

Selecting a partner to empower your digital transformation

A Holistic Framework for Field Service
Management Software Selection





Beyond the Binary Code: A Holistic Framework for Field Service Management Software

As field service organisations build upon the ongoing digital transformation that is transforming our industry, the selection of their next Field Service Management (FSM) solution becomes a critical decision point. However, as we explore in this paper, there is far more to evaluating which provider is right for your business beyond the technical capabilities of the system they provide. Indeed these should be assumed to be in place, but what about the other key considerations of what makes a great technology partner?

In the complex balance of modern field service operation, Field Service Management (FSM) software is an essential core tool that drives operational excellence. Indeed, a modern FSM system is at this point undeniably critical in ensuring that the myriad of moving parts that build a seamless service operation are executed with precision and efficiency.

As field service organisations continue to embrace digital transformation, the imperative to adopt advanced FSM solutions has become paramount, often leading decision-makers to favour technological features prominently in their selection criteria.

However, as we are now seeing many of the technologies that were yesterday's bleeding edge technology establish maturity and become widely embedded in the majority of FSM system, the savvy field service organisation understands the need for a more nuanced discourse on the comprehensive evaluation of FSM technology providers- beyond the allure of their technical specifications.

The Prevalence of Technology-Centric Decision Making

Of course, that is not to say that technology should play a major consideration in understanding if a solution is going to meet your needs.

Different solutions available will be better suited for different organisations, depending on the maturity levels of your service operation, your industry and your other adjacent systems such as ERP or CRM.

Indeed, this is why the vast majority of literature relating to selecting the correct FSM solution for your business is technology centric. At the heart of this technology-centric decision-making is the acknowledgment that the features of FSM systems will play a pivotal role in its operational utility.

A user interface that boasts clarity and ease, for example can dramatically increase the speed and accuracy with which field service engineers and technicians can accomplish their tasks, boosting technician utilisation which is a core metric for any field service organisation.

System integrations are another technological facet that wields considerable influence over the selection process.

The ability of FSM software to seamlessly interact with CRM, ERP, and other essential systems forms the bedrock of a coherent and efficient operational structure – something that becomes hugely important as service strategies become more advanced and organisations step further towards servitization.

Ultimately, integration capabilities can mean the difference between a disjointed operation plagued with redundancies and a streamlined process



that maximizes both human and data resources. However, despite the tangible benefits these technological aspects offer, their prominence in the selection process can overshadow other essential criteria.

When there are multiple systems on offer that you're your requirements, what are the other criterion that can help establish which solution provider will be the optimum long-term partner to help you evolve your field service operation to its pinnacle of being efficient, profitable and most importantly capable of delighting your customers every single day, in every single field interaction?

This is our focus in this paper, to look at those other core facets that sit beyond the technology and indicate a partner that will be at your side as you set your service operation ready for long-term success.

The Gap in Selection Criteria

The biggest weakness of adopting a purely techno-centric approach, which while initially alluring, is that it may mask potential pitfalls that could surface post-implementation.

A dazzling UI/UX and advanced mobile capabilities may capture immediate attention, but if they are not supported by robust, responsive customer service and expert implementation support, they can instead become sources of frustration. Similarly, if the software is not backed by a deep understanding of industry-specific workflows or lacks the flexibility to adapt to evolving business models, its initial shine can quickly tarnish.

It is here that the selection gap becomes evident: the overlooking of provider expertise, support structure, cultural fit, and strategic foresight.

When organizations choose FSM software based on technology alone, they risk placing a mission-critical part of the technology stack in the hands of a solution provider whose approach and vision are misaligned with the service providers central business objectives.

At best this can result in a clunky and prolonged implementation delaying (or even mitigating any potential ROI promised within the initial pre-sales discussions. At worst, such a decision could leave the field service organisation with a critical system that is incapable of adapting to future challenges. It is crucial to understand that the best technology today might not meet the

business needs of tomorrow if it is not coupled with a provider's commitment to evolution and alignment with industry trends.

The risks are manifold. A technology-first approach might result in a software solution that excels in technical specs but falls short in fostering operational improvements or scalability.

For example, software that cannot adapt to new business processes or integrate with future technologies can stunt growth and innovation, causing more than just operational hiccups—it can derail strategic momentum.

The Purpose of the Paper

This paper aims to address these critical considerations by proposing a broader, more holistic framework for evaluating FSM software providers. The objective is to broaden the perspective of businesses, and encouraging you as a service leader to consider a greater range of factors that collectively determine the success and longevity of an FSM solution.

In the following sections, we will work through and explore so of the other essential and multi-faceted aspects of value that an FSM provider brings to the table, discussing how each aspect contributes to a solution that is not only technologically proficient but also strategically advantageous.

These include:

- Technology as a Foundation, Not a Sole Criterion
- Understanding Implementation and Support
- Vision and Innovation
- Market Knowledge and Strategic Service Strategies

Our intention with this paper, as it is with all Field Service News white papers is not to bring you magic bullet answers.

Our industry is too complex, with too many moving parts for one-size fits all discussions. Instead, we seek to bring to your attention important considerations to empower you to make better decisions that reflect the specific challenges, and opportunities that lie ahead of your organisations journey towards operational excellence within your field service operations.



Technology as a Foundation: Three Pillars to Seek Beyond Feature Sets

Having established that when seeking robust solutions for field service solutions, it's essential to look beyond just the feature set of a solution, in this first criteria we will still focus on technology, but at the deeper level and identify the importance of understanding our own business objectives and how we must consider how technology partners align with these...

In our sector, the interaction between business processes and technological innovation has steadily grown across the last decade and now is more interwoven than ever before.

At the same time, while in many respects technology has allowed us to achieve more with less, something that is top of agenda for many field service organisations for multiple reasons, in terms of sophistication running under the hood of the field service technology stack, there is perhaps more complexity than ever. In many ways while the seamless flow of data across multiple systems is essential the core systems of FSM and SLM that underpin service operations must act as something of an anchor that provides a consistent platform for scalability, reliability and security.

Such attributes are not just nice to have – they are essential pillars for operational success in field service.

Three pillars that stand alongside technological advancement

Given the mission-critical role field service operations play, day-in and day out in the success of the wider business, reliability understandably stands at the forefront.

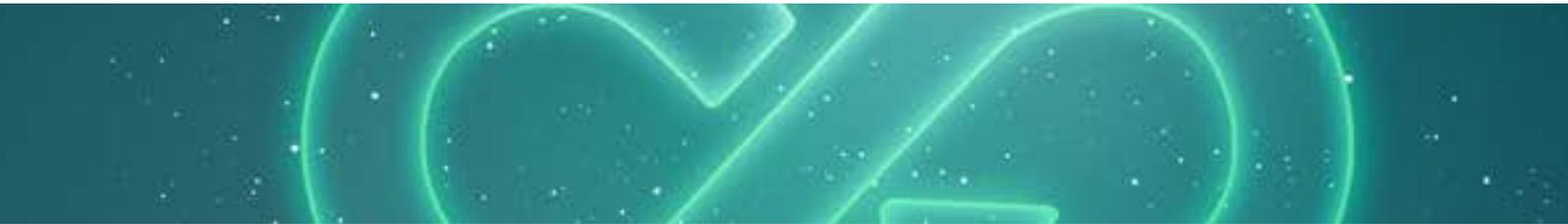
It is essential that any systems our field service technicians, dispatchers and leaders use as an integral part of their daily workflow can promise consistent and uninterrupted operation, even amidst fluctuating demand and operational complexity, that often comes in waves across any given day as various parameters of the planned schedule are dynamically shifting. Reliability is far more than merely ensuring uptime of systems, however. A reliable system fosters trust in the processes and workflows it underpins, resulting in a much more cohesive adoption across the whole field service team from back-office

contact centre agents to those in the field and everyone else playing their role in the complexity of effective service operations.

When it comes to scalability we must address not only the dynamic nature of the day-to-day operations, but also how these can fluctuate across periods – particularly for those business that are seasonal. Both in the current timeframe and also with a view towards the future the ability for any systems we have in place to support field service operations must be able to both scale up and down in response to changing market demands on the field service business. In the post-pandemic era agility remains a lingering focus point and benchmark for effective service operations that is demonstrated consistently amongst the best-in-class organisations across our industry. Our selection of any potential FSM solution must, and also the approach of the solution provider themselves must reflect the field service organisations ability own business agility and being adaptable enough to grow with as service operations evolve and new service strategies mature.

Finally, security is the final often unspoken but essential pillar within the group. In our increasingly data-driven world, protecting and safeguarding data privacy and integrity in a digital world is no longer important, it is now an imperative. As we have seen in many high-profile instances, data breaches can be catastrophic. In field service, where we can see a mix of data, operational and asset data being blended across systems to provide a comprehensive view of the customer and their assets, a robust layer of security must be embedded across the key systems in place that are underpinning our field service operations.

We simply cannot afford to neglect the importance of security and it is essential to have technology partners who develop systems that enforce security measures that don't just meet but exceed industry standards, to protect sensitive information against an increasing set of cyber threats. By placing security within the heart of our requirements alongside reliability,



scalability and of course technological expectations, we are reflecting our own commitment to continuous improvement and compliance with regulations and demonstrating the type of proactive approach to data protection that will give our customers and prospective customers a layer of trust in our approach to responsible service delivery.

An essential cog in a much larger and more complex machine:

The systems that we leverage to drive efficiencies across the field service operations, and which seamlessly integrate into existing workflows are not just a tools; they can be genuine drivers of efficiency and catalysts for growth.

Indeed, integration is an essential term on multiple levels. We need to see systems we invest significantly in, integrating both on a technology and process basis. However, if we view integration on this dual-tiered level then we can begin to see huge gains in both operational effectiveness and customer satisfaction. For example, lets return to the importance of the user interface and how this integrates within the workflow. For us to see strong adoption rates at deployment, we need to make sure the tools are mapped to the most common workflows. All too often, key functionality that is required for a certain field service role, such as for example accessing parts and consumable ordering, can be buried behind multiple pages within the field technicians' app.

The purpose of technology is to enhance and empower the end user, in our example the field service engineer. The solutions providers that will allow us to deliver the most effective solutions for our field engineers are those that can work with us to offer more tailored and customisable solutions that can even include contextual menus or quick access to the most frequently required tools within an engineers application. Similarly the same concept applies for all back-office systems and an understanding of different requirements not just between back-office workers and the field but also of different roles within the field, is an example of how the technology integrates within the workflow.

This is often an overlooked part of the discussion around integration which often centres around the important integration with other systems within the business. In both instances, integration is an important question when assessing potential future technology partners, and one that goes beyond the parameters of the technical specifications.

Today, Tomorrow and Tomorrow's Tomorrow:

If, the current era of digital transformation and the latest raft of next-generation field service platforms and systems is indicative of anything, it is that our industry technological change is constant ever evolving. When we first began publishing Field Service News we were considered pioneers for identifying the importance the rise of the Internet of Things would have on our sector, today there are very few companies across the world that have not begun exploring how connected assets will drive service efficiencies. In this regard future proofing, our investment is absolutely critical. We need to look beyond

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the headlines of today and the immediate temptation to dive feet-first into deploying a system that lures us in with promises of innovative features and cutting-edge algorithms. Because remember what may seem cutting-edge today may not necessarily be innovative long-term and the more critical question is how well do the tools align with your own long-term strategic goals? We need to be careful to avoid the mistake many field service companies have made in the past, where embracing a technology, while advanced, can fail to add substantive value or integrate with the company's operational framework. Any organisation that dabbled with GoogleGlass for example will know this only too well.

Indeed, frequently we will see data from industry surveys tat illustrate this disconnect between technology adoption and business objectives highlighting a tendency towards software underutilization or abandonment when choices these two are not aligned.

So as we look to evaluate potential technology partners, it's crucial to understand their own future vision of where the prevailing winds of the industry are taking us, and how they intend to meet those future requirements. Of course, their roadmap will be based around the technology developments they have identified, but assessing if they have a vision of the industry they serve that aligns with your own vision is key.

This includes examining their innovation roadmap, but also their customer support track record, and their agility in responding to industry changes. We use the term solution provider, rather than the more transactional and more commonly used term vendor, here at Field Service News because we are major advocates of genuine partnership. So the question is will the organisation you identify to provide your FSM technology being providing solutions to the problems you face today, but do they also share a vision of what challenges and problems you will need solutions for in the future as well?



Implementation, Deployment and Genuine Partnership

As we have seen in the previous chapters so far in this paper, efficiency in field service isn't just an advantage but a fundamental necessity to organisational success. It should also be clear that key technology solutions such as FSM and SLM systems are absolutely vital in making allowing service organisations the foundational infrastructure that empowers them to meet those efficiency goals. Yet, truly great solution providers offer far more that allows them to become powerful allies and partners as we shape our future success...

Even when we continue to focus on the technology there is more to selecting a solution than mere features. Indeed, scalability, reliability and security are all in some way additional aspects of the technology themselves even if they are not specific features such as dynamic scheduling or parts inventory management tools.

They are a pervasive part of the solutions architecture.

However, now as we continue the paper let us look at the now lets us move beyond the technology entirely and focus on the solution provider themselves.

As we've noted so far, the stakes are high when it comes to selecting the right solutions for your field service operations. The right solutions can see us drive profitability, customer satisfaction and eliminate wasted resources in terms of time, money, and workforce utilisation.

With service being a key revenue driver for many organisations, and the majority of service organisations operating on their own P&L these elements are critical to success. It is little wonder that field service solution providers often to turn to return on investment as a key part of their sales messaging. The reality is that the right solution, well implemented can pay for itself many, many times over.

The Imperative of 'Well Implemented' Solutions

However, there is a key phrase in the above that absolutely needs to be emphasised 'well implemented'.

We simply cannot overestimate the importance of effective implementation when it comes to mission critical systems that are underpinning your field service operation.

Bluntly, great implementation will see your organisation hitting ROI in as little as six months and within a year looking back to before you implemented the solution asking yourself 'how did we manage?'

Whereas a poor implementation with result in low uptake of end users, delays, and disruptions to existing workflows and sadly all too often reaching a point where the project is abandoned in search for a better solution – meaning huge loss of time, resource and money – to simply start over.

Ultimately, when it comes to the success or failure of adopting a new system for your field service operations, the difference almost always lies in the implementation process.

It is therefore an essential component of the assessment of which solution provider is the right fit for your organisation and to underscore the need for your organisation to seek out and align with providers who do not merely sell a service but are a partner for success.

The Integration of Field Service Solutions

Remember that the implementation process involves not just the technical deployment of the software but in field service operations in particular, integration into your existing workflows, systems, and even culture. A seamless



implementation ensures that the FSM solution complements and enhances the company's service delivery capabilities without causing significant disruptions and understanding where any service provider sits in terms of offering support across the implementation and deployment stage is vital.

Any organisation that has a customer success framework will be one that is geared towards understanding the challenges of their client base, so this is always a strong indicator of how they perceive the customer relationship. Is it one that is partnership based or transactional?

Similarly, any organisation that is willing to connect you with their existing clients is also a company that is willing to demonstrate the openness that stems from an organisation that has a true partnership focus.

Remember that your organisation will deploy software at scale across a service operation very rarely, whereas the solution provider will be doing so as part of their ongoing standard workflow. Therefore, it is important for you to be able to lean on them and for them to take the lead in terms of best practices and marrying those to your existing workflows, core processes and business objectives.

No matter how well thought out the technology is, achieving a seamless integration is never without its challenges. The systems empowering improved field service operations out of necessity must be complex and dynamic to meet the ever-shifting sands of day to day operations of the field service business unit.

As we touched on in the previous chapter, alignment to other core systems such as Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) systems are essential and the transition from legacy systems to sophisticated FSM platforms can be fraught with issues such as data migration problems, resistance to change from staff, and unexpected system incompatibilities.

These challenges can lead to delays, increased costs, and, most critically, a negative impact on customer service during the transition period.

Yet, these issues are just the tip of the iceberg, and indeed support with these should be table stakes now for most solution providers.

However, what about other elements of the implementation process? How much assistance can they provide you with the deployment for example? How much do you need?

There is always a huge change management element within such a significant roll out of a system that, let us repeat is absolutely mission critical and the

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foundation upon which you will be building future success.

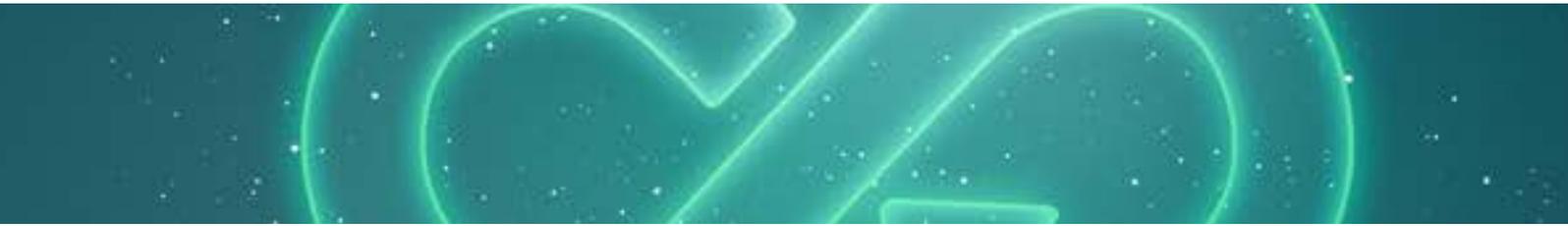
Having someone with the experience of going through this process many times in your corner, someone who has seen the pitfalls in the road to avoid and who has seen the levers to leverage that can drive adoption across the user base is absolutely vital.

The Expertise of Solution Providers in Mitigating Challenges

This is where the expertise of a solution provider becomes paramount in helping you mitigate these challenges.

Providers with a proven track record in implementation will have refined and honed methodologies that address the common pain points of deployment.

They bring to the table an understanding of the intricacies of business



operations across various industries, enabling them to anticipate problems and apply solutions pro-actively. Their experience should ensure that training, support, and troubleshooting are part of the package, smoothing out potential bumps in the road.

Moreover, seasoned providers recognize the importance of the adoption curve and securing buy-in across the business.

It is of course, fundamentally in the solutions providers' interest to make their solution as sticky as possible within your organisation so they should be proactive in their offer of assistance to help you facilitate the cultural shifts required for change management that embrace the adoption of their technology. By involving employees early in the implementation process and providing comprehensive training, they help alleviate anxiety and build a capable workforce that can leverage the new system to its full potential.

Therefore, a critical criteria for selecting a solution provider that fits well

with your organisation is identifying one that will both embrace this part of the solution providers role, but who will also naturally fit within the existing culture of your business.

It should be highlighted that this can become the foundation for a long and mutually beneficial partnership and so natural fits between companies and personnel shouldn't be overlooked. It's also OK to accept that different businesses often have different corporate cultures and identities and that the nebulous and intangible element of that fit, shouldn't be disregarded.

How will the solution provider sit working alongside your team?

Do they share common values that can be extrapolated to form the foundation of a strong relationship?

Or perhaps your organisation is in need of a disruptive force as you make sweeping changes so a less harmonious fit, may be more advantageous?

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Seek Partners Who Share Your Vision and Have a Record of Innovation

In our rapidly evolving sector, the distinction between industry leaders and followers increasingly hinges on two pivotal attributes: vision and innovation. As we all continue to grapple with a technological landscape that can at a glance seem to be shifting, morphing and evolving in front of our eyes, the capacity to forecast and adapt becomes the cornerstone of operational excellence...

As field service providers we need to be able to adapt keep a resolute focus on the horizon as we navigate these changing tides, and when it comes to our technology partners we need to be confident that they are not only seeing the technological advancements but also those of service strategy that are ahead of us as an industry, so we know they are focused on talking the challenges we face today but also will ace tomorrow, grant their partners the ability to navigate with prescience and preparedness.

The Golden Thread of Strategic Vision in Field Service Operations

Indeed, such a forward-thinking approach is not a mere luxury but an absolute strategic imperative.

It is vital that we seek out solution partners who have rightly earned their reputation as vanguards of innovation, seamlessly merging futuristic insights with practical solutions. By doing so, they not only spearhead growth and scalability for their own businesses but also ensure that adaptability becomes a built-in feature of the service framework, rather than an afterthought.

Amongst the complexity of field service operations, a solutions provider's strategic vision can serve as the golden thread that allows us to find our path through the maze of constant innovation to genuine long-term industry success. As any seasoned field service leader will attest, strategic vision in our sector is about more than simply keeping pace with trends; it's about anticipating and shaping the future of field service excellence – both in terms of processes, operations and our people.

To achieve this we need, and we need partners who are capable of, taking in

the helicopter view, as well as moving to the granular.

Their vision must be panoramic, encompassing emerging technologies, evolving customer expectations, and the shifting regulatory landscape that all play a role in shaping our future.

Such providers do not react to changes; they anticipate them. In doing so, they can enable a proactive rather than reactive approach – something we in the field service sector have been shifting towards with our own customer base and approach to service delivery. In addition, such a forward-looking stance ensures together you and your solution provider are not only equipped to deal with the present complexities but are also primed for the unseen challenges and opportunities ahead.

Therefore, all solution providers steeped in a comprehensive strategic vision bring a distinct advantage to the table. They offer not just a product or tool, but a pathway to overcoming many yet unknown problems we will face. Also, with such vision, comes a natural proclivity to design solutions that encompass inherent longevity, crafted not just for the market of today but for the ecosystem of tomorrow. In practice, this means their solutions are built with an eye towards integration with upcoming technologies, compliance with future standards, and scalability to meet expanding operational needs.

Selecting Solution Providers as Beacons in Industry Evolution

We could, in essence, view each solution provider we partner with as providing a strategic vision that acts as a beacon that can guide us through the murky waters of industry evolution. Indeed, the metaphor continues as we establish



a series of beacons across our organisational infrastructure, yet if we add too many beacons, then instead of illuminating our path they can disorientate ourselves and get blinded in the lights. Therefore, it is important to have a smaller select group of organisations that can help us navigate the path ahead, but with whom we have a very deep level of trust and an understanding that our vision of the future and theirs are aligned.

In doing so we can ensure that the solutions we invest in today will not become the relics of tomorrow, but will instead evolve, scale, and adapt, keeping them at the industry's cutting edge. This is not merely a competitive edge; it is a lifeline in an ocean of relentless change.

Embracing Innovation as the Core of Field Service Evolution

Innovation in and of itself should not be seen as merely the adoption of new ideas but a core facet of the DNA of your field service organisation and the solution providers you select to partner with. As we saw all too painfully in the recent past, it is innovation that keeps businesses thriving amidst disruption and constant change. In the context of field service operations, innovation is the differentiator that turns challenges into opportunities and ordinary services into memorable customer experiences.

The deployment of cutting-edge features such as Artificial Intelligence (AI), Internet of Things (IoT) integration, and predictive analytics has revolutionized the way field services operate. For a long time, we have seen early iterations of AI optimizing scheduling and dispatching, ensuring we can meet the time-tested mantra of getting the right person to the right place with the right tools and the right time.

Similarly, we are now moving more firmly into a world connected assets, providing real-time data, allowing for immediate, informed decisions that lead to predictive maintenance, rather than reactive repairs, saving both time and money. Predictive analytics, meanwhile, anticipates problems before they arise, personalizes service delivery, and streamlines inventory management, contributing to a significant reduction in wasted resources.

It is little wonder that those organisations that had the vision to see the potential of such technologies from the distance, and weave them into the new iterations of the systems they provide to the field service industry, are those that are the most sought out across the wide-plethora of options amongst service providers within our sector.

Sustaining a competitive edge in the highly competitive arena of field service management systems requires more than a fleeting embrace of innovation; it demands a relentless pursuit of progression, a continuous stream of

refinements and enhancements that propel services into the future. The digital age has compressed time; what was revolutionary yesterday becomes the expected standard today and is antiquated tomorrow.

In this high-velocity environment, the constant evolution of solutions and systems driving field service excellence is not just beneficial but essential.

Yet, at the same time, due to the mission-critical nature of such systems, those solution providers who outline their roadmaps in clear and well-thought-out progressions, who believe in the iterative approach towards continuous improvement are generally best-suited as the key partners we require in the field service sector.

By choosing solution providers who prioritize research and development you are choosing a partner invested in the future success of your business, so establishing their vision for the future and seeing if that dovetails with your in is another critical criteria for selecting the best-partner for your business.



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Market Knowledge: The Keystone of Solution Provider Selection in Field Service Management

As we've explored across this paper the selection of a solution provider is pivotal to future success, and multiple factors alongside the technology should be taken into account. Today's field service organisations require more than just software; they need a genuine partner well-versed in the intricacies of both the processes of operations of the field service sector...

It is a simple statement of fact that a solution provider with deep market knowledge of the sector they serve, will bring with them a much more sophisticated understanding of the industry's current landscape and can work along you to predict the seismic shifts that may affect service delivery.

Cultivating a Partnership Beyond the Product

When seeking solution providers who can become truly effective partners, market knowledge represents a comprehensive awareness of the industry's fluctuations, customer needs, technological trends, and the competitive landscape. This knowledge can and should encompass an understanding of regulatory changes, market conditions, and the innovation trajectories of both service strategies and the technologies required to make them effective.

It is this multi-faceted understanding that enables solution providers to craft systems that can pre-empt future challenges and meeting them with ready solutions.

Indeed, top-tier solution providers engage in an array of methods to cultivate and refine their market knowledge. From leveraging advanced data analytics to monitor market trends and extract actionable insights industry data, to engaging with the industry through partners such as Field Service News, who not only have a heavy and well-respected research arm, but whose senior leadership engage with senior representatives on a day in day out basis.

Indeed, it is through discussion, what we refer to as talking with the market rather than at the market, that solution providers can stay ahead of the future trends and attendance to industry discussions such as those hosted by Copperberg or the Field Service News Think Tank sessions play a vital part in

keeping that knowledge current and establishing a real understanding of the pain points companies the market they serve face both today and tomorrow.

A very practical way to measure the engagement of an organisation is to understand what types of activities they are involved with and of course, being sure to attend sessions be it in person or online when the opportunity arises is an important part of the process. Even if your need for a solution isn't immediate, it is never too early to begin building relationships with potential solution partners.

The impact of such market knowledge is far-reaching. For field service companies.

This translates into solution provider partners that are not only aligned with their current operations but are also designed to accommodate future needs. This foresight can manifest in various ways, as we saw in the previous chapter such as the ability to predict and integrate new regulatory requirements into software updates, or the provision of new service modules that anticipate evolving industry standards.

Aligning Strategic Vision with Service Excellence

However, as we saw with vision and innovation, that view into the future is vital. However, in addition to knowing what the potential pitfalls another important part facet of selecting a valuable partner is understanding if they can bring a strategic layer into the conversation as well as mapping out those strategies.

An important consideration is whether a potential solution partner can offer a layer of strategic service thinking strategies that encompass the planning and



deployment of their solution in a way that aligns with your long-term business goals – especially when these are aligned to service revenue strategies.

In reality this means a partner who is not only there to help you find more effective ways of managing the day-to-day logistics of field service operations but also positioning these services within a broader strategic framework.

For example, if your service organisation is looking to move towards servitization as a primary offering, it would be essential to work with a provider who can effortlessly optimise parts inventory management. Whereas, if your future strategies were to emphasise the transactional revenue often left untapped in the field through parts and consumable ordering, a solution provider who can offer strong pricing tools for the engineer would be well aligned.

Leading providers of the tools and software that field service organisations require should understand that the tool-set they offer must be enriched with strategic advisory services to truly differentiate their offerings. To continue the example above it is one thing to offer inventory pricing tools within a platform of system.

It is another entirely to offer strategic guidance on how to leverage these tools to drive increased parts revenue.

It is when a solution provider can bring such a layer of strategic thinking to the

table, when they are able to integrate industry best practices, gleaned from extensive experience and continuous learning, into your use of their tools that the relationship really becomes one where your success and theirs become heavily aligned.

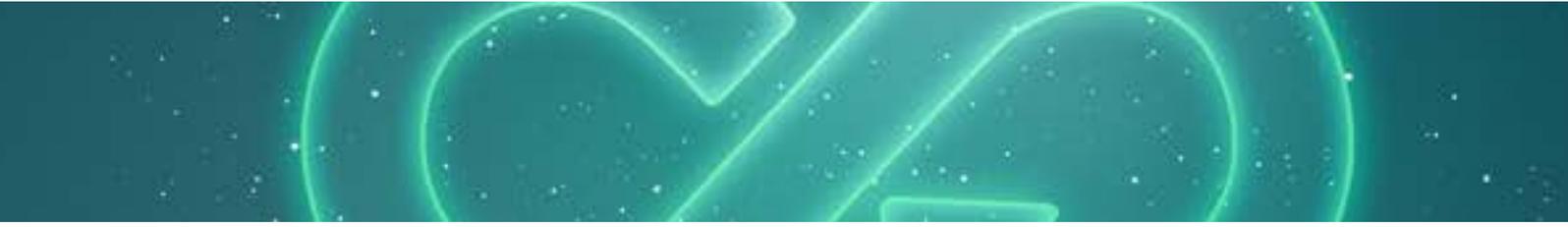
Whether it is in pricing strategies, implementation of lean service methodologies, predictive maintenance scheduling based on AI analysis, or customer engagement models that leverage the latest in CRM technologies.

The technology should become the foundation for and an enabler of dynamic strategic actions and a great solution provider will be a prominent part of this journey.

By incorporating strategic foresight into their services, some solution providers are able to break far beyond the transactional SaaS model and embed themselves deeply within their clients workflows. When you establish the right partner working at this level is something to be cherished on both sides. It is where the steps towards ecosystem thinking begin to evolve into practical realities and where each side of the table empowers and drives the other.

Remember, any solution partner you choose to work with is not there to provide you with tools. They are there to provide you with vision, strategy, and guidance. Their reward for doing so is sustained contracts that lead to long-term success for both companies.

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