

Customer centric digital platform for utilities: Process to value



solution center for energy and utilities

New digital technologies like smart metering and smart homes, together with the rise of mobile connectivity and social media, are playing a major role in transforming how utilities and customers interact

The Need for a Customer Centric Digital Platform

Utilities are going through major changes with deregulation, unbundling, competition and sustainability as key drivers. In order to face the challenging market and regulatory environment in combination with changing customer preferences and behaviour, utilities need to rethink their customer strategy, transform their business models, redesign and streamline their business processes and build a more flexible, agile and integrated application infrastructure.

The critical consumer needs are nowadays customer satisfaction, reduction in energy expenditures and mitigating the environmental impact of power consumption.

Utilities in deregulated markets need to have effective marketing, sales and service processes in place to acquire, grow and keep the profitable customers. Market and customer intelligence can be dynamically gathered and analysed - with social media as an important source - for instant identification of customer demands and to deliver the best 'next action' in every interaction whatever the channel.

Energy conservation can be powerfully addressed through the introduction of digital technologies like smart meters and smart homes. Consumers have huge expectations from these smart energy



People matter, results count.

services. However, the majority of consumers have limited awareness about the extent of their own active involvement in energy management. Utilities need to promote greater customer involvement by improving information flows to consumers through trusted and preferred communication channels.

The Customer Centric Digital Platform needs to seamlessly connect customers with the utility's front & back-office processes, providing a personalized multi-channel experience. However, this platform also needs to leverage the information and processes residing in existing IT investments in a 'wrap & renew' strategy to reduce overall investments required for this digital transformation. The benefits are high customer satisfaction, a seamless multichannel experience, maximum operational efficiency with minimum additional investment, and the leveraging of existing IT investments to deliver new products and services.

The existing landscape

In most cases, today's utilities have a large number of individual

applications that are linked together by a complex web of relationships, bringing together divisions and departments, connecting key processes, and managing entry and exit points between the core enterprise and customers using a wide range of channels.

Utilities have made significant efforts to build front-office desktops and customer portals providing access to their multiple back/middle-office applications and information repositories. But all too often, customer representatives are lost among too many redundant, disjointed applications and information. At the same time they are expected to lower their time spent per interaction with each customer. In addition time-to-market for new products and service could be improved, while the benefits of process optimization are not realized due to long time for change.

Some of the key challenges faced are:

- Connecting across the overall value chain (including customers and partners) via preferred channels

including social media

- Personalising interactions and information to address customer-specific needs
- Legacy systems and processes that hinder business agility to launch campaigns or new products and services (including those related to sustainability) over different channels
- Shift to lower cost channels preferably handled by customers themselves
- Disconnected internal processes, leading to lack of visibility into the end-to-end process, particularly at an enterprise level
- Process optimization and improvement to adapt to changing business scenarios and continuous improvement
- Multiple systems and platforms within the organization that are siloed

The new digital technologies required for smart energy have made the existing IT infrastructure incapable of handling the new smart services expected by consumers. In addition it is unable to cater for digital consumer technologies.

Figure 1: Existing Landscape



High Level Customer Journey

To meet increased customer expectations, utilities want to build an end-to-end relationship with consumers right from on-boarding to exit which will increase customer satisfaction and create a collaborative relationship with them. The entire meter-to-cash process will continuously involve and empower consumers to manage their energy decisions. It will also tell you how consumers want to interact, and what their expectations are for self service, social media and other non-traditional channels, at each stage of the customer journey. The content of the communication might range from promotional contents, new tariff plans, billing information or any other forms of transactional communication.

In the channel and service mix, the evolution of new channels will look similar to figure 2 which shows that the rapid emergence of smart phone/tablet apps, and other social networking channels could soon make them the most used and effective modes of cross channel communication. Especially as these are sustainable and flexible enough to cater to the different service

segments. At the same time, as customers are drawn into online, email or social networking modes, then the old and conventional modes such as mail (post) can be completely abolished. This would not only help cut down cost but would also have a positive impact on the environment and 'go green' initiatives.

Intelligent BPM (iBPM) based Customer Centric Digital Platform

Capgemini's Customer Centric Digital Platform is based on intelligent Business Process Management (iBPM). It can help utilities maximize their return on investment (ROI) by giving them a single platform to unify their customer-facing business processes with their internal operational processes. The Customer Centric Digital Platform unifies your customer facing contact centers, social media apps or mobile/web channels with your internal business processes such as meter-to-cash. It is a platform that spans the customer information system (CIS), meter data management system (MDMS), service delivery system, meter communication network (AMI) and the

more recent home energy management systems (HEMS) to present customers with a seamless experience.

The Customer Centric Digital Platform streamlines and automates your processes to enhance productivity and customer value. It also combines the power of process management, workflow orchestration and intelligent decisioning to:

- Tailor your offers and services
- Respond better and more quickly to customers
- Provide a great cross-channel experience to customers
- Enhance your productivity

Key Benefits

An intelligent Customer Centric Digital Platform improves productivity and efficiency by automatically orchestrating the people, processes, technology, data and the policies.

- **Increase operational efficiency across the service chain & the multiple roles**
Improve the productivity and efficiency of customer sales representatives by gaining the real-time visibility and control over the processes
- **Anticipate customer behavior to deliver the next best action**
Successfully align products & services with the customers, enabling you to deliver the right response to the right customer
- **Deliver a consistent experience over the multiple channels**
Enhance customer experience and proactively deliver notifications via online and social media/channels
- **Accelerate time-to-value & maximize agility of the overall process**
Enhance IT-business collaboration and revise processes to respond to organization or regulatory changes – in days, if necessary
- **Lower operational costs**
Automate routine tasks to improve reliability and predictability while minimizing the need for human intervention

Figure 2: Channel & Services mix, and the evolution of new channels

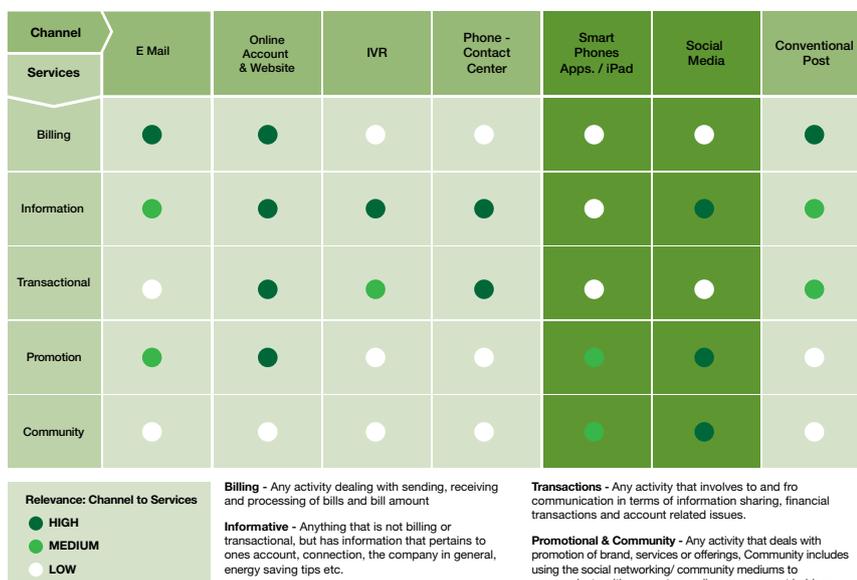


Figure 3: Customer Centric Digital Platform



Why Capgemini?

Capgemini is your perfect partner to implement BPM in your business. Capgemini’s deep industry knowledge and delivery capabilities are backed by proven BPM implementation experience, with sustainable results delivered across companies of all sizes. Capgemini can be the end-to-end provider of services to re-engineer and transform your processes, enable process improvement initiatives, automate manual processes, connect internal processes with the extended enterprise and help leverage your existing IT investments. Capgemini has worked on various engagements with leading utilities across the globe. Capgemini’s unique combination of credentials is demonstrated by:

- **Deep industry knowledge:**
Capgemini is ranked #1 in utilities in EMEA for IT business services providers, based on 2011 revenue¹. #3 in utilities worldwide for IT services providers, based on 2011 revenue¹.
- **BPM implementation experience:**
As a leading BPM practitioner, Capgemini has the advanced service delivery, program management, process domain, enterprise architecture, and transformation skills necessary to support most BPM projects.
- **Leveraging alliances and partnerships:**
We have strategic partnerships with

the leading BPM vendors in the market including Pegasystems, Oracle and IBM. Capgemini and its partners regularly work together on client pursuits and solution crafting and delivery. These global alliances also provide Capgemini with ready access to the latest product versions for

solution development and R&D, discounted training and accelerated access to support helpdesks.

¹Gartner, Inc., “Market Share: IT Services, 2011,” Kathryn Hale et al, 9 April, 2012



About Capgemini and the Collaborative Business Experience

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.

With EUR 670 million revenue in 2011 and 8,400 dedicated consultants engaged in Utilities projects across Europe, North & South America and Asia Pacific, Capgemini’s Global Utilities Sector serves the business consulting and information technology needs of many of the world’s largest players of this industry.

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