Delivering successful smart metering projects in Europe
Smart metering: major challenge for European utilities

At a conservative estimate, 90 million to 130 million smart meters will be installed worldwide every year until 2022, at a cost to power and utility companies estimated at US$62bn. The overall investment in the smart meter rollout, including deployment of field forces, could be three times this figure.

Under the European Union (EU) legislation, 80% of consumers will need smart meters installed by 2022, as part of the region’s plans to meet energy efficiency targets. In our work with utilities and governments around the world – including recent experience in the UK, Germany, Poland, South Africa and the US – we have seen how smart metering provides a range of benefits from supporting network optimization and controlling energy consumption to securing cash collection and cutting non-technical losses.

But we also know that managing this transformational effort presents major strategic, operational and technological challenges. Smart metering programs are complex because of the sheer scale of change required and ongoing uncertainties, such as regulation and shifting supplier market offerings.

In addition to major logistics issues, there are complex impacts on the energy supply chain, technology and data handling, and the whole customer experience. This presents utilities with multiple new challenges, for which they need to develop new expertise.

EY has the experience and capabilities to help utility companies deliver successful smart metering projects. Our power and utility professionals, many of whom have deep and proven smart meter experience, are highly experienced in managing complex transformations. Our multidisciplinary approach encompasses strategy and business case management, project financing, regulatory control, supply chain and procurement, complex IT solution definition and deployment, and customer management. We share our experience and insights from around the world to help our clients avoid typical pitfalls and deliver benefits quicker.

In addition, by retaining our independence, EY is able to gain detailed perspectives and take a holistic view. We purposefully maintain our independence and have no interest or conflict, financial or otherwise, in any of the smart metering/smart grid products or services for sale, either as an internally managed or outsourced solution.

Our role is simply to help our customers make the best decisions by providing sound, independent and unbiased advice, gleaned from a global vantage point.

“Smart meters will transform our business and our relationship with the customers. We selected EY as a partner to help drive our smart meter transformation. Through their global smart meter experience, they are helping us to deliver value to our shareholders and customers.”

Neil Pennington
RWE npower
Smart Programme Director

Why choose EY?

We have the right “smart” people
Our multidisciplinary know-how helps create value for you
We have deep industry knowledge
We are truly independent

2. ibid; figure aggregated from source tables 5.7, 5.8, 5.9, 5.10 and 5.11, pp 72-76.
Advice throughout the “smart” journey

EY is a leading utility advisor and is engaging with forward-thinking businesses and communities on pioneering smart metering programs around the world.

Our global smart network has the knowledge and experience to guide utilities with a multidisciplinary approach that covers the whole change journey.

We work with clients to:

1. **Define smart meter strategy and develop the business case:** We can help you build a robust business case for smart metering, with the flexibility to respond to local regulatory and economic factors, while keeping costs under control and delivering the benefits you seek.

2. **Build a positive experience for customers and drive future revenue:** We help clients engage practically and operationally with customers, to secure long-term value from smart; communicate effective messages; prioritize smart meter rollout by segmenting the customer base; extract value from the big data and redesign the back office to fit smart requirements.

3. **Define the optimum supply chain for an efficient, reliable smart meter rollout:** We can help you select, contract and manage supply chain partners to control the primary costs of the smart metering rollout. We are independent of any single technology solution and have deep experience in meters, field forces and technology solutions.

4. **Change the business to be smart enabled:** We help define and implement solution and process architecture for smart, focusing the business process design on key value drivers. We help clients to plan and run a smooth transition to a smart metering environment, preparing contact center and field forces for new ways of working.

“We have worked with EY as our advisory partner for smart metering since 2010 to help us through our entire program journey from strategy to implementation ... EY has been instrumental to the success of the program so far and we particularly value their breadth of expertise, fresh perspective on smart metering based on their global experience and their independence from technology providers.”

Jim Poole
Director of B2C, EDF Energy

Our advisory services encompass four key areas of change

- What is the cost/benefit model?
- How do we build a positive experience for the customer and drive future revenue
- How can we change the business to be smart enabled?
- What is the optimum supply chain for an efficient and reliable smart meter rollout?
Smart contacts at EY

Our worldwide network includes more than 27,000 Advisory Services and 3,000 Power & Utilities professionals. We have global experience in smart metering and grid implementation, advising utilities and governments worldwide. To discuss your needs, please get in touch with your usual EY contact, or one of our team members below.

Global

Benoit Laclau
Global Advisory Power & Utilities Leader
London, UK
blaclau@uk.ey.com
+44 20 7951 8453

Alain Bollack
Global Smart Metering Lead
London, UK
abollack@uk.ey.com
+44 20 7951 7147

Paul Micallef
Global Smart Metering Technical Lead
London, UK
pmicallef@uk.ey.com
+44 20 7951 4500

Country

Czech Republic
Josef Severa
josef.severa@cz.ey.com
+420 225 335 438

France
Louis Godin
louis.godin@fr.ey.com
+33 1 46 93 51 27

Germany
Helmut Edelmann
helmut.edelmann@de.ey.com
+49 211 9352 11476

Italy
Andrea Paliani
andrea.paliani@it.ey.com
+39 02 806951

Norway
Christian Eckhoff
christian.eckhoff@no.ey.com
+47 911 98 606

Poland
Jaroslaw Wajer
jaroslaw.wajer@pl.ey.com
+48 22 557 7163

UK
Richard Postance
rpostance@uk.ey.com
+44 20 7951 4345