FUTURE of FIELD SERVICE

What's Your Remote Service Strategy?

Key Considerations to Speed, Streamline, and Modernize Service Delivery

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Introduction

In the midst of COVID, one of the most talked-about and widely leveraged digital toolsets was augmented and merged reality tools that enable remote interaction, collaboration, and service.

In a time of lockdowns and travel restrictions, software that blends two real-time video streams into an interactive environment proved incredibly useful as a business continuity measure for countless businesses, but particularly for field service organizations.

To be fair, many companies had begun using augmented reality and remote assistance technologies prior to the pandemic – but the conditions of COVID rapidly accelerated adoption by those who had not yet considered the role of remote service in their operations. I've written about the value proposition of augmented reality for years and am a huge proponent of the impact it can have on remote customer support and resolution, remote diagnosis to increase first-time fix, better utilization of valuable resources, as well as more rapid employee training and knowledge transfer.

What makes for the most interesting conversation today, however, and the purpose of this report is to explore the role remote service will play in a post-COVID world. The use of the technology when on-site visits are impossible or unsafe is very simple to understand and put into action. What begs a harder question is how organizations who have turned to remote assistance tools for those business continuity purposes will evolve their use of the technology and incorporate it into their overarching service strategy as we move forward. Is it a key enabler of a remote-first service strategy? Or just another tool in the arsenal to improve customer outcomes? This is the question many companies are grappling with as service conditions normalize.

To weigh in on this topic, I invited some of the service leaders I've talked with over the last year about their companies' uses of remote service. On the following pages, we discuss some of the key points related to determining the fit for remote service in your business and how to maximize its potential to create efficiency gains, customer satisfaction, and competitive differentiation.

Beginning the Remote Service Journey

Some of these companies were leveraging remote assistance tools pre-pandemic, others quickly turned to the technology to ensure service could persist throughout the pandemic.

For those who were already leveraging remote assistance, there's a sense of relief that the investment had been made and that the technology could serve as a means for business continuity in incredibly uncertain times. For those who had the foresight when COVID struck to very quickly get the technology in place, it is clear that it wasn't an investment made only as a means to survive the pandemic – but a technology that could have both short and long term benefits.

RICOH is one of the companies that had already been leveraging augmented reality before COVID hit but saw use spike 775% when agents and technicians' normal business practices were impacted. "Originally, we started a Dispatch Avoidance program, now rebranded as Remote Resolution, to focus our service in three key areas (Field Service, Onsite Managed Services, and Commercial Print). All three areas targeted different processes and elements, but in the end, were all primarily focused on shifting support "left" and integrating technology such as augmented reality as part of the process, providing tech to tech support," says Dr. Marlene R. Kolodziej, DBA, ITIL, Vice President, Centralized Services at RICOH Digital Services. "We did experience an increase in skill set for those resources in the field, since they were potentially supporting devices through augmented reality that they had never supported previously, thereby increasing their knowledge and skills, as well as a shift to increase calls resolved at first level instead of routing to the field."

While RICOH was able to rely on use of the technology during the pandemic, and therefore saw the 775% spike in use, that rate has normalized now to 150% of pre-pandemic use. "We have also successfully deployed our truck driver MFP Program, using augmented reality with our truck driver delivery program to reduce the deployment of a new MFP from three visits to one. Previously a truck driver would deliver an MFP to the customer, then a field service technician would visit the customer to perform the installation, then the truck driver would return to pick up the old device. Now the truck driver works with our technicians and installs the printer using augmented reality, as well as deliver new/retrieve old MFP, all in the same visit," says Marlene.

Smart Care Equipment Solutions also had augmented reality in place prior to COVID, but its experience with the technology during the pandemic was far different than RICOH just based on its industry. "We initially invested in the technology because we were looking at two pieces of equipment that had high complexity and a high callback ratio for us: ice machines and combi-

ovens in this industry, because remarkably, both of them have electronic controls and both of them have a lot of water with them. There was enough of a gap between those two pieces and all the rest of the equipment and we turned to remote service because we wanted figure out how we could bring the competencies of our trainers, who knew those pieces of equipment well, out to the field more quickly to drive down those callback ratios," says Gyner Ozgul, COO of Smart Care Equipment Solutions. "We had just kicked this off before the pandemic hit and of course our industry was heavily impacted with restaurant closures. I'm pretty confident that it's going to have a bigger impact as things normalize."

Utility FortisBC is an example of a company that turned to remote assistance specifically to adjust to trying to maintain service amidst pandemic circumstances. "We were limited in entry into our customers' premises," explains Scott Lowes, Construction Supervisor at FortisBC. "Remote service software has allowed our field employees to continue working and providing the best possible customer experience throughout the pandemic, while increasing their safety and reducing potential exposures." While FortisBC's initial use of remote surface stemmed from the pandemic, the organization sees potential for use of the technology far beyond those needs.

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Gyner Ozgul

COO of Smart Care Equipment Solutions



Munters had remote service on its radar before COVID, but it was on the future roadmap of technology investments. When the pandemic struck, the company saw the opportunity to act fast and speed up this portion of its plans as a way to persist through COVID conditions but also set the stage for post-pandemic success. "We'd been researching remote service applications prior to COVID, primarily looking at how to enable third-line support for technicians. When COVID hit, we saw the opportunity to act fast on the use of the technology in a different way, which was directly with customers," describes Roel Rentmeesters, Director of Global Customer Service at Munters.

The company was able to act adeptly on the potential for remote service, acting fast to select IFS Remote Assistance and deploying it to more than 200 users across 20-plus countries in just two weeks. "As our initial use unfolded, we quickly realized we could also use the technology in other areas of the business impacted by COVID, For instance, we used remote assistance to open new manufacturing facilities that previously required travel that became restricted. We also recognized the opportunity to use this technology to train junior technicians – if they get stuck on a job, they can interface with a more experienced resource to aid in resolution," says Roel. "While the initial use began during COVID, it has become embedded in our organization. Does it mean that every technician is using it? No, but customers accept it and welcome it because you give a faster response than you used to be able to do. It's more efficient because you don't need to go onsite before you do it. So, it has become part of our daily way of working and our solutions towards customers."

"We have also successfully deployed our truck driver MFP Program, using augmented reality with our truck driver delivery program to reduce the deployment of a new MFP from three visits to one."

Marlene Kolodziej

Vice President, Centralized Services at RICOH Digital Services



Panasonic Heating & Cooling Solutions Europe also acted fast to put remote service in place for business continuity during COVID. "Remote assistance was not yet on our road map prior to COVID. The pandemic obviously advanced the need to have something in place pretty quickly. We started this journey with IFS around April of 2020, right at the UK lockdown time. And of course, primarily, we wanted to provide support to customers. We couldn't dispatch our engineers in the way that we were used to doing, whether that was for direct line product support or some kind of technical support," says Karl Lowe, Head of Panasonic European Service at Panasonic Heating & Cooling Solutions Europe. "What we've found since we've gone live with this technology is that our resolution time has been really quick. We've had cases where we've had a heating problem in a client's home, and we've been able to use IFS to have the heating operational again within 16 minutes. Normally, that would mean maybe a day's wait for an engineer to be available and then the engineer would drive to site and then spend some time on site. With remote service, within 16 minutes, the heating is back on and the client is happy. It's helped us and it's also helped the client. When it comes to heating, if it's down and it's not operating, the customer can't wait too long before there's a solution. So, for us, IFS Remote Assistance is key to be able to provide high first-time fix rates, high resolution rates but quickly, so that the downtime is kept to a minimum."

The company has also been struck by the unique way in which remote service technology allows the sharing and transfer of knowledge in an easily accessible, global manner. "Panasonic has tended to work almost silo by silo or country by country, just because that's how we've been organizationally set up. But what we've found with remote assistance is that location doesn't really matter anymore. As such, we've been able to network and link our service organizations together," explains Karl. "So rather than being a siloed service organization, say for example, the UK, has been able to call in an expert from Panasonic in Germany, obviously language allowing. But bringing them into the call to support them. That enables greater knowledge transfer, which certainly for me, is super important because you do get those technicians that have been in companies for an awful long time, they've got a wealth of experience. And it's difficult sometimes to get that experience out into the younger members of the team, the least experienced guys that are struggling to pick up that knowledge. Where with IFS Remote Assistance, we've been able to bring them into calls to provide, again, a quicker solution for the customer but also the engineer learns something at the same time as well."



Determine Your Remote Service Strategy for a Post-Pandemic World

Whether remote assistance was in use prior to the pandemic, put in place to persist through the pandemic, or is still on your company's roadmap, the question at hand is what role remote service will play for companies from this point forward when it comes to customer-facing use.

We know that customers are demanding speed and simplicity, which remote service can certainly provide – but also knowledge and relationships, which often can be more effectively accomplished face-to-face. So, is remote service the new frontline of defense? For many companies, a remote-first approach seems to make sense. For others, there's reluctance to migrate away from what has always been an in-person aspect of the business. There's no easy or even right answer here, but it is important to consider the role you want remote service to play in your service strategy going forward and be sure you put measures in place to bring that desired state to fruition.

"To determine the best strategy for remote service, you need to identify issues that can be resolved by a customer, without parts, instructions, and have minimal resolution steps to follow. Then understand why the customer is either choosing to not resolve on their own and address those concerns," suggests Marlene. "Is documentation lacking or not clear? Is the customer resistant to self-serve? Also start with a small pilot to discover gaps and areas of improvement prior to roll out. Understand what is in it for the customer to participate in remote services and communicate those benefits clearly to them."



It's important to keep in mind that augmented reality or remote assistance isn't the only tool related to being able to deliver remote service, and remote service strategy needs to be considered holistically. This means looking across service functions, and across technology use, to determine how everything in play fits into your customer journey in the best possible way. Despite the best of intentions, fragmented use of multiple tools and processes – no matter how useful on their own – will not positively impact your customer experience, or your productivity. "At RICOH, we are now beginning a formal program for our shift-left work, including combining all of the remote resolution activities across the organization. This formalization will combine the people, technology, and processes, as well as integrate our quality management and knowledge centered services programs, into delivering a holistic approach to remote service and remote resolution," notes Marlene.

"That said, we are still very much an onsite visit company. That mentality is still in there, and it is important to consider the role this plays beyond the actual issue resolution. Customer visits are imperative for our technicians to have the relationship with the customers as a trusted advisor."

Roel Rentmeesters
Director of Global Customer Service at Munters



There's No One-Size-Fits-All for Remote Service

Striking the right balance between remote and onsite service might involve exploring company use function by function and scenario by scenario. For Munters, remote service is proving to be a valuable first line of defense but is not in any way intended to detract from or replace onsite interactions. "In warranty cases specifically, it's a process to start with remote service before you go onsite. I see a shift towards more remote service, but not just because of this solution. I see it because we connect our devices and remote management as a whole service offering. Meaning, I connect to the device, and I maybe include the customer to say, "Hey, I've seen this. Can you try this?" That combination might come to a better diagnosis and maybe a faster resolution," says Roel. "That said, we are still very much an onsite visit company. That mentality is still in there, and it is important to consider the role this plays beyond the actual issue resolution. Customer visits are imperative for our technicians to have the relationship with the customers as a trusted advisor. During visits, sometimes technicians pick up on things that a customer might not be seeing or saying remotely. This is all very important. You can't lose sight of the customer. It's not your own efficiency and effectiveness that should be your priority; it is still the customer that is your priority. Finding the right mix of the two is what will make it you can work in an efficient way."

Of course, in prioritizing your customer needs you have to realize what their specific challenges, restrictions, and objectives are and ensure your strategy aligns. "I think there's a little uniqueness in how wide what we work on is. We work on thousands of different models

and manufacturers of equipment because the kitchen is so diverse," explains Gyner. "As a support mechanism or competency leveler, I see remote service helping this industry. The customer engagement with remote assistance, though, is more complicated in our industry. There's a level of safety that is a real consideration. And there's also the reality of how our customers are resourced and how this constricts them from engaging in remote service. They often have a limited workforce. If you go into a Chipotle, for example, there may be three to six employees working at any given time. To pull one of those employees off and put that expectation on the customer to engage in remote service isn't entirely realistic. Their focus is on delivering the menu to the customer and providing a great guest experience, not having an employee fix a fryer."

Opportunities for expanding the strategy certainly exist outside of customer involvement, however, in ways that still have a direct impact on customer experience. "Knowledge management is an area where we see a lot of opportunity. We want to record the remote service sessions, upload them to our LMS and attach metadata so that it is searchable by the technician and information can easily be found relevant to a wide variety of problems to speed resolution and help transfer knowledge from one employee to another," says Gyner.

As you consider what your remote service strategy should look like, you should be looking for opportunities to automate inefficiencies and non-value add work so that the time you do spend onsite is maximized in impact. "Much of field service is not necessarily an efficient use of people's time. In a country like the UK or like Germany, if you're in a central city region, sometimes the longest part of the job can be just the driving to sites. We've found that it can be one or two hours driving to site if a technician is driving into London, for example. And actually, they know what's wrong, sometimes within 10 or 15 minutes of being on site. And then it's the same journey back home or back to the office, so it's quite inefficient," says Karl. "What we've started to use IFS for is to actually have eyes on to the equipment before we arrive and what we've been able to find actually by doing that is that very often, it's not a warranty problem, it's perhaps an installation issue or there's a wire crossed over, something like that. So, what we've said to our teams now is that we must support the customer of course but let's use remote assistance first, so that we can get the unit operationally quicker without the need to dispatch an engineer. It allows a quicker response and, it's enabling us to do that in a more effective and efficient way as well. This is valuable for an OEM, because it's very difficult to recover those costs once you've dispatched an engineer. Very often, it's warranty, so it's seen as free of charge because it's a manufacturer's issue. But in reality, it's difficult to recover those costs when you're on site, you've dispatched an engineer and then you're saying to the installer or the customer, "I'm sorry, this is not a warranty issue and it needs to be paid for." So very often, we will do it as a gesture of goodwill. Remote assistance enables us to achieve the same goodwill result without any real cost for us other than maybe a few minutes using the remote assist to aid the customer."

FortisBC, on the other hand, doesn't see an evolution to remote-first or for prioritization of remote service, rather views the technology as another tool at the technician's disposal. "At this time, remote service remains a valuable tool in our technician's toolbox, but we do not have any immediate plans to move towards a remote only strategy," says Scott. "Remote service has helped us ensure our customers can still receive a high level of satisfaction in uncertain times through this pandemic and will remain a valuable technology to assist in service delivery post-COVID."

Overcome the Barriers to Remote Service Success

While remote service technologies can have a very positive impact for businesses that reach far beyond their obvious pandemic use case, the reality is that making proper use of the technology is not without its challenges.

First and foremost, companies must understand that augmented reality and remote assistance – like any technology – must be part of a broader, well thought out strategy to have the desired impact and to result in ROI. When you think about the primary use cases for remote service – better customer experience, knowledge transfer, increased speed and effectiveness of training – you can see that the technology addresses needs that demand innovation and alignment beyond one particular tool.



The technology you select needs to fit within this broader strategy and within your digital landscape. "One of the key steps to us selecting the best tool was to ensure we completed a thorough analysis and pilot with a wide range of skillsets involved," says Scott. If you're newly incorporating this technology into your business, Roel suggests starting with a function where you know you're likely to have quick success and impact. "I would suggest starting with internal use first to test it and see that people get acquainted with it and then add customer support in as well," he says. "Try out some of the different tools on the market. Get a few licenses, spend some hours, and make a list of criteria that you think is most important. For us, connectivity, ease of use, price, and integration with your existing field service management system were important."

If you know at the outset that the tool will be used in a customer-facing manner, be sure to consider their experience from the very beginning. "Don't pick the technology and then try and make the process fit," cautions Marlene. "Think about the customer experience, what you want to get out of the service, your desired result, and how it best serves the customer, then match the technology to those requirements. Also, don't think one tool will solve the issue, and you may need two or more tools to help facilitate resolution."

By **Sarah Nicastro**

The Criticality of UI

User interface is important, both for internal workers and customers. One of the positives for many of the solutions on the market is that they can be used along with your existing hardware and can be easily accessed by customers using a simple link, without the need to download anything. “All of our techs have an iPad and an iPhone and use the iPhone for remote service,” says Gyner. “Because blue collar workers may be technical repair specialists, but don’t necessarily like technology, so the ease of use is super important in the adoption.”

Keep in mind that user experience is impacted by more than just the UI of the tool you select. “Connectivity was a bit an issue for us and we found we couldn’t use the technology in every location,” explains Roel. “You need to ensure that bandwidth is sufficient for the video stream and we discovered something in our own network setting that caused us not to have such a good connection. So, be sure to do proper testing to remove that burden from your customers and ensure their experience is seamless.” The consensus seems to be that the technology is remarkably easy to deploy but can be a bit more challenging to gain full acceptance of to drive true adoption. “Remote Assistance was very easy for us to roll out,” says Karl. “In fact, actually, the hardest thing was the mindset change internally, with having colleagues start to use this and trying to think of the tool as a different way of working rather than seeing it as an additional tool within their toolbox to apply. We’re working to create some kind of governance structure about how it should be used, when should it be used and that has actually created a lot more thought about how we work now and in the future.”

“Adoption is a challenge because your more senior technicians see technology as a threat to their competency,” says Gyner. “You can get past that by discussing the ‘why’ behind your decision to use remote assistance tools. For instance, explain that in scaling the business you don’t want your workforce working 50- or 60-hour weeks; you want to help them do their jobs more efficiently to enable their success.”

Remember that remote service isn’t just an adjustment for your workforce but can be for your customers as well. Some may welcome the opportunity to engage in a remote service interaction, but others may show some initial resistance. “It’s a mentality thing. All of a sudden, I go to my customer now saying I will first try that remote session. That’s an adjustment,” says Roel. “But many of our customers are asking for it. They realize it is helpful for them and easy to use.”

“The hardest thing was the mindset change internally, with having colleagues start to use this and trying to think of the tool as a different way of working rather than seeing it as an additional tool within their toolbox to apply.”

Karl Lowe
Head of Panasonic European Service



Tackle Change Management to Create Companywide Adoption

One of the points that comes up in many of my conversations is that promoting adoption of remote service technology can be a bit tricky because, at least currently, for most organizations it isn’t a mandated tool or standard part of the workflow. If it is being presented as something that is valuable, but optional, it is easier for those who prefer the status quo to stick with just that and simply let the tool sit. Of course, this particular challenge is negated if you get to a point where your service strategy is remote-first and therefore the process is required, but many companies aren’t there yet – or don’t plan to be.



Regardless of whether you’re presenting remote service as an optional “tool in the toolbox” or a required step in your service strategy, adoption is important and is touted as the number one challenge companies face in achieving remote service success. Therefore, it is imperative to think about how you’ll manage change related to the introduction, incorporation, or expanded use of this technology – and the broader strategy it is intended to enable. You also need to consider whether you want to take a more hands-off approach to adoption and allow employees to come around at their own pace, or if you want to put more specific measures in place to promote adoption and/or require compliance.

Enlist Your Change Agents

At FortisBC, the focus has been on finding and leaning in on internal change agents. “In my opinion, the key to success is to manage the change and have passionate team members who will push the project forward even in the face of challenges,” says Scott. “From what I have seen in our employees’ adoption it has been largely resistant to the changing work model. Part of seeing our success, however, has been having employees who can buy in and drive the change from the ground level.” While not unique to remote assistance, the concept of finding these internal change agents and empowering them to advocate for the change at the peer level proves impactful.

"In my opinion, the key to success is to manage the change and have passionate team members who will push the project forward even in the face of challenges"

Scott Lowes

Construction Supervisor at Fortis BC Digital Services



At Munters, the company isn't mandating use of the technology but is working hard to amplify its value and impact and to remove any barriers or objections to use and adoption. "We make the technology available at the central level, but we don't demand its use," explains Roel. "What we do focus on is removing their objections to its use – it's too expensive, or whatever else it may be. We also focus on creating super users from which we gather feedback and make adjustments to show are listening and will continue to invest in the tool's success."

Gyner points out that in instances where you're leveraging the technology between frontline and back office workers, you need to ensure that you have those resources aligned in the proper way. "I explained our use cases – for example, ice machines, for which a very small subset of technicians were represented in our pilot," he explains. "If that's what the use case is focused on, then the experts on that equipment needed to be available when the technician needs them. You can't have a technician initiating a session and have no one on the other end to be able to help. If that happens, that is the moment when you lose his heart or her heart. As soon as there is an unavailability or an access problem, they just lose heart in adoption. Especially if they were already skeptical."

For some, like Panasonic Heating & Cooling Europe, the experience of the pandemic has created a greater openness to change which may not remove but perhaps will minimize resistance. "The experiences of the pandemic, the working from home, the fact that the service organization had to find different ways to support customers, it has all shown us that different things are possible," says Karl. "It helped us to see that this technology isn't something necessarily to be afraid of but something that is a real game changer and something that we're really only scratching the surface of what's possible."



Think Ahead About the Future of Remote Service

With the rapid pace of change that we all acknowledge at play, it is important to be thinking not only about how to make the best use of augmented reality and remote assistance tools today – but to be thinking ahead to create a vision for the role the technology can play for your business' future state. COVID made the value of remote assistance crystal clear, which I think will only spawn further use of the technology in the months and years to come.

So, what do we expect to see? One major point is the expansion in use of the technology across businesses. While these tools are often deployed for a point-specific purpose, this enables the value of the technology to be recognized within an organization and for use to become more pervasive. "Various ideas have been brought up through our innovation counsel about the future use of remote service," says Scott. "Two of the most notable solutions were having technical advisors on large scale emergency scenarios remotely connected to provide eyes in the field and providing immediate support to our technicians from peers or trainers who may not be in the local area. The future of technology is growing at such a rapid pace, it's truly hard to predict what's to come but I feel we are on the tipping point of even larger acceptance of these innovative technologies."

For larger-scale acceptance and use to occur, its likely that the technology needs to become more cohesive and seamless. "Over the next few years, I would hope the technology is able to catch up to the vision of self-service and remote resolution," says Marlene. "Chatbots today are unable to provide the level of understanding to truly make a difference in self-service. I would like to see technology integrate and mature, providing a more robust interactive experience for the customer for remote resolution." When you look at how a variety of technologies including remote assistance, IoT, AI, ML, knowledge management, and service management intersect, you see the immense opportunity for these tools to become more unified.



Pandemic-initiated travel restrictions have resulted in a recognition of exactly how productive and effective remote interactions can be, and this will drive the use of remote assistance and other technologies to permanently eliminate unnecessary travel. Companies who have used remote assistance as a stand-in and have achieved impressive results are looking for areas where it can become the standard process. We've looked at factory acceptance testing with customers, for instance," says Roel. "So, we involve the customer in the factory acceptance testing without traveling. And that seems to be quite successful." Whether internal travel of knowledge workers or situations like Roel mentioned with its customer-facing factory acceptance testing, there are certain applications where travel was the standard before that it simply just doesn't need to be any longer. This isn't to say that companies will look to replace all, or even most, travel with remote assistance and other tools – but it will certainly have an impact.

The Impact of Remote Assistance on New Talent

I believe in the coming years we will also see remote assistance play a significant role in how companies deal with the talent gap. The talent gap presents a major challenge for businesses across almost every industry and geography, and the value proposition of remote assistance is simply too strong to not be leveraged as a part of the solution – both as a direct training resource and to play a part in knowledge capture and transfer. "When we onboard our newer or greener technicians, we've grouped them into three training workstreams. We use baseline testing to assess which workstream they fall into: beginner or associate, intermediate, and master level. For anybody who falls into that first group, part of their onboarding and training is introducing them to remote assistance," explains Gyner. "So, we give them the opportunity to have this technical resource to help them with diagnosis. Use of the tool drives scalability in terms of building a bigger knowledge base of recorded sessions in the LMS. You'll see this knowledge grow in the next five years and it'll also be enabled by IoT because the IoT may tell a technical resource, 'Here's the problem to begin with,' and that technical person can get on the phone then with the customer or technician and say, 'Okay, I'm seeing what the piece of equipment is telling me is the problem. Let me help you walk through how to resolve that'."

Finally, remote service will be a key aspect of any company's journey to Servitization or delivering outcomes. We'll see use of the technology expand and mature as organizations work through the role remote service plays in their broader service strategy and value proposition. "We feel that we're only scratching the surface with what we will use this for now and in the future. But I think one thing is that we certainly won't go back to doing things how we did before," says Karl. "We've seen situations where we've had to do an intervention and we've been able to provide very quick response. We've looked at this from a training point of view as well. Things are moving much more to a Servitization model so service is hugely important for us. We've been primarily a manufacturer, but now we're looking to provide a solution. Our use of IFS Remote Assistance has been thought provoking, it's given us a lot of ideas about how we can evolve and change."



About the Author



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Sarah is a well-known figure in the industry having served for more than a decade as Editor-in-Chief of Field Technologies before creating the Future of Field Service platform in late 2018. As a writer, podcast host, and keynote speaker, Sarah is passionate about aiding businesses in realizing the full potential of service.

FUTURE of FIELD SERVICE

Future of Field Service is an educational resource for service leaders to gain knowledge and perspective to help shape their organization's journey into the future. The platform provides objective insight, success stories of service business transformation, firsthand perspective from service leaders on foremost service topics, and analyst perspective on industry trends. Our mission is to focus on sharing the voice of the industry – in their words – and to share real-world stories of trials and triumphs.

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