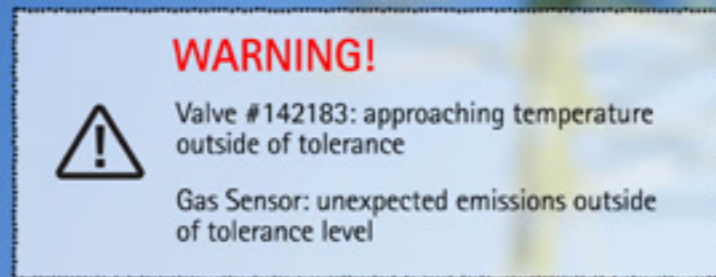


Transforming the Field Force:

How Accenture Can Help Companies Improve Service Quality While Reducing Operating Costs

A large, thick red arrow pointing to the right, positioned behind the text.

High performance. Delivered.

A white rectangular box with a dashed border containing a warning icon and text.

WARNING!

Valve #142183: approaching temperature outside of tolerance

Gas Sensor: unexpected emissions outside of tolerance level

A tablet held by a worker, displaying an AR interface with a tower diagram and a red '2' in a circle.

INCOMING ALERT

- Check part number
- Installation date
- Replacement date

2



Introduction

Companies today face many challenges in their pursuit of growth. For some organizations, one of the biggest is building and maintaining a highly productive and efficient field force that provides high-quality customer service at a cost that doesn't erode profitability. That's why many companies are turning to Accenture for help in transforming their field force operations. In the past two decades, we have worked with some of the world's most influential organizations on field force initiatives that have helped these organizations to deliver a superior customer experience that fosters customer loyalty and satisfaction while reducing overall field force costs.

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Optimizing the Field Force: A Critical Challenge

Although companies have made great strides in streamlining customer service via digital channels, many industries still need workers who physically visit customers' premises to install and service equipment.

For companies in such industries, those workers must be able to do their jobs as effectively and efficiently as possible to help enhance customer loyalty as well as profitability.

In the pursuit of greater service quality and lower operating costs, many organizations have invested in field force enablement management systems to automate work allocation, asset management, and customer

service. However, they still face a variety of challenges that can erode the overall performance of their field-based workforce.

For instance, limited access by workers in the field to important information in legacy systems often leads to inefficient work execution, which not only degrades service quality but also increases operational costs. Furthermore, sub-optimal work scheduling and intra-day

routing can result in stranded capacity in the field, while limited visibility into third-party labor can prevent companies from optimally leveraging these workers and controlling the quality of their work.

These and other shortcomings can make it difficult for a company to meet customers' increasing service expectations and respond to continued pressure to reduce operating costs.



How Accenture Can Help

Our prior work on numerous field force transformation initiatives has helped companies around the world to achieve the following:

Generate greater efficiency in the field by bringing real-time intelligence to the dispatch center.

Such intelligence enabled dispatchers to track technicians' status and location, revise job allocations on the fly, and quickly address availability shortages, outages or unplanned work.

Empower technicians and supervisors by extending back-office capabilities to the field.

Tools that provide technicians and supervisors with information from back-end

work and asset management systems supported faster, more informed and more effective decision-making in the field.

Deploy supervisors to focus on improving technician proficiency and work quality.

By freeing themselves from administrative work, supervisors were able to spend more time in the field and bring their expertise on-site to help increase field technician competence and, as a result, reduce repeat visits due to poor quality.

Improve the work labor mix according to business objectives.

New capabilities helped supervisors to better plan and dynamically adjust work allocation across different streams of labor (for instance, in-house and external) to better balance service cost and quality.

Monitor and control contractors' work delivery.

Using a single dispatch center to optimize and monitor the field operations of both in-house and third-party labor, supervisors increased scheduling efficiency.

Improve customer service.

By more effectively planning and managing resource capacity, companies were able to keep tighter appointment windows for customers and resolve issues more quickly.



Case Studies

The following are some specific examples of how Accenture has helped clients transform their field force operations and the benefits those initiatives have generated.

Systems Integration and Application Outsourcing at Portugal Telecom.

Portugal Telecom is the largest telecommunications carrier in Portugal and a global operator with more than 97 million customers in 11 countries. With a workforce of more than 4,500 technicians and dispatchers, the company asked Accenture to help implement a new workforce management system as part of Portugal Telecom's operational transformation program.

Accenture played an integral role in the initiative, managing and coordinating the overall program as well as handling the scoping phase, functional design, development, implementation, testing, training and rollout of the new technology. Currently, Accenture is managing for Portugal Telecom the application support and maintenance of the workforce management platform over a multi-year engagement.

As a result of the project, Portugal Telecom realized significant

improvements in service quality, customer satisfaction, operational efficiency and productivity—which, in turn, are driving higher profitability. Specific benefits include a 21 percent increase in on-time technician arrival, a drop in mean repair time by up to 50 percent, and a 43 percent increase in technician productivity.

Operations Outsourcing in a Large South American Telco.

One of the largest telecommunications companies in the world with a service

portfolio that includes voice, data, mobile telephony and TV—needed help improving the service being delivered to its voice, ADSL and direct-to-home customers. Specifically, the company had determined that the field workforce, almost exclusively run by third parties, was plagued by poor quality and low productivity because it was being managed in a fragmented way with little internal control.

Working closely with the client, Accenture improved key aspects of

the field service process that had a direct impact on service efficiency and quality. We also assumed responsibility for running the company's scheduling and dispatch operations and implemented custom tailored tools for the field force operation that enabled operations management to maximize workforce capacity.

Within a year after completing the project, the telco's operational KPIs showed significant improvement, including a 23 percent reduction in rework, a 25 percent reduction in service backlog, and a 10 percent increase in field productivity.

Integration and Application Outsourcing at GDF Suez Savelys.

Savelys, a branch of global utility company GDF Suez, is a leading heating-systems installation company in France that services a variety of boilers, heat pumps and air-conditioning systems for private homeowners, public-housing agencies, and professional building managers.

Each year, technicians from Savelys make approximately four million maintenance calls across France to inspect or repair systems. This work was being scheduled and managed through a largely paper-based process that was time-consuming and made it difficult to track work and improve processes.

To streamline this activity, Savelys decided to work with Accenture, Avanade and Microsoft to implement a mobile information system that could support its technicians.

The project resulted in a four-fold reduction in administrative processing time for service call reports. Savelys has also seen an increase in field force productivity of 15 to 20 percent, which means technicians can do one or two more maintenance jobs per day. Back-office staff has seen a 75 percent reduction in repetitive, routine tasks, such as entering service-call data.

Today, maintenance records and billing are more accurate, and the company is better

able to optimize technician work schedules—and adjust them in real time, as needed.

System Integration and Change Enablement in a European Wireline Telco.

One of the largest telecom operators in southern Europe and a provider of fixed telephony, broadband and IPTV services initiated a strategic field force transformation program to modernize the operations of its workforce. The goal of the effort was to automate the scheduling, assignment and execution of work performed manually by 500 dispatchers and 3,600 field technicians. Through this program, the client sought to increase field force productivity

and to improve effectiveness by introducing on-site testing and asset management capabilities through integration with BSS/OSS and ERP systems.

Accenture handled the end-to-end design, configuration and deployment of the new field force management platform, which was based on a leading software package. We integrated the platform with 10 external systems, as well as introduced automatic work scheduling, brought mobile capabilities to technicians to replace paperwork, and enabled resource planning based on the projected workload.

Accenture also managed a parallel stream of change-enablement activities, a critical success factor in the transformation. These activities included defining the national rollout strategy and plan, the communication strategy with the different client stakeholders, and the target framework for business reporting and performance assessment of the field force.

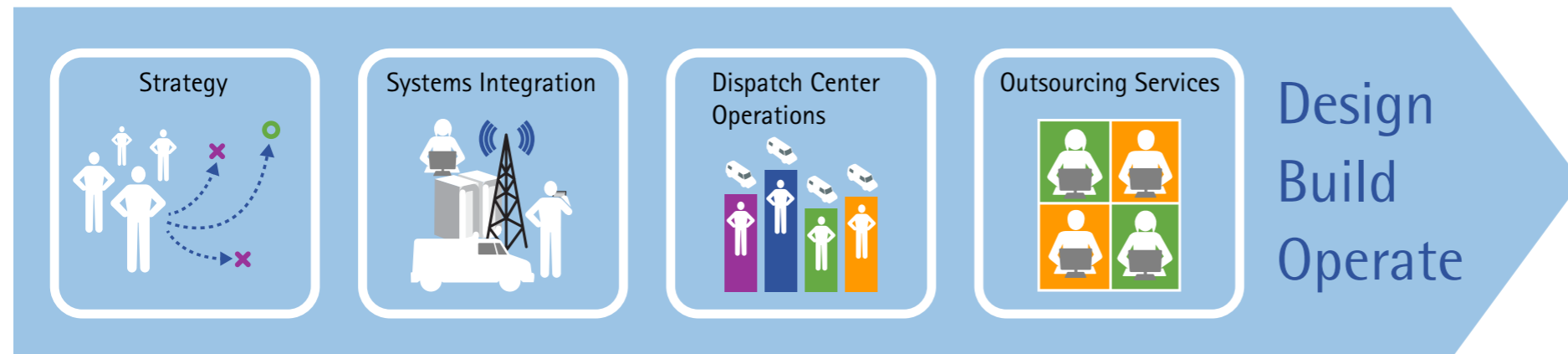
With Accenture's help, the telco has achieved a fundamental change in the way the field force performs its daily work: from fully manual job management and zero visibility into individual performances and productivity to a new operating model of full transparency of who does what, when and how. As a result, field force productivity increased by 15 percent, fuel consumption declined by 9 percent, and paper consumption was slashed by 1.8 tons per month.



Why Accenture

Accenture can help companies transform their field-based workforces by applying a unique array of capabilities and assets—including mobility-focused tools, operational diagnostics, organization and process design, systems integration and deployment, and outsourcing of scheduling, dispatch and third-party management.

Strategy, Systems Integration, Diagnostics and Outsourcing services can be deployed separately or combined to deliver an end-to-end service that aligns to each client's business objectives



Opportunity identification and business case development

Implementation of field force systems integrated with legacy source systems

Optimization of scheduling/dispatch center operations and system configuration

Management of end to end field force systems

Accenture also has the capabilities to enter into long-term, value-based deals with clients, so that we design, build and then operate workforce solutions—providing a truly end-to-end service that aligns to our clients business objectives. Through this service, Accenture manages the full spectrum of field force operations, including the early definition of the field force transformation strategy and business case development, technology implementations that support technician scheduling,

pre-dispatch quality checks, ticket triage, and business operations for technician support desks. Accenture also provides capabilities for long-term demand forecasting and resource planning. Our service is built on a robust analytical foundation—through which we develop insights on how to continually improve field force operations performance—and includes a vendor marketplace that can enable clients to optimize their blend of in-house and external labor.

Since the mid-1990s, Accenture has been helping clients increase the efficiency of their field force operations. In the past two decades, we have completed more than 150 field force management implementations in numerous industries around the world. These programs have been supported by leading edge field force management technology as well as industry-leading tools, business practices, and methodologies that organizations need to help transform their field force organizations into high performers.

Accenture's field force transformation work is distinguished in four key ways, which enables Accenture to deliver significant business benefits to our clients.

We have a dedicated practice and global delivery centers

With more than 1,500 field force practitioners, Accenture brings the skills and experience required to rapidly transform clients' businesses. A part of Accenture's Global Delivery Network, the Accenture Innovation Centers for Mobility provide extensive functional field force management implementation experience across multiple industries and technologies, allowing Accenture to more quickly bring project resources

to bear, apply and adapt leading business practices to better suit an organization's needs, and deliver more cost-effective solutions.

We possess deep industry knowledge and access to industry benchmarks

Accenture's professionals have unique industry-specific knowledge, built through the delivery of large-scale field force management projects for some of the largest organizations in the communications, utilities, manufacturing and retail industries around the globe.

This experience is accompanied by unparalleled access to and understanding of operational benchmarks that can help assess a business's maturity and alignment to leading practices.

We understand the fragmented software marketplace

The emergence of cloud computing and software-as-a-service has further increased the complexity of workforce management options available to organizations. Accenture helps navigate the fragmented landscape of competing vendors, standards, technologies and products to help clients understand what functionality, technologies and vendors are best suited to their organizations; what quantifiable benefits can be achieved through an investment in a specific functionality; how to best migrate from a legacy landscape of mixed

systems to a new platform and strategy; and how to complement any technology implementation with the right transformation initiatives that will best enable full benefit realization.

We collaborate with clients to provide an end-to-end service that aligns with business objectives

Accenture's field force enablement capabilities focus on creating long-term value-based deals that are linked to tangible, measurable business-impacting improvements in field operations performance results.

Accenture is invested in collaborating with clients to not only define strategy, processes and organizational change or implement technology, but also to operate clients' field service operations, thus aligning our own objectives with clients' operational efficiencies.



For More Information

To learn more about how Accenture can help you build and maintain a more cost-effective, higher-performing field force that can enhance customer satisfaction and loyalty, please contact:

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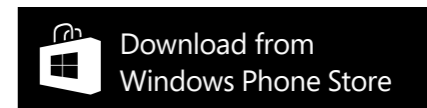
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Twitter

[@MobilityWise](https://twitter.com/MobilityWise) is the official home of Accenture Enterprise Mobility providing news, trends and insights to CIOs in relation to the ever-changing mobile ecosystem.

Mobile App

Download the Accenture Mobility app and get immediate access to a wealth of information about Accenture Mobility offers and related client successes across industries and geographies. This app features Accenture's most recent news and latest thought leadership on mobility - including points of view, research reports, videos, and podcasts.



About Accenture Mobility

Accenture Mobility, part of Accenture Digital, plans, implements and manages mobility solutions for businesses and public organizations, including developing and implementing enterprise mobility strategies; incorporating applications and managed services; creating and delivering mCommerce solutions; and supplying credible, business ready Connected Product offerings. Accenture Mobility services are based on deep industry insights and technical expertise that helps clients across all industries achieve growth, efficiency and manage a successful transformation as they adopt the tools of a digital business. Find out more by following @mobilitywise and visiting www.accenture.com/mobility.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 289,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.

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