

# Service Delivery Structure: What Works and Why?

By: Ken Staubitz  
BEI Services  
[www.beiservices.com](http://www.beiservices.com)



*We find the problems so you don't have to.*

# About BEI Services

- 21 years of experience in performance analysis of machines, parts and technicians
- Currently process 1 million service calls on millions of devices for over 23K technicians – *monthly*
- Solutions to improve service efficiency and profitability
  - **Advance Comparative Reporting (ACR)** suit with – Executive Dashboard for Critical Service Indicators (CSI)
  - **Territory Mapping (EWD)** territory management system with car stock recommendations
  - **Technician Compensation** – page based incentive pay plan
  - **Advanced Inventory Management (AIM)** – free parts inventory management that integrates with the Overstock Parts Network (OPN)
- Top 5 manufactures validated, use and continue to embrace BEI's machine and parts performance benchmarks
- Over 180 dealers/manufacturers currently utilizing BEI technician incentive program consisting of over 5,000 technicians
- Created the industries most comprehensive suite of service department analysis tools available



*We find the problems so you don't have to*

# Ken Staubitz

## My background

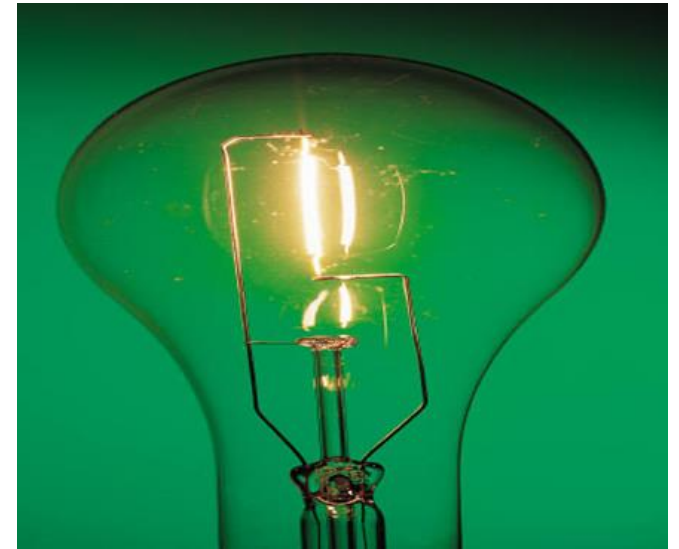
- BEI Services – National Sales Manager
  - Technician and equipment benchmarking
  - Sales generation
  - Technician compensation planning
  - Territory mapping
  - Inventory management
- Strategy Development – Service Consultant
- Modern Office Methods – Director of Client Services



*We find the problems so you don't have to*

# Today's Objective

- Provide symptoms of ineffective service delivery structure
- Provide considerations for improvement
- Create an appetite for change



# Does this sound familiar?

- Who's my tech?
- I always see someone different?
- I place a call and have no idea when you will arrive.
- Dispatcher goes on vacation and techs don't know where to go
- One tech is swamped and others are looking for stuff to do

# Territory Management

The manner in which you create your territories will dramatically effect other areas of your business:

- Customer Satisfaction
- Dispatch/Call Center Processes
- Car Stock Effectiveness
- Machine Performance Related to Tech Competency
- Service Profitability
- Technician Job Satisfaction





# Territory Management

## Your customers will value:

- Timely response to their issues
- High First Call Effectiveness
- Consistency in technical support – tech/customer relationship
- ETA – knowing when a tech will arrive



# Territory Management Best Practices

- 1.) **Dedicated Territories** – technicians are given a specific territory and are responsible for both machine performance and customer satisfaction within each territory.
- 2.) **100% Equipment Assignment** – 100% of all *active* serial numbers are assigned to a designated technician. This will dramatically improve the dispatching process. (This process is automated with BEI's mapping tool.)
- 3.) **Continuous Workload Balancing** – this requires continuous maintenance. Lack of attention to workload balancing will cause:
  - Disproportionate call loads
  - Higher response time
  - Lower territory integrity





# Territory Management Best Practices

4.) **Specialization** – although restricted by company size, this is a critical technique that will drive improved efficiencies.

- There is more to creating a territory than geography and travel time
- Specialization drives technician efficiency, proficiency and productivity – gains far outweigh incremental travel time
- Reduces required car stocks
- Common methods: product lines, segments, engine types

# Territory Management Best Practices

5.) **Territory Integrity** – goal is 85%+, will drive tech effectiveness and will also allow you to hold the technician accountable to machine performance and customer satisfaction.

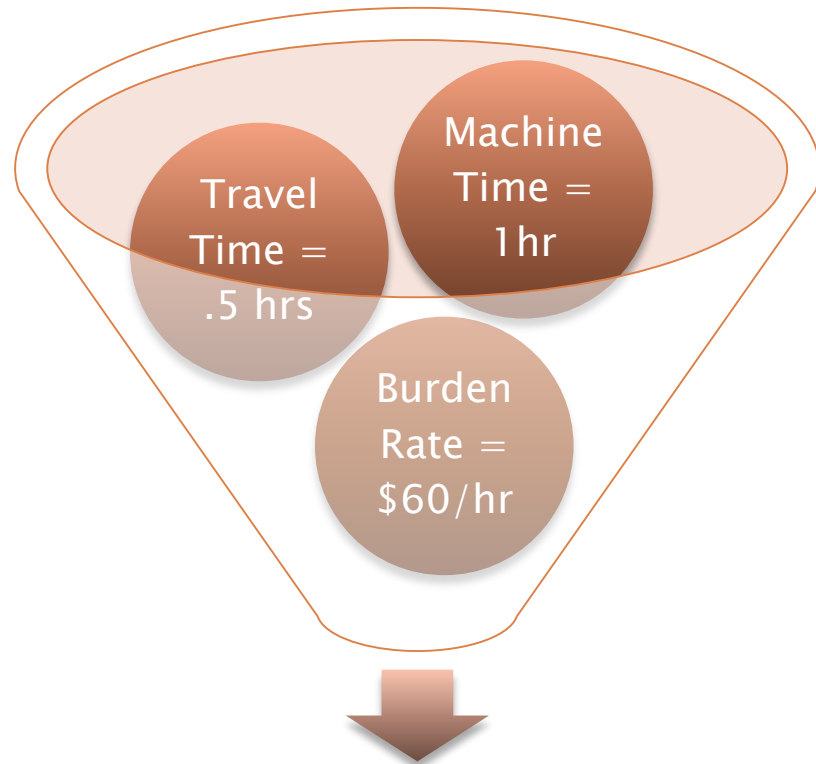


# Territory Considerations

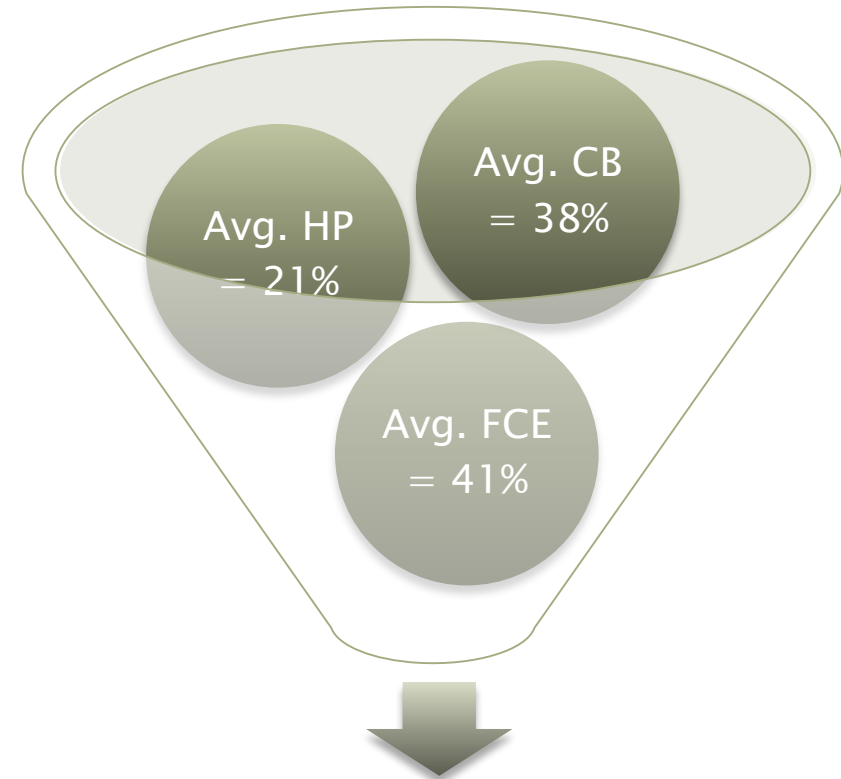
- Key (high profile) accounts
- Technician training levels
- Current technician/customer relationships
- Areas of dense machine population with large workload
- Campus environments
- Car stock creation and implementation



# Service Factoids



**Avg. Cost/Call = \$90**



**Returning 59 % of time**

# Example:

Dealer HP Rate	Target HP Rate	Call Reduction at Target	Monthly Savings
29%	15%	41	*\$3,690

- $(41 \text{ calls} \times 1.5 \text{ hrs/call}) \times \$60 = \$3,690$
- $41 \text{ calls/month savings} = .4 \text{ workloads}$
- *Target* – 8%–10%

# Service Factoids

Cost of training:

(BEI Example Provided)



*We find the problems so you don't have to*



# Service Factoids

## (BEI Example Provided)

# Territory Management

- Evenly distribute image volume
- Tech given an even number of active machines
- Calculate workload and distribute workload accordingly

**The last method is recommended for balancing workload**

# Territory Management (BEI Example Provided)



*We find the problems so you don't have to*

# Identifying Workload Examples: (BEI Example Provided)



*We find the problems so you don't have to*

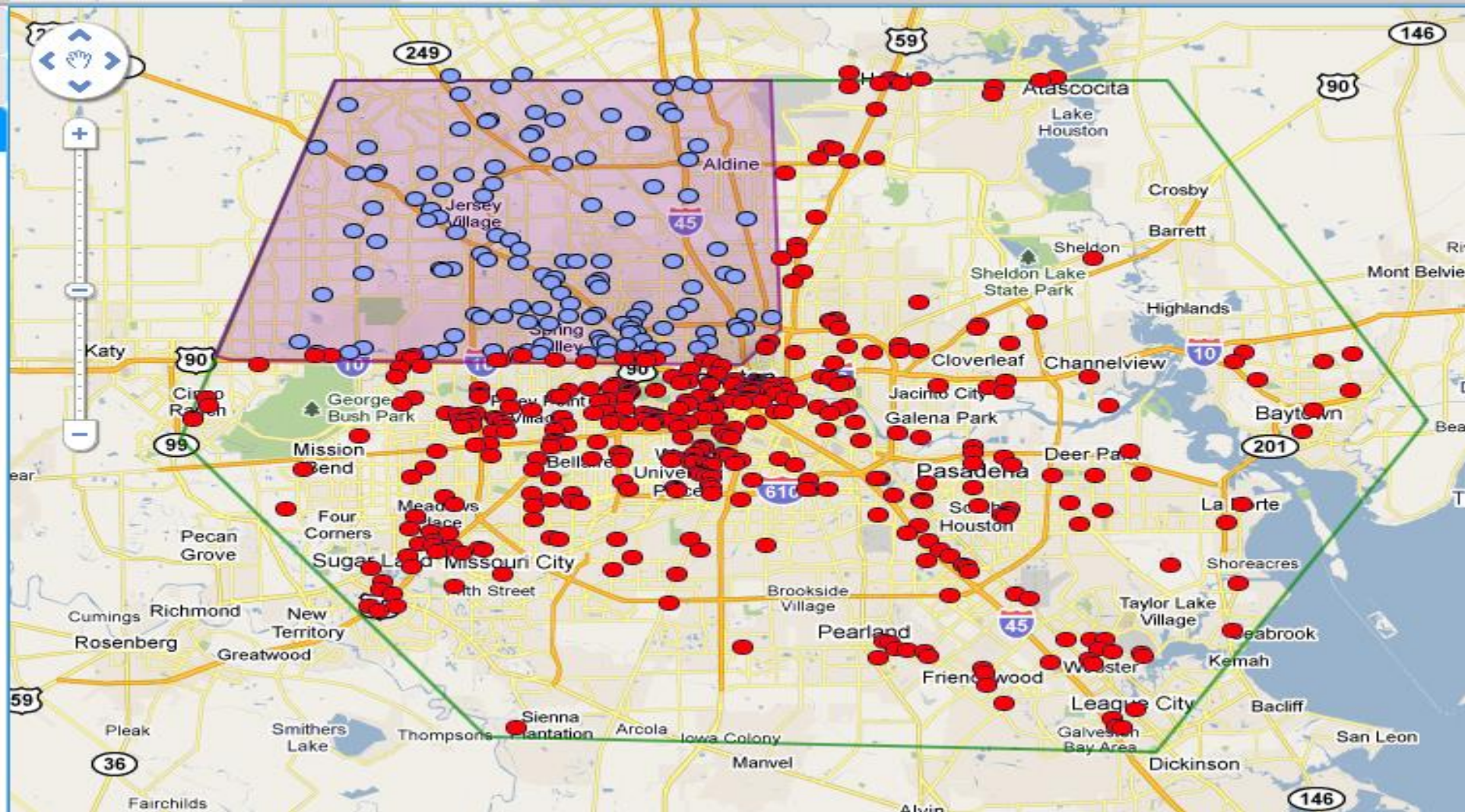


Go	Reports	Territories	Display
----	---------	-------------	---------

## Models

☐ Lock

### Segment

☒ **MODEL20** 14 (73)

	Machines	Demand Time	Travel Time	Est Call Load	Nat Est Call Load	Machine AMV	T-Unassigned	W-Unassigned
Calculations :	208 0	148 0	68 0	104% 0	110% 0	1616K 0	208	921



***We find the problems so you don't have to***

Keep in mind: no matter your method for creating technician territories you still need a sound method for determining and distributing car stocks.





# Supplemental Processes

- Periodic workload balancing
  - tax season
  - school season
  - training, vacation, weather, etc...
- Escalation process
  - upset client
  - loaner needed
  - extreme part emergency



*We find the problems so you don't have to*

# Summary

- Service territory management can dramatically impact various areas
- There is always an opportunity cost for improvement



# Thank You!

Ken Staubitz  
513.200.2169  
[ken.staubitz@beiservices.com](mailto:ken.staubitz@beiservices.com)



*We find the problems so you don't have to*