Chapter 12
Case Study 2:
An Energy Provider Organization (Large Organization)

I have never let my schooling interfere with my education.

Mark Twain (1835-1910)

CHAPTER KEY POINTS

- Introduces another organization in the energy sector that is used as a case study for modeling of collaborative business processes.
- Discusses how the *CBPE* model will be utilized in the organization.
- Discusses the introduction and implementation of the *CWBS* in the organization.
- Discusses the global factors that influence the collaboration for the organization under study.
- Discusses the restructure of the organizational hierarchy based on the implementation of the proposed collaborative environment.
- Provides recommendations and suggestions for strategic decision making with regards to the collaborative environment.

INTRODUCTION

This chapter describes a case study carried out in a large energy provider organization. The case study demonstrates the application of the *CBPE* model in practice. This chapter presents how the *CBPE* model introduces new engineered processes within the organization that facilitate collaborative activities of the organization.

ORGANIZATION DETAILS

This case study was carried out in a real organization. However, in order to maintain the confidentiality of the organization, we shall call it '*Protect'*. *Protect* is a leading Australian energy-provider on the East coast that provides gas and electricity to over two million Australian homes and businesses. Protect is made up of number of business processes, both external and internal to the organization. For the sake of this case study, we decided to focus specifically on the fieldwork service contracts – as these contracts showed immense opportunity for collaboration. Currently, the service processes of the organization support the creation of Fieldwork Service contracts. The case study carried out here dealt with creation of new service contracts or cancel an existing service contract.

Providing a service to a new customer requires Protect to carry out certain identification processes. Apart from the identification of the customer, there is also a need to identify the model of the counter that is used in individual households to measure, monitor and charge the customer with the usage. The identification of the counters enables Protect to manage and provide the required service. It is worth noting here that Protect needs to collaborate with many other organizations such as gas, electricity, meter readers, electricians, plumbers and the people who will check the meter to identify what kind of services could be delivered to specific customers. The common Government body already exists for the communications across Protect and gas and electricity companies. Vancorp (for gas) and Nemco (for electricity) are the Australian Government bodies that unite the energy-provider companies.

Protect's deployment of a re-engineering process for the Fieldwork Service provides an opportunity for the business agility it needs to compete more effectively. The activities that need collaboration include the need to consult, design, build and manage enterprise solutions spanning all core businesses and IT management processes with regard to providing a better service to its customers.

Improving the process by delivering an extensive portfolio ensures successful outcomes through a combination of professional expertise, successful track records and capabilities, which lowers risk and ensures a return on investment.

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