

Case Study Scottish Water

»There were so many elements to this piece of work, not limited just to technology. Fujitsu also explored cultural change, training and internal communications to provide a 360 degree, holistic view of the business. Fujitsu really dug into every aspect of the people, processes and technologies.«

Andrew Kindness, Business Change Manager, Scottish Water



The customer

Scottish Water provides drinking water to 2.45 million households and 154,000 business customers in Scotland. Every day it supplies 1.3 billion litres of drinking water and takes away 840 million litres of waste water from customers' properties and treats it before returning it to the environment. It is a publicly owned company, answerable to the Scottish Parliament and the people of Scotland, and employs over 3,600 people.

The challenge

Scottish Water was faced with an array of fragmented, aging contact centre systems and so initiated a Customer Experience Management (CXM) Programme to replace these old technologies. It wanted to simplify the complex structure and introduce new digital communications channels, enabling their customers to contact Scottish Water through their channel of choice.

"Our existing CRM platform was over ten years old and no longer fit for purpose. The world has moved on enormously since then and we needed more enhanced capabilities," explains Andrew Kindness, Business Change Manager, Scottish Water. "We wanted to reflect the transition we're making to be even more customer-centric. This led to our Customer Experience Improvement Programme which focusses on putting customers at the heart of everything we do by supporting our people with the processes and systems they need to deliver an excellent service."

Initially the company held internal workshops with a broad range of stakeholders to attempt to define the CXM programme, but it quickly became apparent that the task was much more complex than initially thought.

"We were struggling to define the interdependencies and couldn't quite work out how every component should fit together in order to enable us to put the customer at the heart of everything we do," adds Andrew. "One key challenge was that we didn't have a direct relationship with our customers as billing for our domestic customers is managed by local authorities on our behalf. We wanted to bridge that gap and create a new way of talking to our customers."

The customer

Country: United Kingdom
Industry: Utilities
Founded: 2002
Employees: 3,600
Website: www.scottishwater.co.uk



The challenge

Scottish Water was burdened with a collection of fragmented legacy CRM systems and wanted to simplify and refresh this complex structure while introducing new digital communications channels.

The solution

Using the proprietary Fujitsu Results Chain™ methodology and following a series of workshops and interviews, a Fujitsu consultant was able to clearly define a benefits roadmap and programme mandate in a way that resonated with the business. The roadmap defined the initial scope for the CXM transformation programme and the interdependencies between each potential investment project.

The benefit

- Well-articulated roadmap for transformation of the customer communications platform, providing 'line of sight' between investment and Scottish Water's strategic business objectives
- Ensures a 360 degree view of every single element, simplifying a complex environment
- Accelerated Customer Experience Management, enabling Scottish Water to define a clear and rational programme structure underpinned by a detailed benefits realisation plan

After holding the internal workshops, there was still a lot of work to do to define scope of the programme and gain agreement across a complex stakeholder group. The Head of Enterprise Architecture suggested asking Fujitsu for advice. As an existing strategic technology partner, Fujitsu was well placed to understand the business issues.

The solution

Fujitsu deployed a dedicated consultant who used its proprietary Results Chain™ methodology, a component of a broader Digital Assessment capability. Results Chain™ is a unique modelling tool that allows the consultant to create, analyse, validate and maintain a logical network of outcomes targeted by the programme. This enabled Fujitsu to define the programme scope and business outcomes within a very short timeframe, providing Scottish Water with clear 'line of sight' between investment in the CXM Programme and alignment with delivery of the company strategic objectives.

"Fujitsu carried out one-to-one interviews with key stakeholders, held workshops and conducted research to form an initial benefits model. That helped us visualise the potential capabilities and benefits in a way that had previously eluded us," continues Andrew. "It simplified our complex set of requirements and distilled it into a rational programme structure, illustrating the benefits that will be delivered and how they contribute to delivery of our business plans."

This process took place over four weeks and resulted in the benefits roadmap and programme mandate being clearly articulated in a way that resonated with the business. In essence, it provided a roadmap for the transformation of Scottish Water's approach to Customer Experience Management.

The benefit

Scottish Water now has a well-defined vision and roadmap for its customer communications and how best to refresh its CRM platform. Through Fujitsu's consultancy work, it can understand the business outcomes required to deliver excellent customer service.

Products and services

- Fujitsu Management Consulting

"We can now frame our objectives clearly while understanding the underlying complexities," says Andrew. "That's all down to the incisive analysis provided by Fujitsu."

Customer Experience Management will transform the end-to-end customer experience by improving the business processes, technology, information and organisational behaviours required to deliver customer service excellence. The programme enables a controlled experience where the customer is able to contact Scottish Water easily through their channel of choice, and feels informed throughout every interaction. The new technology will blend digital communications with existing contact channels to deliver an integrated customer experience.

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Scottish Water will thus be empowered to make the right decisions for customers through efficient processes and accurate information, while the technology will be rationalised and simplified to deliver a robust and cost effective platform that is both scalable and flexible to meet current and future business needs.

Conclusion

Despite initial scepticism of how this business problem could be resolved, Scottish Water has been delighted by the way in which Fujitsu was able to unpack an exceedingly complex situation and provide a clear vision for the future of its customer communications. It is now ready to take the first steps on the path to this transformation.

"Fujitsu has brought considerable insight and clarity into an area that we had struggled to articulate and visualise ourselves. They delivered in a very purposeful yet practical fashion and brought clarity to what is a very complex area for many."

Andrew Kindness, Business Change Manager, Scottish Water

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2015-11-05

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