

SERVICE ANALYTICS: INSIGHT INTO FIELD PERFORMANCE

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Report Highlights

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Only 9% of organizations stated that access to personal performance information was not important at all.

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The top strategic action for the Best-in-Class is to improve collaboration by breaking down silos of information.

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Top performers are 110% more likely than peers to share service performance with HR for training / learning initiatives.

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Top performers are 120% more likely than peers to tie service technician compensation to performance-based metrics.

This research report highlights the emergence of real-time service performance information empowering the workforce in the delivery of issue resolution.

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Too often, the volume of data to users just becomes more data, instead of valuable insight.

Service Can't Wait for Data

The service lifecycle continues to become more complex as we connect to more people globally, machines get smarter, and while our attention spans shrink. This transition has impacted both our professional and personal lives. As seen in Aberdeen's [*State of Service Management: Roadmap to a Profitable 2014*](#) report (March 2014), the top pressures facing service organizations are increased competition, reduced service margins, smaller share of customer wallet, and increased complexity in products. All of these challenges have led to a need for better data so service leaders can make faster decisions. Customers no longer have the patience to wait for resolution and therefore service must deliver excellent products and results.

Relevant Data Triggers Real-Time Actions

Too often, the volume of data to users just becomes more data, instead of valuable insight. The amount of data being captured, stored, and analyzed becomes quite daunting for many businesses. With this glut of information, organizations are finding that they have to sift through more and more irrelevant information. As seen in Aberdeen's [*Best-in-Class Reporting and Dashboards: The Workhorse of Analytics*](#) report (May 2014), average firms find that only 68% of users are satisfied with the relevance of analytical capabilities to their job role, as compared to 99% of the Best-in-Class (only 28% satisfaction for the Laggards). This begs the question: is more always better?

More often than not, it is just more. Organizations must begin to provide users with relevant information to make decisions based on insight. Users must have the ability to manage and display the information that is integral to their completion of work. Static reporting of data, which is not configurable based on user

The Reporting and Dashboards Best-in-Class Defined:

Aberdeen surveyed 356 end-user organizations to understand the key trends in analytics. The performance metrics used to define the Best-in-Class (top 20%), Industry Average (middle 50%), and Laggards (bottom 30%) among these organizations are:

- 99% of Best-in-Class users satisfied with relevance of analytical capabilities to job role, vs. 68% among Industry Average and 28% for Laggard firms
- 92% of Best-in-Class employees have access to advanced BI tools vs. 52% for Industry Average and 36% for Laggard firms
- 23% average year-over-year improvement in revenue for the Best-in-Class, vs. 12% among Industry Average and 1% for Laggards

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need, is not optimal as there will be fields and data points that only cloud the insight desired. Furthermore, even if allowed to make changes, if the technician has to go through IT each time, service insight will still be delayed and costly.

In service, the Best-in-Class equip employees with the insight and capability to improve the product and service experience being offered, which is highlighted in increased revenues year-over-year. A few areas need to be taken into account when addressing the data relevance issue in service:

- **What information is accessible to employees?**
- **How easy is it for employees to find the data they need?**
- **What insight are we gaining from this information?**

Performance Insight into the Field

Data and analytics are not only important for service leaders within the business, this insight is necessary for the front line and back office too. Figure 1 highlights how on a scale of 1 to 5 (1 - Not Important, 3 - Average Importance, 5 - Extremely Important), having access to personal performance information scores either a 4 or 5 for 37% of organizations. Only 9% of organizations feel this level of insight is not important at all.

→ [Read the full report, “State of Service Management: Roadmap to a Profitable 2014”](#)

Aberdeen’s PACE Methodology

Aberdeen applies a methodology to benchmark research that evaluates the business Pressures, Actions, Capabilities, and Enablers (PACE) that indicate corporate behavior in specific business processes:

Pressures – external forces that impact an organization’s market position, competitiveness, or business operations.

Actions – the strategic approaches that an organization takes in response to industry pressures.

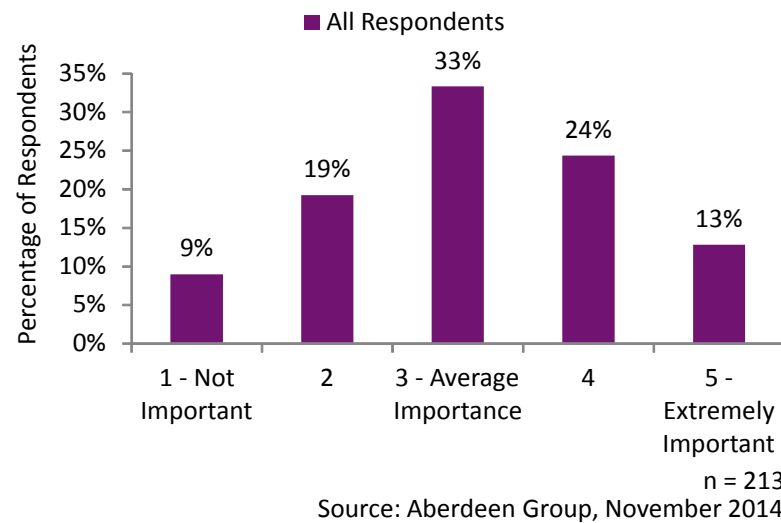
Capabilities – the business process competencies (process, organization, performance, and knowledge management) required to execute corporate strategy.

Enablers – the key functionality of technology solutions required to support the organization’s enabling business practices.

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As the importance of data continues to evolve, no longer is it okay for information to be stored in a data warehouse that is only accessible by a chosen few.

Figure 1: Access to Personal Performance Information Scorecard



Performance data and analytics are at the heart of learning and continuous improvement. As organizations continue to strive to improve the service offering, it is integral that technicians and the front line have visibility into their own performance while also having insight into their peers. Performance data, down to the technician level, also allows management to build incentives and training tools based on the needs of specific employees. The goal should not be punitive, but instead, a path to collective learning and best practice sharing.

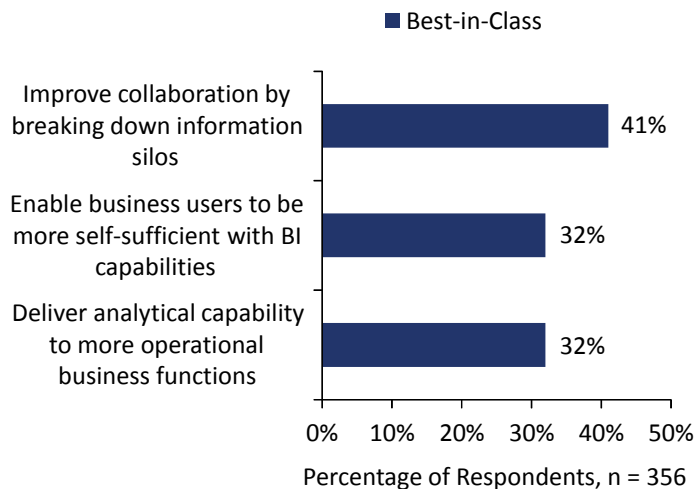
Breaking Through the Walls with Insight

As the importance of data continues to evolve, no longer is it okay for information to be stored in a spreadsheet or on one person's computer that is only accessible by a chosen few. The value of data in this current customer-focused landscape is about relevance and accessibility to various business functions, not solely accuracy. The Best-in-Class ensure that data is used to collaborate across business functions, empower business users

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to be more self-sufficient, and provide these users with the analytical knowledge to make more timely decisions (Figure 2).

Figure 2: Best-in-Class Analytical Strategies



Source: Aberdeen Group, November 2014

A timely decision isn't just about being faster, it is about helping the organization make better decisions to provide excellent service to the end customer. Customers expect a heightened level of service execution, and this level of quality needs to be fluid as service needs change dramatically throughout the month, week, and even hour. The field service technician and the front-line team need to be able to find data easily. Navigating a bloated screen of information is untenable as it relates to getting technicians the right data at the time to deliver service resolution.

Empower Leaders with the Real-time Intelligence to Make the Right Decisions

Service leaders cannot be handcuffed by stale, outdated information. Decision-makers need real-time information in order to meet the needs of a dynamic service organization. As seen in Aberdeen's [Real-Time Executives: Streaming Data into](#)

→ [Read the full report, "Real-Time Executives: Streaming Data into the C-Suite"](#)

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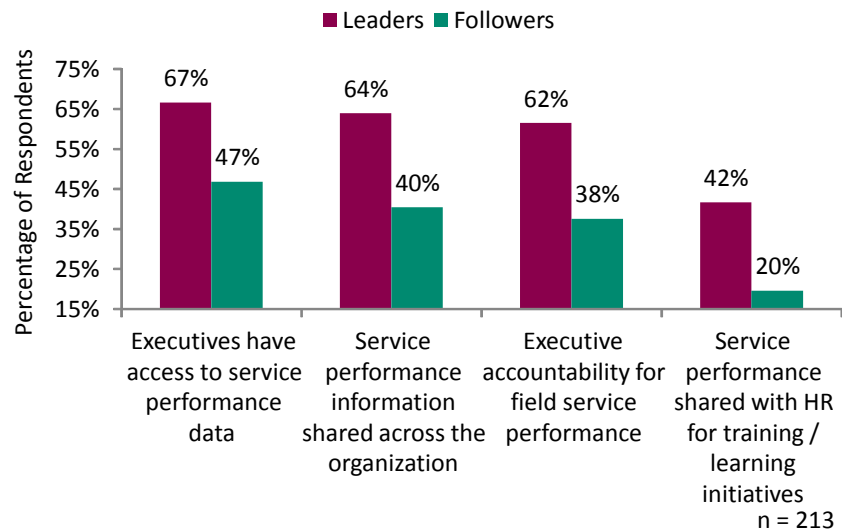
The Mobile Field Service Leaders vs. Followers Defined

In June and July 2014, Aberdeen surveyed 213 end-user service and manufacturing organizations to understand the key trends in the service market. The performance metrics used to define the Leaders (top 50%) and Followers (remaining 50%) among these organizations are:

- 83% First-time fix rate, vs. 37% among Followers
- 80% SLA compliance rate, vs. 38% among Followers
- 6.2% average year-over-year improvement in workforce productivity (average calls completed daily), vs. 3.5% improvement among Followers

the C-Suite report (May 2014), seventy percent (70%) of real-time executives hold regular operational performance reviews and realignments. The link between real-time data and decision making is paramount to achieving excellence. Top performers not only make real-time performance data available to leaders, this insight is also provided across the business (Figure 3).

Figure 3: Performance Data at the Heart of Strategic Decision-Making



Source: Aberdeen Group, November 2014

➔ **Service leadership linked to front-line performance data.** Resource allocation and capacity planning for future service demand begins with accurate data in the hands of decision makers. Executives need to have real-time service data so they can adjust resources throughout the service network. Without timely, accurate data from the front-lines, executives will not be able to make the right decisions to meet demands. And worse yet, their misinformed decisions could lead to unmet SLAs or heightened costs to deliver service to meet those contracts (i.e., expedited services).

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→ **Sharing is more than caring when it comes to service performance.** Too often, the service team works alone to resolve customer issues. There is not nearly enough peer-to-peer, technician-to-technician, service executive-to-other function collaboration occurring, which is a failure. Top performing organizations use real-time data to elevate the performance of the entire organization. Service performance information is being used to define best practices and seed the continuous improvement of service.

The Field Leans on Data to Excel at Service

Service leaders need data to make the strategic decisions which transform the direction of the organization. But the field also yearns for better insight. The technician is often on an island interacting directly with customers, equipment, and assets. Without accurate data, field technicians may find themselves at a loss for the answers to quickly resolve issues efficiently. Data is not only useful for helping the service team and leadership suite make decisions to resolve issues. Top performing organizations also leverage real-time performance data to incent the right behaviors that help transform the service organization (Figure 4). As discussed earlier, personalized performance dashboards provide insight into strengths and weaknesses that can be improved upon or capitalized on for the betterment of the entire organization.

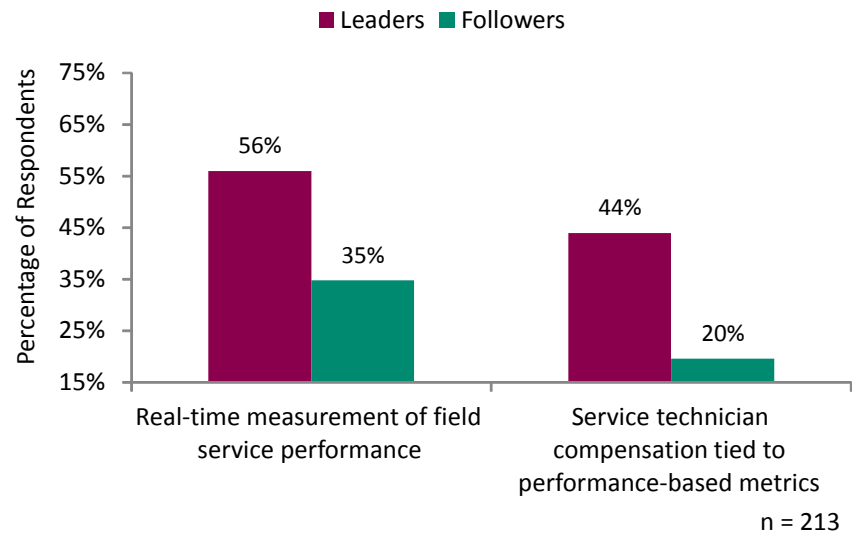
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Definition:

Gamification refers to the use of game mechanics to motivate, modify, or reward distinct behaviors.

→ [Related Research](#)
 "Field Service 2014: Access to the Right Information Empowers a Results-Driven Workforce"

Figure 4: Insight into the Mobile Worker

Source: Aberdeen Group, November 2014

Beyond monetary incentives linked to performance data, organizations are leveraging gamification concepts to create an engaging environment of heightened expectations and rewards. As seen in Aberdeen's [Field Service 2014: Access to the Right Information Empowers a Results-Driven Workforce](#) research (January 2014), the workforce is rapidly changing as a result of retiring and attrition. Organizations must find new ways to engage the current and future workforce to excel at such an integral function – field service.

Path to Service Insight Yields Revenue and Excellence

The need for speed is not relegated to video games and exotic cars. Service excellence hinges on getting the right information to the service team so it can deliver resolution efficiently and as quickly as possible. However, the volume of data that is now available makes deciphering insight from information more challenging. Top performing organizations have been able to leverage tools and have established processes to make information actionable for the betterment of customer

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experience and operational efficiencies. To attain this level of service, the top performing firms follow a few best practices:

- ➔ **Silos of service information must fall.** The world is moving too fast all around us to be tied to static, historical data. The entire organization needs to have real-time insight into the performance of the service team, equipment, parts, and status of customer interactions. Execution of service is dependent on more than just the field team and thus the entire organization must be invested in delivering service via real-time insight.
- ➔ **Engage the field with positive performance reinforcement.** The profile of the field service technician and worker continues to evolve. The consumerization of field service isn't only yielding the use of smart phones and tablets, it also has impacted the way organizations engage the workforce. Monitoring performance in real-time provides managers with the opportunity to reward or penalize the behaviors that lead to a successful service team. Enhanced data tools offer organizations the ability to find the next leaders in the field and empower them to transform the entire service team.
- ➔ **Learn from successes and failures.** Real-time data in field performance must be used to improve service resolution, not just to track KPIs for a far-off quarterly review. Service performance data is the tangible intelligence that can spark innovations in new technology, products, and service offerings that will benefit the margin and the customer. This insight can also unearth gaps in performance which can be addressed in additional training and mentoring programs.

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- **Make insights easy to understand and access.** The user experience is often overlooked when deploying a technology solution. We first think of ROI and the productivity impact. But the front line is the most important stakeholder. Data must not only be easy to understand by the field, but it also must be easily accessible on the devices that are being used to deliver service. The speed in which service must be delivered in the field demands that technicians have the ability to pull up the data in the desired format as quickly as possible to make changes on the fly. Service cannot wait for IT. In order to continuously improve, the field must have insight into performance as much as management. The field can't be on an island to interact with customers; they must be empowered with data to deliver the level of quality service that is needed every time.

For more information on this or other research topics, please visit www.aberdeen.com.

Related Research

[*Service Mobility: The Right Technology for the Tech*](#); August 2014

[*Get Smart: Advanced Analytics Applied to Big Data*](#); August 2014

[*Service Lifecycle Excellence: Resolution at the Heart of Service*](#); July 2014

[*Best-in-Class Reporting and Dashboards: The Workhorse of Analytics*](#); May 2014

[*Real-Time Executives: Streaming Data into the C-Suite*](#); May 2014

[*State of Service Management: Roadmap to a Profitable 2014*](#); March 2014

[*Field Service 2014: Access to the Right Information Empowers a Results-Driven Workforce*](#); January 2014

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