



**A business-driven IT project has equipped contact centre agents to improve on already excellent customer service by removing process and information barriers**

A solution called 1Customer is helping Anglian Water achieve its central aim of having 100% of its customers “very satisfied”. Developed hand-in-hand with the user community and drawing heavily on customer feedback, the initiative has introduced a set of simplified, robust screens that make a wide range of useful customer data instantly accessible to contact centre agents.

This significantly improves call quality and call handling time (by an average of 78 seconds). It also speeds up agents’ response to customers, by ensuring they have comprehensive information about the customer’s situation before they begin speaking. An additional saving, not originally included in the business case, is a reduction in the amount of training required: new starter on-boarding has been reduced by 75%.

With key information instantly to hand, agents can make informed decisions and offer appropriate, empathetic help and advice for each individual customer. Because it makes use of the existing SAP technology, 1Customer enables Anglian Water to drive additional value from its investments. Initially focused on customer issues, the 1Customer platform can be more widely deployed in future, helping the company achieve its strategic goals of creating a single view of both assets and employees, and of exposing the system to customers.



## The challenge: improving on great customer service

Anglian Water aims to have 100% of its customers “very satisfied” with its service. It knows that one of the most important enablers of customer satisfaction is fast and accurate service when people get in touch with the company’s contact centre, for example about a billing query. With 1.6 million calls of this type annually handled by around 165 agents, optimising this area was a high priority.

Anglian Water already has high performing agents, but knew that they could work with customers even more effectively if they had faster, easier access to information. The decision was taken to support agents better by improving the way they interacted with information in the company’s SAP industry-specific solution for utilities (ISU), and customer relationship management (CRM) systems. This approach would maximise the benefit the company obtained from its existing system investment and reduce costs – also an important business driver.

“ Making the decision to go with 1Customer has given us an opportunity to exploit our entire SAP platform, whether we’re looking for information about a customer, an asset or a member of staff. ”

“ The team we pulled together to deliver this project was crucial to its success: they understood SAP, and knew how we could get the best out of it, which helped us create a really robust business case. Our user forums, comprehensive training and the approach we took to engaging those with an interest in the project were central to its success. ”



## Defining the 1Customer solution

“Our people love 1Customer. They're very proud of their new system. As for our customers, all they're aware of is that the agent on the end of the phone seems to know as much as they do, if not more, and has the time to engage with them to get a problem resolved.”

“We set out to ensure the project had no discernable impact on our customers, and that's exactly what we've achieved. Because we were clear about our objectives from the outset, and we checked progress against them throughout, we can be confident that this has been a job well done.”

### Alison Herbert

Service Delivery Manager  
Anglian Water

Alison Herbert, Service Delivery Manager, Anglian Water, explains:

“Everything Anglian Water does is ultimately paid for by our customers, and so being efficient and investing wisely is a high priority. The use of leading edge technology was not something we approached lightly due to the inherent risks. However, we knew that upgrading to SAP CRM7 would be more expensive and would give us nothing more than we had today, and certainly would not support our goal of 100% customer satisfaction.”

In consultation with Capgemini, its strategic IT partner, Anglian Water identified two main ways to help agents provide a faster and more accurate service to customers: firstly, simplification of key screens, and secondly, improvement of the underlying process through “parallel running”.

### A simpler and more logical design for agents' screens:

With SAP CRM, contact centre agents talking to customers on the phone had to use a range of different screens and systems, navigating quickly from screen to screen so as not to keep customers waiting. Anglian Water realised that it could save time for agents and improve customer experience by simplifying and consolidating a key subset of 21 processes, each with multiple screens – those that agents most commonly use during calls. This would involve removing fields that were no longer required and presenting the essential information on a much smaller number of screens, with key information permanently displayed in a “OneView” panel at the top (see highlights box on opposite page for more details of OneView).

### Parallel running of certain processes:

Agents sometimes had to wait for one system activity to complete before going on to the next step of a process – for example, if a customer moved house, they would need to wait for the details of the old address to be updated before entering the new one. Anglian Water realised that with today's technology it should often be possible for the agent to initiate the next step while the previous one was completing invisibly in the background. This form of “parallel running” would save time for both agent and customer.

### Ability to deliver soft landing:

Moving away from a “big bang” cutover enabled Anglian Water to train and transition agents onto the new system while continuing to use CRM, protecting the service delivered to customers.

Anglian Water went through a formal selection process to find the right IT partner for 1Customer. Capgemini was selected based on its skills and the tools it proposed.



## Example screen used by contact centre agents

The screenshot displays the 1Customer web interface. At the top, there's a navigation bar with '1CUSTOMER' and 'End Contact' buttons. Below this, the interface is divided into several sections:

- Customer Details:** Fields for Name 1, Name 2, Tel (home), Tel (mobile), and Email.
- Address Fields:** Premise Address, Mailing Address, and a checkbox for 'Fixed'.
- Account Balances:** TM BP Balance (£ 468.32) and Account Balance (£ 468.32). A 'Next' button is visible.
- Compliance/Status:** Complants 0, Written 0, Telephone 0, Jobs 0.
- Additional Info:** Meter - 1 (09M152653+), AMC, Per Cons (102), Water Tariff (MEAS-STD), Sewerage Tariffs (MEAS-STD).
- Summary Table:** A table with columns: Type, Method, Frequency, Amount, PPD. It shows a 'Stub' entry with an amount of £ 0.00.
- Contract Account Section:** A dropdown for 'Switch Contract Account' and a table for 'Contract Account - Address History'.

	Address History	Move In	Move Out	Billing	Installation
	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	15.12.2014	31.12.9999	M	
000-00000	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	20.11.2013	14.12.2014	RV	
000-00000	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	14.07.2012	28.10.2012	M	
000-00000	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	28.01.2012	13.07.2012	M	
000-00000	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	31.08.2010	27.01.2012	RV	
000-00000	11 Gableway Close, Buntingford, Cambs, CB11 3JQ, UK	20.01.2010	18.07.2010	RV	

At the bottom, there's a footer with instructions: 1. DDE is empty. [Click here](#). 2. Customer From Water Stressed Area. 3. Account is not on DD. 4. Provide Home Servo to Customer.

## Business-driven development

Anglian Water focused on the people and process aspects of the change while relying on Capgemini to convert its requirements into a technology solution.

Following a number of “voice of the customer” initiatives, the company already had detailed information about what customers wanted and needed – things like first-time resolution of their issues and not having to repeat their description of an issue to different people. The knowledge of the business users working within the SAP Competency Centre would ensure that the changes made for 1Customer addressed those wants and needs while delivering a system that the end-user would love.

A small core team of subject matter experts (SMEs) from the customer services team were seconded to the project and worked with the technical team to ensure that the 21 processes identified within the business case were designed in such a way as to deliver the full benefits. The high quality of the SMEs was critical to the success of the project.

“ I like the simplicity of 1Customer. We can deal effectively with our customers without the need to navigate to five or more screens to find the answers that we’re looking for. So usually within no clicks – or one or two clicks – we’ve got the answers that we need to give our customers. ”

**Danny Green**

Contact Centre Agent, Anglian Water

The company also convened a user forum consisting of around 10 additional SMEs, which met regularly over an 18-month period to supplement the input of the core team. As well as evaluating the design and build outputs, the SMEs got involved with testing early in the cycle. Their input created a feedback loop to ensure that the solution met user needs accurately.

This collaborative approach identified the right scope for the solution in which the company was investing, and specified the requirements. Just as importantly, it ensured that users understood the reason for the change and were willing to accept it. The consultations involved representatives from all areas of the contact centre (which includes not just three sites in the UK but also offshore teams in India and Sri Lanka who deal with letters and emails).

## Highlights of the 1Customer approach

- A key element of the solution is OneView, a static bar that summarises key customer information – including not just name, address and contact details, but also any jobs or complaints that are outstanding, consumption information and local conditions. Some of this information would be five or six clicks away without OneView. The OneView bar remains on screen when other data changes. Agents often find that there is enough information on OneView for them to resolve a call without navigating to other screens. Details like the mobile phone number can be updated at any time, without needing to bring up a special screen, because they appear on OneView. Missing data is flagged up so the agent can capture it while the customer is on the phone.
- Wherever possible, data is presented graphically to make it easier to take in at a glance – for example, there are graphs of consumption over time, which can help customers understand why their bills have changed.



“1Customer brings everything that a front-end user needs to enable efficiency with ease of use. The simplification and near-automation of processes like MIMO [‘move in, move out’, i.e. a customer’s change of address] allows the user to spend time interacting with the customer rather than closely watching their screen, waiting to tell it what to do next. With the ability to add and remove various icons with ease, 1Customer shows this system is ready to adapt to the ever-changing environment it is designed for.”

### John Hales

User Forum Representative

“As Capgemini’s sponsor for this project, I’m delighted by the way Anglian Water and Capgemini have worked seamlessly together as one team, focusing on delivering business improvement through technology and process innovation.”

### Simon Phillips

Vice President, Head of Private Sector  
Capgemini

- In developing OneView and other elements of the simplified screens introduced by 1Customer, Capgemini used SAP's UI5 toolkit, which supports developers in quickly creating user-friendly screens for SAP systems using technologies that are adapted for web and mobile platforms (specifically HTML5 and JavaScript).
- Anglian Water and Capgemini started by producing a prototype to help build a robust business case for the project and help stakeholders understand how the eventual solution might work. This demonstrated how functionality that had previously required 20 screens and took two-and-a-half minutes could be replaced by just two screens and a process taking 30 seconds – something that would clearly create value for customers and the business.
- An agile approach to development was used, enabling user input to shape the deliverables.

## Delivering value now and in future

1Customer went live successfully without any disruption to customers – in fact, they would not even have been aware of the transition. Now 100% of billing-related calls are benefiting from the use of 1Customer. Major benefits include a reduction in the need to navigate between screens – for example, in one key process, information that would have taken six clicks to reach is now available in a single view.

First-time call resolution rates have improved through availability of comprehensive at-a-glance information about the customer. It's estimated that 78% of calls have improved in ways that can be linked back to the benefits identified in the original business case.

1Customer has reduced the average handling time (AHT) by an average of 78 seconds. Given that the AHT had previously hit a five-year high, this is a significant benefit.

Thanks to OneView, the agent now often knows as much as, or sometimes more than, the customer does about the customer's situation. For example, if a customer is in debt the agent will be alerted to this fact, which lets them deal with the situation with as much empathy as possible. If a particular individual calls on behalf of another (for example, an elderly parent), then the agent can see that too, so that they don't need to explain again that they have permission to discuss the account. These examples show the solution has lifted technical and information barriers so as to enable already excellent agents to become even better, and to focus on the customer rather than the system.

With such intuitive screens, on-boarding of new contact centre staff has also become much easier and faster, with system-related training reduced from two weeks to just two-and-a-half days. For occasional users, sufficient

“ 1Customer is so logical and so easy to use – very user-friendly. Right from the moment you get the account up on the screen, there's such a lot of information that sometimes it's not necessary to go further when the customer's called, which is brilliant. When you do navigate through the system to find anything, it's exactly where you'd expect it to be. It saves such a lot of time. ”

**Karen Stevenson**

Contact Centre Agent, Anglian Water

“ The reduction in the number of steps that I have to perform saves so much time and allows me to finish the response to my customer even faster. ”

**Renjith Rajendran**

Offshore Agent, Anglian Water



training can be provided online, and there is an online video reference training library at users' disposal.

1Customer's ease of use also made the switchover to the new system very straightforward for existing staff.

Perhaps the most valuable outcome of all is that Anglian Water has built a platform that can be used many times over to improve all types of customer interactions, and accelerate its journey towards a single view of the customer. The project described here was the logical place to start because the billing contact centre is the heaviest single user of the system and affects customers the most. This strong focus enabled Anglian Water to "start small and grow big" – an approach that minimises risk and enables early returns on investment, as well as ongoing, phased returns.

In future, the platform could for example be used to support engineers working with customers in the field, who could access the 1Customer system via mobile devices.

## Collaboration

This project required close and effective partnership between Anglian Water and Capgemini. The commercials reflected the need for partnership working and a collaborative governance structure ensured that the leadership was aligned behind the objectives throughout the programme delivery.

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## About Capgemini

With more than 145,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

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As the company charged with supplying drinking water to the driest part of the UK, Anglian Water understands the value in every drop. We also know that if we are to make the most of this most precious resource others need to value it too.

That's why we have launched Love Every Drop, a campaign to put water at the heart of a whole new way of living. We have committed to stopping pollution, cutting carbon, and eliminating waste. We want to lead the way in raising awareness of the value of water, reducing the amount we all use and helping our region to become the most water-efficient in the UK.

It's happening already. More of our customers use water meters than in any other part of the country. Despite our population having grown one fifth in the last twenty years, we still provide the same amount of water today as we did in 1990 – almost 1.2 billion litres every single day. That's a lot of water saved, despite a lot more people needing to rely on it.

We put water back into the environment, too. Around one billion litres of water each day makes its way to over 1,000 treatment works, before it's treated – effectively, recycled – and returned to the region's watercourses. Our rivers and seas are now cleaner than they have been for decades.

More information is available at

[www.anglianwater.co.uk](http://www.anglianwater.co.uk)