



High performance. Delivered.

Achieving high performance with
Accenture's operational analytics for
customer care solutions for utilities

• Consulting • Technology • Outsourcing

When it comes to customer care, the right knowledge is power

You cannot manage what you do not measure. Retail utilities understand that this adage holds true in the realm of customer care. Data-driven insights help utilities optimize operations—so they can trim costs prudently, pursue growth opportunities wisely and serve customers both more effectively and more cost-efficiently. Furthermore, such insights are critical as the industry faces challenges—from sustainability pressures to workforce attrition and revenue assurance issues.

Yet, despite the potential benefits, many utilities still struggle to assemble the “right” information to optimize operations. Executives are often overwhelmed with reports but left hungry for data that they trust to be accurate, timely and standardized. To make better decisions, executives need enterprise-wide metrics that align to organizational priorities—along with reliable data about those metrics. Effective operational analytics is the critical first step toward building customer insight and

channel analytics capabilities and, ultimately, achieving true business intelligence. Executives should understand the implications of their business decisions on all facets of the business and not just the single metric they look to impact.

Not surprisingly, high-performance businesses, including utilities, have something in common: a strong and disciplined approach to measuring operational performance. These organizations recognize that operational analytics is about more than monthly or quarterly reports. They implement systems and processes—and engage their people—to create a culture of operational excellence. Thus, they are able to measure key value levers and outcomes for revenue, cost, quality and customer differentiation. And they are generally the most profitable—typically commanding the lowest cost to serve, the highest revenue per customer and the best employee engagement, as well as award-winning customer satisfaction.



Did you know?

Utilities have an opportunity to realize significant financial benefits through operational insight.

Many have realized annual savings of up to 25 percent or more of controllable budgets through insight-driven management.¹

According to a recent survey from TDWI Research, "38 percent of organizations surveyed are practicing advanced analytics today, whereas 85 percent say they'll be practicing it within three years."²

According to research conducted by Computerworld and sponsored by SAS, the key benefits derived or expected to be derived from business analytics software include:

- Improving the decision-making process (75 percent)
- Speeding up the decision-making process (60 percent)
- Better alignment of resources with strategies (56 percent)
- Realizing cost efficiencies (55 percent)
- Responding to user needs for availability of data on a timely basis (54 percent)³

The operational analytics for customer care solutions help your organization achieve the transparency necessary to make smarter, data-driven decisions.

Accenture's approach to operational analytics for customer care

Whether you need to enhance your existing approach to operational analytics or to build an enterprise-wide capability from the ground up, Accenture can help. We have built a proven approach around eight principles of operational analytics (see Figure 1). We can work with you to apply these principles in a phased manner—helping achieve short-term successes while positioning your organization for long-term, strategic advantage and sustained high performance.

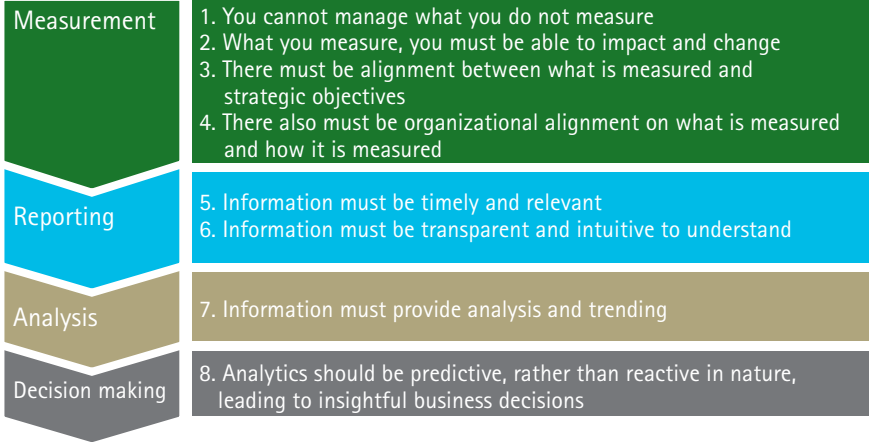
The operational analytics for customer care solutions require low relative investment, yet yield high-impact results. The solutions include a range of tools and processes to help build or strengthen your capabilities. They address the criticality of

a performance-management culture that pervades all levels of management and is rooted in quantitative metrics and analytics. They also empower your organization to develop a clear understanding of what should be measured, and how, based on industry-leading practices and competitive benchmarks.

Ultimately, these solutions help your organization achieve the transparency necessary to make smarter, data-driven decisions. With those insights, you are positioned to address growing industry challenges while decreasing cost to serve, enhancing customer satisfaction, strengthening employee engagement and increasing workforce productivity.

Figure 1. The principles of operational analytics.

Top-performing customer care organizations follow eight key principles across four core capability areas when managing analytics.



Standardizing customer care analytics for a major utility

A major utility had grown reliant on a hodgepodge of sources for customer-care data. Requiring extensive manual manipulation, the process was inefficient and cumbersome, and data integrity was an ongoing challenge. Working with Accenture, the utility was able to reduce the time required to generate reports by 80 percent—giving executives timely, efficient and accurate operational insights. Following implementation of the new process, the utility retired 60 percent of its legacy reporting databases and has used the data insights to identify efficiency savings of \$1 million to \$2 million.

We know what it takes to transform operational analytics.

What can you expect when you team with Accenture?

You work with professionals who understand the unique challenges of the utilities industry. We see the world as you do and can help your company differentiate itself to achieve high performance. Our understanding of key business issues and trends, and applicable technologies and business solutions enables us to deliver innovative yet practical solutions tailored to each client. We bring a breadth of skills, capabilities and assets to help utilities address our clients' business challenges, including:

Utilities industry experience

Accenture's utilities industry group has more than 30 years experience working with electric, gas and water utilities worldwide. Our group includes 7,500 utility industry people working with approximately 275 clients in 40 countries. We serve 74 percent of the utilities on the 2009 Global *Fortune* 500 list using our deep, global industry knowledge, people and assets to help clients develop the strategies and adopt solutions to improve performance in the dynamic utility market.

Client-ready utilities assets

Accenture has developed many utilities assets, including the High Performance Utility Model, based upon our extensive consulting,

systems integration and outsourcing experience. This model helps utilities assess their performance against industry leaders, jump-start business improvement projects and accelerate program delivery.

Accenture Utilities BPO Services

Accenture not only has leading consulting capabilities, but we also have a deep operational understanding based on our business process outsourcing (BPO) services for utilities. Accenture Utilities BPO Services provides solutions to 14 clients and 15 million customers in North America, Europe and Asia Pacific.

Contact us

Accenture's approach to transforming operational analytics is designed to help retail utilities navigate through today's challenging environment. We work with companies to chart a successful course to improve the way they measure and manage customer service—and to build the high-performance businesses that can compete and win in a changing environment. We would like to hear about your needs and discuss how we can work together to help your organization advance toward high performance.

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Endnotes

1. Accenture client case studies.
2. "Data Requirements for Advanced Analytics," The Data Warehousing Institute, September 2009.
3. "Defining Business Analytics and Its Impact on Organizational Decision-Making," ComputerWorld, SAS Institute, Feb 2009.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company.

Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 176,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is www.accenture.com.

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