



AEM Milan

Billing & Customer Relationship Management

The company

As one of the market leaders in Italy for the management of public utility services, the AEM Group operates in different sectors such as electrical energy, gas and heat, telecommunications as well as other service activities including road and aesthetic lighting of the city of Milan. AEM Milan is one of the most important Italian utilities, when it comes to managing the services relating to the supply of electricity and natural gas to Milan for around two million customers. In 2003 AEM Group took over 450,000 electrical customers (network and devices) from Enel, thereby raising the total number of gas and electricity customers to around 1,900,000.

Why a new Billing & CRM system?

The scenario within which the multiutilities operate is characterized by deep-seated development, driven by the process of deregulation of the energy market. In particular, the following requirements are driving these companies, in parti-

cular AEM Milan, to consider replacing the existing billing systems by equipping itself with a solution capable of providing support for the company:

- Respond in a timely manner to the development of regulations
- Have a deeper knowledge of the customers
- Focus the company's own commercial power on the customer, by way of specific sale and marketing activities with front and back office cross processes
- Expand the company's own offering in the direction of new products and services in a single offering to the customer
- Perform 360° management of the complexity of the energy data, both preparatory to new commercial realities and to the processes of acquiring energy

The scenario of what is needed has been broadened by also encompassing the requirements of the distribution companies so as to have a uniform scenario for all the companies in the Group.



Roberto Gilardi,
General Manager
of AEM Energia

"The new commercial system allows AEM Energia to have a complete view of the clients situation thanks to a unique customer base and to the integration among the different points of contacts."



As a result, in conjunction with e-utile, the legal entity of Siemens IT Solutions and Services in Italy, AEM Milan has started a process of software selection and project definition by identifying the most flexible solution that is suitable for guaranteeing best compliance with the requirements that may arise in the near future.

The e-utile solution

The Billing & CRM solution that e-utile has proposed to AEM Milan is implemented in a scenario defined by the regulations imposed by the Italian institutions, in particular the Electrical Energy and Gas Authority, and by the internal procedures of the multiutility itself. The solution implemented is based on the use of SAP for Utilities and mySAP CRM and the modules SAP BW (Business Warehouse) and SAP SEM (Strategic Enterprise Management). The project has been broken down into various successive releases. The last of these, completed in August 2005, consisted of the release of the complete system for around 1,800,000 customers and 2,500,000 contracts. AEM Milan was able to manage from the first day of operation: more than 3,500 daily telephone calls to the Contact Center; more than 1,000 daily operations at the counter, which generated around 240 contracts in total; more than 300 daily job orders, which were immediately made available to the operational teams in the field and over 50,000 bills produced in one hour every night. The main feature of the solution offered by e-utile is the setting up of a single interface to the system and to the operational method of management.

The project was completed with the coverage of the following areas:

- Training of the key users
- Subproject for change management
- Migration of data from the existing systems
- Support for the startup of the system
- Management of the technological architectures used in the course of the project

Achievable objectives

The system is capable of supporting AEM Milan in setting out a policy that views CRM as a fundamental process in the activities directed toward its "core business" with the objectives of:

- Treating customers belonging to various types in a precise manner, increasing the levels of quality of the service provided, with the aim of further cementing the loyalty of the customer base
- Improving the effectiveness and the efficiency of the sales processes
- Improving the knowledge about the customer
- Identifying, segmenting, interacting and personalizing the contact
- Foreseeing needs by way of personalized offerings of products and services
- Motivating the sales teams consistently
- Reducing sales times and costs
- Improving visibility of the market and the competition for the purposes of having timely responses
- Setting out policies for pricing and proposals for targeted – and more attractive offerings

These are elements that allow an appreciable improvement of a company's own competitiveness in the market, helping to anticipate the actions of competitors.

Benefits for AEM Milan

The benefits encountered in implementing the solution are as follows:

- Deep knowledge of the customer base for the purposes of cementing its loyalty and offering new products and services
- Customer segmentation and easy profiling to identify business opportunities
- Deep knowledge of the market and the competitors
- Improvement in the level of compliance with the law and the directions
- Improvement in the effectiveness and the efficiency of the sales processes
- Integration of the various points of contact (Portal, Contact Center, Sales)
- Optimization of the overall costs of managing the information systems and the hardware platforms
- Functional integration of the new solution with the existing systems

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