

# Embrace transformation now to meet the needs of the future.

## Changes in consumer demand, technology and even basic business models have clarified that the old way of doing things is not optimal.

The modernization of plants and T&D infrastructure, environmental regulations and investments in future power sources have costs on the rise. Energy-efficiency programs, distributed power generation and more energy-conscious consumers and businesses are causing use to decline. Yet energy organizations are expected to increase revenue and profit while providing return to shareholders and employment to communities.

To make the math work, utilities must be more efficient and productive. They must make operational excellence the number one priority, optimizing assets, digitizing and automating critical business processes, and improving field worker productivity. They also must find immediate synergy savings from M&A activity while embracing digital operational and information technology that can improve the customer experience. Finally, utilities need to shift and enhance sourcing strategies to make the most of in-house resources, shared services organizations and outsourcing partners.

The journey to transforming into the agile energy company may be long, but some have taken the all-important first steps. Key challenges stand in the way. But the increases in sales, profit and customer loyalty are more than worth the investment.



47%  
of utilities

don't expect to grow revenue in the next 12–18 months.



4/5  
of CEOs say

customer growth and retention strategies need to change and are not currently effective.



80%  
of energy CEOs

believe technological advances such as the digital economy, social media, mobile devices and big data will transform their business over the next 5 years.



# How do you transform into the agile business of the future? Prioritize actions that deliver immediate savings and innovation.

When taken as a whole, this transformation can be a daunting proposition. It doesn't happen overnight. It's a journey that begins by focusing on enhancing customer experience, boosting financial performance, improving operational efficiency and migrating to a digital infrastructure.

Analysis shows that companies excelling in customer experience grow revenues



**4-8%**  
above their market.<sup>1</sup>



**31%**  
of companies

say they can achieve cost and efficiency improvements of more than 20%.<sup>2</sup>



**2/3**  
of a typical utility's

employees are field-based.



Less than  
**50%**  
of crew time

is spent doing actual work and repairs in many utilities. Administrative, travel and setup tasks take up most of the time.



**77%**  
of regulators say

shared service costs will undergo additional scrutiny.

## Enhance residential, commercial and industrial customer engagement and experience.

According to J.D. Power and Associates, customer satisfaction is improving in the utility industry. However, it is not keeping pace with other service industries.

- **Leverage analytics to personalize outbound communications** that help increase relevance and drive more sales.
- **Develop multichannel (direct mail, mobile, email, social) marketing campaigns and an integrated customer experience** to boost responses while optimizing marketing spend.
- **Augment billing and collection processes**, including bill printing and bill payment and collection, to strengthen profitability.
- **Enhance effectiveness and efficiency of contact centers** to go beyond issue resolution and acquire new customers with expert phone, email, web chat and social media assistance.

## Boost financial performance and reinvest savings in innovation.

Where savings originate—capital vs. operations and maintenance (O&M)—is important; equally important is where they get applied (rate relief or reinvestment).

- **Increase visibility and reduce O&M costs.** If print infrastructure is categorized as O&M, you can leverage analytics to assess your current state and model future state scenarios to identify asset consolidation and cost reduction opportunities, as well as M&A synergy potential.
- **Reduce capital costs.** If print infrastructure is in the capital budget, you can reduce costs and reinvest the savings to enable mobility, improve endpoint security and automate cost recovery.
- **Consolidate business operations and outsource nonessential business processes**—including bill production, marketing and loyalty programs, customer care/contact centers, accounting and HR functions—for more agile service delivery.

## Improve operational efficiency and worker productivity.

Limits on how much of your costs can be passed on to ratepayers make internal efficiency vital to investing in innovation.

- **Provide field workers with mobile technology** and access to mobile printers to support key processes.
- **Improve communications and educational materials supported by learning systems** to train field services, engineers and new hires to help close the gap of the aging workforce.
- **Improve effectiveness during outages** with incremental resources and print devices.
- **Reduce print** by digitizing paper documents and automating rule-based printing to lower costs and advance sustainability initiatives.
- **Automate and simplify your paper-based back-office processes** to reduce the amount of time spent on administrative tasks.

## Upgrade to a digital IT/OT infrastructure to include print while balancing security.

- **Get the most from technology.** When developing regional and global structures, optimize both new and existing print assets, standardize silos of technology, establish policies, improve governance and leverage analytics to drive continuous improvement.
- **Deploy digital technology that supports mobility** in day-to-day activities.
- **Protect your infrastructure, customer information and employee data** by securing your networks and devices and implementing access, authentication and control for all endpoints.

We've already helped energy organizations around the world develop and implement successful digitization strategies that improve agility. Here's what we can do for you.

## Enhance the customer experience with proactive engagement.

### Analytics and Personalized Multichannel Communications

Combining XMPie® and Xerox® Centralized Print Services, you're able to leverage customer data to produce impactful personalized communications across multiple customer touch points.

We enable you to proactively engage customers—whether it's through email, direct mail or social media sites—to keep them informed about events, outages or energy-efficiency programs. Xerox® ePublishing Services allow you to easily reach your audience across print, digital and mobile formats. Enrollment programs, rebates and home assessment programs are easily developed, executed and results-measured.

### Contact Center Management

We can help enhance customer service by establishing contact centers staffed with energy-savings experts who integrate phone, email, webchat and social media. Contact centers respond to customer service requests and bill collection services, and also provide utility-initiated phone calls that integrate with outbound communications programs—managing the entire customer life cycle.

### Billing Services

Xerox® billing solutions and print technology help optimize bill printing and related collection communication processes while leveraging customer usage data. We can also improve bill design to help increase understanding and drive on-time payments.

## Improve financial performance and reduce costs.

### Assessment Services

We begin with a comprehensive assessment of your document-related assets across your enterprise, including plants, field locations and offices. Our award-winning analytical tools create a baseline of your current spend, providing greater visibility into costs and usage.

## Optimization and Delivery Services

We develop a road map to optimize existing and new digital assets and reduce document costs by up to 30 percent. This also helps determine how we can improve productivity and sustainability while delivering the flexibility to deploy incremental resources during outages or peak demand.

Our infrastructure management suite lets you oversee your entire print infrastructure and manage all your devices (printers, wide format engineering printers, MFPs, thermal printers), as well as your transition to a more digital way of working.

Xerox offers remote monitoring services that enable continuous asset health checks, provide broken device alerts and dispatch proactive on-site support. We also help your employees adopt new processes and provide tools to help manage end users. For example, Xerox® Secure Print Manager Suite allows you to establish rules that control what is printed and where it's printed to ensure cost recovery, while the Xerox® Print Awareness tool uses gamification to encourage smarter printing decisions.

## Improve operational excellence and worker productivity.

### Mobile Print Services

Mobilizing field workers with tablets or smartphones gives them quick access to information during outages and day-to-day activities in the field. The Xerox® Mobile Print Solution allows workers to quickly and easily print maps or print from outage/work management systems to any networked device.

### Learning Systems and Services

Xerox offers learning management services to help host and track employee training activity. Xerox® Centralized Print Services enable you to produce and deliver training materials in print, electronically or both.

## Outsourcing is in . . .

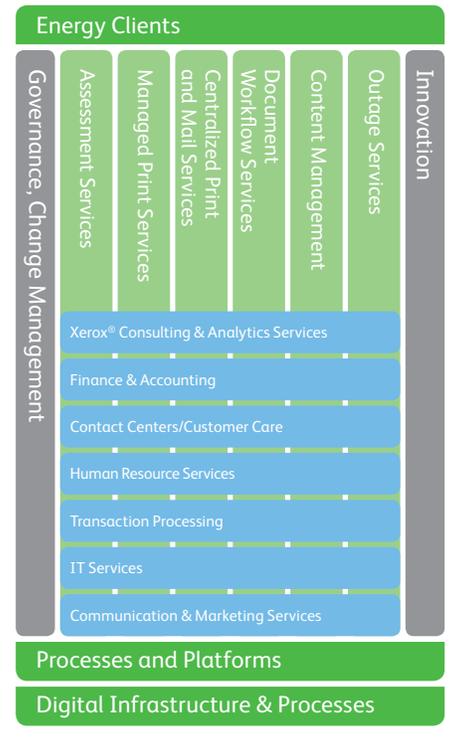


of utility firms outsource.



of utility firms outsource bill printing.

## Unique Value for Energy Customers



## Upgrade to digital infrastructure while maintaining security.

### Services beyond Managing Printers

Xerox® services go far deeper than device management. Our goal is to help you develop a strategy that continuously manages costs, optimizes device reliability and delivers incremental value in device security, mobile enablement and workflow process automation.

### Security

By partnering with Cisco and McAfee, we are able to deliver multilayered protection that seamlessly integrates with your current infrastructure and leverages the latest enhanced encryption and virus protection.

We also offer user authentication via network credentials, including card authentication, to ensure that only authorized personnel access devices.

### Digitization and Workflow Services

We can help you digitize and automate field worker processes and some back-office work processes to improve collaboration throughout your organization. Xerox® multifunction printers act as a secure digital on-ramp, allowing your team to easily scan documents, integrate information into ECM systems and reduce the amount of time spent on administrative tasks.

Partnering with Hyland, Xerox drives productivity by providing solutions for human resources departments. The Xerox® Workflow Automation

Solution for HR Onboarding streamlines the process, automating checklists, notifications, dashboards and more, while supporting content capture and conversion from a host of media as well as e-signature signoffs.

### Business Process Outsourcing

Outsourcing business processes is a great way to reduce costs and redirect resources to OT and IT strategic innovation. We offer outsourcing services for everything from document management and accounting to HR, marketing and customer service.

## No matter how far along you are, Xerox can help you advance your transformation journey.

With decades spent developing print-related technologies as well as document and business process outsourcing services, Xerox has experience and expertise to help you transform your energy organization. But don't just take our word for it—ask Gartner, IDC, Forrester and Quocirca, third-party analysts all recognizing Xerox as an industry leader.

As a \$22B company with 140,000 employees in 160 countries, Xerox also has the global reach to quickly apply our proven process, technology and services to all of your geographically dispersed locations. Our goal is to help you drive down costs and automate both front- and back-office business processes, increasing digitization and efficiency while delivering continuous improvement and innovation to your operation.

**Starting the journey with Xerox® Managed Print Services, our proven three-stage approach reflects the gradual transformation necessary for energy companies to make the most of their digital migration.**



### Assess & Optimize

Our analytics-based approach helps you evaluate the full scope of your print environment across both Xerox® and non-Xerox devices in your offices and field locations. This visibility is crucial to developing a road map for improvement, helping you to print less and print for less, while ultimately improving standardization, utilization and reliability through device optimization and delivery services.



### Secure & Integrate

We provide a secure and integrated print environment built to support the increased use of mobile devices, compliance with security requirements and your existing IT infrastructure. All our products are secure by design and enhanced through partnerships with Cisco, McAfee and Nuance.



### Automate & Simplify

Here we focus on digitization, automating business processes and improving workflows. Despite progress, there is likely still a lot of paper in back-office and field locations, including maps, work orders, technical documentation, training materials, outage processes, regulatory processes and rate case development. Digitizing these types of complex, paper-based processes is vital to continuous improvement and enabling agility.

See how Xerox can help improve the agility of your organization.  
Visit [Xerox.com/Energy](http://Xerox.com/Energy) for more information.

1. Bain & Company
2. Cost Utilities PWC, 2014

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