

Case Study

Service Provider Redesigns Work; Sees Productivity Rise by 15-20%



“Our mobile information system constitutes a fundamental transformation of our business, not just a change in technology.”

Project Manager

Business situation

This leader in the installation and servicing of heating and air conditioning systems, boasts 250 offices and 3,000 field technicians throughout France.

A top goal for every service provider is increasing the quality and speed of its customer service. Maintaining and expanding a customer base in an increasingly competitive environment depends on it.

The company had done this well—serving 1.5 million residents throughout France—but by 2010, it realized that its paper-bound culture was inhibiting continued improvements. Field technicians had to come to an office each morning to pick up job sheets for their daily calls. They completed the sheets manually after each call and returned them to an office each afternoon. Then the data was rekeyed into an IT system.

The process slowed down the field technicians, consumed most of the time of office staff, and was prone to error.

The company needed a drastic change in these work processes. It turned to a joint team from Avanade, Accenture, and Microsoft for help.

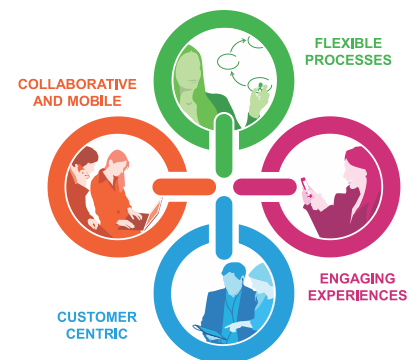
Results delivered

Avanade and its parent companies applied Work Redesigned principles to transform the way technicians and office staff worked, creating processes that optimized the speed, quality, and accuracy of customer service.

They helped replace paper processes with an all-mobile information system. Each technician now uses a custom service app on Windows Mobile software, running on a Motorola handheld device. The devices connect wirelessly to a backend Microsoft SQL Server database, which connects to the existing ERP system. The solution delivers job information to technicians automatically, captures data in the field as work is completed, and sends it directly to the backend systems.

As a result, the company:

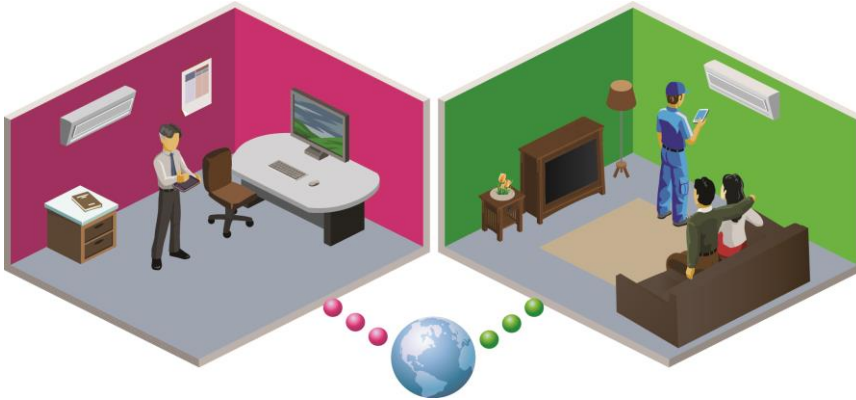
- Boosts productivity by 15-20% as technicians make one or two additional service calls daily.
- Reduced office visits made by technicians from 2 per day to 1 every 2 days.
- Reduces time on routine tasks by 75%, so office staff can focus on customer needs.
- Improves customer service with real-time rerouting of technicians.
- Improves data accuracy with 100% data automation.



Work Redesigned: Employees come together to share knowledge, innovate and extend collaboration beyond its enterprise to external research partners.

The Work Redesigned Difference

The company replaced a manual, paper-based work process with an automated, mobile solution that gives both technicians and office staff more flexible, agile ways to work and to be more customer-centric in their focus.



The inside story

The Avanade-Accenture-Microsoft team delivered a seamless, end-to-end experience, helping to ensure the success of the project.

The team's work included:

- Gaining a complete understanding of the technicians' work processes by accompanying them in the field and holding workshops for three months.
- Developing a vision of optimized work processes, and a plan to redesign current work processes to achieve that vision.
- Designing and developing a mobile app emphasizing stream-lined processes and fast (<2 second) access to data.

- Defining functional and ergonomic requirements for the handheld devices.
- Acquiring and configuring the devices, and equipping them with barcode readers and wireless connections to portable printers.
- Overseeing full deployment.
- Training 3,000 technicians, 1,500 administrators, and 500 managers.
- Providing technical support and assistance on device and app maintenance.

Twenty project managers, consultants, and engineers worked side by side with company staff on the solution throughout 2011. It took five months for the Avanade-Accenture-Microsoft team to build

and test the complete solution architecture, and another three months to conduct a 60-technician trial to confirm its performance. Deployment throughout France began with about 120 technicians trained weekly. Internal surveys showed an acceptance rate of 93% from the first day on the job after training.

Now, each morning – and when needed during the day – technicians receive updates to their schedules on their handheld devices, complete with customer addresses and records. A GPS app—integrated into the custom app—makes it easier for technicians to arrive on time for each job. Technicians restock the parts they carry in their vans faster and more accurately, by using the app and a barcode reader integrated into the device. The solution tracks parts use and provides a list of possible replacements. Technicians also use the app and a combustion analyzer connected to the device to provide more precise and reliable heating system maintenance.

The company was so pleased with the redesigned work processes that it honored the project with its Innovation Award.

For more information, visit www.avanade.com/workredesigned



About Avanade

Avanade provides business technology solutions and managed services that connect insight, innovation and expertise in Microsoft® technologies to help customers realize results. For more information, visit www.avanade.com.

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North America

Seattle
Phone +1 206 239 5600
America@avanade.com

South America

Sao Paulo
Phone +55 (11) 5188 3000
LatinAmerica@avanade.com

Africa

Pretoria
Phone +27 12 622 4400
SouthAfrica@avanade.com

Asia-Pacific

Singapore
Phone +65 6592 2133
AsiaPac@avanade.com

Europe

London
Phone +44 0 20 7025 1000
Europe@avanade.com