OCT 27, 2019 – KELLY MCCANN
FTSD SERVICE ORGANIZATION

FTSD SERVICE ORGANIZATION

Proposed Plan

FTSD & Customer "Get Healthy"
(delivered in 24 months)

FUJIFILM

Expectations for Service

Customer	FTSD
Service That Is Timely	Customer Satisfaction
Maximum Uptime	Employee Satisfaction
Offering new solutions	Positive P&L

Overview

FUJIFILM

Expectations for Service

Customer	FTSD
If our customers are not successful, Fujifilm is not successful	Positive P&L requires the customer & employee to be satisfied

Overview

Expectations for Service

Customer	FTSD
Our Service Is Timely	Customer Satisfaction
Maximum Uptime	Employee Satisfaction
Provide Process Improvement	Positive P&L

Can This Be Done?

Overview

Expectations for Service

Three Questions
Are customer expectations reasonable?
Has FTSD met these expectations?
Can FTSD achieve this expectation?

Overview

FUJIFILM

Expectations for Service

Three Questions

Are customer expectations reasonable?

Yes, but they need to be well redefined

Overview

FUJIFILM

Expectations for Service

Three Questions

Has FTSD met these expectations?

No

Overview

FUJIFILM

Overview

How can this be accomplished?

1. Adding resources (staff & services)
2. Metering the flow - policy & procedure
3. Redefine responsibilities
4. Be "forward" minded.

Overview

FUJIFILM

Response Time

Customer Expectation

1. Immediate call response
2. Communication of ETA
3. Respond to issue within 30 min.
3. On-site within 24 hours.

Response Time

Response Time

Customer Expectation

1. Immediate call response
2. Communication of ETA
3. Respond to issue within 30 min.
3. On-site within 24 hours.

Proposed Expectation

1. Immediate call response - Yes
2. Communication of ETA - Yes
3. Respond to issue within 30 min. - Yes
3. On-site within 48 hours or better - Yes

Response Time

Response Time

Needed Resources

1. Call Center to answer phones.
2. Google "Qualified Questions" form
3. TRC is the "Quarterback" for break/fix
4. IPA's to manage scheduling
5. Japanese speaking liaison
6. More staff.
7. Parts on-site at customer

Response Time

FUJIFILM

Response Time

Call Center (immediate)

Employ a 3rd party call center that can answer phones 24 hrs a day.

Tasked with:

- Owning the handoff until technician is on-site or call has been resolved.

- Complete Google form by asking *qualified questions* and documenting the customers issue.
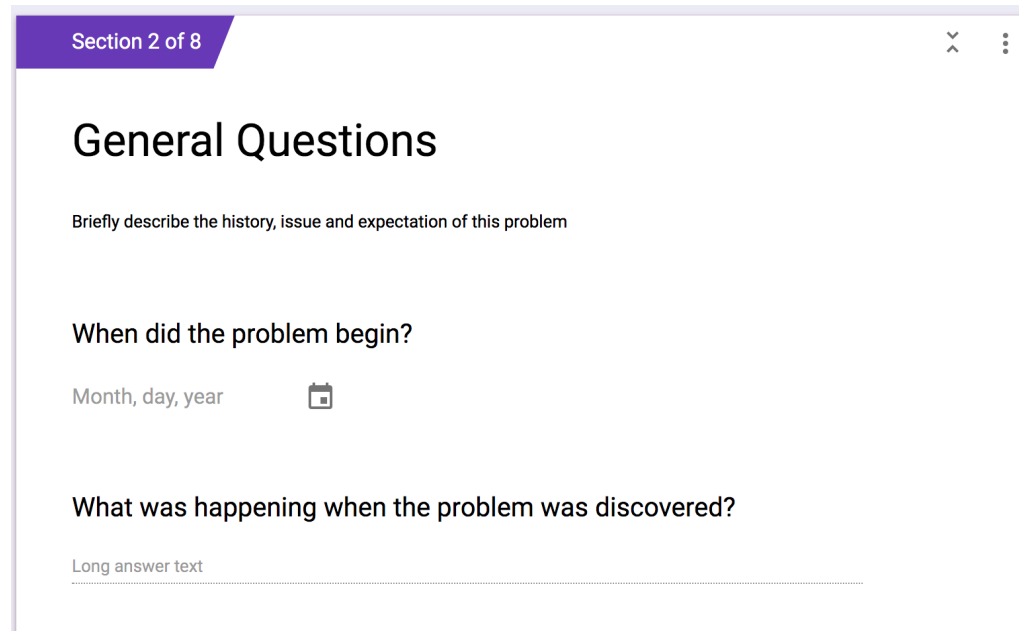
- Maintains customer relationship

Response Time

Response Time

Google Form (accurate)

A list of qualified questions used to gather information that can be consistently shared with the support staff.

Section 2 of 8

General Questions

Briefly describe the history, issue and expectation of this problem

When did the problem begin?

Month, day, year

What was happening when the problem was discovered?

Long answer text

Response Time

FUJIFILM

Response Time

TRC Quarterback (30 min)
- Chris Kasper - Jpress trained in Tokyo
- Chris cross-trains TRC staff
- Evaluates customer situation.
  - a. Internal TRC resolution
  - b. Determine field resolution handoff (who is available and qualified)
- Works with team lead (Rod Hamman)

Response Time

Response Time

IPA Manage Calls (30 min)

- Kevin/Sara issue break/fix work orders
- Manage new install schedule
- Manage customer coordination
- Part tracking and orders
- Take ownership from call center hand-off

Response Time

Liaison (24 hrs/day)

- FYTO support
    - a. English speaking
    - b. Broad understanding of integration
    - c. Immediate access to all parts

FUJIFILM

Response Time

Sustainable (48 hr onsite response)
- 50-60 active Jpress
- HSIJ Technicians (5 specialists)

Staff Capacity - 12
- Installs (2 per month) = 6 tech's
- Break/fix = 4 tech's
- PM's (2 per month) = 2 tech's

Requires
- Requires 4 new hires (or transfers)

Response Time

FUJIFILM

Structure

Defined Structure

1. Customer call/support flow
2. Scheduling
3. Escalation
4. HSIJ Team responsibilities
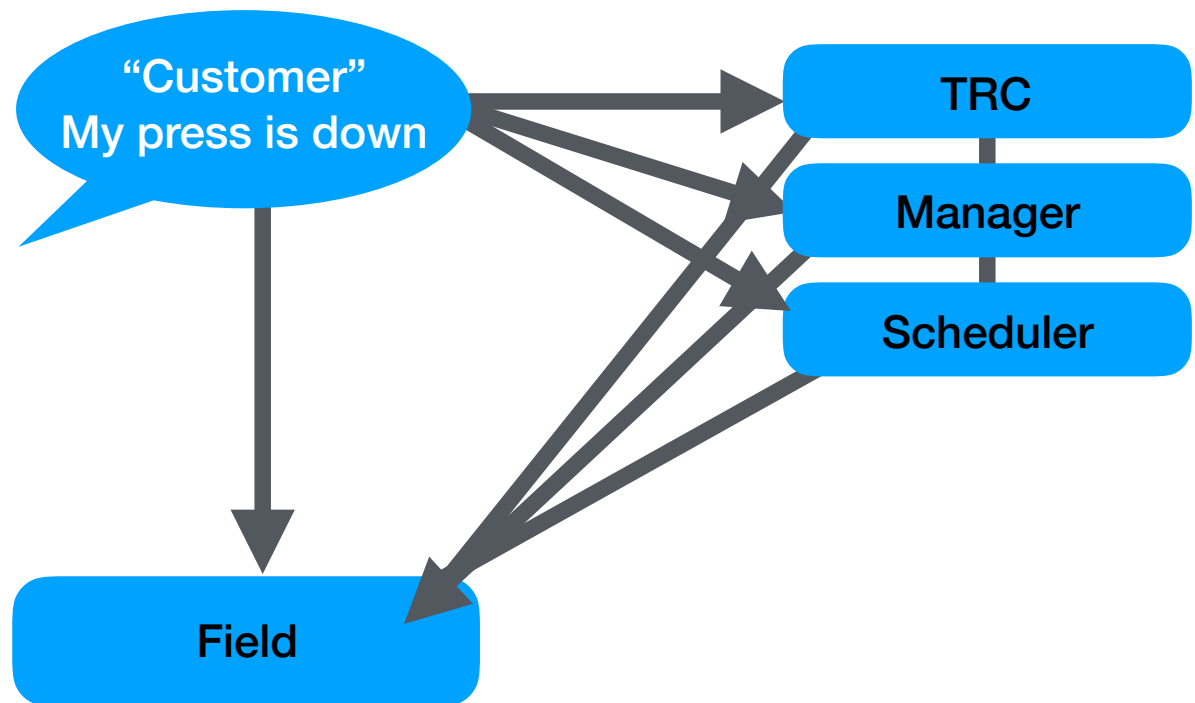5. Sales to Service Process
6. RMA procedure (heads)

Structure

FUJIFILM

Structure

Support Utilization

Estimated balance of support calls

25%	75%
TRC	Field

Structure

FUJIFILM

Structure
Support Utilization
Proposed balance of support calls

TRC	Field
50%	50%

Structure

Structure

Scheduling

Transfer the schedulers HSIJ responsibility to the IPA's.

| Kevin | Sara |

Break/Fix
- Customer calls
- Part request
- Dispatch
- Call tracking

New Installs
- Sales/Customer Coordination
- Signed documents
- Electrical and Rigging
- Team dispatch

Structure

FUJIFILM

Structure

HSIJ Team

Organization of skills and responsibilities

Supports 60-70 presses

```
                    ┌─────────────────────┐        ┌──────────────────────┐
                    │ Director of Service │────────│ Project /Development │
                    └─────────────────────┘        └──────────────────────┘
                              │
              ┌───────────────┴──────────────┐
   ┌────────────────────────┐      ┌──────────────────────┐
   │   Margaret Douglas     │      │     Rod Hamman       │
   │ Technical Administrator│      │     Lead / T.A.      │
   │          HSIJ          │      │   Jpress 720 /750    │
   └────────────────────────┘      └──────────────────────┘
```

Scott Bertram Field Specialist - Samba Lead	Ed Heredia Feild Product Specialist JPress	Dave Morris Technical Support Technician
Kelvin Adams Technical Support Technician	Erik Bell Technical Support Technician	Kelvin Adams Technical Support Technician
Carl Heineking Technical Support Technician	Andy Kocha Technical Support Technician	Kent Ryther Technical Support Technician
	Habib Shirazi Technical Support Technician	Open Position Technical Support Technician
	Steve Smith Technical Support Technician	Open Position Technical Support Technician
	Open Position Technical Support Technician	Open Position Technical Support Technician

Structure

FUJIFILM

Structure

Sales - Service (Pre Agreement)

Follow a "metered" process for the hand-off from sales to service.

Sales Discussion → IPA

IPA ⇄ Pre-Sales Discovery

Pre-Sales Discovery → Customer

IPA ⇄ Customer

$1900/visit

Structure

FUJIFILM
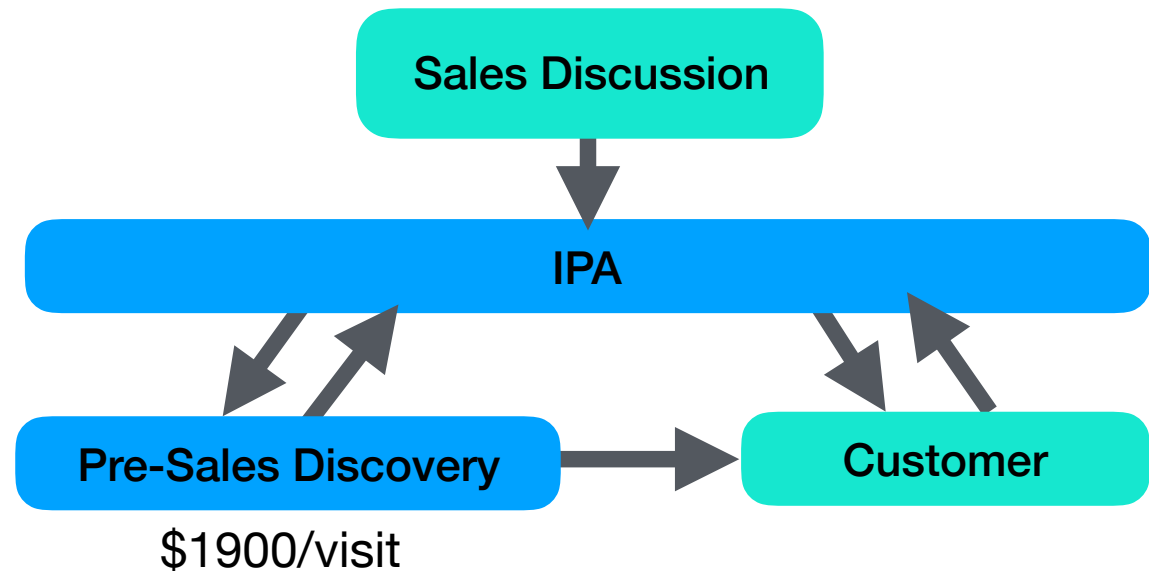
Overview

Response Time

Structure

- **Support flow**
- **Scheduling**
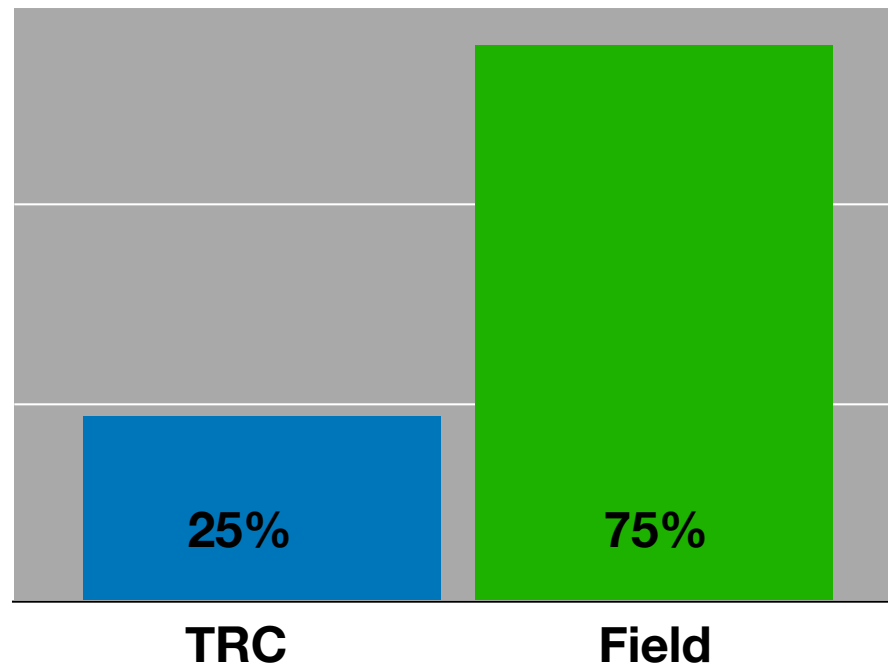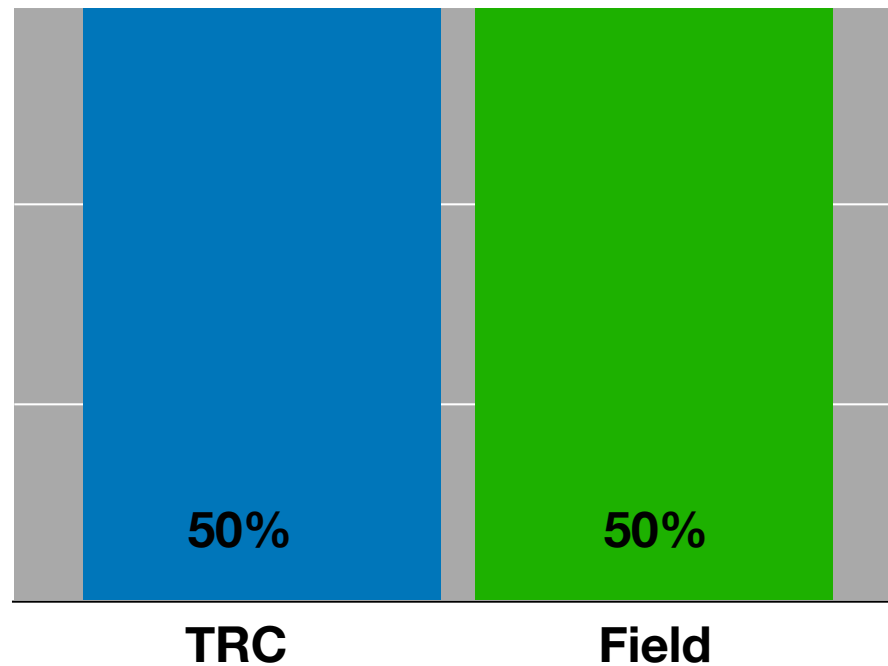- **Escalation**
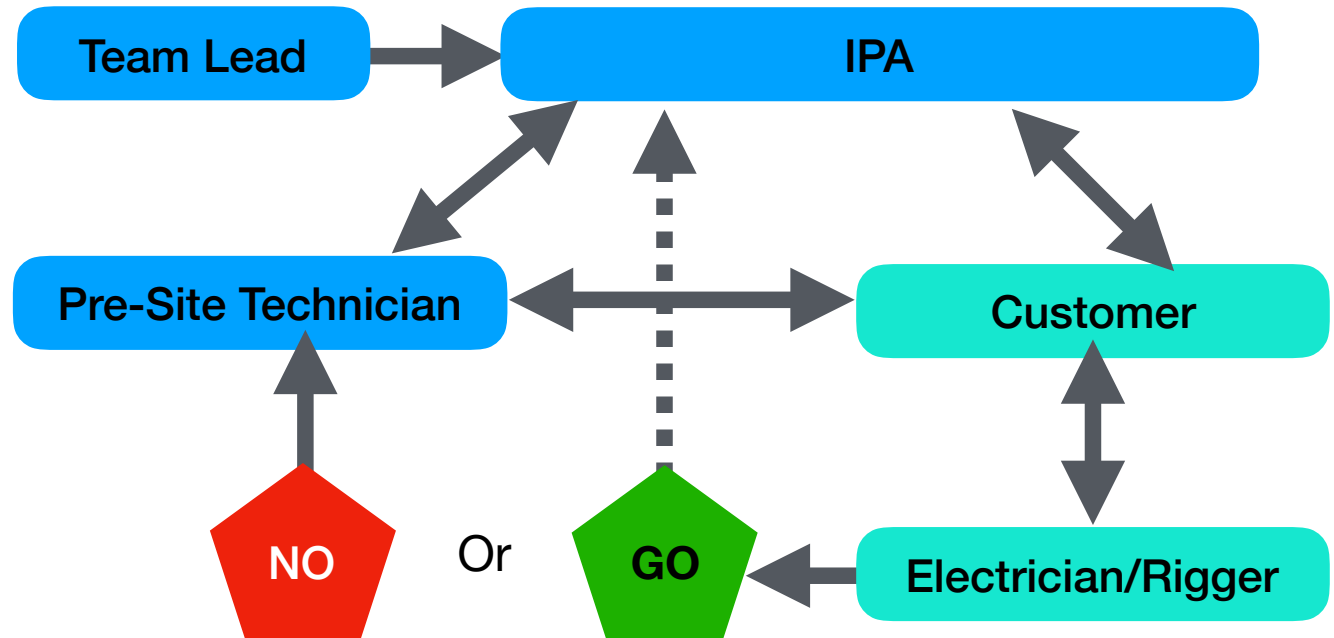- **HSIJ Team**
- **Sales - Service**
- **IPA**

Policy

Deliverable

Structure

Sales - Service (Post Agreement)

S.O.W. and expectations *must* be stated before a PO has been issued. Any modification must be renegotiated.

| Team Lead | → | IPA |

Pre-Site Technician ↔ Customer

NO   Or   GO ← Electrician/Rigger

FUJIFILM

Structure

IPA Communication

The IPA will be responsible for delivering the following items:
- CED (customer expectation document)
- Rigger Agreement
- Electrical Agreement
- Pre-Site Agreement
- Carry-in documents
- Schedule (signed)
- List of deliverables

Structure

FUJIFILM

Policy

Customer Offerings

1. Response Time
2. Business Hours
3. On-call Support hours
4. CSA Contract
5. Customer Acceptance
6. RMA Coverage

Policy

FUJIFILM

Policy

Response Time

Provide a statement of support that sets the expectation for response time and what remedy FNAC will offer If the response has not been met.

1.a Call response = immediate
1.b Hourly follow-up
2.   Technical Response (phone) = 30 min.
3.   On-site if needed = 48 hours

Policy

FUJIFILM

Policy

Hours

Define and restate business support hours

Current	Proposed
8:00 - 5:00 CST	7:00 - 7:00 CST
After hours requires a P.O. Weekends requires a P.O.	After hours requires a P.O. Weekends requires a P.O.
Travel is within the working hours.	Travel is within the working hours.

Policy

FUJIFILM

Policy

On-Call

Designate a rotation for on-call technician. The technician will have the following responsibility:

- 1 week rotating shift (Mon am to Mon pm)
- Hours 7:00 pm through 8:00 am CST
- Weekend on-site support if required
- Can work from home.
- Compensation = 4 hrs added to time card + additional hours.

Policy

FUJIFILM

Policy

CSA Contract

Customer service agreement needs to be recreated.

Examples
- Specify ownership responsibilities of the press during and after the install.
- Installation responsibilities and timeline
- Defines press acceptance
- Ryder statements need to be consistent.
- Define support hours and responsibility.
- Consumables and critical parts defined.
- Head coverage parameters.

Policy

FUJIFILM

Policy

Press Acceptance

Develop a process that clearly defines the completion of an install.

Hardware
- Sign off kit that illustrates image quality. ACP/NCP/300 chart will be printed and must be kept with the press.
- Sign off document that covers training of maintenance

Software
- Color validation to a standard (GRACoL)
- Sign off document that covers training of workflow.
- Verification of the production of a commercial job

Production
- Verification of the production of a commercial job
- Vince's sign off document

Policy

FUJIFILM

Policy

RMA

A procedure for printhead recovery and defined policy for what is covered or not.

Printhead RMA
- CSA covered printhead will be inspected and determined if customer damaged head.
- Recovered printhead can be resold at a discounted price to the original customer.
- Head replacement agreement stating that during the replacement of a printhead, there is a possibility of collateral damage caused by replacing a printhead. FTSD is not responsible.
- CSA should have a limit of 5 printheads covered.

Policy

FUJIFILM

Deliverable

Define the offerings presented to the customer

1. Specify service and sales consumables
2. On-line ordering of parts and consumables
3. Critical on-site parts offered to customers
4. PM schedule with hard dates
5. PM pricing for non-CSA customers
6. Pre-site documents (power, rigger, sign off)
7. Printhead and anilox refurb
8. Pre-sales expectations (CED, floor plan, validation)
9. Certified Advanced Technician Training
10. Qualified JPress tools kit for customers.

Deliverable

FUJIFILM

Projects For Success

1. HSIJ Master Planner
2. Sales Force integration
3. RMA strategy for printheads
4. New Install planning strategy
5. Pre-Site deliverables
6. Call center process
7. TRC support plan
8. PM Planner
9. Re-develop CSA offerings
10. Organization and collaboration of documentation

Projects

Deployment

To successfully deploy this strategy, it will require 24 months of strategically working with the current structure until the new operation can be deployed.

This project will require 100% focus on the assignment in order to make this work.

Projects