FIELD SERVICE NEWS

research

Benchmarking Report: Customer-Centricity, Technology and the New Normal of the Field Service Sector

in partnership with:

Hso | the results company

Customer-Centricity, Technology and the New Normal of the Field Service Sector

In recent years we have seen a marked shift in the emphasis on the metrics which define success within field service operations.

Traditionally, the critical metrics within field service organisations have centred around operational success. KPIs such as Mean-time-to-Repair (MTTR), Technician Utilisation and First-Time-Fix (FTF) have always been at the top of any benchmarking study relating to this area.

However, increasingly across the last few years of undertaking such benchmarking studies, we have seen Customer Satisfaction (CSAT) metrics become widely cited as critical KPIs amongst field service organisations.

For example, in a previous study hosted by FSN Research, we noted that 51% of field service companies now saw an equal weighting in importance between operationally-focused KPIs and CSAT-focused KPIs. Furthermore, 13% of field service companies went further and stated that they felt CSAT focused KPIs were of greater importance for measuring their business success.

With this in mind, FSN Research, in partnership with HSO has undertaken a detailed study to understand precisely what CSAT metrics are being tracked. At the same time, we must also acknowledge that the digital transformation journey our sector has been on for several years was significantly accelerated due to the pandemic across 2020 and into this year.

There has been much discussion of what the new normal will look like for the field service sector.

However, the indicators apparent within numerous studies from FSN Research and beyond suggest many of the key trends that were emerging will be at the heart of our thinking as we move into the brave new world of the post pandemic field service operations.

Three of the key pillars of this future of field service are servitization, digital transformation and customer-centricity. Therefore, the second objective of this study is to better define the interplay between these three crucial areas.

Next, the study was designed to focus on how the digital transformation our industry is moving through can empower the shift to an industry more focused on customer success and, finally, to assess whether that transformation will lead us naturally towards becoming an industry that places servitization at its heart.

In the study we spoke to a sample of over 280 field service leaders from a variety of different industry verticals including manufacturing, utilities, telecommunications, power generation, healthcare, med-tech, security and many others.

The study was conducted during April and May 2021 and data was collected online via personal invitations to participate. The data presented in this report is quantitative. We are currently undertaking interviews with a selection of respondents for our final report within this study which will then be based on further qualitative data yielded in those interviews.

Section One: Importance of CSAT on Growth Strategies

As we discussed in the introduction to this report, the shift in our industry to Customer Satisfaction (CSAT) metrics becoming viewed as at least as necessary, if not more important than operational metrics, has been one that has been coming for several years and witnessed in multiple benchmarking studies.

However, does this trend in terms of the KPIs measured directly relate to the top-line strategies of field service companies, or are they utilised to identify the internal success of the field service operation itself?

One important mechanism that could be used to determine the importance of CSAT metrics to broader business strategic aims, would be to understand how these align with growth strategies.

To achieve this, we asked our respondents a series of questions based on various revenue growth strategies to understand the importance of CSAT metrics and, of course, performance in defining success within these areas.

In this initial line of questioning, the study findings reinforced our initial hypothesis that we would see the shift to CSAT as an outline of divisional and operational success but also aligned to growth strategies of field service organisations. The first area we explored in the study was how critical customer satisfaction is when defining operational success internally.

73% of the field service organisations within the study outlined that customer satisfaction is 'extremely important' to defining operational success within their organisation. Furthermore, 22% of organisations stated it was 'very important' within their organisation, and only 4% said that such metrics were only of average importance.

This of course aligns with previous studies as referenced earlier and is perhaps of no surprise; however the data does firmly reinforce the significance of CSAT as a metric to define operational success.

It is also interesting to note that when we asked those respondents in the latter group what metrics their organisation considered more important than customer satisfaction, many of the responses, such as 'fixing the problem the first time and on budget' while being operationally focused, would also likely drive customer satisfaction at the same time.

However, when we begin to look at the next set of responses, we begin to see just how deeply embedded customer satisfaction scores are within growth strategies.

The first of these results (*fig.1, below)*, again shows a trend we would have anticipated. Over two thirds (71%) of field service organisations identified stated that they believed such metrics were 'extremely important' when it

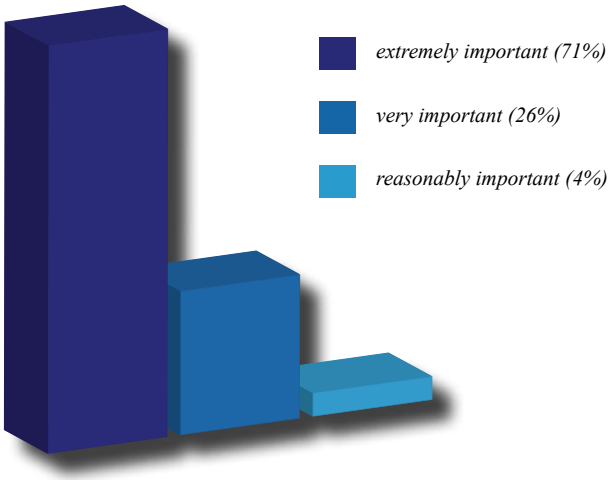


Figure 1: How important do you think high Customer Satisfaction scores are for retaining business?

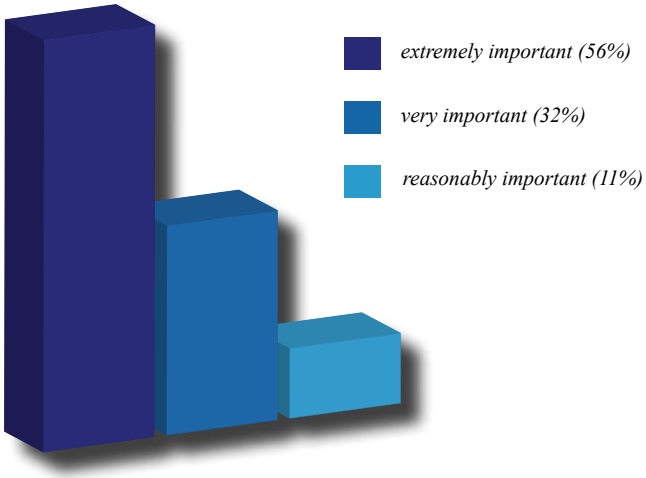


Figure 2:Do you think that high customer satisfaction scores are important for winning new business?

comes to retaining business.

Just over a quarter (26%) said such metrics were 'very important', and 4% felt they were 'reasonably important'. Given that consistently poor customer service is widely known to result in customer leakage, this is not an unexpected finding.

However, what is more enlightening is when we look at the responses to the following two questions within the study.

Firstly, we asked our respondents how important they saw customer satisfaction scores for increasing revenue from existing customers.

As with the last question, we would likely anticipate that most companies would see a positive correlation between these two facets of service delivery. Happy customers are more likely to be open to other service offerings being introduced.

Again the study findings corroborated this assertion. 57% of respondents stated that customer satisfaction was 'extremely important' in this area, while 30% said it was 'very important' and 12% stated it was 'reasonably important'.

However, in the final question in this section of the study, however, perhaps we see the firmest evidence of how customer satisfaction has become firmly engrained within the revenue growth strategies amongst field service organisations.

In response to the question 'do you think that high customer satisfaction scores are important for winning new business?', (*fig. 2, on previous page*) over half (56%) of field service companies within the study stated they felt such scores were 'extremely important'.

In comparison, 32% of respondents said these were 'very important', and 11% stated such metrics were 'reasonably important'.

This indicates that field service organisations align high customer satisfaction scores with growing revenue amongst their existing client base, and their ability to deliver service excellence was a clear differentiator to allow them to win new business. Ultimately, the study data is clear.

Customer satisfaction is now positioned at the heart of both retaining existing business and winning new business. Additionally, we see that these are two dual facets of key revenue growth strategies.

For almost two thirds (59%) of field service companies within the study, their growth strategy is evenly balanced alongside these two areas of revenue growth.

The study's findings seem clear; amongst field service organisations, high customer satisfaction scores are seen as an indicator of internal operational success and a crucial mechanism within revenue growth strategies.

In short, CSAT measurements have become critical amongst field service organisations.

"Ultimately, the study data is clear... Customer satisfaction is now sat right at the heart of both retaining existing business but also winning new business. These are two dual facets of key revenue growth strategies..."

Section Two: Understanding the Metrics Being Used to Measure Customer Satisfaction

In the opening series of questions within this study, we identified the prevalence and importance of CSAT metrics within field service organisations as a measurement of success both operationally and more strategically within the broader aims of the organisation.

Having now identified that these metrics are not only widely used but broadly deemed to be '*extremely important*' amongst the majority of field service organisations across several different strategic areas, in the following line of questioning we wanted to explore how companies are measuring their performance in terms of driving customer satisfaction.

We asked our respondents which of the following metrics they use to identify customer satisfaction.

- Net Promoter Score (NPS)
- Sentiment analysis
- Social media monitoring
- Management level customer contact
- Customer satisfaction survey

The responses to this particular set of questions revealed that while measuring such metrics is highly prevalent and significantly weighted towards being highly important to field service organisations, the tools used to do so remain reasonably rudimentary.

The three most commonly cited metrics were customer satisfaction surveys (66%), management level customer contact (56%) and NPS (50%) – all of which play an essential role within measuring customer satisfaction but are simpler metrics to implement and measure.

Sentiment analysis and social media monitoring (the most sophisticated metrics included within the list) were leveraged by relatively few field service organisations (16% and 12%, respectively). Whilst this is an increasingly important area, we hypothesise that technologies that could drive insight from such metrics may be less widely understood.

However, with the importance of CSAT metrics being shown clearly in the study, tools to measure them appear to be underused in our sector and this therefore provides an area where investment in such tools could yield an opportunity to gain competitive advantage.

This is further evidenced by the findings of another of the questions within this section of the study. We asked our respondents how accurately they felt the metrics they measured for customer satisfaction provide a true reflection of their customer satisfaction levels.

The majority of field service companies in the study (54%) stated that they felt the metrics they measured were only reasonably accurate.

However, when we contrast those organisations that are utilising sentiment analysis as part of their CSAT measurements to the broader response set, we see the number of field service organisations that state their CSAT metrics are an 'extremely accurate' reflection of their actual customer satisfaction levels more than double from 7% to 16% (*figure 3, below*)

This would suggest two takeaways from the study data so far.

Firstly, while there is clear growing evidence that on a fundamental level the use of CSAT metrics as a core KPI and success measurement is prevalent within the field service sector, the approaches used are currently relatively immature.

Secondly, the results suggest that the use of more sophisticated measurements of CSAT such as sentiment analysis can potentially yield significant improvements in terms of the effectiveness and accuracy of how we monitor what is an increasingly crucial element of field service operations.

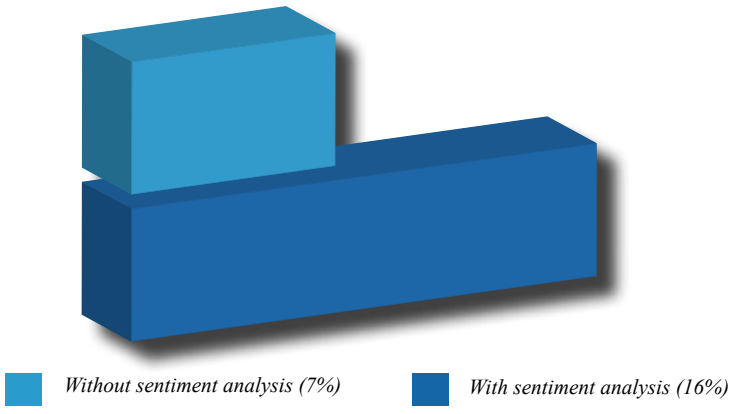


Figure 3: Percentage of field service companies who rate their CSAT metrics as extremely accurate.

Section Three: How Customer Feedback is Collected

In the previous section of this report, we looked at the tools used for capturing CSAT data. However, an equally important element within this equation is when such data should be collected.

While in the previous set of questions we saw some apparent trends emerging in that most companies were using standard methodologies to collect their CSAT data (NPS, Customer surveys, Management feedback), there was a much smaller leading-edge group of companies that were using more sophisticated tools (sentiment analysis and social media monitoring).

However, when it comes to when is the best timing is for collecting customer feedback data, there is far less industry consensus.

We asked our respondents to identify when they most frequently collect customer feedback, providing them with four options. These were:

- Engineer collects feedback directly while on visit
- Request sent to the customer within 24 hours of visit
- Request sent to the customer after 24 hours of visit
- We don't specifically seek customer feedback

Surprisingly almost a fifth of companies (18%) stated that they don't specifically seek customer feedback. Given the light of the earlier findings of this study, we anticipate that this will be a diminishing number across the coming years. However, this is still noticeably high.

When identifying the best time to seek customer feedback, the results were fairly evenly split.

The most widely cited response was a request being sent to the customer within 24 hours of the service visit identified by 29% of respondents (*figure 4 below*). However, the engineer collecting feedback directly from the customer was only narrowly behind this cited by 28% of companies. Finally, a request being sent to the customer after 24 hours was also in a similar ballpark in terms of citations, with 24% of companies stating this is when they most frequently collect customer feedback.

There are, of course, benefits and downsides to each of these approaches, hence why we perhaps see such an even spread within the data.

For example, while direct collection from the engineer is perhaps the most effective means of collecting data, the results are potentially skewed as it may be uncomfortable for the customer to leave negative feedback around the service visit while the engineer is present.

Similarly, a case could be made for requesting feedback within 24 hours, as the service call will be fresh in the customer's mind. However, should the service prove unsuccessful a few days later, this data will also be inaccurate.

On the flip side, if data is collected more than 24 hours after the service visit, while a more complete picture of the total service experience may be captured

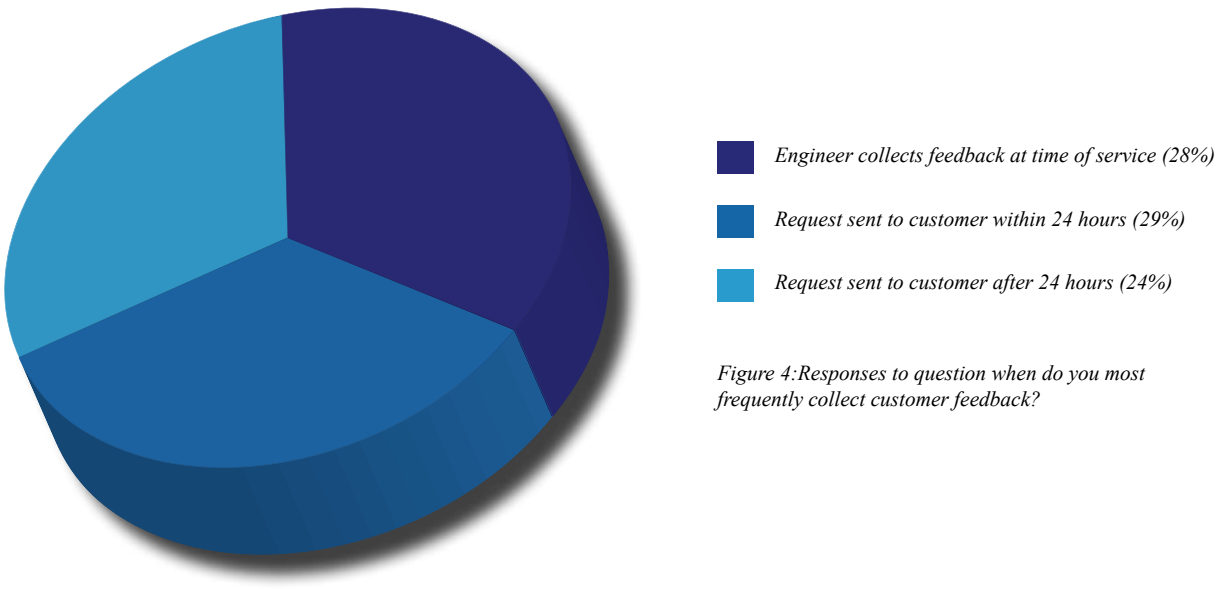


Figure 4:Responses to question when do you most frequently collect customer feedback?

the customer may have less recollection of other aspects of the service, such as timeliness of the engineer or other factors.

Indeed, it is a complicated issue to identify a best practice approach regarding timings, as the study findings show – but what about the most effective mechanisms for collecting the data? Here the study does begin to reveal some insights into best practice.

We asked our respondents to rank the effectiveness of each of the following mechanisms for collecting customer feedback data from '*extremely effective*' through four response options descending to '*not effective*':

- Engineer request feedback directly in person (direct)
- SMS
- Email
- Phone

Of those field service companies that utilised email, direct and phone, most companies scored these measures as 'very effective' or 'extremely effective'. The highest-ranked of these three mechanisms was phone which 55% of companies ranked as 'very effective' or better. Direct collection was ranked by 50% of companies as 'very effective' or better, and email was ranked by 49% of companies as 'very effective' or better.

When we extend this parameter to include the response 'reasonably effective', (*figure 5, right*) we see direct collection ranked as 'reasonably effective' or better by 83% of companies, email ranked by 81% of companies as 'reasonably effective' or better, and phone ranked by 78% of companies as 'reasonably effective' or better.

The one outlier within this set of responses was SMS.

Only 15% of companies ranked SMS as 'very effective' or better, and even when extending this parameter to 'reasonably effective' or better, this number remains at less than two fifths (39%) of companies who use this technology to collect customer feedback stating that they believe it is an effective method of data collection.

Given the additional cost of the phone as a mechanism for customer feedback collection compared to both direct and email collection, as well as the issue mentioned above of direct collection potentially being an approach that could potentially skew the data collected, then an argument could be put forward that (as a baseline approach at least) email could be the most cost-effective and reliable means of collecting customer feedback.

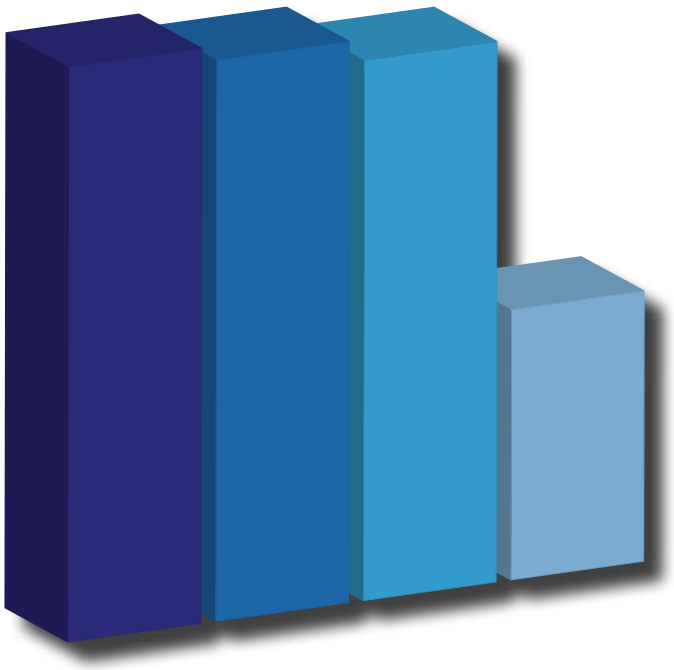


Figure 5: Percentage of companies that believe the above technologies offer a better than reasonable response rate:

Engineer collects feedback at time of service (83%)

Email (81%)

Phone (78%)

SMS (39%)

Section Four: Tools Used That Can Drive Improvements in Customer Satisfaction

In the previous sections of this report, we have seen how the study findings identified the critical importance of CSAT metrics within field service operations. We have also explored the most prevalent tools being used to measure CSAT and how field service companies are collecting customer feedback.

While this is all beneficial information, it is also very reactive analysis. It helps us understand how companies are monitoring the past performance of their service operation in terms of customer service.

However, in this study we also wanted to understand how field service companies are proactively driving improvements in their field service operations both today and in the future.

To begin this next phase of the analysis we asked our respondents to identify which tools they are using to drive improvements in customer service. The results were interesting in that it is clear that the use of technology in this manner is widely adopted.

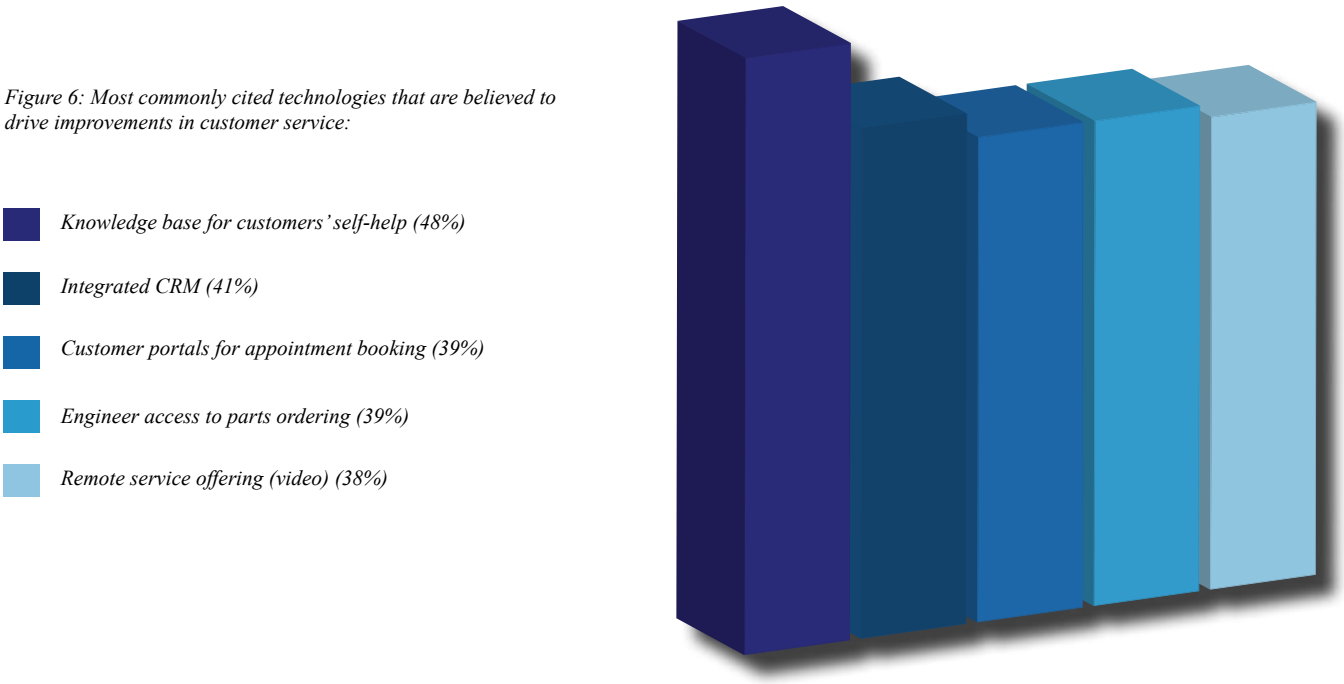
We listed the following technologies and asked our respondents to list any that they used and felt would drive customer service standards:

- Customer portal for appointment booking
- Chat-bots
- Omni-channel contact centres
- Real-time updates of engineer location for customers
- Remote service offering (Augmented Reality)
- Remote service offering (Video)
- Dynamic Scheduling
- Engineer access to parts ordering
- Integrated CRM
- Artificial Intelligence enhanced triage
- Knowledge base for customers self-help

Of these technologies (*figure 6, below)*, the most commonly cited were Knowledge base for customers' self-help (48%), Integrated CRM (41%), customer portals for appointment booking (39%), Engineer access to parts ordering (39%) and remote service offering (video) (38%).

However, close to a third of companies also stated that they were using Remote

Figure 6: Most commonly cited technologies that are believed to drive improvements in customer service:



Service Offerings (Augmented Reality) (32%), Dynamic Scheduling (30%), and real-time updates of engineer location for customers (30%).

Technologies that would be deemed more advanced, however, were still reasonably prevalent, with between a quarter and a fifth of companies stating they have the following in use: Omni-channel contact centres (24%), Artificial Intelligence based triage (21%) and chat-bots (18%).

Several interesting points of note can be taken from the findings of this particular section of the study.

Firstly, it is interesting to note the weighting of technologies centred around giving the customer more control within the service cycle. The presence of both customer-centric knowledge bases and also customer portals would indicate that this is a trend that has firmly taken root within service strategies.

Secondly, the prevalence of remote service delivery has also become firmly established within our sector. If we look at the two remote service offering options available (video and augmented reality), 70% of field service companies within this response set appear to have remote service capabilities (*figure 7, right*).

This is very much in line with previous Field Service News Research studies. We have seen 76% of field service companies stating they have remote service capabilities in a benchmarking study from late 2020 and 83% of companies stating the same in a study focused on remote service at the beginning of 2021.

The difference between the headline statistics from the two preceding studies was that these studies allowed for any form of remote service delivery, including more rudimentary means of doing so (i.e. phone-based delivery of remote service).

However, while this study remains in line with the overarching trends of those studies, what we see here is the rapid emergence of technology supporting such approaches, particularly in the use of Augmented Reality, which we have seen an increase from 21% at the beginning of the year to 32% just six months later.

It must, of course, be noted that the response groups were different; however, both response groups comprised of similar respondent personas and were of a reasonable sample size to indicate that this is a continuing trend that we began to see emerge as a response to the challenges of the pandemic.

In terms of more traditional on-site field service delivery, the alignment of improving customer satisfaction levels and driving internal efficiencies is also evidenced from this set of study responses.

Engineer access to parts ordering, for example, will improve the Mean Time to Repair ratio, driving service costs down and CSAT up. Similarly, the use of Dynamic Scheduling will mean an improved technician utilisation rate for the service provider and reduce any potential delays to meeting customer appointments.

Finally, it is interesting to see that even the technologies that were not too long ago only utilised by a small group of bleeding-edge early adopters have become relatively prevalent in their use.

In particular, omni-channel contact centres and artificial intelligence-based triage are technologies that enhance the customer experience and begin to connect the dots of the service-cycle in a much more efficient and holistic manner.

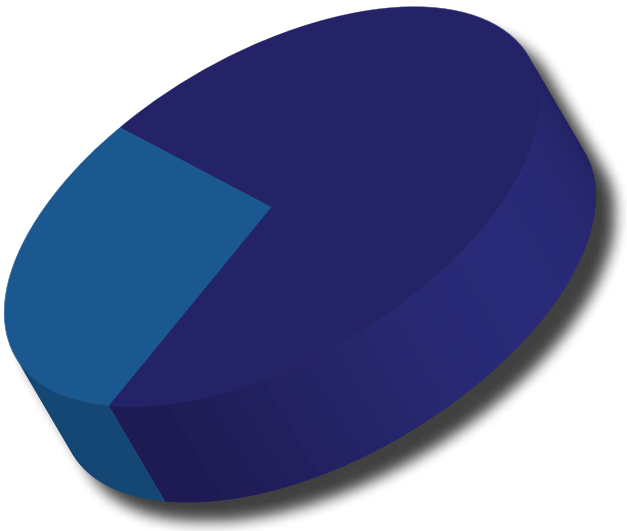


Figure 7: Percentage of field service companies within the study who are using augmented reality or video technology to deliver remote service to their customers.

Section Five: General Perception of Maturity of Customer-Centric Driven Technologies Amongst Field Service Companies

In the previous section of this report, we have seen widespread adoption of technologies and tools used by field service companies to drive customer satisfaction levels.

However, what is the industry sentiment with regards to the maturity of technology being used? In the next section of questions within the study, we focused on understanding how our respondents perceived the maturity of their technology adoption within their organisation and how they saw their industry verticals.

In this section of the study, the first question we asked was if our respondents would say their organisation is technologically advanced compared to others within their industry.

The majority of companies (52%) saw themselves as being on par with most competitors. However, a third (33%) of companies felt they were ahead of their competition in this regard. In comparison, just over a tenth (13%) of companies thought they were behind their competition in terms of technology.

We asked our respondents if they felt that their industry was technologically advanced compared to other service-focused industries. Here, on the industry level, we saw even greater confidence in the maturity of technology, with over half of the respondents (51%) stating that they felt their industry was technologically advanced compared to just under a quarter (24%) of companies saying that they felt their industry was about average in terms of technology adoption. A similar amount (23%) felt that their industry was behind other sectors.

Figure 8: Technologies used by more than 50% of field service companies within the study

- *Mobile application (65%)*
- *Scheduling Systems (64%)*
- *Real-time analytics and dashboards (53%)*
- *Remote assistance capabilities (51%)*
- *Dedicated FSM system (50%)*

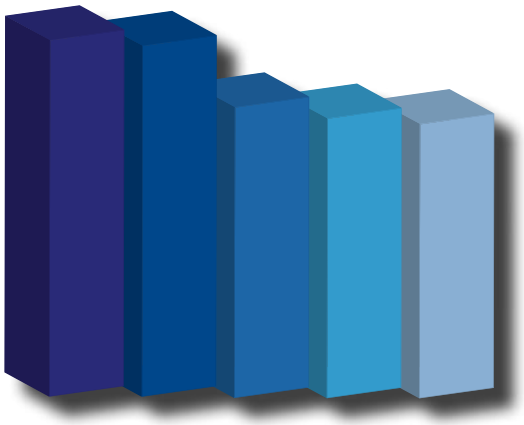
Interestingly, when we look at the core technologies employed for field service management, there appears to be a baseline maturity of technology adoption amongst field service organisations.

Indeed, the following technologies were being used by at least half of all field service companies within our study; Mobile applications (65%), Scheduling Systems (64%), Real-time analytics and dashboards (53%), Remote assistance capabilities (51%), Dedicated FSM system (50%), (*figure 8, below*).

The study findings appear to corroborate what many in the field service sector have believed for some time - we are now approaching a point of widespread adoption of fundamental technologies. The investment in technology has now moved beyond the first iteration of evolution in our sector and into a new wave of technological advancement.

One way of describing this could be that we have moved through a period of digitalisation whereby we brought automation and connectivity into manual processes to drive efficiencies, into a period of true digital transformation where we are seeing technology change our perception of what is possible.

The adoption of connected assets via the Internet of Things (IoT) is perhaps the most mature aspect of this new wave of innovation and thinking followed by subsequent technologies that open up more possibilities based on, and capable of leveraging, the vast volumes of data that IoT creates. Artificial Intelligence (AI), Robotic Process Automation (RPA), and Augmented Reality (AR) technologies are beginning to gain traction as that shift continues.



Section Six: The Impact of the Pandemic on Digital Transformation

While industry-wide digital transformation was undoubtedly a journey we were already on as a sector, the impact of the pandemic has undoubtedly been an accelerator. To measure just how significant that impact was on the field service sector, we asked our respondents if they had seen their digital transformation projects accelerated due to the pandemic.

Just under half (43%) of field service companies in the study stated that this was the case, and they had already begun implementing projects that were on their roadmap a lot sooner than anticipated. Furthermore, almost a quarter of field service companies (24%) stated that the pandemic had accelerated their digital transformation projects. However, they were still in the process of identifying the next best steps, so that their solution is fully future-proofed.

In contrast, just under a fifth of companies (17%) stated that they were already on a digital transformation path, and they have stayed on their original timeline while just over a tenth (13%) of companies stated that the pandemic had no impact on their digital transformation plans, (*figure 9, right*).

However, while the study data indicates that the pandemic has accelerated digital transformation for the majority of field service organisations, the impact of the pandemic has also been something of a double-edged sword.

Nearly two thirds (62%) of the field service companies within our response set admitted that meeting customer expectations has become more challenging since the pandemic. Similarly, 82% of field service companies within the study also state that ensuring customer success has even greater importance since the pandemic. Finally, we also saw the same number (82%) of field service companies stating that they believe there is now greater customer expectation for service companies to offer digital solutions such as customer portals.

Given these findings within the study data, it is of little wonder that we see improving customer experience as the single most crucial area of development field service companies are seeking within their digital transformation projects. Just under half of all respondents (48%) stated this to be the case, although this was closely followed by operational efficiency, which 43% of companies cited. Only 9% of companies said that their primary area of focus was driving asset productivity.

One final indicator of how the pandemic has accelerated digital transformation can be found within the expectations of results when implementing a new system or technology. Out of necessity, many field service companies reduced the administration and red tape layers around the implementation of service offerings throughout the pandemic. The study's findings would seem to indicate that this understanding of how quickly such projects can yield results has shifted as a result. Indeed, most field service companies within the study (42%) believe they should be able to see results from the implementation of technology within just six months. A similar amount of field service companies (41%) stated that the expected time frame was twelve months.

Such timeframes are considerably lower than one might expect, and this would certainly appear to be a result of the acceleration of digital transformation projects that the pandemic has introduced.

However, it should also be noted that this is not a static moment in time. Not only is our industry rapidly evolving but so too is the speed in which tools and apps that can support such transformation are able to be developed and ROI on technology investments has been shown to be faster than ever.

As we saw earlier in this report, a quarter of field service companies stated that their digital transformation projects had been accelerated. However, they are still in the selection phase to identify the solutions that can serve them now and in the future. Over two-thirds (69%) of the field service companies within the study stated that there is a technology they will be implementing within the next twelve months that could improve the customer service they deliver.

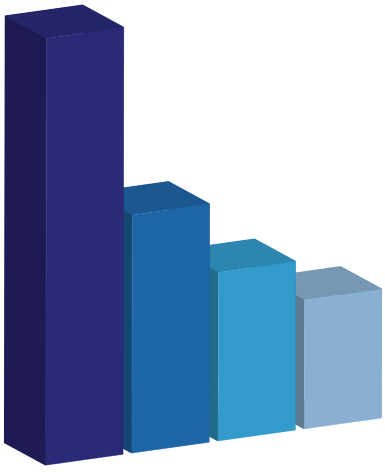


Figure 9: The impact of the pandemic on digital transformation projects within the field service sector

- *Digital transformation accelerated and implementation already begun (43%)*
- *Digital transformation accelerated, still evaluating solutions (24%)*
- *Remained on existing digital transformation path (17%)*
- *Pandemic had no impact on digital transformation plans (13%)*

Section Seven: Reactive, Proactive, Advanced and the Future of the Field Workforce

Within this report, we have already seen several key trends emerge from the study.

The data has shown how we have reached a point where much of the industry has a reasonable maturity in terms of technology adoption related to field service operations:

1. We have seen the importance of customer service within the top-line growth strategies of field service companies.
2. We have seen how the focus on digital transformation is aimed at driving improvements in customer service standards.
3. We have seen how the pandemic has significantly accelerated that digital transformation.

These findings would suggest that the field service sector is ready to drive forward in the other key trend we have seen develop across the last decade within our industry – a shift from traditional reactive break-fix approach to service delivery through to a more sophisticated servitized approach.

In the final part of our study, we focused on understanding whether we are beginning to see that shift occur. To begin, we wanted to understand how far we have come along the reactive to proactive spectrum as an industry.

We asked our respondents to identify on a sliding scale whether their service was predominantly reactive or proactive. The results of this question showed an industry very much in a moment of flux as the response across all respondents was 50/50 split between the two, (*figure 10, right*)

However, in our next question in this section, we saw a further indication of the shift towards advanced services. We asked our respondents if they offered any advanced services (i.e. servitization or outcome-based services) within their service portfolio. Here we saw that nearly two-thirds (58%) of field service companies did have some form of advanced service offering within their service portfolio.

One observation here that this data could support is that an advanced services offering does not necessarily mean abandoning your existing service models. As we have seen across this study, the importance of understanding customer needs and wants is increasingly at the heart of modern field service strategies.

Indeed, as we delved further into how those companies with a servitized offering approached introducing this into their service portfolio, this observation was further borne out. While 51% of the field service companies within the study had introduced such an offering as part of an internal offering, 49% of companies had done so either in partnership and co-creation with their customers or their customers' direct requests.

Finally, the other shift that aligns with this rapidly changing dynamic within the field service sector is the changing workforce models. The use of third-party workforces is becoming increasingly widespread. When correctly used, the blended workforce (a mix of internal and third-party field workers) has benefits closely aligned with the dual benefits of increasing customer satisfaction, while reducing cost within field service operations also shown to be being driven by digital transformation.

Within this area, we asked our respondents to identify the mix on average between internal and third-party workers within their field workforce. Across the entire response set, the average blend of field workforce was 36% third party. Additionally, almost all external workers (87%) were from subcontractor firms. However, there are the seeds of the use of the gig economy being employed within field service roles as 12% of companies that use third party labour also hire from this pool.

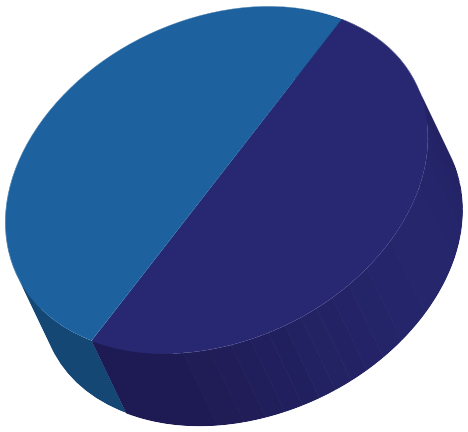


Figure 10: Split of field service companies within the study that deliver service in either a predominantly reactive or proactive manner.

Predominantly Reactive (50%) *Predominantly Proactive (50%)*

Conclusions: Four Key Takeaways and a Glimpse of the New Normal?

It seems clear from the study's findings that our industry is currently experiencing some significant changes in multiple areas.

1. We see the shift from the first wave of field service management systems that now form the backbone of field service operations to a newer breed of service solutions when it comes to technology. As we outlined earlier in the report, this is a shift best defined as the difference between digitalisation and digital transformation.

2. This new wave of technology is very much aligned with an increased focus on placing customer satisfaction and customer success at the heart of our operations within the field service sector and at the heart of our growth strategies. As a result, the field service sector has genuinely become a truly customer-centric industry.

3. This fact also lies at the heart of the increasing move towards servitization, which has been driven as much by our industry's customers as it has by the field service organisations themselves.

4. Much of this transformation that we see across the industry has been advancing for a while. Still, there is no denying that the pandemic has had a significant impact on accelerating our progress on the journey that we had already begun.

There has been much talk of building the new normal in the field service sector. This study has revealed a glimpse of what the central pillars of that new normal will be.

An increase in sophistication in our service strategy and design, an embrace of the technology that we have now firmly put our faith in to empower us in our endeavours and finally, customer success lying at the heart of everything we do.

About HSO:

HSO is a Business Transformation Partner with deep industry expertise and global reach, leveraging the full power of Microsoft technology to transform the way you work and improve business performance.

We help companies modernise business operations, adopt intelligent automation, deliver real-time performance insights and connect the enterprise – accelerating the impact of digital transformation.

Founded in 1987 and recognised as a trusted advisor, HSO is one of the world's top business solution and implementation partners, large enough to serve, small enough to care.

Additional links for further insight:

- Read more insights from HSO and how they are helping field service companies drive improvements in customer satisfaction and increasing operational efficiency here
- Arrange a consultation to find out how HSO can help your field service business grow

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1927 Media Ltd
a nineteen27 media publication