



**MITIE**

**Vodafone UK**

**Vodafone**  
Power to you

“ We know Vodafone’s Better Ways of Working approach begins in its own organisation. The Vodafone working environment is forward thinking in many ways.”

Simon Priestley, Solutions Director, MITIE



# Device management creates productivity gains for MITIE

## Embracing change

MITIE is one of the UK's most consistently high performing businesses. Since its launch in 1987, the company has grown its revenues every year. MITIE is now a £2 billion revenue business with more than 70,000 employees in the UK and Europe.

With a range of large blue chip clients and large public sector contracts there are hundreds of organisations to have chosen MITIE for one or more of its strategic outsourcing, energy, property or facilities management services.

One factor in MITIE's success is its willingness to embrace new ideas and change. When the company decided to review key structures and operational methodologies, it sought the assistance of Vodafone's Better Ways of Working team.

## A vision for better ways of working

A two-phased project was developed focusing on MITIE's mobile maintenance engineers working in the Facilities Management division. Almost 4,500 engineers keep around 10,000 buildings functioning by maintaining gas and electricity systems, central heating, water supplies, critical server environments, fire and security systems, and many other essential services. Split into four geographic teams, many of these engineers are mobile, travelling to customers' premises on a job by job basis, or permanently based static engineers at larger facilities.

## Building a picture

The first phase of Vodafone's project examined workforce management processes and procedures within MITIE's National Mobile Services team, which provides technical maintenance services across the entire United Kingdom, responding to planned maintenance requirements and reactive calls routed through a central Customer Services Centre.

Vodafone sought the views of over 350 engineers, together with a range of managerial, administrative and other support staff, through a variety of means including an eSurvey, interviews and workshops. This research built a picture of how workforce management systems were applied on a day to day, operational basis.

## Broader scope

Phase two of Vodafone's work had a broader scope, investigating the potential for better ways of working applied across MITIE as a whole. Investigations included an electronic survey across a wide range of roles, prompting a 48% (1,050) response rate, supported by interviews with the senior executives.

Vodafone carried out space observations at two locations, a space utilisation assessment, a storage and furniture audit and a technology assessment,

covering connectivity, security, devices, applications and services. The development of a business case was assisted by input from MITIE's Finance, Property, Technology, and HR departments. Vodafone used its People, Process, Technology and Space methodology to capture the results of its assessments:

- **People;** Up to 30% of employees desired more mobile working, including 10% with a preference to be home based. Timely access to information is the biggest communication challenge identified in the survey. There is a drive for a more explicit MITIE flexible working approach.

“ Vodafone’s approach was structured, professional and open minded. Because Vodafone went into such detail it enabled us to create a thorough set of recommendations and develop a robust business case. ”

Simon Priestley, Solutions Director, MITIE

- **Technology;** More than 30% of mobile management workers are unable to connect their laptop to the network. 10% of the workforce is estimated to be working on personal devices. People want to be enabled to access shared systems and use collaborative technology.
- **Space;** Under-utilised, unexciting workspace causes distractions. It was estimated that people are losing up to one hour every day due to noise, distractions and accessing files and technology.

Vodafone’s Better Ways of Working recommendations to address the issues raised were characterised as “mobilise people, then mobilise the organisation”. They included a combination of quick win, predominantly addressing People and Process issues, with investment in Technology and Space solutions in the medium and long term.

#### Structured and professional

“Vodafone’s approach was structured, professional and open minded,” says Simon Priestley. “Because Vodafone went into such detail it enabled us to create a thorough set of recommendations and develop a robust business case.

“We have acknowledged many of the underlying principles and are currently assessing the best way forward. In the first instance we’ve broken down those recommendations into smaller packages that we feel able to implement while maintaining services to customers.”

Building on its work looking at workforce management, Vodafone supported MITIE with a roll out of rugged PDA devices direct to engineers, pre-configured with all required applications and first line support, reducing internal management cost, removing paper-based data collation and building a platform for further rollout.

The solution is expected to save up to one million pieces of paper each year, paper that would have been produced by the use of traditional administration systems.

#### Significant benefits

- Saved up to one million pieces of paper each year
- Adopted a more managed service approach to mobile devices and PDAs, rolling out over a 100 new devices a month to engineers
- Increased mobile working has seen a reduction in paper usage, fewer errors and improved productivity
- Reduction in internal management costs

To find out more, please call 191 or contact your Account Manager.  
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