

Enhancing Performance and Productivity for ONE in Morocco

Capgemini helps Office National de l'Electricité modernize its customer relationship management

The Situation

The Office National de l'Electricité (ONE) is the main electricity operator and supplier in Morocco. In order to address deregulation of energy markets and cope with a significant increase in its customer portfolio by over 10% annually, ONE sought to reduce operating costs of its information systems, enhance process performance and optimize the consolidation of financial flows.

The Solution

ONE launched a project to modernize its customer management system for its three million customers comprising major accounts, professionals and residents. Capgemini was selected as partner to design and deploy a new information system based on SAP and specific modules (CRM, PM, CS, MM, SD and FI-CA) in SAP's Industry Specific Solution for Utilities (SAP IS-U).

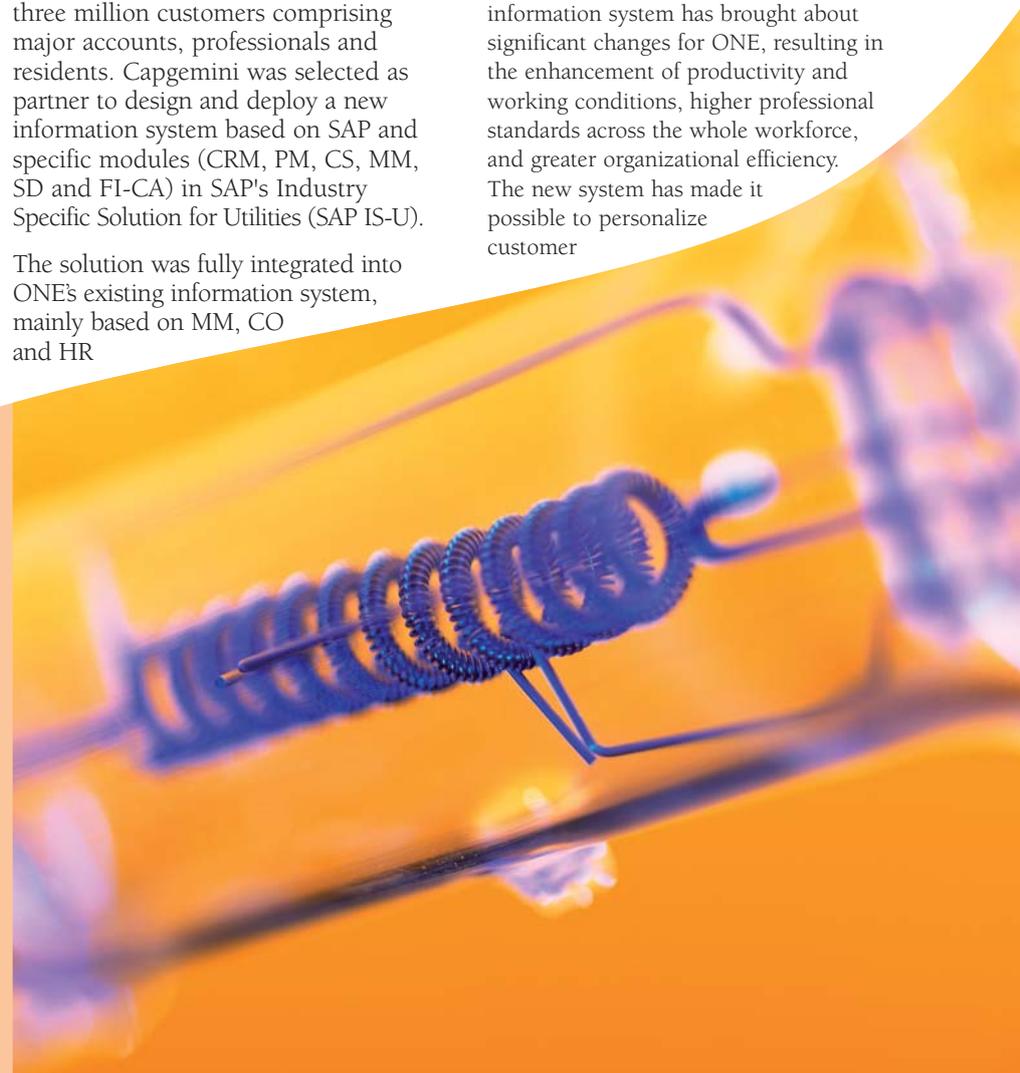
The solution was fully integrated into ONE's existing information system, mainly based on MM, CO and HR

modules in SAP R/3. Capgemini supported ONE during all phases: project design and launch, SAP configuration and tests, and on-site deployment. A real corporate-style project, it went far beyond just putting in place a high-performance information system. It enables ONE to improve customer data management, optimize organizational systems and various work processes, and create service offerings suited to each client segment.

The Result

The implementation of the new information system has brought about significant changes for ONE, resulting in the enhancement of productivity and working conditions, higher professional standards across the whole workforce, and greater organizational efficiency. The new system has made it possible to personalize customer

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relationships, optimize management processes and enhance information sharing.

How ONE and Capgemini Worked Together

ONE's decision was backed by Capgemini's experience and professionalism, technological expertise, ability to provide a solution perfectly suited to the specific characteristics of the local culture and seamlessly integrating the solution with ONE's existing information system. Capgemini was also selected because of its close partnership with SAP and considerable experience of SAP projects in the Utilities sector.

The project concerns three million customers and 2,200 users and includes the entire customer relationship management process. Guided by Capgemini, combined teams worked closely together for 24 months on each phase of the project. This permanent collaborative work made it possible to achieve the objectives of optimizing processes and the constant quest to add value expected by senior management at ONE.

Functional Aspects

Significant aspects of the functional elements included:

- Customer relationship management: Thanks to the new SAP CRM client management tool and its Customer Interaction Centre (CIC), ONE can establish a personal relationship with its customers.
- "Onstream" metering: This method consists of reading the consumption data for residential customers every day. Its implementation resulted in lower metering costs, a smoother process for billing and optimal cash flow.
- Technical infrastructure and work: Stock maintenance and management is handled by the SAP PM (Plant Management) and MM (Material Management) modules. All non-energy services are billed via the SAP SD (Sales & Distribution) module.
- Billing/Payment/Recovery: All customers benefit from personalized management. Payment is now possible throughout the month to avoid queuing at agencies. Each client segment benefits from an adapted recovery process

Furthermore, some special developments have been made to satisfy requirements

specific to Morocco (managing relocated offices with stamp duty for cash payments, modeling specific financial loans, etc.). The integration of the new system with a PDA solution enables ONE's agents to take readings and handle cash payments electronically and autonomously.

Change Management

The implementation and deployment of the solution was meticulously prepared by a change team which stepped in to:

- assess the impact of the solution on the organization and implement suitable preventive action
- communicate both within the organization and with customers and local authorities
- organize, prepare and deliver the training for future users (57 modules, 10,000 man days for the pilot)

- provide "hands on" help to users during the start-up period; putting in place a close field program; a call center and an expertise unit; preparing a deployment kit.

A special effort via effective knowledge transfer helped ONE teams to become masters of their information system and start supporting the business from Go-Live.

Data/Infrastructure

All data was cleaned up and made reliable prior to migration in order to be relevant and accurate. A new Unix-based operating system was acquired and installed, with supporting updates to hardware, software and infrastructures.

SAP Partnership

Collaboration with SAP for its expertise throughout the project was especially so at the end of design and implementation phases. It helped ensure validation of solution choices and adoption of best practice at implementation.



About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience. Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration. Capgemini employs over 75,000 people worldwide and reported 2006 global revenues of 7.7 billion euros. More information about our services, offices and research is available at www.capgemini.com.

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In collaboration with



ONE, a public organization with an industrial and commercial remit was created in 1963 and is the electricity leader in Morocco. With 8,952 employees, ONE operates in three key

electricity business sectors: production, transport and distribution. The aims are to meet the country's demand for electricity, providing best value for money and a high-quality service, and develop all industrial or service activity related to electrical energy. By supplying electricity to over 3,280,000 customers and a turnover of 13 billion Dirhams in 2006, ONE clearly demonstrates its public service commitment.