Scottish Water recreates the customer journey with Microsoft Dynamics 365

With Capgemini as its partner, Scottish Water launches a digital transformation journey to improve the customer and employee experience by introducing new tools and applications based on Microsoft Dynamics 365

Digital transformation to serve Scotland

When providing essential services such as water and wastewater treatment, transparency and user friendliness are essential to ensure that customers have constant access to the organisation serving them. In the midst of Scotland's long-term population growth and the resulting increase in demand for housing, Scottish Water, the provider of water and wastewater services in Scotland, made the decision to review its existing processes to affirm that its services remained up to par with expectations. As a result, the organisation identified a series of opportunities to utilise digital technology to improve the customer and user experiences while simultaneously enhancing its development services and reporting.

However, the scale and extent of such a change required substantial expertise, both within the industry and with digital technology. To guarantee the realisation of its transformation objectives and a smooth transition to a new digital platform, Scottish Water decided to select a partner. Based on their existing partnership and years of successful collaboration, the organisation chose Capgemini to provide support throughout the project.

Overview

Client: Scottish Water

Region: UK

Sector: Energy and Utilities

Client Challenge: In the face of a rising population and a subsequent housing challenge, Scottish Water identified a growing need for a revamped customer journey to make it easier to connect to the water and wastewater network

Solution: Partnering with Capgemini, Scottish Water launched a digital transformation journey that redesigned 44 business processes, created a customer-facing portal to enable self-service, rolled out Microsoft Dynamics 365 customer service, and developed a new mobile app to support remote inspections

Benefits:
- Increased the speed with which housing developers connect to the water and wastewater network
- Improved customer visibility throughout the process
- Reduced wait times for inspections from five days to four hours
- Improved user experience leading to higher customer and staff satisfaction
- Estimated 100,980 kg of CO2e saved per year as a result of less time spent travelling for manual and paper-based inspections

A new customer journey

Emphasising the importance of a One Team approach from the beginning, Scottish Water and Capgemini started the transformation journey by reviewing the existing processes and technologies involved in order to fully comprehend the scope and needs of the solution. Based on this review, the partners were able to create a roadmap that identified the exact targets for the project while also establishing a project owner group, made up of Scottish Water stakeholders that provided an essential level of governance and ownership throughout the transformation. Finally, the Microsoft cloud technology was selected as the best fit for the established objectives and challenges.

To address the customer experience, Scottish Water and Capgemini Idean designed a new customer portal based on Angular, hosted on Microsoft Azure, and integrated with Microsoft Dynamics 365. With this new access point to services, customers could perform more extensive self-service, greatly reducing the need to wait for a response to their requests and gain greater visibility into the status of their applications. Through the portal, customers can track who exactly has been assigned to work on their cases, follow the progress of their applications from start to finish, and discover essential information.

Transitioning to a Microsoft 365 platform

Building upon the effectiveness of the customer portal, Scottish Water and Capgemini introduced a new Developer Services solution, which is based upon Microsoft Dynamics 365 Customer Service. This solution enables Scottish Water employees to respond to customer requests in a timely manner. Once applications are collected and sorted via the customer portal, this back-end CRM platform begins to track, manage, and report on each case throughout processing. In this way, both customers and users have the necessary level of visibility and understanding for each request, ensuring that support is provided by the appropriate expert as quickly as possible.

Finally, Scottish Water and Capgemini targeted field-based activities for reform and, to do so, developed a new mobile application that enabled remote inspections. This greatly expanded Scottish Water's flexibility while also reducing carbon emissions as the number of times on-site work was required dropped. The solution also provided an easier option for reporting, which had previously been manually intensive but could now be completed digitally.

The project reached its conclusion as the COVID-19 global pandemic began to make its impact upon citizens and business within the United Kingdom. In order to continue this project without disruption, Scottish Water and Capgemini transitioned their collaboration into a virtual setting. This continued with the rollout of the new technology, with support for the release occurring remotely to ensure that the project had its desired impact within the agreed-upon timeline while protecting the health and safety of the associated teams.

Fulfilling a customer-centric vision

All of this was accomplished following an agile iterative approach that involved workshops throughout the process to ensure constant input from employees and stakeholders. This agile methodology built engagement with users and expedited the delivery of new technology. By doing so, the partners provided numerous opportunities for feedback to further refine the solutions while also supporting a gradual cultural shift at Scottish Water by exposing employees to new ways of working one step at a time. The delivery was also based upon Capgemini's Rightshore® model to ensure that the optimal expertise was applied through the development process.

In addition, a phased delivery allowed for extensive user testing to identify potential bugs or lingering challenges that needed to be addressed prior to an official rollout. As a result, the solution was fit to Scottish Water's needs, making it seamless for customers and easier for employees to provide a high level of support upon its release.

Following the full rollout of the new tools and applications, Scottish Water and Capgemini have significantly reduced the time and effort needed for housing developers to connect to the water and wastewater network. Meanwhile, customer satisfaction has risen as visibility has improved while the average waiting time for an inspection has fallen from five days down to four hours. Additionally, Scottish Water employees have an easier time supporting the people of Scotland with a new set of tools designed to strengthen the connection between the two groups. Finally, the organisation has so far reduced its annual emissions by an estimated 100,980 kg of CO2 as a result of less time spent travelling for manual and paper-based inspections.

With this stage of its transformation completed, Scottish Water has reaffirmed its capabilities as a provider of critical services to customers located across Scotland. Following this success, the organisation has continued to work with Capgemini to identify new opportunities for improvement and has already planned a series of small updates. Working together, the partners will investigate other technologies, such as artificial intelligence, to provide additional services and pursue a future of innovation and excellence.

> *It's been a phenomenal piece of work, across partners and Scottish Water and I'm immensely proud of what everyone has achieved. Despite the challenging times we find ourselves in, these technology solutions will be vital to improving our service delivery and achieving industry leading experience for our customers as well as supporting the wider Development community in Scotland."*

Mark McEwen,
General Manager of Customer Service,
Scottish Water

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