Capgemini Consulting

Digital Utilities Transformation

Improving **customer experience** and operating models through **disruptive technologies**
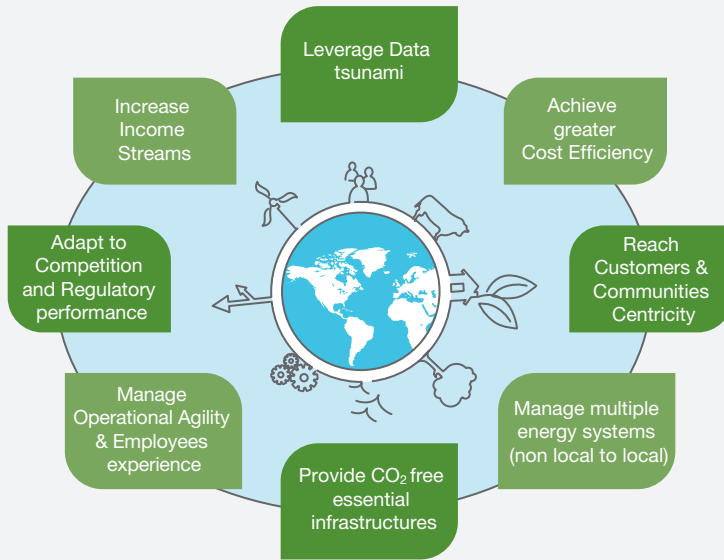
Modernization of the grid enabling better management of energy demand, power generation shifting from centralized to decentralized and all channel experience are three disruptive forces that Utilities currently have to address and turn into opportunities. They have to rethink their retail and business operation models, transforming not only the way they interact with the customers, but also their internal organization.

Capgemini's integrated **Digital Utilities Transformation** framework empowers traditional utilities to re-invent themselves and internalize the disruptive digital technologies at optimized capital costs, while providing infrastructures and services enabling the energy transition towards a sustainable, low carbon economy. Our approach will drive utilities to become customers and communities centric and to totally rethink their internal organization, the role of line workers, whilst it will drive down their cost. Moreover, we can help utilities to enable new services like Home Energy Management and energy efficiency programs or communities programs.

We have applied our in-depth experience and knowledge to develop the Digital Utilities Transformation framework, gained through decades of Consulting, Technology and Outsourcing services to Utilities worldwide. Furthermore, Capgemini Consulting gains best practice perspectives on the state of digital transformation around the world through our joined research program with the MIT Center

Figure 1: Utilities Industry drivers for digital transformation

Leverage Data tsunami

Increase Income Streams

Achieve greater Cost Efficiency

Adapt to Competition and Regulatory performance

Reach Customers & Communities Centricity

Manage Operational Agility & Employees experience

Manage multiple energy systems (non local to local)

Provide CO_2 free essential infrastructures

for Digital Business. The research program allows us to better understand the profound impact of the digital technological shifts and further refine our framework and approach.

Capgemini's Digital Utilities Transformation Services

Capgemini's Digital Utilities Transformation framework is composed of five key services which are detailed in the following.

Digital Utilities Maturity Assessment
The starting point of the digital transformation journey is an assessment of the Utilities current maturity on the digital agenda. We embed benchmarking on several essential business processes in the assessment to quantify tangible performance results.

Customer & Communities Experience Transformation
To become customer and community centric while reducing the cost of operations, all customer journeys have to be reassessed and all channels and offers realigned to provide an All-Channel-Experience to the customer. Capgemini helps Utilities to rethink completely their marketing, sales and service processes to reach lean, error-free processes, leveraged through Business Process Management. Data customer analytics provide right insight to fine tune cost to acquire, churn management and cost to serve.

Our offers include: Customer analytics, Social CRM, Time of Use billing, customers and communities web apps, Integrated Marketing Management

Digital Asset Management
Through Digital Asset Management it is possible to capture and analyze all data which are necessary to plan, build and operate assets on near real time basis. This will deeply change the economics around the asset life cycle and provide optimization of economic return on assets. It also enables Smart Grid.

Our offers include: Asset Investment Planning (AIP), Asset Life Management, Advanced outage Management, Super Network Operation control, near real-time analytics, Complex Event processing

Employees Experience Transformation

Employees want to access their data anytime and anywhere and communicate with tools and applications that they use as well in their private environments. This puts a demand on both the backend of a solution but also on the frontend where information access and visualization must be possible anytime, anyplace. The increased use of tablets and smart phones has already become mainstream in many business environments.

Digital Utilities Enterprise Architecture

Capgemini provides services around the design of enterprise architectures incorporating digital technologies like mobility, cloud, big data and BPMS to establish an agile interaction layer, whilst preserving your ERP foundation for transactional processes.

The Transformation Journey

The Digital Utilities Transformation journey is flexible, but based on a few key steps which are detailed in the following. Each utility will travel along its unique digital transformation journey with the individual starting point depending on its digital maturity and the direction set by its strategy and ambitions. To meet the unique needs of each Utility, we have developed different model options, from Low Cost, through Digital Customer Experience to the Fully Digital Utility.
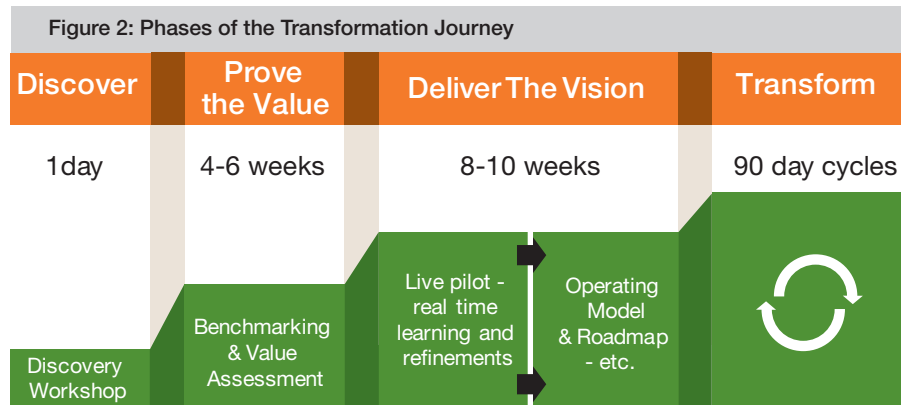
1 **Discover**
The Discovery Workshop is a one day collective session between experts and key decision makers from the Utility and Capgemini. At the end of the day, the case for change is drafted based on exchanges around worldwide trends and current assessment in the Utilities. This one day session is organized in our Accelerated Solution Environment, a specific environment to bring collective intelligence and innovation together.

2 **Prove the value**
A short investigation around the case for change, developed during Phase 1 "Discover", is performed based on our Digital Utilities Maturity Assessment. This comprises focus interviews with key executives and also data gathering to complete the benchmarking parts of the maturity assessment. The value is proven through factual evidences and value models. Alternative operating models are investigated to unleash the potential value of digital disrupters. The case for change is completed with a documented business case.

Figure 2: Phases of the Transformation Journey

Discover	Prove the Value	Deliver The Vision	Transform
1day	4-6 weeks	8-10 weeks	90 day cycles
Discovery Workshop	Benchmarking & Value Assessment	Live pilot - real time learning and refinements / Operating Model & Roadmap - etc.	

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3 Deliver the vision

After a positive outcome of Step 2 "Prove the value", the next phase consists in piloting real case implementations on isolated situations. The Digital Utilities Enterprise Architecture is completed to start the planning of the overall transformation while assessing the impacts on the operating model and organizational changes. In addition, detailed transformation maps will be established.

4 Transform

Several transformation waves will be launched with clear milestones after 3 months.

Our Digital Utilities Transformation journey gives you access to the full power of the Capgemini Group, combining the strength of Capgemini Consulting, Application Services, Business Process Outsourcing, Infrastructure Services as well as our partner alliances.

Our network of **Digital Utilities open-innovation factories** is currently providing fresh ideas and innovative services to leading edge utilities that already started the journey towards energy transition, smart meters, smart grid, mobile loads, decentralized generation and customer centricity. These services include for example:

- redesigning the customer experience by leveraging social CRM and web (including mobile) self services,
- providing platform solution for implementing energy efficiency and demand response programs,
- optimizing process through business process management and real time analytics,
- enhancing field services through the integration of all IT services on iPads,
- exploring smart data to recognize fault patterns and extrapolating for preventive maintenance.

Contact us to start your transformation journey towards a fully digital utility.

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About Capgemini

With around 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

More information is available at
www.capgemini.com/digital-utilities

About Capgemini Consulting

Capgemini Consulting is the global strategy and transformation consulting organization of the Capgemini Group, specializing in advising and supporting enterprises in significant transformation, from innovative strategy to execution and with an unstinting focus on results. With the new digital economy creating significant disruptions and opportunities, our global team of over 3,600 talented individuals work with leading companies and governments to master Digital Transformation, drawing on our understanding of the digital economy and our leadership in business transformation and organizational change.

Find out more at:
www.capgemini-consulting.com