

The Smart Grid Journey: Embarking on Utility Transformation

Interview with: Tom Hulsebosch, Managing Director of Energy and Utilities, West Monroe Partners

"As utilities take on the **Smart Grid** journey, they are embarking on a transformation that will change the entire way they do business," says Tom Hulsebosch, Managing Director of Energy and Utilities, **West Monroe Partners**. Adapting to new processes and tools will have an immense impact on employee responsibilities and organizational culture.

From a leading business and technology consulting firm attending the upcoming **marcus evans Distribution Technology & Innovation Summit Spring 2012**, in Hollywood, Florida, April 26-27, Hulsebosch shares his views on how utilities can successfully manage this transformation.

What challenges are utilities facing today?

Utilities must be able to operate devices and meet their needs in a steady state position, as well as in the worst conditions, such as storms, natural disasters or reconfigurations of the networks. They are also faced with the diversity of terrain and the population that must be covered.

Above and beyond getting the system to work, managing and maintaining it will always be a challenge. The

number of intelligent devices that investor-owned utilities are putting in place is exceeding the number of devices on landlines. Significant two-way telecommunications are being built. There are many technologies being offered from carriers, varying from cellular to **Advanced Metering Infrastructure** to private systems.

The industry is evolving rapidly and many companies are upgrading or replacing their systems. This is not a series of projects; it is a business transformation that requires change and workforce management on an unprecedented scale. Employees will need to learn new technologies and take on new responsibilities. Beyond the economic benefits, the societal and environmental benefits will make these transformations worthwhile.

How can utilities successfully achieve this business transformation?

As utilities take on the Smart Grid journey, they are embarking on a transformation that will change the entire way they do business. Change management will come into place when adapting to new processes and tools that will have an impact on jobs and culture.

Continual feedback is crucial; surveys and call centers can help identify key performance indicators such as deployment metrics and the number of devices being installed, as well as

track performance benefits. This will not happen overnight.

Utilities must capture what customers want on a real time basis, and use reports to show the benefits achieved versus those planned. This will provide an insight to what is working and what is not.

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How should utilities plan for the future?

Having a solid plan upfront is critical as new technologies for the Smart Grid are deployed, creating technical and customer adoption challenges. Utilities must be ready to face questions from the public and interest groups. It is advisable to collect the best in class business practices and get stakeholders, senior management, regulators and customers on board.

The **Energy Network - marcus evans Summits group** delivers peer-to-peer information on strategic matters, professional trends and breakthrough innovations.



Please note that the Summit is a closed business event and the number of participants strictly limited.

About the Distribution Technology & Innovation Summit Spring 2012

This unique forum will take place at The Westin Diplomat Resort & Spa, Hollywood, Florida, April 26-27, 2012. Offering much more than any conference, exhibition or trade show, this exclusive meeting will bring together esteemed industry thought leaders and solution providers to a highly focused and interactive networking event. The Summit includes presentations on resolving vulnerabilities of the North American power grid, modernizing the system with innovative Smart Grid technologies and advances for a sustainable energy future.

www.dti-summit.com

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West Monroe Partners' Energy & Utilities practice is comprised of a diverse team of industry professionals and experienced consultants. Applying deep industry knowledge to deliver holistic solutions to the specific needs of public, private, and cooperative utilities, our professionals serve as trusted partners for many international clients. With strong credentials in utility operation, telecommunications, security assessment and design, program management offices, systems integration, and measurement systems, West Monroe Partners is your full-service consultancy of choice.

For additional information about our Energy & Utilities Practice visit: www.westmonroepartners.com

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