

# Supporting Taylor Wimpey's workforce through change

CGI helped over 1,000 Taylor Wimpey employees transition to a new customer system, with new processes to better support customer needs.

It is the workforce that keeps the wheels of any organisation turning. So, when business changes are on the horizon, providing staff with all the help and support they need to adapt quickly is a major priority.

When Taylor Wimpey decided to move all its regional business units to a new customer relationship management (CRM) system, the company wanted a partner with the knowledge and skills to ensure staff were fully prepared for the new ways of engaging with their customers.

With our strong pre-existing partnership with Taylor Wimpey and our experience in business change management, our teams had the expertise to help the employees from 23 regional businesses transfer seamlessly to new ways of working.



## Key benefits:

- 23 regional business units ready to adopt a new CRM system
- 1,250 staff helped to adapt to new ways of working
- Local change network including subject matter experts and champions enabled to support team members from four different professional groups across the regional businesses

## Planning for change

As a major housebuilder, Taylor Wimpey employees manage multiple customer critical processes. Preparing both the business and individual employees for changes to the technology they use to manage these processes needed to be managed carefully.

Our team engaged directly with head office, the design team, and the regional businesses to get a clear picture of how different people from sales, marketing, customer services and the company's seven divisional legal teams would be impacted by the change.



The new CRM system and processes enabled sales executives to become more empowered, with direct responsibility for each of their customer deals. Customer service teams gained much more actionable insight from their data, to better support customers as they move into and live in their new Taylor Wimpey homes.

We designed a comprehensive employee engagement package for each employee group to smooth the transfer and help everyone adapt. This included targeted communications, workshops and training programmes which engaged employees and the leadership teams from each regional business. This made it easier for Taylor Wimpey to support staff in adjusting quickly once the new system went live.

## Building a network of local change champions

Key to success was establishing a network of change champions. Taylor Wimpey identified champions from each business unit across sales, marketing, customer services and legal teams. We gave them extra training and supported them to become local experts so that they could help their business to prepare for the new way of working.

An e-learning programme rolled out early on helped familiarise staff with the technology and new working practices.

We worked with Taylor Wimpey to develop preparation workshops and presentations for the different employee teams in each business unit. This was critical for ensuring all employees understood the importance of the new way of working, the benefits and what the changes meant for them.

Taylor Wimpey  
in numbers:

23

regional business units

7

divisional legal teams

15,000+

homes built every year



Each employee was supported through the whole preparation journey, from accessing communications to completing e-learning, attending workshops, engaging in classroom training and post-classroom practice sessions.

## Ensuring business readiness

A bespoke readiness plan created by CGI helped each business unit gain a clear understanding of what the changes meant for their reporting and operating procedures too.

Comprehensive data preparation plans were developed and implemented to ensure the information being migrated from multiple systems into the new CRM would arrive in the correct format.

Role-based access was mapped for each employee, to ensure they could access all areas of the platform they needed to do their jobs.



## Simplifying complexity

Following a pilot with two business units, the roll-out continued in phases. This meant the company could close off old ways of working at the end of the business day on Friday, ready to manage the transition over the weekend. Each regional business was able to continue meeting customers' needs over the weekend, and each was ready to start the new, customer-centric processes on Monday morning.

Our long-standing partnership and close working relationship with Taylor Wimpey, and the dedication of our experienced team were invaluable to the smooth running of the project.

“Managing the significant change to our business, CGI helped ensure every employee involved knew what they had to do and when, de-risking the operation and ensuring we could improve how we support our customers.”

### **Suzanne Byrne**

National Customer Director,  
Taylor Wimpey

## About CGI

### **Insights you can act on**

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across 21 industry sectors in 400 locations worldwide, our 77,000 professionals provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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