Jemena Electricity Networks (Vic) Ltd

ICT business case Post Implementation Report (PIR)

Customer Experience (CX) Uplift Foundation Post Implementation Report

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Abbreviations

Abbreviation	Description
AA	Access Arrangement
AER	Australian Energy Regulator
Capex	Capital expenditure
CX	Customer Experience
ICT	Information and Communications Technology
JEN	Jemena Electricity Networks (Vic) Ltd
JGN	Jemena Gas Networks Ltd
Opex	Operational expenditure

1. Executive summary

Jemena has a vision for the future, which is to provide a consistent experience for customers and become a leading customer service organisation, thereby meeting customers' expectations of good service. To achieve this goal and to meet our customers' expectations of quality and speed, our customer interactions and services must be supported by cohesive, integrated and streamlined end-to-end systems, processes and capabilities.

The current JEN and JGN customer technology landscape comprises disparate and ageing systems developed over a long period of market reforms. Historical processes have become inefficient having employee workloads focused on manual processing that is difficult to navigate. It is on the back of these changes and increased customer expectations that processes and systems are no longer fit for purpose.

CX Foundation implements new core technology and integrations with existing systems, including:

- significant steps towards achieving a 360-degree view of our customers

- delivering process and technology changes to our more straightforward customer journeys

- claims, enquiries, complaints website forms

- metering data and billing

- account management.

Reason for closing the project

Reason: ☐ Cancellation   ☐ Postpone or on hold   ☒ Natural Completion

Table 1–1: Executive summary

Key consideration	Details
Background	**What is CX Uplift?** CX Uplift is a multi-year business-led, digital-enabled change program that will accelerate our transformation to become a leading customer service organisation. **What is our CX Roadmap?** CX Uplift Foundation is only part of the CX Roadmap. We want to start on the Transform stage of this program in mid-2023 and then we will need to Sustain and continuously improve the new technology platform to deliver benefits to our customers and employees. **Foundation Outcomes** From April 2023, we will not only have technology that will serve as a foundation for future changes, but we will also have a platform to implement updated business processes for some key activities, including claims, enquiries, complaints and meter data visualisation.

Key consideration	Details
	Options & Financials
	Four options were considered, and the option that presented the greatest value to our customers and that delivered the required change has been chosen.
	Why is CX Uplift important?
	Jemena has committed to its customers, the AER and the Energy Charter to improve the customer experience for all JEN and JGN customers. CX Uplift is our Jemena Networks-led, digital-enabled change program that will help us deliver on these commitments.
Performance against regulatory allowance	See section 2.1.1.
Performance against schedule	The project was delivered on 17 April 2023, as was baselined in the Business Case.
Performance against expected benefits	The forecast benefits are expected to be realised from January 2024 onwards. As such, the performance against expected benefits cannot currently be assessed.

2. Project performance

2.1 Performance against objectives

The Project was an Enterprise foundation delivered to the CX Uplift Foundation requirements and within the budget.

2.1.1 Actual expenditure allowance

The actual project expenditure is summarised below in Table 2–1.

Table 2–1: Actual expenditure performance – capital expenditure ($ million, nominal)

Network	Budget	Actual expenditure
JEN	$1.590m	$0.614m
JGN	$2.807m	$2.761m
Total	**$4.397m**	**$3.375m**

Note: Recent accounting standard changes (IFRS16) relating to software as a service (SaaS) implementation costs have altered how capital expenditure and operating expenditure are accounted for compared with when JEN and JGN's allowances were set.

JEN and JGN also incurred $4.383 million in operating expenditure to complete the CX uplift foundation project.

2.1.2 Performance against schedule

The project delivered within expected timeframes both internally and against the timing of all the critical milestones.

Table 2–2: Schedule performance

ID	Milestone	Date delivered	Comments
1	**Prioritised Service Designs**	**25 Nov 2021**	Partnered with Deloitte to deliver
2	**High-Level Solution Design**	**25 Nov 2021**	Delivered on Schedule
3	**Business Case**	**10 Jun 2022**	Approved on Schedule
4	**Vendor Commencement**	**04 Jul 2022**	Started on Schedule
5	**Fit Gap Analysis**	**05 Aug 2022**	Delivered on Schedule
6	**Business Processes & Detailed Requirements**	**09 Sep 2022**	Delivered on Schedule
7	**Detailed Solution Design**	**09 Sep 2022**	Delivered on Schedule
8	**Data Model**	**09 Sep 2022**	Delivered on Schedule
9	**Build**	**16 Dec 2022**	Vendors DXC and Limepoint delivered on Schedule
10	**End-to-End Testing**	**23 Jan 2023**	Completed on Schedule

ID	Milestone	Date delivered	Comments
11	Trial Migration	10 Feb 2023	Migration from Legacy SAP C4C to Service Cloud executed on schedule
12	Training	07 Apr 2023	Delivered on Schedule
13	User Acceptance Testing	11 Apr 2023	Completed on Schedule
14	Go Live	17 Apr 2023	Implemented on Schedule
15	Hypercare	12 May 2023	Completed on Schedule
16	Project Close	31 Jul 2023	Closed on Schedule

2.1.3   Performance against expected benefits

The business case forecast to deliver tangible financial benefits and benefits to JEN and JGN's customers. The financial benefits, in the form of opex savings, and the benefits to our customers, are forecast to be realised from January 2024 onwards after a period of embedment and as such cannot be currently assessed.