

# Making waves with agile digital transformation

How Intergence has helped a well-known transport company transform its service

## THE CLIENT

Our client is a long-established ferry company that provide a passenger service. It now operates a variety of routes and carries over 1 million passengers, 200,000 passenger vehicles and over 100,000 freight vehicles each year. Today its fleet includes a fast car ferry, a freight-only vessel and a conventional car, passenger and freight ship. In recent years, a £50m high-speed trimaran entered service for the first time.

*Now it has multi-dimensional business-critical reporting, our client can analyse and compare any variables – from correlating wave height to the amount passengers spend in Duty Free! One early insight even found that certain trips correlated with all stocks of Toblerone bars being sold.*

## BACKGROUND & CHALLENGES

In recent years, the company has faced growing competition from other competitors. To retain and expand market share, it was essential for our client to improve both its offering and to reinvigorate its customer service.

Unfortunately, there was a major obstacle – the company's IT infrastructure. The usual plethora of unintegrated systems, common to many organisations, relied on a lot of manual intervention and unstructured processes that led to needless mistakes and time consuming troubleshooting. Worse, multiple databases made it all but impossible to integrate customer information in one place, leading to lost opportunities.

To address the issue, our client initiated a five-year plan to achieve the recovery and growth it aimed for – with digital transformation at its heart. Within 18 months, the company had identified some 300 changes it needed to make. This in turn created a new problem: how to turn so many insights into an action plan for change?

## FINDING THE RIGHT SOLUTION

It was at this point that the company turned to Intergence for help.

Our first step was to gain a deep understanding of the firm's five-year plan and what it hoped to achieve. We listened closely to our new client's aims, from improving its revenue and streamlining bookings, through to reputation recovery, achieving an end-to-end view of the customer and expanding package holiday offerings in the UK.

Armed with this understanding, we began a process of strategic discovery while working closely with the company. With its help, we identified the core business goals it wanted to achieve over the next five years and developed a pragmatic plan for achieving them via digital transformation. Within 3 months we had created an agile and costed roadmap, which was signed off by our client's board.



The structured digital transformation programme we created was divided into a number of major workstreams, each of which was fundamental to the transport company's business goals. They included:

- ***E-commerce***

Making online bookings and reservations simpler and more effective, giving customers the flexibility to select their own seats, choose package holidays and access the service via an app as well as a browser.

- ***Operational processes***

Bringing together, streamlining and automating operational processes, providing a single view of the customer to drive sales, improving customer experience, creating opportunities such as web chat, introducing better crew rostering and improving internal activities such as HR and recruitment.

- ***IT communication infrastructure***

Replacing the company's physical infrastructure to transform it from an on-premise infrastructure to a cloud-based service. This improved speed and connectivity across all of the company's sites as well as on its vessels at sea.

- ***Booking management***

Improving services for commercial customers by creating a self-service website and fully automating booking services, vehicle condition reporting and consignment notes. Upcoming work includes developing an app for smart phones and mobile devices.

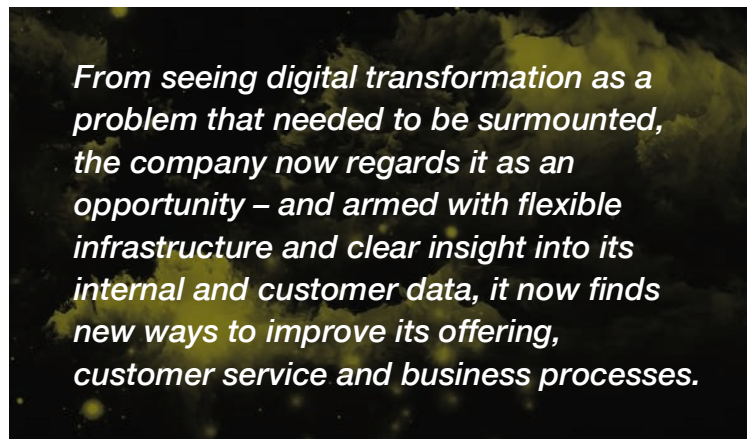
- ***Yield management***

Implementing the yield system to allow the firm to accurately forecast demand for customers and use data, reports and alerts to inform and adjust prices to maximise yield.

- ***Analysis and reporting***

We unified data and simplified reporting, making it simple to analyse at a granular level. Now it has multi-dimensional business-critical reporting, the company can analyse and compare any variables – from wine through to chocolate. One early insight even found that certain trips correlated with all stocks of Toblerone bars being sold, allowing the company to meet this demand.

This work only scratches the surface of the digital transformation Intergence has so far achieved in partnership with our client. Yet, within a short time frame, our agile and pragmatic approach has helped to achieve significant corporate and cultural change. From seeing digital transformation as a problem that needed to be surmounted, the company now regards it as an opportunity – and newly equipped with flexible infrastructure and clear insight into its internal and customer data, it now finds new ways to improve its offering, customer service and business processes.



We are continuing to work with our client, ensuring its digital transformation meets its business goals and has the agility to respond to change and to new market conditions. Most importantly, having a high-achieving digital outlook has become part of the company's DNA. With strong leadership from the board, a sharp new focus on customer excellence, plus the infrastructure and data it needs to improve its service and bottom line, the future is now looking very bright for a revitalised transport company.

*Learn how Intergence can bring digital transformation to your business: visit [www.intergence.com](http://www.intergence.com)*