

CASE STUDY:

Connections Transformation

UK Gas Utility

Overview

A UK gas distribution company appointed Enzen to assist them in the Business Transformation initiative in their Connections business, keeping excellence in customer services as a core theme and the implementation of SAP CRM 7 as an enabler.

Highlights

- Delivered improved Business Processes through identification of reduced handoffs, roles alignment and improved systems capability
- Our customer became the first UK Utility company to go-live with SAP CRM 7
- Number of key features of SAP CRM 7 have been implemented - GIS integration, Adobe forms, Traffic lights, Inbox & search functionality
- Successful multi-vendor delivery model in challenging timescales – Enzen as LSI, SAP, GIS, Address System, Document Management & Infrastructure partner

The Challenge

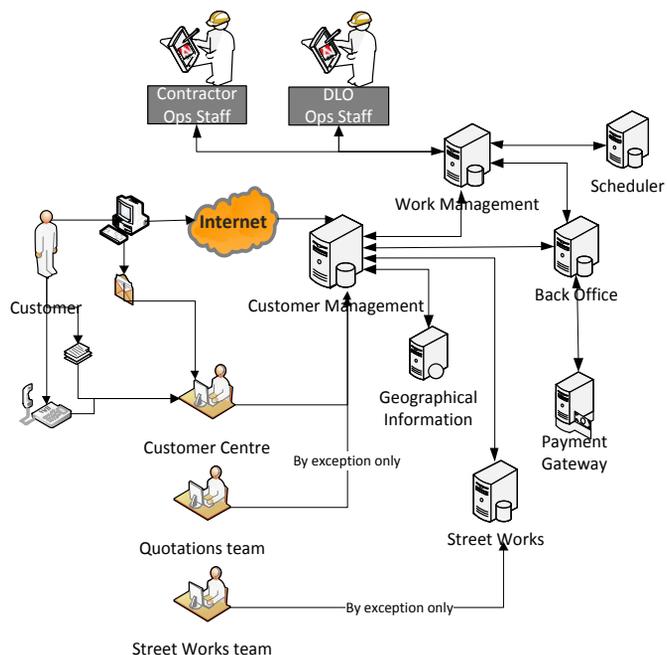
The UK Utility Connections business is Regulated by OFGEM and OFWAT to ensure customer interests are taken care of. The broad measures of customer satisfaction introduced by OFGEM as part of the recent Price Control evaluates the Utility companies by considering the performance based on stakeholder engagement, customer satisfaction surveys and complaints. There are financial incentives or penalties from the Regulator, depending on how an individual Utility company is performing. As a result, there is a drive in the industry to excel in Connections including in the associated Customer Services.

Enzen Framework

There are varied challenges for each Utility company in managing the Connections Business, which can be broadly categorised into the following:

- Business Process – Handoffs, Redundant activities and Error free information capture, hindering the quick turnaround for Connections requests from customers
- Systems – Lack of systems capability to support Business Processes, not a simple and easy to use user interface and work flow limitations
- Data - Duplication of data capture and lack of validations at the point of data entry that result in issues across the systems, resulting in poor management information for decision making
- People – Organisational structure, Resource skillset and Knowledge management in order to support excellence in Connections and Customer Services

By leveraging the strengths of each component specified, the following diagram provides a summary view of how various elements associated with Connections can be integrated.



Key Benefits

- Cycle time reduction in Connections Processes
- Improved quality of customer correspondence
- Scalable solution for Customer Self-Service
- Better controls over managing Connections standards of service imposed by OFGEM
- Capability to handle an increase in work load without additional back-office staff

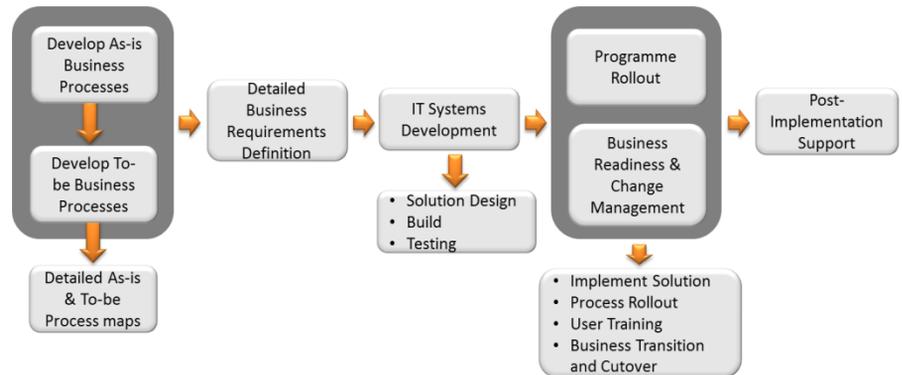
Project Objectives

The primary objectives of the project are as follows:

- Implementation of SAP CRM 7, in place of previous version of SAP CRM 4
- Utilisation of advanced functionalities of CRM 7 to support Connections Business Processes
- Improve customer experience and quality of customer correspondence
- Focus on improving the internal efficiency through efficient processes and systems capability
- Reduce overall end-to-end process timelines
- Gearing up for next PCR, in view of Standards of Service getting tightened by OFGEM

Enzen Approach & Solution

Enzen holistically reviewed the Business Process, Systems, Data and People requirements of the customer and followed the approach below to meet the project objectives:



Key features of the solution delivered include:

- GIS integration – Based on the house number and post code, provision to search the nearest main from the property by integrating with Maps, which is used for estimation
- Traffic Lights – visual representation of quotes that may be going out of standard and needs management attention, along with provision for super-users to manage configuration rules
- Search functionality – Enhanced search from CRM 7 based on custom and in-built CRM 7 fields
- Document attachments – Enhanced SAP standard functionality to attach multiple documents
- Adobe forms – Static forms for Customer correspondence (letters at different stages of job cycle) and interactive forms for field data capture

Business Benefits

Summary of benefits realised by the customer are as follows:

- Cycle time reduction at different stages in the Quotation / Job life cycle for Connections Business Processes
- Rationalisation of letters for improved customer correspondence, including business configurable option for textual changes in letters due to changing business needs
- Scalable framework for extending the solution to customer self-service in the areas of quotations, payments and provisional planned dates
- Early indication of standards of service failures through traffic lights functionality, helping in reducing the compensation payments for breaches of standards
- Reduced process inefficiencies (eg: handoffs) in the end-to-end Connections processes

Through this project, Enzen achieved the distinction of delivering the first SAP CRM 7 implementation in the UK utility industry.

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