Case Study: Global Specialty Retailer

Retailer Improves Shopping Experience and Vendor Performance through More Responsive, Data-Driven Facilities Management

Highlights

IMPROVED OVERALL SHOPPER EXPERIENCE by expediting resolution of facilities issues

INCREASED CONTRACTOR PERFORMANCE AND RESPONSIVENESS through disciplined vendor management and accountability

REDUCED COSTS AND RESPONSE/RESOLUTION TIME through newfound operational visibility

SUPERIOR DECISION MAKING through measurable goals and program transparency

Quantifiable Results

46% REDUCTION IN WORK ORDER RESOLUTION TIME

21% REDUCTION IN TOTAL INVOICE AMOUNT

90% CUSTOMER SATISFACTION RATING

Customer

One of the world's largest specialty retail companies operating more than 4,000 retail stores in North America and 5,000 worldwide, including some of the most well-known proprietary and licensed brands in the world.

Challenges

Facilities management is a shared service across all the company's brands. To improve overall performance and increase responsiveness, the North American team looked to modernize its processes through advanced technology as a way to overcome challenges including:

➔ All work order requests came through call centers, which were not available at nights and weekends

➔ A legacy and highly manual work order system provided no visibility or real-time tracking capabilities for the FM team, brands (stores) or vendors

➔ No robust reporting tools (only spreadsheets) limited accountability to timelines, costs and quality, and prevented sharing results with management and other departments

➔ No formal process or practice to track/measure vendor performance to KPIs due to the lack of data and relevant reports

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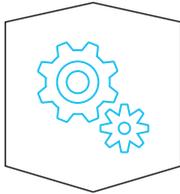
Service Automation
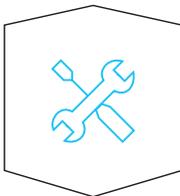
Work Order Manager

Analytics Custom & Premium

A+
Contractor Scorecard
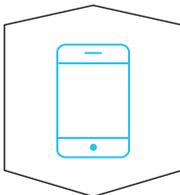
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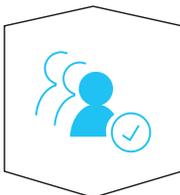
Compliance Manager

Goal

The company's FM team was focused on improving service levels and efficiencies through gaining visibility and data-supported, metric-driven decision making. Specific goals included:

➜ Reducing incoming call volume and using more automated work order initiation and tracking

➜ Gaining access to real-time data, which included the ability to parse data into many different, custom reports (e.g., by store brand, work order type, budget tracking)

➜ Setting better organizational goals using FM data and improving vendor performance management against objective KPIs

➜ Delivering visibility into operations for the brands

➜ Migrating legacy work order system data into the new system seamlessly

Solution

The company's FM team initiated an RFP and ultimately **selected ServiceChannel** *Service Automation***, which the team evaluated as being "by far the best option."** Specific ServiceChannel capabilities that appealed to the retailer included:

➜ *Work Order Manager* to provide a single platform for initiating, tracking and resolving work orders

➜ *Analytics Custom* and *Analytics Premium* for KPI tracking, customized performance analytics, operating data for stores and results for management

➜ *Contractor Scorecard* to hold vendors accountable to performance KPIs, reviewed regularly with every vendor

➜ *Mobile App* for stores to enter work orders and monitor issue status, as well as contractors to check-in/out via GPS

➜ *Compliance Manager* to monitor vendor insurance and certifications

Benefits

With visibility into work orders, the retailer's seen **improvements in response/resolution time**, **quality and cost**, as well as improved decision making. The team reports that **vendor performance and responsiveness is "at a new level compared to where it was before"** deploying ServiceChannel.

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The FM team can now generate and share FM-related data with senior management and other departments, as part of an enhanced planning process. Importantly, the **store experience has improved with faster issue resolution**.

Other specific benefits include:

➜ **Creating customizable analytics dashboards** across a number of different KPIs, which also enables better planning and organizational goal setting

➜ **Holding contractors accountable** through data-driven scorecards, directly contributing to significantly improved vendor responsiveness

➜ **Managing vendor performance**, by soliciting feedback from and about vendors and sharing feedback with vendors

➜ **Sharing access** to ServiceChannel with other company teams (e.g. Asset Protection, Risk Management),

➜ **Submitting quarterly results** to management and holding data-driven discussions

"ServiceChannel has opened up a new level of dialogue and understanding with our vendors. Many of these discussions are based on the scorecards that we generate through the platform, which gives us access to real-time and relevant information."

Results

With ServiceChannel *Service Automation*, the company's FM team has generated a number of quantifiable results:

➜ **Reduced total invoice amount** spent 21% in the last 12 months due to better operational visibility and more proactively managing maintenance and repair tasks

➜ **Decreased average invoice amount** per work order 11% in the last 12 months due to improved vendor responsiveness and performance

➜ **Shortened mean work order resolution time** by 46% as defined by average duration from initiation to completion

➜ **Slashed average proposal response time** by 68%

➜ **Improved Customer Satisfaction Rating** for completed work orders to 90%

"Deploying ServiceChannel to modernize our FM operations has been transformational for us. We have driven vendor performance to new levels and opened new channels of communications both internally and externally that helps us continually improve our overall effectiveness."

– VP Facilities & Energy Services

About ServiceChannel
ServiceChannel provides facilities managers with a single platform to source, procure, manage and pay for repair and maintenance services from commercial contractors across their enterprise. By delivering unprecedented transparency and data-driven analytics of service quality, across all trades, locations and contractors, facilities managers drive significant brand equity and ROI for their organizations without outsourcing or investing in new infrastructure. The world's leading global brands use ServiceChannel and Big Sky solutions daily to help optimize millions of transactions and billions of dollars of spend annually.