Case study

Sector Manufacturing
Service Project Management

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Enva Group: develop, deploy and migrate to a new Microsoft Dynamics CRM system

The Enva Group is a leading provider of waste management and resource recovery solutions, operating across 30 facilities in the UK and Ireland. The company, which employs over 1,500 people, has continued to grow through acquiring businesses in the sector, expanding the firm's expertise in recovering valuable resource from specific waste streams.



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Challenge

Due to the departure of a key team member, Enva needed a trusted supplier to take over the management of a high-profile, enterprise-wide CRM programme.

As the system was not yet fully developed, the supplier in question also needed the skills and expertise to complete this, then deploy it across seven departments successfully.

That's where we came in to manage and lead this transition.

What we did

For this project, time was of the essence. As Enva's provider of IT infrastructure and security managed services, we were brought in by the Chief Information Officer (CIO) at short notice.

The project involved:

- Defining and continually prioritising the overall system requirements for the CEO, CIO and end users
- Configuring and customising MS Dynamics CRM and PowerBI Performance Dashboard
- Migrating to the new CRM, including migrating data from legacy systems, seamlessly with no negative business impact
- Providing bespoke change management and training for each of the seven business areas
- Reviewing and optimising the utilisation of existing licences across the business
- Assessing supplier contracts to streamline all services, reviewing, renewing and terminating where appropriate
- Thoroughly and effectively communicating with the steering group and senior stakeholders throughout

How we did it

With limited handover, partially-defined requirements and many unknowns, we relied not only on our technical, but also inter-personal skills to understand the current state and future needs of the business.

Our proven status as a trusted supplier meant we already had the necessary buy-in from the CIO and CEO, but the end-users are just as important.

In order to understand the needs and priorities across the board, we engaged with key users through email, phone, and Microsoft Teams calls, giving them the opportunity to ask questions at any stage – these relationships were maintained throughout the project via regular meetings, project updates and progress reports.

Weekly progress reports were provided alongside reviews with the CIO, fortnightly meetings were held with the unit heads, steering group and board of directors.

Internally, the project team, led by Waterstons and including Enva's offshore development partner, met daily to ensure all elements were on track and we worked together to solve any issues, collectively delivering on our commitments while minimising risk to business operations.

Only through this level of relationship building and management could we ensure the best possible outcome for the client in the timescale provided.

What the client thought

“Due to our longstanding relationship, we know the team understands our business and had the skills & experience required to deliver the project successfully, which they did seamlessly; providing a smooth handover with valuable contributions made in many other associated areas. “The project added immeasurable value to our business, meaning we now work more effectively and efficiently than ever as a unified group due to the now single view of all customer activity giving the ability to up-sell and cross-sell.”

Ian Featherstone

Chief information Officer with Enva