

# Icelandic Utility Provider Orkuveita Reykjavíkur Improves Mobile Workforce Productivity with ClickSoftware



## Background

Orkuveita Reykjavíkur (OR) is an Icelandic utilities company that operates in several diverse fields. It produces, distributes and sells electricity, geothermal hot water and cold water. It also operates, runs and manages a sewage system, a fibre optic cabling business and to a lesser extent gas and sea pipelines.

OR consists of 15 business divisions which together provide various utility services and infrastructure to approximately 60-70 percent of Iceland's population.

## The Challenge

The company is responsible for providing the very highest infrastructure standards to ensure the safe delivery of its services. OR's activities are governed by a mix of external regulations and internal Key Performance Indicators (KPIs) to ensure quality, environmental and safety standards.

A well maintained asset infrastructure is of course key in meeting the standards expected, and one of the company's 15 divisions - the Construction Department provides this maintenance and new build service to part of the organization. It has 140 employees including field technicians, dispatchers, planners and supervisors. The work they do can be very complicated, sometimes involving up to four divisions on projects that last in excess of two months.

Coupled with these inherent challenges, the global economic downturn has hit Iceland particularly hard. New construction projects have been cancelled and there has been considerable political pressure on OR to keep their costs to customers low.

Loftur Reimar Gissurason, Director of Internal Control at OR, believed the manual system used until now to schedule the Construction Department's field staff needed to be changed so that the challenges the business faced, could be met faster and with greater efficiency, "We used a mix of paper based systems and an internally created computer application to schedule and manage our field operations." The manual scheduling solution was inevitably prone to error

## Benefits

- More work orders can be executed every day
- Administration has been reduced
- Customer service has improved
- Management can make more informed decisions based upon improved operational visibility of the business and the status of work orders
- OR is implementing better utilization of the workforce, equipment and parts – it is planned that each engineer will have an extra 30 minutes per day on more tasks.

and provided little visibility of operations. Loftur Gissurason continued, "Given the complexity of our business it was clear that we could increase workforce efficiency, improve the service provided by field operations and reduce costs by implementing a scheduling solution provided by a specialist."

## The Solution

OR undertook a thorough evaluation, examining in great detail many of the workforce scheduling and mobility tools that were available in the market. After two years an extensive shortlist had been reduced to five contenders. Loftur Gissurason explains why ClickSoftware were eventually chosen, "This project is strategic to the company and its importance is demonstrated by the fact that the Chief Executive Officer made the final decision. ClickSoftware delivered to a number of key criteria, it had a particularly good mobile application, it represented excellent value for money and the reference visits at similar existing clients demonstrated a mature and proven solution." OR then purchased licences for several components of ClickSoftware's ServiceOptimization Suite including ClickSchedule, ClickLocate, ClickAnalyze and ClickMobile.



## The Implementation

The implementation was completed on time and on budget within six months. Four of ClickSoftware's consultants worked closely with representatives from OR's construction business and IT department in workshops to make sure the solution was aligned to OR's complex business model.

This comprehensive preparation coupled with the presence of senior OR personnel who were empowered to make prompt judgements, worked particularly well, speeding-up the decision-making process and removing unnecessary administration.

The project also gave rise to other changes to the organization. Loftur Gissurason again, *"From working through ClickSoftware's best practice model it became clear to us that we should also merge the existing two call centres, one managed calls taken during work hours and the other out of hours emergency calls."*

## The Results

ClickSoftware is now facilitating better continuity of service for the department's customers and thereby enabling OR to meet its commitments to the regulator and its customers with greater efficiency and ease.

Once jobs are entered into the system ClickSchedule allocates engineers based on a wide array of complicated variables such as the skills, location, tools, parts, current workload and the priority of the work. Loftur Gissurason highlighted the benefits, *"ClickSchedule is capable of calculating the most efficient way of handling each project. This means it is driving new efficiencies into the organization that were simply not possible with the previous manual system."* He continued, *"We expect each of our 140 engineers to be working 30 minutes more each day on strategic tasks; this will represent a rapid Return on Investment."*

ClickSchedule seamlessly passes schedule information as and when it is needed to ClickMobile, which is hosted on the engineer's mobile devices. ClickMobile will then route the engineers along the fastest route to each project, this means that the time spent on each job is cut further, as well as reducing fuel costs. Engineers can now also update job information in the field using ClickMobile, which passes project progress back into ClickSchedule.

Replacing the multiple manual systems that were often difficult to interrogate, ClickSoftware now provides a single view of field activities. ClickSchedule presents information on current workload and ClickLocate displays the location of engineers using GPS. This means that the dispatch team and supervisors can quickly access relevant information to manage exceptions easily and improve customer services by supplying accurate expected arrival times and timelines for works pending, in progress, on hold and finished.

The information from work completed in the field has also been used to considerably streamline the billing process as outlined by Reimar Gissurason, *"Given our manual processes and the complex nature of our business, there would have previously been a convoluted paper chase to produce accurate invoices. Now the visibility afforded in ClickSoftware allows us to quickly produce invoices based on information that is automatically collected in the field, this saves considerable effort."*

With minimum administrative effort ClickAnalyze will provide a real-time and historical view of performance against KPIs, illustrating to senior management what operations are working well and where improvements need to be made.



*"ClickSoftware is strategic to meeting our regulatory obligations, improving internal KPIs and providing an excellent service to the Icelandic people. It is helping us keep our costs down during very difficult economic times, whilst also maintaining good customer services."*

**Loftur Gissurason - Director of Internal Control**

- For more information on Orkuveita Reykjavíkur visit [www.or.is](http://www.or.is)
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