforce optimisation.” Topcon found ServiceMax to be a solution that can be easily integrated with other systems and support their vision of the 360 degree view of the customer. It has changed how they manage service.

“We’ve given our team access to additional mobile tools coupled with ServiceMax so that when they’re done with a repair, they can look at a 20 miles radius around them see that there’s an account where a service contract is going to expire this month,” shared Mr. Yantsos.

**RESULTS**

With ServiceMax, Topcon can now seamlessly manage and track customer cases from the call center, through depot repair or out to the customer site in one system. At any time the service organisation, as well as sales, has a view into what is happening with customers. Yantsos stated, “I’m happy to say that we’ve been leveraging ServiceMax for over 3 years to run our entire service organisation. We’ve developed integrations with our ERP and optimised it to ensure all of our products and parts are tracked. And we have seen significant productivity gains.”

The business results are nothing less than astounding. By getting in front of issues before they occur, Topcon has seen a ten percent increase in service revenue and a thirty percent increase in productivity. “We’re able to get in front of warranty expirations and service contracts, and determine how profitable they are,” said Yantsos. “We can track cases from the call center, through depot repair or out to the customer site in a single unified system, decreasing our cycle times.”

Topcon also found that ServiceMax Mobile for iPad allows them to consolidate manuals, schematics, and all of the information required to perform their jobs—getting customers up and running more quickly than they were prior to ServiceMax. Yantsos shared, “With these results some other interesting transformational things started to happen. This ‘holistic adoption’ started to occur where service started to share information with Engineering and Sales, Marketing began to leverage system to gain insights on potential leads, and real collaboration is taking place.”

Most importantly, Topcon customers are getting better service than they ever had before. Based on their success with ServiceMax Yantsos said, “Other parts of the business are asking us to implement the same product. So now I’m expanding into new geo-markets and introducing this technology to help other parts of the business gain the same level of insights.”

Learn more about Topcon’s transformation by visiting: bit.ly/smaxtc
Today CEOs are asking field service leaders to be innovative, find new ways to increase revenue, improve technicians’ productivity, and raise customer loyalty scores. Across industries and verticals, executive teams are finding that as customers become more and more savvy and our business environment more social and communicative, the customer experience — which sits at the heart of field service organisations — is and will continue to be more and more important.

So what does this all mean? It underscores that field service has stepped out of the spotlight and into the limelight. Service is now taken seriously and is finally being given the respect it deserves. With a well-earned seat at the strategy table, the purse strings are starting to relax as well, and the ability to invest in updated tools and systems is starting to be seen as not only prudent, but required in order to effectively compete in today’s global market.

It is therefore high time that we re-examine our existing systems, and evaluate (and invest in) updated technologies and tools that will allow service teams to provide best-in-class service to customers. It will also help to further company revenue goals and continue to generate loyalty stats that show clear benefit and differentiation in the marketplace.

In today’s environment of fierce “improve or get left behind” competition, service can make the difference in your company’s ability to become a market leader. Whatever your situation, size or vertical, you are now in a position to really evaluate field management tools against true field service needs, with your drivers, your goals and, indeed, your future strategy.

This is an extract from Patrice Eberline’s book “A Diamond in the Rough: Unleashing the Power of Field Service Transformation.” In the e-book, Patrice outlines the strategies field service leaders need to run a modern – and profitable service organisation.
DOWNLOAD YOUR FREE COPY


A DIAMOND IN THE ROUGH: UNLEASHING THE POWER OF FIELD SERVICE TRANSFORMATION
www.servicemax.com
@servicemax

EMEA 0044 20 300 48 920
USA 1-925-965-7859
USA toll free 1-800-756-4960
INDIA +91 80 49298000
JAPAN (03) 6386-0895
AUSTRALIA +612 8249 8240