



# Partnership of Ops and IT in Technology Modernization

2021 UTA Conference

**Stacy Mill**

Vice President of Information Technology & Chief  
Information Security Officer

**Sylvia Smith**

Vice President of Customer Services





**How Music City Became the It City**



# Nashville on the Rise.



**14.6%**  
Population  
Growth  
*2010-2020*

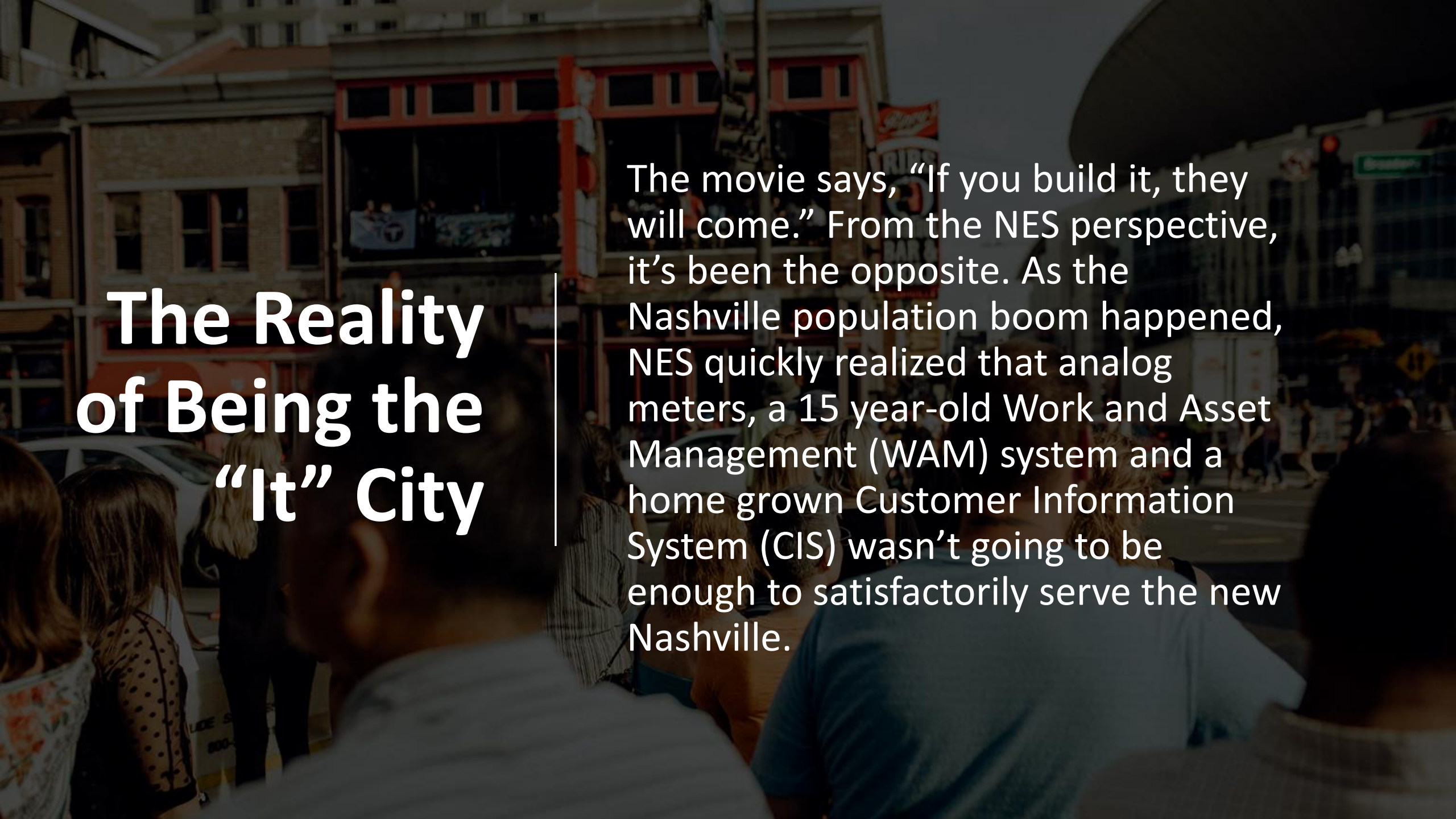


**36%**  
Job Growth by  
2035



**2.1m**  
People by  
2035





# The Reality of Being the “It” City

The movie says, “If you build it, they will come.” From the NES perspective, it’s been the opposite. As the Nashville population boom happened, NES quickly realized that analog meters, a 15 year-old Work and Asset Management (WAM) system and a home grown Customer Information System (CIS) wasn’t going to be enough to satisfactorily serve the new Nashville.

# “The Age of the Customer” is Now

## SOURCES OF DOMINANCE

### Age of manufacturing

Mass manufacturing makes industrial powerhouses successful.

1900  
to  
1960

Ford, RCA, GE, Boeing,  
P&G, and Sony

### Age of distribution

Global connections and transportation systems make distribution key.

1960  
to  
1990

Walmart, Toyota,  
UPS, and CSX

### Age of information

Connected PCs and supply chains mean those who control information flow dominate.

1990  
to  
2010

Amazon.com, Google,  
Intuit, and MBNA

### Age of the customer

Empowered buyers demand a new level of customer obsession.

2010  
and  
beyond

Facebook, IBM,  
Best Buy, and Apple

## SUCCESSFUL COMPANIES

© E Source, adapted from Forrester Research, Inc.



# The Customer is Always Right.

In the 2021 customer satisfaction survey, NES discovered that **54% of its more tech-savvy customers used the phone to contact our customer relations department.** **78%** of those same customers indicated dissatisfaction with how NES handles customer questions and problems.





**INFORMATION  
TECHNOLOGY**

**OPERATIONS**



# Charting the Roadmap

## Gartner®

Partnership with Gartner Consulting to assist with roadmap development and system selection.

In 2014, using census predictive data, NES developed a 20-year grid plan. The plan includes a 10-year transformation strategy to reimagine NES as today's public power provider and a 5-year roadmap to replace all NES operational systems.





# And then there were two

Two vendors in the marketplace could deliver on this massive technology overhaul.

The Oracle logo, featuring the word "ORACLE" in a bold, red, sans-serif font. A registered trademark symbol (®) is located at the top right of the letter "E".

ORACLE®







is Born



Applications and IT Services



Customer Experience



Employee Communications & Training



Timeline



# Applications



Customer to Meter (C2M)  
Meter Data Management (MDM)



Work Asset Management (WAM)




Fusion Cloud Enterprise Resource  
Planning (ERP) Financials




Human Capital Management (HCM)





# Customer To Meter (C2M) Meter Data Management (MDM)



A woman with short blonde hair, wearing a dark sleeveless top, is pointing with a white marker at a whiteboard. The whiteboard is covered with red technical diagrams, including flowcharts and arrows. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text 'Work Asset Management (WAM)'.

# Work Asset Management (WAM)



An aerial night view of a city skyline, likely Chicago, with prominent skyscrapers and a river. Overlaid on the image are several glowing white arcs connecting various points on the buildings, symbolizing a global network or cloud infrastructure. The text "Fusion Cloud Enterprise Resource Planning (ERP) Financials" is displayed in white at the bottom right.

# Fusion Cloud Enterprise Resource Planning (ERP) Financials

# **Human Capital Management (HCM)**





# IT Services







A close-up, low-angle shot of a person's legs and feet as they walk on a dirt path. The person is wearing khaki-colored cargo pants and brown leather hiking boots with laces. The path is dusty, and some dirt is kicked up by the boots. The background is a blurred natural setting with green grass and trees, bathed in warm, golden light, suggesting late afternoon or early morning. On the left side of the image, there is a large, semi-transparent circular overlay. Inside this circle, the words "Journey Mapping" are written in a clean, white, sans-serif font, stacked vertically.

# Journey Mapping



# Interactive Voice Response (IVR)







**Website**



SMITH,DANIEL  
1234 COUNTRY ESTATE LANE  
Rate class: RESIDENTIAL  
Account # 232115  
Invoice # 2018-08

## Your account summary

Billing period: 06/14/18 - 07/15/18

Current month charges	\$150.00
Previous balance	\$185.00
Payments received	(\$135.00)
Past due remaining balance	\$50.00

**Total amount due**  
(Current month charges + remaining balance) **\$200.00**

## Your energy usage

2500

## Your energy summary

1000

2500

**Total amount due**

**\$200.00**

Current balance due 9/15/18 ▶

**\$150.00**

**Minimum payment due**

Pay past due balance immediately  
to avoid disconnection ▶

**\$50.00**

## Important messages

### Past due balance

Our records indicate that your bill is past due. If service is disconnected for non-payment and the bill is not paid within 7 days, a new deposit may be required, and the bill must be paid in full.

# Customer Bills



A man with short brown hair, wearing a green V-neck sweater over a dark turtleneck, is seated at a light-colored wooden table. He is smiling and looking down at a dark grey tablet computer he is holding with both hands. His left hand is on the back of the tablet, and his right hand is near the bottom edge. On the table in front of him, to the left of the tablet, is a small, light grey ceramic cup. The background is a bright, out-of-focus indoor space, likely a cafe or office, with several other people visible. A woman with long blonde hair is seated at a table behind him, and another person is partially visible to the left. The overall atmosphere is bright and professional.

# **Digital Self Service**

# Mobile Responsive

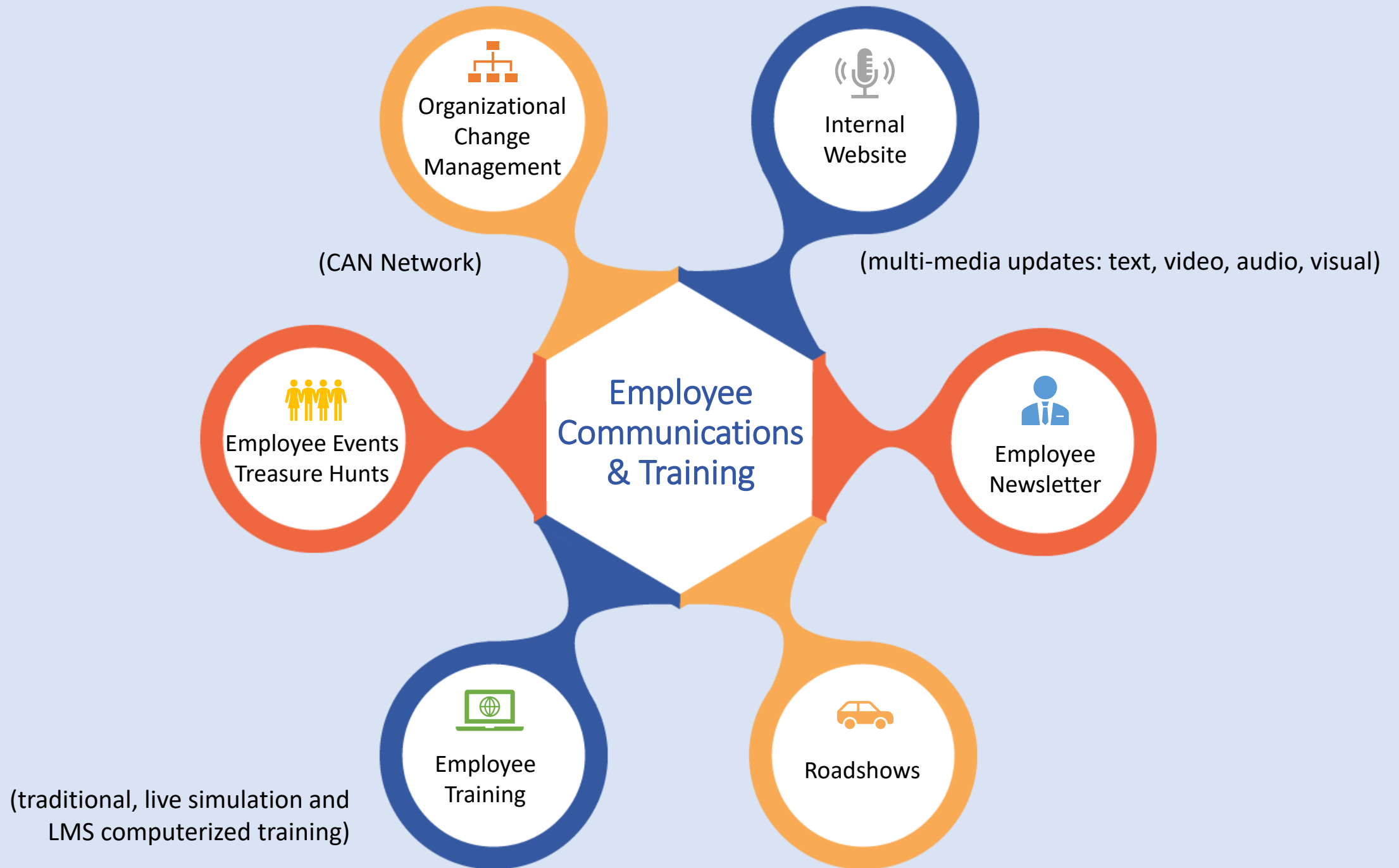




# Mobile Dispatch to Outage System









The background of the slide features a close-up, high-contrast image of two interlocking metallic gears. The gear on the left is inscribed with the word 'Management' and the gear on the right with the word 'Change'. The lighting creates strong highlights and shadows, emphasizing the mechanical texture of the gears.

# **Organizational Change Management (CAN Network)**

# Employee Website

Provides an overview and regular updates on the Encompass project. Only accessible to NES employees.

## CUSTOMERS DESERVE OUR COURAGE

JOIN US AS WE STEP BOLDLY  
INTO THE FUTURE AT NES.



### ENCOMPASS IS ABOUT DOING WHAT'S BEST FOR OUR CUSTOMERS.

That means embracing new and better ways to serve, even if it requires an adjustment period for us as a team. In order to streamline interactions with our customers, we're stepping up our game from a technological standpoint so that we can offer our very best for the city of Nashville. A lot of work has been taking place behind the scenes in order to get to this key moment.

- In June 2016, the Core Team started working with AAC Utility Partners to gather all of the business requirements for selecting both the software and system integrator.
- Five months later, NES selected Oracle Software.
- In July 2017, NES selected Oracle Professional Services as our System Integrator.
- Late last year, Oracle mobilized to help NES start the installation and configuration of the system in two phases that will take place over the next four years

“ We are committed to bringing out the best in every department and each individual employee as we work together to better serve our customers. ”

This website is for NES employee use only. We hope you will refer to it often for the latest on the Encompass project. If you have any questions or comments for the core team, click on the Feedback tab at the top of every page. We look forward to hearing from you.



Introducing the Encompass Team



Encompass Employee Benefits





# Road Shows, Employee Events & Treasure Hunts



# BEHIND the LINES

the quarterly  
magazine for  
NES employees  
and retirees

FALL 2018

## SURVEY says!

**Customer-first  
approach reflected in  
satisfaction results.**

**Department Spotlight**  
Get to know some Construction  
& Maintenance stars.

**Encompass**  
Cutting-edge technology  
transition is underway.

**Customer  
Service Week**  
NES celebrates with  
community service.



# Employee Newsletter



"Most employees understand it's time for change. Overall, the mood I've sensed has been positive, and once we get to training, the excitement is only going to build," said Encompass Project Director, Brad Heck.

"It was never an option to keep existing systems any longer," added Chad Jones, Budget Rates & Collections Manager. "We're doing whatever it takes to move beyond the mentality of, 'that's how we've always done it.'"

During the Encompass Kickoff last February, the Core Team was impressed by employee engagement and felt confident that NES was ready for this new system.

While members of the Core Team are driving this project, they rely on Subject Matter Experts (SMEs) to provide knowledge and a vision of how data needs to be organized and shared across departments. A complete system replacement means a solid understanding of the needs before a solution can be implemented.

The feedback given to the Core Team over the last several months has brought to light some exciting improvements that are currently in development. Here are just some of the features employees will enjoy with the new Oracle family of products:

- Streamlined systems that work together using just one employee login
- Central repository of information, rather than scattered systems containing pockets of data
- Dynamic formatting that is both user-friendly and accessible
- Holistic look at a customer's account
- Faster retrieval of long-term data
- Quick, easy access to customer information including billing and account alerts
- Screens that can be tailored to include just the information each employee needs
- Enhanced reporting for financial transactions
- Comprehensive asset management

It is important to remember that the Encompass project isn't about upgrading existing systems; we're building a new NES from the ground up by implementing new processes, taking our time, doing it the right way and building best practices for



Tammie Jernigan, MDM Core Team Member

## ING THE OF CHANGE

Generates Momentum for New Systems

Encompass Core Team is confident that, by adhering to these principles from Socrates, NES can move service to the next level.

Earlier, the Core Team has been busy on building and testing technology that will be faster and more productive for employees, which will in turn benefit our customers.

In the last issue of *Behind the Lines*, we provided an overview of Encompass and the software applications that

will eventually replace all existing NES systems. Since some of these systems are nearly three decades old, this project is no small feat.

While navigating a 30-year-old CIS system is cumbersome and time consuming, it is familiar. Our employees know the system well and are comfortable getting to the data they need. Learning a new system will take time, but talk around the water cooler suggests folks are willing to endure a little discomfort if it means providing better customer service.



Aaron Pardoe, MDM Team Lead



Nae Soundara, MDM Core Team Member





# Employee Training



# Lessons Learned



# Questions

