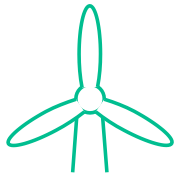
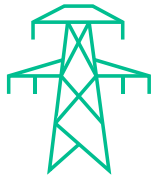
Optimising CRM and Billing Platforms for Competitive Advantage

WHAT
GOT
US HERE
WON'T
GET
US THERE

Growth in renewable generation, demand response systems, and mass market demand raise the bar on retail performance



Shifts in the generation mix or wholesale market structure



Demand response shifts value out of the wholesale market

Volumes shift from C&I to new sources of demand

Retail excellence is essential to translate this growth into value

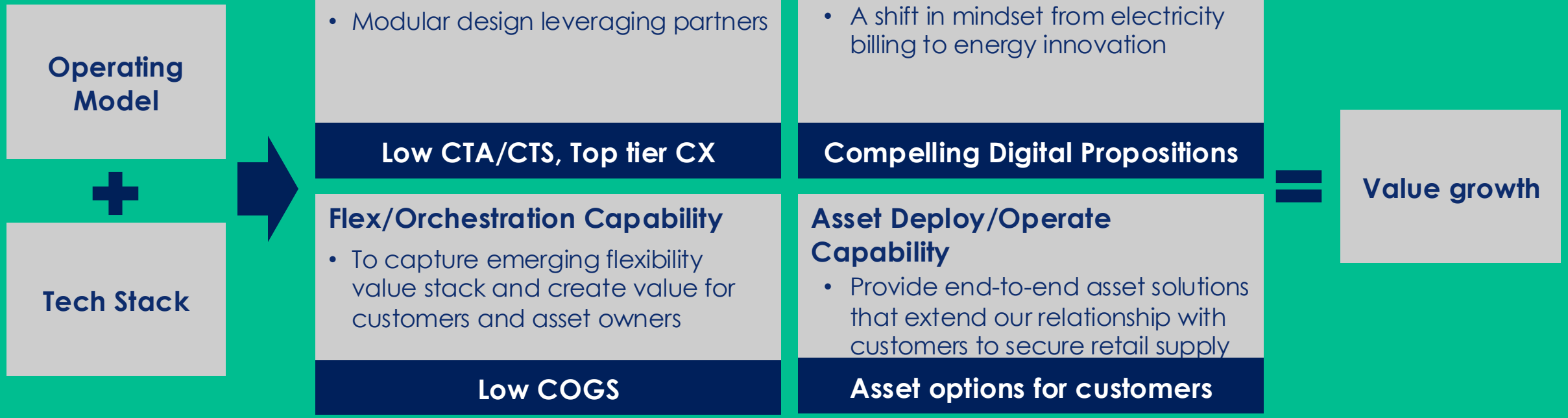
New or existing players with **strong retail positions** and **demand orchestration capability** can gain share or change pricing dynamics in periods of low or volatile wholesale prices

KEY

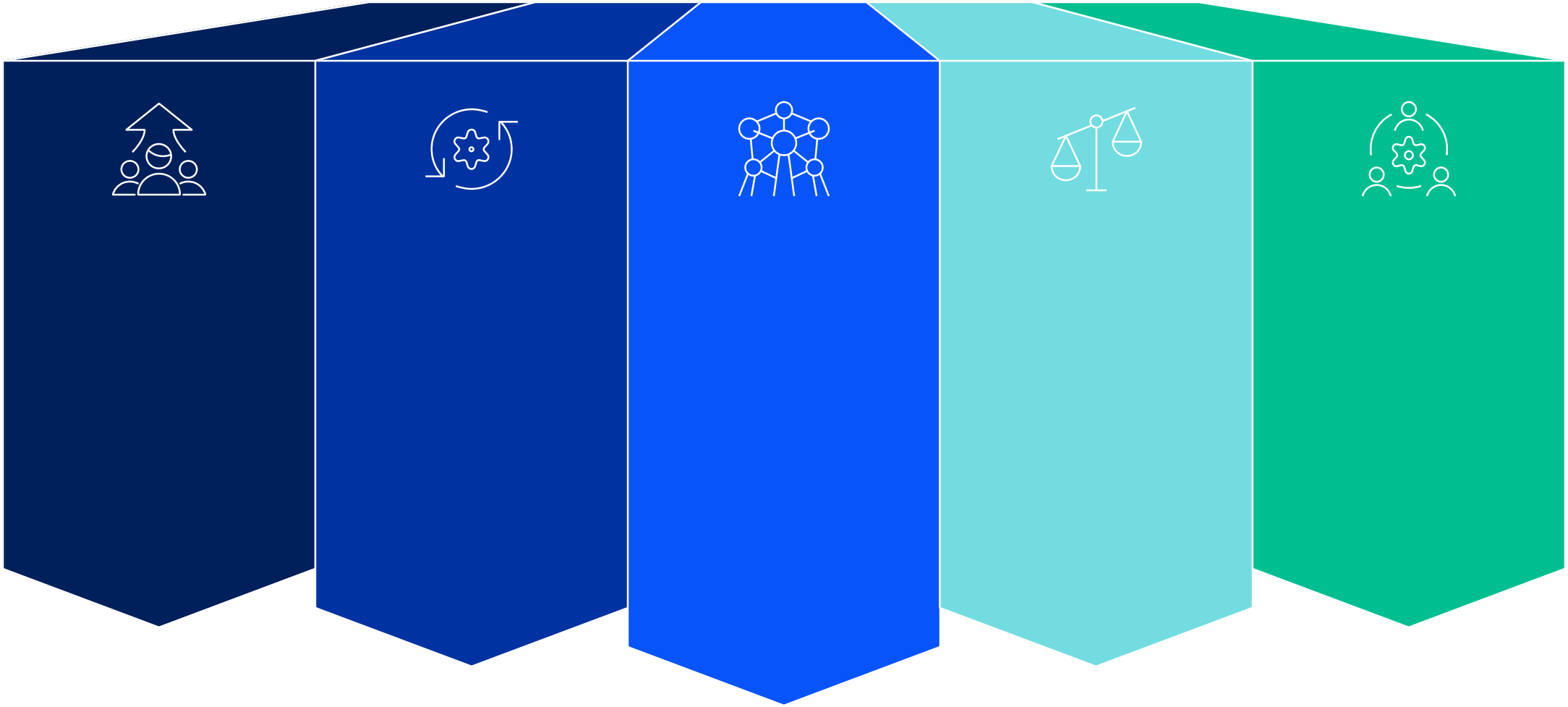
- Next Generation Retail
- Base Camp
- Customers
- Digital
- Operating Model
- Values & Behaviours

BASE CAMP

Delivering retail value requires a new combination of capabilities to outperform competitors



Our Retail Operating Model – Key Changes



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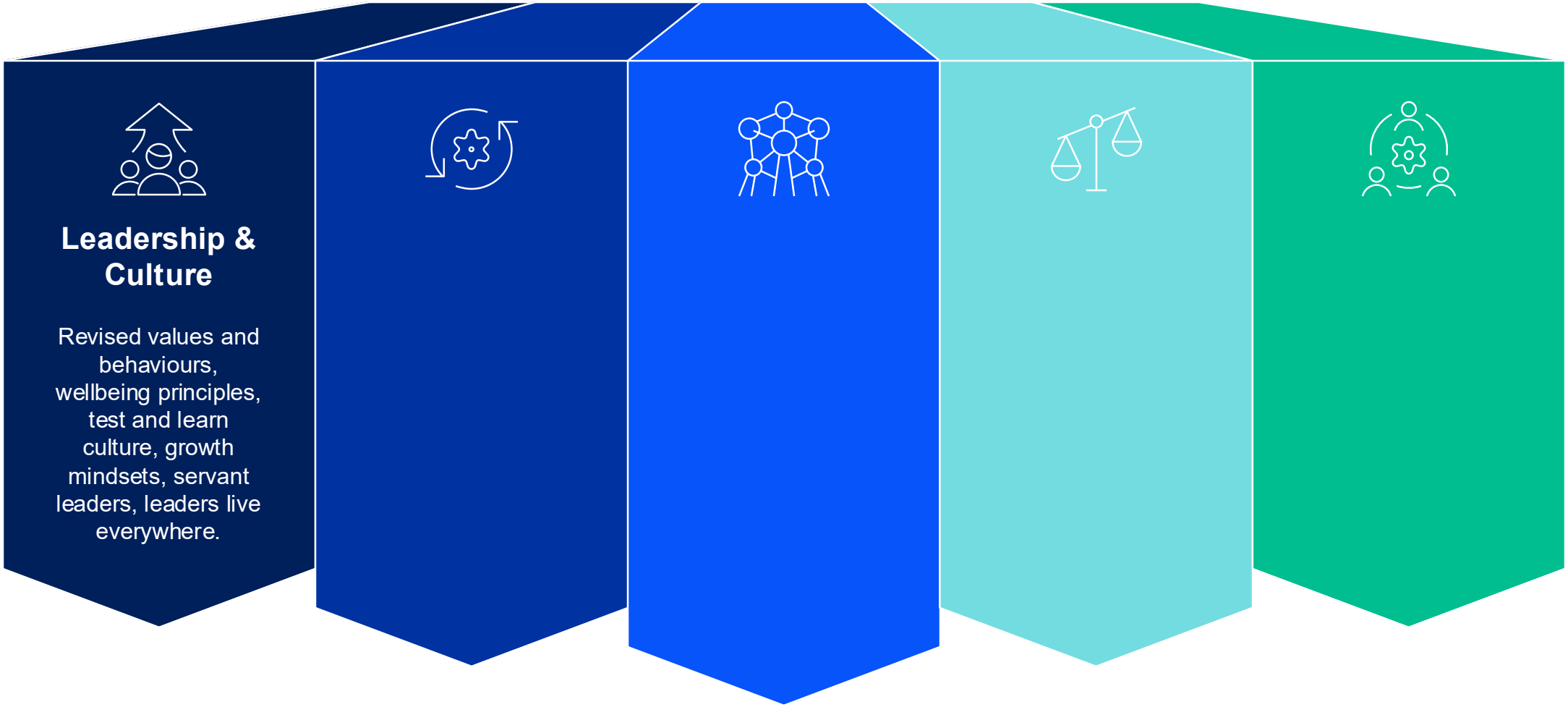

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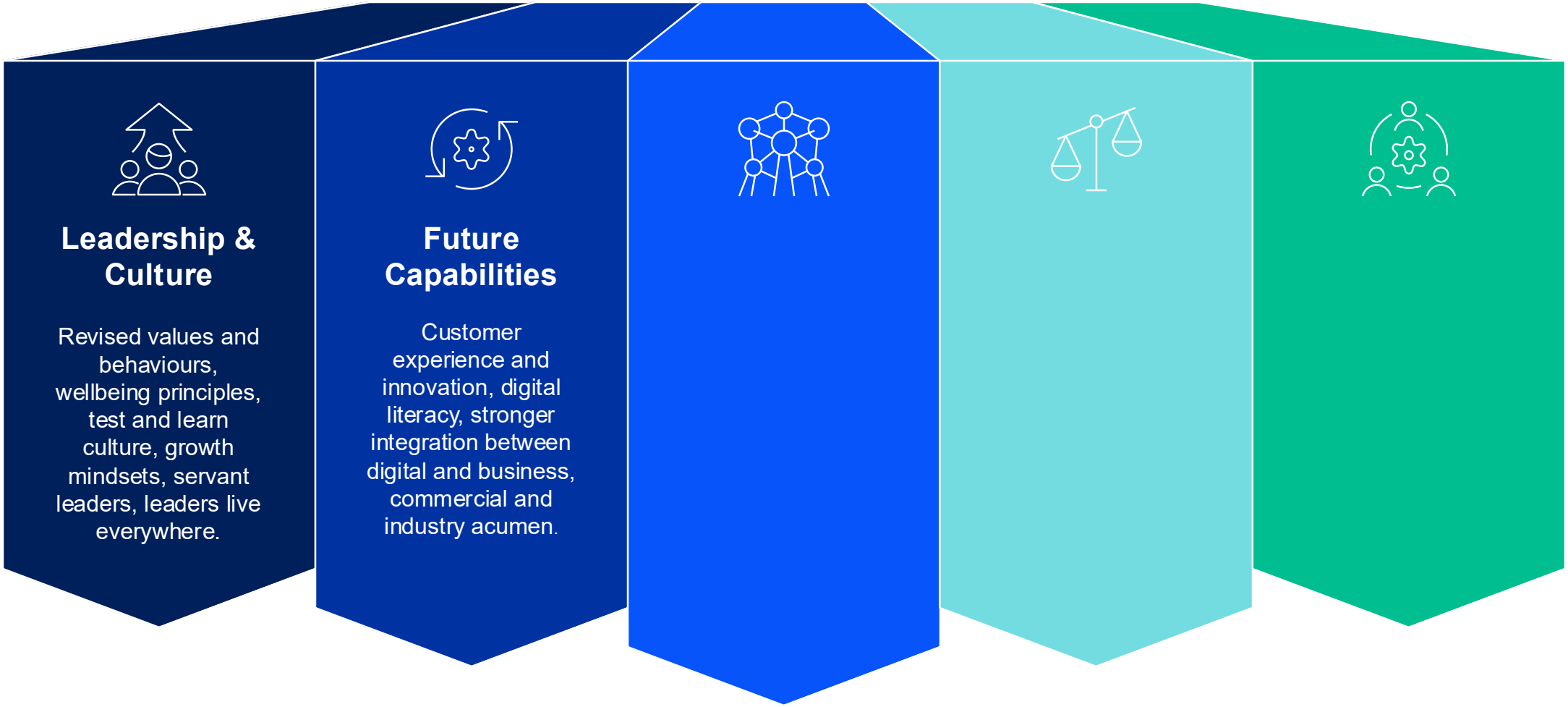

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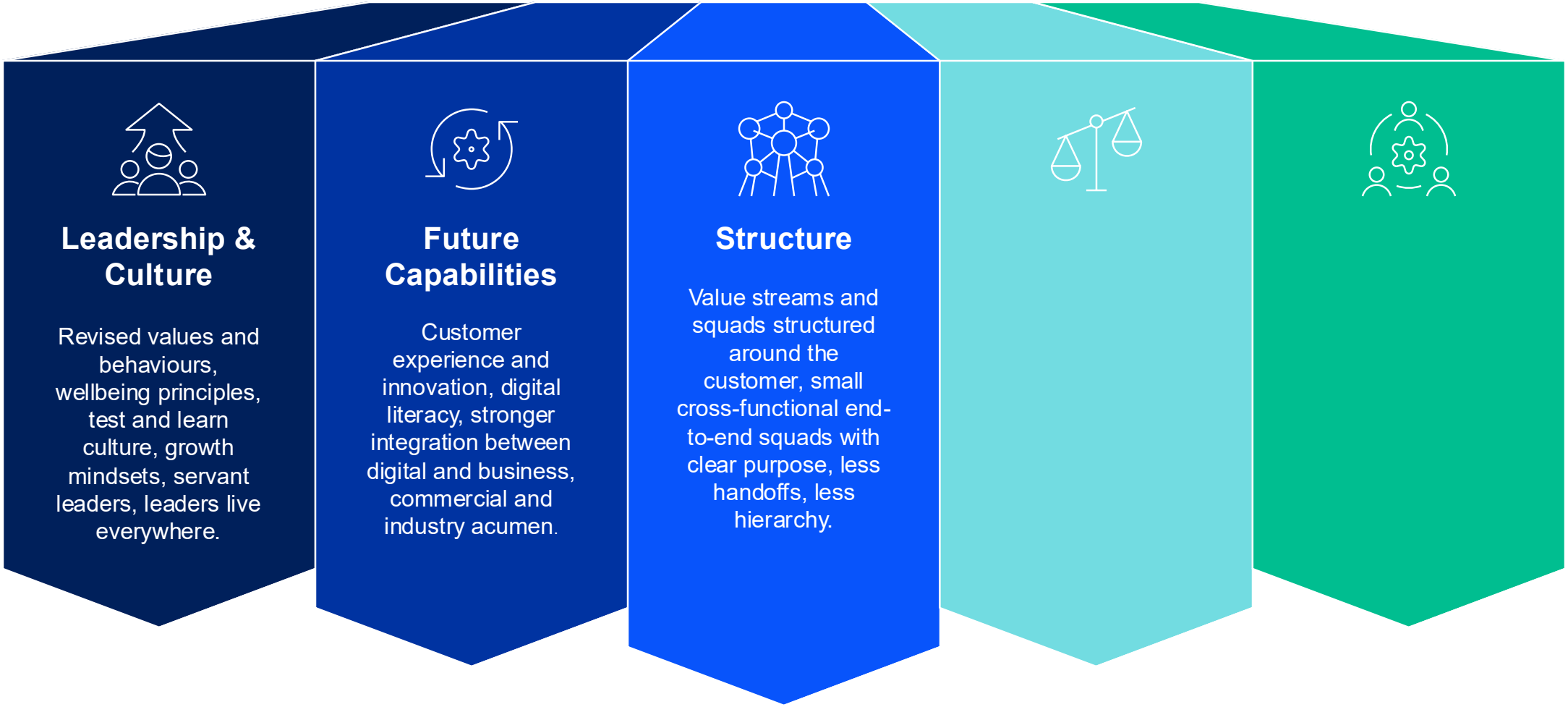

Leadership & Culture

Revised values and behaviours, wellbeing principles, test and learn culture, growth mindsets, servant leaders, leaders live everywhere.

Future Capabilities

Customer experience and innovation, digital literacy, stronger integration between digital and business, commercial and industry acumen.

Structure

Value streams and squads structured around the customer, small cross-functional end-to-end squads with clear purpose, less handoffs, less hierarchy.

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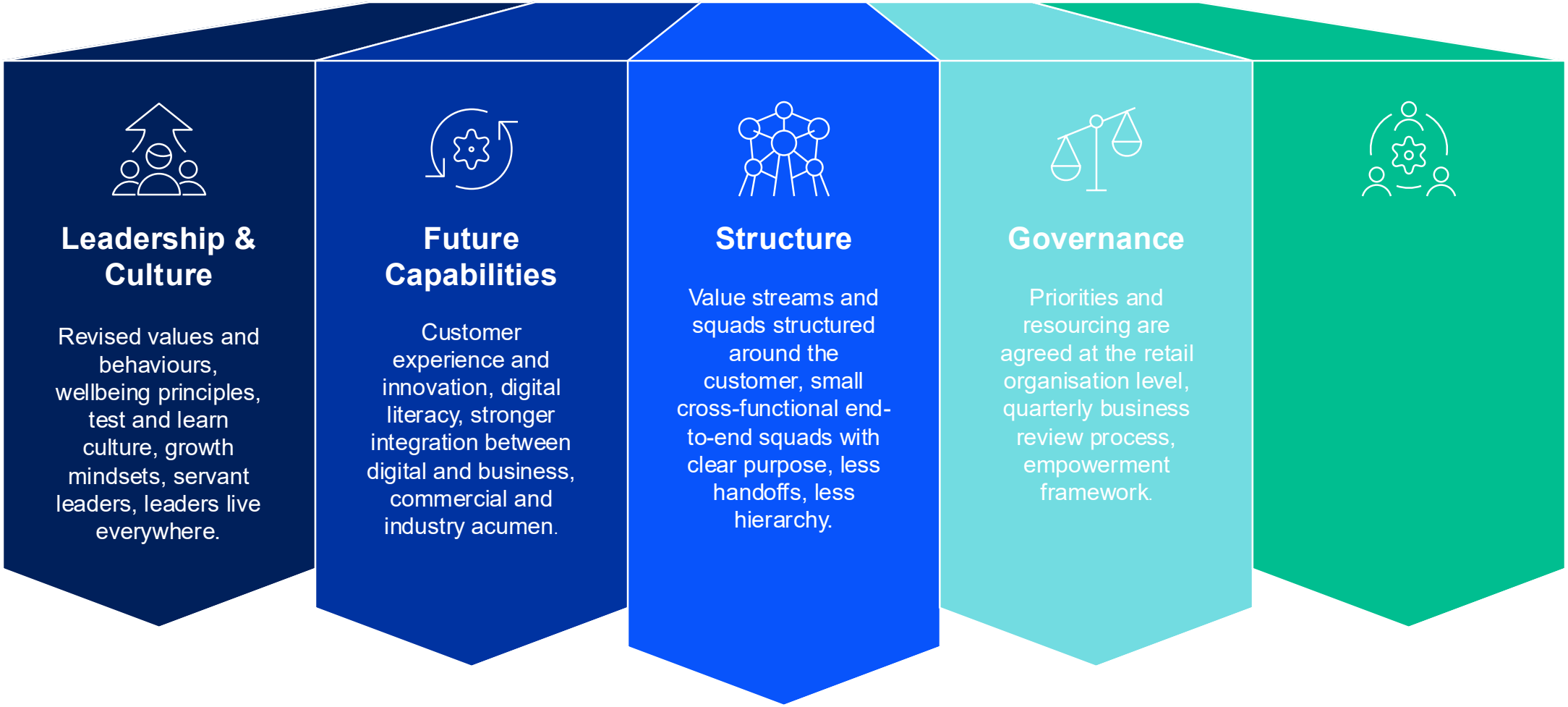

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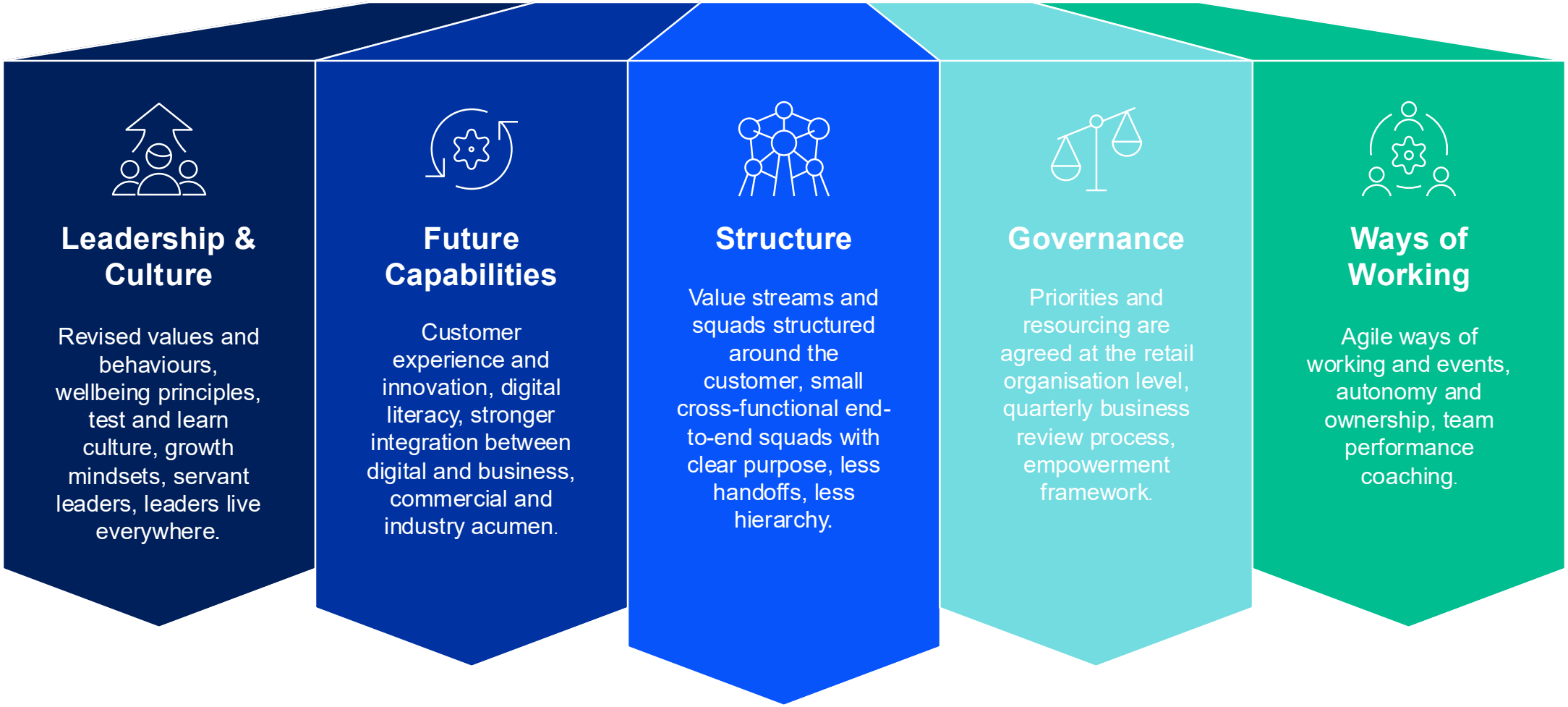


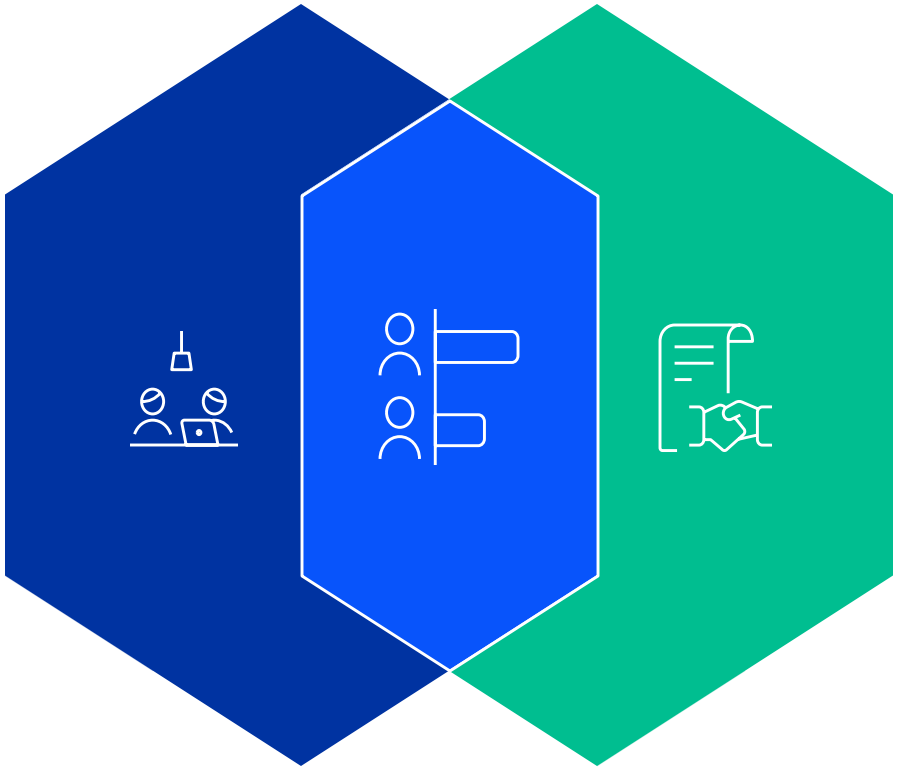
Platform Choices

Hybrid

Blended internal and external expertise

In-House

Internal resource utilisation



Outsourcing

External partner delegation

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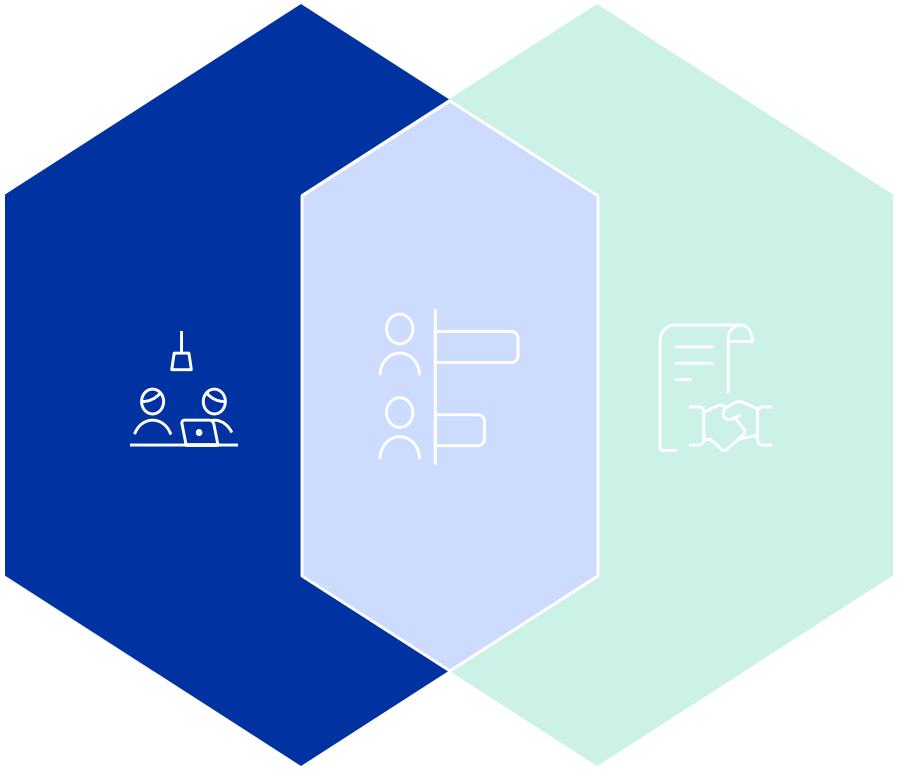


Pros

- Full control
- Custom fit
- Alignment

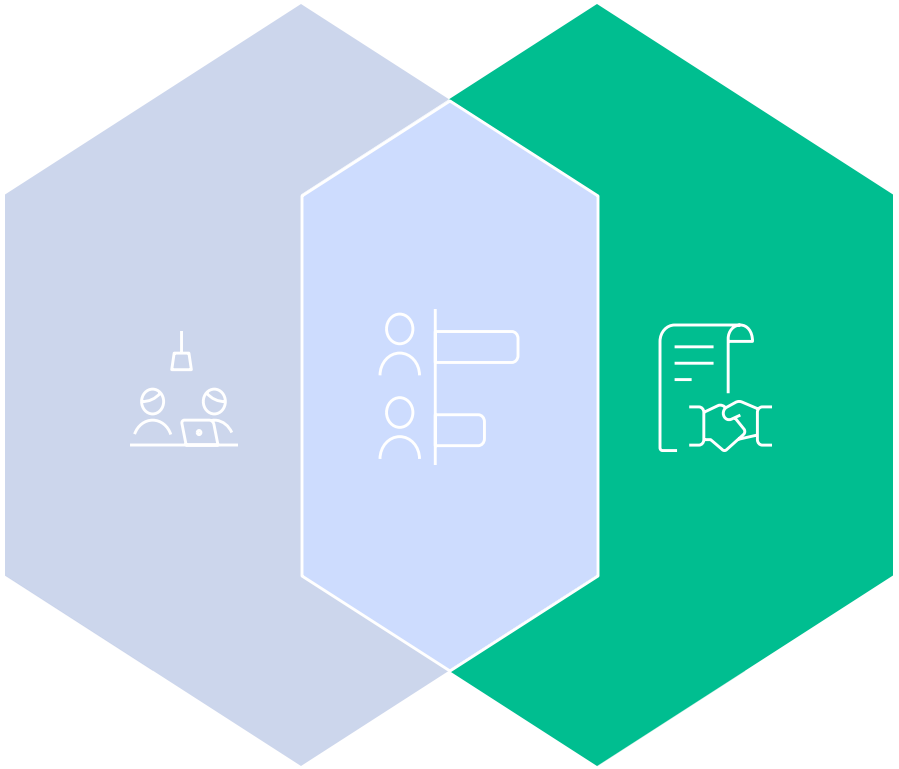
Cons

- Higher investment
- Requires high internal skills
- Possibility of slower adoption

Platform Choices

Pros
- Access to global best practice
- Rapid development
- Lower upfront costs
- Access to specialised expertise

Cons
- Possibly less flexibility
- Integration challenges with existing systems
- Needs robust governance



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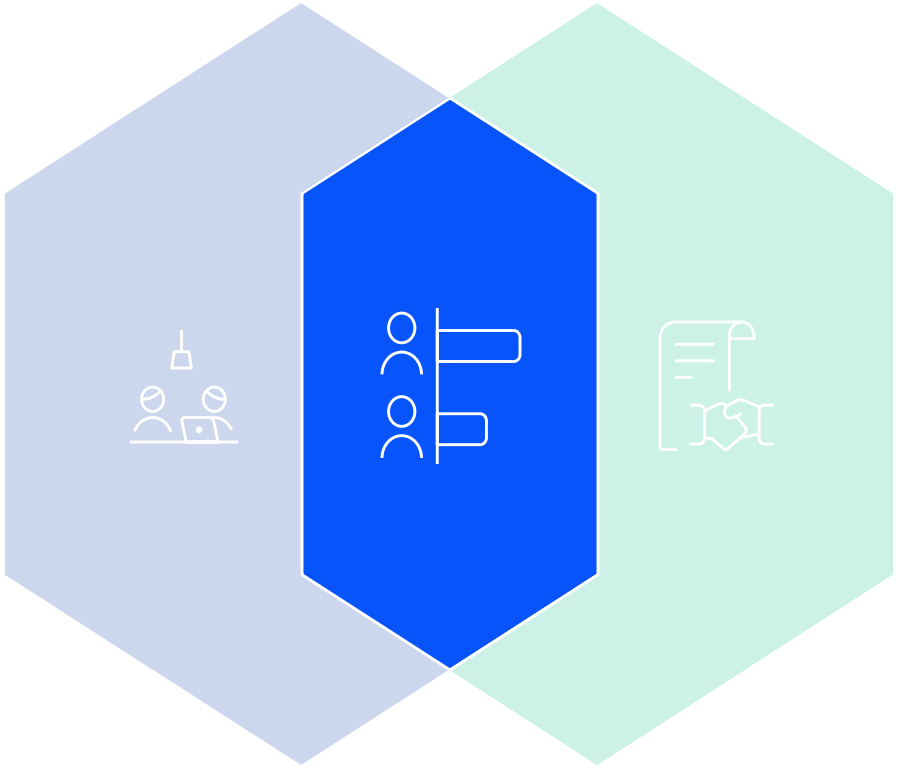


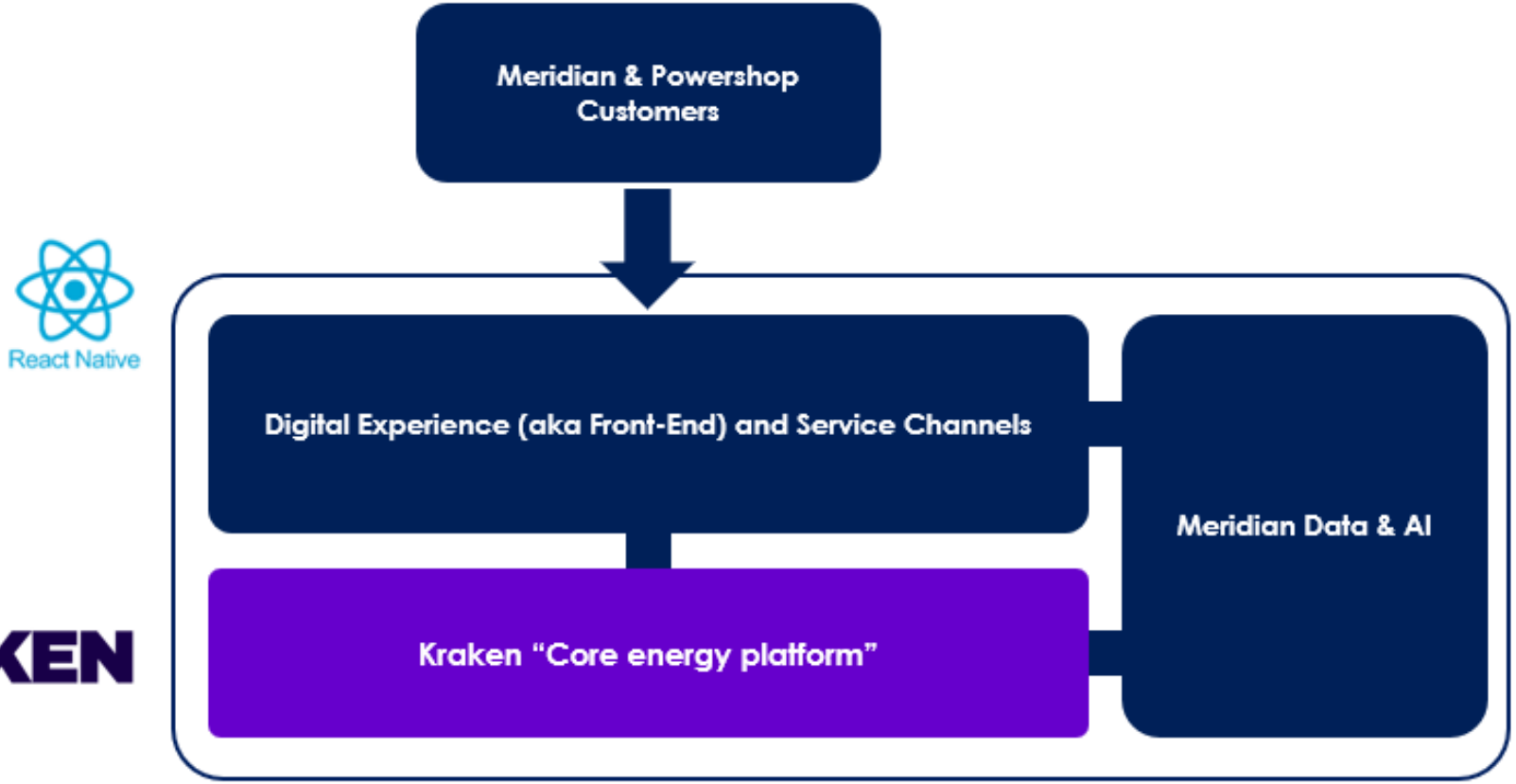
Pros

- Modularity
- Flexibility to scale
- Leverage combined strengths

Cons

- Relies on good data structure
- Need the right in-house capabilities

Meridian's Modular Architecture



Meridian.

KRAKEN

databricks

Platform Selection

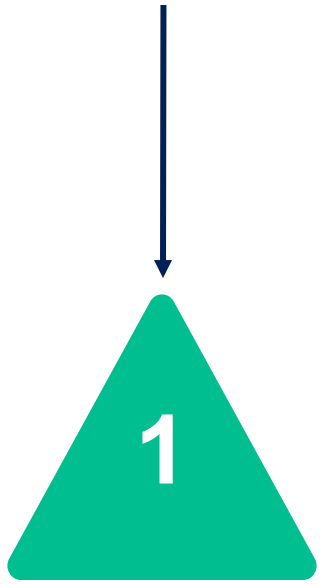
Track record in implementing the proposed solution	30%
Modern development practices and cloud-native architecture	25%
Roadmap of future innovation and improvement	25%
A commercial model that ‘walks the talk’	20%

Principles to guide our planning and execution to ensure value is delivered early and endures beyond deployment…

Customer Focus	Delivery will prioritise customer and user experiences, as these are essential to realising the programme's benefits.
Build a Digital Business	Adapt business and processes to align with existing vendor patterns, enhancing flexibility and scalability, and providing a platform for data and AI enhancements.
Innovate and Adapt	Enable innovation, internally and customer facing, setting the platform to leverage AI and data.
Faster Value Delivery	The programme will be integrated into the Retail Operating Model to facilitate phased value delivery throughout the project.
Unlock Potential	The programme will unlock the potential of our teams and individuals across Retail by executing a smooth transition and providing opportunities to grow new capabilities.

Implementation Watch-Outs

Make sure it's Retail led



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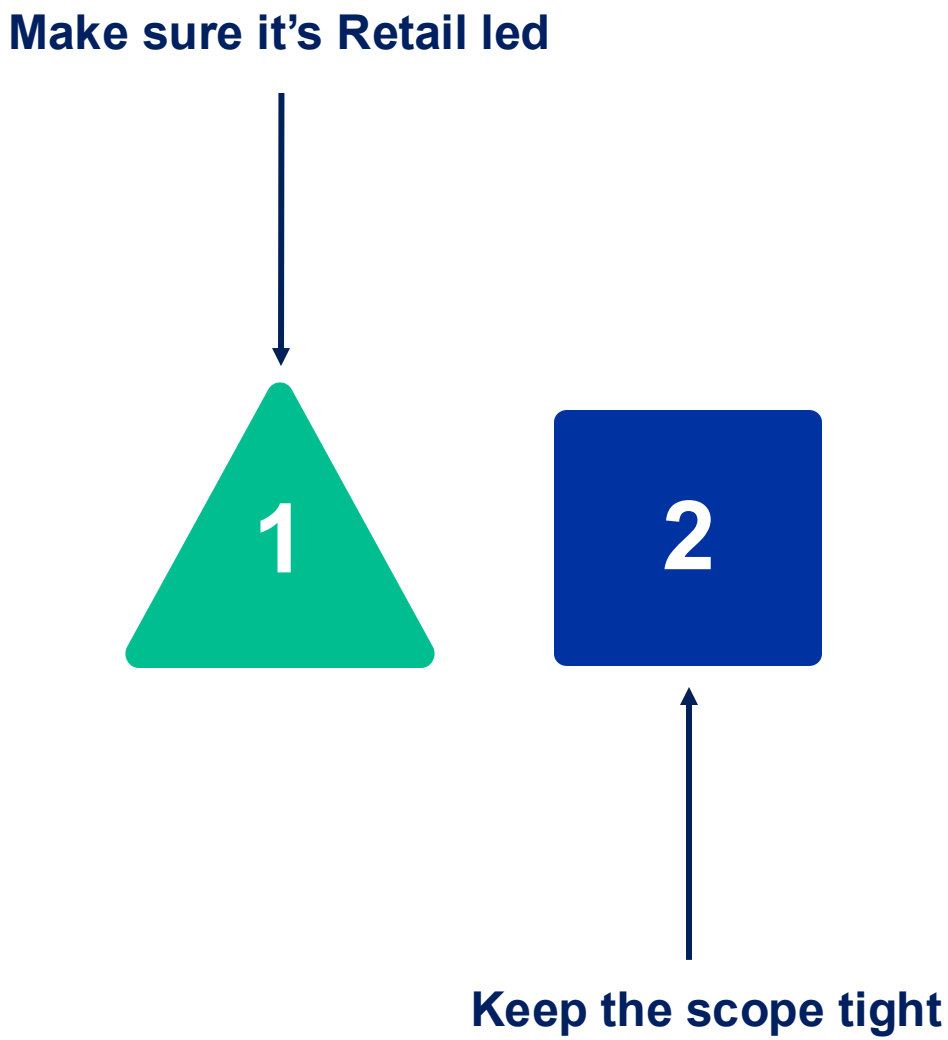

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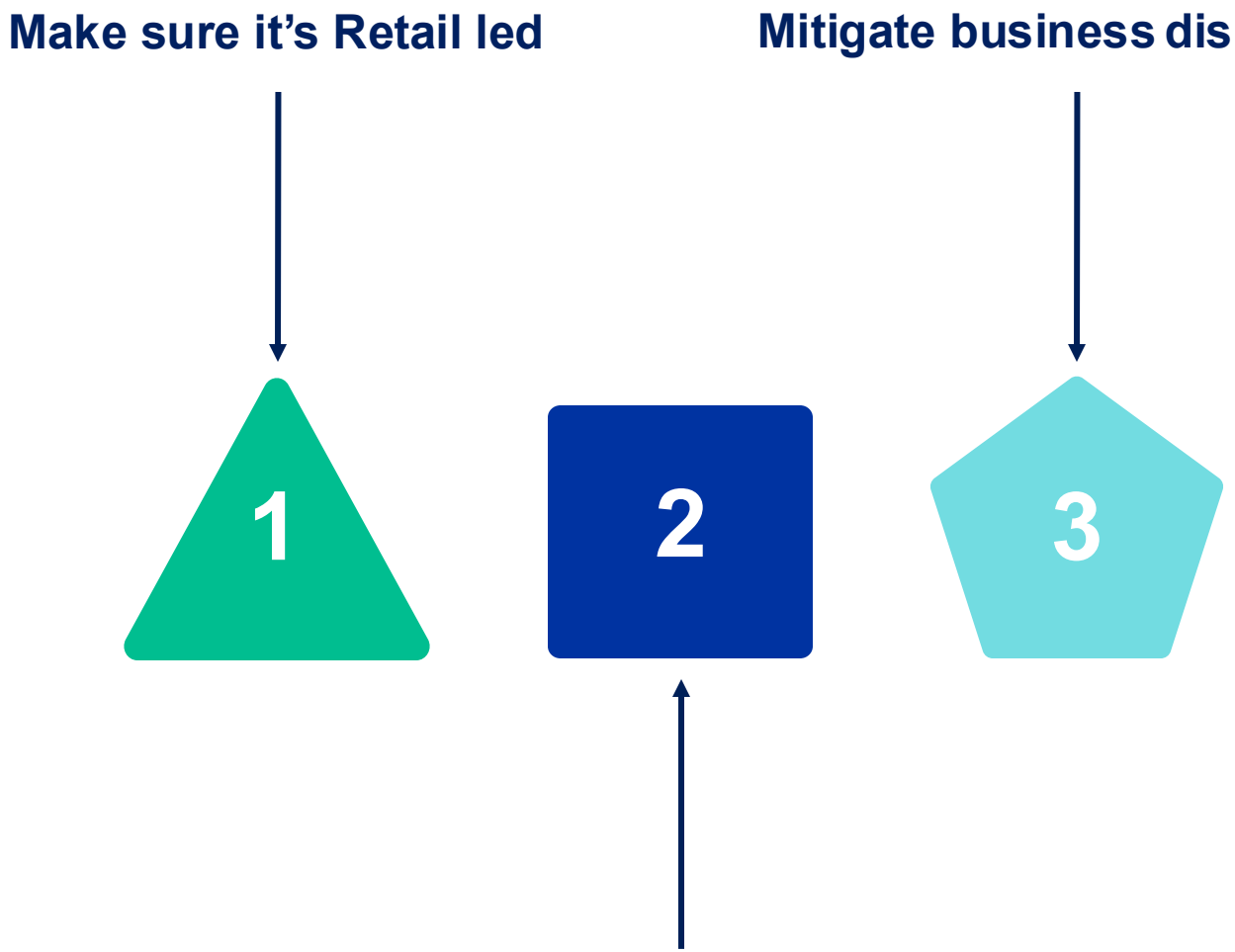

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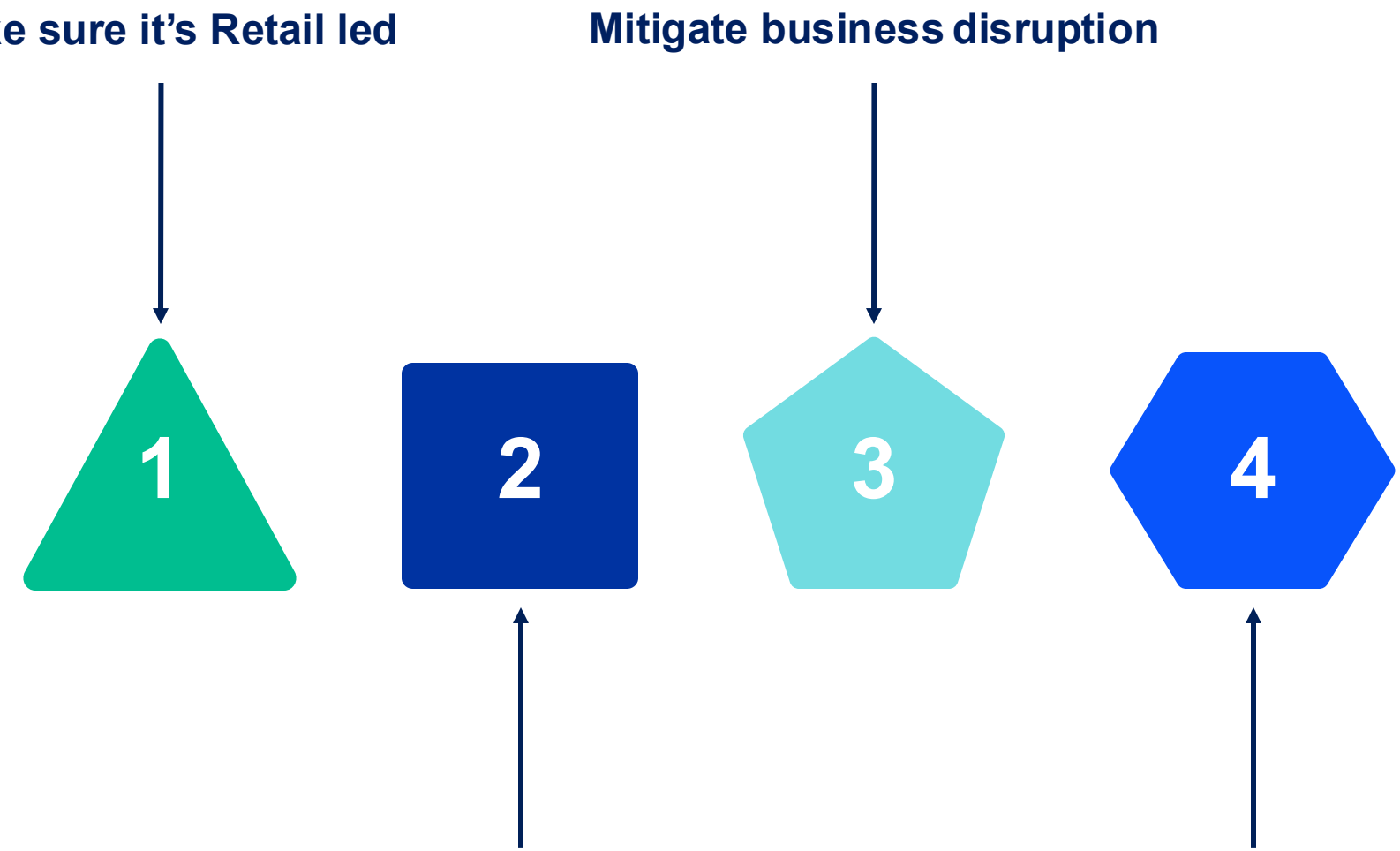

Key Takeaways

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- Platforms are strategic assets
- The right operating model enables and leverages the tool
- Keep the scope tight

Thank you.