



Accelerating Digital Journey of Energy Ecosystem

Knowledge Partner



Founding Partners



18-22 February, 2023
INDIA EXPO MART, GREATER NOIDA, DELHI NCR, INDIA



SUSTAINABLE TRANSFORMATION OF UTILITIES

THE THEME

The theme of the World Utility Summit, (WUS) is “Sustainable Transformation of Utilities”.

This summit would bring in thought leaders across the globe to deliberate the preparedness of utilities to deal with the transformational changes. Regulators, technology providers, consultants, government bodies and utility leaders are expected to share their views on the various challenging and exciting scenarios and help shape the roadmap of the future utilities.

SUMMIT TRACKS:



■ Accelerating Digital Journey of Energy Ecosystem

Utilities get their revenues primarily via billing the customers for their demand and energy usage. New energy ecosystem, with multiple options for consumers to meet their electricity demand, will pose stiff competition to the utilities. Earlier for paying electricity bills a long que has to be made but in today's era the process has been digitized. With the use of smart meters, every process is digitized and simple. The questions arise in what manner digitization of energy ecosystem will affect the consumers?



■ Best Practices in Asset Management

Proper asset management allows company to effectively provide their service to the nation. Any breakdown in this process brings the potential for catastrophic failure in the nation infrastructure. Proper asset management allows you to:

- Enhance the life of assets through proper maintenance
- Allows you to respond efficient during emergency situation
- Reduce operating cost in long term.

The four main pillar of the asset management are:

- Evaluate your system's asset
- Assess your current service level
- Identify your most critical component
- Map out your life cycle cost
- Develop maintenance plan



■ Enhancing the Utility System Resiliency

In this environment, the utilities, Government and others stakeholders needs to take longer and deeper look at building resilience to limit and mitigate the risk to customers. Protecting them from risk that threaten life, property and economic activities that can be costly. We would like to suggest important pillars in the effort to improve our Nations grid resilience.

- Smartening the Grid
- Hardening the Grid
- Distributed Generation
- Building resilience on demand



■ **Distribution Utilities of Future: Advanced Technologies for Business Transformation**

The Indian power sector is evolving at a fast pace and has undergone some major transformations in recent past aimed at improving grid efficiency, security, stability, and consumer experience. However, the distribution utilities remain the weakest link in power sector value chain. The deployment of advanced technologies such as smart-grids can reduce pilferage, enhance consumer participation, and realize more revenues through losses reduction, lower energy costs, and eliminate manual intervention. Further, the combination of advanced technologies, innovative market models and consumer engagement strategies can support solutions like grid interactive buildings and enable consumers to support the distribution utilities in managing the demand supply balance. Together, such technologies and solutions have the potential to transform the distribution utilities and accelerate the use of clean energy resources in power grids.



■ **Sustainable Practices towards Net Zero Utilities**

In current scenario, Energy and Utilities executives are working towards sustainable practices. Almost half of the energy and utilities respondents have committed to a net zero goal. The major driving factors for sustainable utilities are upcoming government policies favorable to consumers and industry, increasing consumer and shareholder demand, and Decreasing cost of renewable energy. The important question arises how the Utilities are building a sustainable future.



■ **New Energies (Common track with eTECH^{nxt})**

The Indian renewable energy sector is the fourth most attractive renewable energy market in the world. As of May 2022, India's installed renewable energy capacity stood at 159.94 GW which is 39.70 % of the overall installed power capacity. People everywhere are looking for new energy ideas to help them make energy smart decisions for the future. We believe in renewable Energy and changing the attitude and practices about the way people generate and use energy. Central to this is the discovery and development of alternative energy sources. This track will cover the latest developments in technologies, novel business ideas, grid dynamics, learnings from pilot demonstrations and working considerations associated with these technologies. The topic will emphasis on Green Hydrogen, Electrification of Transportation, Nuclear & Biomass.

MESSAGE FROM KNOWLEDGE PARTNER



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Welcome to World Utility Summit 2023.

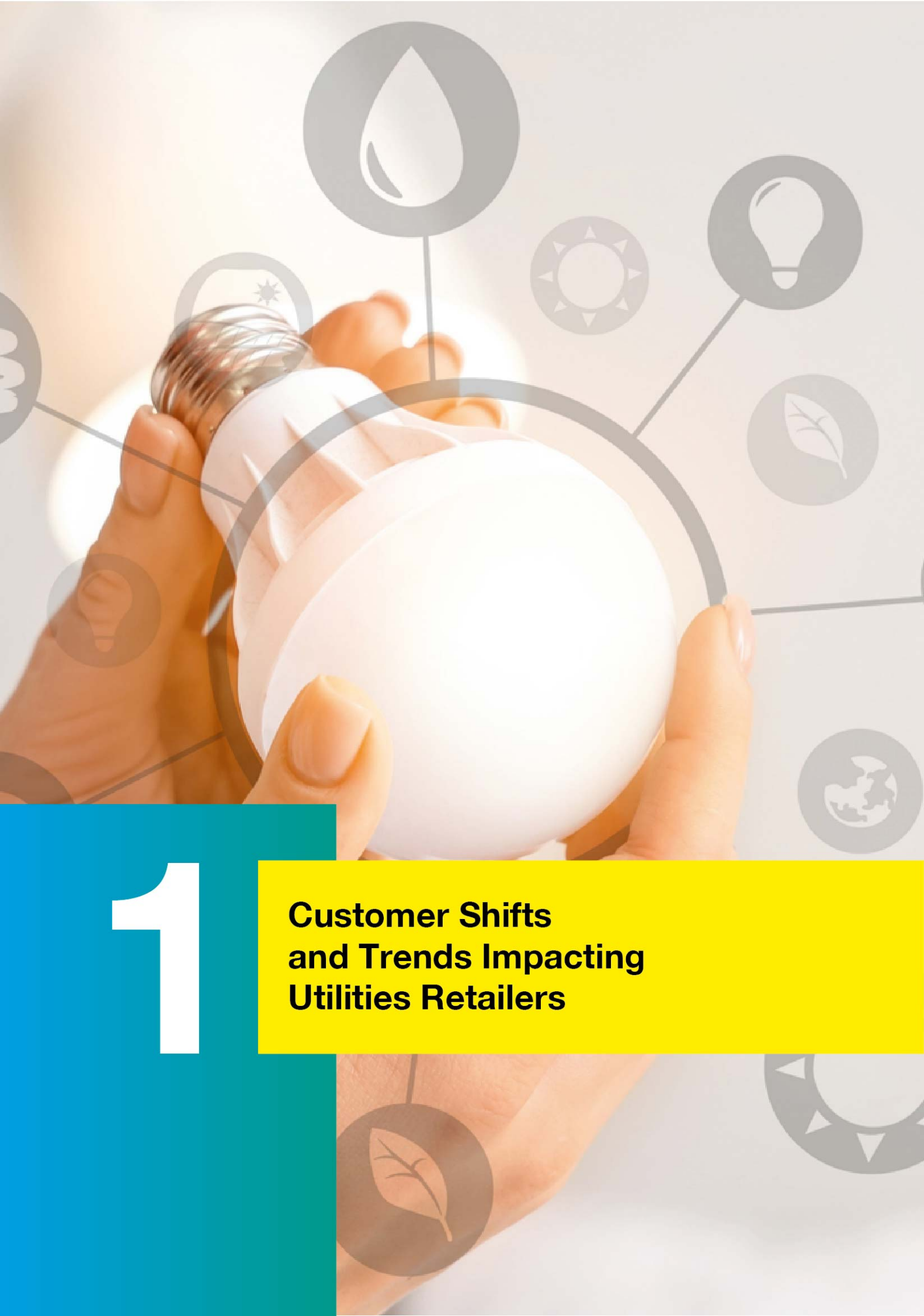
The Retail power and utilities industry is undergoing a transformation with the advent of digitization. This transformation is changing the way customers interact with power and utilities providers, and the way power and utilities companies operate. Digitization is offering new opportunities for companies to increase efficiency, reduce costs, improve customer satisfaction, and create new revenue streams.

The technologies in Distributed Energy Resources, energy storage, electrical vehicles and other Grid Edge technologies are bound to change the way Utilities are doing business. These changes will enable them to have better, streamlined business processes, help them engage better with their customers, help achieve overall operational efficiency driven by decarbonization, decentralization and environmental regulations. Technologies are enabling highly disruptive business models that compel organizations to pursue digital business innovation such as specialized energy services, home monitoring solutions, non-commodity services in form of solar expansion, Energy Audit and EV charging outlets. Digital business innovation is the "new normal," not a one-and-done project or passing trend. To survive and thrive in the digital economy, Utilities must focus on technology innovation and continue to work on emerging technologies that can help create competitive advantage, generate value, overcome legal and regulatory hurdles, reduce operating costs, and enable transformational business models leading to Energy Service Providers.

Accelerating Digital Journey of Energy Ecosystem is going to be a pertinent topic among 6 key trending topics in World Utility Summit 2023. Keynote speaker and panel members for this Plenary come from diverse global experience that will help bring right insights into challenges faced by Utilities in adopting to fast paced technological evolution. We are confident that members of WUS community will be greatly benefited by sharing themes & ideas during this plenary session with insightful takeaways on defining roadmap for Utility of future.

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Customer Shifts and Trends Impacting Utilities Retailers



The retail power and utilities industry are undergoing a transformation at a time of unprecedented change. As energy needs of small and large customers become more complex and diverse across subsegments, and as government, regulatory, and corporate ambitions intensify, value opportunities multiply apace. This transformation is changing the way customers interact with power and utilities providers, and the way power and utilities companies operate.

The next ten years; our industry will witness these tectonic plays

- 1) People, Planet, Purpose: Sustainability, Energy Transition, Climate & COP activism will greatly impact our Socio-economic fabric.
- 2) All companies will be Energy companies
- 3) The next 1000 Unicorns will be in GreenTech business
- 4) The Alchemy of Cloud, AI, Data, Edge & Network will usher in new vistas for Digitization value plays shifts
- 5) LLM (Large language models) and AI (ChatGPT, BARD) - A giant leap for Utilities kind

Our industry must critically re-examine their products and services, digital customer engagement, and operating model to tap into the incredible value & profitable opportunity afforded as we herald towards a clean energy future.

Traditional Business Models under Pressure

Utilities worldwide are being challenged due to declining revenues, regulatory changes, market volatility and changing customer preferences.



Constrained and Low Margin Business

In both regulated and deregulated markets, utilities and energy retailers are operating at low margins and relatively high operational costs. Demand Growth if not stagnated is also negligible.



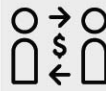
Price-Fighting Market

The customers' attraction to bonuses and cashbacks driven by their service experience by other service providers results in added pressure on Utilities.



Spotlight on Clean Energy

Clean energy & infrastructure stimulus are capturing headlines & the imagination of the public as the new fuel for growth



New Business of Climate

Businesses are making significant commitments alongside ambitious government targets and regulation



Switching Customers

The number of customers which switch (yearly) is increasing. Loyal and profitable customers are becoming rarer and the balance between acquisition costs and revenue is unstable.



Rush of New Entrants

In less than a decade, independent suppliers in some markets have grown by over +500% which has put immense cost and margin pressures on the existing players.



Investor Lookout

Stakeholders are rewarding utilities that deliver on customer experience while building innovative & green-focused businesses for the future

Heated up Co-opetition

Auto manufacturers, tech, oil & gas majors, and global utilities are looking to capturedownstream energy value

Utilities worldwide are forced to re-think through these pressing questions that are vital to their Growth.

 <p>How can utilities use existing infrastructure and maximize profit on fixed assets and minimize O&M?</p>	 <p>How can utilities find new revenue streams against the countervailing forces?</p>	 <p>How can utilities better serve customers with meaningful products and services</p>	 <p>How can strategic partnerships help utilities capture opportunities to innovate and collaborate ahead of the market?</p>	 <p>How can utilities meet regulatory and social mandates by offering innovative products and services?</p>
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It's not enough to keep pace anymore—enterprises must now lead the change.

Evolving Consumer Expectations

Consumer expectations and behaviors are evolving, driven by digital natives and new habits generated by pure players. The new normal for energy consumers is a connected energy experience.

Customers expect similar experiences as the other service providers and hence Utilities Retailers need to ensure that they can personalize their products and services while creating a superlative digitized experience for their customers.



Simplicity Is King

88% of energy consumers are ready to use a digital agent if it is easy to use, highly available and fast at resolution.



As-A- Service Mentality

72% are willing to use AI for value added services such as managing home energy usage.



Personalize @Scale

82% would be willing to buy additional products and services if they were personalized.

Era of Green Energy

Driven largely by consumer demands for a cleaner energy system as well as environmental, social and governance performance, the sprint to decarbonization is on. Utilities Retailers are in a great position to drive this change and become the leaders in doing so. There is a need for low-carbon products and services that will satisfy the customers' needs as well as a sustainable future combined with storage solutions.

52% expect high demand for renewable on-site generation, such as rooftop solar- Accenture Research

A-Net-Zero Emission Future

The plummeting price of renewables, increasing climate activism, sweeping regulatory mandates, and consumer demands for cleaner, more sustainable energy present enormous opportunities for the power sector— and no small number of challenges.

78% of energy providers believe that companies that do not help their customers to achieve net-zero with greener products and services will get left behind- Accenture Research

Renewable Energy Generation & Connected Energy

Make renewable generation more dispatchable with digital and storage. Deliver more value to customers through new zero-emissions energy services.

Exploring New Opportunities

With the cost pressures and reducing margins, there is a need for exploring other opportunities to bring in more revenues. Apart from a minority of expert consumers, the audience for new services will need to be addressed in a creative and engaging manner.

Now let us look at how digitization can help Utilities Retailers with these challenges and opportunities and what are some of the key enablers for the same.

By 2024, 70% of utilities will use specialized sustainability SaaS platforms to track and report scope 1 and 2 and estimate scope 3 emissions to meet regulatory and financial disclosure requirements- IDC Report



The Alchemy of Digitization



PRODUCT ALIGNED



DATA DRIVEN



ENTERPRISE AGILITY



CLOUD, EDGE 5G & IOT



INNOVATION

Thriving in the new world requires a focus on customer experience, agile operating models, and technology upgrades. Energy providers must become digital organizations for whom business and technologies strategies are inseparable. Their focus should move away from customers transactions to build relationship with customer on purpose and provide them seamless integrated experience on core technology foundation in product aligned operating model.

A growing number of energy providers are now focused on speed to market and agility but without investment in the digital technologies like AI, Cloud, Network, Edge computing, IOT etc. they will struggle to achieve their north star.

Utilities must transform their technology landscapes from being rigid, application-centric, and tightly coupled to flexible, platform and product-centric, and highly resilient composable architecture.

Cloud-based technologies will sit at the heart of this transformation, enabling providers to develop new products and services rapidly, and to scale capacity and computing power up and down as needed. E.g., Adoption of new SaaS based products, modernization of core system of records

Data and Artificial Intelligence will be the key drivers to ensuring better customer experience as well as ensuring better control over operations and contact center costs. E.g., Customer Segmentation, Intelligent Marketing, Sentiment analysis.

IOT, Edge Computing and Networks can help the utilities to tap potential of behind the meter services. E.g., Smart Home, Microgrid management solutions.

Operating models should be designed to embed innovation in the organization to move from project-based culture to business outcome based.



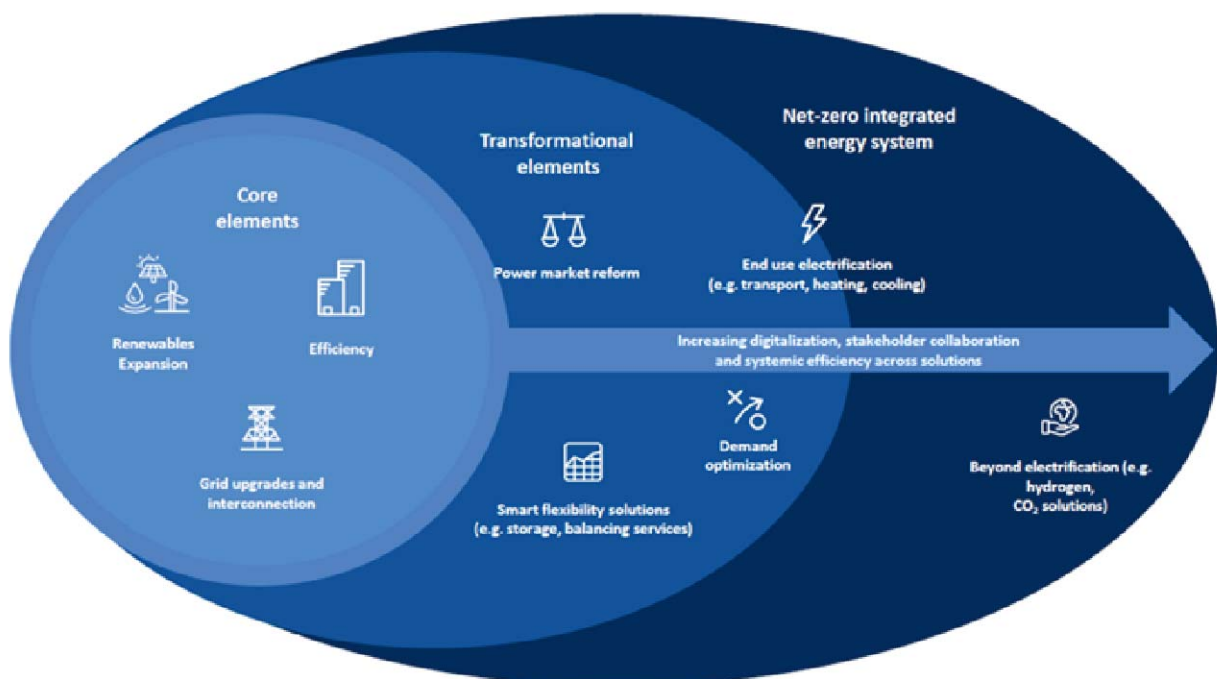
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**From Commodities
Provider to
Integrated Services**



For utilities to remain relevant and commercially robust, they must understand the complex interactions of the new value chain. On the demand side, the adoption of renewables and electric vehicles is accelerating. At the same time, rising customer expectations are putting pressure on Utilities to adopt new technologies.

Another major impact is the battery storage revolution, which is set to scale and impact multidirectional flows of energy and information enabled by digitalization. With this energy transition comes an array of new possibilities.



New Connected Business Models

From being traditional commodity providers, they are transforming into orchestrators of an innovative, fluid ecosystem. There is an immediate need to build a partner ecosystem which allows a Utility to bundle its offerings with established service providers.

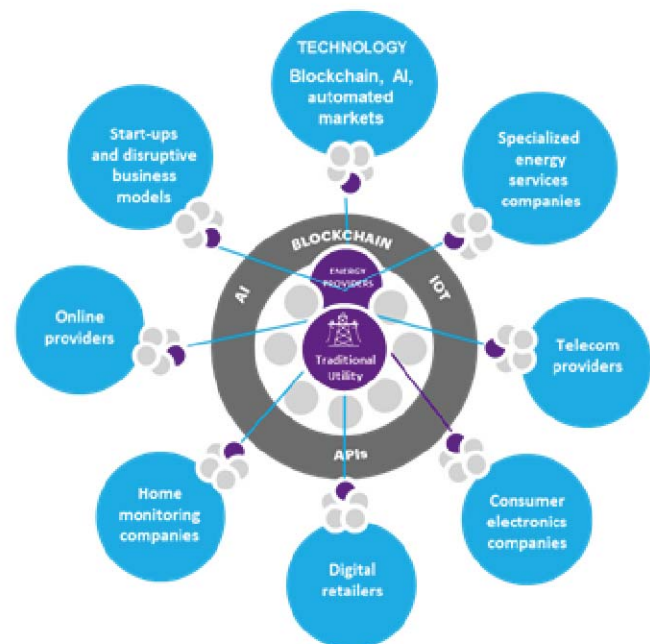
Providing a gamut of energy services, instead of just providing electricity, could be a different ball game for each utility. Some Utilities have already started to take steps in these directions. For example, Utility companies in solar advantageous states with regulations favorable to residential solar have thought of selling and marketing solar panels on their own, or by contracting with local providers. At the same time, new solar installer firms like Sunrun and SolarCity, could be potential long-term threats to business model for Utilities. (Residential solar companies draw utilities' customer base by offering them an alternative energy source.)

98% of utilities executives believe continuous advances in technology are becoming more reliable than economic, political, or social trends in informing their organization's long-term strategy - Accenture Research

Partner and Orchestrate

Some of the areas or service providers where Utilities can partner are as follows:

- Consumer electronics companies: Utilities can partner with consumer electronics companies and provide bundled products and services such as energy efficiency services, smart appliances for smart home etc.
- Home monitoring companies: Some Utilities have already started to provide smart home services to their customers mostly around energy management. However, we feel there is a scope to expand these to other areas such as home security, entertainment, etc. thus ensuring customers mindshare is increased.
- Digital Retailers: With the rise of digital retailers,



Utilities need to ensure that they partner with these providers and ensure to push their products and services so that they do not lose out on revenue as well as market share.

- Telecom Providers: With smart metering coming into play and customer become more digital and mobile, Utilities need to ensure that they partner with telecom companies and enable right kind of services for their customers.
- Specialized Energy Service Companies: Some specialized companies such as Tesla, creating their own EV charging network or energy storage solutions provide good opportunities to Utilities to partner with them rather than thinking of them as competitors, thus benefiting both the companies. Tesla can provide technology solutions while Utilities can offer them to their existing customers, thus creating a win-win situation for both.

As of now, few utilities have embraced this approach as it involves non-traditional partnership arrangements, however creating a broader partnership ecosystem rather than competing with these providers is the way forward.

New Products & Services

Utilities will be offering a range of services to increase their share of the householder and business expenses. These services can be broadly classified in the following categories:



Warranty & Insurance



Installation & Fitting of devices and DERs



Business & Community Solutions



Maintenance & Repair

Warranty and Insurance: Utilities can provide warranty and insurance services such as surge protection warranty and home insurance in case of fire etc.

Installation and Fitting: Collaborating with 3rd party service providers to enable installation of devices, DERs, storage solutions etc. results in enhanced engagement with the customers.

Business and Community Solutions: Services such as outdoor lighting for streets, community solar installations, wireless connectivity etc. can be offered by Utilities.

Maintenance & Repair: Maintenance and repair services for HVAC systems, solar PVs, smart devices, appliances, etc. can be rolled out through collaboration with relevant 3rd party providers

Below are some examples where Utilities have started partnering with other companies to enable non-commodity services for their customers.

By 2027, driven by the need to detect and manage behind-the-meter flexibility, 70% of electric utilities in advanced markets will deploy distributed resource management and demand response solutions- IDC Research



Some Examples

Famous Utility Approach to Home Services: In the beyond-the-meter market, thisUtility is taking a multi-product/service approach to extend its position: home maintenance services, plumbing and wiring maintenance services, home heating control, residential solar power, personal insurance (personal life and disability), home protection services—protection from power surges, new channel, capabilities: increasing retail footprint and online social presence through twenergy.com, energy efficiency portal.

Surge Protection - Surge Essentials protection plan delivers coverage for kitchen appliances, home electronics, and even mobile devices.

First Energy “Protects your home” - Collaboration with Vendors to protect customers from unexpected cost of home appliances’ repair.

78% of energy providers say those who do not help their customers achieve net-zero with greener products and services will get left behind-Accenture Research





3

**Reinvent Connected
Customer Experience**



Many utilities and other energy service organizations are seeking to transition from electricity provider to trusted energy advisor. This requires utilities to work with customers in new ways to identify and tailor solutions. For example, detailed interval data as well as information from connected devices like smart meters can help utilities and other service providers to develop onsite power solutions to increase reliability or efficiency retrofits to reduce spend.

We have realized by now, that utilities need to imbibe digital transformation and embrace new technologies to grow and stay relevant. This needs to be done at the enterprise level, with a culture of continuous innovation embedded within the organizational DNA.

The journey is unique to each utility, and speed to market needs a blend of skills to realize value from digital initiatives to help navigate the energy transition journey.

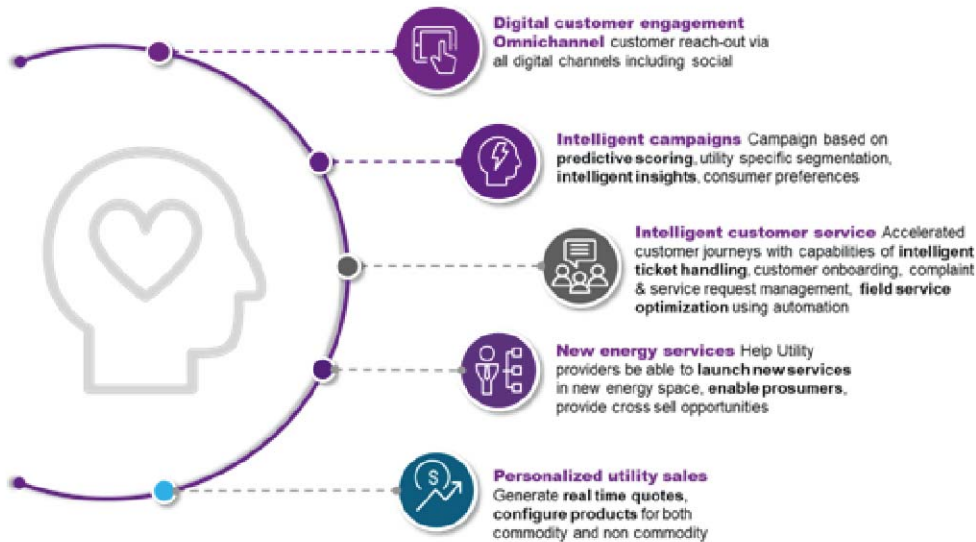
Customer Experience & Engagement

Customer centricity is the core of business it becomes critical to enhance customer experience as 86% of buyers are likely to pay more or repurchase for a better customer experience.

Thriving in the new world requires a focus on customer experience, operating model, and technology all in service of the overall experience.

With value driven by volume and transaction accuracy at the lowest cost, advanced customer engagement is what enables enhancement in this space

Customer Experience & Engagement

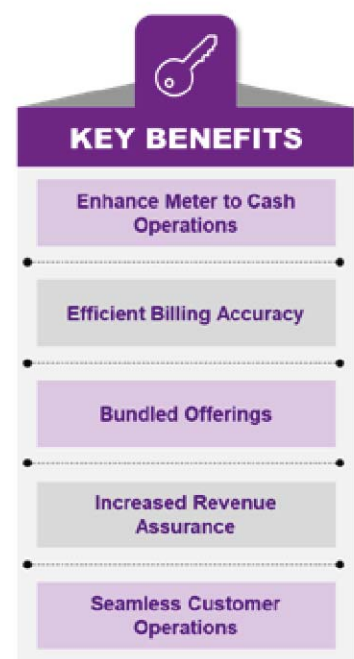
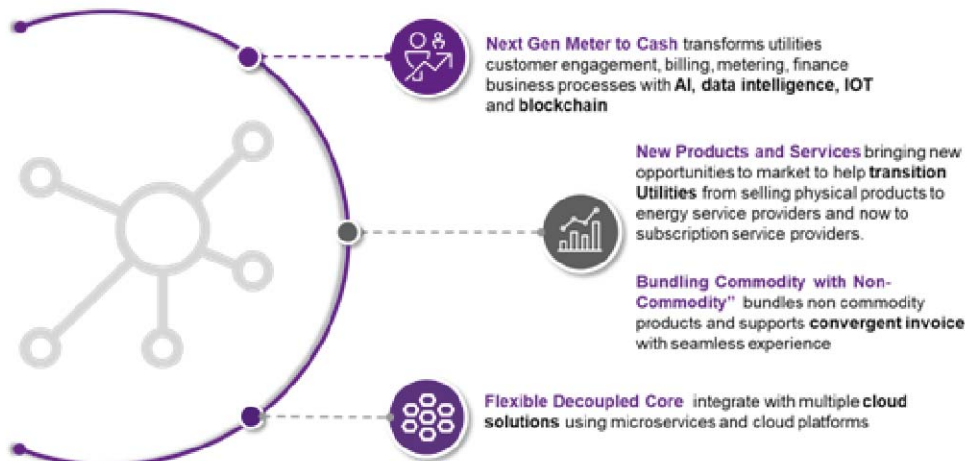


Digital Utilities Core

Utilities should consider moving to simplified decoupled product and platform centric architecture which will make them agile and increase speed to market to meet rapidly changing requirement.

- Modernize core customer management systems using cloud and lean architecture
- Enhance Core CRM to address customer needs
- Make use of IOT devices like smart meters and homes

Digital Utilities Core

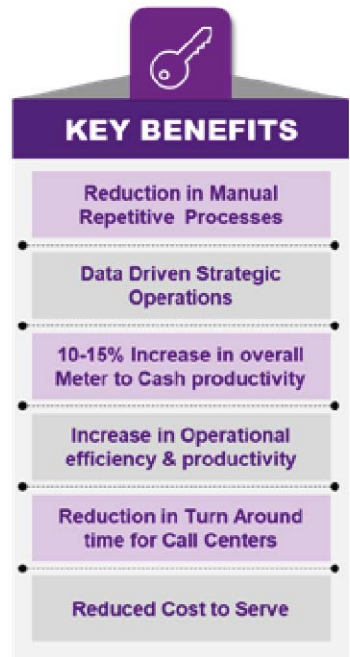
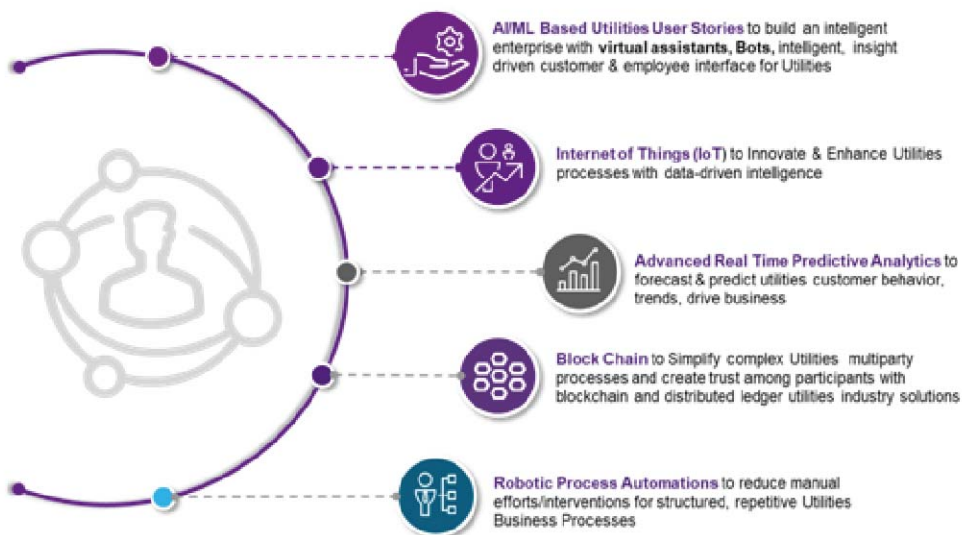


Intelligent Operations

The utility sector is rapidly realizing the disruptive roles these new-age technologies can play in enabling business growth and process efficiency, and how they have become the key accelerator of this transformation story.

Adoption of these technologies can help Utilities to improve their core process along with high degree of automation.

Intelligent Operations





4

Realizing Digital Dividends



Utilities have multiple options and could keep their existing commodity business mainly as it is, while establishing the new business in the cloud and migrate the commodity business to the new platform later when the time is right.

96% of utilities executives agree that emerging technologies are enabling their organization to have a broader and more ambitious vision. – Accenture Research

omni-channel Engagement drove	90%+ digital adoption	>5 effort score across channels	>85% electronic bills	>90% first contact resolution
intelligent customer care enabled	85% of simple requests handled by AI	higher satisfaction with AI than other options	>40% reduction in operating costs	
automation everywhere enabled	100% billing accuracy	60% of back-office capacity unlocked	zero exceptions manually managed	
integrated customer teams drove	>90% employee satisfaction	equal transactional CSAT for field & customer	50% increase in employee retention	
purpose & value created	>50 brand NPS score	30% revenue from new services	strong positive community presence scores	70% increase in top-tier job applicants

On the way towards the goal, utilities will be able to reduce the cost-to-serve and the total cost of ownership, but also other factors like customer satisfaction, regulatory compliance and flexibility will increase and open-up opportunities to develop even further.





5

Conclusion

Using digitalization as an advantage, energy providers have a great opportunity to embrace transformation and innovative strategies that reinvent core operations, while innovating new prospects for performance and growth.

To summarise Utilities can take below steps for their transformation to connected Utilities:

- **Develop new, customer-centric business models**

In the new model, customer should be at forefront and fundamentally part of their strategies and business models. Utilities must make sure that they provide end to end experience to them

- **Build Lean and decoupled architecture to support non-commodity services**

Utilities need to take a pivot from commodity service providers to integrated energy provider. For that they should invest in creating a technology upgrade roadmap to move from monolithic to decoupled architecture.

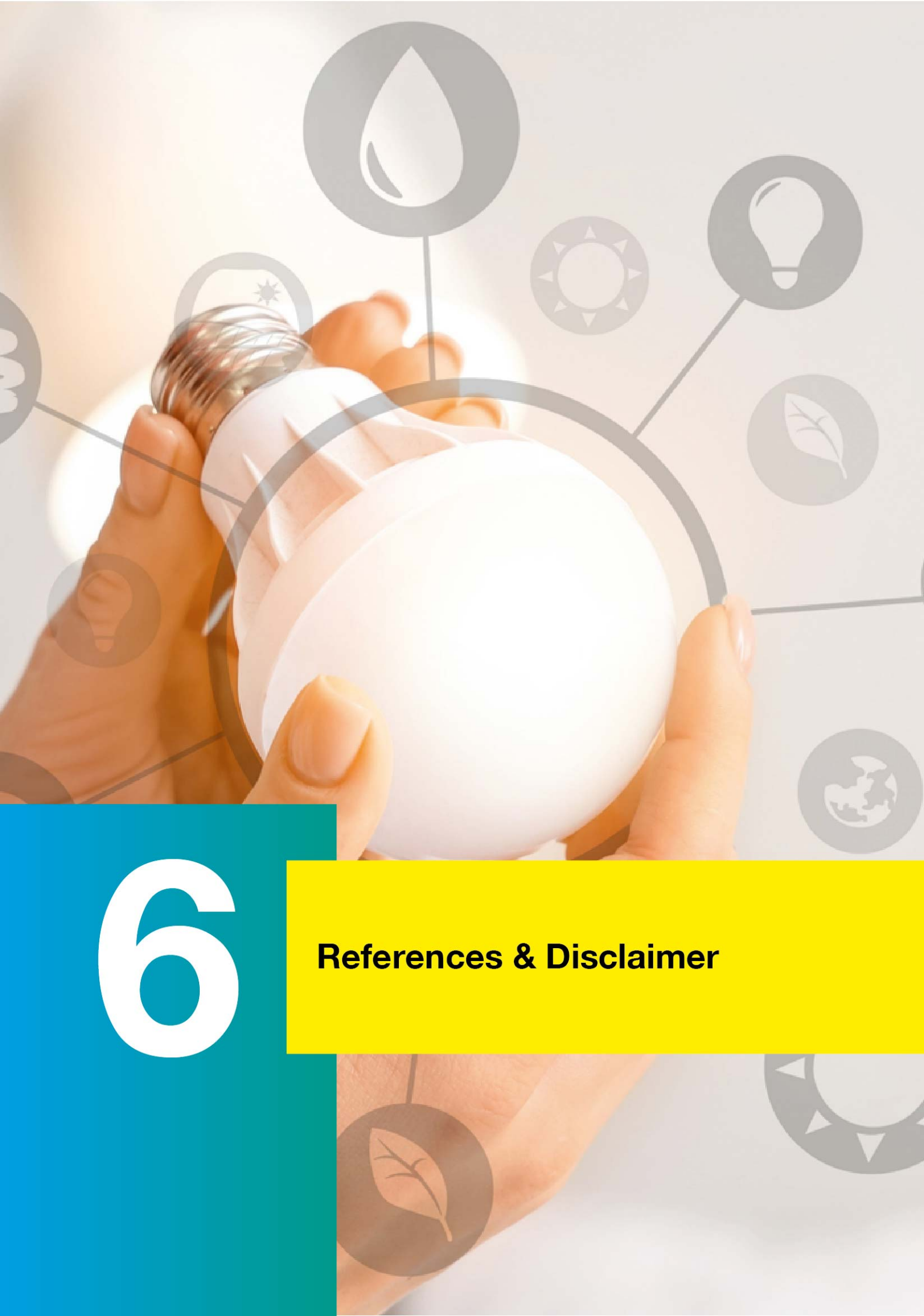
- **Leverage new technologies to pivot wisely**

It is very important to maintain a balance with core business and new revenue streams. Disruptive technologies should be used to optimize the core businesses and saving from this can be used to fund innovation in the organization.

- **Agile mindset across the enterprise**

Utilities require new ways of working and operating models to scale pilots and act fast. Organization with agile culture allows for dynamic development of innovative solutions and products. Utilities must act like start-ups in their ways of working to innovate faster.

Energy providers must envision the intelligent utility in a more decarbonized, decentralized, customer-oriented and digital energy system.



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ABOUT WUS 2023

World Utility Summit was conceptualised to provide a wider forum for utilities to deliberate together on changes that will come, probable ideas and solutions to deal with continuous changes. World Utility Summit is scheduled in 2023 with theme Sustainable Transformation of Utilities. The electricity ecosystem is undergoing an unprecedented transformation with the proliferation of renewables, distributed generation of resources and electric vehicles on one side and consumer activism and regulatory pressures on other. These developments can help utilities to embrace the complexities of the network and to prepare to drive decisions based on probabilities and real-time data.

- Accelerating Digital Journey of Energy Ecosystem
- Best Practices in Asset Management
- Enhancing The Utility System Resiliency
- Distribution Utilities of Future: Advanced Technologies For Business Transformation
- Sustainable Practices Towards Net Zero Utilities
- New Energies (Common Track With **eTECH^{inxt}**)

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The Power & Energy Society (PES) provides the world's largest forum for sharing the latest in technological developments in the electric power industry, for developing standards that guide the development and construction of equipment and systems, and for educating members of the industry and the general public. Members of the Power & Energy Society are leaders in this field, and they — and their employers — derive substantial benefits from involvement with this unique and outstanding association. Know more @ www.ieee-pes.org



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