

Diebold Improves Service and Reduces Costs with Real-Time Optimized Scheduling



The Company

Diebold, Incorporated is a global leader in providing integrated self-service delivery and security systems and services. Headquartered in Canton, Ohio, Diebold maintains a field workforce of approximately 2,200 resources primarily responsible for break/fix and emergency response work supporting Diebold's ATMs and other self service solutions, physical and electronic security systems, card-based systems and more.

Field service for Diebold is a highly dynamic business. In the United States alone, Diebold receives 11,000 service calls per day-many of which require same day, or sooner, turnarounds. For non-emergency calls, Diebold still has very strict service level agreements (SLAs) with its customers. In order to effectively meet service demand and SLAs Diebold needed a scheduling system to help it make the most of its field resources.

The Challenge

Diebold needed to bring greater efficiencies to the way work orders were being scheduled. At that time, the company had been assigning work on a purely geographical basis. Each of the roughly 2,200 US field resources was assigned to a territory, and any work required in a given territory was then assigned to the corresponding field resource. The resources themselves were then left to determine the order in which jobs were done.

This mode of scheduling posed several significant challenges to efficiency. First, it forced Diebold to take a "generalist" approach to field service. *"One resource was responsible for all the work in a given territory,"* said Dwight Jellison, Manager of the Service Delivery Team, at Diebold. *"As a result, there was no opportunity for us to pursue the kind of job specialization that resulted in the highest quality fixes-and the lowest number of repeat jobs."*

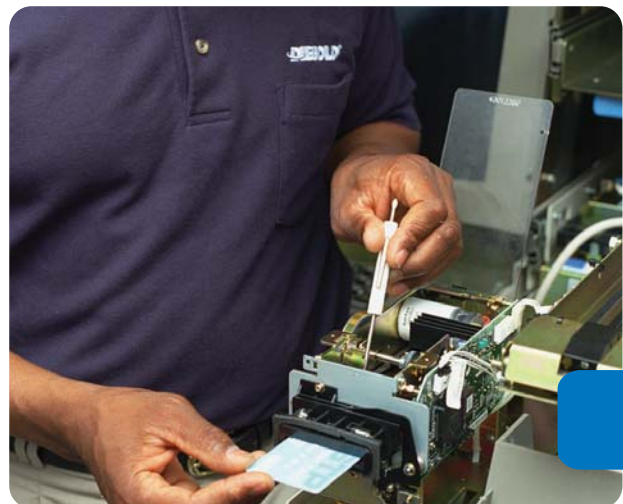
The second challenge arose from the actual prioritization of jobs taking place at the field resource level. While many field resources were very good at prioritizing work, keeping mileage and drive time to a minimum was not necessarily something field technicians took into consideration.

Benefits

- **Reduced overall travel distances** by more than **300,000 miles per year**
- **Improved number of calls** per day per technician by **33.1%**
- **Improved management visibility** and control of the service operation
- **Centralized the scheduling process** enabling better resource sharing

Finally, managers did not have the visibility into field operations they needed in order to make informed decisions and act quickly to customer concerns.

Therefore, Diebold began its search for the best solution to help take mileage out of the field resources' daily activities, to significantly reduce the number of repeat calls coming into the system and to give management the information and visibility it needed throughout the process.



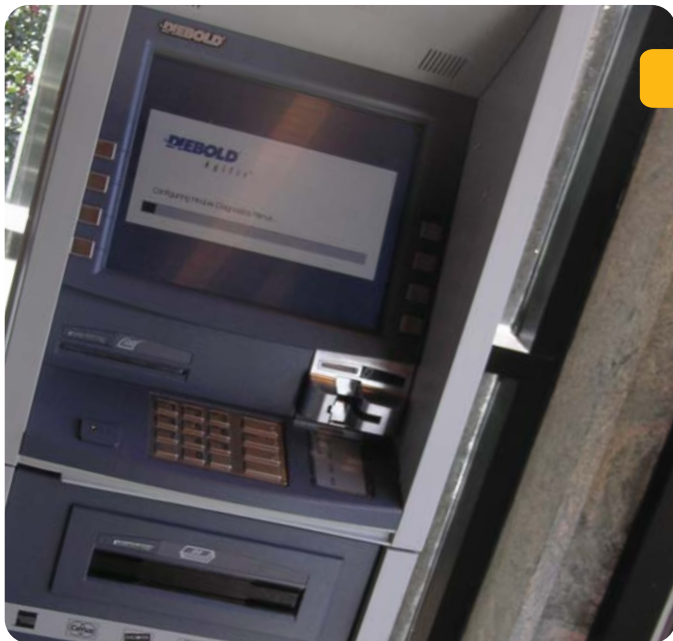
The Solution

Diebold selected ClickSoftware's ClickSchedule solution with street-level routing and spent the next three years systematically rolling it out to more than 60 multi-territory regions across the United States.

The ClickSchedule solution was integrated into the complex system of Diebold's existing systems infrastructure, which includes CRM and logistics components, as well as parts management, reporting and mobility components. This has enabled Diebold to centralize its scheduling operations and develop schedules that reflected nuances of the service business that were not able to be captured in the purely geographic scheduling system.

Results

The solution specifically addressed Diebold's key challenges in a number of ways. First, centralizing the scheduling function helped the company to break the geographical barriers that had previously hampered efficiency. The company had more flexibility with where it could send field personnel, which enabled Diebold to take a more specialized approach with its field resources. The business logic of the scheduling system helped ensure the best available technician for a particular job type was assigned to the job, rather than just the technician in the area. As a result, the quality of fixes improved.



More than just centralizing the scheduling process, however, Diebold also opted for ClickSoftware's street-level routing capabilities to help better manage the number of miles technicians drove each day. *"We drive a quarter of a million miles everyday,"* Jellison said. *"Even a very small improvement in efficiency of maybe a quarter to a half a percent could save us roughly 1,000 miles per day, which has huge cost implications."*

As a result of ClickSchedule and street-level-routing, technician routes became much more efficient, reducing mileage and all the associated costs-including fuel, wear and tear on service vehicles, and perhaps most importantly, the cost associated with spending time on the road as opposed to at a client site.

Finally, the ClickSoftware solution has given Diebold management visibility into the day-to-day activities in the field that the company has never had before. Analyzing the data collected through the automated scheduling process helps Diebold management know better where to spend the time and resources necessary to make it one of the best service organizations in the industry.

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Dwight Jellison, Service Delivery Team Manager, Diebold

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