



# Quintel Management Consulting



## Company Overview and Post Go Live Support Approach



- WBE business staffed by professionals that, before Quintel, have worked in other management consulting practices such as Arthur D. Little, EDS and Andersen
- A certified ERP, ISU CRB partner that specializes in Utilities (Water, Electric, and Gas)
- Quintel was the first consulting firm to implement all ISU-CRB modules in a single client to include UCES and Mobile Data with appliance services
- Quintel developed the Compatible Units and Operational Level Costing EAM module with SAP and was the first to implement these modules as well as mobile
- Stable, predominantly NA-based labor pool

- Quintel employs project managers, performance and change management experts, Utility experts, functional experts and programmers
- Expertise in the implementation of SAP CCS, ERP and work management systems using standard best practice processes in order to minimize implementation costs and drive organizational savings
- Significant experiences with the coordinated implementation of Back Office, Work Management and call center and billing, resulting in tightly integrated business processes
- Proven track record of creating a best-in-class project team and implementing projects successfully

- **Quintel's Key Personnel implemented in the following Utilities:**

- Reliant Energy
- Centerpoint Energy
- Central Vermont PS
- CMS Energy
- Aquarion Water
- Essent
- Entergy
- CT Natural Gas
- Berkshire Gas
- Southern CT Gas
- Bewag
- Energy East
- Imperial Irrigation District
- Tacoma PUD
- Transalta
- Citi Power
- Singapore Power
- Suffolk County Water Authority
- United Illuminating
- Begas G&T
- Southern California Edison
- Central Maine Power
- New York State Electric & Gas
- Rochester Gas & Electric
- Public Service Electric & Gas
- NPPD
- Western Area Power Admin

**Quintel has specific business and SAP expertise in post go live situations in---**

- **Developing, maintaining and meeting billing metrics**

- **Bill accuracy**
- **Number of bills produced and mailed each day**
- **Printworkbench accuracy**

- **Reducing billing exceptions and implausibles to increase the number of accurate bills going out each day**

- **Providing temporary staff for post go live call center operations and management to work implausibles and customer inquiries**

***Quintel's Go Live Bill Accuracy is 100%***

## **Bill Hot Spot Phase 1 process: Quintel's billing accuracy process starts with testing.**

The process used for the testing is shown below. As mentioned the purpose of this test is to ensure that the bills are accurately calculated. For each rate category we repeated the process below:

- Validate the correctness of prices.
- Prepare the account for meter reading.
- Enter the meter reads by executing a program or a script.
- Check for plausibility to make sure none of the reads were implausible.
- Execute the billing program.
- Execute the program to extract the billing amounts.
- Compare the billing amounts file from the legacy system to billing amounts file from SAP.
- Investigate the differences (conversion issue, price issues, and rate calculation logic issues).
- Correct the rates as necessary if the differences are attributed to rate problems.
- Regression test the rates that were changed.

# Quintel's Billing Accuracy Process



Several quick tests are completed to sort out all the billing issues

HOT SPOT BILLING TEST RESULTS					
	Hot Spot 1 Run 1	Hot Spot 1 Run 2	Hot Spot 1 Run 3	Hot Spot 1 Run 4	Hot Spot 1 Run 5
<b>Objective of Test</b>					
Bill Calculation of Mass Accounts					
Bill Calculation of unmetered accounts					
Bill Calculation of Interval Accounts					
Sample Selected	2,500	2,500	2,500	1,900	513
<b>Type of New Defects Found</b>					
<b>Configuration</b>					
Gas accounts incorrectly flagged as OFF-PEAK	Mass Check	0	0		
Inactive and Scrap Meter Reads not being converted	Mass Check	0	0		
IF-NUMDAYS and IQ-ACBALTH fact dates incorrect - 08 and not 07	Mass Check	0	0		
ERRS-SBC Price Incorrect in SAP	Mass Check	0	0		
ERRS-FBGS Price Incorrect in SAP	Mass Check	0	0		
ERRHS-NGC Price Incorrect in SAP - incorrect block	Mass Check	0	0		
Difference in Volume Correction Factor Decimal places in SAP and CIS	Mass Check	0	0		
CIS prorating first bill - CCS is not		1	0		
Demand Rounding Difference		59	0		
Incorrect BTU Factor		2	0		
Difference in Balancing Charges - CCS		177	0		
Demand Charges Incorrect in CCS		70	0		
Tax Exempt Credit Difference between CIS and SAP		0	0		
LPLSH CCS Billing Sept as Winter Bill					9
Combine Meter Dmd Therms Incorrect					9
KW Dmd incorrect - HTS					7
BGS On/OFF Price Incorrect - RLM					41
HEP Fixed Service Charge Incorrect					1
SLG REFVALs have 0.000 CONSUMPTION				15	
Incorrect Pressure Factor in SAP - RSG					5
PGBUVNG devices converted incorrectly					4
Cap/Trans for combined accounts					3
<b>Data</b>					
Master Submeter set-up (Manual)		15	0		
Old Meter Read History Incorrect		56	100	0	
Multiplier not converted		183	0		
Compare program error when 2 bills in one month		47	0		
AREA DEV CREDIT not billed in CDX-CIS					8
Missing sales tax discount in CDX-CIS					1
Incorrect KW on Luminaires - 137 REFVALS				137	
Incorrect Prices - 20 Prices				20	
<b>Type of Accepted Differences Found</b>					
Account not SUT in current month		14	14		
G-MIN Anniversary month difference		3	3		
Meter Multiplier Proration		1	1		
Price Change On Supply Component		400	400		20
Rate Category Change during last 12 months		80	80		3
Service Charge Difference on Long/Short Bill		12	12		
Incorrect CIS Winter Bill for June - early reads		61	73		
Combine Meter - 2nd meter on Off-Peak		3	3		
Combine Meters with different Rate Categories		3	3		
Combine Meters with multiple pressure factor		2	2		
Combine meter with different multiplier		2	2		
CIS does not calculate CBT on STC Tax		30	30		
Sub-meter Condition Change in last 12 months		1	1		
CIS reduces Supply Tax discount from Delivery		15	19		
Block Pricing Proration Difference		90	90		

# Quintel's Billing Accuracy Process



**The issues are identified and corrected.**

<i>Issues</i>			
SC charges for long bills - CIS considers each month as 30 days	Mock01	Standard SAP Functionality	Accepted
ERRS-SBC Price Incorrect in SAP	Mock01	Update Prices	Closed
ERRS-FBGS Price Incorrect in SAP	Mock01	Update Prices	Closed
Incorrect BTU Factor when cabrific value changes	Mock01	Configuration - To mainta in daily values	Closed
Reconciliation Charge - Consumption Proration Difference -	Mock01	Standard SAP Functionality	Accepted
Supply Billing Quantity Proration -	Mock01	Standard SAP Functionality	Accepted
BTU Factor for July 08 incorrect in SAP	Mock01	Update BTU Factors	Closed
Demand Charge Therms differ in CIS and SAP	Mock01	Difference due to how Change Move-In program handles historical facts	Closed
Balancing Charge Therms differ in CIS and SAP	Mock01	Difference due to how Change Move-In program handles historical facts	Closed
Move-In date not same as MR Date at Move-In	Mock01	Should be fixed with Defect 1192	Closed
ERRHS-NGC Price Incorrect in SAP - incorrect block	Mock01	Update Prices	Closed
Tax Exempt Credit Difference between CIS and SAP	Mock01	Bug in SAP program	Closed
Combine Meter Issues - SAP config is based on main meter - various issues identified - 2nd meter on different rate category, on off-peak, having different pressure factor	Mock01	Config based on Main Meter	Accepted
SAP not subtracting sub-meter consumption from master meter consumption for billing	Mock01	Manual Setting	Closed
Demand Rounding - CIS rounds Demand for Annual Minimum and Summer Demand to 1 decimal place. SAP is set for 2 decimal places	Mock02	Configuration Change	Closed
Incorrect Pressure Factor on certain meters	Mock02	Conversion Mapping	Closed

## **Bill Hot Spot Phase 2 process:**

The Bill Hotspot Phase 2 testing consists of uploading Meter Readings, payments processing, late payment charges, invoicing, & bill print. The goal of this task is to make sure the other items that make up the remaining part of the invoice are correct.

### ***1. Meter reading***

The purpose for this test is to ensure that SAP and the legacy system are producing similar information to enable reading of all the different types of meters.

### ***2. Estimation Process***

The purpose for this test is to ensure that SAP and the legacy system are producing similar estimation reads. These are necessary for providing reads when reads are missing but more importantly these estimation reads provide the basis for hi-low validation for meter reading.

### ***3. Payment program.***

The purpose for this test is to ensure that the payment file can be processed by SAP using legacy account numbers and that the payments post to the accounts correctly, including collective billing accounts.

### ***4. Billing/Invoicing/Printing***

The purpose for this test is to ensure customers are invoiced correctly and that the information that appears on the bill is "the same".

## One of our products is for “Mission Implausible.”

- Determine current status of implausibles and the impact of the implausibles on the business
- Use Quintel Benchmarks and compare the number of implausibles and the rate of releasing the implausibles
- Develop recommendations and implementation plan to eliminate the implausible backlog
- Execute the approved plan to eliminate billing exception back log

# Implausibles and Exceptions - Benchmarks



**When developing implausibles recommendations and an implementation plan, one area to evaluate is the number of exceptions released per day.**

	Utility 1	Utility 2	Utility 3
Benchmarked date	7-24-09 (3.75 months PGL)	12-19-06 (2.5 months PGL)	12-05-06 (10 months PGL)
Total released impl./day	4,992	3,512	5,251
Total Billing Agents working implausibles	81	15	51
Total Impl released by Agents	3,313	3,005	4,523
Average # of impl. released by Agent/day	<b>41</b>	<b>200</b>	<b>88</b>
# of Agents released 150 - up	1	9	6
101-150	6	1	7
51-100	15	2	28
1-50	59	3	10
Released by other	664 by Batch and 995 by Quintel	443 by Batch and 64 by Call Center	629 by Batch and 99 by Call Center

## The Quintel approach is focused on the situation when the number of implausibles is climbing and is not decreasing.

- On a daily basis, the number of released implausibles is only slightly higher than the daily intake of implausibles – not “catching up”
  - Current reporting is not identifying all implausibles accurately
  - Departmental resources not working implausibles in a timely manner
    - They are not receiving them from BPEM in work queue
    - They are not as proficient as expected
  - Implementation/programs need to be changed to properly identify and auto correct implausibles
- The impact of implausibles on the call volume and AHT should be reviewed
  - Billing related calls account for approx 30% of all Inquiry calls
  - Many times, the reason is that customer did not receive the bill
  - Processes and metrics need to be in place to make this review continuous
- A focused plan and a concentrated effort to address the implausible backlog using billing department and external resources should be considered

## What Does Quintel Focus On?

- 1) Review of implementation and code to slow down new exceptions and BPEM processes
- 2) Analysis of current exceptions to write programs/scripts to eliminate implausibles (some common programs are related to wrap arounds, cancel rebills, estimations, estimated demand reads, zero consumption, hi low parameters, move in dates, various interim reads)
- 3) Bill print issues
- 4) Actions to eliminate current back log
- 5) Duplicate exceptions
- 6) Unknowns and use on inactives
- 7) Conversion issues and backlog from cut over period
- 8) Call Center service levels

**“Mission Implausible” will reduce and eliminate the backlog in 10-30 work days once the program is planned and being executed.**

## **Key Activities:**

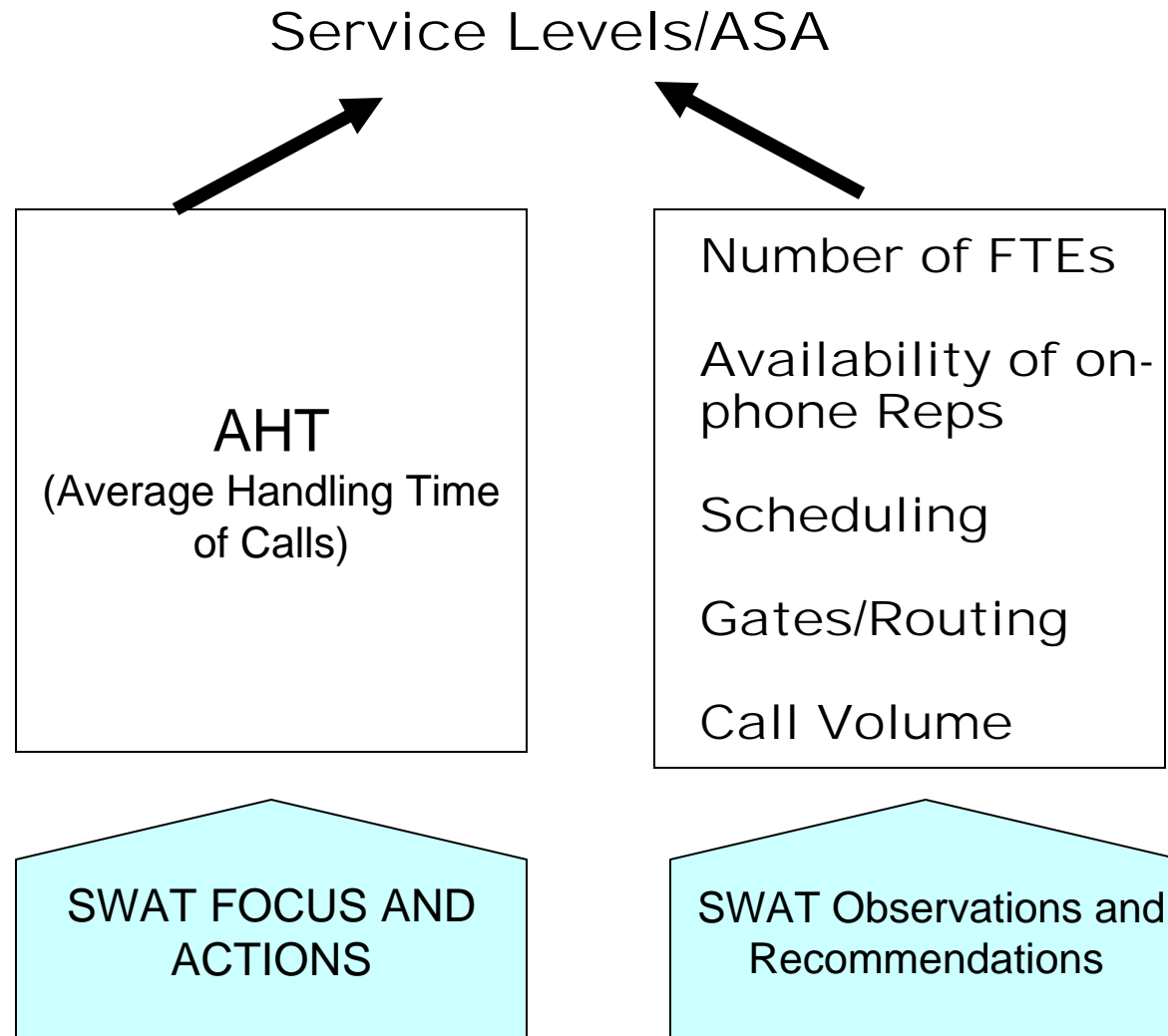
- Set Goals
- Develop Implausible reports
- Identify root cause – current code, current training, staffing levels, etc.
- Write programs and scripts as needed to make changes
- Form SWAT team to close billing and exception issues and to improve service levels

**Important: The only way the “mission” will work is to focus the effort and work implausibles the entire shift, not switching from task to task!!**

**“Mission Implausible” will eliminate the backlog in 10-30 work days - process.**

- Analysis
  - Develop implausible reports
  - Observe associates with different levels of completion numbers
  - Review and evaluate current work distribution processes
  - Review current programs and processes to understand if implausibles are being created accurately
- Preparation
  - Present recommendations on how to reduce implausibles and improve call center metrics
  - Complete necessary training
  - Assign roles (compiling reports, distributing the work, supervision and support, reporting, analyzing results, etc.)
  - Implement incentive program
  - Implement related logistics (those working complex implausibles working in the same locations to ensure easy support)
  - Communicate the program
- Implementation
  - Staff implausible and call center SWAT Teams

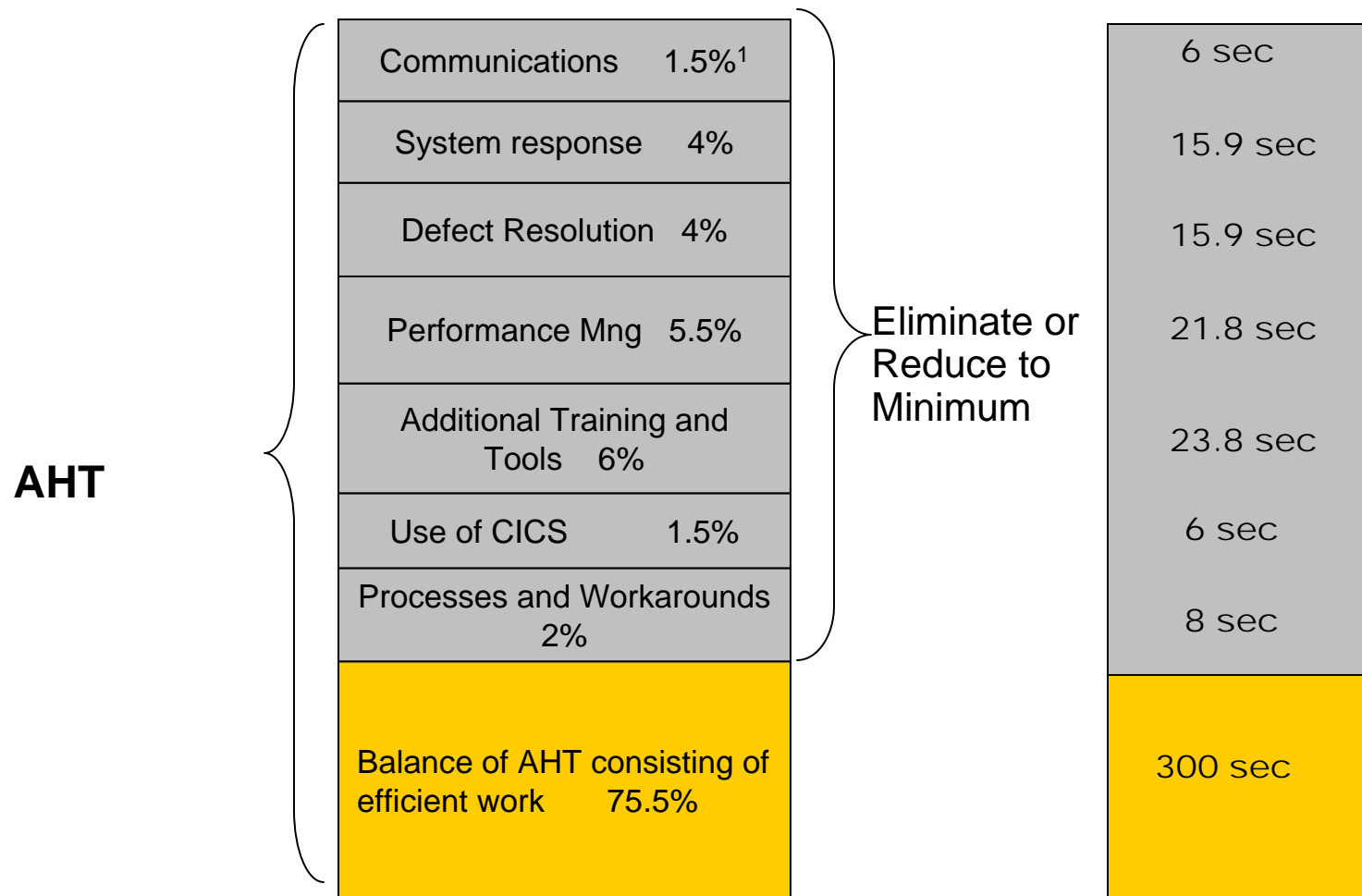
## Service Levels in Inquiry a Concern?



# Call Center SWAT Project



Concentrating on the areas in gray has the potential to reduce overall AHT.



1/ Percentage/seconds distribution based upon educated estimate

# Call Center SWAT Project



## First Month SWAT Activities – Exploratory Month

	Activity Description
1	Weekly improvement goals set up
2	Daily 30-minute meetings among supervisors and trainers to evaluate previous day performance; difference between availability and sign in time; availability for on phone work; on Tuesdays – weekly averages compared to weekly goal.
3	Communicate daily and weekly results to Representatives by e-mail and in person.
4	Trainers/SU assigned to areas; flags below 15 sec response.
5	RTA - ongoing monitoring for high ATT, hold and wrap. Super User to be sent to assist.
6	Follow up form for complex calls, mostly billing. Triaged and worked by seniors/supervisors.
7	Challenge - Incentive Program
8	Develop and deliver billing training; develop several job aids.
9	Review report effectiveness and provide recommendations
10	Monitored 50% of Reps
11	Develop, administer and analyze in person survey.

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