CASE STUDY

Transforming utilities for the 21st Century: How British Gas leverages Quadient Customer Journey Mapping to evolve from an energy business to a services provider

"The utilities industry is going through a transformative period. We're not only seeing an ongoing shift away from fossil fuels towards renewables, but a greater consumer awareness of that fact. As utilities themselves become highly commoditised, providers need to focus on the additional services we can offer customers, and how to provide the best possible customer experience at all times across all of our offerings. We knew that understanding customers' journeys and the pain points they face, and addressing those directly, would be essential to giving our customers the proactive and personalised experience they expect and deserve, and ensuring their entire journey with British Gas is stress-free."

– Adam Firbank, Journey Practice Lead Customer Communications at British Gas

Challenge

In the UK utilities industry, increasing commoditization of utilities is pushing British Gas – UK's largest energy provider – to strengthen their business by evolving into a home services provider. In addition to services offered, they've identified that customer satisfaction is paramount to their future success in service adoption and retention. Their goal is to enhance overall customer experience via optimized, seamless and satisfying customer journeys.

Solution

British Gas chose to integrate Quadient® Customer Journey Mapping (CJM) to extend the power of Quadient's omnichannel communication platform, Quadient® Inspire. With CJM, British Gas creates and views in-depth, holistic customer journey maps, gaining insight into customer satisfaction at each touch point and mitigating pain points in real time. The result is a versatile, personalized and consistent business process that improves customer satisfaction.

RESULTS

- Enables holistic view of customer journey maps from initial adoption of British Gas products and services to booking essential repairs and reviewing or changing product holdings.
- Allows British Gas to quickly identify pain points at each touchpoint and mitigate them instantaneously via automated feedback, edits and approvals processes.
- Consolidates multiple templates owned by multiple teams to align more than 4,000 pieces of content across 23 customer journeys.
- Empowers British Gas to enhance customer satisfaction via rapid new creation of communications, particularly throughout the COVID-19 pandemic.
- Supports a new customer experience lifecycle architecture that better reflects how customers interact with the business.
- Significantly increases consistent and satisfying experience that enables better cross-selling and up-selling across all British Gas products and services.
- Identifies obsolete templates as they design greater efficiencies into their journeys and explore different, more appropriate customer-friendly channels.
- Identifies a need for new roles to help provide a human experience for certain journeys



About British Gas

British Gas is Britain's number one supplier of energy, powering more than 10 million homes in Britain and more than 400,000 businesses. Its team of 8,000 highly trained engineers provide the highest quality residential and commercial services. It also provides a range of innovative products and services including smart meters, connected home products by Hive™, and the on-demand, online tradesman service, Local Heroes.

Revolutionising the utilities customer experience during business transition

Historically a business-centric energy provider, British Gas reimagined their corporate philosophy by adopting a "customer-obsessed, solutions-led" mind-set. They are transforming from an energy business selling services to a customer-centric service business with offerings including energy supply, insurance and home repairs, smart meters and smart devices, and Hive-connected home products.

For several years, British Gas has utilized Quadient's In-spire solution to successfully unify, consolidate and



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> **– Adam Firbank, Journey Practice Lead Customer Communications at British Gas**

streamline more than 4,000 pieces of personalized customer communications. They have seen great benefits from bringing document composition in-house and wanted to parlay these benefits to the next level.

As they seek to deepen customer buy-in and loyalty, British Gas aims to provide the pinnacle of customer experience. They understand that in aligning their business processes to meet customers' needs, they can establish trust and satisfaction throughout their lifecycle. In doing so, they recognize the great value exchange that is added by redefining the customer journey.

The goal is a short, simple, and satisfying experience that gives the customer exactly what they need in real time. Sending customers the wrong content or down the wrong path at specific touchpoints creates frustration enough to lead customers to end the outreach. Without journey mapping, British Gas works harder to identify – and alleviate – these pain points and retain customers.

To further revolutionize their service offerings, British Gas extended the power of the Inspire platform to enhance customer experience – and consequently, customer retention – with Quadient's Customer Journey Mapping software. Now, with Quadient CJM, British Gas is able to view customer journey maps holistically, using the insights to quickly and meaningfully impact satisfaction.

Right communications, right channel, right time – every time

One of the key goals achieved by the integration of Quadient's Customer Journey Mapping into the Inspire platform was to allow British Gas to efficiently develop strategy based upon the customer's needs. The journey maps align the business processes with the CX lifestyle architecture stages to better enable cross-selling and up-selling opportunities. A once-siloed organization is now restructured into agile, fully functional, and responsible matrix teams. Streamlined communications offer customers what they need, when they need, where they need – without fail.

Inside a British Gas customer journey

Using Quadient's CJM, British Gas created a new, cyclical customer experience lifecycle architecture that better reflects customers' real-world journeys. From new customer queries, to home engineer visits, to service upgrades, 23 key customer journeys were identified. Individual pain points and preferences along these paths were easily recognized, and existing communications were personalized and aligned in real time.

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maps gave us have made us stop and completely rethink everything – it gave us the resources to create an exemplary 21st century customer experience." – Adam Firbank, Journey Practice Lead Customer Communications at British Gas

Guided by the data, British Gas also restructured the organization into multi-disciplinary teams; breaking down existing silos between customer information, communications and journeys. The result is increased agility and decreased confusion. British Gas successfully calibrated its business processes in accordance with customer preferences, including providing an automated or human experience to increase retention.

British Gas is currently working to leverage the insight gained to retroactively link data into the maps to show live volumes across all communications. Decision engines are being built to data capture points along the journey to drive the delivery of personalized and relevant cross-selling and up-selling communications, in addition to account communications.

Looking to the future

As the energy industry transforms, British Gas intends to transform alongside. As it does so, Quadient will continue to support British Gas with the tools to move beyond business-centric customer communications management to a broad customer-centric customer experience strategy and thrive in an increasingly competitive utilities market.



"'If you build it, they will come' doesn't apply in customer communications. When it comes to the customer experience, too many organizations still focus on what new capabilities technology can offer, instead of what their customers actually need. As a result, businesses will have the latest and greatest technology in place, but still offer their customers a disjointed, impersonal experience. Our aim with Quadient has been to harness technology to focus on the needs of the customer, and Quadient Customer Journey Mapping was the ideal tool to continue doing just that."

– **Adam Firbank**, Journey Practice Lead Customer Communications at British Gas

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Because connections matter.

About Quadient®

Quadient is the driving force behind the world's most meaningful customer experiences. By focusing on four key solution areas including Customer Experience Management, Business Process Automation, Mail-Related Solutions, and Parcel Locker Solutions, Quadient helps simplify the connection between people and what matters. Quadient supports hundreds of thousands of customers worldwide in their quest to create relevant, personalized connections and achieve customer experience excellence. Quadient is listed in compartment B of Euronext Paris (QDT) and is part of the CAC® Mid & Small index.

For more information about Quadient, visit **www.quadient.com**.