

## Pilot Light – Customers driving a re-energised British Gas Residential business

### The Challenge

New MD, Phil Bentley was facing a crisis. A £50M investment in technology had failed. There was a dramatic failure in the customer experience and the 25,000 employees were losing confidence and their sense of pride. He needed to understand the situation from their perspective. His recovery plan had to be based on real evidence from his people and customers. He had to solicit views from the business, review the strategy & engage the Top 150 senior leaders.

*“Connectwell were a true partner in delivering this innovative piece of work with me. It was pivotal in restoring the lost pride 25,000 employees had in the brand. In turn, this led to us delivering a much better customer experience and ultimately, increased profits.”*

Jenny Burns , Head of Internal Communications

### Our Solution: A Large-Scale Diagnostic

- 1. Nationwide Diagnostic:** We designed and executed a 3 month qualitative diagnostic exercise covering every UK office & work location. We ensured confidentiality for participants while at the same time guaranteed the right quality of insights & information to feed into the strategy. This was managed by an expert team in both group sessions and 1:1 formats.
- 2. Insights into Recommendations:** Having pulled 1,000s of evidence quotes we worked offline to craft powerful insights into the state & the health of the business. Key outputs were employee suggestions on future customers and business ideas.
- 3. Socialise:** The findings and recommendations were socialised over a 3 month period, starting with the Executive Team. This was carefully managed to ensure the Senior Managers were able to engage with the challenges from their people and their customers. We designed and led a Top 150 Leaders conference, including strong customer input. This was followed by a comprehensive Roadshow led by Phil sharing the results and engaging every part of the business.

### The Results: Impact & Value Add

- ✓ **Committed & aligned Executive Team:** The diagnostic created a ‘call to action’ for change. Directors felt compelled to come to the table to align with colleagues around a common purpose & set of goals within a customer-centric strategy.
- ✓ **Engaged work force:** All employees appreciated their voice being heard, seeing the customer strategy process.
- ✓ **Change Readiness:** The organisation was primed for change. The 150 most senior leaders were able to discuss and collaborate in an engaging way to put their own mark on the change journey. The subsequent restructure worked really well first time around, achieving all of its stated objectives.
- ✓ **Business Partnering:** HR & Communications colleagues were at the centre of the change process adding significant input, direction, expertise and confidence to the business. They led a successful and ground breaking Roadshow series.

#### High Performing Teams



#### Vision & Strategy



#### Diagnostics- Understanding your organisation Inside Out



Did you know that organisations that have over 50% employee engagement retain over 80% of their customers? ([Demand Metric](#))