![Konica Minolta logo]

**KONICA MINOLTA**

Case Study

# A pioneer in technology and customer experience

**Konica Minolta UK** produces business and industrial imaging products, such as MFPs (multi-functional peripherals), copiers, laser printers, and digital production print systems, as well as optical devices for various other markets, such as healthcare. The company's service organisation has over 275 field-based engineers providing planned and reactive maintenance and support to businesses throughout the United Kingdom.

## A true partnership

The relationship between Konica Minolta and Cognito iQ goes back more than 15 years and exemplifies much of the recent history of mobile workforce technology. Konica Minolta and Cognito iQ have grown together as the technology has developed, from simple automation, to today's solution which provides unrivalled visibility of operational and employee performance.

**Cognito iQ**

REDEFINING SERVICE

# The historical challenge: Manual processes

In 2001, Konica Minolta had around 200 field-based engineers who, as in other firms in the print industry at the time, posted work sheets for each call back to base in batches. The back-office ERP system would only be updated seven to ten days after a work had been done, making it harder to analyse service incident trends, and to monitor how engineers were performing.

# The original solution: Automation and customisation

Konica Minolta chose Cognito iQ to automate and mobilise the field operation. We implemented our existing workflow solution which was based on our wireless network. However, as we were in the process of developing a new mobile solution, we worked closely with Konica Minolta to ensure that they were one of our first customers to migrate to the new platform. Our mobile solution automated previously manual processes, improving efficiency and reducing errors, and giving Konica Minolta's Head of Service, Ged Cranny, real-time information to control the service support operation.

*"Cognito iQ OPM has given me live data to make decisions on the trends today rather than tomorrow. I'm not making assumptions, I'm making qualified decisions and so are my managers."*

Ged Cranny
Head of Service, Konica Minolta

In 2004, following the merger of Konica and Minolta, the UK business implemented a Europe-wide SAP ERP system, which came with a built-in mobility solution, replacing our technology. After 6 months, Konica Minolta UK took the decision to re-engage with Cognito iQ, in a bid to integrate our products with their new SAP ERP system. The relationship between our companies became even stronger at this point, as we successfully supported the Konica Minolta team through the complex integration process, re-developing some areas of our technology so we could deliver the best possible mobility solution for the UK business.

Since then, we have continued to work closely to develop our solution to meet Konica Minolta's needs. Over the years we developed the workflow app to improve flexibility and added in some automated data validation, speeding up the processing of tasks. We also introduced stock capture functionality which supported Konica Minolta in utilising and managing stock already bought locally, cutting out waste and extra cost. Previously, the firm had been dependent on ordering directly from the centralised European parts stock, so the new workflow saved the UK operation both time and money, maximised inventory and enabled them to service customers more quickly and effectively.
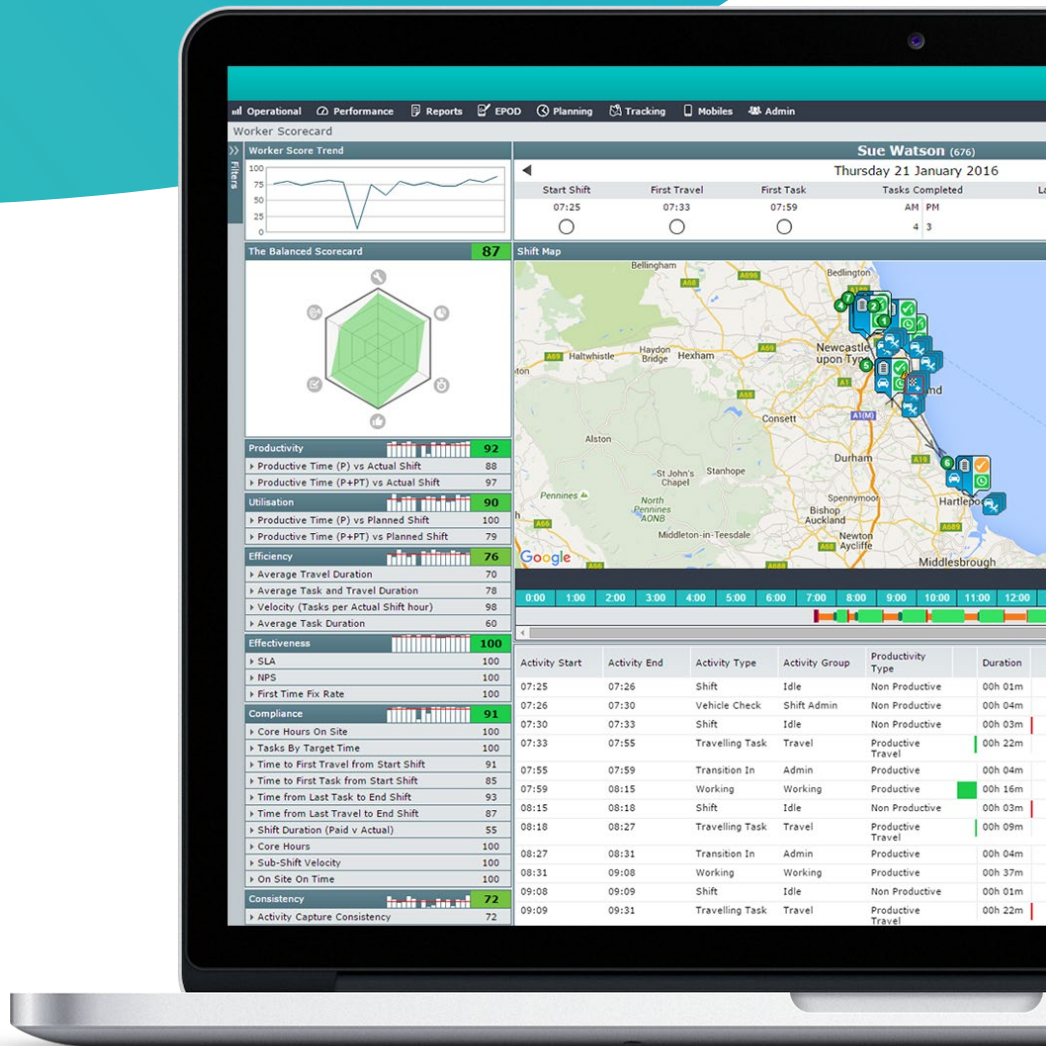
# The latest development: Cognito iQ OPM

In 2014 Konica Minolta reviewed the market to see what was on offer, and to reaffirm that Cognito iQ Mobile was still the best solution. At that time, we had just launched Cognito iQ OPM (Operational Performance Management), which represented the very latest in analytics for field service companies, and reinforced their decision to remain with us.

Ged Cranny says:

*"It was the reporting that caught our eye. When we ran reports from our ERP systems, we could only see what happened yesterday. But OPM was like a picture of our world, in real-time. Reports that could previously only be created by expert users and would take us 15 minutes to run, could be run in seconds using OPM; everything is only a couple of clicks away."*

## Productivity

Cognito iQ Operational Performance Management gives Ged Cranny and his team of managers real-time visibility of what is happening in the field. The service desk team always have the Cognito iQ OPM Plan Perspective displayed, so they can see at a glance how they are performing against the plan for that day, and can address any problems before they arise.

There is constant communication between the field and the service desk and the third-party planning tool is always working out the best routes, so jobs are allocated one at a time to engineers. As a result, travel hours have been reduced by 3% since the end of 2014. Cranny has calculated that saving just one minute in travel time per visit, over a year, equates to one engineer in headcount.

Ged Cranny says:

> "Cognito iQ OPM has given me live data to make decisions on the trends today rather than tomorrow. I'm not making assumptions, I'm making qualified decisions, and so are my managers."

The company has consistently seen significant year on year growth in the customer base, which Cranny attributes to having a great reputation for both products and service support. Despite this growth, they receive fewer service incidents, which he puts down to improvements in the quality of the products and the service provided. The workforce also manages to be more productive, with more machines per man, which has enabled Cranny to invest in hiring more trainees.

**Cognito iQ OPM has enabled Konica Minolta to make substantial gains in three key areas:**

## Customer Service

Konica Minolta's NPS scores for service in the field are amongst the highest in the service industry. With engineers having the ability to gather NPS scores on-site, the number of customers giving scores has more than doubled in the past year. In addition, the NPS scores being achieved by the field team are impressive and consistently over 80%. Because Cognito iQ OPM gives the team real-time visibility of what is happening in the field, the service management can respond instantly to customer feedback. Cranny affirms that customers who give a score of 10/10 are randomly called back and thanked. Similarly, anyone who gives a score of 6/10 or less is called within an hour of leaving the feedback, and asked what Konica Minolta could have done better. This has the added advantage of picking up other issues that are not necessarily related to the engineer's performance, which can then be resolved by service management.

## Employee Engagement

Konica Minolta has developed a programme called 'Pathfinder' which is linked to Cognito iQ OPM's Worker Scorecard and League Table functionality. The programme develops and grades engineers according to the training they have done and the quality of work they have achieved. Pay and reward is linked to this development and quality markers taken from Cognito iQ OPM support this programme. As Cognito iQ OPM is visual and graphical, it is easy for management to share the data with engineers and to communicate how they are progressing against their KPIs. Engineers are more in control of their own career progression and earning potential, which is highly motivating, and encourages them to undertake training and exams. The Pathfinder programme also helps to retain and recruit the best engineers.

# The journey ahead

We believe Konica Minolta's 'Pathfinder' programme sets the standard for how to use Cognito iQ OPM to proactively motivate and engage engineers, by being transparent about their performance, thereby putting them in control of their own destinies. Ged Cranny's vision is to extend this transparency to the customer base too:

*"With Cognito iQ OPM, service is transparent; anyone within Konica Minolta can look into our world and see how we are doing. I'd love to get it down to customer level and let them see into it as well; customers could see what levels of service we are providing rather than having to wait to get service information on a spreadsheet after the event. OPM gives us real-time validation of the field operation at any moment in time"*

The Cognito iQ technology, and the close partnership between both companies, has redefined service for the UK business. Cognito iQ are proud to have been part of Konica Minolta's journey over the last 15 years and look forward to supporting them in the future.

# About Cognito iQ

Our software provides enterprises with real-time interaction and visibility of their mobile workforce to continually improve operational capability.

For over 20 years we have led the way, developing ideas and solutions with our customers to differentiate their business by providing exceptional customer experiences.

From design and build through to our ongoing UK support, we strive to provide customer excellence and we're proud to work with some of the biggest names in the business.

For more information, visit our website **CognitoiQ.com** email **info@CognitoiQ.com** or call **+44 (0)1635 508200**

## Cognito iQ

### REDEFINING SERVICE