



High performance. Delivered.

Achieving high performance with Accenture's operations support solutions for utilities

• Consulting • Technology • Outsourcing

Is inefficient operations support driving up your cost to serve?

"The devil is in the details." Utilities executives and managers know that adage applies in the realm of customer care—where, every day, myriad large and small decisions can help or hurt employee engagement, customer satisfaction and cost to serve. Today, it is not unusual for customer care operations to face a variety of support hurdles that have a profound impact on bottom-line performance (see Figure 1).

Many utilities may carefully manage operations support. Yet most fail to achieve the full benefits that an end-to-end capability can deliver. Without an end-to-end capability, your customer care environment is likely to face a number of challenges:

- Excessive "fire fighting" that wastes valuable resources
- An inability to meet service levels and key performance targets that result in increased call volume and reduced customer satisfaction

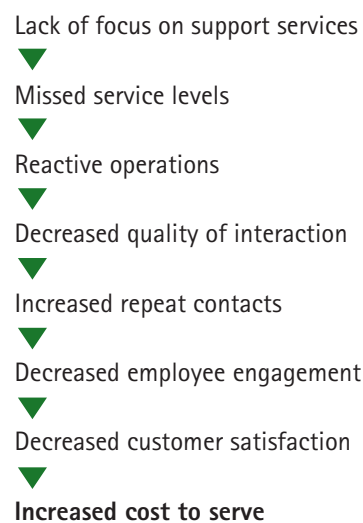
- A lack of effective metrics for measuring and improving operational and employee performance
- A desire to enhance employee performance but a lack of insight into what to improve, and how
- Difficulty in identifying, hiring, training and retaining the "right" customer care personnel

Top-performing utilities recognize that day-to-day operational "details" are a strategic lever that can mean the difference between mediocre and exceptional results. They understand that an investment in operations support drives forecast accuracy, process adherence, a reduction in cost to hire and time to proficiency, as well as lower cycle times and fewer repeat contacts. They know that, ultimately, investing in operations support empowers a utility to engage more effectively with employees—who, in turn, help drive measurable improvements to customer satisfaction and cost to serve.

Do these questions sound familiar?

- Are contact center utilization issues resulting in unplanned costs and fluctuating service levels?
- Are you dealing with high attrition and the high costs associated with hiring, training and retaining employees?
- Are your front-line managers spending most of their time "fighting fires" at the expense of employee coaching and customer support?
- How is your quality monitoring program linked to overall front-line performance management processes and outcomes?
- How are your employees using knowledge management tools to improve customer satisfaction and cost effectiveness?

Figure 1. The impact of inadequate support services.



With our proven approach, Accenture can help your utility dramatically enhance the way you support customer care operations.

Accenture's approach to operations support services

The need for more effective operations support services is obvious. How to build and shape an effective support services capability often is less apparent. Working with Accenture, your organization can quickly build and deliver integrated support services functions using our deep industry knowledge and our industrialized processes, capabilities and assets.

Whether your utility engages Accenture for a consulting or outsourcing engagement, our operations support services solutions allows you to systematically strengthen performance in each of these solution areas (see Figure 2):

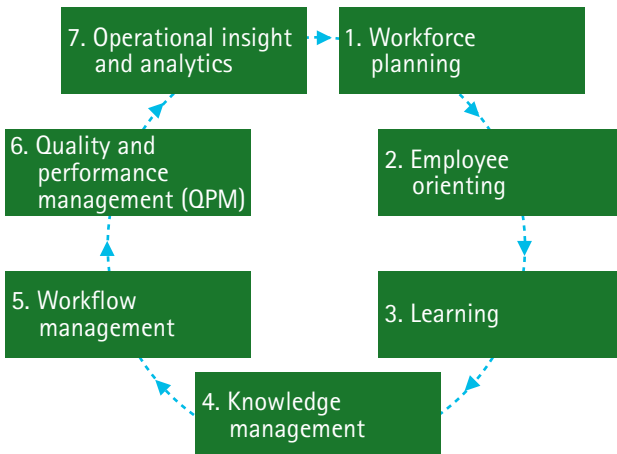
- Workforce planning—to decrease the manual effort required to manage the complex scheduling operations of a contact center
- Employee onboarding—to enable a fast, efficient hiring process by using an Internet-based recruiting process for acquiring and screening candidates
- Learning—to transform your training content into succinct modules that engage trainees and help deliver high levels of agent competency
- Knowledge management—to create and update online real-time content that enables high-quality, consistent customer service
- Workflow management—to improve the processing effectiveness of work items by consolidating, prioritizing and assigning work to qualified resources
- Quality and performance management—to continually improve the quality of customer interactions by scoring front-office and back-office interactions against strict quality criteria
- Operational insight and analytics—to balance industry best practices with service level metrics, key performance indicators, trend analysis and industry benchmarking

Transforming operations support is not an overnight endeavor. However, with our proven approach, Accenture can help your utility dramatically enhance the way you support customer care operations. Through a variety of leading practices and proven tools, we empower you to balance demands for higher service with pressure to control costs. By making a strategic investment in operations support, your organization can achieve a number of critical results—including increasing efficiency, quality and employee performance, while decreasing cost to serve and cost to hire.



Figure 2. Accenture's operations support services solution.

The operations support services solution can be delivered as either a high-value consulting capability transformation, or as part of an outsourced delivery model.



We know what it takes to transform operations support services.

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 operations support 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 deliver operations support services—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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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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