

CUSTOMER STORY

Communication is critical on any project. Messaging for impacted customers, updates and training on new technology and processes for employees has a severe effect on project success if ignored. SMART helped a major utility client create change management plans that significantly increased customer adoption rates. Doing so enabled the client to communicate changes clearly and effectively to employees – and created excitement for training on the new technology.



TYPE OF COMPANY

REGIONAL UTILITY COMPANY



LOCATION

MIDWEST, USA

CHALLENGE

Two months from implementation of new smart technology, the sponsor of the project discovered there was no plan for communication to employees out in the field nor for customers who would need their devices switched out. Employee training was also overlooked. With a potential six-month delay, the client faced tough challenges:

- Create a plan for communication to employees and developing training materials.
- Develop communications to go out to the customer that meet regulations on how far in advance notifications must go out to the customer.
- Convince impacted communities who didn't want the switch to new technology due to health concerns.
- Restore their relationship with the project sponsor.

ACTION

The client brought in a SMART change manager to get the project back on track. Since carefully crafted presentations to educate and provide proof of safety to convince customers to adopt the new technology, SMART helped them see their need for a public relations specialist to craft the message given at townhalls and in the newspapers and a training specialist to write training materials.

1

Created customer and employee change management plans.

2

Helped client understand the need for additional resources.

3

Lead subject matter experts and sponsors in presentations and demonstrations for townhalls.

4

Kept sponsor in the loop with frequent touchbases.



RESULT

With improved sponsor relations, the change management plans were approved to add six months to the project timeline to allow time for proper customer and employee communication. Once underway, the communication and training phase went so well that the delay was reduced to only 3 months.

SPONSOR COMMUNICATION



- Repaired relationship with sponsor through open communication and transparency.
- Increased sponsor and steering committee buy-in and received approval for the change management plan.

EMPLOYEE COMMUNICATION



- Executed employee communication plan—answered when, where and why.
- Extensive training for employee success: cheat sheets, user guides, and hands-on training.

CUSTOMER COMMUNICATION



- Abided by regulatory rules for notifications.
- Public relation efforts to customers answered their questions of when, where, and why.
- Adoption rate increased due to townhall presentations and interactions with the public.



5-STAR CUSTOMER REVIEW

SMART.

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