

An LDS Case Study

A digital experience for front-line utility workers

Business Challenge

The electric utilities industry is undergoing rapid and fundamental change. The rise of renewable energy and distributed energy resources is transforming the economies of the grid while climate change presents new threats to power systems. As consumers adopt connected devices, smart homes, and electric cars, companies are exploring new opportunities to maximize asset values and enhance service offerings. Together, these marketplace drivers are profoundly disrupting the industry.

Our client embarked on a 360-degree, top-down transformation to start responding to this shift – reconsidering its asset strategies, its customers base and customer relationships, and the structure of new work in a digitally-driven future.

The challenge is compounded by the fact that this industry has undergone very little historical change. Electric utilities workers have worked in a steady-state business for many years. Their work is trade-based, not digital. To meet the complex and changing needs of the business, the client organization chose to equip employees to succeed in new, digital ways of working that will allow them to evolve continuously in their roles to keep up with industry change.



The Solution

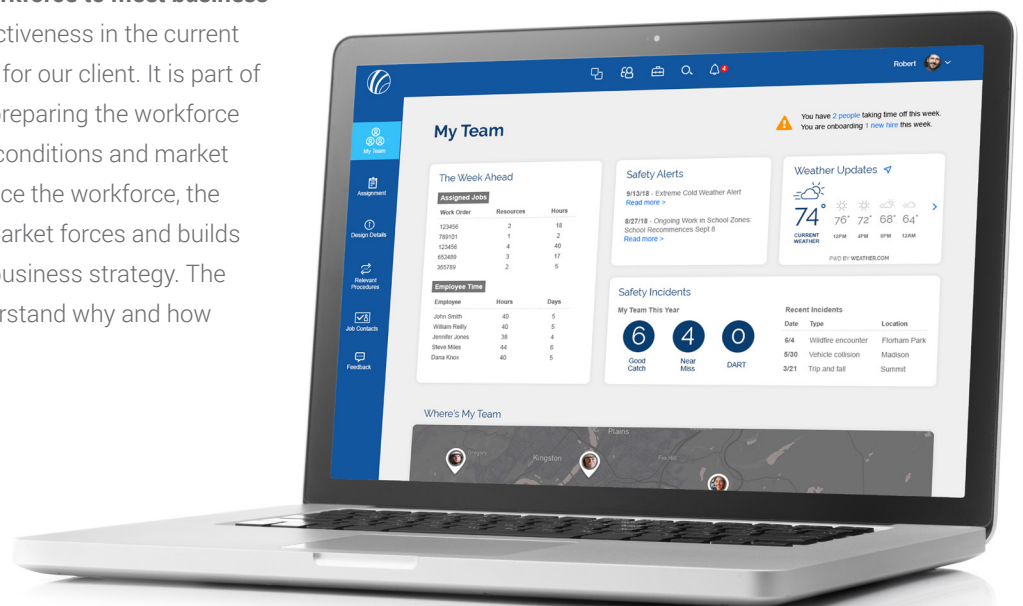
To win in a rapidly changing marketplace, a reimagined workplace is a necessity. The digital worker experience is a key enabler of this transformation. LDS is helping this client create an experience for a digitally enabled, adaptable workforce that is connected to and fully engaged with the changing work of the company. The solution offers essential capabilities to the front line and the people who work with and support them, including contractors and people leaders. These capabilities are tailored to their unique needs and aligned to the business strategy.

As part of this ongoing engagement, we are:

- **Setting the path for exceptional operational performance and adaptability.** The worker experience supports the business mandate of performing the right work, at the right time, done by right people, at the right cost. Going forward, this work will become less repetitive and more variable, requiring workers to do jobs they are less familiar with. To support this business objective, the experience offers the workers just-in-time, just-enough information for the work at hand to get it done consistently, efficiently, and safely.

Behind the scenes, the experience framework weaves together a complex set of specialized business systems and structures with contextual relationships to deliver what workers need, when they need it, the way they want to consume it. Work, worker profiles, learning, safety information, communications, procedures, and asset information are all rationalized by the solution to the worker's context, resulting in a highly relevant and frictionless experience.

- **Aligning and influencing the workforce to meet business needs.** Achieving operational effectiveness in the current business state is not the end goal for our client. It is part of the process of transforming and preparing the workforce to respond to changing business conditions and market requirements. To align and influence the workforce, the experience raises awareness of market forces and builds understanding of the company's business strategy. The goal is to help the workforce understand why and how their work is changing.



The Solution

The experience is hyper-relevant to drive active participation and engagement based on key objectives, roles, interests, and behaviors. It enables dialogue with leadership and among colleagues and peers, building collective momentum to communicate strategy and operationalize change.

- **Enable the workforce to shape the digital future:** With the recognition that the digital future is a moving destination, this experience provides workers with dynamic pathways to adopt digital behaviors, develop, and learn. It helps prepare the workforce for a move from repetitive task execution to unseen problems and new value opportunities.

Specifically, the experience provides digital capabilities and new ways of working. This includes easy ways to find people with expertise across the business, personalized career journeys, new hire assimilation into work and work practices, and continuous formal and informal capabilities and skills development. It provides a place for sharing and consuming insights and knowledge, access to experts and people with similar interests, and purpose-driven collaboration and critical problem-solving.



Gives me the right kind of guidance at the right time, especially for high-risk situations



It is game-changing with how we work and communicate



Our Approach

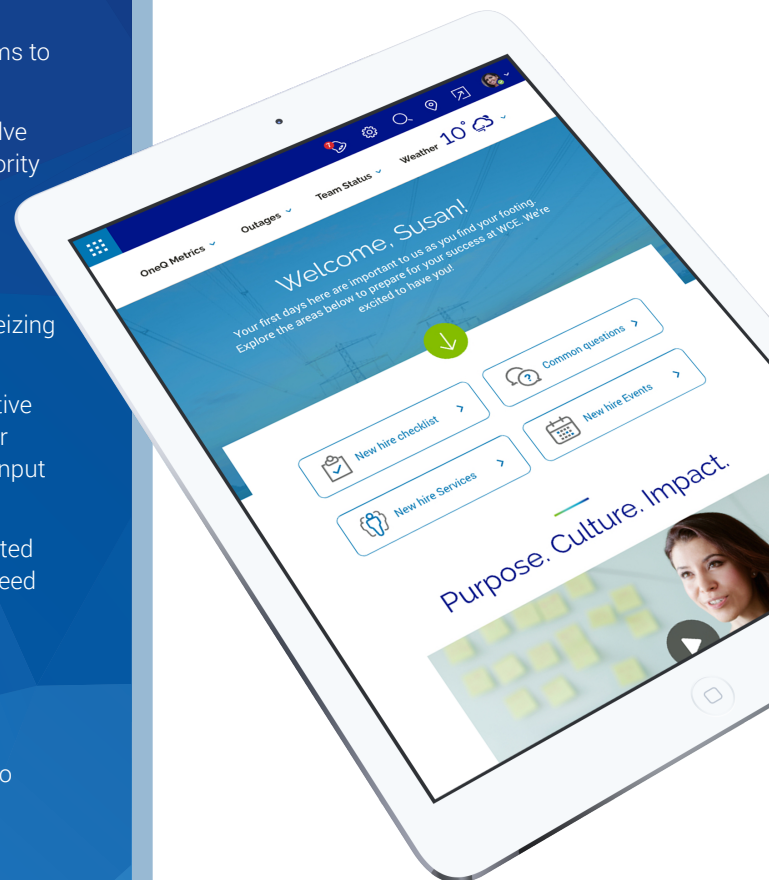
To realize this worker experience as a digital channel of influence, alignment, and effective work, LDS leveraged our holistic methodology, **“The Logical Approach.”** This approach factors business strategy, people, and technology to define an experience strategy and a directional two- to three-year roadmap for realization.



You helped us organize our thinking and efforts to reimagine work, deliver enterprise services, and transition away from our decentralized models

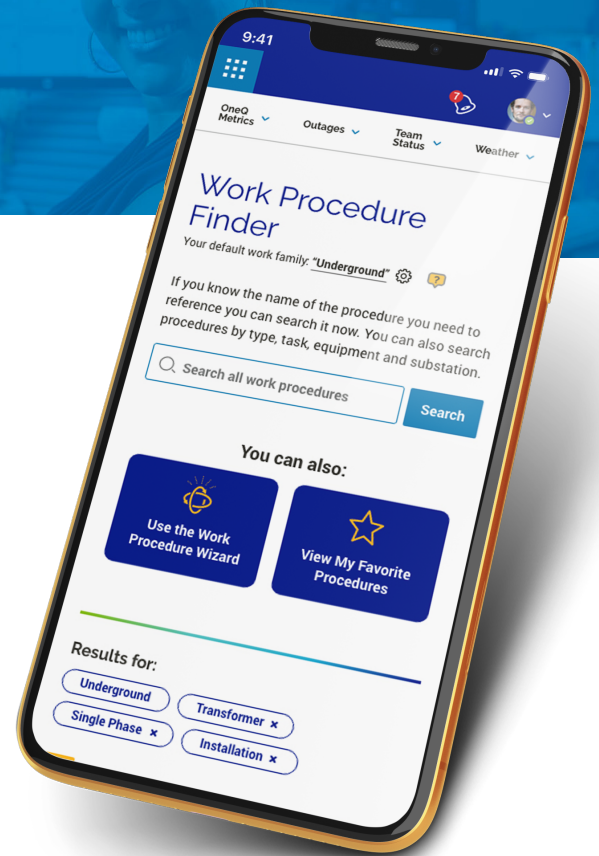
The Benefits of The Logical Approach

- Rationalizes the organization's many business initiatives, programs, and complex systems landscape into a cohesive, meaningful worker experience.
- Works across organizational silos, enabling cross-functional teams to bring diverse thinking and knowledge to imagine the future.
- Breaks down big goals into iterative bites using roadmaps to evolve from “here to there” in synchronization with the plans for high-priority business initiatives and architectural plans.
- Promotes forward thinking and guards against irreversible bad decisions that limit long-term opportunities and performance.
- Attains continuous momentum by mitigating pain points while seizing optimization and digital innovation opportunities.
- Adopts people-centric approaches that factor the user's perspective and caters to both their common and unique needs. Ongoing user participation supports the iterative design process and provides input into adoption plans.
- Harnesses the power of digital-first capabilities, including integrated social, omni-channel, mobile, cognitive computing, and point-of-need analytics to improve decision-making.
- Partners with IT stakeholders to create a compelling experience through a digital-first foundation in alignment with the overall IT strategy.
- Keeps a finger on the pulse of change and modulates approach to what people can handle



Results and Impact

The result of this engagement is an **employee experience that drives successful global transformation** for the organization. It supports the changing role of leaders and managers while providing employees with the personalized services and resources they need to own and define their career journey. It is truly a win-win, both for the business and for its people.



For people, this new digital experience is:

- A personal assistant that alerts and guides people to important tasks, offering resources and assets when they're needed the most.
- A highly relevant, personalized experience that streamlines daily work, makes information and insights available at the point of need, and reduces information overload.
- A place to get concise, timely, up-to-date and consumable information digitally.
- Anywhere, anytime access to digital information, even offline when in challenging physical environments.
- A place to connect and participate in shaping the organization's future, and an opportunity to work with people outside of immediate day-to-day work and teams.
- Better safety outcomes through improved adoption of work procedures, new collaboration, and timely and effective communication.
- A place to engage and manage career journeys – finding meaningful opportunities to connect, participate, and lead across the organization.

For the business, this new digital experience:

- Establishes a digital-first, omni-channel experience that creates strategic alignment among people – raising the awareness about the why and what of transformation.
- Influences mindsets and behaviors needed to build the workforce and leaders of the future. Drives participatory engagement, transparency, collaborative culture, and a connected organization.
- Adopts new digital platforms and tools, encourages self-sufficiency and self-service, and promotes a culture of accountability.
- Improves consistency and efficiency in how work is done by delivering information to help employees plan for and succeed in their work.
- Helps manage change and equips people to handle transitions as a result of evolving business processes, systems, and new work practices.
- Establishes a channel for augmentation and assistance, freeing people to do the most valuable work.
- Creates a learning organization that evolves based on new data, people, and business insights.

Digital Properties in the Solution

This is a complex ecosystem landscape with as more than 55 properties to manage, track, and execute – and that's just related to work. Many of these properties are heavily customized platforms or are entirely custom applications developed over many years. This system landscape is undergoing significant transformation to achieve modernization and simplification to meet business needs.

Some of the key properties in the ecosystem, with a hybrid of legacy and cloud environments, are:

- Various functional/departmental sites
- Content management systems
- Office 365
- HR system, 3rd party HR vendor solutions, Learning system
- Communication system
- Multiple Asset management systems
- Multiple Work management and Field service solutions
- Project management solution
- Safety system
- Customer service system
- Contractor portal
- Financial systems

About LDS

We are a digital strategy and design consultancy for the enterprise. For over 30 years, LDS has helped market leaders realize their most important business and people strategies through technological innovation.

Our expertise is inside the enterprise. Our purpose is to help large organizations operationalize their digital transformation for every employee. Our work is focused on the win-win outcome where business performance is elevated, and where people feel valued and empowered in their work.

Clients come to LDS because of our reputation for intellectual rigor, our foundation in visionary experience strategy, and our commitment to enabling digital transformation for businesses.

KEY STATISTICS



A leading US electric utility company



10 million customers



12,000 employees



~40% of employees are field workers



~10% of employees are call-center workers



2,000 employees targeted for the initial release



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