



ANTENNA[™]
SOFTWARE

Mobile field service application drives key productivity benefits now; mobility platform puts IT in pole position for the future



CASE STUDY:

Xerox Corporation Delivers Leading-Edge Customer Service using the Antenna Mobility Platform[™]

ORGANIZATION	Xerox Corporation, a \$17 billion company, is the world's leading document management technology and services enterprise.
HEADQUARTERS	Norwalk, CT
CHALLENGE	Upgrade legacy mainframe CRM and wireless field service systems to automate and improve service delivery, empower front-line employees to have a hassle-free and more productive workday, and further differentiate company in a competitive market.
SOLUTION	Deploy AMP [™] SERVICE mobile CRM solution powered by the Antenna Mobility Platform [™] (AMP), an open, flexible and independent architecture for state-of-the art enterprise mobility.
RESULTS	Increased productivity and more consistent delivery against customer Service Level Agreements (SLA) across all regions; Cohesive, centralized IT strategy to simplify, control and future-proof the enterprise mobility infrastructure for long-term ROI.
PRODUCTS AND SERVICES	Antenna Mobility Platform including AMP SERVICE, AMP [™] Voice, AMP [™] Studio, and AMP [™] Management Center RIM — BlackBerry smartphones AT&T — Wireless Network and BlackBerry 8700c smartphones Verizon — Wireless Network and BlackBerry 8703e smartphones Sprint — Wireless Network and BlackBerry 8703e smartphones Oracle — Siebel CRM



Headquartered in Norwalk, CT, Xerox Corporation is the world's leading document management technology and services enterprise. It provides the document industry's broadest portfolio of offerings. Digital systems include color and black-and-white printing and publishing systems, digital presses and "book factories," multi-function devices, laser and solid ink network printers, copiers and fax machines. Xerox's services expertise is unmatched and includes helping businesses develop online document archives, analyzing how employees can most efficiently share documents and knowledge in the office, operating in-house print shops or mailrooms, and building Web-based processes for personalizing direct mail, invoices, brochures and more. Xerox also offers associated software, support and supplies such as toner, paper and ink.

Xerox is no stranger to wireless technology in its field service organization. They've been using it for years to help their Customer Service Engineers (CSEs) manage service calls more effectively. With mobile and wireless technology evolving at rapid-fire pace and a mobile-savvy young workforce knocking at the door, Xerox realized it had to think bigger than a one-off point solution for mobility. So when the project began to replace and upgrade its legacy mainframe CRM system, IT seized the opportunity to put in place not only a next-generation wireless field service solution, but a mobility platform that will enable Xerox to design, build, deploy and manage state-of-the-art mobile solutions across the enterprise for years to come.

“Service is becoming far more important in terms of both profitability to the company and the value proposition to the customer,” says Andy Huber, manager of Service Systems Strategy and Technology, Xerox. “For Xerox to lead in the markets we serve, we must continue to differentiate both our product and service offerings. We chose the Antenna Mobility Platform because we see it as one of the key components in our suite of technologies that enable us to deliver leading-edge service and gain competitive advantage.”

DELIVERING ON THE PROMISE

The overarching goal of Xerox’s CRM project is to create a more hassle-free work day and streamlined processes for employees on the front lines interacting with customers – service technicians, managers, account associates, and professional services. In addition, the company aims to provide highly automated and consistent service delivery to better meet customer SLA requirements.

CSEs had been using a simple two-way messaging application to streamline communications in the field, but the system had its limitations and the customer service organization had just about outgrown it. Gregg Bullen, the program manager in Xerox’s Systems, Strategy and Technology Group, says, “We were looking for the next-generation wireless technology solution to enhance and expand upon productivity benefits through additional, more sophisticated functionality. And we wanted to be in a position to create innovative solutions to help our customers in new and different ways.”

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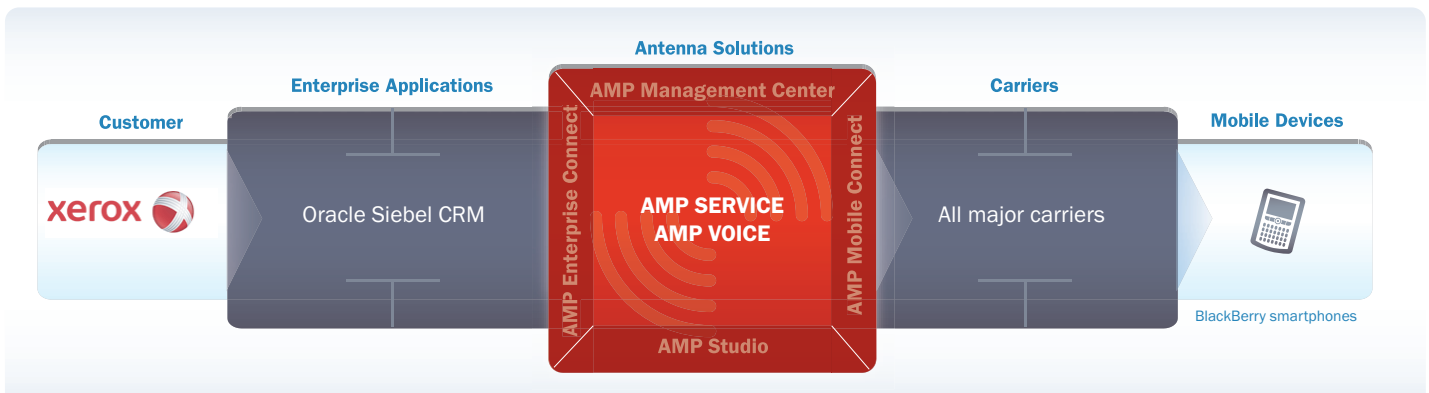
– Gregg Bullen, program manager - Xerox Systems, Strategy and Technology Group

Coincidentally, Xerox was looking to overhaul and upgrade their mainframe legacy CRM system to Oracle Siebel CRM – core to IT’s mission to centralize and roll up heterogeneous systems under one unified platform. To help manage the process, they broke the project into smaller, more manageable pieces with a clear business case defined for each. In addition to a new scheduling module, the project included a brand new mobile field service application. But more than simply an extension of one back-end system, mobility was viewed as a strategic asset with potential for significantly greater benefits down the road. That’s why Xerox selected the AMP™ SERVICE mobile solution on RIM® BlackBerry smartphones, powered by the Antenna Mobility Platform (AMP) from Antenna Software.

“With AMP SERVICE, we are taking our field service application to the next level by providing a fuller, richer user interface with additional functionality,” says Bullen. “But most importantly, with the Antenna Mobility Platform, we are now positioned to capitalize on future technology innovations coming down the pipe without having to re-tool. The infrastructure is already in place.”

The primary focus of CSEs at Xerox is taking care of the customer and delivering fast, responsive, expert service. “It is vital that we don’t distract the CSEs from their objectives,” says Bullen. Previously, Xerox CSEs had to go to a special location and get their devices loaded or updated. Now with AMP, the process is centrally administrated, managed and automated and requires no manual intervention from the CSE. According to Bullen, this is a huge benefit. “With a platform in place, the deployment of the AMP SERVICE application, any ongoing updates or maintenance, plus the switch-over from the legacy system to Oracle Siebel CRM is transparent to our users with no disruption to their daily workload. It’s just ‘point and shoot’ over the air.”

Xerox's AMP™ SERVICE Solution



THE IMPORTANCE OF HAVING A PLATFORM

To date, Xerox has deployed AMP™ SERVICE to 5,500 CSEs nationwide on Blackberry smartphones across the AT&T, Verizon, and Sprint wireless networks. The primary purpose of AMP SERVICE is to dispatch and close service calls more efficiently, anywhere and anytime. To accomplish this, AMP SERVICE gives CSEs on-the-spot access to customer and service call information, and facilitates a real-time exchange of information between the CSE and the back-end CRM system, which keeps dispatchers, the call center and managers in the loop at all times. The engineers also carry laptops for access to the Xerox knowledge base, scientific diagrams and direct interface to some equipment for on-site diagnostics. They are well equipped for every possible situation.

According to Bullen, the IT stakeholders in Xerox's Information Management (XIM) and Enterprise Service and Support teams understand the difference between simply mobilizing tasks versus having a platform for greater strategic leverage. As the group responsible for managing wireless technologies throughout Xerox, they appreciate the role a mobile platform plays in enabling greater agility, flexibility and control throughout the enterprise. "A platform is what enables us to achieve our goals. We can consolidate core service systems under a single user interface and expand as needed with value-added applications and services such as parts location, location-based services and turn-by-turn driving directions, for example," he says.

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– Gregg Bullen, program manager - Xerox Systems, Strategy and Technology Group

Flexibility is another key reason that Xerox went with the Antenna Mobility Platform, especially the 'write once, deploy to any' capability. AMP™ STUDIO, Antenna's mobile application development environment, supports multiple device platforms – including BlackBerry, Windows Mobile, Palm, iPhone, and laptops – from a single IDE. There is no need to maintain multiple iterations of an application on multiple device frameworks. AMP STUDIO optimizes the application for each particular device, which accelerates time to market, gives users the freedom to choose the right device, and enables IT to manage the diversity with ease. "Who knows what may happen in the future," says Bullen. "The speed of technology change is so fast – the AMP architecture prepares us for anything."

Also important was the centralized management and administration offered with AMP. Xerox runs instances of AMP™ Enterprise Connect for integration into the legacy CRM and Oracle Siebel CRM systems in house. All transactions are sent to the AMP™ Gateway, Antenna's hosted infrastructure, for transformation and delivery to the carriers and ultimately the users' devices. Each day over 100,000 transactions, on average are processed through the AMP Gateway. For insight into the mobile operating environment, Xerox utilizes the AMP Management Center, a Web console with real-time reporting on device status, activity, and individual transaction detail. Says Bullen, "If needed, we can easily validate transactions from end to end. AMP Management Center is a critical resource for us."

TIPS FOR A SMOOTH ROLLOUT

"Communication is key," says Bullen on the secret to a successful large-scale mobile deployment such as this. "Everyone in your target audience – management and engineers - has to be on the same page." Bullen stresses the importance of crisp and direct communications, setting realistic expectations and keeping management in the loop at all times.

Xerox began the AMP SERVICE deployment in March 2008. To help manage the process, they split all 5,500 users into 11 "waves" according to their district and rolled out to them one at a time. Within three months, the Xerox deployment team had populated all the CSEs in the AMP Management Center user database and systematically downloaded the application to each wave. "It was a very aggressive schedule, but together we pulled it off," claims Bullen.

Xerox leveraged a champion strategy to ensure the success of the rollout. They established 475 'focal points' - or champions - throughout the user population who got the software in advance, were brought online first, and worked closely with the project managers to shape the product itself. "This really accelerated the launch and created a sense of pride and ownership in these folks," says Bullen. Fully charged, the champions brought their knowledge and enthusiasm about the new mobile application back to their districts and spread it to other users. This approach was quite possibly the most important key to the application's initial traction in the CSE user community and its continued widespread adoption.

Even though CSEs carry both a laptop and a BlackBerry, when given a choice, users will take the path of least resistance – and the AMP SERVICE mobile app is winning out. To prove this point, Xerox tracks how service calls are closed. The majority of calls are now being closed on the BlackBerry using AMP SERVICE, a significant improvement over the previous mobile application, which demonstrates the simplicity and usability of the device and the application. "Techs in the field really love the technology but are very unforgiving when it doesn't work," says Huber. "It's a strong testimony to the success of the mobile application that we've had great feedback and high usage from our users."

In addition to Web-based training classes and user documentation, Xerox also created a forum on its Intranet, which enabled interaction from peer-to-peer and group-to-group. This allowed people to ask and address questions, share tips and knowledge, and contribute to a feature wish-list for future consideration. Management monitors the forum and addresses all requests, which has created a real sense of community across the organization and contributed to the ongoing success of the new AMP SERVICE application.

MEASURING SUCCESS

"The business case for the entire CRM upgrade project only required a 5% productivity increase to justify the investment, but we expect to achieve considerably more than that," says Huber. In addition to technician productivity, Xerox also tracks and analyzes typical field service and process compliance metrics to measure its service performance, and ensure high user adoption and efficacy of the mobile CRM solution. These include metrics such as % of calls accepted, % of calls rejected, reasons for rejecting, travel times, job times, call closure rates, % of customer call-backs, reliability of equipment, travel hours and distance, overtime, remote problem solving ability, etc. The company expects to continually improve marks across the board, especially when the CRM system migration is completed.

Tightening up variability across geographical regions and improving the consistency of service performance is paramount to the company's strategy. "We want to be able to consistently deliver against SLA objectives whether we're in the downtown Chicago loop or Bismarck, North Dakota," says Huber. "Xerox is ranked as an industry leader and benchmark performer in the service industry, but we are still committed to improving the consistency and quality of our service performance using this technology."

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– Andy Huber, manager of Service Systems Strategy and Technology, Xerox Corporation

A PRODUCTIVE PARTNERSHIP

Xerox is using AMP STUDIO to design, build and deploy its mobile applications. Simple projects are done completely in-house; more complex projects involving multiple integration points are done with the help of Antenna's Professional Services team. Antenna's pre-built connectors into Oracle and Click Software accelerated the development and integration process.

Xerox is a long-time Antenna customer and has relied upon the company's paging network for many years. Together the two organizations have built up a trusting and productive relationship. "We chose Antenna primarily because of the flexibility and reliability of its mobility platform and the consistent responsiveness we've had from the company," says Huber. "Antenna is a company we can count on."

Positive feedback is coming in from all sides on Antenna's clear understanding of the technology, its grasp on their vision for the platform, and its ability to create solutions on the fly with a quick turnaround. Bullen concludes, "Antenna is a trusted advisor and knows the infrastructure inside and out. The team has been able to leverage that knowledge and use it to build high-quality, high-value solutions."