



Case study

Vivint Improves Customer Service and Delivers Substantial Operational Savings with Automated Scheduling and Mobility Solution

The Benefits

- Improves engineer utilization by 33%, equating to one additional daily work order per technician.
- Decreases required engineer-to-customer ratio by 7% with a projected 12% decrease expected to generate wage savings of \$5.66 million per year.
- Reduces inbound calls to the scheduling department by 60%, which decreases required full-time scheduling employees 40%, and generates wage savings of \$608,400 per year.
- Improves fuel efficiency by 32% (1.2 gallon average decrease on completed work orders) to generate an estimated cost savings of \$591,072 per year.
- Facilitates efficient coordination of service projects that generate additional revenue and improve the level of services delivered to customers.
- Allows for extra projects to be added to regular service calls without adding additional resources.
- Captures data for monthly scorecards through mobile devices that provide new key performance indicators.

The Company

Now in its 11th year of operation, Vivint is one of the largest full-service national security companies, providing world-class customer support and services to more than 450,000 customers throughout North America. The company provides residential home security through the services of 1500 full-time employees, including 350 field service technicians and 3000 seasonal employees. The company is currently ranked seventh by Security Dealer Magazine among the largest security installation and monitoring companies, and will move into fifth in 2011.



The Challenge

As the Vivint customer base increased by 60 percent from 2008 to 2010, the company realized it needed to improve upon its legacy scheduling platform that had been developed in-house. *"The system required several manual intervention steps, which was inefficient and required extra resources,"* said Josh Houser, VP of Service for Vivint. *"We knew an automated, efficient scheduling system could help us decrease our service costs by reducing the required number of scheduling and field resources while allowing us to maintain the same high level of service for our customers."*

Other key factors that drove Vivint to upgrade its field service systems were the need to comply with emergency response industry standards and the desire to maintain its JD Powers & Associates Customer Service Level certification. Specific key benefits sought included an improvement in technician utilization rates and a reduction in the cost of fuel per completed service ticket.



"We wanted to automate the selection of field technicians to fulfill each service request so that we could optimize each technician's schedule and choose the technician that could complete each service call most efficiently," said Houser. *"We also needed to make sure our customers consistently receive excellent service during every touch point with our company. Providing an end-to-end automated field service management solution that addressed the area of appointment booking, mobility and customer communications would help us meet this need and achieve our goal of continuous improvement in service quality."*

In the area of engineer efficiency, Vivint sought to reduce the elapsed time between customer calls and service delivery. The company also wanted to improve field service job quality and reduce the technician-to-customer ratio, which would lead to field service cost reductions.

"Another key requirement was to deploy a process that enabled exceptional job quality and satisfaction for engineers, schedulers, tech support and customers," continued Houser. *"Our previous system required as many as 20 manual steps to determine the best engineer for each service call, and technicians often had to self-dispatch themselves by printing schedules from personal computers. The system would also often lose track of work-order details, which was frustrating for everyone."*

The Solution

In looking for a solution that would meet the company's strategic and aggressive growth plans, Vivint focused heavily on finding deployment and technology partners that matched the culture of Vivint. *"We also wanted partners with experience in the scheduling and mobility challenges of other industries so that they could apply lessons already learned to our situation,"* commented JT Hwang, Chief Technology Officer for Vivint. *"Given the major transformation our company was about to go through in automating our scheduling system, we realized we needed partners that could function well in our change-driven culture and would work at establishing a solid, long-term partnership."*

As for the product features that Vivint sought, the company required a scheduling and mobile solution that could be integrated with its other CRM components and one that could function on Blackberry devices used by field technicians. *"We have a young workforce accustomed to using hand-held devices, and we wanted each of them to be able to automatically access their schedules through their Blackberry in order to reduce the number of resources in our dispatch center,"* remarked Houser.

Vivint found the deployment partner it needed in Diabsolut and the technology solution it needed from ClickSoftware.



The Implementation

Diabsolut, a ClickSoftware Certified Partner, deployed the ClickSoftware ClickSchedule solution, which serves as the scheduling platform for Vivint and enables the company to balance service operation efficiencies with customer needs, field resource considerations and revenue requirements.

"ClickSchedule continually allows us to optimize our field technician schedules throughout the day to ensure that all jobs and resources are optimally matched, even with changing service requests throughout the day," said Scott Taylor, Field Service Director (Central Region) for Vivint. *"The solution's automatic scheduling capability lets us create the most effective schedule possible while providing our schedulers with the necessary tools to react in real-time to unexpected events."*

Other solution components provided by ClickSoftware and deployed by Diabsolut include ClickMobile for BlackBerry, which allows Vivint to manage and optimize the utilization of field technician schedules through Blackberry devices. This capability gives the field technicians the critical information they need in real time to increase their efficiency and productivity. The third solution component, ClickLocate enables Vivint to make decisions and take actions on how to handle service incidents based on the actual, real-time location of each field technician.

"The final component of our ClickSoftware solution, ClickContact, enables us to give self-service appointment booking and updating capabilities to customers via the Internet, Text Messaging or voice," said Houser. *"We can automatically generate customer notifications, and customers can opt to take a post-service survey. The ClickContact module has helped us reduce the number of inbound calls to our call center while giving our customers much more control over the entire service experience."*

Vivint now has 360 internal users accessing ClickSchedule, including customer service, sales and scheduling personnel. 400 full-time field service technicians as well as seasonal installation crews rely on ClickMobile to access their schedule and report on service incidents. The overall ClickSoftware solution helped Vivint efficiently perform 10,000 alarm upgrades, 12,000 lighted-sign renewals, and 20,000 energy-management module installations as part of regular service visits without adding any extra personnel. The solution has also allowed the company to generate new key performance indicators, such as customer satisfaction survey results, quality level of installations, install daily rates, first-time-visit fix rates, completed tickets, upgrades sold, inspections, and rescheduled visits.



JT Hwang, CTO

"The entire company senior management, the scheduling staff, sales, the field-service team and the IT staff is behind our field service optimization initiative 100 percent," remarked Hwang. *"The combination of ClickSoftware technology and expertise has allowed us to dramatically decrease our service costs while improving the quality of services we deliver to our customers."*

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