



QUINTEL
MANAGEMENT CONSULTING



Business Case and Implementation

The Quintel-SWWC Project Team Partnership is a Case Study of Success.



**SouthWest
Water Company®**

With water comes responsibility

Background

SouthWest Water Company (SWWC) owns regulated water and wastewater utilities and also serves cities, utility districts and private companies under contract. The utility divisions of SouthWest Water **owns and operates more than 130 regulated water and wastewater systems** representing about 140,000 residential and business connections in five states: Alabama, California, Mississippi, Oklahoma and Texas. Customer rates, service and water quality are generally regulated by state agencies.

In 2010-2011, SWWC replaced its multi legacy systems with an SAP solution. SWWC selected Quintel Management Consulting for its implementation partner. The project was implemented in 12 months with 3 months post go-live support period.

In 2010, SWWC commenced with an important project to provide excellent customer service for its growing customer base. The project was named Cornerstone as it provided for the foundation of the new combined company. SWWC had grown significantly through numerous acquisitions and all of these companies came with their own legacy application systems and business processes. When acquired by Merger Acquisition Corporation the company chose to continue with this project to strengthen its infrastructure by creating a low cost delivery model for its customers.

Quintel conducted a review for potential savings opportunities by identifying common processes; common software that can be leveraged across the companies; unique organizational structures to provide common services across the companies; and common policies to reduce SWWC's annual spend on materials and services. As a result of the review, a common software platform was implemented. Now, the company could realize lower costs through the establishment of a shared serviced organization for core business functions (HR, IT, Finance and Supply

Chain) which were standardized across all of the utilities.

SWWC dedicated 22 IT personnel knowledgeable in business processes in specific areas and systems. This team worked side by side with Quintel functional and technical experts, an approach which facilitated knowledge transfer of the new system and business processes throughout the entire project implementation.

Project Goals

The Cornerstone Complete project started in October 2010, with a goal of replacing the SWWC's legacy applications with SAP ERP (Enterprise Resource Planning), EAM (Enterprise Asset Management, i.e. Work Management) and IS-U CRB (Industry Solutions-Utilities Customer Care and Billing).

- Develop a highly configurable integrated system that will allow SWWC to easily integrate future acquired companies and reduce the cost and time for system changes in response to future regulatory mandates and bill changes.
- Provide an integrated and flexible solution that will support SWWC in a rapidly changing environment with minimal technical constraints.
- Increase customer satisfaction by implementing streamlined procedures and processes by providing accurate and timely customer information.
- Adopt best practice processes and systems enabled through SAP IS-U, ERP, EAM.
- Provide reporting and query functions to rapidly obtain information to make internal business decisions.
- Implement a SAP IS-U, ERP, EAM system that meets all of the above listed business objectives without causing a significant, long-term adverse impact on SWWC's customer service operations.

Functionality Implemented

In order to meet the project objectives, the implementation included the following:

- All SAP CRB modules (Customer Relationship Management (CRM), Billing, Customer Account Finance and Device Management)
- SAP Mobile workforce management (MAU),
- SAP Multi-Resource Scheduling System (MRSS)
- SAP FI-CO
- SAP Human Resources and Payroll
- SAP Material Management
- SAP Work and Service Order Management
- SAP Sales & Distribution (Client Billing)
- SAP Business Intelligence (BI)



- Bill printing system (SAP Print Workbench and Metavante)

Change Management and Training

The Cornerstone Complete project directly impacted all employees in the organization. Employees knowledgeable in SWWC's practices, procedures, processes and current system use needed to be educated in process changes and trained in new ways to interact with the system. The Change Management team initiated an outreach effort to distribute timely information to all relevant external audiences.

A major aspect of the Quintel-SWWC success was the implementation of a robust Change Management Strategy, built around the following key activities:

- Developed a shared vision among all stakeholders of the Cornerstone Complete project to enable best business practices across SWWC supported by a world class IT system:
 - Provide a system that will enable faster integration of acquisitions and realization of savings.
 - Offer customers and clients the highest quality service.
 - Improve data for decision-making.
- Communicated all changes and their impact on stakeholders, and provide a context through which employees will understand and embrace the changes.
- Mitigated disruption to normal business operations while some employees became involved with the project.
- Developed 68 role-based courses. Employees received 1 to 18 days of training, depending on the role(s).
- Delivered SAP courses to 472 end users and 492 MDT end users. In addition, every SWWC employee was trained on Employee Self Service (ESS) functionality.
 - Multiple delivery methods were used including webcast, classroom training, labs, online and CD based instruction.

Project Successes

SWWC was able to realize significant benefits through its partnership with Quintel and its implementation of the SAP ERP, CRB, CRM and EAM software packages.

- Organization wide easy access to accurate, real time business information and transparency into business operations – enabling executives and managers to run the business more effectively.

- Integrated, standardized and streamlined business processes.
 - Creating commonality and promoting efficiency.
 - Allowing all end users to utilize the same system that shares information in real time.
- Reduction in call center time to answer customer calls.
- Increased efficiency of field crews.
- Improved coordination between call center and field operations.
- Lower IT cost on legacy system maintenance.

About Quintel

Quintel is a certified TQM SAP partner; a certified Business Analytics) partner; and, AQM (Active Quality Management). Quintel is a 100% woman owned business and is a provider of Management Consulting and IT services that specializes in performance improvement for utilities (Investor Owned, Cooperatives, Districts, Federal Government and Municipalities) (electric, water, wastewater, gas, power generation) and public sector organizations. Quintel has completed numerous management consulting projects and 27 large scale software implementations (Billing/Customer Service, ERP, Enterprise Asset Management, Mobile Data, Customer Web, EP6) over the last ten years.

Our consultants have over 20 years of utility and public sector consulting experience and project management skills. Our IT services include software selection, business case and project plan development and full system integration services.

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