



Service Workforce Transformation – How to make it happen

A practical guide for industrial manufacturers to
set up and maintain a winning service workforce

Executive Summary	04
Introduction –	
The evolution of the service technician role	06
Service workforce transformation approach	10
How to put theory into practice	16
Get going –	
How to kick-start the transformation	32
Contacts	34

Executive Summary

Equipment and machinery manufacturers are facing a huge challenge when it comes to providing after-sales service. As technology goes more digital, there are fewer people qualified to work as service technicians. And those who are qualified are not necessarily eager to do the job. Life as a service technician is often spent in the car or on the plane, away from the family and on a tight travel budget – not exactly the model of a balanced and inspiring work life for the typical millennial.

So, the challenge for industrial manufacturers is two-fold: make sure that your existing service force is qualified to enter the digital age and that there are always enough service technicians available to meet your customers' demands. Under the banner of "Service Workforce Transformation" (SWT), we have outlined the building blocks organizations can and should implement to make it happen.

SWT starts off with a structural question. What are the roles you need in your future service organization, how many people do you need, and what qualifications should they have? The goal in this block – though it will be different for each company – is to "re-architect" the work by establishing a structure for the future of your service

organization and delivery. This is where we anchor new service ideas in the organization, e.g., a redefined sales technician role, remote online staff for customer self-help, virtual reality-augmented problem solving or novel analysis-based service models.

The second block is about finding workable solutions outside traditional full employment schemes. With simply not enough talent on the market willing to do the job for the moment, you may have to employ freelancers or leverage small local service companies to handle certain jobs. Alternatively, you could join forces with other similar companies and pool all of the service technicians in a new entity – which would allow for more effective use of the scarce service technician resources. Depending on your particular company's needs, this may be just a quick fix until the measures of building block four or a more permanent solution are in effect.

SWT building block three is about getting service technicians ready for today's technology. Most equipment and machine builders already have training schemes for a broad range of staff but are lacking specific trainings for the service technician role. Moving forward, it is vital to introduce special courses for the job descriptions of

the future, such as field technicians, sales technicians, help desk experts, analytics specialists or technical consultants. The fourth block is about making the service technician job more attractive in the medium and long term. This is probably the most complex of the SWT tasks, because it requires industrial manufacturers to brand themselves as employers in a way that appeals to young, digitally savvy talent. This can take many forms depending on the company, from investing in an employer branding campaign to relocating service jobs to more attractive cities and choosing a mission that resonates with the right people.

Service Workforce Transformation is a program that not only helps equipment and machinery manufacturers retain their service revenues, which can generate 30 to 50 percent of overall earnings. SWT is also the basis for novel service business models, whether that is remote monitoring and predictive maintenance services or innovative offerings designed to improve sustainability metrics or reduce carbon emissions for customers.



Introduction – The evolution of the service technician role

Fig. 1 – With a series of disruptive forces profoundly changing the way service is delivered, today's industrial manufacturers need to get serious about transforming the service workforce

Disruptions



1. Complexity is rising in all aspects of service.
2. Customers demand real-time and personalized outcomes.
3. Service delivery will become more interconnected and ecosystem strategies may determine winners and losers.
4. It will take new talent and service delivery models to deliver effective and exemplary service.
5. Innovative technologies like IoT, AI and AR will be a core requirement, deployed however at various levels of maturity.

Themes



Personalized &
Proactive



Distributed
Complexity



Integrated
Ecosystems



**Elevated
Human
Experience**



Innovative
Technologies



Workforce
Redefined

A series of disruptive forces is profoundly changing the way service is delivered.

This has made it increasingly difficult for manufacturers of industrial equipment and machinery to deliver best-in-class service on their equipment. The existing service workforce is not only struggling to keep up with new technology and changing customer requirements, but new talent is also extremely hard to recruit. Here are the main pain points:

Hard to get and hard to keep

Service technicians play an essential role in industrial manufacturing –they are the face of the company to the customers, and they are the workhorses of the manufacturers’ most profitable business. However, service technicians are hard to recruit in the first place, and technicians already on staff need an attractive career path to retain them (for more on this, see Deloitte’s 2021 PoV “The Battle for Service Technicians”). On top of that, the pandemic has really tested the worker-employer relationship across all industries beyond anyone’s expectations. This has given rise to a “Great Realignment” in which employees are reconsidering everything from the kind of employer they want to work for – with 40% of the global workforce considering leaving their employers – to the role they expect employers to play in supporting their sense of purpose and values.

Unattractive travel

The pandemic has made jobs that require travel even less popular. People everywhere have become more sensitive about exposure in public spaces and public transport. A lot of work has been shifted from the shop floors and meeting rooms into back offices as a result – in response not only to the pandemic but also to online machine monitoring – often with lasting consequences for the role of the traveling technician. Some service technician travel will certainly remain, but industrial manufacturers will have to find a smarter way to organize it in order to unburden travel-wary technicians and reduce emissions.

Need to re-train

With more and more digital features in equipment and machinery, including the possibility for online monitoring and analyses, the skill set of today's service technicians is changing rapidly. Of course, this does not apply solely to the service space: 62% of executives worldwide say they need to retrain more than a quarter of their workforce. This includes service technicians, who now more than ever need skills to analyze data, develop predictive maintenance schemes and much more. More and more service technicians also need training on third-party equipment.

New future roles

There will be new roles for future service technicians that may, for example, include acting as a second sales force by establishing personal bonds with customers as one of their new responsibilities. Or they might serve as an "antenna" for the emerging needs of the customers. Or they could become company "ambassadors" with the aim of strengthening customer loyalty. And most certainly, they will contribute to novel sustainable service offerings that help customers use less energy and produce less waste (see Deloitte's 2021 "Sustainable Service" PoV).

In this paper, we want to outline how companies can design their own individual "Service Workforce Transformation" (SWT) program and start addressing all of the issues mentioned above. The first task in this four-step approach is to rethink the roles and division of work within the current service organization, which will create new jobs that need to be filled. That brings us to the second step of SWT, finding effective ways to draw talent from different pools – against the backdrop of a very difficult recruiting environment where service technicians may not respond to traditional strategies. In the third step, the program introduces new models of up/reskilling to give the talent in these new roles the know-how they need. The fourth step is to transform the service space into a more attractive workplace – with jobs that make the talent want to stay.

“Though the first machine is sold by our new equipment sales force, it is the service technicians that can make or break the success of all following sales – any euro invested in the technician workforce is a euro well invested.”

Oliver Bendig, Head of Machinery Sector EMEA, Deloitte

Service workforce transformation approach

Why is a full-scale transformation so essential? It's simple. Tackling isolated measures one by one in fire-fighting mode is not enough to solve the interconnected issues outlined above. To build a lasting workforce structure to sustain the service organization over the next decades, you need an end-to-end workforce transformation with four main building blocks:



Block 1 – Re-architecting work

More online monitoring and more analytics in equipment service means that the work service technicians do will increasingly take place in a service center, with fewer diagnostic tasks and fewer repair jobs done in the field. We see this as an opportunity to “re-architect” the service workforce and its job profiles:

Profile 1: “Regular” Field Technician

Overall, they will decrease in number, but the demands on their technical and social skills will increase. The field technicians of the future will be responsible for all the repairs and diagnoses that the customer’s own staff cannot handle with online instruction from the service center. And with less frequent visits to the customer, the field technician’s secondary role will be even more vital: maintaining a bond with your customers.

Profile 2: Sales Technician

Because “service sells”, a lot of equipment manufacturers believe they need specialist technicians with a strong sales focus. Sales technicians, with some back-office support, can help customers to find clever solutions to their issues on the shop floor, which may lead to more sales of new products, spare parts, service contracts or trainings. You may decide to make sales technicians part of the sales organization, but they also need to belong to the regular service as well.

Profile 3: Online Technician

In the service center, you need highly specialized back-office technicians to provide remote support and advanced data analytics. It is vital for them to have the appropriate back-office structure as well as an upskilling or skills acquisition strategy. In some cases, this might also be an opportunity for you to upskill and retain highly experienced technicians who are no longer willing to travel.

The service centers of the future may also source online services from third parties that can be integrated into their own portfolio of online and on-site services.



Block 2 – Talent ecosystems and open talent models

We expect the number of people willing and able to work as a service technician to continue to fall, and many service jobs will remain unfilled as a result. The travel requirement and moderate travel budget along with frequent periods away from family and friends will likely keep churn rates high as well. More open talent models could offer a way forward for employers. These so-called contingent workforce models have been on the rise for quite some time, especially in the US market. As we have seen in so many areas, the pandemic has accelerated this trend as well. A recent study by Gartner predicts that organizations around the world will expand their use of contingent workers to cut costs and make their post-pandemic workforce management more flexible. As part of the Service Workforce Transformation, we see open talent models less as a cost-saving measure and more as a lever to make service jobs more flexible and therefore more appealing.



Block 3 – Up/reskilling

As indicated above, the hard and soft skills today's service technicians need in the field and in the service center are radically changing. Some will need to work primarily online and perform data analytics tasks. Others will need to solve the customers' problems and make sure the customer relationships remain strong. This will require targeted up/reskilling measures:

- Data analytics and technology skills, for example to conduct remote or predictive maintenance via enhanced reality (XR) and smart devices.
- Relationship management and sales skills, for example to show customers how to optimize their energy use.
- Wherever possible, repair skills for third-party equipment that will allow technicians to add more benefit for the customer.

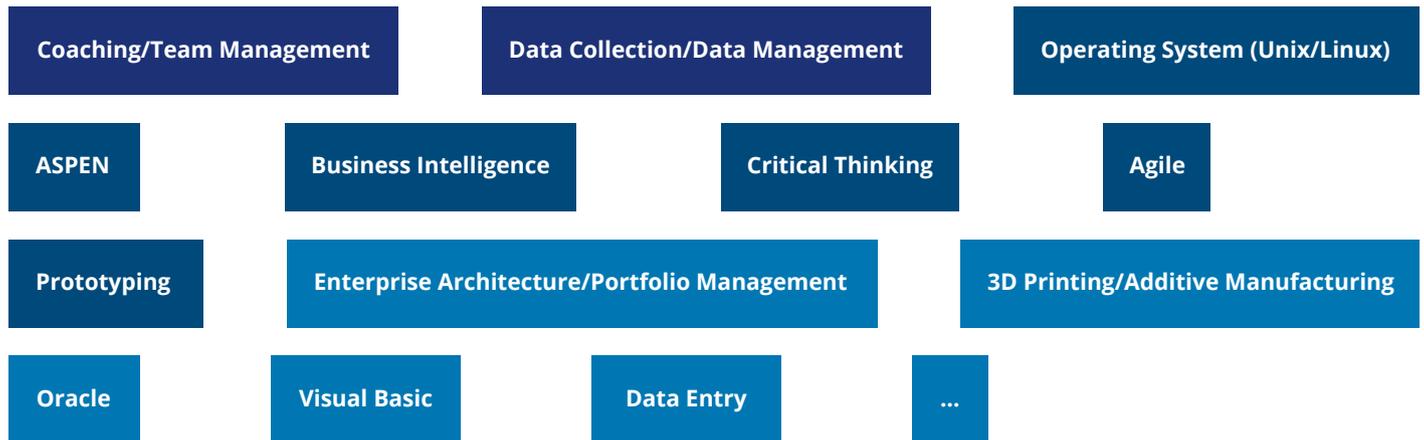
Fig. 2 – What our data tells us about the critical skills for future service technicians – based on job postings in Industrial Machinery / Equipment – captured and analyzed in Deloitte’s Human Capital Data Lake

Top 10 requested skills for service technicians

1. Statistical Process Control	6. Problem Solving
2. Project Management	7. Probability and Statistics
3. Planning & Evaluation	8. Statistics
4. Quality Management	9. Teamwork & Collaboration
5. Automation	10. Data Analysis



Top Growing Skills of Service Technicians



Moderate growth (<10%)

Strong growth (>30%)



Block 4 – Employer branding and employee experience

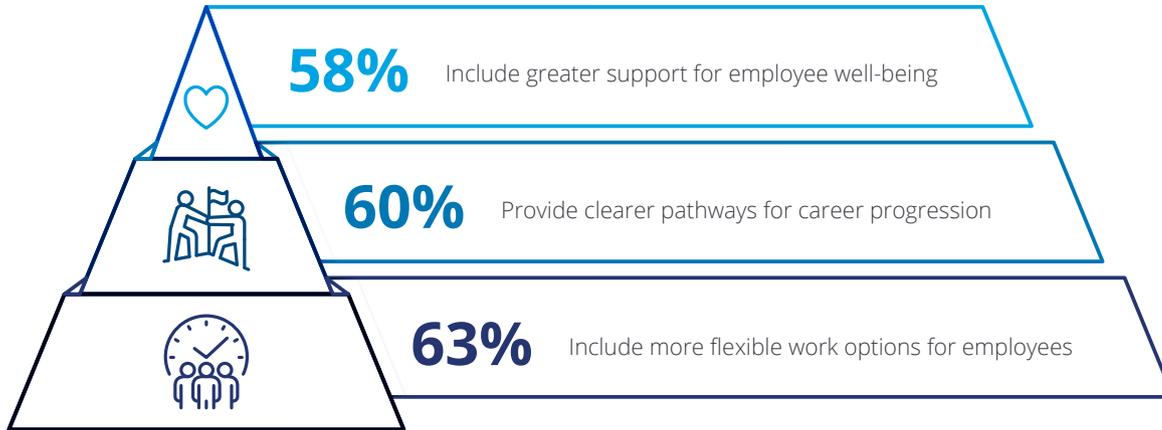
Being a service technician is a demanding job that requires commitment, expertise and a certain tolerance for discomfort. There are, however, ways to make the service technician career easier – by offering more recognition, better career perspectives and the prospect of one day no longer having to travel. We have a number of levers at our disposal to reduce churn rate and attract new talent, while also supporting the required cultural change:

- Create a well-rounded employer brand that offers employees an attractive and credible value proposition, leveraging social media to communicate and positively impact the perceptions of potential employees.
- Improve the employee experience, including providing recognition and incentives for service technicians.
- Offer attractive career and development perspectives, including flexible work models that would allow young fathers to stay at home or reduce travelling after a certain number of years on duty.

Fig. 3 – Shaping job perception is crucial to attract and retain talent – a recent Deloitte Insights survey shows what matters most to the younger workforce

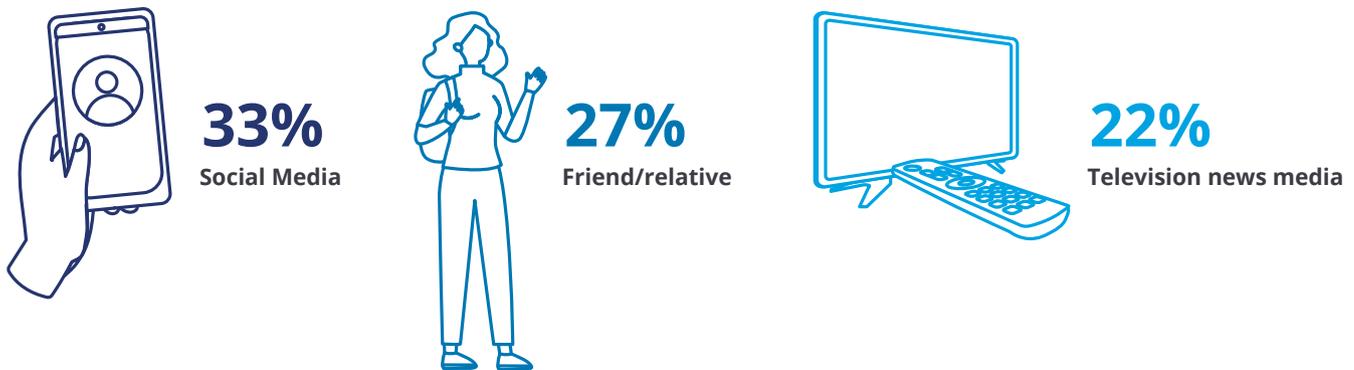
What matters to them?

Top three considerations for the younger generation to choose manufacturing jobs



How can you reach them?

Top three sources to influence their perception of work in the manufacturing industry



Source: Deloitte analysis of 2022 US perception of manufacturing study data.

“Workforce transformation is not just about making the job of a service technician more attractive but rather enabling service technicians and the entire After Sales organization to adopt to the changing needs of their clients more precisely, to address their pain points better than competition and to improve the efficiency of the machine continuously – in summary: Make the life of our workforce easier to make their clients more successful.”

Volker Rosenbach, Offering Lead Workforce Transformation, Deloitte

How to put theory into practice

It all starts by acknowledging that real change is behavioral change. You cannot expect your Workforce Transformation to succeed if it is nothing but a nice slogan that is communicated well.



Re-Focus

Real change is behavioral change

The critical factor for a sustainable transformation within your organization is to change behavior, which will in turn create and internalize a new reality. This is the basis for Deloitte's Behavior First Framework that relies on insights from a range of disciplines including anthropology, behavioral economics, neuroscience and psychology.

To change behavior, we first need to understand it. As humans, our initial response is not always based in logic. Training and communication are basic requirements, but they may not be enough to really change behavior. The Behavior First Framework starts by identifying new target behaviors as well as existing behaviors that need to change. Next, we establish what is driving these behaviors in the organization and where there are barriers to behavioral change. Finally, we design and implement tailored interventions designed to alter behavior in the intended ways.



Re-Size **Get the size right for your service organization**

In a first step, you can use Deloitte's Sizing Tool to map the current service technician workforce, based on industry benchmarks. This will allow you to determine the size of the future organization, based on the operating model, organizational design and newly defined job profiles. The sizing tool calculates estimated work volumes and takes them to an initial benchmark. Further quantitative analysis and additional criteria (such as geographic factors, specialization, customer structure) will help determine the final sizing recommendations.



Re-Think **Re-architect work**

As outlined above in terms of service technicians specifically, the social contract between employer and employee has shifted. Today's young talent wants their work to provide more than just a living; they are still willing to perform, but less willing to sacrifice values or lifestyle. At the same time, employers are willing to offer employees more choice and autonomy – especially in relation to when and where to work and what constitutes a job completed.

Translated to the role of the service technician, this means that work is not about performing standard service tasks as productively as possible. Instead, it is about making the customer happy, establishing a trusted collaboration with the customer and aiming for long-term value creation. In practice that means, for example, helping customers operate the equipment optimally, reach their sustainability goals or manufacture more efficiently.

Fig. 4a – The Behavior First Framework relies on insights from a range of disciplines, including anthropology, behavioral economics, neuroscience and psychology, to better understand and influence human behavior

What are the key questions?

Finding a more effective way to change behavior will help organizations more effectively reap the benefits of transformation. To change behavior, we first need to understand behavior – we need to put behavior first.

1.

What behaviors do we need to change to reap the benefits of an HR evolution?

Identify new behaviors (e.g., best practice sharing and “copying proudly”) and existing behaviors that need to change (e.g., allowing exceptions to shape the new roles and responsibilities) to reap the business benefits of the project

2.

Why do these behaviors occur?

Apply the FIRST Framework to understand what drives behavior in the organization and where there are barriers to behavioral change

3.

How can we change these behaviors?

Apply the FIRST Framework to design and implement targeted interventions to shift behavior

Fig. 4b – The Behavior First Framework relies on insights from a range of disciplines, including anthropology, behavioral economics, neuroscience and psychology, to better understand and influence human behavior

How can the behavior first framework help?

Behavior FIRST applies insights from behavioral science to better understand and influence human behavior. Environmental factors play a disproportionate role in shaping behavior.



Fundamentals

Psychological factors, cognitive bias, mental heuristics



Incentives

Performance, promotion, remuneration, recognition



Relationships

leadership, Teams, Customers, Suppliers, Governance



Stories

Mission, Values, Narratives



Tools

Location, physical environment, technology, process, system

Examples to promote the desired behavior in the HR Evolution Project

Use the subtle changes in environmental stimuli, e.g. **gamification, social norms**, or adding/removing friction

Adjustment of KPIs or remuneration structures in order to promote or avoid behavior with incentives

Personalization of messages to attract attention, generate empathy through role plays, build role models

Align values and mission with desired behaviors. **Targeted adaption** of the narratives around the target groups and program

Changing the physical environment or introducing new **systems, tools** or **technologies** to enable the desired behaviors

Customer centricity can be positioned as the norm in order to support a customer-centric culture

Reputation (e.g. being visible as a change ambassador) can be a true non-monetary incentive

Personalization can be used for different stakeholder groups to increase empathy

The change story will be aligned with all ongoing activities and projects to fit into the overall narrative

Providing intuitive tools and processes through ServiceNow will support the desired behaviors

Nudges

Organizational Levers

Case Study

Re-architecting work and reimagining the workforce with the help AI technology for the Royal Australian Navy

Maximizing potential by re-architecting work, cultivating human capabilities and seeing technology as a way to augment rather than substitute existing roles. Based on government mandates, the Royal Australian Navy faced the challenge of radically modernizing its naval fleet, involving technology upgrades and a program of continuous shipbuilding. The significant manpower shortages provided a natural opportunity to deploy Artificial Intelligence (AI), deploying AI assistants to work with and for the human workforce. This helped to free up capacity and re-architect the work, enabling humans to focus more on important cognitive tasks instead of spending an excessive amount of time

manipulating systems and data to support decision-making. Critical to the project's success was the ability to move beyond a typical technology-dominated mindset and look to the potential of the technology to create value. The various technologies were placed in a human-centric work context, and the components assembled as "workers". With this "workers-not-tech" outlook, the Navy could begin to integrate the various AI tools with the human skills of the actual employees to create a new kind of workforce. This approach allowed the Navy to reimagine its workforce by pursuing the re-architecture, re-design and redistribution of work.



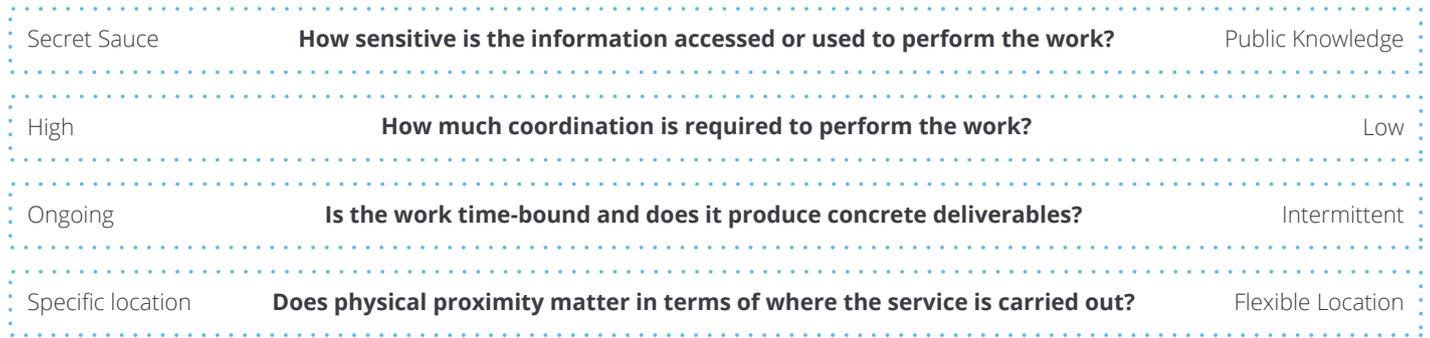
Re-Staff

Find and implement innovative talent systems

Short to mid-term: A lot of service jobs often remain unfilled in today's market; there is simply no one to do the work. One short-term solution here would be to re-think the composition of the service force and try new ways to hire existing talent already working in the market, especially freelancers and project workers. Organizations could either develop their own platforms to offer project work for freelance service technicians and small local service providers or collaborate with one of the many open talent/temporary work platforms to create an offering that is especially tailored to service technicians. Platforms such as upwork or Fiverr are good alternatives to traditional models and possible solutions during demand peaks or short-term bottlenecks. There are also more specialized platforms in Germany, e.g., for IT and engineering services, that could serve as a starting point for collaboration.

Mid to long-term: In the longer term, equipment and machinery manufacturers could form alliances with competitors or even organizations in related industries to create proprietary platform solutions that would allow them to share service personnel among the different service organizations. This could be a powerful way to fill the gaps in the service workforce. The key selection criteria for alliance partners should be physical proximity and similarities in the equipment and technology in use.

Fig. 5 – Open talent models provide organizations with more choice in building their service workforce



Traditional

best for role-specific work

Open

best for task-specific work

On Balance sheet Talent

Individuals with a fixed job profile who are on the organization's balance sheet with specific salaries and benefits

Contractors

Individuals who are part of an organization's value chain or ecosystem, complete tasks as part of a defined activity set and reside on another organization's balance sheet

Crowd

Individuals who provide services as part of a community via a platform

Managed Service Providers

Individuals who work for a third-party provider and perform specific services within a defined activity set for a client organization

Gig Workers

Self-employed individuals who are hired to perform specific tasks or microtasks through a platform. Their work has a narrow scope, and they are not on the organization's balance sheet



Case Study

Growing a crowd-powered organization – how HyperloopTT leverages part-time contributors via an open talent platform

Unlike a traditional organization, HyperloopTT has very few full-time, salaried employees. Instead, their workforce consists mainly of crowd-sourced part-time contributors and contractors.

Hyperloop Transportation Technologies (HTT) was founded in 2013 to develop a system inspired by Elon Musk's 2013 vision of a high-speed transportation system in which specialized pods are accelerated through a low-pressure tube to achieve a velocity near the speed of sound. Founder and chairman of HTT, Dirk Ahlborn, designed the company to be a crowd-sourced organization:

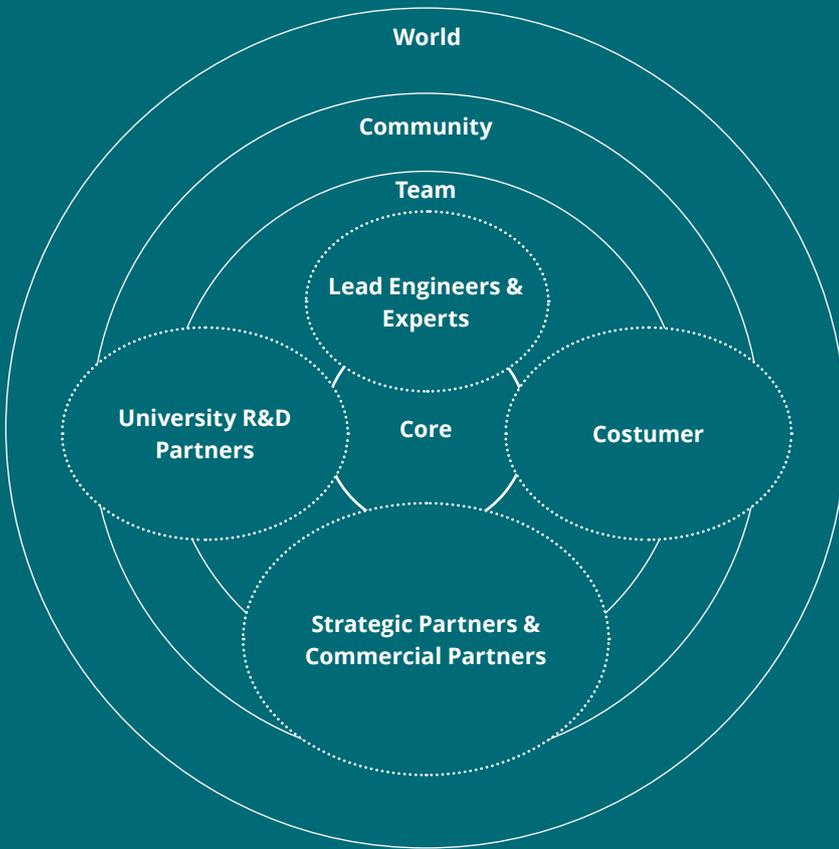
Unlike a traditional organization, HTT had very few full-time, salaried employees.

Instead, the workforce consists mainly of part-time contributors and contractors who offer their time and specialized services to the company through an open talent platform and in exchange for equity stakes in the future.

To manage these contributors, the company set up a new internal position known as technical partnership managers. These individuals are responsible for ensuring that contributors, employees and partners can work together

By July 2020, the company still only employed 50 full-time employees and 35 contractors, along with 800 contributors from around the world – a model that machinery players cannot necessarily copy, though it can certainly serve as an inspiration to re-think and challenge traditional employment concepts.

Fig. 6 – Hyperloop Partnership Ecosystem – Hyperloop leverages an ecosystem that is heavily based on crowd-sourced part-time contributors and contractors



Today’s Partnership Ecosystem

Core: Board or Directors + Strategic Committee + Executive Committee.
8 senior leaders

Team: Employees + Independent Contractors + Contributors
50 full-time, 35 contractors and over 800 contributors working 50+ projects

Role= Work in team to Plan and Execute Projects; HTT employees coordinate work

Community: Friends of the Hyperloop Movement, Social Media Followers, and Interested Talent
≈60,000 individuals

World: Potential Sphere of Influence and Future Talent



Re-Train

Establish continuous workforce transformation

Automation, artificial intelligence and cognitive technology are changing the corporate world, and every company's sales force will have to change with it. However, just because you are implementing advanced technologies does not mean that your employer-employee relationships will necessarily deteriorate. You should see these new technologies instead as a great opportunity to empower your staff. Done right, this could lead to future jobs that are less repetitive and much more rewarding.

Up/reskilling

We can expect the hard and soft skills technicians need for the technologies of the future to radically change, which means they will need a series of continuous, targeted up/reskilling opportunities. In the short-term, we would like to see on-the-job trainings for new tools and processes paired with incentive programs that drive widespread adoption of the technology. In the medium term, manufacturers could set up a campus-like training academy with a set curriculum taught by professionals from various fields. There might even be training alliances in the future that enable third party equipment repairs (depending

on the respective competitive situation). Some employees may, however, resist the transition into new profiles. In cases like these, employers may have to go beyond up/reskilling initiatives. As part of our Smart Workforce Transformation approach, Deloitte has developed the following additional levers:

Re-balancing

Establish a more flexible composition of the workforce through "managed attrition" and targeted phase-out of external service providers.

Re-deploying

Promote better profiles, purpose, potential and perspectives for reluctant employees and empower them to successfully and independently harness their expertise, competence and motivation for the work of tomorrow through tailored qualification programs and placements within the largest ecosystem on the market.

Companies should see new technologies as a great opportunity to empower staff. Done right, this could lead to future jobs that are less repetitive and much more rewarding.

Case Study

Virtual upskilling of technicians at Rational AG

Driven by the pandemic, Rational rapidly transformed their service technician training program into a fully virtual and VR/AR-driven approach.

Founded in 1963, Rational is a leading manufacturer of commercial kitchen and system catering solutions. They strive for the perfect synthesis of quality, design and innovation with cutting-edge production technologies and expert craftsmanship. With a workforce of more than 8,000 service technicians, they provide expert support in over 650,000 systems. The challenge during the pandemic was to maintain their high service quality standards even though lockdowns did not allow technicians to attend regular in-person classroom trainings. They quickly adapted a fully vir-

tual training system using the latest AR and VR technology to simulate work scenarios with various generations of equipment and in various typical environments. This technology-enabled training concept became a massive success. Within a very short time, Rational held 1,150 training sessions with more than 11,000 participants and an overall satisfaction rate of 98%. Rational has now updated its overall training strategy to include frequent use of XR enabled simulation.



“Digital Technology allows us to blend live online trainings, virtual reality models and animated technical instructions in our service workforce training and becomes a key driver for us to cultivate the skilled technicians we need in a much faster and more cost-effective way.”

Hans-Werner Albrecht, Managing Director Rational Technical Services GmbH

Case Study

Award-winning campus learning platform at Jungheinrich AG

Development of a blended learning concept to ensure uniform standards and quality of training worldwide

Jungheinrich is a leading manufacturer of material handling equipment with more than 110,000 industrial trucks serviced by more than 5,500 service technicians globally. Their goal was to create a training concept that would ensure consistent standards and quality in all services provided worldwide. The solution was the Jungheinrich CAMPUS learning platform, which offers training programs tailored for the service workforce based on three core elements: classroom trainings, web-based trainings and blended trainings. Today, the platform is Jungheinrich's central learning resource featuring more than 200 e-trainings available in 17 languages across 28

countries. During the pandemic, they added innovative VR tools to help technicians gain practical experience online. They relied on existing capabilities from the equipment operator trainings developed for their customers, such as VR-based forklift driver training. This training platform has given Jungheinrich a sustainable competitive advantage thanks to the assurance that their entire service workforce has been trained at a globally consistent and high standard.



“Our service technicians are our most important asset and the backbone of our success – we continuously invest to bring them up to speed faster, make their lives easier and support them with the best tools and technology everywhere at anytime – together we strive to impact the satisfaction of our customers.”

Frank Marschatz, Director Service Jungheinrich AG



Re-Purpose **Launch an employer branding campaign**

The main purpose of an employer branding program is to reduce the churn rate among service technicians and to attract new talent, while also securing buy-in for cultural change. In the short and medium-term, this means rethinking the incentive programs for service technicians, for example by readjusting existing KPIs or remuneration structures and giving staff more flexibility in terms of their workload and travel requirements. In the long run, companies should develop a comprehensive Employer Value Proposition (EVP); in other words, a unique set of offerings, associations and values that resonate with target candidates and employees. The EVP is essentially a set of clear reasons why candidates would want to join the company and why current employees decide to stay.

Successful Employer Value Propositions concentrate on the implicit needs of employees and candidates. They actively embody and communicate employee-related values, from the corporate brand image and concrete behavioral structures to strong support from recruiters, leaders and employees who act as brand ambassadors. To build an impactful EVP, Deloitte has developed an approach based on neuroscientific insights. It identifies the implicit needs and the most relevant satisfaction factors in the working life of employees using two different neuroscientific tests: one that measures the implicit human needs of the employees and another that establishes concrete factors relevant to job satisfaction (e.g., flexible working hours, personal impact on project allocation).



Re-Adjust **Establish flexible service career paths**

The only constant in life is change, and careers will inevitably ebb and flow over time. So, to retain experienced service technicians, it is important to offer flexible terms that fit their individual lives – for example, by allowing them to stay in the office or work from home as young parents, or by providing the prospect of assuming more responsibility and earning more income at other times in life. There should also be ongoing development options within the service organization and possibly also outside of it: a well-balanced mix of clear-cut career models plus multiple flexible options for all walks of life.

To get started, we encourage organizations to update their existing career models to give employees more choice and help them shape their career paths to fit the various stages of their personal lives. These updated career models will empower staff to take on more responsibility for their future in partnership with the organization and create more transparency regarding trade-offs and choices. As an added bonus, cultivating a new sense of trust, loyalty and connection will help retain talent as well.

To retain experienced service technicians, it is important to offer flexible terms that fit their individual lives. There should also be ongoing development options within the service organization and possibly also outside of it: a well-balanced mix of clear-cut career models plus multiple flexible options for all walks of life.

Get going – How to kick-start the transformation

Implementing the measures outlined above demands a structured approach. We recommend starting with an assessment of the status quo and the amount of change required in a dedicated one-day Service Workforce Transformation lab, which is designed to bring together service organization insights with transformation project know-how. The key goal is to describe the current status of the service workforce and identify the most pressing opportunities for improvement. The lab also will crystallize some quick-win initiatives that organizations can tackle right away with an agile and resource-efficient approach. We can then use insights from the lab to embark on a full-scale Service Workforce Transformation journey that comprises three key phases:



Plan

Specify gaps between your status quo (point of departure) and your aspirations (target situation), before coming up with a plan to obtain buy-in from all relevant stakeholders.



Architect

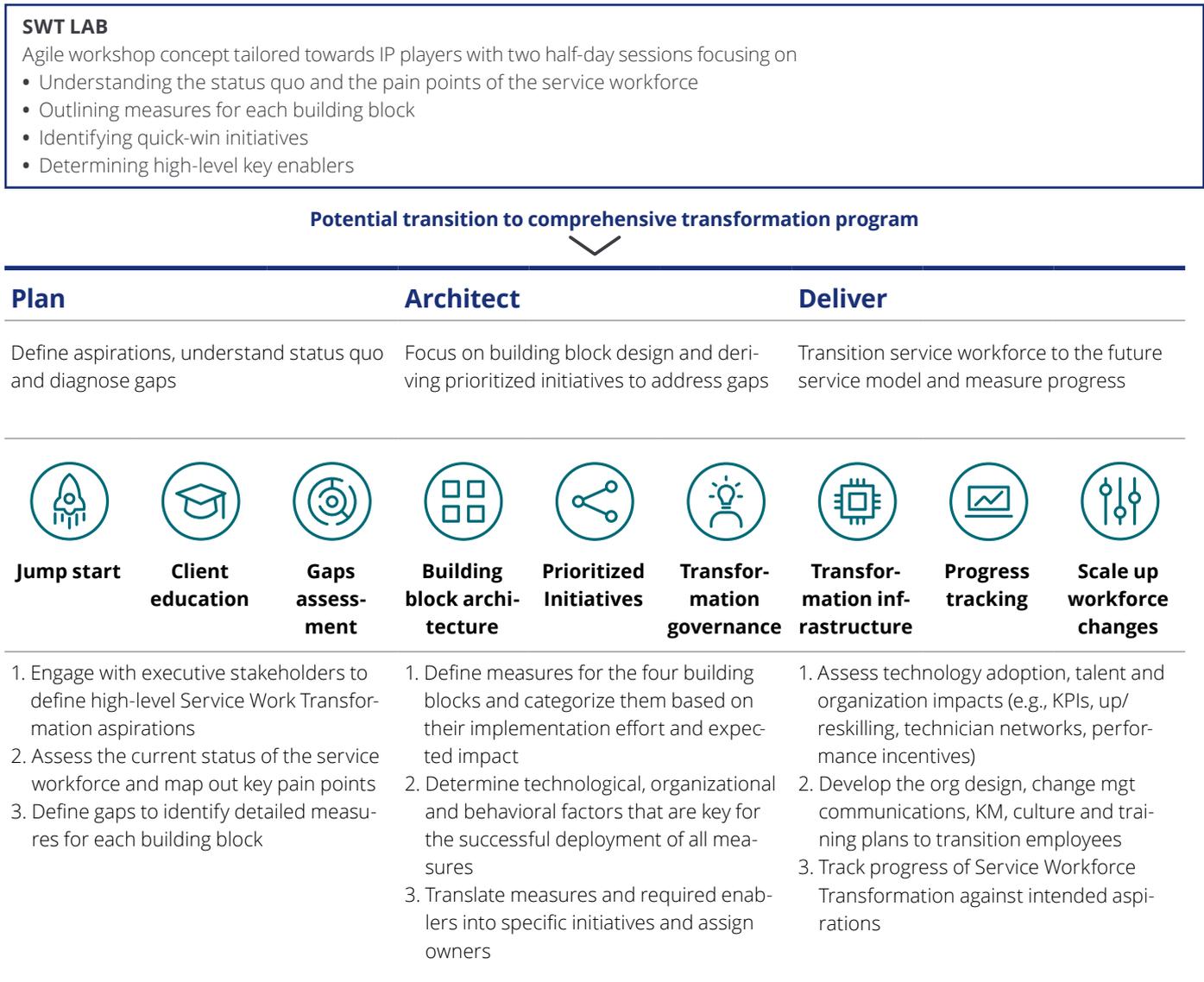
Design the overall transformation program with the four building blocks outlined above, including a detailed description of the proposed measures, an impact/effort prioritization matrix, a time horizon for completion and a set of measurable targets.



Deliver

Put in place the digital and organizational backbone that also includes a reliable progress gauge and a management dashboard. Deploy the first initiatives according to plan, while also driving the change and communication strategy and monitoring the transformation progress.

Fig. 7 – The first step in the transformation journey is assessing the maturity level of the current service workforce and developing client-specific strategies to move organizations along the maturity curve toward their “Future Service Workforce”



Contacts



Oliver B. Bendig

Partner | After Sales & Industrial
Manufacturing Lead EMEA
Tel: +49 151 58078145
obendig@deloitte.de



Volker Rosenbach

Partner | Offering Lead
Workforce Transformation
Tel: +49 40 32080 4824
vrosenbach@deloitte.de



Philipp Hartmann

Manager | After Sales & Industrial
Manufacturing Strategy & Operations
Tel: +49 151 58078121
phartmann@deloitte.de

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/de/UeberUns to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Legal advisory services in Germany are provided by Deloitte Legal. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte’s more than 345,000 people worldwide make an impact that matters at www.deloitte.com/de.

This communication contains general information only, and none of Deloitte GmbH Wirtschaftsprüfungsgesellschaft or Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.