



Operational Excellence

Program Mgmt. | Operating Models | Process Design | Change Management

Our Proven Utility Tools and Resources to Manage the Transition

Focus on UtiliPERFORM



UtiliAPP - Methodology for prioritizing data and analytics investments across a utility



UtiliVATION - A series of innovation frameworks and market insights



UtiliGRIDMOD - Processes and tools to embark on large grid modernization programs



UtiliPERFORM - Suite of tools for utilities to become operationally excellent



UtiliSME - Utility strategy management, planning and execution services

UtiliPERFORM – Operational Performance Tools

Suite of Operational Excellence tools and methods for proven outcomes



Overview – UtiliPERFORM is a suite of tools and process that helps to ensure Utilities are operating in the most efficient and effective way. Our tools have been leveraged to achieve results in large scale initiative implementations, to help programs transition to BAU and to build operating models. In addition, in this capability we also design business processes and provide program delivery assurance.

Overview

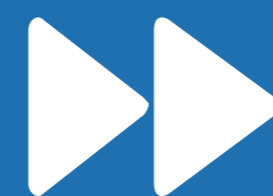


Tools – UtiliPERFORM is made up of a suite of operational excellence tools including change measurement and tracking tools aligned to commitment curves, process redesign frameworks aligned to lean principles, FTE and Org Sizing models that come pre-populated with industry implementations and a suite of program management tools.



Tools

Approach

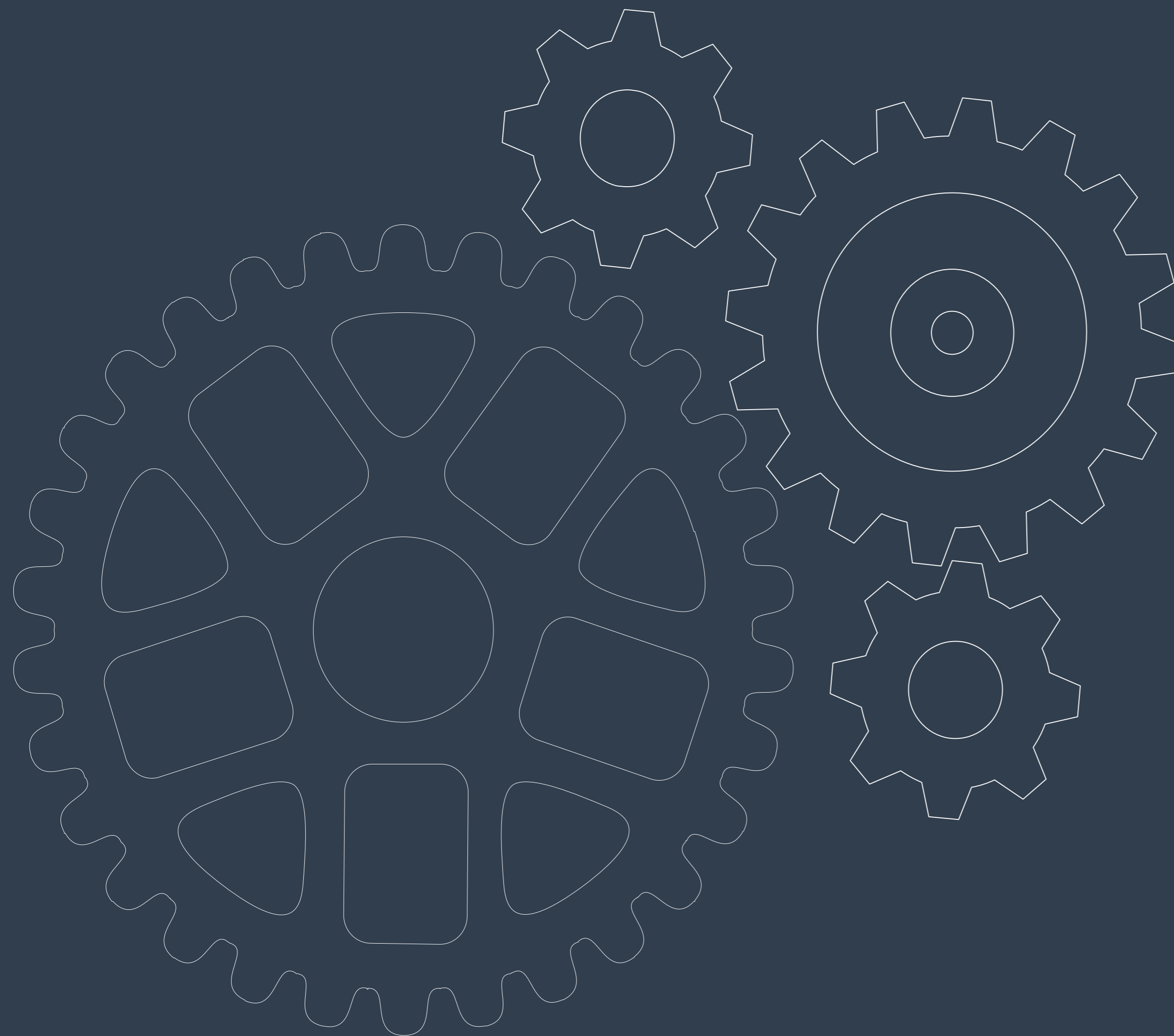


Approach – Our approach centers on six main areas -- Process Design, Operating Models, Transition Planning, Maturity Assessments & Change Tracking, Organization Sizing and Program Assurance & Management. Across all of these areas we bring approaches that have been developed and proven specifically for the utility sector.



Outcomes

Outcomes – The tools and approaches in UtiliPERFORM help utilities deliver programs that are off track or are technically and organizational complex from a deployment perspective. Across people, process and technology our suite will ensure that programs are delivered with high performance and that organizations are built for the future.



Optimize

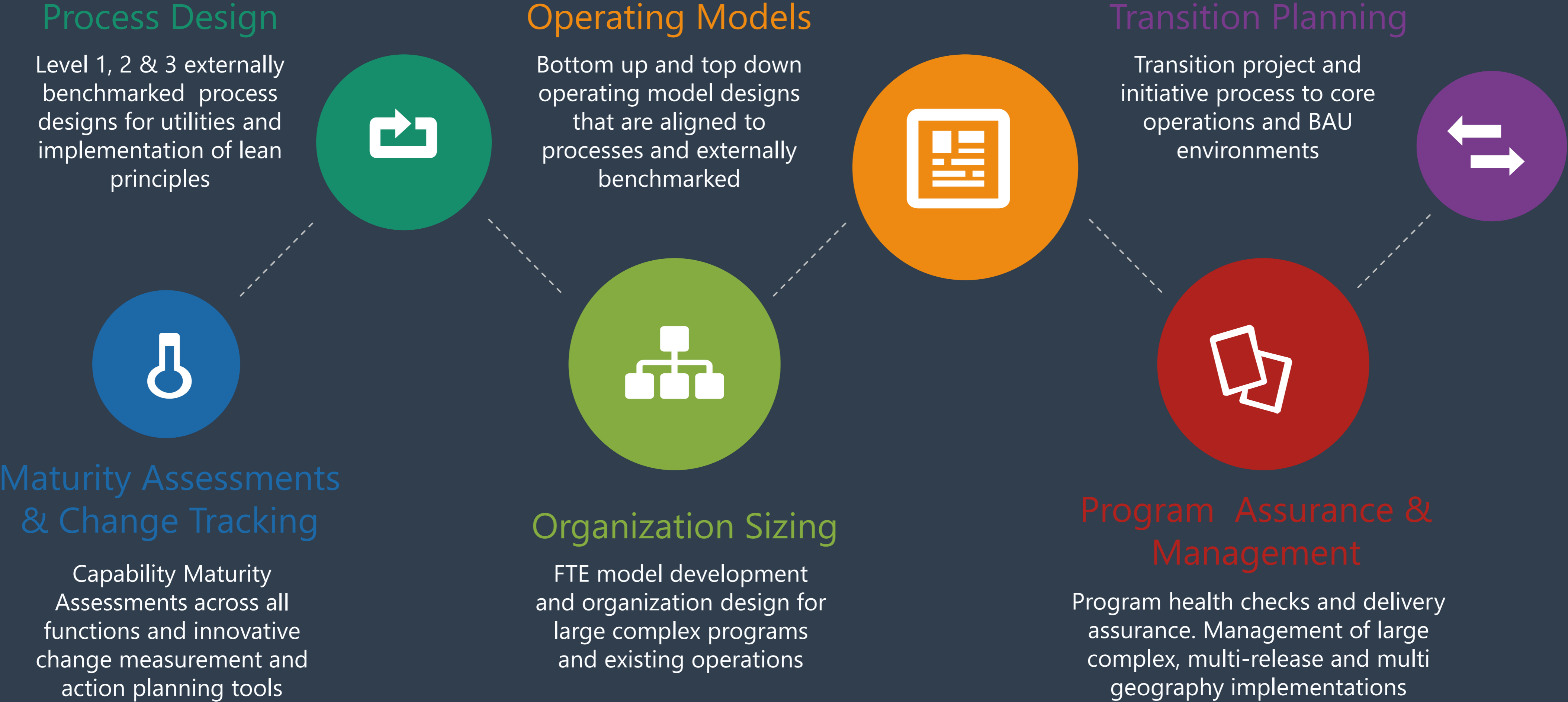
Process and Organizational Design

With limited CapEx and OpEx budgets becoming the new norm, utilities are under increasing pressure to reduce their cost to serve while balancing operational excellence. At Indigo, we help utilities map and optimize their processes. We focus on all level 1, 2 and 3 utilities process from meter to cash trough to transmission and generation operating process. Whether the focus is on reducing cost, improving revenues, increasing customer satisfaction or the integration new ways pf working, Indigo has the solutions. Indigo also works with utilities to help create target operating models and organization design from processes through to tasks, roles and job design -- we employ top down and bottom up operating model creation methodologies. Our specific services include:

- *Process Design*
- *Operating Models*
- *Transition Planning*
- *Maturity Assessments & Change Tracking*
- *Organization Sizing*
- *Program Assurance & Management*

Capabilities to become Operationally Excellent

Tools to ensure that Utilities are operating in the most efficient and effective way

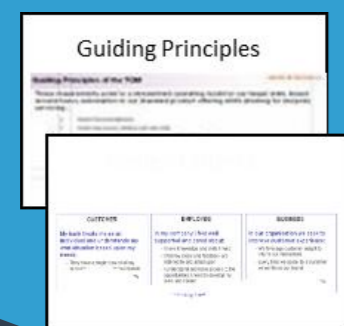


Creating a Utility Operating Model of the Future

Approaches to align organizational design and capabilities to the energy transition

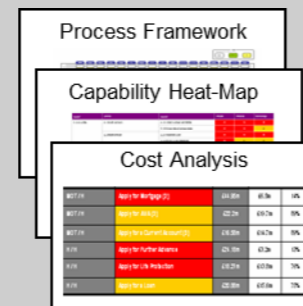
As utilities build out new capabilities and teams in the areas of grid modernization, monitoring and diagnostic centers, emerging technology teams and centralized distributed energy resource management, there is a need to move from project execution to transition organizations and ultimately a utility of the future target operating model.

1 Strategy and Guiding Principles



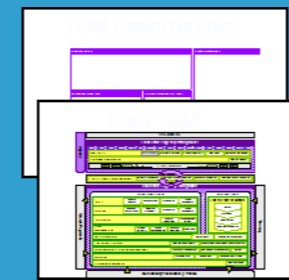
- Create a shared view of the desired outcomes across the organization
- Define the strategy/vision and assign accountabilities across the organization
- Document a set of 'design criteria' for target vision that maps the strategy on to clear objectives

2 Current State Assessment



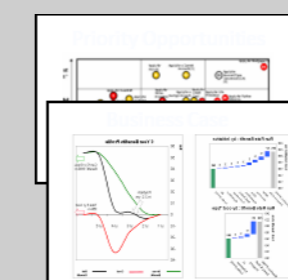
- Map the 'As-Is' logical representation of the organization at an appropriate level (defined by project)
- Identify FTE numbers and costs
- Conduct a capability analysis
- Best Practice Benchmark

3 Draft a Target Operating Model



- Identify 'hot spot' problem areas and root causes
- Prioritize against initial guiding principles and drivers for change
- Identify a set of opportunities to resolve core issues and to incorporate design criteria
- Draft a logical target operating model

4 Refine Target Operating Model



- Refine the target operating model with the business
- Identify new roles and accountabilities in the TOM
- Develop customer journeys and scenarios
- Identify priority opportunities and develop business case for each
- Identify any quick wins

5 Roadmap for change and seek funding



- Identify a set of projects to deliver the TOM and change opportunities
- Work with the business to understand the impact BAU
- Prioritize projects into releases and map a roadmap
- Seek funding for a phased release change approach

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