Essential Guides

POWERING A DIGITAL UTILITY FUTURE

HOW UTILITIES CAN ENERGISE OPPORTUNITY, EMPOWER EMPLOYEES, AND CREATE A CONNECTED FUTURE FOR THEIR CUSTOMERS AND PARTNERS
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It is an exciting time in utilities.

The European marketplace is thriving and growing with ongoing deregulation, but concerns are ever present with rising commodity costs, diminishing margins, economic and political uncertainty, and a market that is now ripe for disruption.

Delivering essential commodities at scale could sustain you in the traditional market – but competition is mounting. You adapted to the first generation of challenger utilities, but now face a new threat, as innovative all-digital start-ups emerge: unencumbered by scale, high costs to service, or legacy IT.

They are poised to take advantage of the changing needs of your customers. Although many of today’s customers are resistant to switching, they are becoming more aware of their power to choose.

Household income pressures mean that energy price rises now often spark bill-reducing actions, and interest in new options. The millennial and future consumer may be more challenging still. They aren’t interested in buying in annual cycles like their parents. They assume digital ease of use, expect great service and information on demand. Their needs, demands, and habits, are shifting the retail market.

Emerging utilities brands offer services that depart from traditional supply models, tap into eco concerns, and add value via digital channels and effortless social interaction. They are helping customers of all ages to gain greater visibility, control, efficiency, convenience and choice across the gamut of their utility needs, and they are using digital to do it.
“Everywhere in the industrialised world, the electric power and utilities sector finds itself pulled to economise and pushed to innovate — two goals that might seem to conflict, but that are actually in harmony.”

McKinsey
The Digital Utility

“Millennials represent the new generation of energy consumers. They have a different perspective on energy and engage differently with energy providers. This growing influential group will be in full force by 2020. Are you ready to serve them?”

Accenture
The New Energy Consumer
CHAPTER 2

GRASP DIGITAL OPPORTUNITY

Digital drives disruption and holds the key to future opportunity.

SMART METERS HAVE, UNTIL NOW, BEEN AT THE CORE OF THE CHANGE DEBATE, YET ARE ONLY THE TIP OF A TECHNOLOGY ICEBERG WHICH WILL CHANGE THE FACE OF UTILITIES.

IMPACT AND OPPORTUNITY WILL COME FROM THREE DIRECTIONS:

- Connected homes are environments in which everyday items are not just powered, but connected, controllable and customised. The Internet of Things is growing; Gartner predicts that more than 21 billion devices will be connected by 2020. Artificial intelligence and voice technology are powering home hubs, such as Amazon’s Alexa, that connect to smart home energy systems from companies such as Hive, from Centrica, while Home control is built into the iOS of Apple devices.

- Smart grid and infrastructure will touch every home, business, vehicle, and person. Connected cities and autonomous electric vehicles will create new utility needs, driving new demand in areas such as car charging, domestic renewable power generation, and storage.

- Data is already the lifeblood of business, and it will increase with every new IoT data stream. This and big data overall present challenges in managing volumes and making data meaningful and useful – but also opportunities limited only by imagination. AI offers even more potential: for automated operations, smart predictions, next best actions, and more informed decision-making.
CHAPTER 2
GRASP DIGITAL OPPORTUNITY

New technology is unquestionably an enabler – yet older technology is a huge barrier.

YOU CAN USE DIGITAL TECHNOLOGY TO INNOVATE AND RESHAPE – BUT MUST OVERCOME THE BARRIERS OF AGEING, INFLEXIBLE, LEGACY IT.

Start-up competitors carry no costs from large existing infrastructure. Their agile digital foundation enables automated workflows, so they can keep their cost to serve at minimum, and scale rapidly. Your transactional systems were designed to help you distribute and sell a commodity and drive billing accuracy – not to connect around the customer, sell Value Added Services, or deliver omni-channel service and support.

30% OF CONSUMERS WOULD BUY SMART TECHNOLOGY TO REDUCE ENERGY BILLS

PWC Connected Home
“To capitalise on emerging market opportunity, utilities need to move beyond the old commodity-based model in which the primary goals were cost-effective supply acquisition, modernisation of industrial process equipment, and total bill reduction. Cost management and basic service will still be important, but they will no longer be central.”

PwC
2017 Power and Utilities Trends
CHAPTER 3

TRAILBLAZERS IN UTILITIES

A changing customer, rapidly evolving marketplace, and ever-increasing digital opportunity and challenge, is a lot to cope with simultaneously.

DECIDING WHERE TO FOCUS, AND WHAT TO DO FIRST, ARE KEY STEPS ON YOUR PATH TOWARDS BECOMING A DIGITAL UTILITY.

It means embracing entrepreneurialism, to successfully defend your territory and even encroach into new areas, ahead of digital disruptors. You must learn and leverage digital technology as well as they do – so you’ll need new skills, and it will create new dynamics within your future workforce. You’ll need to create strong digital partnerships, not just with comparison portals and switching services but even perhaps with complementary providers and retailers who can help you build new customer relationships. Above all, you want to use data to the maximum to drive insight, learning, and understanding of your customers, to the point that you know what they want and need, even before they do.

TRAILBLAZERS WILL...

• Become customer-centric, learning what they like, meeting their needs, and building their trust.
• Empower employees to deliver amazing service and collaborate for success.
• Drive new efficiency thanks to information, insight and innovation across every facet of operations.
• Reshape around emerging opportunities, creating new models to serve changing markets.
It is becoming clear that utilities companies, no matter how established, are not simply in a commoditised supply business any more. In the Age of the Customer, the sedate pace of business and predictable, if slow, growth, must give way to more opportunistic and agile models, focused on achieving recurring revenue and reducing cost to serve, while building strong trust relationships, and driving maximum customer satisfaction and loyalty. That means becoming a customer-centric business.

**YOU WILL NEED TO:**

- Re-imagine customer engagement to enable intelligent, personalised journeys for every customer, across all channels. You need not only 360-degree customer understanding to enable great individual personal service, but personalisation at scale to power relationship-building across the customer base and create options for personalised services and tariffs.

- Embrace mobility to empower mobile field sales and deliver richer and more responsive customer services, as your representatives effortlessly capture information, close sales, and interact with your central systems, wherever they are.

- Become a true digital retailer able to sell “beyond the commodity”, purely through the online channel. Market in smart ways to identify prospects and customers’ needs while letting them make informed decisions. To do that you must identify prospects fast, segment target markets with real insight, and understand individual customers deeply, so you can predict needs and suggest next best actions.

- Facilitate switching for current customers while smoothing and reducing costs of onboarding, contracting, and other core processes for new customers, via automated workflows.

- Embrace apps to connect with customers on a personal level; not just to support routine actions and processes, such as billing, but to enhance experience. Cloud digital capabilities can enable you to rapidly prototype, test, and roll out apps, and keep delivering service innovations.

“Think big, start small, scale fast. This is how Salesforce helped us gain a faster ROI and provided an agile support to the business.”

Gabriele Rainieri, CIO & CDO
Engie Italia
#1 CONNECTED CUSTOMERS
BECOME A CUSTOMER-CENTRIC BUSINESS

SOLUTIONS

- Create personalised journeys and real relationships with:
  - Salesforce Marketing Cloud
- Sell and work in new, smarter and more informed ways with:
  - Salesforce Sales Cloud
  - Salesforce Service Cloud
  - Salesforce Field Service Lightning
  - Salesforce Commerce Cloud
- Intelligently connect systems, devices and information with:
  - Salesforce IoT Cloud
  - Salesforce Einstein
- Power transformation and connect your customers to your services with:
  - Salesforce Platform

RESOURCES & EXAMPLES

“With Salesforce, we have been able to create true synergies among our field sales and engineers.” Alain Colle, Sales & Marketing Director, Engie Cofely

Utilities Transformation: How to Re-Imagine Customer Engagement by Engie Italia

Deloitte helps deliver efficient and effective energy customer service for Italian customers

Trends in European Utilities: Enel Romania Transformation Story by Enel Romania
You can’t have great customer service without enabling every employee to deliver it. You’ll need the right talent and skills to drive success and that means becoming a smart digital employer that can engage employees every day, wherever they are, and empower them to do a superb job for customers.

**AS A DIGITAL EMPLOYER YOU CAN:**

- Empower employees to deliver amazing customer service by making it as easy as possible for them to access rich customer information, activate essential processes such as raising cases for maintenance or support, and track down internal subject matter experts when needed – all of which could be enabled with intuitive, integrated portals in the contact centre, or apps in the field.

- Help employees work as a team, enabling them to share information easily, collaborate around projects and tasks and use secure, scalable platforms for social interaction. Colleagues can work efficiently together, managers can balance workloads and assign tasks, and even use the platforms to deliver public praise, performance points and badges.

- Boost productivity by creating and provisioning apps easily to help you manage field work, and enable remote workers, such as maintenance technicians, to access information, raise and update cases, and report on progress – so you can manage workloads, engage remote teams, and keep everybody working efficiently.

- Retain great talent, acquire new skills and build digital fluency. You need hire the pick of the digital generation but, like customers, their expectations as workers have changed. Provide powerful staff portals with intuitive searches and concierge employee services that make accessing back office services such as payroll or HR easy, create automated on-boarding process that engages new recruits early, and helps them become productive from day one.
#2 CONNECTED EMPLOYEES
ENABLE EMPLOYEE SERVICE AND PRODUCTIVITY

SOLUTIONS

- Engage and support your workforce with: Salesforce Service Cloud
- Build staff communities with: Salesforce Community Cloud
- Enable teams to collaborate around content with: Salesforce Quip
- Power transformation and connect your employees with: Salesforce Platform

RESOURCES & EXAMPLES

“To resonate with a digitally-savvy workforce, utilities will need to foster a work environment that enables flexibility in how and where work gets done, values diversity and enables collaborative networks.” Accenture, Flip the Switch On.
Large established utilities have some significant legacy issues to overcome, to secure all the opportunities of the digital era. We know you may have spent millions getting your core IT systems right, and your ERP, SCM, billing management, demand management and other core systems remain fundamental. However, such systems struggle to share information, and weren’t designed to leverage cloud, social, or mobile technologies. With siloed information and disparate databases, a legacy of manual processes and large workforces with limited ability to collaborate, current operational and IT approaches can’t deliver either the agility or functionality you will need to transform for the digital era.

#3 CONNECTED BUSINESS
AGILITY AND INSIGHT DRIVE EFFICIENCY AND CSAT

**IMPORTANT COMPONENTS OF GAINING THE FLEXIBILITY YOU WILL NEED INCLUDE:**

- Unlock information and insight from across the business, by creating a cloud layer that connects disparate data from functional applications and systems of record to make information accessible and useful. It will make possible a true 360-degree single version of the truth: integrated, current, and complete account records that can span customer history, service, care and finance, connected to mobile and social-enabled processes.

- Deliver omni-channel services that create a seamless, unfragmented customer experience throughout their journey. It means building processes that span every interface and enabling customers to choose which channel they use and when. Build an engagement platform to help customers move effortlessly between mobile, web, social and more traditional contact channels, chat with you 1:1 if they choose, and access bills, knowledge and answers online.

- Leverage analytics to gain holistic understanding of your markets, performance, customer behaviours and usage patterns, not just in the past and present, but in the future – thanks to predictive analytics that can use artificial intelligence to present smarter insights. It can enable better business and demand planning, informed decision-making, and more focused innovation.

- Create responsive, agile and cost-effective maintenance and repair services with the aid of automated fault tracking, seamless links to service case management and automatic routing of tickets to appropriate field service personnel.
#3 CONNECTED BUSINESS
AGILITY AND INSIGHT DRIVE EFFICIENCY AND CSAT

SOLUTIONS

- Supercharge service operations with:
  Salesforce Service Cloud

- Deliver faster, smarter, more personalised services with:
  Salesforce Field Service Lightning

- Connect and engage your customers, partners and people with:
  Salesforce Community Cloud

- Power transformation and connect your business with:
  Salesforce Platform

- Gain insight and intelligence with:
  Salesforce Analytics Cloud
  Salesforce Einstein

RESOURCES & EXAMPLES

Deloitte helps Belgian Energy Distribution company to increase CSAT at reasonable cost.

A Digital Transformation of the Public Lightning by Accenture with ENEL
Change is the new normal: not only are future market opportunities expanding constantly, but the competitive landscape is changing rapidly. It will require a degree of agility and speed of innovation that the sector has never experienced before, as utilities become truly connected businesses, develop new partnerships and embrace digital opportunities, especially around the Internet of Things.

**DIGITAL UTILITIES WILL:**

- Leverage IoT connected devices and data streams to develop new business models around the connected or smart home, collecting and connecting IoT data in the cloud and turning information into intelligent insight and services. The opportunities span energy and environmental management, climate control, smart lighting, smart security, smart vehicle charging, and much more.

- Utilise the cloud to collect, connect, manage and leverage the data streams that will come not just from smart meters but a wealth of IoT connected sensors, devices and systems. Enable information analysis that makes the information not just meaningful, but actionable, driving automated predictive maintenance, helping you to plan for demand, manage supply in real time, or enable value-added services.

- Get new products and services to market faster by enabling internal innovation – moving fast to connect understanding of customer needs with new product and service development processes, enabling team collaboration, and keeping visibility and control of the process to enable smart decisions at every stage.

- Manage an expanding ecosystem of partners who help you deliver a wider array of B2B, B2B2C or B2C services. Engage partners using community platforms that enable easy communication and information sharing. Create a new relationship dynamic with partners of all kinds, including supply chain partners, retail partners and intermediaries such as switching sites, or third-party service partners.
#4 CONNECTED MARKET
INNOVATE AND RESHAPE FOR NEW OPPORTUNITY

SOLUTIONS

- Power business model change and innovation with:
  Salesforce Platform
- Create your future of connected products, services and insights with:
  Salesforce IoT Cloud
- Grow strong new reseller, intermediary and industry relationships with:
  Salesforce Community Cloud
- Exploit opportunity to the maximum with:
  Salesforce Sales Cloud
  Salesforce Service Cloud
  Salesforce Marketing Cloud
  Salesforce Commerce Cloud

RESOURCES & EXAMPLE

“We need a fast, agile, scalable, and lasting long solution like Salesforce to support us in our business growth.” Tiphaine Bougeard, Directrice Generale SOWEE

[READ MORE]

Energy Efficiency, an Omni-Channel Digital Experience by Accenture with ENEL

[WATCH NOW]

Exceptional customer experience in the Connected Home at Centrica

[WATCH NOW]
Salesforce brings a complete solution for the digital transformation of your utility business.

WORK WITH US TO CREATE AN INTELLIGENT CLOUD LAYER THAT SPANS YOUR ENTIRE ORGANISATION, TO CONNECT DATA, AUTOMATE WORKFLOW, IMPROVE AGILITY AND ENABLE INNOVATION.

Our cloud platform portfolio includes an array of applications for intelligent engagement with customers to enable a smarter and more personalised focus, spanning Sales, Service, Marketing, Community, AI-enabled Analytics, Commerce, Apps and IoT. The benefits of these applications can cascade benefit every key stakeholder, including employees, distribution and retail partners, and your supply chain.

THE SALESFORCE CUSTOMER SUCCESS PLATFORM AND EVERY ELEMENT WITHIN IT ARE:

- Built with intelligence at their core. As you learn more about your customers, you’ll discover deeper insights, more effectively predict outcomes, recommend next actions, and automate tasks.
- Built for businesses to move faster. These features help you build and deploy apps faster, create quotes and close deals seamlessly, and focus sales reps on the most important actions.
- Built to enable productivity and collaboration. This allows you to create and collaborate, all in one central place.
- Built for mobility. Today more than ever, business is ‘on the go’. Business users need to access all of their customer data and custom applications on their mobile phones.
- Built for connectivity. That means the ability to gather data from every device, sensor, website, and interaction to get a more complete view of customers.
Salesforce is one of the most trusted technology platforms in the world, helping our customers drive amazing customer success.

“Salesforce is a pillar of ENEL strategy for the digital transformation. We have more than 60 projects around the globe with Salesforce.”

Marco Barra Caracciolo
Head of ICT, Enel Italia

Salesforce brings solutions built on the cloud that enable complete configurability to user needs, which lower total cost of ownership and bring freedom from many limitations of legacy IT, without causing disturbance to existing core systems. It connects critical organisational data, delivers organisational agility, puts greater control of processes and information in the hands of business users and delivers much faster time to market and value than traditional technology.

We have built an ecosystem of expert and specialist Independent Software Vendors (ISVs) who extend the capabilities of our platform and bring specialist knowledge to bear to create integrated specialist solutions.

Salesforce was built on innovation. Today that innovation is focused on AI: our Einstein AI technology is bringing predictive analytics, machine learning, deep learning and sentiment analysis to our cloud solutions. However, we only succeed if our customers succeed, so we provide many opportunities for our customers to meet, learn, network and share those successes, and meet our own and industry thought leaders via events such as World Tours and Dreamforce.

We can help you enter the age of the customer, bring new agility to your legacy IT, and help you to leverage the power of information to amplify your innovation and ideas for growth.
DISCOVER HOW SALESFORCE COULD HELP YOU CREATE A CONNECTED UTILITY BUSINESS

To discover how Salesforce could help you achieve rapid, agile digital change in your utilities business, please contact

Carol Leboffe
EMEA Sales Sr Industry Business Development Manager, Utilities
cleboffe@salesforce.com