



Executive
Perspectives

The Future of Field Service with Applied AI

Field Service Operations

June 2026

Introduction

We meet often with CEOs to discuss AI—a topic that is both captivating *and* rapidly changing. After working with over 1,000 clients in the past year, we are **sharing our most recent insights in a series designed to help CEOs navigate AI**. With AI at an inflection point, the focus in 2026 is on turning AI's potential into **transformative impact through applied AI, with agents at the center**.

In this edition, we discuss the future of field service and the role AI can play in turbocharging growth, productivity, and new business models. We address key questions on the minds of field service leaders:

- What should my team look like? Will I need a different team or can I upskill my team?
- How has AI been evolving, and what role can AI agents play in field service?
- How will the economics of field service change, and what's the ROI on AI tools?
- How should the customer experience evolve as a result?
- Which tools are best suited to my goals, how do I get started—and how do I get this right?

This document is a guide for CEOs and field service leaders to cut through the hype around AI and AI agents in field service and understand what creates value now and in the future.

In this BCG Executive Perspective, we articulate the vision and value of the future of field service with AI

Background | Field and aftermarket services

Overview

The field and aftermarket service function consists of **installation, repair, maintenance, and replacement services** for high-value industrial equipment

Field and aftermarket services often **require technicians with highly specialized skills**, traditionally gained through experience

A field service function has four parts of its value chain with various activities

Value chain

Service sales funnel

Key activities within key steps

- **Sales reps** help generate and convert leads to repair, maintain, replace, and install high-value equipment, as well as help develop and negotiate contracts and pricing with potential and existing customers
- **Operations managers** oversee the operations of a field service business and are responsible for ensuring smooth operations by monitoring
- **Operations managers** are also responsible for maintaining the financial health of field service units
- **Service technicians** perform diagnostics, repairs, maintenance, and installation services at customer facilities
- **Service technicians** are responsible for maintaining institutional technical knowledge and training newer employees
- **Customers** reach out to solicit services from FSPs (field service and aftermarket providers)
- **Sales reps** engage with customers to ensure high-quality service is delivered

Field and aftermarket asset examples



Building services

3M+ HVAC units replaced in US annually



Aviation

5,800+ aircraft in US commercial fleet



Offroad heavy equipment

318,000 construction units sold in North America in 2022



Oil and gas

19M barrels per day in US refining capacity



Greentech

70,000+ wind turbines and **5,000+** solar farms in US



Tech and telecom

5,000+ data centers and **140,000+** cell towers in US



Health care equipment

11,000+ MRI systems in US



Production line equipment

40,000+ F&B processing plants in US

Note: F&B = Food & Beverage

Executive summary | Transforming to an Applied AI-enabled field service organization

The time to act on applied AI and AI agents in field service is now

Field service functions are facing global challenges such as technician shortages (costing the trucking industry alone \$2.4 billion annually) and unplanned asset downtime (costing industrial manufacturers as much as \$50 billion annually)

There is an opportunity to drive **15%+ revenue impact and 5pp+ gross margin impact** through applied AI and AI agents in field service

This is because field service as a function is rapidly approaching an inflection point, with emerging technology trends and developments delivering transformative impact, including:

- **Connected equipment**, which is becoming a new standard, as machinery data and analytics unlock value in operations
- **GenAI technician copilots**, which are unleashing productivity and creating knowledge bases across technology generations
- **AI agents**, which are reshaping ecosystems for service execution and communication

These technology trends are enabling a **step change** from traditional field service to streamlined, expedited, and augmented offerings, increasing the value potential of the rapidly growing field service function

Applied AI and AI agents can reshape field service teams

Sales (service lead generation): 30%-40% more leads from connected assets, AI-based monitoring, and proactive targeting using AI agents

Operations (productivity gain): Coupled with continuous operations improvements, AI drives a 20%-30% lift in productivity via smart dispatching and scheduling and in-field support tools (e.g., troubleshooting copilot)

New revenue streams: OEMs further develop offerings, including premium service contracts and outcomes as a service

Technician workforce: Institutional technical knowledge is maintained and easily shared, accelerating the training of junior mechanics

Executing successfully requires a transformational mindset

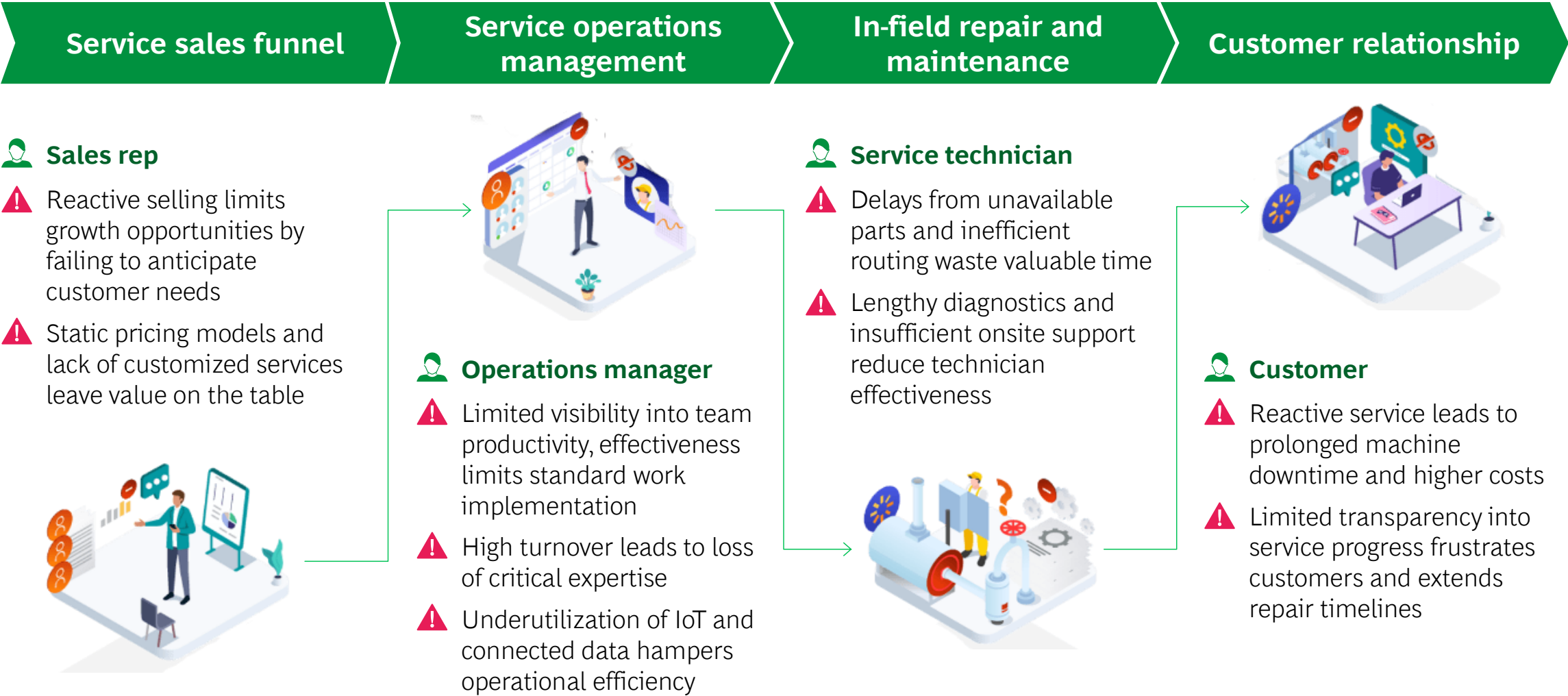
To successfully deploy AI and AI agents in field services and drive outcomes at scale, organizations need to have a **portfolio and transformational mindset**; to combine GenAI, predictive AI, and AI agents within the technology stack to enable team members; and to rewire the operating model to focus 90% on people and process change

Field service leaders play a critical role in driving this change by sharing best practices, breaking down siloes between teams, and making bold investments in technology and upskilling

To get started, define your objectives and North Star, prioritize use cases, start with PoCs that demonstrate value, and scale up successive waves of capabilities while enabling the field service team

Field service functions are fraught with pain points

Illustrative



Note: IoT = Internet of Things.

Pain points continue to intensify due to a shortage of technician talent

Example industries with a persisting, constrained supply of technicians



Building services (HVAC)

15%

Growth in HVAC US technician demand, outstripping 6% growth



Aviation

10%

Shortage of certified mechanics in 2025 (2036 gap only narrows to 7%)



Greentech (wind power)

124,000

Worker shortfall in wind energy sector projected for 2030



Health care equipment

7,300

Biomedical technician openings added per year; only 400 graduates to fill them

40 years

Average technician age, implying high retirement age

54 years

Average aviation mechanic age in the US

42 years

Average age of wind-turbine technician in the US

45 years

Average age of biomedical technician, implying high retirement age

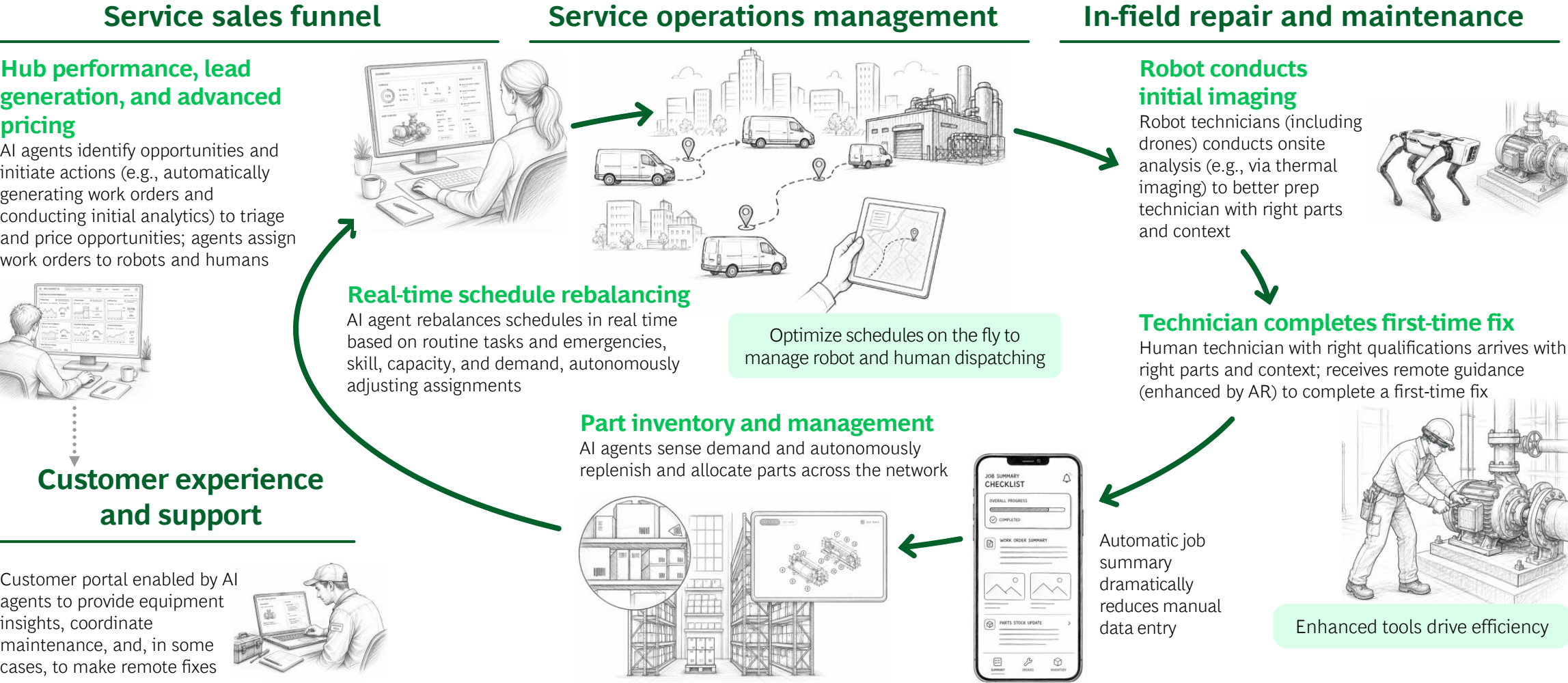


Beyond raw shortages, companies face an accelerating brain drain: Retiring technicians carry decades of tribal knowledge, while incoming junior technicians require rapid retraining, **compounding the challenge**

Note: HVAC = heating, ventilation, and air conditioning.

Successful companies overcome pain points through a set of AI solutions...

Illustrative



Note: These solutions are examples and do not all have to be employed to see value. AR = augmented reality.

...which impact their org but enable focus on highly complex activities

Persona	Key activities (examples)	Current	Future	Future-state focus
Operations manager	Scheduling technicians and matching with appropriate jobs			Time spent on nonrevenue-generating activity is repurposed, allowing managers to increase focus on operational and financial health of business
	Inventory management and procurement (including parts stocking)			
	Customer relationship and consultative activities			
	Monitoring operational and financial health			
Technician	“Wrench time” (repair, maintenance, and replacement activities)			Reduced time spent commuting, preparing for jobs, and other nonrevenue-generating activities; that time is repurposed to allow technicians to increase “wrench time,” leading to more jobs completed and, in turn, increased revenue
	Commuting between job sites and headquarters			
	Troubleshooting and identifying root cause of malfunctions			
	Looking up repair literature and identifying necessary parts			
	Recording field notes and documenting job performed			
	Customer relationship management and onsite sales			
	Training and assisting new technicians and apprentices			
Back-office staff (including sales reps)	Creating proposals for quotes			Sales reps and back-office staff improve efficiency, reducing total amount of labor required to perform same volume of tasks and, in turn, decreasing operational costs while allowing sales reps to provide a superior customer experience
	Developing, pursuing, and converting leads			
	Administrative activities (e.g., invoicing and billing)			
	Customer relationship management			
	Warranty claims and registration			
Customers	Waiting for assets to be repaired (downtime)			Superior customer experience

 Time spent performing activity
  Low complexity
  Moderate complexity
  High complexity
  Increase in time spent
  Decrease in time spent

1. Differs by team type (e.g., procurement or planning on operations and sales, warranty claims, administration on back-office staff). Source: Press search; industry reports; internal project data.

Long-term impacts

~20%-50%

Increase in management spans¹

1.5x-2x

Boost in productivity of technician workforces

~30%-50%

Increase in management spans of back-office teams¹

As a result, successful companies see significant value

Revenue and profitability unlocked in parallel to improve efficiency in future state



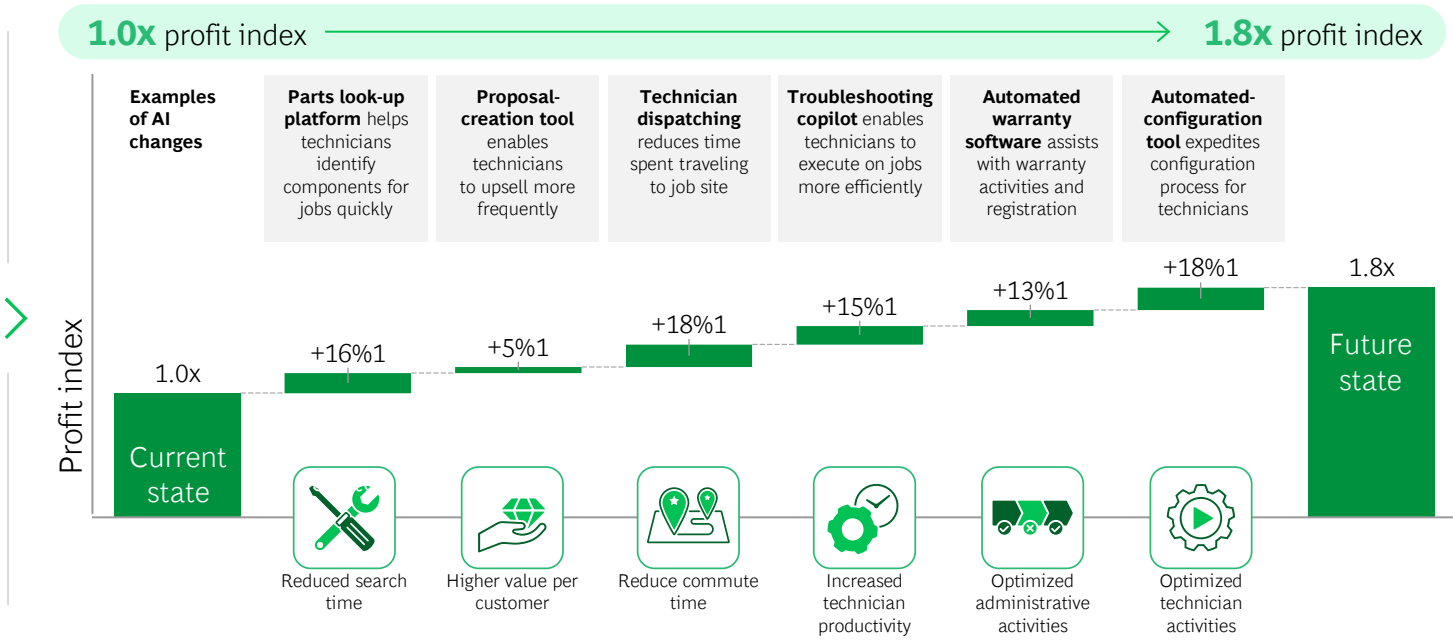
Commercial growth

15%+ Revenue growth	20pp+ On-time maintenance completion uplift
5pp+ Service gross margin uplift	15%+ Average Job duration decrease

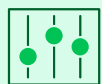


Elevated service

Illustrative example: HVAC field service technician Joe doubled his profit index by leveraging the various digital tools implemented at his field service company



Key insights



Every company starts somewhere:

Tailor your approach to your current technology stack and organization readiness; generic blueprints do not work



Recognize long-term teaming impacts:

Anticipate how team composition shifts as AI matures, and drive adoption through change management



Get to value fast and scale smartly:

Identify high-ROI use cases first and build a roadmap that proves value before full deployment

The adoption of AI is accelerating, especially with the advent of AI agents

AI adoption is accelerating...

“ Millions of field workers vital to the global economy will quit by 2030: here's how AI can solve that problem.
- TechRadar, July 2025 ”

“ AI-Powered Dispatching Gains Momentum as Field Service Companies Seek Operational Efficiency
- Analytics Insight, March 2026 ”

“ iOPEX Unveils 'FieldPilot', Bringing Agentic AI to Field Engineering Services
- Business Wire, March 2026 ”

“ Miele Deploys IFS.ai Globally to Transform Field Service Management Across 25+ Countries
- PR Newswire, February 2026 ”

Note: GenAI = generative AI.

...and heading to the next frontier: AI agents

FRONTAL CORTEX ABDUCTIVE REASONING

Observes, plans, and acts autonomously

Leverages both predictive and GenAI

AI agents

LEFT BRAIN DEDUCTIVE REASONING

Focuses on structured tasks

Solutions are highly explainable

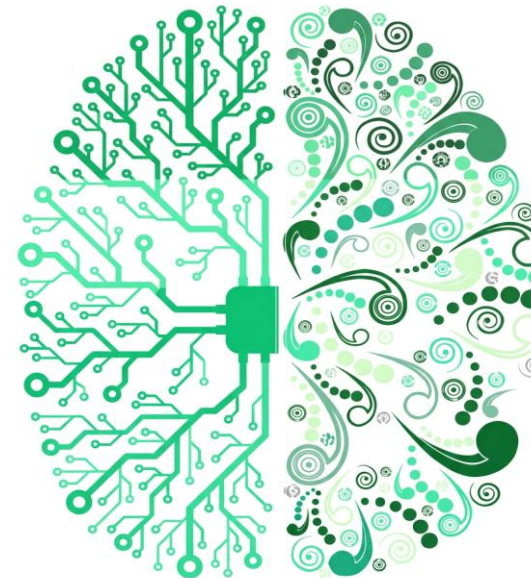
Predictive AI

RIGHT BRAIN INDUCTIVE REASONING

Tackles unstructured problems

Focuses on creative, imaginative, associative, and open-minded solutions

GenAI



AI agents have enabled more effective workflow execution

Predictive AI

GenAI

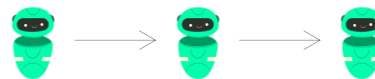
Agentic AI

AI first (2026)

Predictive AI, GenAI, and AI agents more effectively execute workflows, which are being reshaped around AI capabilities; humans supervise operations and safeguard quality of outcomes

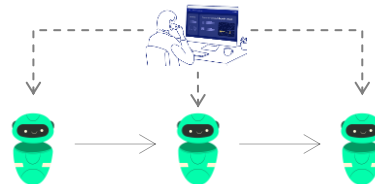
Agent led

Agent acts without any explicit human oversight



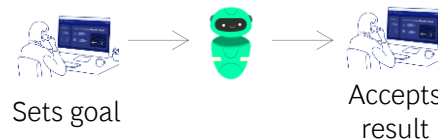
Agent orchestrated

User observes outputs and can intervene if issues flagged



Agent enabled

Agent executes and explicitly requires human approval



GenAI accelerated (2023)

Users drive progress, with AI dramatically boosting efficiency along traditional processes

Human led, using predictive AI tools (2020 and prior)

Users run operations using digital and predictive AI tools that provide insights and forecasts, with limited changes to the operating model

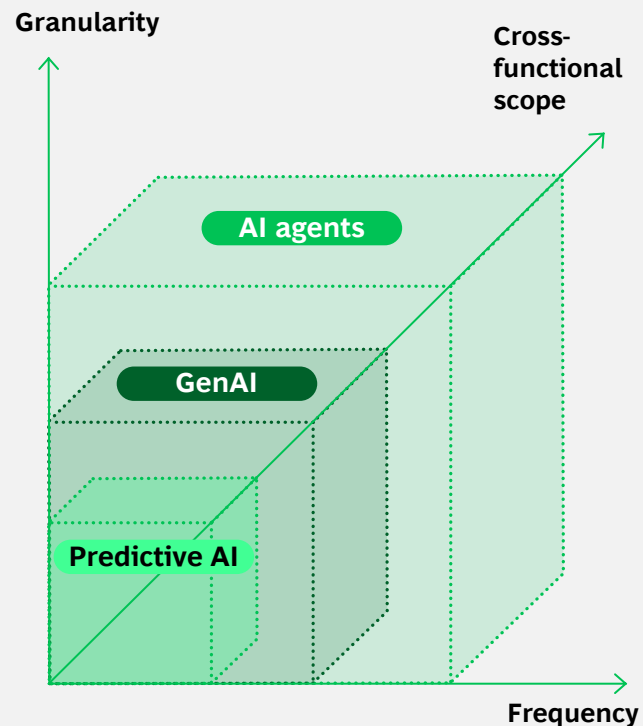
Examples in field service AI

- Detects, diagnoses, and dispatches without human intervention
- Triggers remote fixes independently
- Dynamically schedules and reroutes technicians in real time
- Proactively flags potential asset performance issues and recommends interventions
- Generates work orders from detected issues, when instructed
- Recommends troubleshooting steps and required parts
- Drafts service reports and customer updates
- Summarizes past incidents to support troubleshooting
- Queries asset history and manuals via chatbot
- Forecasts parts demand and inventory
- Predicts potential asset failures using sensor data and historical trends
- Generates manual reports and documentation

Agents also have expanded the decision space that they can operate in

AI agents are removing the constraints that traditional AI and tools could not overcome

Field service decision space



- 1 Frequency**
From periodic planning to continuous, event-driven decisions (e.g., asset alerts and delays)
- 2 Granularity**
From aggregated planning to highly granular decisions at the asset, work order, technician, and part level
- 3 Cross-functional scope**
From siloed decisions to simultaneous optimization across dispatching, parts, technician support, pricing, and customer communications

What this means for field service companies in practice

Instead of reacting to breakdowns and customer calls...

Agents proactively detect issues from asset data and automatically trigger outreach and work orders

Instead of manually scheduling and dispatching technicians...

Agents dynamically optimize schedules in real time based on skills, locations, parts, and urgency

Instead of technicians troubleshooting alone onsite...

Agents provide real-time diagnostic guidance and step-by-step copilots to resolve issues faster

Instead of fragmented data across service, scales, and operations...

Agents unify data into a single view and orchestrate actions across functions

Instead of firefighting parts shortages and inventory issues...

Agents predict demand and autonomously replenish and allocate parts across the network

Future of field service

... is therefore becoming an industry where...

Intelligent lead generation	AI-powered service sales leads and execution	AI agents proactively identify and act on new service opportunities , leveraging machine data, CRM, and public records to trigger outreach and service workflows for high-value repairs and service contracts
	AI-based parts- and service-demand planning and pricing	Parts inventory, service capacity, and pricing are continuously optimized by AI agents using demand signals, installed-base analysis, elasticity patterns, and predictive forecasting to improve availability and margin
Increased productivity	Full network visibility and continuous service operations improvement	Real-time control towers provide end-to-end visibility across operations and KPIs , including PM on-time rate, issue-resolution rate, technician performance, and order-to-cash time, enabling continuous improvement
	The next generation of field service technicians	Service technicians are turbocharged with GenAI copilots and AR/VR technology for faster and higher-quality execution ; technologies ensure retention of institutional knowledge, despite high turnover
	Revolutionized and streamlined scheduling and dispatching	AI agents generate and deploy optimal service schedules based on technician skills, customer needs, routing considerations, and part availability, maximizing productivity and minimizing wasted time
New revenue streams	Value-added revenue streams	In addition to selling equipment, companies can provide solutions, services, and even outcomes (e.g., increased uptime), all enabled and de-risked through AI and AI agent technologies
	Best-in-class customer support and transparency	Applied AI and AI agents enable increased customer service productivity, personalization, first-time resolution rates, customer and employee satisfaction , and reduced training effort and cost



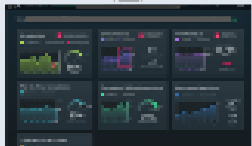
Reshaping and evolving field service creates opportunity to **introduce new business models** and create **additional revenue streams**

Note: CRM = customer relationship management; PM = preventive maintenance; AR = augmented reality; VR = virtual reality.

BCG is helping companies move toward the future state and unlock value through AI and AI agent solutions across the field service life cycle



Hub performance



Daily management board (DMB)
Operational insights for real-time management; **+14%** number of work orders per hour



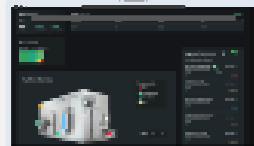
Sales performance decision engine
Analytics for sales performance tracking; **+16%** revenue growth



AI and advanced pricing
Dynamic pricing strategies based on AI algorithm; **+8%** contribution margin with no impact on market share



Asset reliability and performance



Predictive maintenance and asset health
Advanced insights for asset health and longevity; **-20%** maintenance cost for customers



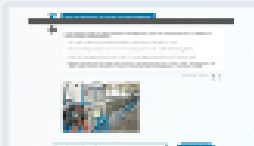
Parts inventory and management
Demand forecasting and inventory optimization; **-4%** carrying cost



Control room copilot
Real-time tracking (including knowledge graph), AI anomaly alerts, and copilot; **10%-20%** reduction in shortfalls and **1%-2%** reduction in opex



Technician productivity



GenAI technician copilots
Real-time AI expert troubleshooting assistance; **+5%-10%** daily technician productivity



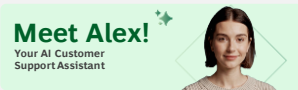
Remote support and collaboration
Technician remote guidance, AR and XR tool, and digitized parts and manuals; **40%** less rework and errors



Customer experience and support



Self-service customer portal
Maintenance summary, asset health tracking, and proactive alerts; **+20%** measured customer satisfaction



AI support agent
Voice agent that resolves up to **80%** of queries without human support



Decision copilot
Conversational interface, supported by predictive analytics, across operations, assets, and planning to **accelerate decision making**



Scheduling



Scheduling and dispatching
Labor visibility, scheduling and optimization, and technician GPS productivity; **-24%** mileage cost

Note: Screenshots are from existing BCG capabilities. XR = extended reality.



Examples follow

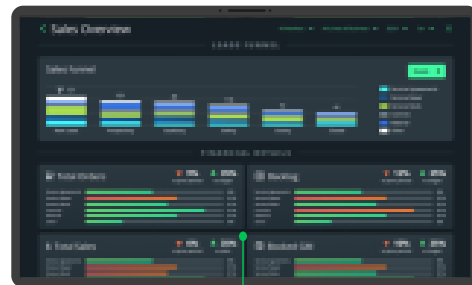
Example 1 | A DMB sets the rhythm, and AI drives continuous improvement, aligning leadership and team performance through metrics



Integrated control tower displays key business KPIs



Advanced analytics and machine learning enhance field technicians' productivity



Comprehensive KPI view drives sales performance across regions and markets

High impact at manufacturing and distribution company

+16%

Revenue growth through more proactive leads tracking and movement through the funnel

+7pp

Services gross margin through continuous improvement cost reduction

+20pp

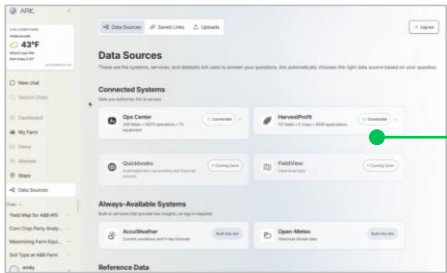
Increase in PM on-time completion through technician tracking and enablement

Four key elements for an effective solution

-  **Real-time visibility** Unified view of metrics enables effective management of the business
-  **Cascading metrics** Cascading aligns leadership and field team performance
-  **Operating rhythm** Daily or weekly rhythm enables continuous improvement
-  **Tie to action** Improved decision making through clear, actionable recommendations

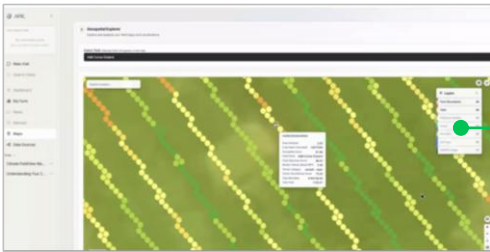
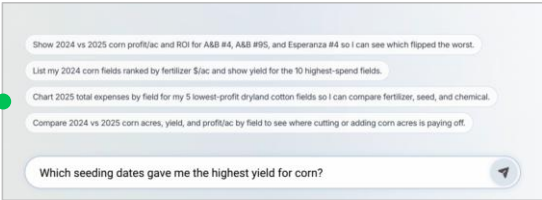
DMB = Daily Management Board
Note: Screenshots are from existing BCG capabilities.

Example 2 | A farm decision copilot unifies data and leverages analytics to drive faster, smarter farm choices



Unified data and insights across internal and external sources

Conversational interface for farmers to receive structured, actionable insights



View of field-level performance to identify optimization opportunities

High impact for farming operations

\$90-\$224
Savings per acre

- Faster decision making**
Reduces time spent gathering and analyzing data across fragmented tools
- Improved insight generation**
Surfaces relevant signals across operational, financial, and external data
- Reduced complexity**
Eliminates need to navigate multiple systems and manually reconcile data

Five key elements for an effective solution

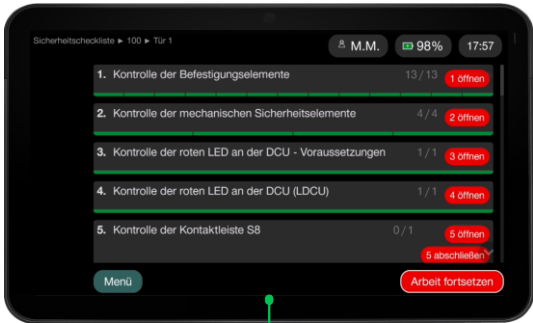
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| 1 |  | Unified data layer | Brings together operational, financial, and external data |
| 2 |  | Conversational interface | Enables user to explore and analyze data via natural language |
| 3 |  | Contextual intelligence | Analyzes and benchmarks data to surface meaningful insights |
| 4 |  | Actionable recommendations | Delivers insights directly within existing workflows |
| 5 |  | Multiagent orchestration | Coordinates domain AI agents (e.g., regulatory, fertility, and planting) |

Note: Screenshots are from existing BCG capabilities.

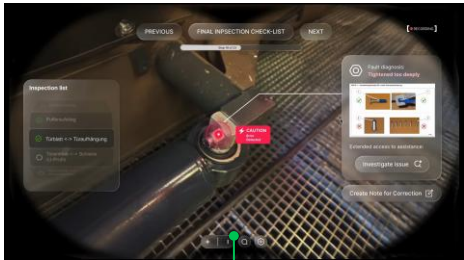
Example 3 | AI can be coupled with cutting-edge hardware, such as XR, to drive impact in field service



AI-powered application
enables hands-free, on-the-
job support



Integrated cockpit provides
real-time visibility and
operational control



Guided workflows
improve execution
quality

High impact in maintenance and operations

-40%

Less errors and rework

+25%

Faster maintenance execution

\$200M

Savings potential in maintenance

Four key elements for an effective XR solution

1



Application

AI-powered XR devices for hands-free, on-the-go support

2



Cockpit

Real-time insights and control over shop floor operations

3



Data platform

Structured data enabling scalability and additional digital solutions

4



Change management

Continuous communication, training, and integrations

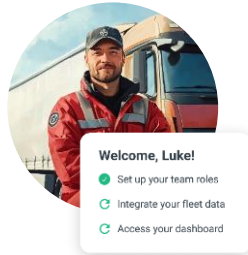
Note: Screenshots are from existing BCG capabilities.

A cluster of use cases can be applied in tandem to fleets of vehicles

Future-state application of AI to fleets includes system of agents designed to capture moments that matter for customers

Data agent

Unify and interpret data across systems to create a single source of truth



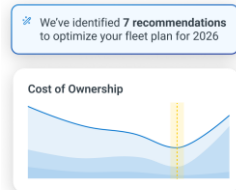
Maintenance agent

Detect issues early and trigger the right actions to keep vehicles on the road



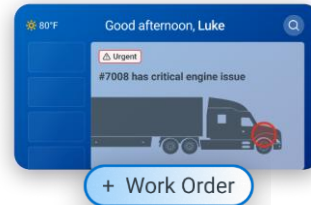
Life cycle agent

Predict asset lifespan and recommend replacement and investment decisions



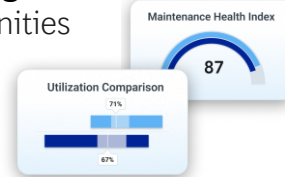
Monitoring agent

Continuously track fleet status and recommend actions



Performance agent

Identify opportunities to improve operations



Insights agent

Generate insights and quantify impact of decisions



Six core capabilities are enabled by coordinated agents

- | | | | |
|---|---|-------------------------------|--|
| 1 |  | Predictive maintenance | Detect potential breakdown and recommended proactive repair |
| 2 |  | Life cycle planning | Optimize asset lifespan and capital allocation |
| 3 |  | Work order management | Manage work order processes from issue detection to resolution |
| 4 |  | Regulatory compliance | Ensure documentation and compliance actions are up to date |
| 5 |  | Cost optimization | Improve TCO tracking and cost-saving recommendations |
| 6 |  | Integrated network | Connect with vendors to execute maintenance efficiently |

AI and AI agents enable proactive management to maximize equipment uptime and minimize TCO

Note: TCO = total cost of ownership.

To win with applied AI and AI agents in field service, companies should pursue three actions



Rightsizing to drive outcomes

Deploy task-based AI and AI agent workflows to reshape field service teams and invent new business models

- **Lead with a bold vision** for the future of field service management; rightsize solutions for identified problems and pain points
- **Redesign workflows around agents**, embedding decision making into dispatching, diagnostics, and resolution
- **Coordinate across service, operations, and support** to enable end-to-end, agent-orchestrated journeys



Unlocking data and technology

Be purposeful in how technology is leveraged as part of an ecosystem to be successful

- **Pair GenAI with other technology** for maximum impact; **orchestrate via agents**
- **Focus AI agent implementation where it matters most**; prioritize high-impact, high-frequency decisions constrained by analytical capacity
- **Accelerate scalable solutions** by developing the target-state architecture that enables agent reuse and interoperability

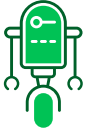


Rewiring the operating model

Transforming roles, capabilities, and the operating model to enable human-agent collaboration

- **Redefine technician and dispatcher roles** to work alongside agents (e.g., copilots and autonomous workflows)
- **Establish an AI-driven operating model** by defining new skills and adapting workflows for AI-driven field service management
- **Build an AI-driven field service operation**, emphasizing experiments and scaling through build-operate-transfer approaches to ensure rapid learning

Unlocking data and tech | Key technology success factors for integrating applied AI and AI agents into field service



Combine GenAI, predictive AI, and AI agents for maximum impact

Even with the onset of AI agents, GenAI, predictive AI, and digital applications have a critical role in the ecosystem:

- **GenAI** synthesizes large data sets and generates content (e.g., text creation)
- **Predictive AI** focuses on decision making (e.g., predictive maintenance)
- **Digital** drives end-user adoption and utilization of AI functionality
- **AI agents** orchestrate workflows and decisions across systems



Don't wait for perfection to get started

Getting started with AI and AI agent development **does not require perfection**; in fact, waiting for ideal conditions delays progress and value creation:

- **AI development is iterative**; early adoption enables continuous learning
- Even with data and system gaps, **AI can provide insights driving immediate value** (agent use cases can start narrow and then scale rapidly)
- Waiting for perfect conditions creates the risk of **falling behind competitors**



Integrate applied AI and AI agents with existing systems

Seamless integration of applied AI and AI agents with existing systems is key:

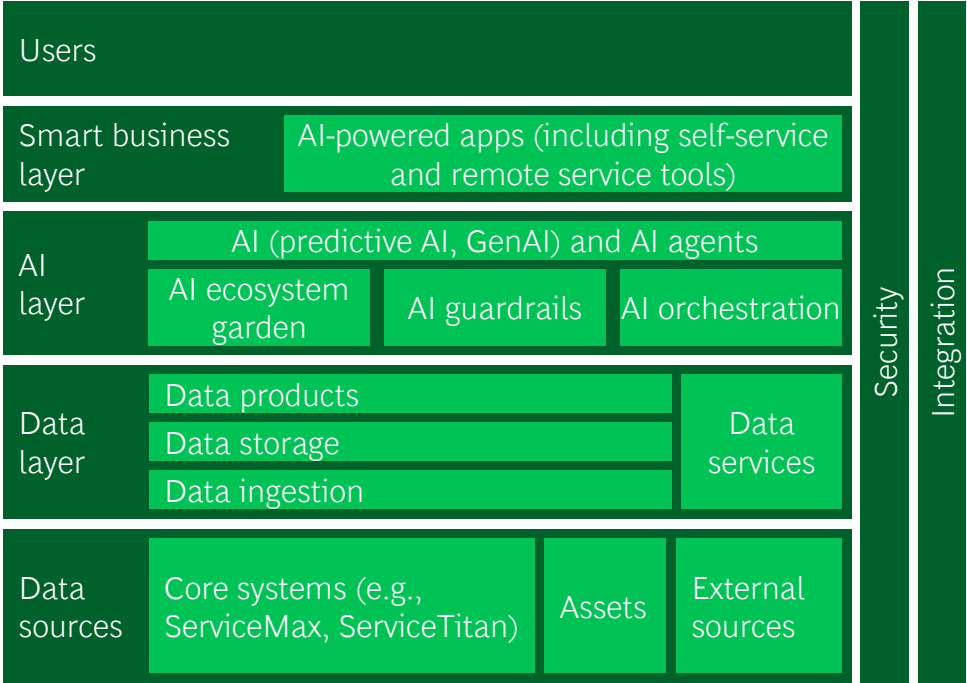
- **Applied AI and AI agents should be designed to work with systems such as ERP, CRM, or databases**, ensuring minimal disruption
- Such an approach accelerates adoption and realization of value **without significant infrastructure changes**

Note: ERP = enterprise resource planning.



Unlocking data and tech | A target-state ecosystem can be achieved by integrating capabilities or building, partnering, and buying new capabilities

Target-state ecosystem



Key criteria for building, buying, and partnering for new capabilities



BUILD capabilities internally when:

- Problem is relatively complex and/or unique
- Solution customization is a top priority
- Company has strong existing in-house development capabilities
- Development timeline is not a concern
- Core agent orchestration logic is strategic and differentiated



BUY capabilities externally when:

- Problem is well defined and common (e.g., prebuilt agent use cases)
- Customization is not a concern
- Completion timeline is top priority



PARTNER to develop capabilities when:

- Problem is relatively complex and/or unique
- Customization is relatively important
- Company lacks full internal AI expertise to develop solutions
- Completion timeline is important
- Core agent orchestration logic is strategic and differentiated

Examples of capabilities

that have been bought, internally built, and codeveloped with a partner



Build automated field notes

capability internally given medium complexity, long lead times, and available capacity



Buy paperless work

order solution given simplicity and need for low customization



Codevelop a demand

forecasting solution given need for customization and time sensitivity

Unlocking data and tech | AI agents are best suited to unlocking value for complex problems that require dynamic reasoning

GRANULARITY	High	GenAI-assisted decisions • Network footprint and service territory design • Own vs. partner decisions for service delivery • Long-term workforce and capacity planning (skills, hiring, and outsourcing) • Service portfolio and SLA design (e.g., response times and coverage levels) • Contract strategy	Highest AI agent value • Dynamic dispatching and scheduling optimization • Real-time rescheduling and disruption management (e.g., delays and cancellations) • Job prioritization and triage • Predictive maintenance triggering for specific assets • Remote diagnostics and resolution recommendations • Parts allocation and inventory positioning (van stock and local depots)
	Low	Lower priority • Periodic service policy reviews (inspection frequency and maintenance plans) • Returns and handling policies • Facility-level scheduling (e.g., depot operations planning) • Tooling and equipment allocation planning	Predictive AI and automation • General work order creation and updating of nonasset-specific categories (e.g., closures) • Standard appointment confirmations notifications • Standard service reports and documentation generation • Routine parts ordering and replenishment triggers • Technician timesheet and activity logging
		Quarterly or annually	Continuous
		DECISION FREQUENCY	

Each quadrant spans different levels of cross-functional scope; agents create the most value when scope, frequency, and granularity are all high

Why use agents for these decisions

Decision subjectivity
Requires **real-time judgment** across tradeoffs, customer criticality, and operational constraints that **cannot be reduced to fixed rules**

Cross-system orchestration
Spans platforms and customer systems; **agents stitch together fragmented data and workflows**

Speed at scale
Agents continuously optimize schedules, routing, and resolutions in real time, which is **far beyond human dispatching capacity**

Note: SLA = service level agreement.

Rewiring the operating model | An AI and AI agent transformation requires transitioning people and processes while developing data and technology

Typical digital transformation

10%

AI and Algorithms

20%

Data and technology

70%

Business process change management

Compared with a typical data-driven transformation, the success of field service applied AI and AI agents relies even more on **change management across the services organization**

70%

Focus on service operations change management

- Leadership activation: drive enthusiasm and clear vision for human-agent operating model
- Service team engagement: codesign and iterate workflows with technicians and AI agents
- Execution excellence: redefine processes and roles
- Culture and effectiveness: adapt service strategies and KPIs
- Training and enablement: upskill teams to work alongside and trust agents



30%

Building the AI agent technology stack

- Deploy AI agents to the frontline
- Utilize field service-specific ML models, predictive AI, GenAI, and AI agents
- Integrate field and service systems and agents to enable autonomous workflows

Rewiring the operating model | Implement the five pillars of field service change management to make applied AI and AI agents operational



Leadership activation

- Empower **leaders as adoption champions**
- Equip field service leaders with a **clear vision for agent-enabled operations and tools**
- **Foster engagement and excitement** around applied AI and AI agents as collaborators



Service team engagement

- **Codevelop agent-enabled workflows with technicians** for seamless integration
- **Use real-time feedback** to refine agent behavior and make iterative improvements
- **Build trust in AI-driven changes** by transparently sharing progress and improvements in service outcomes



Execution excellence

- **Align field service organization and roles** with agent-augmented service models
- **Establish clear ownership** for development and implementation
- **Optimize workflows** by embedding agents into processes (e.g., dispatching and diagnostics)
- Ensure **ethical and governed** agent autonomy



Culture and effectiveness

- Deploy **modern collaboration and communication tools** to support human-agent interaction
- **Refine KPIs to reflect human-agent productivity gains**
- **Introduce incentives** to accelerate adoption
- **Apply user-level monitoring** to track agent performance



Training and enablement

- **Implement rapid training** for field service teams
- **Develop AI and AI agent champions** to act as multipliers
- **Activate AI and AI agent leaders and champions** in service teams via train-the-trainer initiatives

To begin unlocking value in field service with applied AI and AI agents, three main steps are required



Execute rapid diagnostics

- **Rapidly identify pain points** within the core service business
- **Prioritize field service AI modules** across value potential and relevance and ROI and **draft a roadmap for design, business case development, and feasibility testing**
- **Design pilots and PoCs** for relevant field service AI modules and **identify implementation challenges**



Conduct PoCs exercise

- Reimagine the future with **product strategy, vision, and scope**; leverage these inputs to finalize a business case to drive initiatives
- **Prove and test feasibility** of solutions via digital and AI PoCs and transformation pilots
- **Complete roadmap for the build phase** (which includes resourcing and governance)



Build, pilot, and iterate

- **Iteratively build digital AI solutions and deploy in market to test and learn**, while maximizing the near-term value captured
- **Enable core capabilities**, such as user testing, technology enablers, and agile methodology

BCG experts | Key contacts for the future of field service with applied AI and AI agents



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