

Service and Support Executives – Hot Topics and Points to Ponder

by Roy Steele

Service executives, directors, managers, supervisors and technicians are finally receiving the commitment and support needed to fully optimize the customers' experience. The service logistics infrastructure processes, systems and functionality are on "auto pilot," with all products performing to specification at customer locations. All support organizations, including parts suppliers, are on board and committed to the product life cycle.

By now, you must be thinking – "Are You Serious?", "Get Real", "Dream On" or some other favorite expression. Service leadership is an ongoing value improvement continuum that links a myriad of subjects, concepts, information and ideas together, gradually blends them together to create a seamless business improvement process, and that eventually is recognized by the end-user customer as added value that exceeds expectations and that is worth the price.

However you choose to define service leadership, here are some of the current hot topics being discussed by leaders in the service and support profession.

1. Customer Facing Functionality and Performance

This hot topic is all-encompassing and goes way beyond the traditional break-fix mindset that many product-centric executive teams and company cultures are still attempting to cling to. The **Services Economy** is here to stay and presents significant challenges and opportunities for post-sale service and support professionals to cost-effectively add value and improve the customer experience.

Go beyond your job description, reach out to other organizations and drive innovative change. Become a self-confident problem identifier and problem solver. Service and support executives reside on the bridge between:

- Company and Customer
- Product Performance and Profitability
- Services and Satisfaction
- Design and Disposal

- Suppliers and Salvage
- Design Engineers and Service Engineers
- Maintainability and Maintenance Cost

2. Strategic Services Management – High-Value Leadership

The topic of high-value leadership is on most service executives' priority list, whether you are trying to improve customer loyalty, improve profit performance, grow market share or lead your organization through difficult times. Service executives are facing fiscal challenges and are aggressively trying to mitigate risks associated with product performance, service level agreements, service parts availability, excess/obsolescence, information systems, technical competency and other key components of the service delivery infrastructure.

The customers' decision makers are continually assessing your company's ability to get the job done. One of the **Fundamentals of Service** is to know your customers – there is no substitute. It is okay to brag about your organization internally and externally. Emphasize results, outcomes and deliverables. Convey assessments, insights, trends, opportunities and challenges to others. These discussions can be opinion- and hypothesis-based in the beginning stages, but must become fact-based and substantiated with cost-benefit analyses before investments will be made by senior management.

This is the time for self study and adopting a lifelong learning strategy. Each person is their own business, requiring ongoing investments in knowledge, relevant skills and capability growth. Employers and customers have very little patience for learning curves, delayed responses and partial deliverables. Leadership is a rare commodity; have the courage to take a major leadership role in your organization.

A positive mental attitude is pervasive. Service and support executives are taking the lead with high energy levels, astounding enthusiasm, zest for life and the determination to be instruments of change and motivation

(Continued on page 2)

Join NASM

Become a member of NASM and gain many valuable benefits:

- Quarterly newsletter
- Certification recognition program
- Networking
- Spring and fall events
- Golf outing
- Education programs

Visit our website:

www.nasm.com

and click on the “About” tab.

JobTarget Website

Need help filling a job vacancy at your facility? Go to www.nasm.com and click on “Employment Opportunities.” NASM has partnered with JobTarget to provide you with various links and information.

The JobTarget website offers employers and job seekers an opportunity to find each other.

A Letter from the President

Greetings NASM Members:

As we approach mid year for 2009, the NASM dedicated leadership continues to make improvements within the organization through communications, networking and educational opportunities. NASM has joined forces with The Chicago Chapter on special events, such as our golf outing, as well as the September 22, 2009 Service Leadership Conference. We look to strengthen our networking opportunities as well as the NASM membership organization.

This year’s spring conference was another great experience, as we held our on-site meeting at Johnson Controls, located in downtown Milwaukee, Wisconsin. I want to thank Johnson Controls for their hospitality, along with our board members and guests for their attendance and participation.

Our NASM Education and Certification Committee continues to drive improvements to our Service Executive Program through our Service Management Institute. This will continue to be our focus: to provide our members with the opportunities to address their individual service management needs.

On a special note, I would like to recognize Brian Stringer from John Deere and Dwight Aylesworth from PSG in Texas for successfully meeting and achieving the NASM level of CSE certification and RCSE recertification. These are dedicated, high-level achievements in service management. Congratulations for continuing to work for excellence in the service management industry.

Our next face-to-face meeting is scheduled for July 8 and 9 at our annual Board of Director’s meeting and Golf Outing, where we will finalize plans for the September Service Leadership Conference.

I am looking forward to seeing everyone along with some new faces.

Regards,

Jim Mueller
NASM President

Service and Support Executives – Hot Topics and Points to Ponder (cont’d)

(Continued from page 1)

during these challenging times. Social skills, professional courtesy, community involvement, conference participation and brown bag lunches all play a major role in the added value sphere of influence.

3. Profit Optimization

Step up and step out. Executives (including customer executives) want to know that you have high integrity and can be totally trusted to perform your job, deliver the desired results and deliver profit. **Most important is the trust that is given to the first-line service technician at the completion of each service event.**

This trust is gained by seeing you in action. Demonstrate a commanding presence by your appearance, posture, eye contact, body language, behavior, verbal skills, presentation skills and writing skills. Speak with authority on driving profit, even when investments in information systems, service parts inventory, training and other infrastructure needs are not well understood by IT, manufacturing, suppliers, engineering or the executive team. Use phrases like “I can,” “I will” and “I know.” Service to customers is a 24/7 function for service executives in today’s business climate. Expect the same or more from the support teams.

(Continued on page 3)

(Continued from page 2)

4. Executable Action Plans

Product and customer service tends to appear chaotic, random and reactive to those individuals that are not directly involved in the service and support profession. The challenge is to be responsive to all requirements and define tactical and strategic action plans with measurable outcomes and timelines. It is not uncommon to have 10 to 12 priority initiatives in place at any given time in service organizations. The orchestration of the projects is typically in the support organizations, while the execution must be managed by the field service operation.

Make a list of all of the current initiatives in your organization today. Are project management disciplines being used to track the implementation and effectiveness of the initiatives? Do any of the initiatives need to be regrouped and restarted?

What are the products and initiatives scheduled for launch and integration over the next 12 to 24 months? What are the setback schedules? What are the life cycle resource requirements? What is the impact on your organization? This is another hot topic of discussion.

5. Core Competency Assessments

Customer and business pressures are revealing weaknesses, exposures and risks in our leadership, processes, people, information systems, depth and future capabilities. A hot topic of discussion is the objective assessment of your organization. What are the customer-facing requirements? Are your products performing to specification? Have the product service strategies evolved? Will one-off, single-source, proprietary parts be available for the life cycle? Where is each product in its life cycle? Is there a business continuity plan? Could we insource a particular function that has been outsourced if it should become necessary? Are we self-sufficient and self-reliant?

It is time to step back and complete a thorough examination of your operation and create a strategic plan looking out at least five years.

6. Education and Certification

Last but not least in the list of hot topics is the education and training investments in our people. Most companies have tuition aid assistance and internal universities with progressive career development programs. Some companies use focused generic programs such as six sigma, lean methodologies, supply chain, call center, warehousing, distribution, help desk and accounting to provide opportunities for knowledge and skills growth. Several online modules are being funded by companies from providers such as The Association for Operations Management (APICS), the Council of Supply Chain Management Professionals (CSCMP), Accenture Supply Chain Academy, SkillSoft and CompTIA.

The service profession is still deficient in open market recognizable credentialing of service executives, service managers and service supervisors. The National Association of Service Managers (NASM) has the Certified Service Executive designation, and Service Strategies, Inc. offers a Certified Field Service Manager (CFSM) and Certified Field Service Professional designation.

The NASM Education and Certification Committee has the goal in 2009 and 2010 to offer several comprehensive training modules that will be available through a web-based Learning Management System hosted by Ken Cook Co.

Please forward any suggestions you have for service-specific subject matter and content you believe would add value to the service-specific curriculums. Send your suggestions to NASM headquarters via the following link:

<http://www.nasm.com/index.cfm?event=feedback>

Roy J. Steele, President
RoShar Associates, LLC

“Education, Training and Consulting
Services for Product Service and Support
Professionals”

RJSteele@RoSharAssociates.com

972-741-9009

ADVERTISE

in the NASM Quarterly Newsletter

Contact Ken Cook
for details:

414-847-1200

kenc@kencook.com

Haven't Heard from NASM?

Update Your Contact Information

If you aren't receiving NASM announcements, e-mails or newsletters, it's possible that your membership information is not up-to-date.

Check your spam filters to be sure you can receive valuable NASM e-mails.

Please e-mail your current contact information to:

kenc@kencook.com

Include:

Name
Company
Title
E-mail
Address
Phone
Fax

NASM Certification – Your Key to Service Management Success!

NASM Certification recognizes those individuals who accomplish a prescribed level of competence in the Service Management field.

Some companies also use NASM certification as a prerequisite for hiring Service Managers, as a basis for salary increases and promotion.

NASM offers the only certification program for service executives nationwide.

Three certification levels are available:

- **ASE: Granted for seven years**
- **CSE: Granted for three years**
- **LCSE: Permanent certification when it is achieved**

Each level has specific requirements and goals.

Go to: www.nasm.com and click on “Service Management Certification” for more information on application procedures.

Don't delay, take that next step toward NASM Certification!

A Business Within a Business: No Better Time to be an Entrepreneur

By Roger Henson, Southwest Training and Consulting

Taking advantage of the current business/economic crisis is something few people will do or even think about. The thought for most is, “How do I hang onto my job?” However, there are the few, maybe you, who will seize the opportunity to become an entrepreneur within the company where you work. We usually think of entrepreneurs such as Bill Gates or Steve Jobs who started businesses in the garage, or perhaps the folks in your R & D lab or skunk works who are working on new product ideas. After all, our job in service is to fix what has already been designed and manufactured and to do it with less money, not come up with the next mouse trap.

But let's explore a different perspective. The auto industry is suffering huge sales declines. This means people are keeping their cars longer, which provides greater opportunities for the repair shops. In your industry, are customers hoping to make an existing product last a little longer? What could you be doing to help them, and would it put your company in a better position to sell them new products when our economy recovers?

These are questions I think about as I work with small businesses as a SCORE®* volunteer. Many people are asking for help in marketing, sales and expense reduction, but as we talk we begin to explore the greater questions of what does the customer want today and what they will need tomorrow? This leads us beyond repackaging existing products and services to the “blank paper,” and the creative juices start to flow.

Most NASM members are a part of a national or even a multi-national corporation. Here is where we can begin to build a business within a business. Referring back to a book I mentioned in a previous article, *The Art of the Start* by Guy Kawasaki, in which he writes about

the art of internal entrepreneurship: One of his points is that your new idea should be about the betterment of the company, not for personal gain. He explains that in doing so you will get a large number of coworkers to support your efforts. As we listen to the news and read the business publications, we find many examples where putting self first has led to business meltdowns and many people losing their jobs.

So where do you start? Here are a couple of examples:

1. I had an assignment to create a short-term program to use excess personnel capacity. Initially I thought of the clean-up work that could be done. Then, I started talking about the assignment with my breakfast groups. Soon I was going in the direction of what we could do for our customers vs. cleaning out the warehouse. We developed a new service offering that we were able to test with our excess personnel. We created some new jobs and some new revenue from this negative situation.
2. Within my field service organization we created a tri-fold brochure that we gave to our customers after a service call. It provided our local mission, values and other pertinent information. But more importantly, we put a local name on a multi-national business and stated the objectives we were committed to deliver. Many of my peers had thought about doing something similar, but we were the ones who did it. What did it get us? New opportunities to talk with and listen to our customers. We did not just want satisfied customers, we wanted very satisfied customers.

What about your business? Does it have a unique mantra or name that identifies you with your local business customers? Do you have excess personnel that are slated to be rightsized? Do your people have the

* SCORE® “Counselors to America's Small Business” (www.score.org)

(Continued on page 5)

(Continued from page 4)

“global support with a local perspective” mentality?

Creating a business within a business is personally rewarding. More importantly, it can get the creative juices flowing, and get the entire team involved in exploring new revenue possibilities and productivity initiatives. It takes leadership and risk taking, but then a leader is a risk taker.

I like to refer to the insights of Peter Drucker, in *The Essential Drucker*:

On the importance of entrepreneurship: “Any organization, however, that actually believes that management and entrepreneurship are different, let alone incompatible, will soon find itself out of business.”

On the myth of the profit center:

“Inside an organization, there are only cost centers. The only profit center is a customer whose check has not bounced.”

I work with a lot of hopeful entrepreneurs that are determined to not just survive, but to be successful. If we are inside a business, the opportunity and the necessity to be an entrepreneur can be just as important. Get that cup of coffee, do some brainstorming with a few members of your team and give some serious thought to what you can do for your company. You may end up doing something good for yourself as well. I hope we will hear about some examples of entrepreneurship from our NASM members.



Something to be Aware of in These Economic Times...

By Vince Lightfoot

Ref: NASM BYLAWS

ARTICLE III: MEMBERSHIP

Section 3.1:

d) Honorary Members. Honorary members shall consist of those individuals who the Association (NASM), through its Board of Directors, determines to admit to membership based upon the contributions of that person to the field of Product Service or to the aims and objectives of the Association. No fees or dues shall be paid by Honorary Members.

e) Retired Members. Retired members shall consist of those individuals who retire from employment while holding membership in the Association (NASM), providing that they have been members for the five consecutive years prior to retirement. Dues for Retired members shall be free of charge.

g) Deferred Members. Deferred members shall consist of those individuals who have been a paid regular member of the Association (NASM) for two years or more, and are unemployed at the time of

membership renewal. These individuals may apply for a one-year free membership renewal and will receive the same benefits as a regular member during that year.

Staying in Touch

At NASM, we are dedicated to supporting our members and associates throughout their lives and careers, and encourage each and every one of our members and associates to *stay in touch!* Keeping in touch with us could mean benefits for you. NASM offers an increasing number of services and benefits to their members and associates. *Staying in touch* allows us to keep you informed of events, programs, and new services and benefits.

Visit us at www.nasm.com.

You can update your profile by contacting:

NASM Headquarters
P.O. Box 250796
Milwaukee, WI 53225
Ken Cook, Treasurer NASM
414-847-1200
kenc@kencook.com

Articles for NASM Newsletter

NASM publishes the newsletter quarterly.

Please submit articles/information to Ken Cook, Ken Cook Co. (kenc@kencook.com).

Deadlines are:

**August 1
for the September issue**

**November 1
for the December issue**

**February 1
for the March issue**

**May 1
for the June issue**

What's on Your Reading List

Please take a moment to think about what you've read lately that would be of interest to your fellow NASM members. Be sure to include the complete title, author's name, a brief book overview and where it's available. Send your recommendations to kenc@kencook.com and we'll include them in subsequent newsletters.

Johnson Controls Showcases Facility Technologies and Customer Service

By Ken Cook and Brian Stringer

Johnson Controls Facilities Division in Milwaukee hosted the NASM April on-site meeting with over 20 attendees, including The Chicago Chapter associates. JCI is a corporate member of NASM.

Johnson Controls (NYSE: JCI) is a global leader in automotive experience, building efficiency and power solutions.

The company provides innovative automotive interiors that help make driving more comfortable, safe and enjoyable. For buildings, it offers products and services that optimize energy use and improve comfort and security. Johnson Controls also provides batteries for automobiles and hybrid-electric vehicles, along with systems engineering and service expertise.

Johnson Controls has 140,000 employees in more than 1,300 locations serving customers in 125 countries. Founded in 1885, the company has its headquarters in Milwaukee, Wisconsin. With buildings consuming 30 percent of the world's energy and producing 25 percent of total CO2 emissions, JCI is a well-positioned leader in providing building efficiency and environmental solutions.

Ward Komorowski, Director of Facilities and Building Services, led the group on an enlightening tour of the Building Efficiencies HQ Facilities. Features of this advanced facility include blended HVAC processes, auto alert maintenance devices, individual environmental controls and security systems beyond imagination. This facility was the first in the country to achieve Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council and ENERGY STAR label.

In an effort to track building efficiency, JCI employs a measure of watts of energy consumed per square foot of building space. This measure is tracked daily and allows JCI to realize efficiency improvements as they are implemented.

Following the tour, Warren Sturm, Director of Service Operations - North America, and Kim Vaughn, Operations Program Manager, Service North America, presented *JCI's Philosophy to Customer Satisfaction*.

Warren gave an overview of helping clients with the life cycle costs of their buildings, usually over a 40-year life:

- 50% Operating Costs
- 11% Construction
- 14% Financing
- 25% Alterations

Using a budget box methodology for cost drivers – capital, repair, energy and maintenance – shrink the budget box to reduce costs. Look at facility improvement measures that show reduced operating costs.

Kim described how JCI takes care of customers. They are firm believers in customer surveys and focus groups with ongoing surveys to test customer loyalty and satisfaction. Hot Sheets go to the applicable branch for immediate action. There are eight rules JCI follows for customer satisfaction:

1. Know your customer, site and equipment.
2. Keep your customer informed.
3. Be professional and committed.
4. Respond quickly.
5. Deliver expertise and resources.
6. Fix the problem the first time.
7. Invoice quickly, accurately and completely.
8. Be a solid business partner – a business that looks like it is here to stay.

Training is vital to supporting customer service, and includes e-learning, web-ex, training centers across the globe and virtual trainers. Ethics training and diversity are emphasized. JCI recently was recognized as being the best ethics company in the U.S. A video series presents one rule a month.

In the service life cycle, how are we doing? Continually measure this through customer feedback. Rules lead to survey questions which are measured and tracked with key metrics on a BBP scorecard.

Continuous improvement is made through sharing best practices, best in class. There are monthly metric calls to branches. JCI is striving to simplify with innovation and technology in order to improve interface tools, a common system to make the user interface easier.

With this comprehensive customer focus, it is easy to see how JCI is so successful in its business model.

Publishing Provided by:

Ken Cook Co.

9929 W. Silver Spring Dr. • Milwaukee, WI 53225

Telephone - (414) 466-6060 • Fax - (414) 466-9275

E-mail - info@kencook.com • Web - www.kencook.com

Editor: Paul Blankenheim, Ken Cook Co.

NASM • P.O. Box 250796, Milwaukee, WI 53225 • Telephone: 414.466.6060, press 7 for NASM
Fax: 414.466.9275 • www.nasm.com

Business Meeting and Annual Golf Outing

Mark your calendar!

Bristol Oaks Country Club:

Wednesday, July 8, 2009

Business and Board meeting

Parking level meeting room – 1:00 pm-5:00 pm

Thursday, July 9, 2009

Golf Outing and Dinner

Tee time – 10:00 am

- Best Ball
- Raffle Tickets
- Networking

Fees:

- **\$100.00** per member and/or guest; includes 18 holes of golf, cart, dinner and prizes!
- Golf **OR** Dinner only – \$50.00 per person

Please register **No Later than June 30, 2009.**

Location: **Bristol Oaks Country Club**
16801 75th St. (Hwy 50)
Bristol, WI 53104
Ph: 262-857-2302
www.bristolooks.com
(Bristol Oaks is located 1-1/2 miles
West of I-94 on Highway 50.)

Please **register for the Golf Outing** by completing the registration form, calling Laura Berg at 414-847-1256 or e-mailing laurab@kencook.com. (Include name(s), daytime phone number(s), e-mail address, method of payment and number of guests.)

Ask Laura about:

- Sponsorship Opportunities
- Donating Prizes

For people traveling from out of town:

Comfort Suites/Kenosha has given NASM a reduced rate of \$67.99 per person per night, plus applicable taxes and fees.

Call 262-857-3450 to make your hotel reservations; special room rate referred to as: **NASM** (rooms are 1 king bed/no smoking).

Location: **Comfort Suites/Kenosha**
7206 122nd Avenue
Kenosha, WI 53142
Ph: 262-857-3450
Special room rate: **NASM**

2009 Events

Note: Dates and locations are subject to change.

6th Annual Remote Device Monitoring & Management Summit 2009

June 22-24, 2009

Boston, MA

www.iqpc.com/us/remoteservicestrategy

NASM Golf Outing

July 9, 2009*

Bristol Oaks Country Club

Bristol, WI

2nd Annual Knowledge Management for Service and Support

Transforming Customer and Product Support Data Into Revenue

August 17-19, 2009

Boston, MA

Service Leadership Conference

The Service Proposition in 2010: Innovation, Strategy and Process

September 22, 2009

Hosted by NASM and The Chicago Chapter
Northern Illinois University (NIU)
Hoffman Estates, IL

NASM 2009 Business / Board Meeting Schedule:

Business/Board meetings are monthly teleconferences (**1-800-630-9030, pass code 4616060#**), unless otherwise noted. Typical meeting dates are scheduled for the 4th Tuesday of each month, starting at 10:00 am central.

June 23, 2009 10:00 am (cdt)

***July 8, 2009** 1:00 pm-5:00 pm (cdt) face-to-face meeting at **Bristol Oaks Country Club**, Bristol, WI (coincides with the Golf Outing on the following day, Thursday, July 9).

August 25, 2009 10:00 am (cdt)

October 27, 2009 10:00 am (cdt)

November 24, 2009 10:00 am (cst)

December 22, 2009 10:00 am (cst)

* With some exceptions, there will be face-to-face meetings that coincide with other NASM events. The face-to-face meetings will have available phone-in to the teleconference for those unable to attend.

NASM Board of Directors 2009

President

Jim Mueller, CSE
Manager, Customer Support
Product Delivery Process (PDP)
John Deere Construction and Forestry
Division
John Deere Dubuque Works
18600 South John Deere Rd.
Dubuque, IA 52001
Tele: 563/589-5381
Fax: 563/589-5800
Email: muellerjim@johndeere.com

First Vice President

David Jones, LCSE
Eaton Corp.
Regional Service Manager
637 Westport Pkwy, Suite 200
Grapevine, TX 76051
Tele: 817/410-5250
Fax: 817/410-5271
Email: davidejones@eaton.com

Secretary

Gene A. Weber, LCSE CPM
iWarranty WiSe Consultant -
Warranty WiSe Solutions
4CS
1285 Union Street
Platteville, WI 53818
Tele: 608/348-8693
Email: genew@4CS.com

Treasurer

Kenneth J. Cook
President
Ken Cook Co.
9929 W. Silver Spring Dr.
Milwaukee, WI 53225
Tele: 414/466-6060 x200
Fax: 414/466-9275
Email: kencoock@kencook.com

Chairperson Finance Committee

Past President

James DeGeeter
Service & Technical Publications
Manager
CNH - Goodfield
P.O. Box 65
Goodfield, IL 61742-0065
Tele: 309/965-2217 x2338
Fax: 309/965-2520
Email: jim.degeeter@cnh.com

Chairperson Nominating Committee

Board Members for New Term

Albert C. (Al) Krenz, LCSE
Director, After Market Services
Automotive Group
Robert Bosch LLC
2800 S. 25th Ave.
Broadview, IL 60153
Tele: 708/865-5381
Fax: 708/865-5579
Email: Al.Krenz@us.bosch.com

Les Teplicky
National Service Manager
Deere and Company
One John Deere Place
Moline, IL 61265-8098
Tele: 309/765-4961
Fax: 307/765-5154
Email: TeplickyLeslieD@johndeere.com

Roy J. Steele
President
RoShar Associates, LLC
1828 Everglade Court
Grapevine, TX 76051
Tele: 972/741-9009
Email: RJSteele@RoSharAssociates.com

Walt Gasparovic
President
The Gasparovic Group, Inc.
1655 N. Arlington Heights Rd.
Suite 306W
Arlington Heights, IL 60004
Tele: 888/818-3131
Web: www.gasparovic.com
Email: wgasparovic@gasparovic.com

Jeff Kronewitter, CSE
Bettcher Industries Food Service
6801 State Route 60
Birmingham, OH 44816
Tele: 800/385-5885
Email: jeffkronewitter@bettcher.com

Legal Counsel

Alfred C. Lutz, Esquire, LCSE
Legal Counsel, NASM
1301B Northerest Dr., #128
Crescent City, CA 95531-2332
Tele: 707/218-4335
Email: aclutz@charter.net

Visit www.nasm.com



P.O. Box 250796
Milwaukee, WI 53225-6512