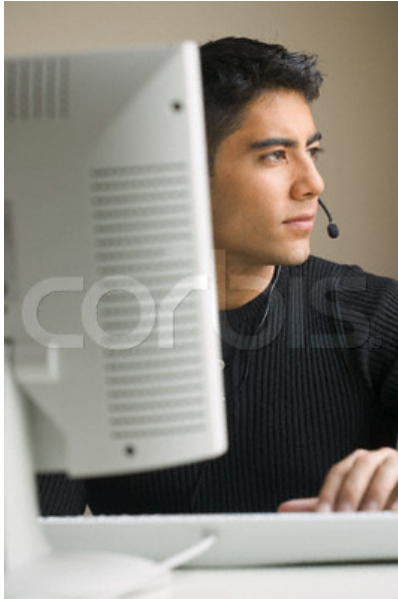




Case study

CRM in easy stages

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With deregulation in the utilities industry, Yorkshire Electricity recognized that customer service would be a critical success factor if it was not to risk losing its customers to competitors. The problem was that it was storing its customer records on different disconnected IT platforms. The first phase of the organisations transition to comprehensive CRM involved the integration of existing data sources to provide a Single Customer View and to deliver this in a cost effective way. By this means Yorkshire electricity were able to embed the new working processes. [OBJ] Ed Taaffe lead a team of consultants working closely with Microsoft, Compaq, Cap Gemni and KPMG to design a new extranet system which took advantage of existing infrastructure to integrate customer

intuitive browser based interfaces, thus delivering the benefits of fast inexpensive roll out to more than 150 call centre users without licensing or support issues. The key to success of this project lay in working very closely with users to ensure that valuable knowledge and processes were not lost in the transition and that users had maximum input into the way the systems would support them. Once live the system delivered a single view of the customer to anybody dealing with customers thus dramatically improving the organisations ability to deliver customer service.

Customers can conduct business with Yorkshire Electricity using whichever distribution channel they choose. Creating a seamless record of their history with us enhances our ability to satisfy customers and retain their business.

—Dave Woodall, Business Sales and Marketing Manager, Yorkshire Electricity

Ed's previous background in marketing and strong customer focus gave us a very clear advantage when asking hard working customer services people to change the way they worked.

“Too many CRM systems are implemented or even designed in a way that ignores the unique abilities and the strategic importance of motivated well supported sales and customer support staff. Whether wholly justified or not many customer facing staff feel that they are being burdened with extra administration rather than being supported.

The key to a successful CRM roll-out is to bring the workforce along with you from the beginning through change management and basic listening skills”.

Ed's approach to all software projects is based on the same fundamental principals; People – process – technology. By this is meant that first the people must be informed and on board for the projects outcomes, then the processes need to be tested and refined to support the goals and finally the technology designed or customised to support the processes and refined through pilot release.

High quality support throughout the roll-out period and good ongoing support arrangements are critical also.