



SIERRA PACIFIC POWER COMPANY ***TRANSFORMING CUSTOMER MANAGEMENT PROCESSES***

PROJECT OBJECTIVES

Faced with deregulation, increasing competitive pressure, and a growing customer base, the goal of this project was to provide the methodology, training, and support required by the Sierra Pacific Power Company (SP-PCo) to redesign its customer management process, technology architecture, organization structure, policies and practices, management methods, measurement and reward systems, and organization culture to create the customer management operations infrastructure and environment necessary to become the premier utility in its identified markets.

INNOVATION AND ACHIEVEMENT

The entire design phase of this project was funded completely from savings resulting from “quick successes” that were identified during the initial business case development. Implementation of the reengineered customer management blueprint resulted in (1) decreased customer time spent on hold by 50%; (2) improvement of customer management employee skill levels needed for the new environment by 100%; (3) improvement of customer satisfaction with their contact with SPPCo by 90%; (4) increased billing and payment flexibility by 80%; (5) reduced time to implement new rate structured to five business days; (6) shortened process cycling time from meter reading through revenue reporting by 50%; and (7) reduced total operating costs per customer of the customer management process by 50%.

SERVICES RENDERED

- Business Process Reengineering
- Business Case Development
- Organization Development
- Process & Data Modeling
- Workforce Productivity
- Communications
- Performance Management
- Technology Planning & Design
- Team Building

OUR APPROACH

Using our business reengineering methodology, we conducted a series of workshops designed to reengineer SPPCo’s customer management process. Beginning with an analysis of the current environment, including business processes, technology, organizational culture and structure, the team developed the business case for reengineering and defined the baseline measures for the project. In addition to vision, values, and goals, deliverables included:

- 1) A detailed blueprint for change addressing all aspects of the organization.
- 2) Specifications for selecting a solution for the technology component of the blueprint (data, hardware and communication architecture, applications, databases, and systems infrastructure requirements);
- 3) Workshop scripts, documentation, and training materials; and
- 4) A detailed, phased, and resourced implementation plan for developing and rolling out all of the changes.

Through this process, which included experiential teambuilding events, the core SPPCo team learned how to act as a cohesive team unconstrained by their functional and departmental boundaries.