

Acela: Enterprise IT Disintegration Strategy for a State Electricity Board

State-Owned Electric Generation & Distribution Company — Post-Regulatory Restructuring

COMPANY PROFILE

The client is a state-owned, large electric generation and delivery company. Following regulatory restructuring, the State Electricity Board (SEB) was decoupled in 2010 into SEB Ltd, GEDCO Ltd, and TRANSCO Ltd. The engagement's purpose: build an enterprise strategy and transformation roadmap addressing current challenges and opportunities across SEB and its subsidiaries to achieve core business objectives.

BUSINESS CHALLENGE

- **Legacy IT systems:** built for the old distribution business function; some critical systems ran on obsolete technology, mixed third-party and custom-built in-house.
- **Poor cross-functional flow:** weak information, energy, and finance flow, with limited integration among HR, Finance & Accounts, and Billing & Collections.
- **Power theft & leakage:** revenue value leakages persisted across GEDCO and TRANSCO.
- **Customer satisfaction gaps:** service and experience issues compounded by fragmented systems.

HOW ENERGICA HELPED

- **Due diligence on IT portfolio:** assessed SEB's IT application systems across divisions by analyzing the "AS-IS" state.
- **Strategic IT assessment:** evaluated current initiatives at SEB Ltd, GEDCO, and TRANSCO levels.
- **Capability roadmap input:** guided IT development and deployment for better resource management post legal-entity separation.
- **Business-IT strategy (Acela):** built an adaptive, actionable strategy and transformation roadmap for SEB and its subsidiaries.

CONVERGENCE ROADMAP — THREE STRATEGIC THEMES

Minimizing Revenue Leakages

Targeted metering, billing, collections, and power theft as core leakage points.

Revenue Generation

Identified new pathways to strengthen SEB's revenue base across entities.

Customer Excellence

Improved customer segmentation, pricing, and service experience.

OUTCOMES DELIVERED

- **Enterprise Business-IT strategy (Acela):** an adaptive, robust strategy and transformation roadmap serving SEB Ltd and its subsidiaries as an actionable compass for future investment and execution planning.
- **IT application portfolio disintegration & modernization roadmap:** a high-level plan aligned to the legal entities — SEB Ltd, GEDCO, and TRANSCO.
- **Clear modernization path:** an optimal roadmap for Metering, Billing, Collection, Trading, HR, and Finance application portfolios across all three entities.
- **Future-resilient integration framework:** flexible, easy to maintain, and built to meet SEB's evolving business objectives.
- **Optimization strategy & recommendations:** focused on value leakages in Metering, Billing, Collections, Power Theft, Customer Segmentation, and Pricing.
- **Client accepted the final deliverables:** and is now planning implementation of the recommendations going forward.

Redefining Utility Leadership: A Move Toward a Sustainable Energy Architecture

Acela gives SEB Ltd, GEDCO, and TRANSCO a shared compass — turning legal-entity separation into an opportunity for a modern, integrated, and leakage-resistant IT architecture.