



**Customer Service Summit**

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## The New Face of Service

Dennis Deering , VP Global Service Operations Planning & Support, Diebold, Inc.,  
distills customer satisfaction to one simple formula



After 30-plus years in the service industry, from working as a field technician repairing broken ATMs to running global services for Diebold Inc., Dennis Deering has distilled success to three simple components.

“Service is very simple: It’s people, parts and process,” says Deering, who currently serves as Diebold’s vice president of global services operations, planning and international services operations. “If you do people, parts and process correctly, the customer will be happy. Keep to the basics.”

Instead of juggling dozens of performance indicators, Deering distills his management philosophy down to five crucial measures: failure rate (the number of times something breaks in a month), fix-it-right-the-first-time rate (the rate at which problems get fixed properly the first time), problem-resolution time, the fill rate for parts and gross margins.

It’s a simple formula but one that needs to be considered holistically. He cautions against putting too

much emphasis on one measure over others. Focusing on quick response time, for example, is counterproductive if it means costs go up because fewer problems get fixed correctly the first time.

“What we’re really concerned about isn’t necessarily the direct customer but the customer’s customer – the focus is end-customer satisfaction,” he says. “In my environment, that means can a customer stick a card in and get money out? If your ATM isn’t working, they’ll walk across the street to someone else’s.”

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When looking to improve service, whether in terms of quality or cost-efficiency, look first to improving the process, he says.

“People are expensive, parts are expensive. When you’re looking to lean that out -- how to delivery the

most effective repair with the least amount of cost -- look at handling the process.”

Last year, his company was able to save money not by hiring cheaper technicians or using cheaper parts, but by finding ways to eliminate about 10 minutes from every service call.

Some of the inspiration for such changes came from looking outside their own company for inspiration, something Deering strongly advocates.

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money could be saved by simply polishing and cleaning concrete floors instead. A discussion with someone from the company gave him an insight he could apply to his own work: “You break down what you do into steps of motion, and if you can eliminate a motion, you can save money.”

In ATM repair, that means assessing things from your trouble-shooting protocols to how repair vehicles are outfitted, looking for places where minutes can be saved and efficiency improved without sacrificing quality.

In the same vein, Diebold recently developed a remote diagnostic and repair system that both speeds

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are doing, and how they’re doing it, to apply to your own industry,” he says. “If people just pick their heads up and look into other companies, there’s a lot that you can adopt.”

Deering has been attending process-improvement seminars for the past several years to help gain those outside perspectives. But one of his process-improvement inspirations came from a more surprising source: UPS.

He learned the company had ripped out carpet in their office building after figuring out how much

repair/resolution times and increases end-customer satisfaction by getting ATMs fixed faster and keeping them up and running more often while they await minor repairs.

That, he says, is what the new face of service is really all about: providing your customer with a reliable product that has minimal ownership costs, and providing your customer’s customer with a product that is there for them when they need it.



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