

Leading out of Covid:

- Covid has impacted our lives, business and outlook in ways we never foresaw or predicted.
- Some say we are now entering a “new normal.”
- We would like to take some time to explore what that “new normal” looks like for service/support operations and how company leaders are adapting their businesses accordingly.

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Facilitated Discussion

1. How has Covid impacted your service/support operations over the last 1-2 years (+/-)? 10 mins
 2. What actions are you taking or planning to take to adapt to these challenges and opportunities? 10 mins
- Feedback and discussion 20 mins

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Group 1 Question 1 (Adrian's group)

“How has Covid impacted your service/support operations over the last 1-2 years (+/-)?”

Challenges

- Inability to meet customers face to face – no feedback, unable to reach overseas customer.
- Customers out of action.
- Service revenues dried up.
- No access to customer sites to carry out routine service work.
- Additional/different workwear needed and more PPE and customer specific garments
- Working closely with customers – now a skill gap
- Ability to make new contacts and develop relationships

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Opportunities

- Less resistance to remote diagnostics, e.g. remote cameras
- Remote meetings including international
- Working from home
 - easy to recruit new people/talent
 - ability to re-use office space (e.g. for storage/warehouse space)
 - more efficient with less travel time

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Group 1 Question 2 (Adrian's group)

“What actions are you taking or planning to take to adapt to these challenges and opportunities?”

- More use of collaboration tools, e.g. virtual whiteboard, remote breakout groups, Slack, MIRO, Teams, Zoom
 - Too many tools?
 - May need integrating?
 - Etiquette for remote working?
- Remote solutions, e.g. Augmented Reality (AR)/Smart glasses
- Technical solutions for solving customer problems
 - Internet of Things (IOT) and connectivity
 - Self-diagnostics, machine learning
- Service contracts changing

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Group 2 Question 1 (Michael's group)

“How has Covid impacted your service/support operations over the last 1-2 years (+/-)?”

Challenges

- Re-balance the combination of home and office based working
- Meetings via Zoom/Teams – results in more meetings.
- Staff lost due to health issues, and difficulties balancing work and home life
- Recruitment via Zoom without meeting face to face is risky

Opportunities

- Opportunities to multi-skill staff
- More time available to step back and think strategically
- Service providers impacted less than others (got to be there to fix stuff)
- PCOS savings (energy, etc.)
- Greater acceptance of change

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Group 2 Question 2 (Michael's group)

“What actions are you taking or planning to take to adapt to these challenges and opportunities?”

- “The Furrowed Brow” opportunity
- Improved efficiency by the use of technology
- Tactical use of Zoom, e.g. for first meeting, then face to face
- Use of Zoom/Teams enables more customer contact
- More ‘remote’ participation in testing, e.g. Factory Acceptance Testing
- Opportunity to accelerate digitisation
- Flexible working. Need to find the happy medium between home and office which will be hard.
- Recruiting differently - looking for multi-skilled people
- Need to be more cognoscente of social themes

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Group 3 Question 1 (Nick's group)

“How has Covid impacted your service/support operations over the last 1-2 years (+/-)?”

Challenges

- Review service contract based on value and cost
 - Driven by (less) resource and remote working
 - Software move from licence based to SAAS
 - Cashflow; no CAPEX
 - Contracts based on value; outcome based maintenance
- OEM's much more reliant on service for margin
 - Forward integration, seeking larger share of value chain
 - Design service into the product
 - Use more specialist providers to deliver more sophisticated services?
- Crisis management - adaptability and agility needed

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Opportunities

- Remote and online customer support
 - chat bots, more Artificial Intelligence (AI), greater call volumes, improve customer satisfaction (CI) and customer experience (CX)

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Group 3 Question 2 (Nick's group)

“What actions are you taking or planning to take to adapt to these challenges and opportunities?”

- Targeting 70% remote fixes
- Customer empowerment
 - Self-help, FAQ, portals
 - Creating partnerships leading to closer relationships
- Moving Analytics to the Edge
- Insight driven processes/intelligent decision making
 - Make data and knowledge available to create insight
 - Analytics
 - Investment in data structures and understanding data visualisation
- More focus on IOT and connectivity
- More focus on Engineers and the provision of data to do the job and remote support
- Ability to attend and drive on-going education
- Management layer can be eliminated as not worked without them during lockdown

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