



# anglianwater

## HIGH WATER MARK

HOW SAP EDUCATION AND ANGLIAN WATER WORKED TOGETHER TO DELIVER A HIGHLY CREATIVE AND INNOVATIVE END-USER APPROACH TO ENSURE A SUCCESSFUL IMPLEMENTATION OF SAP IS-U.

Like every UK water utility, Anglian Water has a unique relationship with its customers in that households can't simply switch suppliers in an attempt to save money on their bills. As such, the industry is tightly regulated by the Office of Water Services (Ofwat) and other bodies to ensure fair prices and high standards. To meet the expectations of regulators, as well as its customers and shareholders, operational efficiency is essential to Anglian Water's success.

### A pioneering decision

For a private company in the public eye, nowhere is this efficiency more crucial than in the key area of customer services and billing. Anglian Water ran 14 ageing billing and customer services applications which were becoming increasingly difficult and expensive to maintain. A strategic review took place in late 2003 in

which the company took the innovative decision to replace all of these systems with SAP Industry Solution for Utilities (SAP IS-U) - a first for the UK water industry. "Adding SAP IS-U was a major undertaking and meant that virtually no part of the business was untouched by SAP systems in some way," explains Raylene Pattison, Organisational Change Manager, Anglian Water. "This was our biggest IT project ever; as well as involving users from the Contact Centre, payment processing, debt recovery, metering and finance areas, the implementation impacted many other parts of the business and increased our SAP user community to over 2,500."

### A massive change management challenge

Preparing the business for a change of this magnitude was therefore crucial. "From the start this was regarded as a major change management programme, and not just an IT project," says Raylene. "We had to ensure that every end user was equipped and ready for the change, and able to carry out their role at go-live. It was a massive challenge, and we engaged SAP Education at the project realisation stage in May 2006 to provide specialist help and advice in this crucial area."

Excellent customer service is at the heart of Anglian Water's operations, and from the outset, the SAP Customer Project Team was set the tough challenge of implementing the new SAP system without customers noticing any change. "Not compromising on the speed and quality of customer service was a fundamental requirement of the project, and had important

implications on numbers of resources required and their skills," Raylene continues. "SAP Education provided us with additional skilled SAP trainers to help ensure that all end-users, including the extra resources that were brought on board to compensate for the expected performance dip post go-live, would be sufficiently trained and able to play their part in minimising the impact on the customer."

### Forging the link between change management and training

SAP Education also played a central role in helping to forge the crucial links between Anglian Water's change management vision and its ambitious training schedule, in order to deliver an effective project to the business. "From the very beginning, Anglian Water had a clear idea of what it wanted to achieve and an effective strategy in place to help it deliver this vision," says Colin Pincott, SAP Education Strategy Consultant, who worked closely with Anglian Water throughout the entire engagement. "This is very much in line with the holistic approach taken by SAP Education, where education can form an effective bridge between change management and training activities and remove the barriers to success."

A great deal of effort went into preparing the business for change, supported by a highly innovative and creative approach to learning. In advance of the scheduled classroom training, users were involved in a range of activities including system demos, organisational impact sessions and change plan briefings. They also received terminology packs and a series of change cards, part of a comprehensive and varied communications plan designed to keep the project team in touch with its stakeholders at all times.

### Making training engaging, effective - and fun

The far-reaching scope of Anglian Water's SAP Customer Project generated huge training requirements. It was agreed with the business that training would be delivered over a 14 week period. Individual training needs by role were identified and averaged around 10 days training per user. These were then broken down into digestible one-day chunks, with practice (or 'playpit') time scheduled by the business between each course to assist with knowledge retention.

Delivering training to nearly 800 users exerted huge pressure on Anglian Water's resources, and a number of SAP Education trainers were drafted in to help. "The major challenge was to ensure that the right trainer with the right skills was in the right place at the right time," says Sylvia Foster, Training Manager, Anglian Water. "We designed 73 courses, delivered by 23 trainers in a variety of locations - including mobile classrooms in the car parks. In all we delivered 6,000 training days, sometimes running up to 11 courses in a day - and with no course cancellations!"

At the same time, SAP Education played a leading role in devising and designing a number of innovative educational games to support the training. "There's plenty of evidence from research and practical experience that finding creative and interesting ways of engaging the learners' minds improves understanding and knowledge retention," explains Colin Pincott, "and it was agreed with the business from the start that this was the way to go." The games took a number of forms, from quizzes, puzzles and anagrams to code-breaking and even a giant Scalextric competition - but the common theme was that they all served a serious educational purpose and were linked to the user's day-to-day job and aligned to specific business processes.

### An object lesson in managing change

The SAP project successfully went live on 28th December 2006. "Being the first UK water company to implement SAP IS-U, and pioneers in case management and trade effluent billing, inevitably raised some new challenges for both Anglian Water and SAP which directly impacted the change management and training activities," says Raylene Pattison. "Having an SAP Education consultant with us on site helped hugely, and meant we were able to address and resolve any issues quickly and effectively."

Learning from previous experiences, full-time end user support was provided by the Project Team for several months following go-live, including Colin Pincott and a team of SAP trainers available on site to answer any training and education queries. "From the start Anglian Water had a clear vision of what they wanted to achieve, and this was an object lesson in successfully linking change management and training activities," says Colin. "This is probably the most comprehensive programme I've been involved in."

"We engaged SAP Education to provide additional resource and advice in implementing the educational aspects of the change programme," concludes Raylene Pattison. "We were absolutely delighted with the ideas, enthusiasm, experience and expertise they brought to a wide range of areas. Colin and the rest of the SAP team made a huge contribution to the success of the project."

SAP has realised the value of investing in education for many years. To discuss how we support customers in ensuring the success of these education investments, please contact the **End User Training Team at [education.eut.uk@sap.com](mailto:education.eut.uk@sap.com)**

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