

## Managing the Implementation of An ERP Billing & Invoicing Solution for a Major UK Supplier of Energy Products & Services

### Business drivers

This case study will be of interest to large corporations in the energy sector that need to:

- ▶ Increase profitability by reducing debtor days and energy purchase costs through faster billing cycle times and more accurate demand forecasting
- ▶ Improve customer satisfaction targets and customer profitability reporting
- ▶ Meet the challenge of ensuring compliance with the prevailing regulatory regime i.e. Meter Operator Separation (MOS)
- ▶ Mitigate risks when managing IT systems integration partners, particularly on large scale ERP solution implementations



### Client

Our project sponsors were the Director of Digital Business for Western Europe and the Managing Director for the client's Gas marketing business.

### Client situation

The core business activity centered on the sale of energy products and services to Industrial & Commercial (I&C) customers in the UK. However, without significant changes and associated large-scale cost, the business' legacy systems were unable to accommodate forthcoming regulatory change known as Meter Operator Separation (MOS). In addition the 'meter to cash' process for

collecting meter reads and billing customers was extremely labour intensive. This conflicted with the business objective to cut costs and streamline the operating model through automating processes within the Customer Services Unit (CSU). The client had retained the services of a 'Big Five' Systems Integrator to assist with implementing a world famous ERP solution specific to the utilities sector. However, challenges for the client included:

- ▶ Capturing, analyzing and structuring business requirements
- ▶ Managing the Systems Integrator with limited client side resources and experience
- ▶ Managing the ERP solution provider's delivery of critical software components

### What we provided

We provided a team of two consultants that included a senior Programme Manager to manage the change programme & the supplier relationship and a Business Consultant to define the UK business requirements & to lead the European wide delivery structure and approach. The Snell Consultancy team was instrumental in ensuring that the 'Blueprint' designs for the system were aligned to the business' vision of the future lifestyle of the organization.

### Project outcome

At a very early stage in the project lifecycle the Snell Consultancy Programme Manager identified and escalated the System's Integrator's failure to correctly define, size and plan the development of critical middleware software components. Snell Consultancy assisted with negotiating a settlement with the System Integrator, closing down the project and actively participated in a new Request for Proposal (RFP) and supplier due diligence process.