zinier

Scaling the Enterprise Field Workforce

Closing the FSM Scale Gap

A 2026 industrial benchmark and practical guide to FSM maturity for growing field service organisations.



Source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025.

EXECUTIVE OVERVIEW

92% are adopting FSM. Only 31% have scaled it widely.

The next field service challenge is turning technology implementation into a connected operating model for a large and growing workforce.

92.2%	Have widely implemented FSM, are implementing it, or plan to begin within 12 months
30.9%	Say FSM is widely implemented in their facility
61.2%	Are still implementing FSM or plan to begin within 12 months

Data source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333. 'Adopting FSM' combines wide implementation, current implementation and planned implementation within 12 months. The survey response behind 30.9% was 'implemented widely in our facility'; the campaign phrase 'scaled it widely' is Zinier's interpretation of that facility-level response.

Field service management has moved into the industrial mainstream, but wide implementation remains less common. The challenge is to turn technology adoption into consistent execution across teams, workflows and systems. As field service operations grow, they add jobs, territories, assets, skills, contractors and system dependencies. FSM must help the organisation coordinate this complexity while continuing to support the workforce.

Central argument: FSM should provide a shared way to plan, deliver and measure field work across people, assets, data and workflows.

KEY FINDINGS

Three signals from the 2026 research

FSM has become a core frontline technology.

92.2% have widely implemented it, are implementing it, or plan to begin within 12 months.

Most organisations are still on the journey to scale.

Only 30.9% describe FSM as widely implemented; 61.2% are still implementing or planning.

AI agent use is broad but shallow.

70.0% are piloting or making some use of AI agents for workforce activities, but only 6.6% report multiple workforce-related agent automations.

Key takeaway: Buyers have stopped asking why to digitise field service. They are asking how to scale it across a complex enterprise operation.

Data source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333. Combined-category calculations by Zinier from supplied survey response counts.



Every phase of growth adds coordination someone has to manage

Every technician added to a field service organisation makes it more interconnected and more variable than it was. Every phase of growth can add new teams, regions, customers, assets, service levels, job types, contractors and systems.

Processes that worked through local knowledge or manual coordination can become inconsistent, slow or difficult to govern.

The workforce grows:
More technicians, supervisors, dispatchers, specialists, contractors, skills, certifications and working patterns.

The operation grows around it:
More jobs, assets, territories, customer commitments, workflows, exceptions, systems and data dependencies.

Scale creates coordination load, and that is what the operating model has to absorb.

- Can the organisation see capacity and demand across every team and region?
- Can it match work to the right skills, certifications, location and availability?
- Can technicians follow consistent processes while accommodating genuine local variation?
- Can managers understand why work is delayed, reassigned or repeated?
- Can new acquisitions, service lines and territories be added without creating another operational silo?

Key takeaway: As operations grow, the job of FSM becomes coordination: how work is planned, delivered and measured.

Adoption is not the same as wide operational deployment

FSM adoption is widespread, but wide deployment remains limited

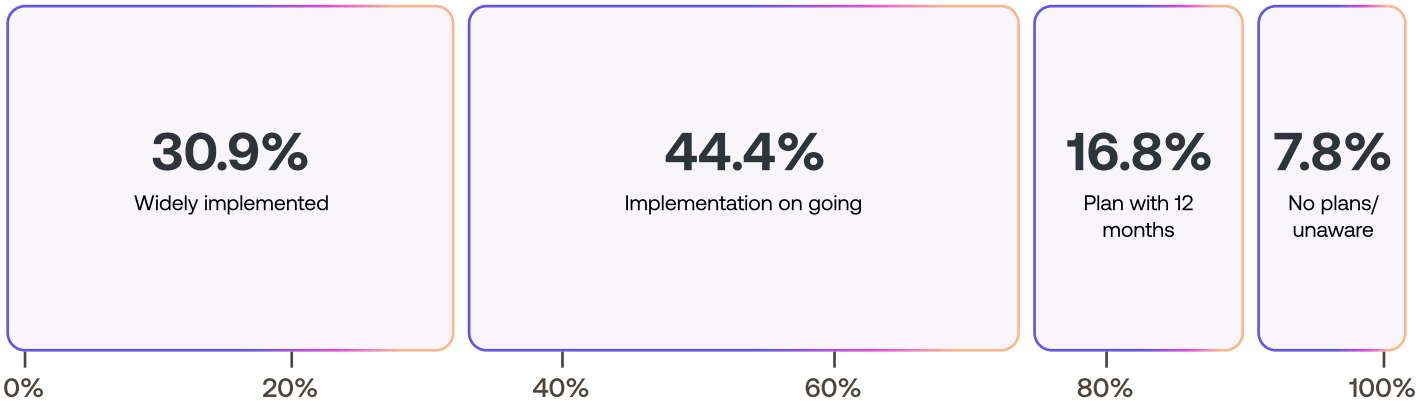


Figure 1. FSM adoption and implementation stage

Data source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333. Zinier visualisation and combined-category calculations from supplied survey response counts. Percentages may not total 100 due to rounding.

The research shows that FSM is already established as a priority. Only 7.8% are unaware of the technology or have no plans to use it.

The more revealing result is that only 30.9% report wide implementation. A further 44.4% are currently implementing FSM, and 16.8% plan to begin within the next 12 months. This leaves 61.2% between implementation or planned implementation and wide deployment - the FSM scale gap.

The distance between implementing selected field service processes and operating a connected, governed system of execution across the enterprise.

An organisation may own FSM while still relying on manual dispatch decisions, spreadsheets outside the system, incomplete technician data, inconsistent mobile adoption or disconnected regional processes.

It requires consistent processes, connected data and shared performance measures across teams and systems.

- Shared data definitions for work, workforce, skills and assets.
- Integration with the systems that create, inform and close field work.
- Enterprise governance with flexibility for legitimate regional variation.
- Performance visibility that exposes bottlenecks and variation.
- Connected mobile execution across job types and operating environments.
- A structured path from workflow digitisation to automation and optimisation.

Key takeaway: The priority now is consistent execution across the operation, wherever the application has already been deployed.



Six capabilities required for scale

A simple principle guides the blueprint: keep essential processes consistent, let teams adapt where needed, and connect the systems involved in delivering the work.

1. A trusted workforce and skills model

The platform should provide a current view of availability, territory, skills, certifications, working constraints and contractor status. This becomes the foundation for planning and governance.

2. Dynamic planning and scheduling

Assignment should account for the complete job and workforce context: skills, certifications, parts, site access and the state of the schedule, alongside distance.

3. Configurable mobile workflows

Enterprise consistency can accommodate teams that work differently, provided the critical steps are the same. The system should govern critical steps while allowing controlled variation by region, asset, customer or service type.

4. Connected enterprise data

FSM should connect with CRM, ERP, EAM, GIS, inventory, IoT and other systems so the field workforce can act on complete information without manual re-entry.

5. Workflow orchestration and automation

Routine coordination, approvals, notifications and escalations should move through governed workflows, reserving human attention for exceptions and high-value decisions.

6. Performance governance

Leaders need comparable operational measures across teams and regions, with enough detail to identify the process, data or capacity constraints behind a result.

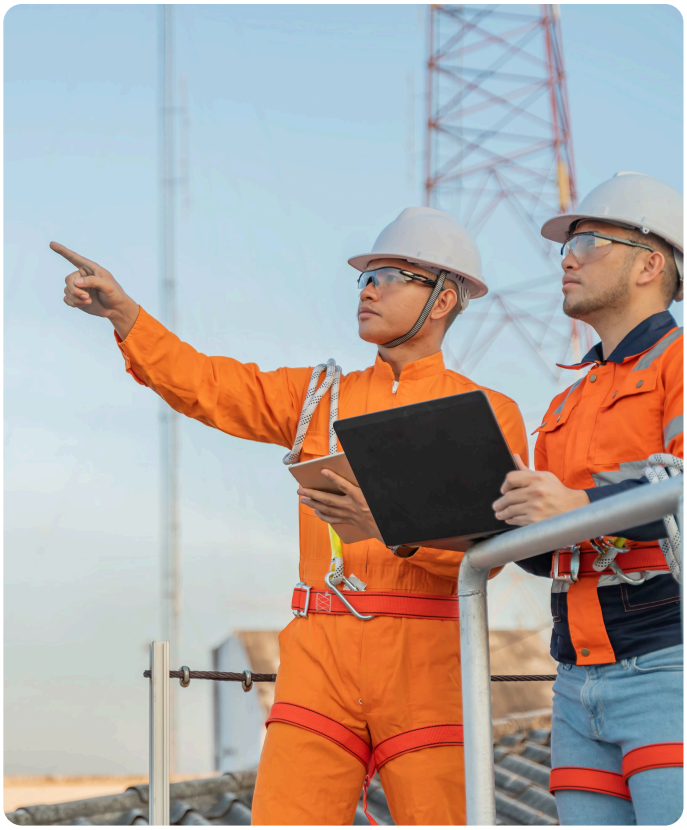
Zinier's view: keep core processes consistent, allow teams to adapt where needed, and connect work across systems from the initial signal to the completed job.

What scaled FSM looks like in practice

Community Fibre is London's full fibre broadband provider, delivering up to 3 Gbps to homes and 10 Gbps to businesses. Its field operation grew alongside the network build, and then grew again through acquisition.

"Zinier's platform will be tailored to the needs of our technicians, providing a centralised solution."

Jake Mitchell, Head of Customer Engineering, Community Fibre



- Starting point: Capacity planning, scheduling and dispatch ran on manual workflows that had to be reworked every time demand moved. Each new engineer, job type and service area added coordination for someone to absorb by hand, and an acquired business ran on its own separate processes.
- What changed: Community Fibre built its field operation on a single platform: automated scheduling and job exceptions, support ticket routing, customer communications, and integration with the systems already in use. Zinier built a capacity management application around Community Fibre's demand pattern, so plans could be adjusted while conditions were still changing. The acquired business was brought onto the same platform, giving both operations one record to work from.
- Business impact: Faster response times, less downtime, and workforce planning that holds when demand shifts. Community Fibre reports improved service quality and higher customer satisfaction, with planners working from one view of capacity as the operation grows.

FSM is becoming the coordination layer

75.4%
are currently implementing FSM or have deployed it widely.

63.1%
are currently implementing wearables or have deployed them widely.

62.5%
are currently implementing connected-worker platforms or have deployed them widely.

One execution layer: Value comes from connecting the frontline stack to a common, governed workflow.

Data source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333 for each technology. Combined-category calculations by Zinier from supplied survey response counts.

Business value arrives when the frontline tools feed one execution process. Until then, each is a separate source of information. A wearable can generate a safety signal.

An asset platform can identify a maintenance need. A CRM can create a service commitment. An inventory system can confirm the required part. FSM should coordinate the response.

Execution sequence:



This signal-to-execution loop is the strategic role of FSM at enterprise scale. It turns events and information from different systems into coordinated work, then returns reliable outcomes and performance data to the organisation.

Key takeaway: The test of an integration is what happens after the data arrives. A signal that does not end in a completed job has changed nothing.

The groundwork decides what AI can do

70.0%

Are piloting or report some use of AI agents for workforce retention, training, productivity or safety in 2026.

6.6%

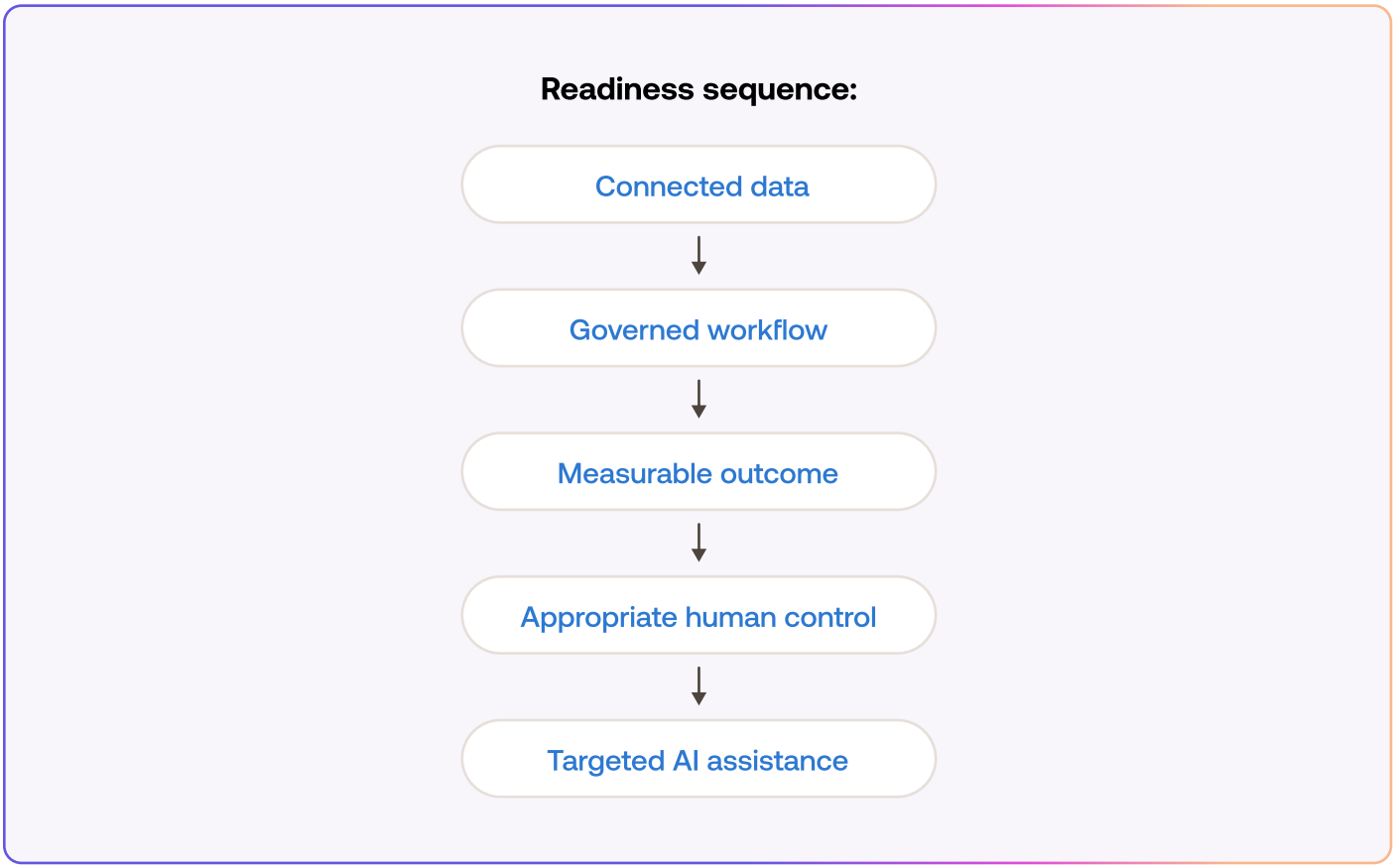
Select multiple examples of agent automation for workforce-related activities in 2026.

Foundation first: AI depends on connected data, defined workflows, governance and measurable outcomes.

Data source: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333. Combined-category calculations by Zinier from supplied survey response counts.

This is why AI should support the FSM story rather than dominate it. The near-term opportunity is to apply intelligence to specific decisions and workflow steps where the inputs, controls and expected outcome are clear.

- Recommend suitable technicians using skills, availability and job context.
- Surface relevant asset history, procedures and knowledge to the technician.
- Identify jobs at risk of delay or SLA failure.
- Summarise job notes and assist with documentation.
- Suggest schedule adjustments when conditions change.
- Trigger governed workflows while retaining human approval for higher-risk decisions.



AI can make a mature field service operating model more adaptive. It cannot compensate for fragmented data or undefined processes.

Four stages from digitisation to adaptive operations

Stage	Current characteristics	Next priority
1. Digitised	Core work orders are digital, but workflows and data remain fragmented. Manual coordination and local tools are common.	Establish reliable workflows, mobile adoption and core data.
2. Coordinated	Scheduling, mobile execution and core systems are connected. Teams have greater visibility, but adoption or governance may vary.	Standardise critical processes and extend integration across teams.
3. Scaled	FSM is widely implemented across regions and service lines. Enterprise governance supports controlled variation and comparable performance.	Optimise capacity, process performance and cross-functional orchestration.
4. Adaptive	Analytics, automation and targeted AI help the operation respond to changing demand and conditions with appropriate oversight.	Expand intelligent use cases while maintaining data quality and control.

The stages above are defined by Zinier and are not derived from the Verdantix survey sample. They provide a practical way to assess progress from basic digitisation to more adaptive operations. Within this model, the main scale gap sits between coordinated processes and wide, governed deployment across the operation.

7. SCALE-READINESS ASSESSMENT

How ready is your operating model for the next phase of growth?

Score each statement from 0 to 2: 0 = not in place, 1 = partial or inconsistent, 2 = consistently in place across the operation.

Dimension	Assessment statement	Score (0-2)
Workforce visibility	We have an enterprise view of technician availability, workload, skills and certifications.	
Workforce visibility	Employees and contractors are planned through a consistent operating view.	
Workforce visibility	Leaders can compare capacity and demand across teams and regions.	
Execution consistency	Technicians use governed mobile workflows for critical job types.	
Execution consistency	Regional variation is configured and controlled rather than handled through separate tools.	
Execution consistency	Required safety, compliance and evidence steps are visible and measurable.	
Connected operations	FSM is connected with the systems that create and inform field work.	
Connected operations	Technicians can access complete customer, asset, job and parts context.	
Connected operations	Operational data is consistent enough to support enterprise reporting.	
Automation and performance	Routine notifications, approvals and escalations are automated where appropriate.	
Automation and performance	Managers can identify why work is delayed, reassigned or repeated.	

Automation and performance	Improvements can be deployed across teams without extensive redevelopment.	
Adaptive readiness	The organisation has defined AI use cases with measurable operational outcomes.	
Adaptive readiness	Human controls are clear for higher-risk automated decisions.	
Adaptive readiness	The current operating model can absorb the next phase of workforce, territory and service growth.	

Interpreting your score

Add the 15 scores to produce a total out of 30. Use the result as a directional self-assessment rather than a pass/fail test. The scoring bands are defined by Zinier and are not derived from the Verdantix survey sample.

Score	Maturity	Priority
0-14	Fragmented or digitised	Select one high-volume workflow and establish reliable data, mobile adoption and execution consistency.
15-22	Coordinated	Identify where regional variation or disconnected systems prevent wider deployment.
23-27	Scaled	Compare performance across teams and automate recurring coordination and exception processes.
28-30	Adaptive	Prioritise one governed AI use case with a measurable operational outcome.

8. A PRACTICAL PATH FORWARD

Close the gap one operational outcome at a time

Enterprise transformation does not require every workflow to change at once. A focused scale-up programme can prove value while building reusable operating foundations.

1. Select the scale constraint

Choose a measurable problem that becomes more material as the workforce grows - for example schedule volatility, inconsistent execution, onboarding, repeat visits or cross-system coordination.

2. Establish the baseline

Define the current workflow, data, performance measure, regional differences and dependencies.

3. Design the enterprise pattern

Create a governed workflow that can be reused while allowing controlled variation by job, customer, asset or region.

4. Connect the minimum required systems

Bring together the data needed to execute the workflow without unnecessary scope.

5. Deploy, measure and expand

Track operational outcomes, improve the pattern and apply it to adjacent teams or workflows.

6. Add intelligence selectively

Introduce automation or AI only where the process, data, controls and desired result are clear.

Next step: Use the scale-readiness assessment to identify the highest-priority gap, then request an FSM Scale Assessment with Zinier.

CONCLUSION

The next FSM priority is scale

FSM adoption is widespread, but wide implementation remains less common. The opportunity is to turn a technology deployment into consistent execution across teams, regions and systems.



For growing field service organisations, this means connecting workforce data, planning, mobile workflows, assets and performance management. Automation and AI can then be added where the process, data and controls are ready. The most effective next step is to identify one operational constraint that is limiting growth and use it to build a repeatable pattern for wider deployment.

Request an FSM Scale Assessment

Map your operation against the five scale-readiness dimensions, identify the most important constraint and define one priority workflow for improvement with Zinier.

METHODOLOGY

About the research

This Zinier report draws on selected data from Verdantix, an independent research and advisory firm. The underlying research was published as Verdantix, Global Corporate Survey 2026:

Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025 and is based on interviews with 333 decision-makers across 22 industries and 16 countries and regions.

Zinier created the analysis, combined-category calculations, visualisations, maturity model, assessment and recommendations in this report from the supplied survey exports. These interpretations are Zinier's own.

- Question base is n=333 unless otherwise stated.
- Percentages may not total 100% due to rounding.
- The survey does not include respondent technician headcount. More than 100 technicians describes Zinier's primary target audience, not a survey classification; the report's operating principles can also apply to smaller organisations preparing for growth.
- The report does not infer that workforce headcount is shrinking or that the survey proves headcount growth. It frames FSM as a way to coordinate and support enterprise field operations as they grow.
- The 2025 connected-worker export is not used for year-over-year claims because question wording and response categories differ from the 2026 survey.
- The 2026 FSM software-spend item is excluded from the principal narrative because its response base is 301 rather than 333.
- The 92.2% headline combines respondents selecting widely implemented, implementation currently ongoing and plan to begin implementation in the next 12 months. The 30.9% figure reflects widely implemented in our facility.

Research citation: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025. Client review draft; not for external distribution. External publication and use of Verdantix research are subject to approval and applicable licence terms. Verdantix did not author this report and does not endorse Zinier, its products, or the conclusions or recommendations presented here.

APPENDIX

Survey questions and response tables

The following appendix lists each survey question used in the report once, together with the relevant sub-question, response counts, percentages and a short note explaining how the data is used. Each response base is n=333.

A1. FSM adoption and the connected frontline

Exact survey question: How are you using or plan to use the following digital innovations to boost productivity, safety and efficiency of your frontline workforce/field technicians?

Report use: supports the FSM adoption and wide-implementation headline, and the connected-frontline comparison.

Field service management software

Answer option	Responses	%
Implemented widely in our facility	103	30.9%
Implementation currently ongoing	148	44.4%
Plan to begin implementation in next 12 months	56	16.8%
Aware of technology, no plans to use	18	5.4%
Not aware of technology	8	2.4%

Connected worker platform (from Augmentir, Poka, etc)

Answer option	Responses	%
Implemented widely in our facility	45	30.9%
Implementation currently ongoing	163	48.9%
Plan to begin implementation in next 12 months	64	19.2%
Aware of technology, no plans to use	39	11.7%
Not aware of technology	22	6.6%

Wearables such as smart watch, lone worker monitoring, etc

Answer option	Responses	%
Implemented widely in our facility	50	15.0%
Implementation currently ongoing	160	48.0%
Plan to begin implementation in next 12 months	72	21.6%
Aware of technology, no plans to use	34	10.2%
Not aware of technology	17	5.1%

A2.

Reported and planned use of AI agents in 2026

Exact survey question: In 2026, to what extent will your firm apply AI agents to the following activities? Please note that AI agents refer to autonomous systems that can reason and perform multi-step tasks without continued human input.

Report use: supports the distinction between broad early-stage AI agent use and limited scaled workforce automation.

Workforce retention, training and productivity & safety enhancement

Answer option	Responses	%
Multiple examples of agent automation	22	6.6%
Limited agent use	109	32.7%
Pilot, trial or build stages	102	30.6%
Actively exploring	81	24.3%
No plans to use	16	4.8%
Don't know	3	0.9%

A2.

How the headline percentages are constructed

For transparency, the report defines how response categories are combined when a headline or narrative finding summarises multiple survey answers.

Finding	Response categories combined
92.2% adopting FSM	Implemented widely + implementation currently ongoing + plan to begin implementation in the next 12 months.
30.9% widely implemented	Implemented widely in our facility.
61.2% in the scale gap	Implementation currently ongoing + plan to begin implementation in the next 12 months.
70.0% reported or planned AI-agent use	Multiple examples of agent automation + limited agent use + pilot, trial or build stages.

Source for all appendix tables: Verdantix, Global Corporate Survey 2026: Industrial Transformation Budgets, Priorities And Tech Preferences, 18 December 2025; n=333. Tables and combined-category calculations prepared by Zinier from supplied survey exports. Client review draft; external publication is subject to Verdantix approval and applicable licence terms.