## What this means for Mitie

5<sup>th</sup> June 2018



**James Neophytou** | Executive Partner, IBM Services, Industrial Sector and Watson IoT Mitie Technology Day | June 2018







## How to increase revenue / service outcomes



**Employee engagement** explains **two-thirds** of client experience and NPS scores

And if client satisfaction increases by five points at a client...

then there's an increase of 20% in revenue on average.

## Co-Creating the Employee Experience

A CONVERSATION WITH DIANE GHERSON, IBM'S HEAD OF HR

BY LISA BURRELL

Companies that are adopting agile talent practices are giving to how employees experience the workplace—in some was them like customers. Diane Gherson, the chief human result is at IBM, recently spoke with HBR about how that's playing tech company revamps its business model. Edited except

HBR: In what sense is IBM putting employee experience at the center of people management?

GHERSON: Like a lot of other companies, we started with the belief that if people felt great about working with us, our clients would too. That wasn't a new thought, but it's certainly one we took very seriously, going back about four or five years. We've since seen it borne out. We've found that employee engagement explains two-thirds of our client experience scores. And if we're able to increase client satisfaction by five points on an account, we see an extra 20% in revenue, on average. So clearly

there's an impact. That's the business case for the change.

But it has required a shift in mindset. Before, we tended to rely on experts to build our HR programs. Now we bring employees into the design process, co-create with them, and iterate over time so that we meet people's needs.

What does that look like in practice?

A good example is employee onboarding the first process we took a very hard look at. We knew we wanted people to walk out thinking, "I'm superexcited I'm here, and I understand what I need to know to

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## Your core business re-imagined

#### **MOBILISATION**

NA THE PARTY NAME OF THE PARTY

- Price accuracy
- Catalogue of services
- Automatic data load contracts and assets

#### **CUSTOMERS**

- Solve before customer notices
- Self-service
- Billing agility job completion to cash
- Information at point of job completion
- Analysis and accuracy for first time fix

#### **PLANNING**



- Planner to Engineer ratio
- Automated scheduling
- Accuracy capability, capacity
- Rebalance predictive v. reactive

#### **FIELD TECHNICIANS**

- Engaged
- Using tools HAPPILY
- First time fix rate
- Diagnose Problem-Cause-Remedy
- Right crafts for right value jobs

#### **SUPERVISORS**

- Focus on margin by job
- Predict and Manage Net Promoter Score proactively
- Balanced ration to engineers



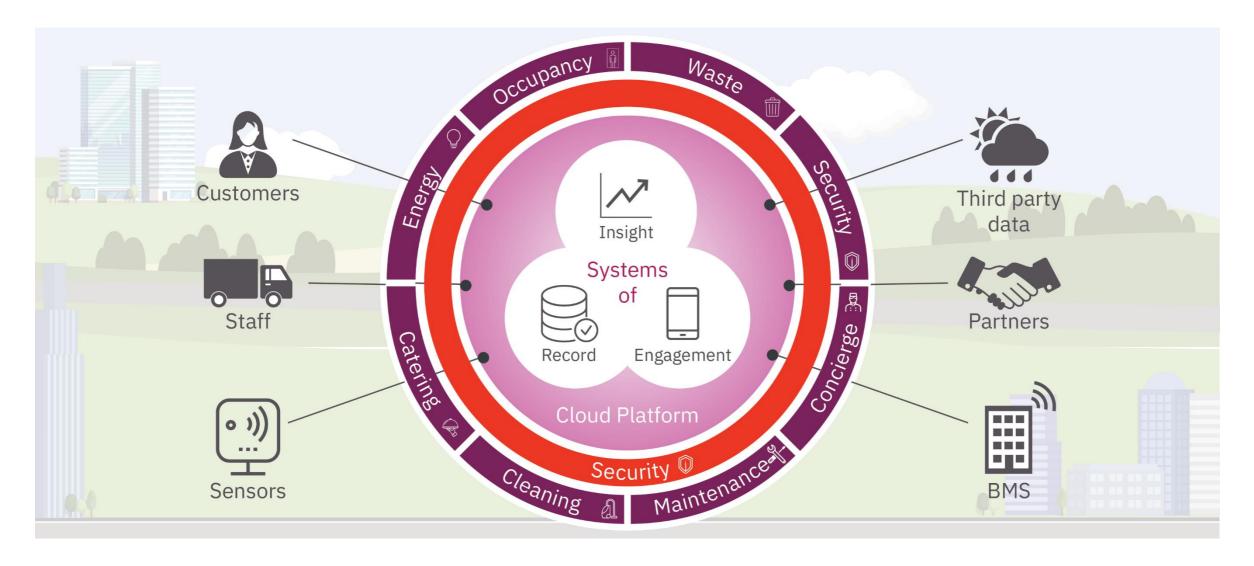
#### **SUPPLY CHAIN**

- Subcontractor approach
- Partnering and open book
- Reduce reliance on 3rd parties

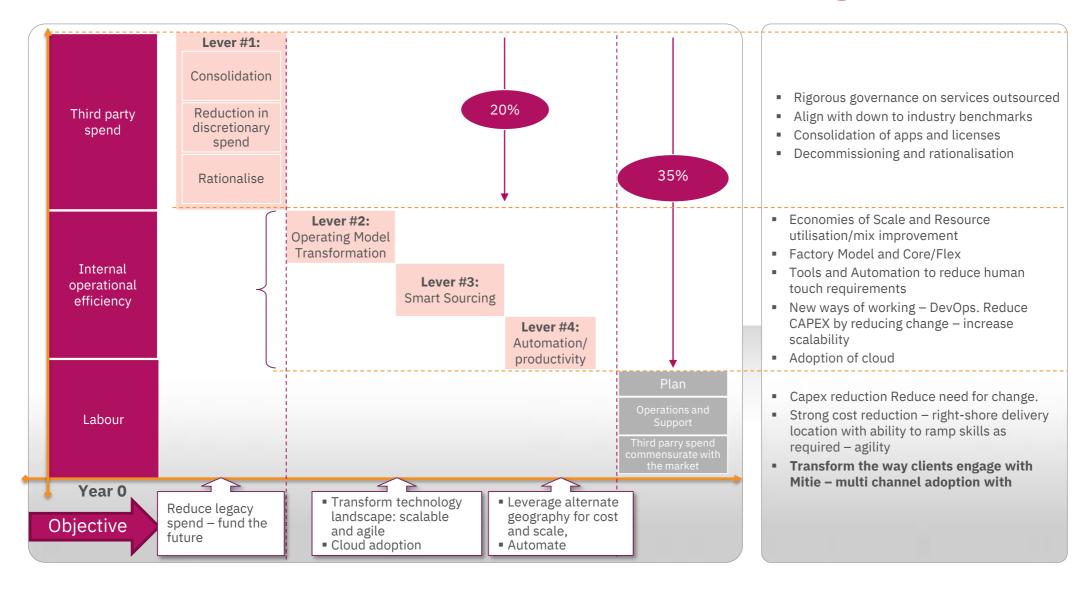
#### MITIE

Engineering Security Soft Catering Prof Services/ Property Care and Services Services Connected Services Custody

## The FM industry is poised at a point of transformation

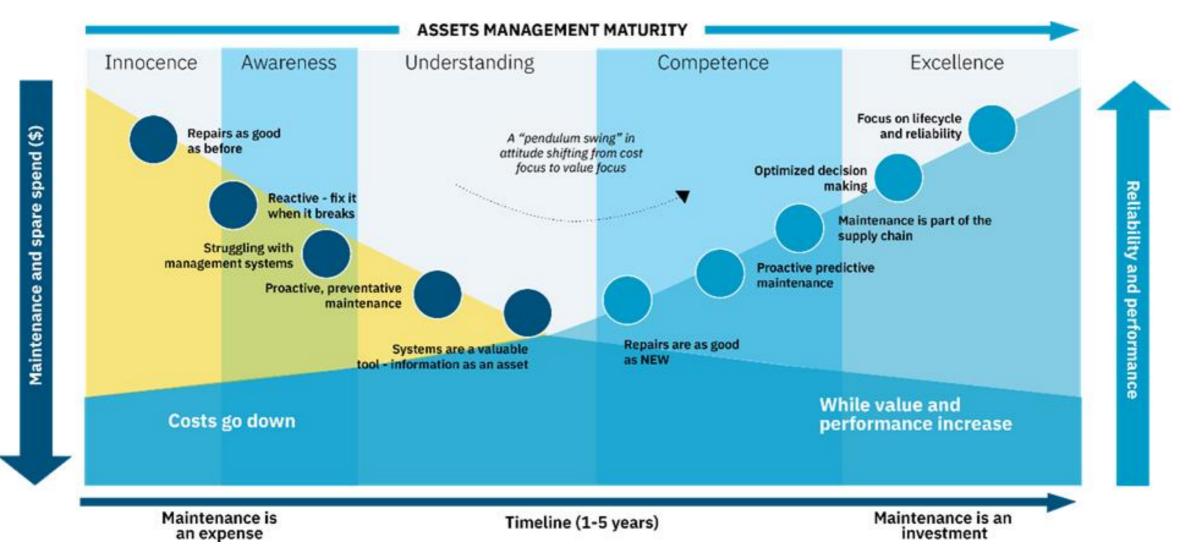


## Leaner cost base – 4 levers – commercially agile



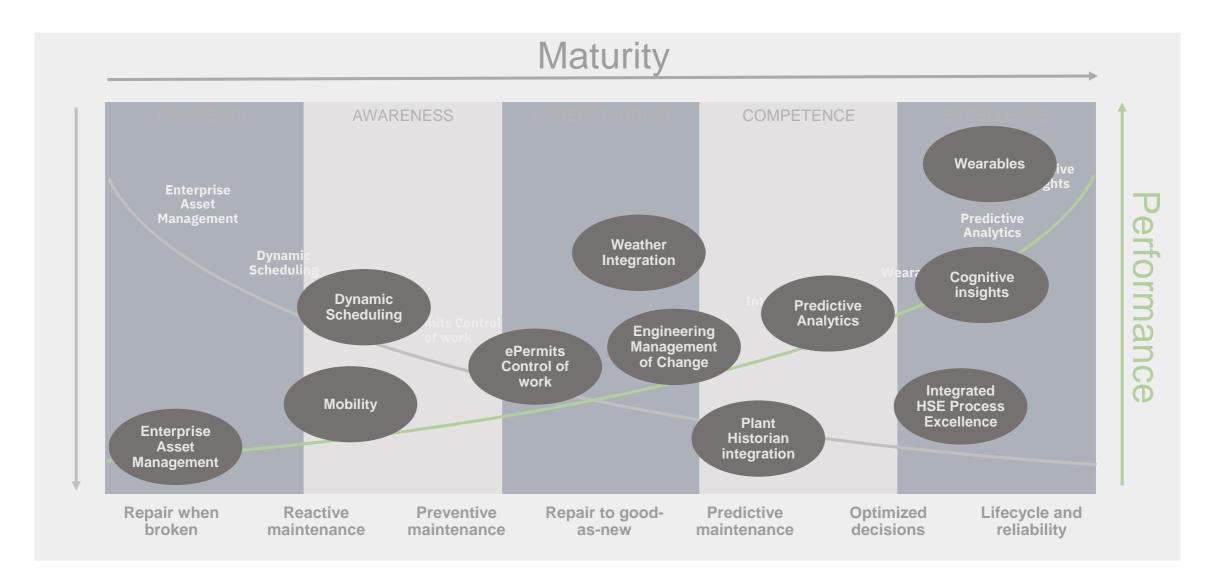


## Work and Asset Management journey





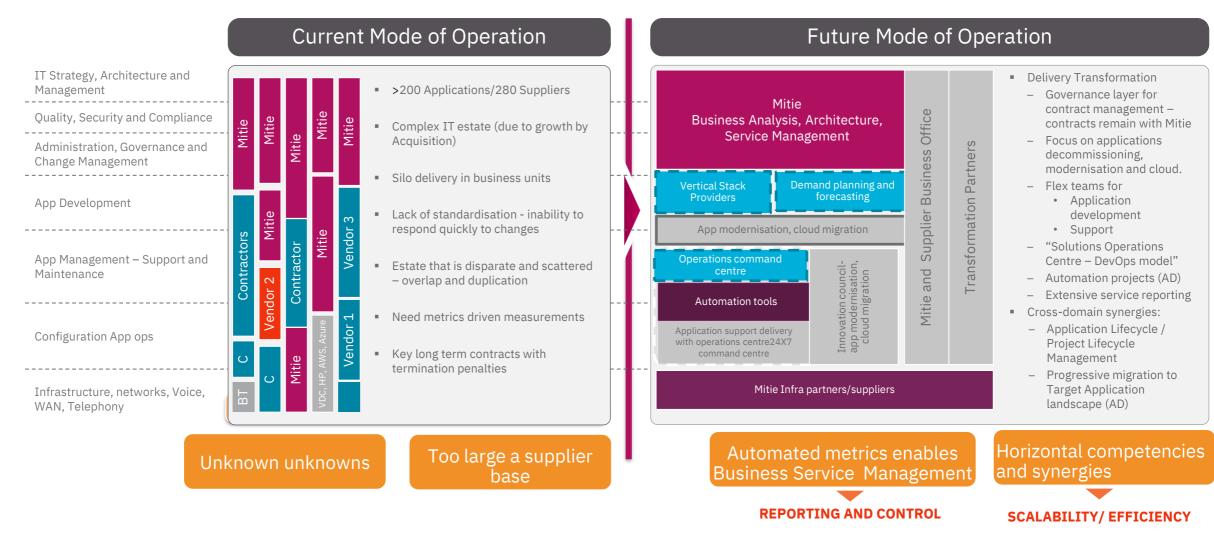
## Asset Management Maturity – Operational Excellence



## "Beyond FM... to the Connected Workplace"

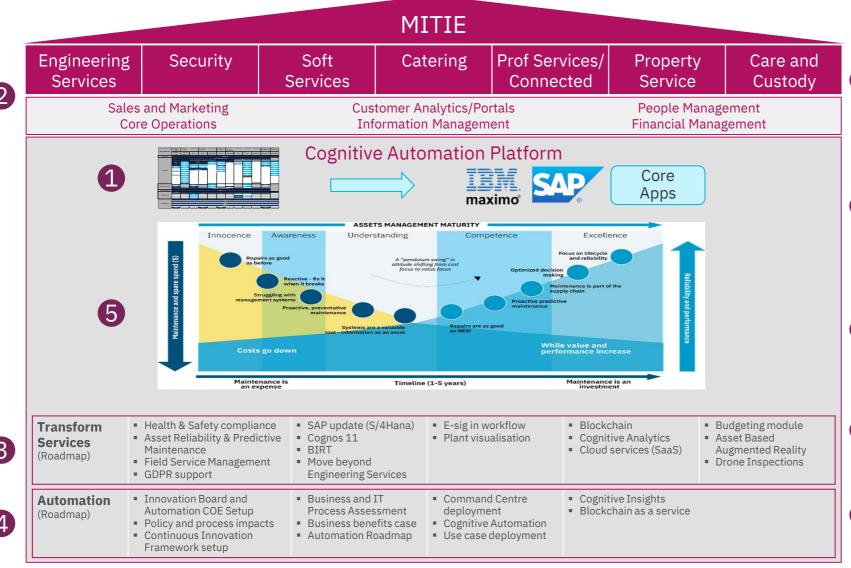


### From silos to managed services



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### Transformation of the technology estate to cater to the future needs is key



- Continue journey to your target IT landscape:
  - Support successful migration to cloud
     Encourage convergence of applications beyond
  - Encourage convergence of applications beyond current plans e.g.
    - CAFM, Estimating and Case Management to Maximo
    - Sage, Oracle to SAP
    - Dynamics CRM and customer self-service portal to Salesforce.com
- 2 Transform the engagement between MITIE, its customers and employees for a unified experience:
  - Voice, Chat, Messaging, IVR, Mobile, Web, Email, Shop
  - Enhance business benefits through simplification of process and user interface
  - Removal of waste in the process
  - Use of self service via integrated chatbots
  - Robotic Process Automation
- 3 Architecture:
  - Based on roadmaps, we can facilitate Mitie to undertake this evolutionary journey to the connected workplace e.g. drone service provides information to Maximo in a safe and secure manner
  - Deployment of Cognitive Automation Platform will transform business and IT operations
- Deployment of Cognitive Automation Platform:
  - Allow simplification of business process
  - Self healing systems increase business productivity
  - Minimal human intervention
  - Exploit cognitive and sensor capability of Maximo and SAP
- Continuous innovation and ideation to drive towards higher level of maturity in Service and Operational excellence





# We believe human experiences drive business.







## ISS: Transforming facilities management with cognitive IoT

Using cognitive analysis of sensor data to enable a new model of facilities management



#### **Business benefits**

**Strengthens differentiation** by enabling a new outcomes-based business model

#### **Enables new services**

based on the cognitive analysis of IoT sensor data

#### **Drives efficiency increases**

across all facilities by sharing cognitive IoT insights through cloud-based service delivery

#### **Business challenge**

Success in facilities management services used to be about inputs—meeting preset customer agreements, such as food service volumes in a company canteen. This large provider recognized a shift in competition toward delivering smart services that sensed and responded to each site's unique needs. To seize the opportunity, the company needed a way to translate the sensor data it gathered from across its facilities into the best operating outcomes.

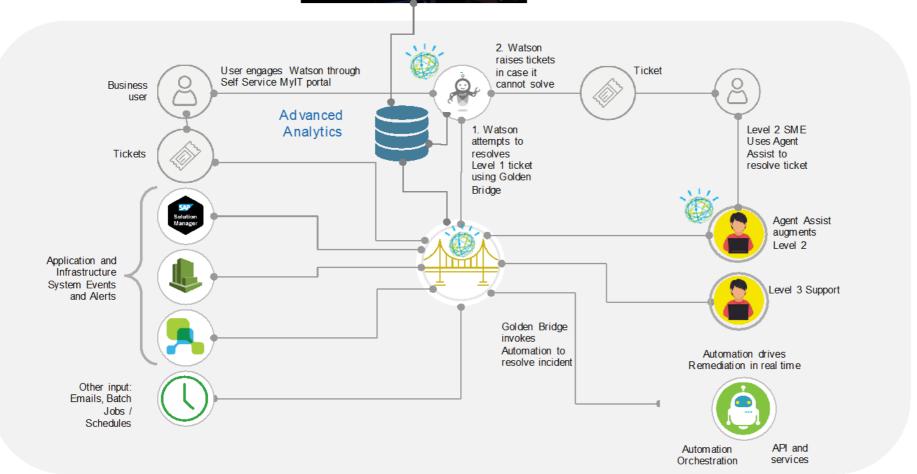
#### **Cognitive transformation**

The company successfully piloted the combined use of Internet of Things (IoT) and cognitive computing technologies to sift out the operating implications of diverse streams of real-time sensor data and put it to work. The pilot demonstrated how managers at each of the company's thousands of sites will be able to optimize key aspects of facilities management, such as food preparation, meeting room occupancy and building heating and cooling.

### Moving to real time Operations

#### Cognitive Application Command Centre

- Application Landscape Visualization Virtual Workforce Analytics and
- Business Process Performance **Visibility**
- Application Operations Automation Automation Innovation Hub
- Management
- Interactive Dashboards



## Global Oil & Gas company: Virtual Assistant supports business efficiency

Enhancing user experience and solving issues on the first contact

#### **Business benefits**

#### **Reducing support cost**

Minimising dependency on higher cost channels by letting Virtual Agent handle customer interactions

## Improving customer satisfaction

Personalising customer interactions and helping them take the action they need – instantly

## Resolving customer concerns

Increasing First Contact Resolution by solving the most common customer issues on the first contact.



#### **Key features**

- Additional & Enriched Content image and video
- Feedback customers able to suggest answer improvements
- Multi Lingual the VA supports more than 100 languages
- Chat Integration smooth escalation from VA to live agent chat
- Dynamic FAQ's Automatically updating FAQ's weekly based on top intents.
- Tone Analysis Determining anger/ frustration and escalating to an agent
- Speech to Text The customer can speak into their device and have VA respond
- IT Service Management Integration Ticket logging for specific ticket types

## Enjoy both Service Optimisation and New Revenue streams Watson IoT gives lift to innovation in Smart Buildings



# There is a need for rapid evolution of the technology backbone to accommodate to the changing needs



## Castrol Redefining Castrol's Global Digital Presence



#### Insight

- The outdated digital presence is preventing Castrol to move into the 21st century.
- Digital transformation is needed to create a coherent, global identity

#### Idea

- Combine fresh creative with traditional strengths to create one simplified design across multiple devices using responsive website design.
- Align stakeholders on a global scale and train client editors
- Give Castrol the power to drive forward the solution for their wider solution

#### **Impact**

- From digital disruption to digital transformation: Over 60 websites designed and over 21.000 webpages available in 29 different languages
- Delivered end-to-end within 6 months

**Client Success Stories** 

## Digital Reinvention™ in action with IBM

## North Face reimagines customer engagement

First of a kind mobile shopping companion learns and interacts in natural language.





# Woodside gives one engineer the insights of 1,000

Analyzing data from 80k sensors, 1 million docs, and 30 years of lessons learned.



# Kone gets major lift from cognitive, data, and analytics

Cognitive elevators interact with maintenance staff to help improve safety and quality.



### Reference Case:



- All lessons learned over decades of executing projects
- Trained by engineering experts and 500,000 documents
- Ask complex questions in natural language

https://www.youtube.com/watch?v=GFZ2IaTVkY8



#### GROW KNOWLEDGE FROM DATA

Watson technology culls through 30 years of Woodside's documented knowledge.

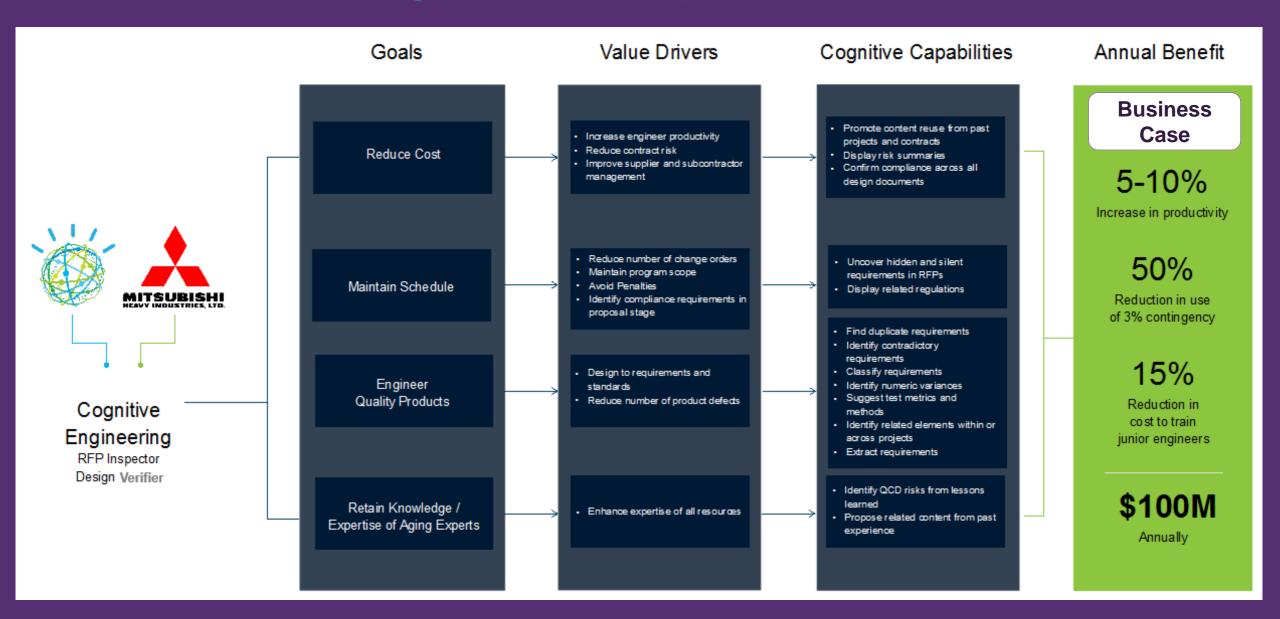
#### ENHANCE EXPERTISE

Engineers augment their expertise with a virtual advisor, "Lesson Learned."

#### LEARN AND ADAPT

Each outcome is added to collective knowledge, informing future decisions.

## Reference Case: Cognitive RFP Inspector at client



## Our Experience in Mitie's and related Industries































Defence

Infrastructure



































