The Accenture Field Force Solution
Optimizing Field Force Cost Structure and Control

High performance. Delivered.
The Growing Opportunity to Use Field Forces as a Strategic Enabler

For communications service providers (CSPs), the journey to optimized network operations can be a powerful enabler in maximizing return on invested capital, deploying services more efficiently and providing customers with enhanced quality of service.

One key element of optimized network operations can be found in the optimization of field force operations. Field force productivity has a high impact on operating costs and network quality, and a huge potential for improvement can be found in this area. Improvement of sales force efficiency and control can bring immediate benefits, with limited investment.

Accenture brings a unique array of assets and capabilities to address the challenges of field force optimization, from mobility-focused tools to operational diagnostics, organization and process design to systems deployment and integration to outsourcing of scheduling, dispatch and third-party management. The resulting solutions and services can bring proven results:

- Improved productivity of field technicians and supervisors.
- Reduced wrong dispatching and rework through correlation and ticket triage.
- Improved network quality.
- Data quality management of network inventory.

Accenture's Field Force Solutions

Accenture offers a number of specific solutions to help CSPs achieve high performance through their field force capabilities. Two major solutions are field force transformation and field force orchestration.

Field Force Transformation

Many CSPs have invested in some type of office-based or mobile workforce management system to automate work allocation, asset management, and customer service and billing. However, many CSPs struggle to fully realize the benefit from this investment, especially with some office-based workforce management systems where field force workers cannot access this information from the field. As a result, they continue to rely on paper-based or off-line systems, and are able to access critical information only when at a service center or field depot.

By bringing technician-focused tools to the field and reengineering frontline-service business practices, CSPs can utilize their field forces more effectively—optimizing job throughput and performance, rationalizing their operating models for improved agility and cost, and creating new opportunities for revenue generation through lead capture and product upselling.

The field force transformation solution from Accenture focuses on improving the efficiency of a distributed field force through a variety of techniques, including:

- **Business process reengineering.**
  Which business changes will most enhance technician performance and supervisor effectiveness?
• **Cultural change.**
  What cultural adjustments are required to encourage people to change, and what is the best way to inspire and train them to use new processes and tools?

• **Organizational structure.**
  Do current roles and responsibilities inside the organization align with the new business objectives? Is existing technology a barrier to achieving the right structure?

• **Performance management.**
  Do technicians and supervisors have the right incentives, backed by clearly defined goals, and is the organization maximizing its ability to capture all potential business?

• **Technology.**
  What is the best way to apply technology and tools, including workforce management software, to better schedule and dispatch technicians, control inventory and invoicing, and maximize the potential work captured in the field?

The field force transformation solution from Accenture addresses these questions, allowing CSPs to build on Accenture’s extensive field service experience in order to more rapidly, efficiently and cost-effectively manage their field forces.

As shown in Figure 1, the solution leverages a variety of capabilities, including operational diagnostics, organization and process design, systems deployment and integration, and outsourcing of scheduling, dispatch and technology enablement of the network service provider field force.

Together, these capabilities enable CSPs to improve field force efficiency, meeting service levels while reducing their cost to serve customers. Specific benefits include:

• **Better productivity.**
  For CSPs with engineers in the field, labor costs typically represent the largest part of operating expense. Leading companies optimize their field service operations to increase profitability—controlling labor costs and increasing field force productivity by giving service technicians the tools they need to better order parts, invoice customers and provide effective service.

• **Increased efficiency.**
  More than ever, creating shareholder value means rethinking efficiency. Better business practices and tools, such as field force scheduling and improved information sharing, provide technicians with real-time access to everything from parts inventory and customer history to asset service manuals and diagnostic tools. As a result, CSPs can minimize the time and expense required to provide high-quality service.

• **Improved customer service.**
  Customers are demanding tighter appointment windows and faster resolution times. The Internet has provided customers with access to much more information about CSPs’ performance records and other consumers’ perceptions. It also facilitates customers switching to alternative service providers. Improving customer service in the field can help differentiate CSPs in this highly competitive environment.

• **Regulatory compliance.**
  Complying with regulations, and documenting that compliance, is now a fact of life in communications and related industries. Field force technology supports CSPs’ efforts to demonstrate how they are meeting or exceeding these requirements, while helping confirm that the underlying reporting requirements are not compromising field force efficiency.

• **The creation of new revenue streams through service.**
  Forward-looking organizations are transforming their service offerings from cost centers into profit centers by not only using their field force to provide a service, but also to cross-sell and upsell other products and services. Many have also created the role of chief service officer to keep the service business accountable to the board, as well as to help maximize its revenue growth.
Accenture offers additional distinctive capabilities that enhance the impact of field service organizations, including:

**Mobile Center of Excellence.**
This center offers offshore technical personnel with extensive functional workforce management implementation experience across multiple industries and technologies. As part of the Accenture Global Delivery Network, this center allows Accenture to quickly bring project resources to bear, apply and adapt leading business practices to suit an organization’s needs, and deliver cost-effective solutions.

**Navigating workforce management solutions.**
The emergence of cloud computing and software as a service as a service has further increased the complexity of workforce management (WFM) system choices available to CSPs.Accenture helps CSPs’ field force organizations navigate the fragmented landscape of competing vendors, standards, technologies and products, which can enable them to understand what functionality, technologies and vendors are best for their organizations; what quantifiable benefits can be achieved through an investment in specific workforce application functionality; how best to migrate from a landscape of mixed legacy mobile systems to a new platform and strategy; and how to complement any technology implementation with the right transformation program that enables the organization to fully realize the benefits quickly.

**Premium technical services.**
Accenture offers an “on demand” PC-based remote support capability, backed by patented technology, that enables CSPs to optimize their service quality and expand their customer offerings. The solution supports numerous services, including PC problem diagnosis, advanced repair, optimization, configuration, installations, upgrades and operating system reinstallation. This capability can be used across multiple customer channels, including call center up-selling, product differentiation, online self-service and on-site support. It can reduce handling time, infrastructure support costs and resource utilization challenges, which can result in fewer callbacks and happier customers.

**Field Force Orchestration**
Some forward-looking CSPs are further focusing on their core businesses and outsourcing their scheduling/dispatching operations to third parties in order to remove variable costs, reduce CAPEX, increase scheduling/dispatch efficiency and performance, and free up management bandwidth.

The field force orchestration solution from Accenture—a business process outsourcing (BPO) service supporting field forces—helps CSPs orchestrate an efficient way to deliver what is needed on-site in order to meet their customers’ expectations.

Our capabilities include:

**Capacity planning and forecasting.**
Short-, mid- and long-term forecasting and capacity planning are critical to ensure that CSPs achieve the right balance between resource utilization and meeting customers’ expectations. Accenture’s analytics capabilities include demand analytics, demand forecasting and capacity planning as a high-quality, cost-effective service.

**Field force scheduling and dispatch.**
Business rules and logic for scheduling, and operational exception rules for dispatchers, are the basis for Accenture’s offer. This service provides a high and stable “first time right” ratio, as well as increased productivity.

**Field support.**
Technicians working on-site often need technical or non-technical support. When operating support functions, Accenture provides prompt and professional support, reducing idle time and increasing productivity.

**Supply and spare parts management.**
Accenture’s broad and deep knowledge and experience in running efficient operational supply chain processes improve “first time right” outcomes, productivity and overall working capital performance.

**Field force operational analytics.**
Analytics are critical to optimizing CSPs’ field operations, providing increased transparency and insight into the value being generated within this part of the organization—from both a financial and customer satisfaction point of view.
The field force orchestration solution from Accenture—a business process outsourcing (BPO) service supporting field forces—helps CSPs orchestrate an efficient way to deliver what is needed on-site to meet their customers' expectations.

**Ticket triage.**
Accenture provides a managed service that combines process and data analytics with automation, utilizing Accenture's Business Events Processing Tool in order to address complex client business challenges, including work volumes that serve as the drivers of waste within client organizations. The solution can be leveraged across multiple organizations to drive cost savings and increase workforce efficiency by identifying process and system issues and root causes and utilizing historical data to support process-driven business rules. The service has a joint governance model with the client that can provide effective program management, measure the impacted value drivers in order to validate cost savings, and regularly evaluate new opportunities for continuous improvement, with the goal of sustaining or increasing benefits.

As shown in Figure 2, these capabilities within field force orchestration are offered in a BPO operating model in addition to—or in combination with—our transformational offering.

---

* Accenture BPO: Many elements and processes can, to a large degree, be outsourced.
** Client/Accenture: Accenture typically consults and supports clients. In some cases Accenture will also, in a transformational mode, build and run these service components (BPO), and when outcomes are improved and operation is stable, hand it back to the client.
Why Accenture

Since the mid-1990s, Accenture has been helping clients maximize the efficiency of their field service operations. During that time, Accenture has completed more than 100 workforce management implementations in communications and other service-oriented industries around the world.

Accenture supports the development and implementation of best-in-class workforce management technology, and has helped develop the industry-leading tools, business practices and field force methodologies that CSPs require to transform their field service organizations into high performers.

With more than 1,500 field force practitioners, Accenture brings the skills and deep industry experience required to rapidly transform CSPs’ businesses and achieve results—often in just six to nine months. Accenture supports clients throughout the entire life cycle of their field force optimization programs, including:

- Formulating transformation strategies and business cases.
- Understanding the specific needs of CSPs in order to facilitate the application of leading practices.
- Implementing and integrating workforce management technology.
- Delivering application maintenance and operational (including help desk) support.

Accenture complements its industry-leading experience in field force transformation and mobile solutions for its enterprise clients around the globe with a vendor-neutral approach to recommending best-in-class technology, based on each organization’s needs. Accenture also collaborates with a range of technology organizations.

In summary, Accenture has the global reach, breadth of capability and flexibility to help CSPs streamline their network operations and drastically reduce the costs of planning, building and operating legacy and new networks and services.

Transformational Leader
We have collaborated on network transformational programs with many of the top 100 global CSPs.

Network Analytics Capabilities
Accenture’s analytics solutions extract data from the network and enable CSPs to make real-time decisions regarding infrastructure investments, service management and premium offerings.

Experience
We have more than 20 years’ experience in streamlining network operations, serving many of the global FORTUNE 500®.

Market-leading Solutions
We leverage unique, tailored products through industry-leading technology alliances. Our solutions help CSPs transform and innovate how they plan, build, launch and operate network and service platforms to streamline operations, minimize time to market and reduce costs.

People and Assets
Accenture’s deep industry experience, Centers of Excellence and Global Delivery Network can enable CSPs to take advantage of local, regional and global talent pools and secure the right business solutions, with appropriate cost and consistent service quality.

Forward-thinking Abilities
Our vast and extensive services help CSPs rapidly incorporate the latest trends in consumer behavior and developments in mobility services, such as M2M, cloud-based services and social media.

Delivery Excellence
Our excellent delivery capabilities bring together our global reach, innovative solutions, industrialized assets, and deep industry and technology skills. The Accenture Global Delivery Network is one of the largest and most diversified groups of technology, business process and outsourcing personnel in the world.

Demonstrable Results
We can help CSPs drive network cost reduction by up to 50 percent and increase “first time right” outcomes by up to 15 percent.

Award-winning Solutions
Accenture has been ranked #1 in the International Association of Outsourcing Professionals Global Outsourcing 100™ list for the fifth consecutive year.
The Accenture Field Force Solution helps communications providers identify and realize significant benefits in their field service businesses.

Accenture solutions and services bring proven results, helping enable clients to:

- Better manage and organize field service personnel. Field technicians and supervisors can achieve up to 20 percent improvement in productivity.
- Provide established scheduling, dispatching and mobile enablement technology tools that can help optimize scheduling and dispatch functions through management consulting, systems integration and BPO. Scheduling and dispatch operations can experience up to 30 percent improvement in productivity and up to 5 percent improvement in replacement cost.
- Reduce wrong dispatching and rework of ticket correlation and ticket triage. Triage results can include up to 25 percent improvement in productivity and up to 15 percent improvement in service quality.
- Utilize BPO to achieve up to 10 percent improvement in productivity, up to 20 percent reduction in rework and up to 25 percent reduction in work backlog.

Many of our field force transformation programs have allowed organizations to achieve savings of 45 to 80 minutes of extra work per person per day. For a typical service organization with 1,000 field workers, this could result in up to $20 million in annual savings.

### Portugal Telecom

**Business Challenge**

Portugal Telecom (PT) is the largest telecommunications carrier in Portugal and a global operator with more than 97 million customers in more than 11 countries. With more than 8,000 employees, it sought support in implementing a new workforce management (WFM) system as part of its operational transformation program.

**How Accenture Helped**

Accenture was responsible for overall program management and control, with the additional responsibility for the scoping phase, functional design, development, implementation, testing, training, rollout implementation and support of the WFM tool.

Currently Accenture is managing the application support and maintenance of the WFM system at PT over a multi-year engagement.

**High Performance Delivered**

Improvements in service quality, customer satisfaction, operational efficiency and productivity are driving higher profitability. Specific improvements include:

- 21 percent improvement in on-time arrival.
- Mean time to repair decreased by up to 50 percent.
- Technician productivity increased by more than 43 percent.

### European Wireline Telco

**Business Challenge**

- 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 aim of the transformation 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 its effectiveness by introducing on-site testing and asset management capabilities through integration with BSS/OSS and ERP systems.

**How Accenture Helped**

Accenture handled the end-to-end design, configuration and deployment of the new workforce management (WFM) platform, based on a leading software package, integrating it with 10 external systems in order to:

- Introduce automatic work scheduling, optimizing overall cost as a function of resources’ availabilities, jobs’ characteristics and priorities.
- Bring mobile devices to technicians, replacing current paperwork.
- Enable mid-term resource planning based on the projected workload.
- Enable tracking of technicians’ work through a feedback loop in service of cost efficiency.

Accenture managed a parallel stream of change enablement activities, a critical success factor in the transformation and an enabler of the operational transition. Accenture also defined 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.
High Performance Delivered
- The client 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 modus operandi of full transparency of who does what, when and how.
- Productivity increased by 15 percent.
- Fuel consumption was reduced by 9 percent.
- Paper consumption was reduced by 1.8 tons per month.

European Entertainment and Communications Company

Business Challenge
Following a merger, a leading entertainment and communications company required a unified solution for about 2,500 mobile technicians, who were using a variety of communications and technology systems.

How Accenture Helped
Accenture delivered a fully automated mobile workforce management application combined with re-engineered business processes—from forecasting and routing to demand management and scheduling dispatches.

High Performance Delivered
As a result, the company was able to increase the efficiency of its field force by cutting travel times by about 20 minutes per day per technician and to reduce the number of technicians on the road, while maintaining its service quality.

Major North American Telco

Business Challenge
This major North American telecommunications company sought a new workforce management (WFM) approach for about 2,000 consumer-facing technicians.

How Accenture Helped
Accenture led the assessment and strategy, designed the solution’s functionality, helped redesign the processes to support the WFM solution, and was responsible for overall program management and training for the solution’s implementation.

High Performance Delivered
The new WFM platform provides enhanced capabilities to support a customer-centric service model that will let customers self-schedule appointments at times they prefer and then check on the status of each appointment in real time.

This solution also improves operational performance by as much as 20 percent.

In addition, a standardized enterprise IT solution set can reduce overall IT costs and decrease time to market in support of new product and service launches.

Large South American Telco

Business Challenge
The sixth-largest telecommunications company in the world, with more than 14.4 million customers and a service portfolio including voice, data, mobile telephony and TV, sought support for end-to-end operation of a central operational office that was responsible for 4 percent of its voice, ADSL and direct-to-home customers.

The company had determined that the management of the field technician workforce was taking place in a fragmented manner, with little internal control. Due to low quality and productivity, the client realized service growth would not keep pace with market demand.

How Accenture Helped
Accenture implemented process transformation improvements that were focused on enhancing efficiency and quality for customers, in addition to teaming with the client to take responsibility for running its scheduling/dispatch operations.

Accenture also implemented custom-tailored tools for field force operation, focused on maximizing capacity for operations management.

High Performance Delivered
Within a year, the client’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.
Contact Us
To find out more about how the Accenture Field Force Solution can help your business make the most of its opportunities, please contact Paolo Sidoti, managing director, Accenture Network Services, Communications, Media and Technology, at paolo.sidoti@accenture.com, or visit www.accenture.com/network-services.

About Accenture Communications Industry Group
Accenture’s communications industry practice serves leading communications service providers in an increasingly evolving and dynamic competitive environment.

Accenture helps communications industry clients face the challenges to connect with the digital consumer, increase revenues, develop and launch innovative products and services quickly, and optimize network performance while reducing costs. The combination of our consulting, technology and outsourcing experience, paired with our deep industry knowledge, helps us verify that we bring the right solutions and resources to enable our clients to unlock profitable growth, improve operations and achieve high performance.

About Accenture
Accenture is a global management consulting, technology services and outsourcing company, with approximately 259,000 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$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.