SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT AND POWER DISTRICT BOARD MEETING NOTICE AND AGENDA

JOINT MEETING OF THE
BOARD OF DIRECTORS AND COUNCIL
WORK STUDY SESSION
Tuesday, April 30, 2024, 9:30 AM

PERA Training and Conference Center
1 E. Continental Drive, Tempe, AZ 85288

Roll Call
Safety Minute

1. <u>Call to Order</u> ....PRESIDENT DAVID ROUSSEAU

2. <u>Overview of the Customer Modernization Program</u> ....GIBS SAINT PAUL
    and VALERIE POMERENKE

    Informational presentation to provide an overview of the Customer
    Modernization program and demonstrate how the execution of planned work
    will establish the foundation to continually improve the customer experience
    by providing new and personalized products, services, and interactions.

3. <u>Adjourn</u> ....PRESIDENT DAVID ROUSSEAU

The Board may vote during the meeting to go into Executive Session, pursuant to A.R.S. §38-431.03 (A)(3), for the purpose of discussion or consultation for legal advice with legal counsel to the Committee on any of the matters listed on the agenda.

The Board may go into Closed Session, pursuant to A.R.S. §30-805(B), for records and proceedings relating to competitive activity, including trade secrets or privileged or confidential commercial or financial information.

**THE NEXT JOINT MEETING OF THE BOARD OF DIRECTORS
AND COUNCIL WORK STUDY SESSION IS SCHEDULED FOR
THURSDAY JUNE 6, 2024**

04/23/2024

Safety Minute

Sara McCoy
Director Risk Management

Movement for Better Health

- Preventing Eye Strain: 20 – 20 – 20 rule and remember to blink
    - Every 20 minutes, take 20 seconds to focus on something 20 feet away

- Better Body Positioning: at a desk
    - Joints at 90-degree angles – elbows, hips, knees

- Find an Opportunity to Move: at least every hour
    - Get up and move, or move in your seat

customer MODERNIZATION
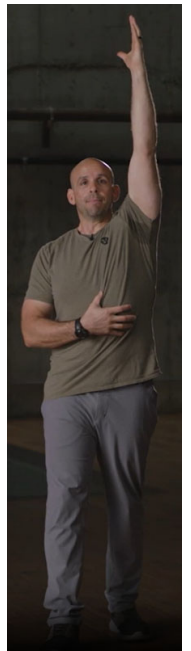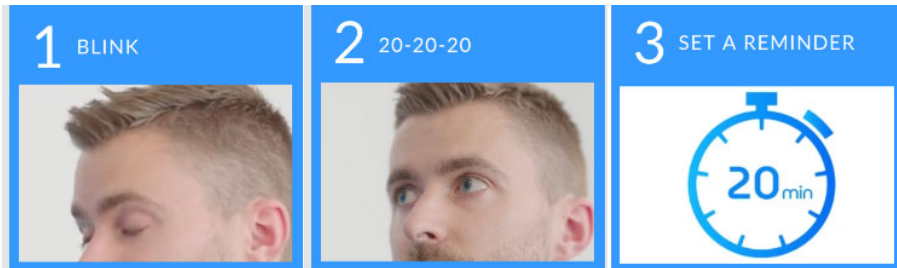
Benefits of Modernizing the Customer Experience

- Creates a more personalized and efficient customer experience

- Enhanced tool will equip our team to better assist customers

- Modern architecture will allow SRP to more quickly respond to evolving customer expectations

- Improved data accuracy and availability will drive informed choices

- Transitioning to an enterprise platform like SAP streamlines system enhancements and upgrades

- New customer options and programs can be introduced faster increasing speed to market

- Increased ability to safeguard customer privacy and reduce cybersecurity risks

- Standardized business processes and simplified user experience

SRP's initiative dedicated to modernizing the customer experience

The Customer Modernization program will replace SRP's current customer information system (PHOENIX) and 31 other systems along with transforming business processes by the target go-live date of October 2026.

2035 GOALS

- *Continually improve the customer experience, satisfaction and loyalty.*

- *Personalize the customer experience by providing segment-specific products, services and communications*

Customer Modernization Program: Vision and Guiding Principles

Program Vision

CUSTOMER MODERNIZATION PROGRAM VISION

We will provide an exceptional customer and team member experience by delivering an integrated solution that makes it easier to anticipate, adapt and respond to evolving customer needs.

Program Objectives

ABILITY TO MORE EASILY ADAPT TO CUSTOMER EXPECTATIONS

MORE DATA-DRIVEN DECISIONS AND INSIGHTS

TEAM MEMBERS ARE BETTER EQUIPPED TO ASSIST CUSTOMERS

A MORE FLEXIBLE AND SUSTAINABLE PLATFORM

CUSTOMER INFORMATION SYSTEMS BY THE NUMBERS

1.1 MILLION
residential and commercial retail customers supported
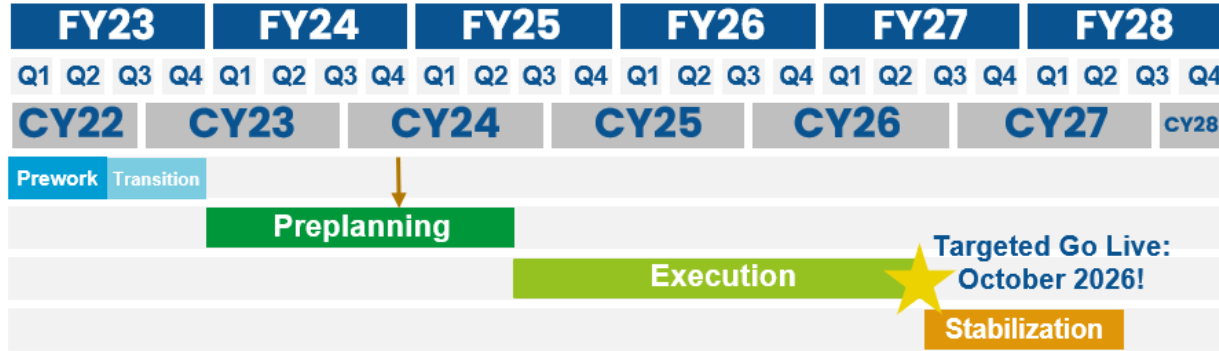
28,000
power turn-ons each month

450
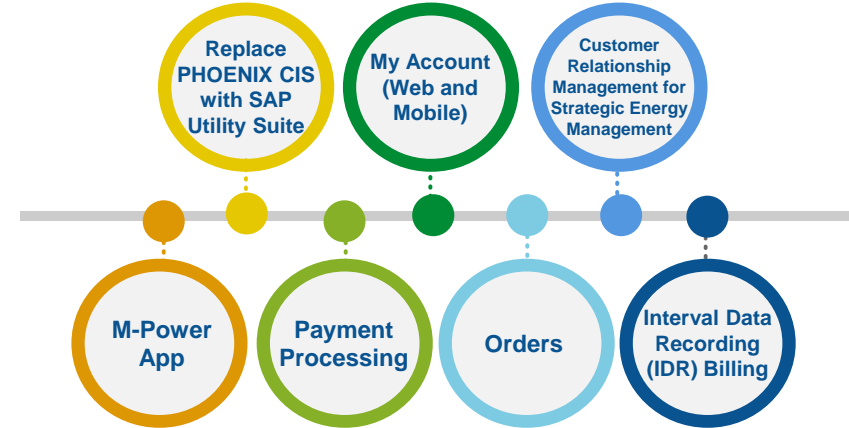primary system users

85%-90%
of total operating revenue at SRP

85%
of calls answered in 30 seconds or less

$250M
average collected each month

High-Level Program Timeline

FY23	FY24	FY25	FY26	FY27	FY28
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

| CY22 | CY23 | CY24 | CY25 | CY26 | CY27 | CY28 |

Prework | **Transition**

Preplanning

Execution

Targeted Go Live: October 2026!

Stabilization

High-Level Program Scope

Replace PHOENIX CIS with SAP Utility Suite

My Account (Web and Mobile)

Customer Relationship Management for Strategic Energy Management

M-Power App

Payment Processing

Orders

Interval Data Recording (IDR) Billing

PHOENIX Challenges

Outdated technology restricts our ability to offer a wide range of services, preventing us from preparing for future customer needs.

Complicated system landscape and architecture makes maintenance and upgrades cumbersome and lengthy.

The required skills to support the system are scarce and maintaining this system poses many challenges.

In the current environment, **team members perform manual processes** to perform routine work.

Customer relationship management and **customer experience limited by system constraints.**

Key Takeaways

FOUNDATION TO OUR CUSTOMER SUCCESS

SRP is a leader in customer service because of our team members and robust systems. Our system landscape is impacted by an aging and complex Customer Information System (CIS).

SYSTEM COMPLEXITY

Customer Modernization will replace SRP's current CIS (PHOENIX) and 31 other systems along with transforming business processes.

UNLOCKING NEW CAPABILITIES

SRP needs to modernize to:
- Support required data driven analysis
- Offer future integrated programs
- Provide a more complete view of customer contacts
- Reduce risk of aging systems

Work-Study Session Kickoff

Jim Pratt

General Manager & Chief Executive Officer

SRP Customer Modernization Team

Gibs Saint Paul
Director Customer Modernization

Valerie Pomerenke
Director Customer Modernization

Key Takeaways

FOUNDATION TO OUR CUSTOMER SUCCESS

SRP is a leader in customer service because of our team members and robust systems. Our system landscape is impacted by an aging and complex Customer Information System (CIS).

SYSTEM COMPLEXITY

Customer Modernization will replace SRP's current CIS (PHOENIX) and 31 other systems along with transforming business processes by the target go-live date of October 2026.
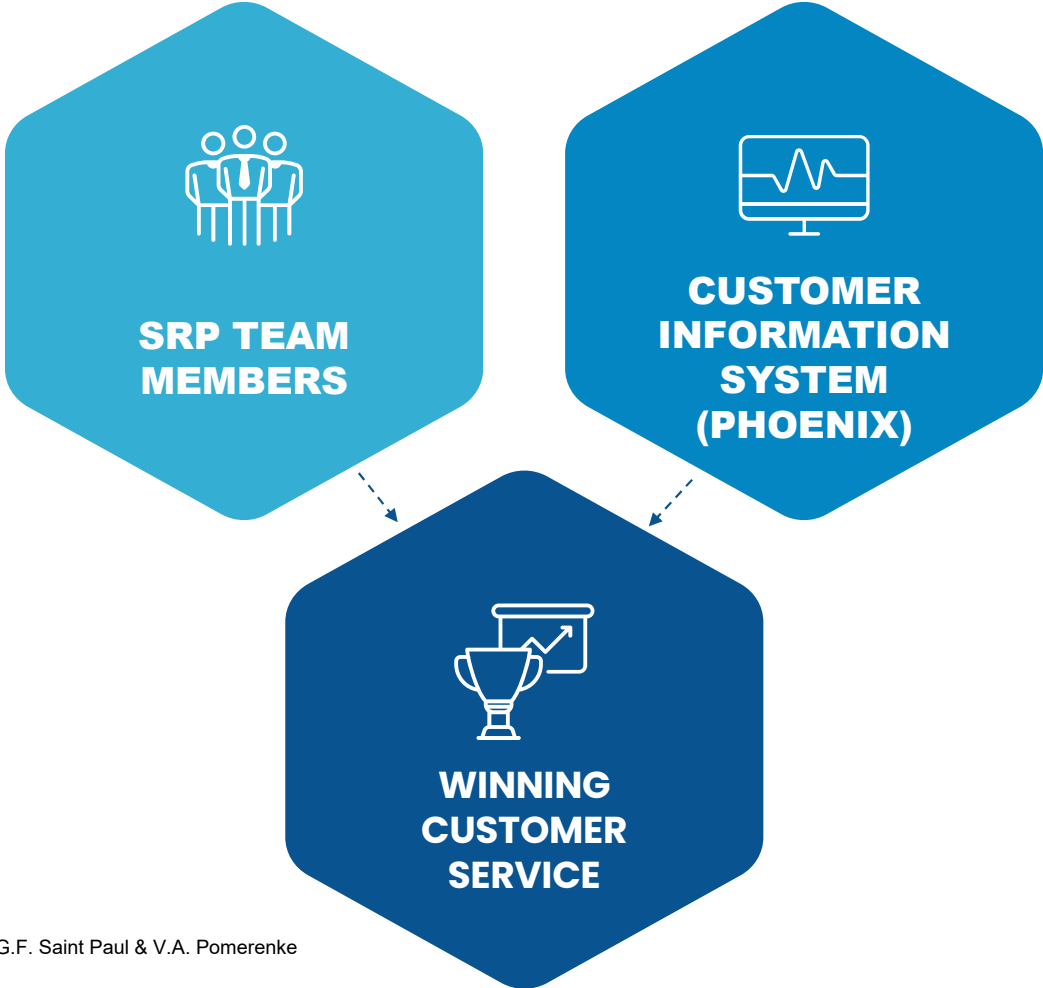
UNLOCKING NEW CAPABILITIES

SRP needs to modernize to:
- Support required data driven analysis
- Offer future integrated programs
- Provide a more complete view of customer contacts
- Reduce risk of aging systems

Customer Success Components

J.D. Power

- Ranked **1ˢᵗ 24 times** in customer satisfaction for residential customers

- Ranked **1ˢᵗ 15 times** in customer satisfaction for business customers

- These mark SRP's **53rd award** in the **25 years**

Forrester's Utility Rankings

Forrester's US Customer Satisfaction Rankings

2023 Satisfaction Score And Industry Rank

Utilities

RANK 2023	2022	BRAND	CSAT SCORE (%) 2023	2022
1 ▲	5	SRP	66%	62%
2 ▼	1	Avista Utilities	66%	68%
3 —	3	Portland General Electric Company (PGE)	64%	64%
4 ▲	6	Georgia Power	61%	61%
5 ▼	2	Alabama Power	60%*	65%
6 ▲	14	Xcel Energy — Minnesota	60%	56%
7 ▲	10	Alliant Energy	59%	59%
8 ▼	4	NiSource	59%	63%
9 —	9	Florida Power & Light Company (FPL)	57%	59%
10 ▲	13	Duke Energy Carolinas	56%	57%
11 —	11	We Energies	55%	58%
12 ▼	8	Baltimore Gas and Electric Company (BGE)	54%*	60%
		Industry average	54%*	56%
13 ▼	12	PECO Energy Company	52%*	58%

Forrester's US Net Promoter Rankings

2023 Net Promoter Score℠ And Industry Rank

Utilities

RANK 2023	2022	BRAND	NPS 2023	2022
1 ▲	5	SRP	32.0*	22.2
2 —	2	Alabama Power	23.6	25.9
3 ▲	4	NiSource	23.4	22.2
4 ▼	3	Portland General Electric Company (PGE)	21.4	23.0
5 ▼	1	Avista Utilities	21.1*	28.5
6 —	6	Georgia Power	18.9	19.7
7 ▲	14	Xcel Energy — Minnesota	12.3	8.2
8 ▲	10	Alliant Energy	10.4	15.8
9 ▼	8	Florida Power & Light Company (FPL)	7.6*	18.2
10 ▼	9	Baltimore Gas and Electric Company (BGE)	6.1*	17.9
		Industry average	3.0*	8.4
11 —	11	We Energies	1.4*	11.4
12 —	12	PECO Energy Company	1.2*	10.9
13 —	13	Entergy Louisiana	0.2*	10.3

Forrester's CX (Customer Experience) Rankings

CX INDEX

Utilities

RANK 2023	2022	BRAND	PERFORMANCE 2023	2022
1 ▲	2	SRP	72.4	71.1
2 ▲	5	Georgia Power	70.1	69.7
3 ▲	4	Avista Utilities	69.7	70.1
4 ▼	3	Portland General Electric Company (PGE)	69.2	70.7
5 ▼	1	Alabama Power	68.4*	71.3
6 ▲	13	Xcel Energy — Minnesota	66.5	65.7
7 ▼	6	NiSource	66.2	68.1
8 ▲	9	Alliant Energy	66.1	67.2
9 ▼	8	Florida Power & Light Company (FPL)	65.6	67.7
10 ▲	15	We Energies	63.9	64.5
11 ▲	12	Duke Energy Carolinas	63.8*	67.0
		Industry average	63.4*	65.2
12 ▼	10	PECO Energy Company	63.2*	67.1
13 ▼	11	Baltimore Gas and Electric Company (BGE)	62.4*	67.1

Leading Programs

M-POWER PREPAY PROGRAM

- Largest prepay program in the nation
- 150,587 residential accounts
- 202 commercial accounts

M-Power users report ease of use, convenience and hassle-free experience as top satisfaction drivers

TIME OF USE (TOU)

- Price plan with "on peak" and "off peak" hours allowing customers to shift energy for lower costs

Not offered by all utilities, SRP has provided TOU as an option to customers since the 1980s

BUDGET BILLING

- Averages energy costs over the year
- 153,528 participants
- 15% of SRP customers

JD Power payment and billing best practice - SRP ranks first for Billing & Payment (score 845)
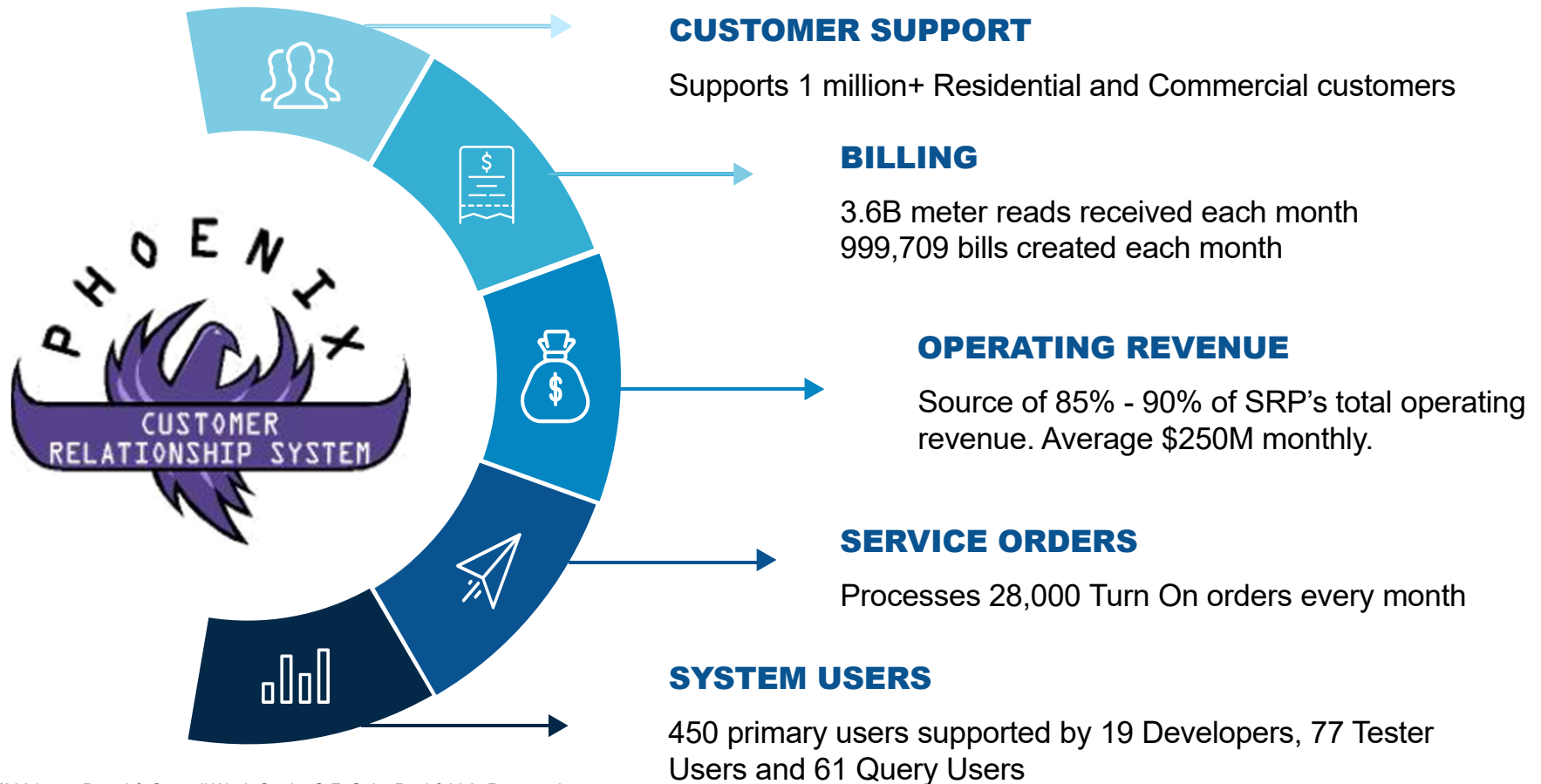
CUSTOM DUE DATE (CDD)

- Customers choose a due date between the 1st and the 28th of each month
- 696,462 participants
- 60% of SRP customers

Customers can update their preferred CDD with a call center rep or online via the customer portal

SRP Critical System

CUSTOMER SUPPORT

Supports 1 million+ Residential and Commercial customers

BILLING

3.6B meter reads received each month
999,709 bills created each month

OPERATING REVENUE

Source of 85% - 90% of SRP's total operating revenue. Average $250M monthly.

SERVICE ORDERS

Processes 28,000 Turn On orders every month

SYSTEM USERS

450 primary users supported by 19 Developers, 77 Tester Users and 61 Query Users

PHOENIX CIS History

PHOENIX Go Live

With 2000 programs, 367 screens and 45 interfacing systems

2004

Smart Meter Updates

Updates to post reads to PHOENIX and meter data repository database

2007 - 2008

MPower Automation

Upgraded Back Office systems to eliminate manual and dual entry

2009

System Integration

Outage Management System integration and Diamond Billing Engine Enhancement

2012

Automation

Order Completion and Distributed Generation Net Billing automation

2013 – 2014

Consolidate Billing Systems

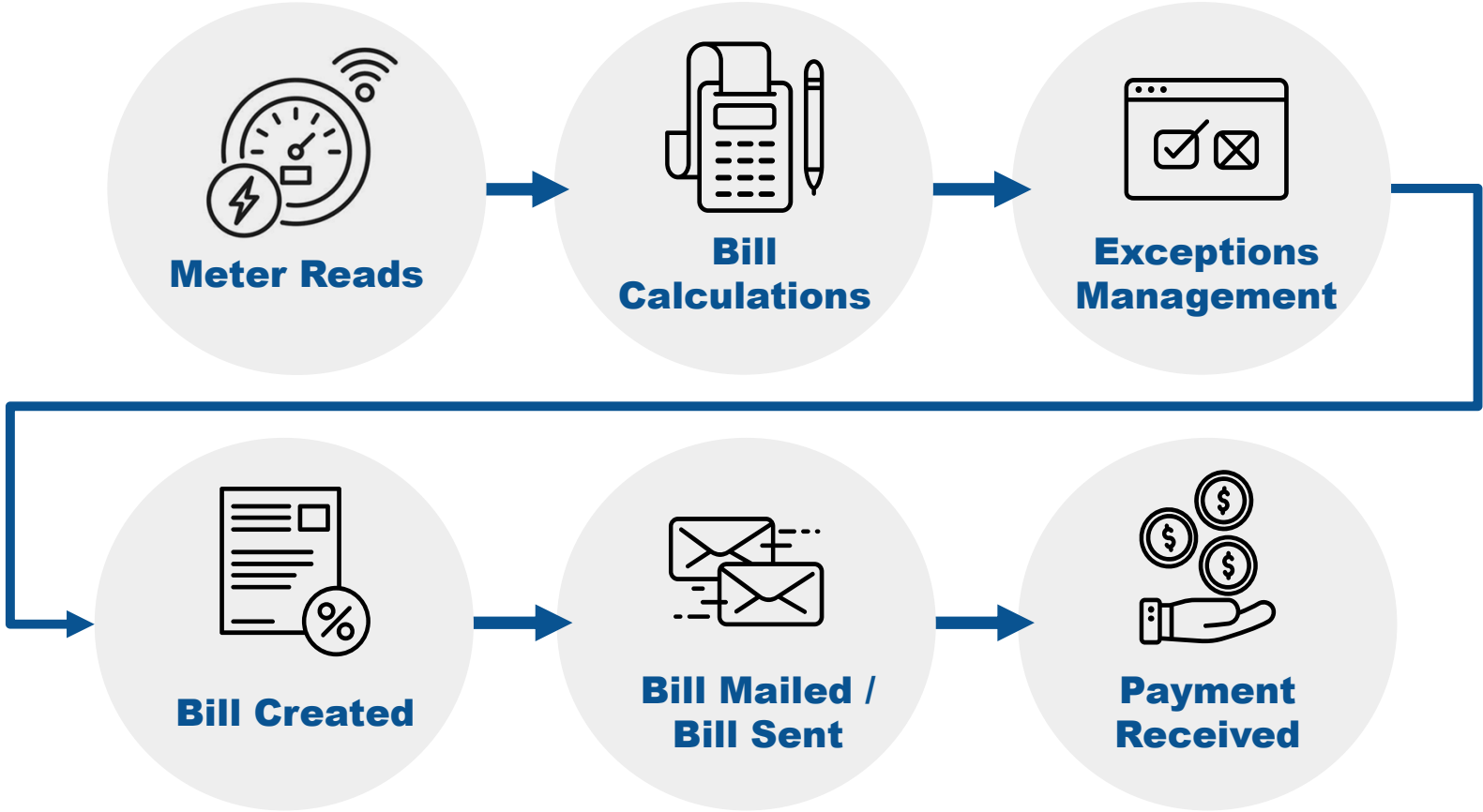Consolidate Billing Expert and Streetlights into PHOENIX

2017

Next Generation Prepay

Enable remote operations and over the air payments

2018

PHOENIX Functions & Features

CUSTOMER EXPERIENCE

FIELD

New Service

Field Service

Meter Reads

Trouble Calls

CUSTOMER SERVICES

Customer Service

Customer Notifications

Payments

Programs

BACK OFFICE

Billing & Rates

Credit & Collections

Payments

Programs

FINANCE

Revenue Accounting

REPORTING AND ANALYTICS

INTERFACES

Meter to Cash Process

Meter History

2004	Smart Meter Deployment Begins - Honeywell (Elster)
2005	M-Power: AMPY Prepay Begins
2013	Honeywell Smart Meter Deployment Finished
2014	2nd Generation Smart Meter Deployment Begins - Landis+Gyr
2014	M-Power: AMPY 52B Smart Meter
TBD	*Future Advanced Metering Deployment*

Elster Rex   **L&G Focus**

Total Meter Counts - 2023

Elster EnergyAxis	138,954
Landis+Gyr	878,486
AMS - Prepay	207,758
ION – Industrial	464

AMPY Prepay

Day in the Life – Billing

Before Start of Workday
- Meter Reads
- System Batch
- Create Bills
- Print Bills at Doxim (6AM)

9AM
- Rate Verification (20-25 Accounts / day)
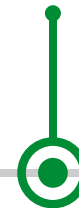- Bill Validation (140 accounts / day)
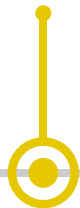
By 1PM
- Review, edit *(if needed)* and release pulled bills
- 400 bills / day

By 6PM
Any other bills to be mailed are manually printed, inserted and placed in mail

Throughout the Day
- Reports
- Billing Exceptions
- Research
- Special Projects

Bill Examples – Residential

Sample Printed Bill

Sample eNote Bill

Billing at a Glance

2023 Total – Print Bills		
Commercial	English	550,820
	Spanish	9,632
Residential	English	5,085,094
	Spanish	408,824
Total		**6,054,370**

2023 Total – E-Bills		
Commercial	English	684,973
	Spanish	1,624
Residential	English	5,208,740
	Spanish	46,795
Total		**5,942,132**

Payment Channel Totals – FY23

Total Payment Transactions by Channel

- Electronic Check 44%
- Electronic Funds Transfer (EFT) / Electronic Data Interchange (EDI) 1%
- Paper Checks 6%
- Bank Bill Pay 8%
- Card & Digital 10%
- Cash 11%
- SurePay 20%

Total Payment Dollars by Channel

- Electronic Check 23%
- SurePay 30%
- Cash 3%
- Card & Digital 6%
- Bank Bill Pay 7%
- Paper Checks 13%
- Electronic Funds Transfer (EFT) / Electronic Data Interchange (EDI) 17%
- Other 1%

Prepay Payment Channel Totals – FY23

PREPAY DETAILS

- **150,587 residential accounts**
- **202 commercial accounts**
- **13% of SRP customers**

M-Power Payments by Channel

- Card & Digital 11%
- Electronic Check 63%
- Cash 26%

PHOENIX Challenges

OUTDATED TECHNOLOGY

Mainframe technology restricts our ability to offer a wide range of utility services to our customers, preventing us from preparing for future customer needs.

LEGACY SYSTEM LIMITATIONS

Complicated system landscape and architecture makes maintenance and upgrades cumbersome and lengthy.

CRITICAL ROLE RISK

Built upon obsolete 1960s technology, the required skills to support the system are scarce and maintaining this antiquated system poses many challenges.

USER EXPERIENCE

In the current environment, team members go to multiple screens and perform manual processes to perform routine work.

LIMITING CUSTOMER OPPORTUNITY

Customer relationship management and customer experience impacted by system constraints. Limited support for commercial customers.

Pricing Systems and Process Impacts

At a minimum, the following systems, processes and departments are impacted with pricing changes:

PHOENIX CIS	Meter Inventory System (MIS)	Back Office Online Work Tool (BOOWT)	AMPY Management System (AMS)	Conversational Internal Voice Routing (CIVR)	Command Center
COSMIC – VxField	Data Lake	Elster / Honeywell (EA_MS)	InfoArchive	My Account (Web, Mobile, Notifications)	Meter Data Management System (MDMS)
Meter Engineering & Testing Services (METS)	Meter Operations	MV90 / Spatia	Orders / Rate Change	Robotic Process Automation (RPA)	SRPnet.com
Billing, Bill Print & Messaging, Intuition Designer	Truck Rolls	Strategic Energy Management (SEM) Microsoft Dynamics	Smart Meter Opt Out Process (SMOOP)	Order Automation	Marketing Communications

Impacts and Magnitude of Upcoming Change

People

- Knowledge
- Organization Structure and Reporting
- Roles and Responsibilities
- Decision Owners / Makers
- Skills and Mindset
- Order and Frequency of Activities
- Performance Expectations and Metrics

Process and Procedures

- Processes
- Process Steps
- Process Dependencies
- Process Documentation and Maintenance
- Procedures
- Policies
- Governance and Controls

Technology

- New solution
- New environments
- New interfaces
- System functionality and features
- Data inputs
- System support

Customer Modernization will impact ALL AGM areas

Identified potential change impacts that span 7 of 9 AGM areas:

Customer Operations	Financial & Information Services	Community, Communications & Marketing	Power System	Water Stewardship	Public Affairs & Corporate Services	Planning, Strategy & Sustainability

Determined partnership needed with remaining 2 AGM areas to execute program objectives:

Human Resources   Law, Land & Risk Management

High-Level Customer Systems Scopes

Phoenix Edge Catalog *Draft Model*

Phoenix Edge Catalog Edge Systems

89

Total Count of Systems
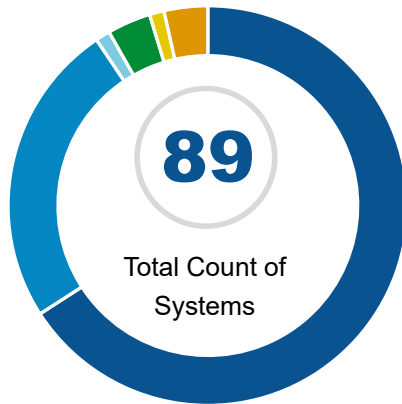
- **56** Retain System
- **7** Replace by Other Solution
- **21** Replace by SAP CIS
- **1** Retain & Rebuild
- **1** Work In Progress
- **3** Retire System
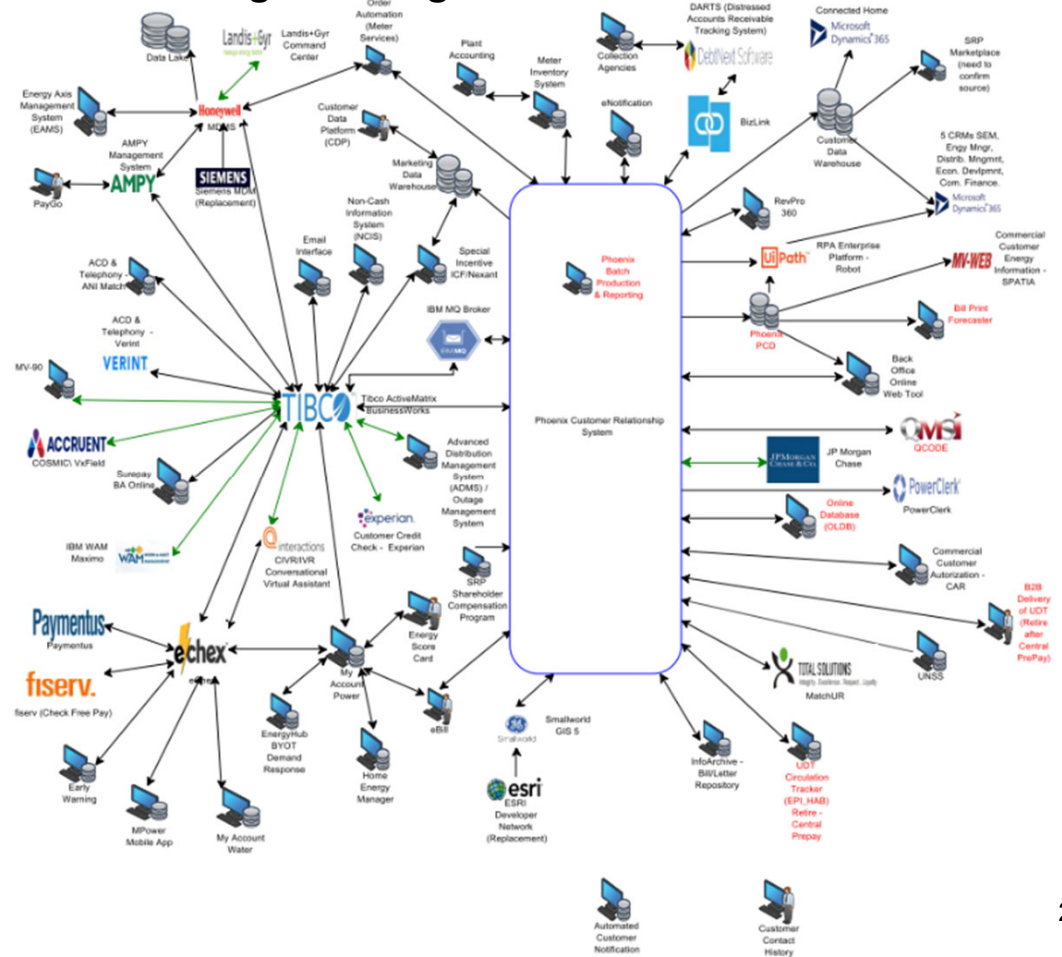
System Code Freeze Will Impact Other Work

The purpose of a code freeze is to help guarantee the solution is ready to be released. SRP systems and initiatives will be impacted to ensure the following for Customer Modernization:

1
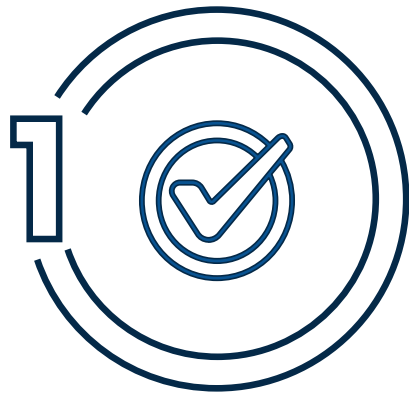
STABILITY

Allows for a period of evaluation, reducing the likelihood of unexpected bugs or system failures.

2
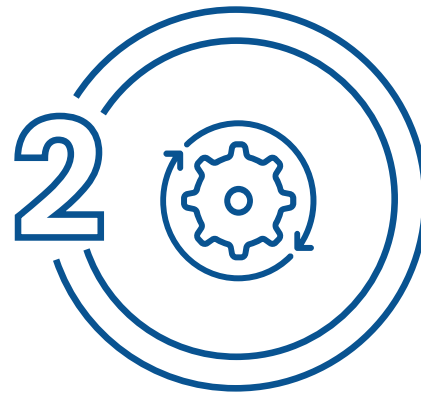
RISK REDUCTION

Ensures that the current functionality operates reliably, mitigating the risk of introducing new vulnerabilities.

3
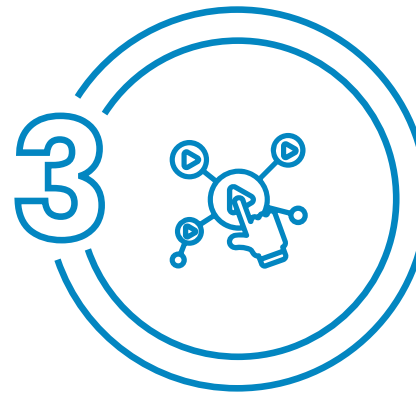
DEPENDENCY MANAGEMENT

Enables better control, reducing potential for conflicts or compatibility issues that may arise when introducing new code changes.

4

RELEASE PREPARATION

Opportunity to conduct comprehensive testing, perform code reviews and finalize documentation.

Legacy to SAP Transition

1983
LEGACY CIS
- Written in COBOL language
- Runs on single IBM mainframe on site at SRP

2006
ENTERPRISE PLATFORM
- Strategic decision to buy Enterprise platform, rather than build solutions

2020
SAP OneWorkforce
- OneWorkforce (SAP HR & Timekeeping) deployed

1969
PACOS
- Batch Processing
- Runs on IBM mainframe

2004
PHOENIX IMPLEMENTATION
- Upgrade original CIS for more real-time processing
- Upgrade green screens to web-based screens

2013
SAP LASeR
- LASeR (SAP Finance & Supply Chain) deployed

2026
SAP Utility Suite

SAP Utility Suite

CIS CURRENT STATE	SAP UTILITY SUITE	SYSTEM BENEFITS
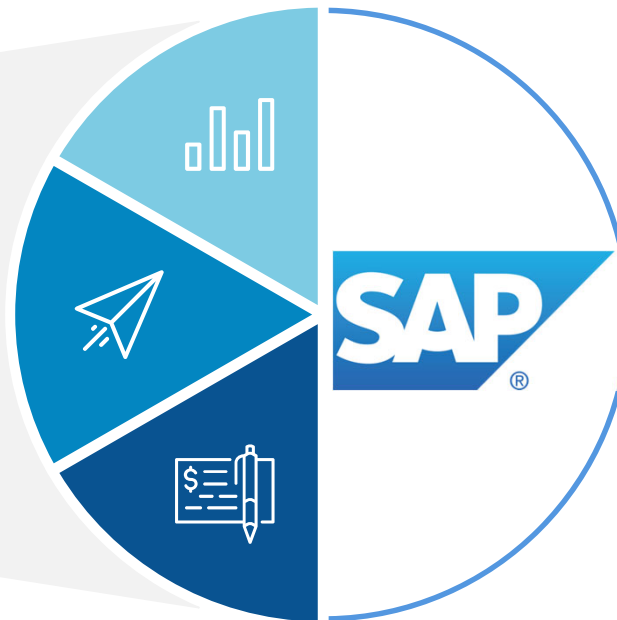
CUSTOMER EXPERIENCE

Speed to delivery and modern experiences

RISK MITIGATION

Manage Platform and Project Risk

SYSTEM MATURITY

Maturity of product and platform for utilities

APPLICATION SUPPORT

Access to application support from leading software producer

SYSTEM PERFORMANCE

Service Level Agreement and Response Time Performance

Customer Modernization Program Overview
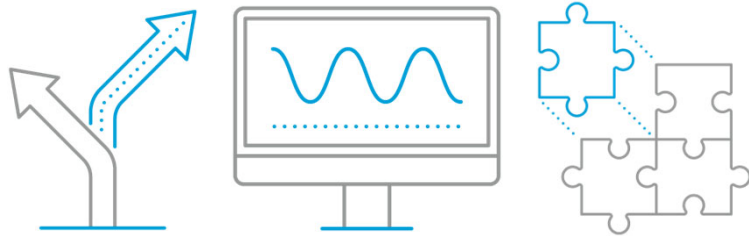
Customer Modernization is the program dedicated to modernizing SRP's customer experience.

- Implementing new Customer Information System (CIS)
- **SAP Utility Suite** will replace **PHOENIX CIS**
- Impacts supporting systems and business processes
- Foundational change for the customer experience
- Designing with the employee experience in mind

2023 -2026

Multiyear program to implement a new CIS and transform the customer experience.

SAP Utility Suite

Implementing SAP Enterprise Platform as new CIS.

Transformational Change

Impacts SRP's over one million Power customers and requires a OneSRP approach to succeed.

Inputs into Program Vision, Objectives and Guiding Principles

2035 Corporate Objectives

'Continually improve the customer experience, satisfaction and loyalty.'
'Personalize the customer experience by providing segment-specific products, services and communications'

Transformation Readiness Assessment

Online assessment to collect input on transformation readiness and areas of focus

Core Team Readiness Workshop

Facilitated session to capture qualitative feedback and identify opportunities and recommendations for the program

Customer Operations CX2035

'Anticipate and personalize an effortless customer experience and serve as a trusted community partner in delivering high value solutions through superior execution – simply put, do the right thing for our customers, community and SRP'

Leadership Interviews

In-person interviews used to identify top priorities and areas of focus for the Customer Modernization program

Program Vision and Guiding Principles Workshop

Facilitated leadership workshop to define the program vision and objectives and refine the guiding principles that will inform program decision making and actions

- **Program Vision Statement**
- **Program Guiding Principles**

CUSTOMER MODERNIZATION PROGRAM VISION

We will provide an exceptional customer and team member experience by delivering an integrated solution that makes it easier to anticipate, adapt and respond to evolving customer needs.

Program Objectives

ABILITY TO MORE EASILY ADAPT TO CUSTOMER EXPECTATIONS

MORE DATA-DRIVEN DECISIONS AND INSIGHTS

TEAM MEMBERS ARE BETTER EQUIPPED TO ASSIST CUSTOMERS

A MORE FLEXIBLE AND SUSTAINABLE PLATFORM

Program Risks and Considerations

RESOURCES

Needing the right resources at the right time

PACE OF CHANGE

Change needed to support implementation and post go-live

SCOPE MANAGEMENT

Controlling project scope with target timelines

COMPETING PRIORITIES

Balancing the needs of the program and other corporate initiatives

DEPENDENCIES

Completion of key programs can introduce new requirements

Program Risk Mitigation

PEER UTILITIES
Facilitated discussion with peer utilities focusing on experiences with program execution and operations.
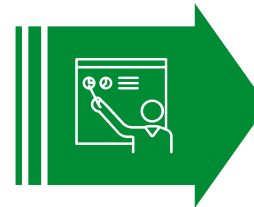
PREP FOR CHANGE
Performing a high-level change impact assessment and creating an action plan to address identified gaps.

PREWORK
Dedicated work to align SRP corporate goals to program objectives ahead of program execution.

SET FOUNDATION
Establish program governance structure and detail out team practices, norms, behaviors and templates.

STRATEGIC ADVISORS
Engaging vendors with a smaller engagement to identify requirements and build SRP resilience for implementation.

EVALUATION SUPPORT
Collaborating with vendors to assist in the evaluation and execution of software and services.

Program Partners

- ✓ Peer Utilities
- 👥 Request For Proposal (RFP) Support
- Staff Augmentation Guidance
- Systems Integrator
- Business Integrator
- Project Management Office (PMO)
- Controls & Compliance
- Quality Assurance
- SAP Services

Focus Area

Operations

Program

Peer Review Learnings – Executive Summary

LEADERSHIP ENGAGEMENT

STAFFING

- Requires high performing team members join program

- Staff augmentation required *pre* and *post* go-live

OPERATIONAL READINESS

- Plans for backlog reduction, business cut over, and phased restart plans

- Metrics and targets needed to measure operational effectiveness

ORGANIZATIONAL CHANGE MANAGEMENT

SOLUTION DESIGN

- Focus on adopting SAP processes and limiting customizations

- Operational & Customer Experience Change Impacts

IMPLEMENTATION

- Time to achieve stabilization will vary by function, external factors / challenges will emerge

- Robotics and other automation capabilities are critical

High-Level Program Scope

Replace PHOENIX CIS with SAP Utility Suite

My Account (Web and Mobile)

Customer Relationship Management for Strategic Energy Management

M-Power App

Payment Processing

Orders

Interval Data Recording (IDR) Billing
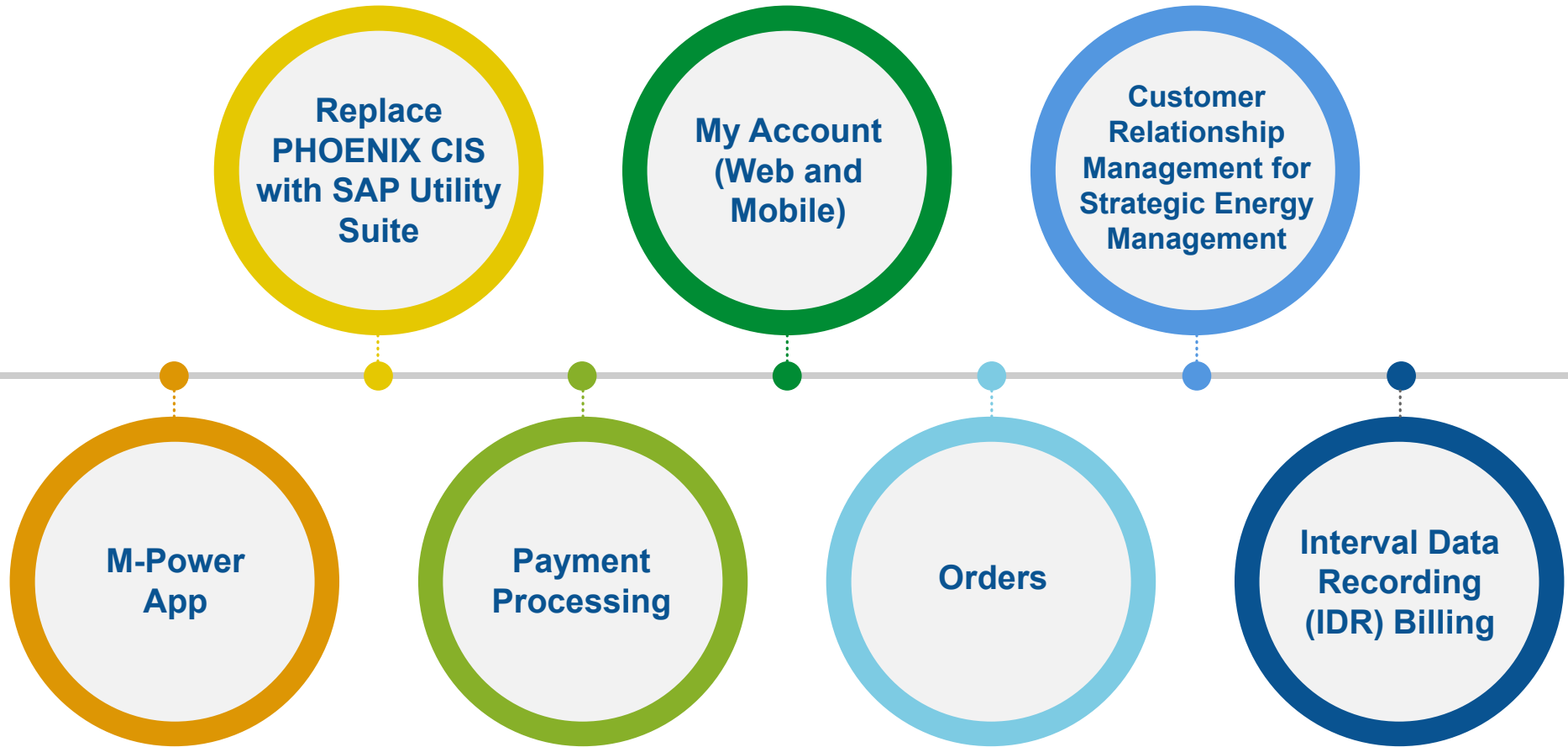
Opportunities with Interval Data Recording (IDR) Billing

Traditional Register Reads

Captures 90 data points for 30 days of usage
Total, On Peak, Off Peak, Demand

Pulse Interval Reads

Captures 2,880 data points for 30 days of usage
Registers energy every 15 minutes

INTERVAL DATA RECORDING(IDR) BILLING

Limited Updates

Rate is programmed at meter requiring SRP to "touch every meter" for any program and pricing update

Increased Flexibility

Seasonal and pricing adjustments managed at the system level
Provides the foundation for new and diverse pricing options

SCALAR BILLING

Advanced Metering Infrastructure

RATE MAINTENANCE

- Requires reprogramming of the meter and maintenance of calendars on the meter
- Significant complexity to operation of AMI

DEMAND

- Requires complex interaction between meter and AMI
- Complicated process to rebill and adjust read errors

FLEXIBILITY GAINED THROUGH CUSTOMER MODERNIZATION

DYNAMIC RATES
- Time of Use (TOU), Net or other dynamic rates

INCREASED EFFICIENCY
- Supports easy rebilling
- Eliminates sources of error
- Flexibility for billing periods

Running the Business While Managing Change

SUMMER WORK

- Heat Moratorium
- High Bill Calls
- Supporting At Risk Customers

REGULAR OPERATIONS

- Maintaining Service Level and Customer Satisfaction
- Managing Meter to Cash Process

CUSTOMER MODERNIZATION

- New systems, processes, roles and responsibilities
- Fundamentally transforms the organization

STORM SEASON

- Outage Notifications
- Increased Call Volume

OTHER INITIATIVES

- Meter Data Management System (MDMS)
- Central Prepay
- Customer Data Platform

Magnitude of Upcoming Customer Modernization Change

COMPLEXITY

Due to the intricate interplay of various systems, processes and stakeholders involved

LEVEL OF CHANGE

Substantial level of change across SRP, affecting workflows, roles, and systems that requires comprehensive adaptation

ON PREM TO CLOUD

Represents an essential shift in SRP's IT strategy offering scalability, flexibility and enhanced accessibility but necessitates thorough planning and execution

FUNDAMENTAL SHIFT

Reshaping customer experiences, interactions and expectations requiring agility, personalization and responsiveness to deliver enhanced value

Post Go-Live Benefits for Customers

LEVERAGE CUSTOMER INSIGHTS

Have a more complete, 360-degree view of customers to understand actions and motivations and influence decision making

DELIVER ON CUSTOMER EXPECTATIONS

Enhanced ability to offer customers more flexibility and preferred channels

SPEED TO MARKET

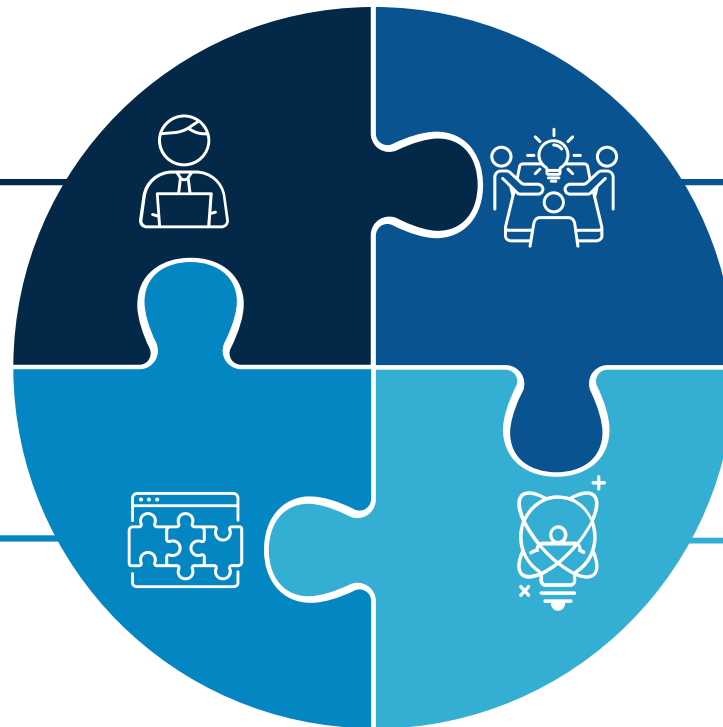New customer options and programs can be introduced faster

PROTECT CUSTOMER INFORMATION

Increased ability to safeguard customer privacy and reduce cybersecurity risks

Post Go-Live Benefits for Team Members

EMPLOYEE FOCUSED DESIGN

Standardized business processes and simplified user experience

ONE SRP APPROACH

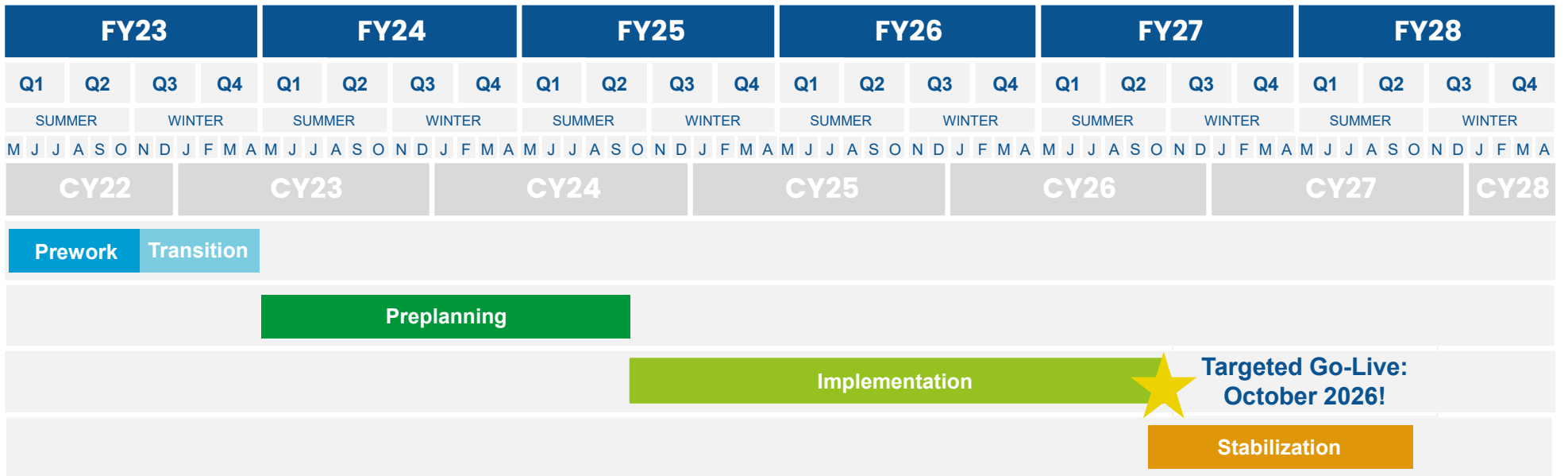More cross-functional teaming, collaboration via a future focused operating model

INCREASED AUTOMATION AND FLEXIBILITY

Reduced manual system workarounds and required system maintenance with a nimble system that enables and supports configuration

FUTURE FOCUSED SKILLS

Able to support the latest technology and integrations with new technology allowing for continued team member development

Targeted Go-Live Timeline

	FY23				FY24				FY25				FY26				FY27				FY28			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	SUMMER		WINTER		SUMMER		WINTER		SUMMER		WINTER		SUMMER		WINTER		SUMMER		WINTER		SUMMER		WINTER	
	M J J A S O N D J F M A				M J J A S O N D J F M A				M J J A S O N D J F M A				M J J A S O N D J F M A				M J J A S O N D J F M A				M J J A S O N D J F M A			
	CY22		CY23			CY24			CY25				CY26				CY27				CY28			

Prework | **Transition**

Preplanning

Implementation ⭐ **Targeted Go-Live: October 2026!**

Stabilization

Key Takeaways

FOUNDATION TO OUR CUSTOMER SUCCESS

SRP is a leader in customer service because of our team members and robust systems. Our system landscape is impacted by an aging and complex Customer Information System (CIS).

SYSTEM COMPLEXITY

Customer Modernization will replace SRP's current CIS (PHOENIX) and 31 other systems along with transforming business processes by the target go-live date of October 2026.

UNLOCKING NEW CAPABILITIES

SRP needs to modernize to:
- Support required data driven analysis
- Offer future integrated programs
- Provide a more complete view of customer contacts
- Reduce risk of aging systems

THANK YOU