

Case Study: Enterprise Transformation Strategy for a State Electricity Board

Acela: The Convergence Strategy on Disintegration and IT Roadmaps

Company Profile

The client is a state owned, large electric generation & delivery company. The State Electricity Board has been restructured due to regulatory. SEB has been decoupled in 2010 into SEB Ltd, GEDCO Ltd & TRANSCO Ltd.

The purpose of the engagement is to build an Enterprise Strategy and transformation roadmaps based on the current challenges and opportunities directed towards SEB and its subsidiaries to achieve its core business objectives.

Business Challenge

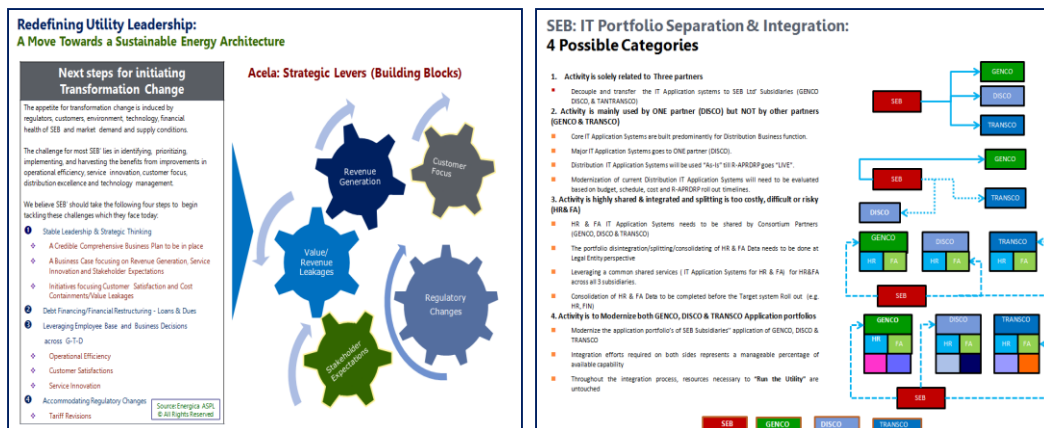
SEB's IT systems were built using legacy technologies, historically developed and focused on Distribution business function. Some of the critical IT Systems are using obsolete technologies, few are 3rd party vendor products and others are custom-developed in-house applications. Major Inhibitors are poor information, energy and finance flow and lack of integration among HR, FA and other core functional components like Billing & Collections etc. The other pain areas that needs to be addressed are power theft, customer satisfaction and minimizing value leakages across GEDCO & TRANSCO.

How We Helped

SEB engaged Energica ASPL to carry out a Due Diligence study on its IT Application Portfolio and a Consulting engagement to arrive at a Business-IT Strategy for SEB' and its subsidiaries. Energica assisted SEB with the following:

- To assess SEB's IT Application Systems used by various divisions by analyzing the "AS-IS" state.
- To assess current Strategic IT initiatives at organizational levels (SEB Ltd, GEDCO & TRANSCO) and Provide inputs on development & deployment of IT capability for better management of SEB and its subsidiaries resources in line with legal entity separation from long run aspects.

- Developed an **Enterprise Business-IT strategy (Acela)** and Transformation Roadmaps that are adaptive and robust, and will serve SEB Ltd' and its subsidiaries well into the future. This serves as an actionable compass for future investments, detailed execution planning for SEB and its subsidiaries.
- Developed and Delivered a Convergence Roadmaps and Recommendations for SEB covering with Three strategic themes focusing on:
 - Minimizing Revenue Leakages
 - Revenue Generation
 - Customer Excellence.



- Developed and Delivered a high-level **Enterprise IT Application Portfolio Disintegration and Modernization Roadmaps wrt. its legal entities (SEB Ltd, GEDCO & TRANSCO)**
- Provided better management a clear vision by suggesting an optimal path for modernizing their application portfolio of SEB Ltd, GEDCO & TRANSCO (Metering, Billing, Collection, Trading, HR, Finance etc..)
- Developed a comprehensive integration framework that is not only flexible and easy to maintain, but also future-resilient and state-of-the-art to meet the business objectives of SEB.
- Developed and Delivered an **Optimization Strategy & Recommendations** focusing on **Value Leakages in Metering, Billing, Collections, Power Theft, Customer Segmentation and Pricing arena.**
- Client has accepted the final deliverables and planning to implement the recommendations going forward/