

A large, stylized orange arrow pointing to the right, composed of two parallel lines that converge at the tip.

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PERSPECTIVES:

Wytse Kaastra

Managing director,

Europe, Africa and Latin America

Accenture Energy Consumer Services

Video transcript

What digital retail plays are available to utilities?

There are several plays in this new retail ecosystem that are interesting. And it's perhaps not so much about choosing one or the other; they can be done next to each other. The first play is what I would call the **energy provider** only. This one is very transparent, very digital, providing the commodity services at a very efficient and low-cost way.

The second is much more geared toward local energy markets. I would call it the **marketplace**

broker. It is about facilitating all kinds of peer-to-peer change models, providing white-label energy platforms for customer care and billing. It's about providing basic demand-response capabilities. And that's much more about facilitating local communities than a centralized model.

Then the last one I would call the **retail lifestyle provider**, or energy optimizer, providing all the services that are needed into the connected home. And there you will see sophisticated connected

home and Internet of Things capabilities, sophisticated trading capabilities, and advanced products and services.

And obviously there might be a fourth model that we don't know yet, which could be the energy disruptor. Just imagine if you could have a smart contract shopping every 15 minutes for the best contract you can find on the grid, without any manual intervention, and doing the settlement, the billing, the payments—everything fully automated.

I think this is where the market is going, and the big common factor here is that they all need a very strong digital backbone, so having the digital channels in place, having a fully digital automated back office, having advanced analytics—really understanding all cycles of the client—where he or she is, what’s important to them and how to best address their needs.