

Não trocar o certo pelo incerto.  
Chi lassa 'a via vecchia p'a via nova,  
sape chello ca lasse e nun sape chello ca trova.



## ONE 2 ONE

Does Liberalization of Energy Markets  
lead to Analytics?

# Agenda

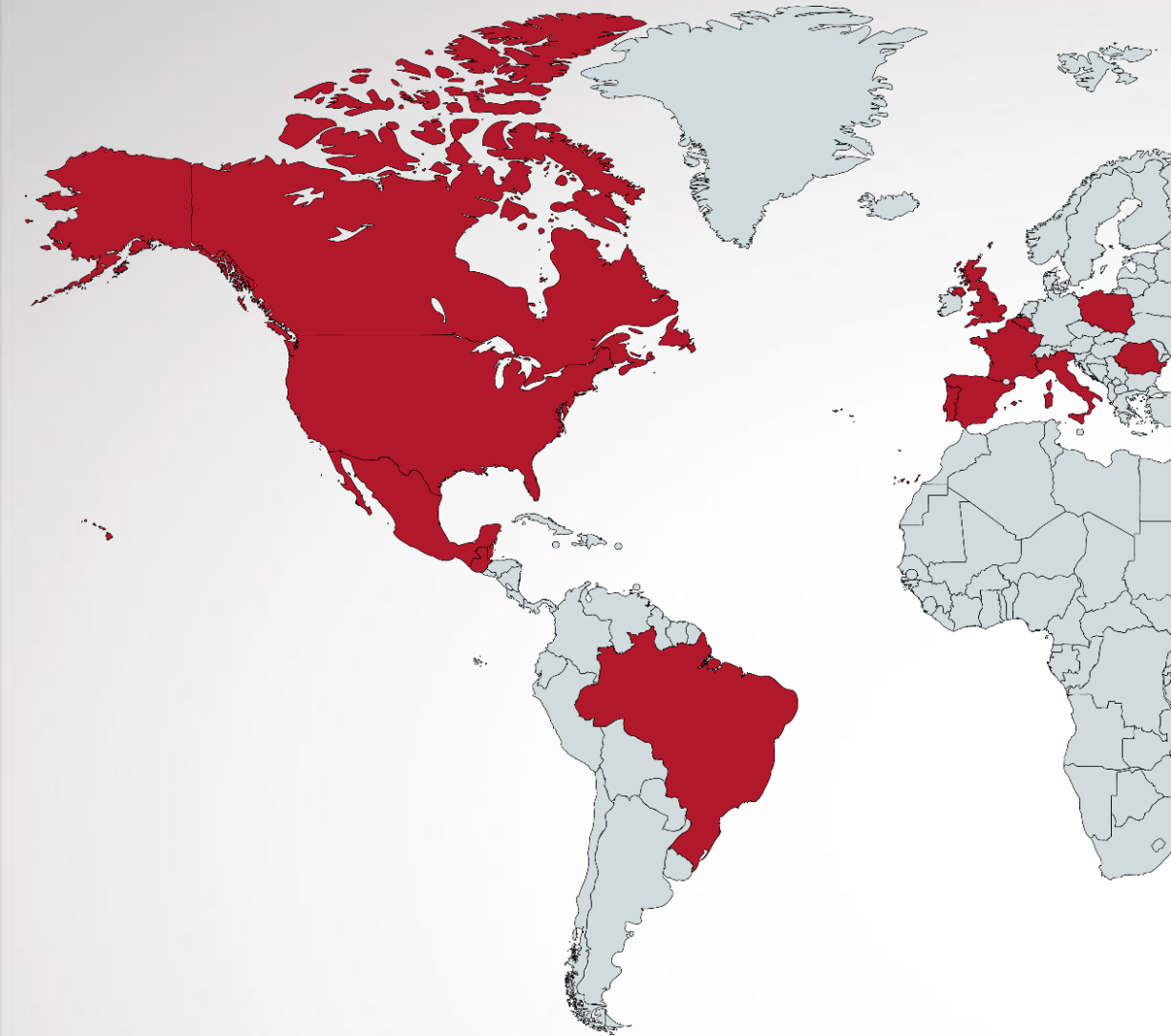
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- From ONE to ONE
- To “ONE to ONE”
- The Analytical Mindset



# Company Overview

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**Largest company** in Portugal  
(€12 B market cap, €3,7 B EBITDA)

**#4 worldwide** in renewables/wind generation

**53% EBITDA** outside Portugal

Present in **14 countries**



# Company Overview

## Electricity sector

**Generation**

- EDP Production
- EDP Renewables
- EDP Brazil
- EDP Spain

**Distribution**

- EDP Distribution
- EDP Brazil
- EDP Spain

**Commercial**

- EDP Commercial
- EDP Serviço Universal
- EDP Brazil
- EDP Spain

## Gas sector

**Distribution**

- EDP Gas
- EDP Spain

**Commercial**

- EDP Gas
- EDP Spain

## Transversal Support & Shared Services

- EDP SA
- EDP Innovation
- EDP Valor
- EDP Commercial Solutions
- EDP Imobiliária
- EDP Sávda

## Other Areas

- EDP International
- EDP Labeltec
- Fundação EDP



# Agenda

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- **From ONE to ONE**
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From

the only **ONE** in the market

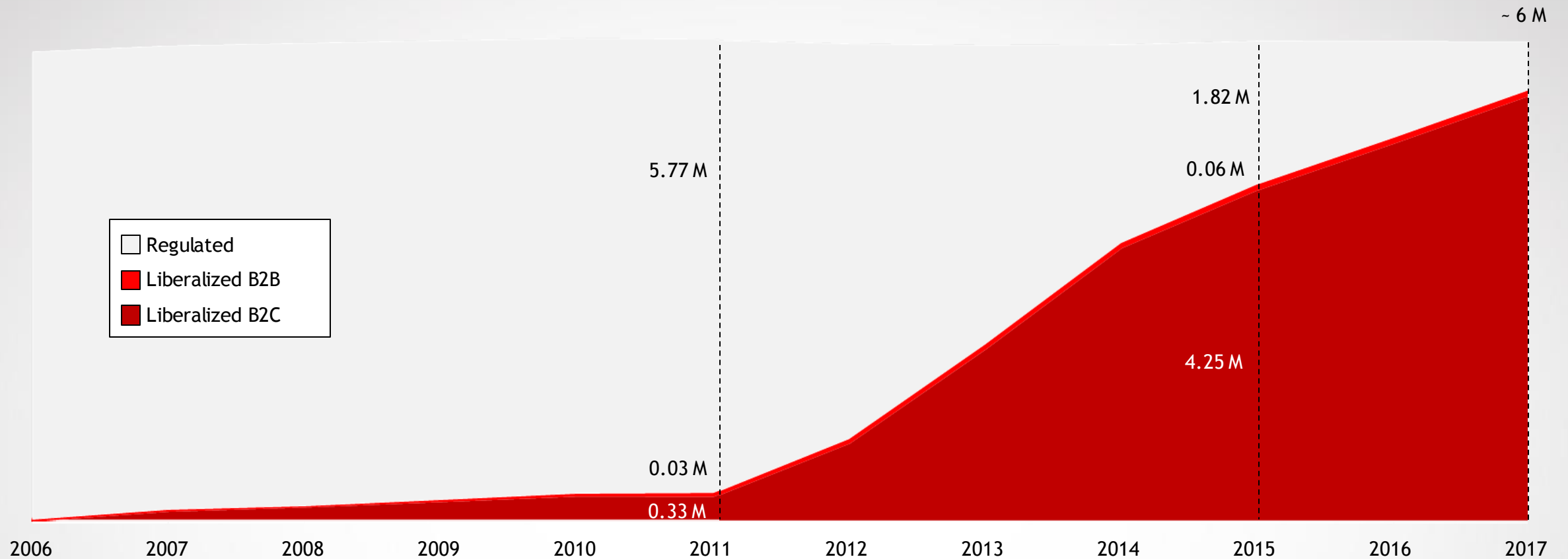
to

number **ONE** in market share



# Evolution of Energy Supply Market in Portugal

## Customers



Source: ERSE, EDP Analysis



# Evolution of Energy Supply Market in Portugal

	2011	Today
<b>Market</b>	<ul style="list-style-type: none"><li>▪ <b>0.36 M</b> clients in the Liberalized Market</li></ul>	<ul style="list-style-type: none"><li>▪ <b>4.2 M</b> clients in the Liberalized Market</li></ul>
<b>Customers</b>	<ul style="list-style-type: none"><li>▪ <b>Mainly mono-fuel</b></li><li>▪ <b>Irrelevant market penetration of smart meters</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Strong influence of dual-fuel and value added services</b></li><li>▪ <b>Increasing market penetration of smart meters</b></li></ul>
<b>Competition</b>	<ul style="list-style-type: none"><li>▪ <b>Limited</b>, with reduced headroom margins</li><li>▪ Only <b>Iberian utilities</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Aggressive</b>, despite very limited in headroom margins</li><li>▪ <b>Non-traditional entrants</b> (retailers, online players, etc.)</li></ul>
<b>Products &amp; Services</b>	<ul style="list-style-type: none"><li>▪ <b>Very limited catalog</b> of Products and Services</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Diversified Catalog</b>, including energy, value added services and integrated solutions</li></ul>
<b>Channels</b>	<ul style="list-style-type: none"><li>▪ Mainly <b>stores/agents</b> and <b>contact center</b></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Diversification of channels</b> and <b>reinforced self-care</b></li></ul>
<b>Promotions &amp; Campaigns</b>	<ul style="list-style-type: none"><li>▪ Mass marketing</li><li>▪ <b>Non commercial</b> campaigns</li></ul>	<ul style="list-style-type: none"><li>▪ Proactive campaigns, with <b>predefined targets</b></li><li>▪ <b>Many campaigns per year</b>, several simultaneous</li></ul>
<b>Partnerships</b>	<ul style="list-style-type: none"><li>▪ Use of limited <b>partnerships</b></li></ul>	<ul style="list-style-type: none"><li>▪ Use of <b>key partnerships</b>, both in channels and in value added services delivery management</li></ul>





# Agenda

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To

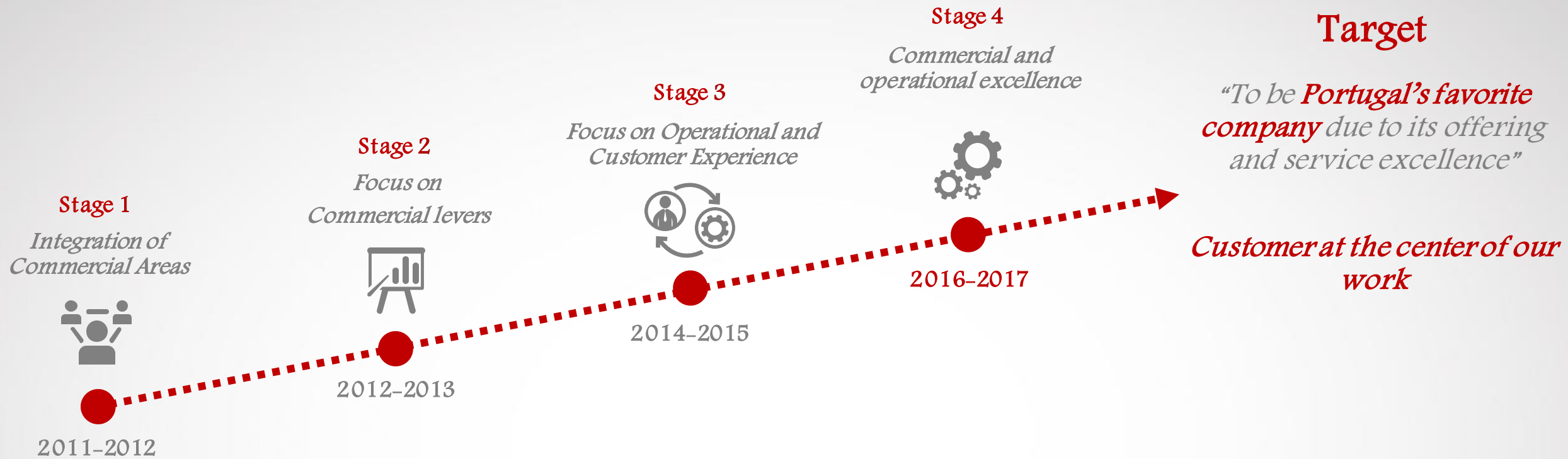
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**“ONE to ONE”**

**relation with our Customers**

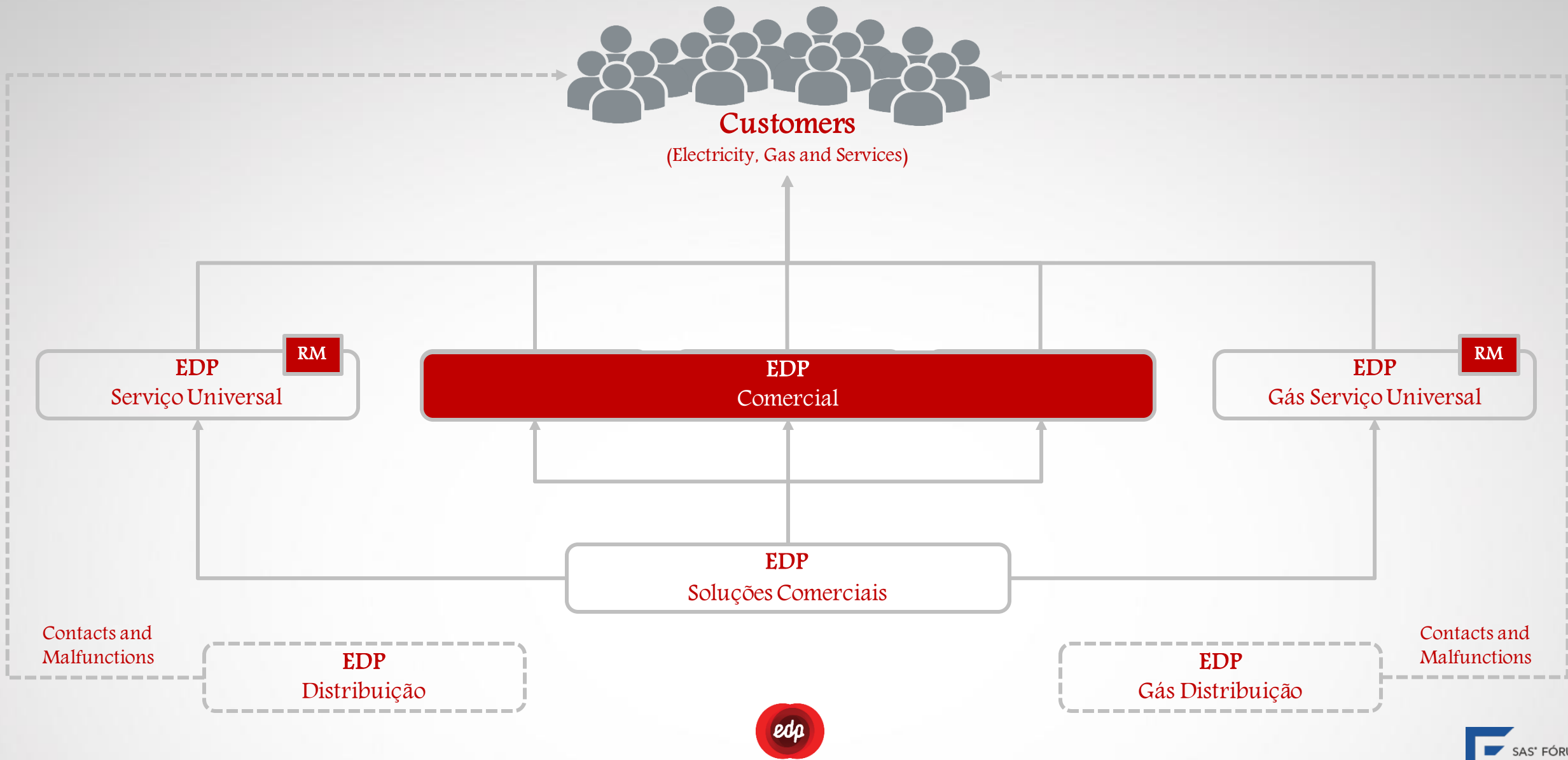


# Road to a Customer Centric Organization



# Integration of Commercial Areas

2011-2012



# Focus on Commercial Levers

B2C - EDP created a broad and attractive offering for its Customers

Electricity



Electricity + Gas



Services



# Focus on Commercial Levers

**B2B** – Energy Services were significantly developed to complement the Energy offering

## save: to compete Energy Efficiency Program

**save: to compete** programme to support the implementation of energy efficiency projects in companies.

€2.308.608,5 Energy savings

**SAVE ENERGY AND GAIN COMPETITIVENESS**  
Learn about the programme

**A SIMPLE STEP**  
Take the first step to increasing the competitiveness of your company

**SEE HERE SOME CASES OF SUCCESS**

EDP and CIP have joined forces to promote energy efficiency in Portuguese companies. Energy efficiency in companies now has a new programme, supported by....

Learn more about the advantages of save to compete  
It becomes crucial for companies to guarantee competitive advantages in an increasingly demanding competitive and economic climate...

See the campaign video

efficient nas empresas | Site Map | Contacts

## ease: Energy Management Tool for Businesses

**ease: comércio e serviços energia simples**

**Consumption Comparison**

**Consumption Forecast**

**Active Energy Consumption (MWh)** 0.1 **A** **Inductive Energy Consumption (MWh)** 0.0 **I** **Capacitive Energy Consumption (MWh)** 0.0 **C** **Energy rating** ★★★★★ Excellent performance!

**Average Temperature (°C)** 15.3 **Average Humidity (%)** 78.0 **CO2 Emissions (kg)** 40 **CO2 average absorption** 1.452



# Focus on Operational and Customer Experience

A broad **B2C Customer Experience** redesign program was launched and is being executed

## Customer Journey Mapping



~~Customer Journey Mapping: I'm aware, I join, I use, I pay, I move, I change, I leave~~



# Focus on Operational and Customer Experience

Online platform and mobile app were restructured to increase usability and usefulness

## edponline



## edponline: Key Features

- Customer self-care platform
- Send meter readings
- Consult invoices
- Manage multiple energy contracts
- Consumption online
- Multiple frontends (website / app)





# Focus on Operational and Customer Experience

2014-2015

**B2C** - EDP has been developing products for segments with high growth potential

## Microgeneration



E A SI,  
O QUE LHE  
DÁ ENERGIA?

**edp**

A MICROGERAÇÃO EDP DÁ-LHE AINDA MAIS  
Poupe com a energia do sol e ganhe mais descontos

**10% + 10%**

GÁS NATURAL ELÉTRICIDADE

Se sabe mais, em [www.edp.pt](http://www.edp.pt) ou ligue 808 91 43 72.

mpower

## Online Offers



**edp**

**CASA TOTAL CLICK**  
ADIRA ONLINE E GANHE  
TEMPO PARA O QUE É  
REALMENTE IMPORTANTE

[energia.edp.pt](http://energia.edp.pt)

**10% + 5%**

GÁS NATURAL ELÉTRICIDADE

Comparto limitado a adesões até 30/06/2013.

energi

## Energy Management



**edp** [www.energia.edp.pt](http://www.energia.edp.pt)

**ready para o futuro**  
Agora pode gerir toda  
a energia da sua casa  
com um dedo.

**NOVO  
SERVIÇO  
SAIBA MAIS  
AQUI**

**ready**  
remote energy dynamics

## Electric Mobility



**edp**

**energy2move**

Recarregue  
todas as suas  
baterias

Há muito tempo que a EDP o ajuda a recarregar  
todas as suas baterias. Agora, recarrega também  
as do seu carro, com as soluções de mobilidade elétrica.  
[energia.move](http://energia.move)

10% de desconto à noite<sup>1</sup> e pode ainda usufruir de 1 ano de eletricidade grátis para o seu  
carro<sup>2</sup>.

Se sabe mais em [energia.edp.pt](http://energia.edp.pt) ou ligue 808 91 43 72.



How can we reach  
**Operational Excellence?**



# Agenda

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# Analytics: what it is?

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“Analytics is defined as the **scientific process of transforming data** into insight for **making better decisions.**”

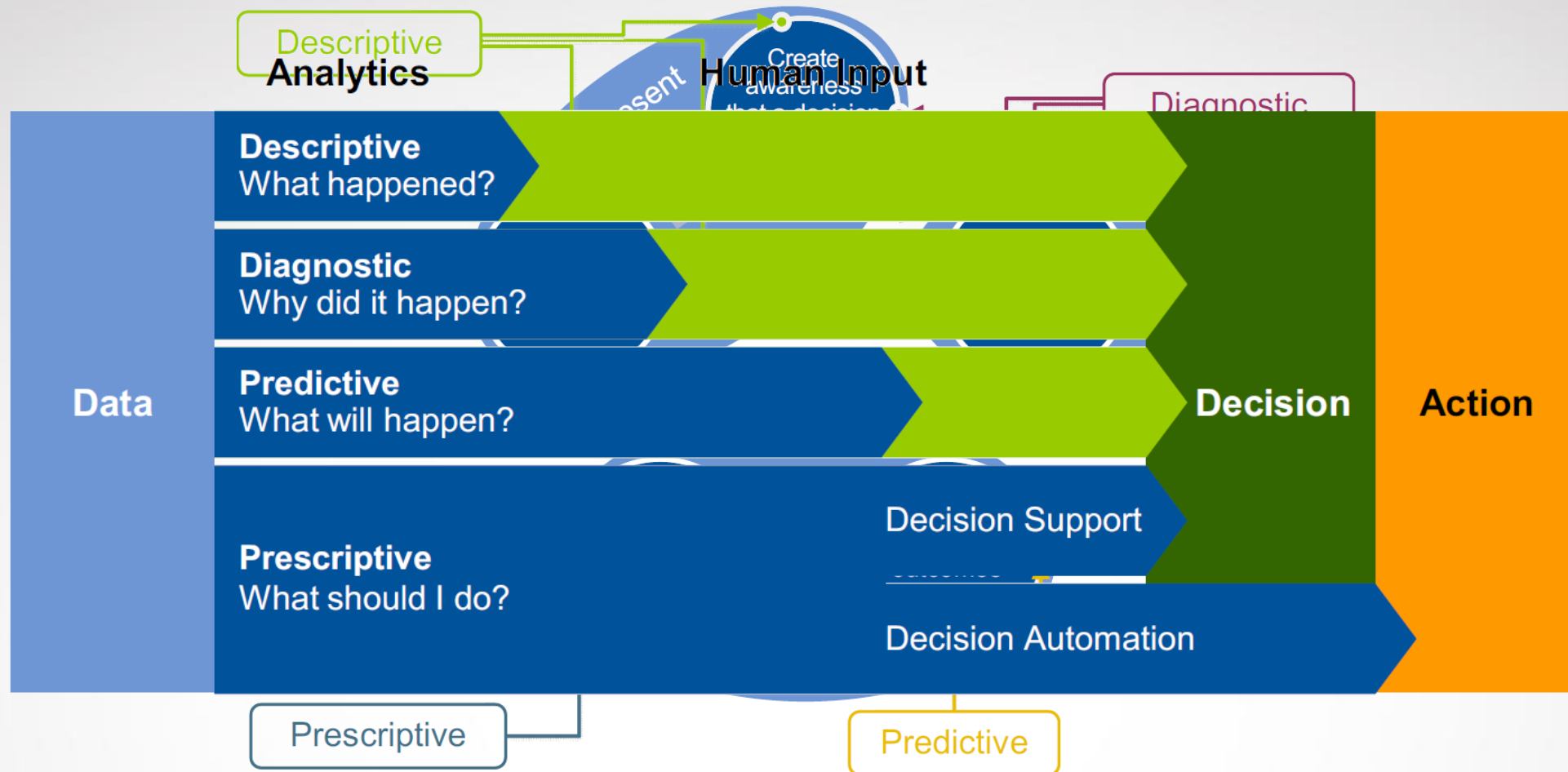
INFORMS

“Analytics is the discipline that **applies logic and mathematics to data** to provide insights for **making better decisions.**”

Gartner

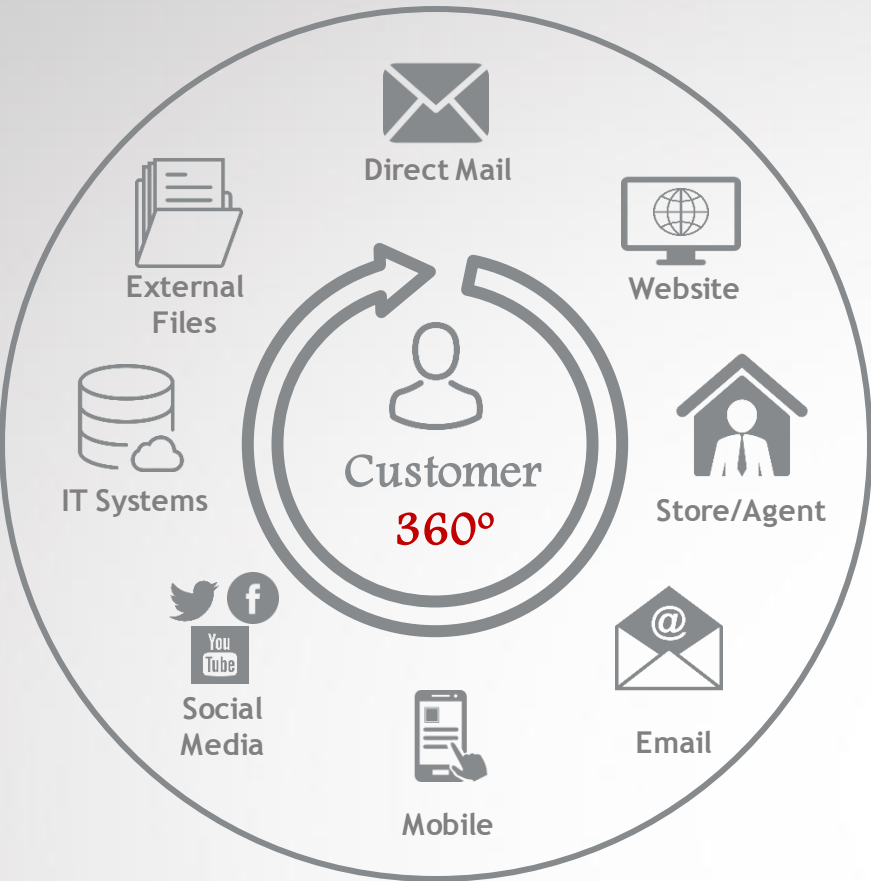


# Analytics Capabilities Used Across the Decision-Making Process

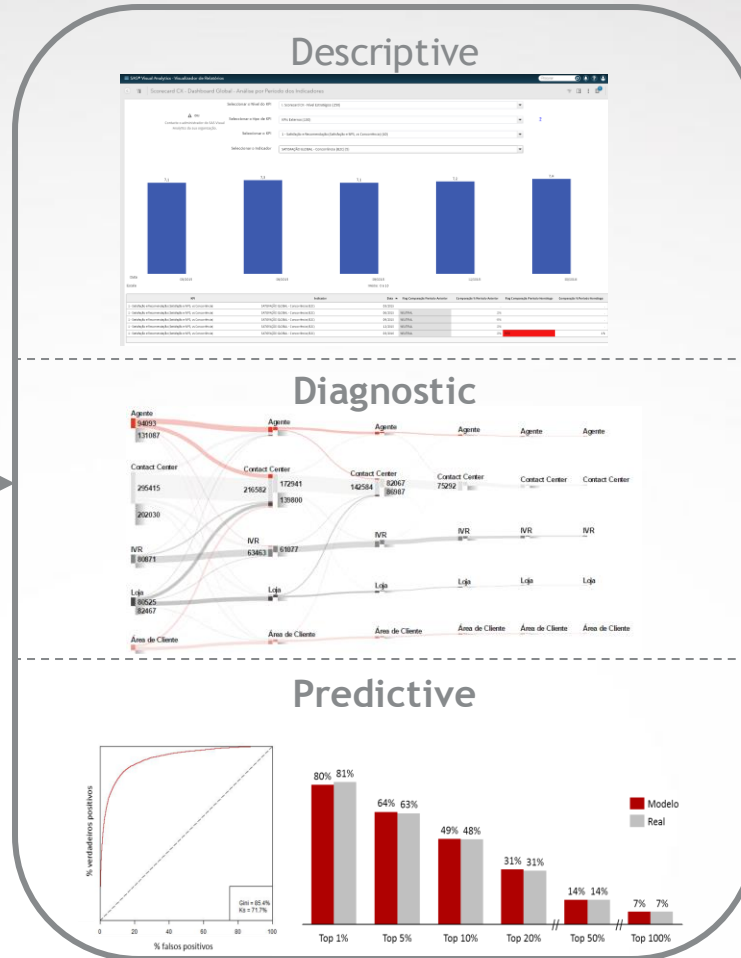


# Analytics: why it matters?

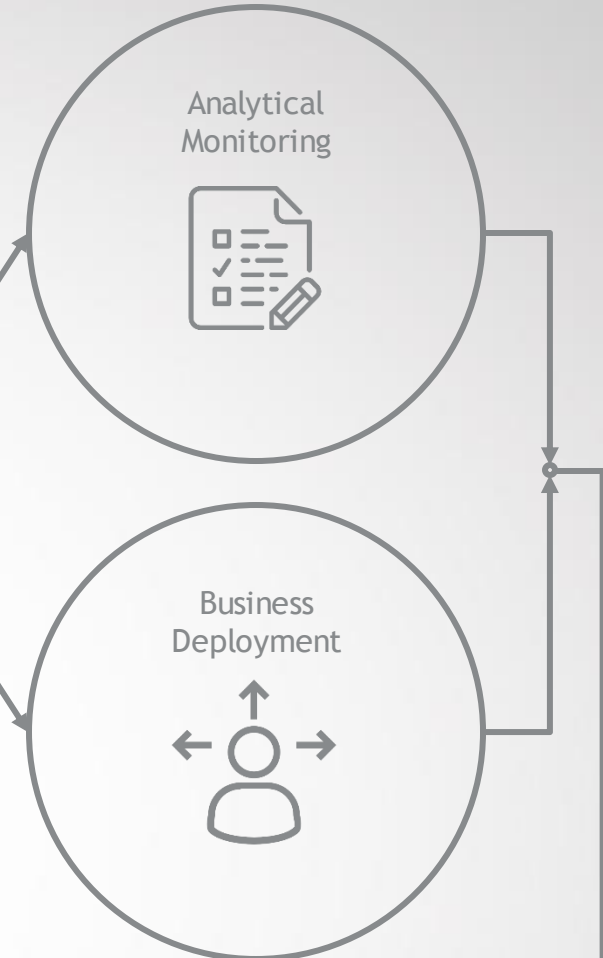
## Data



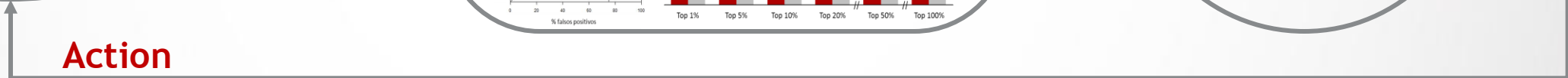
## Analytics



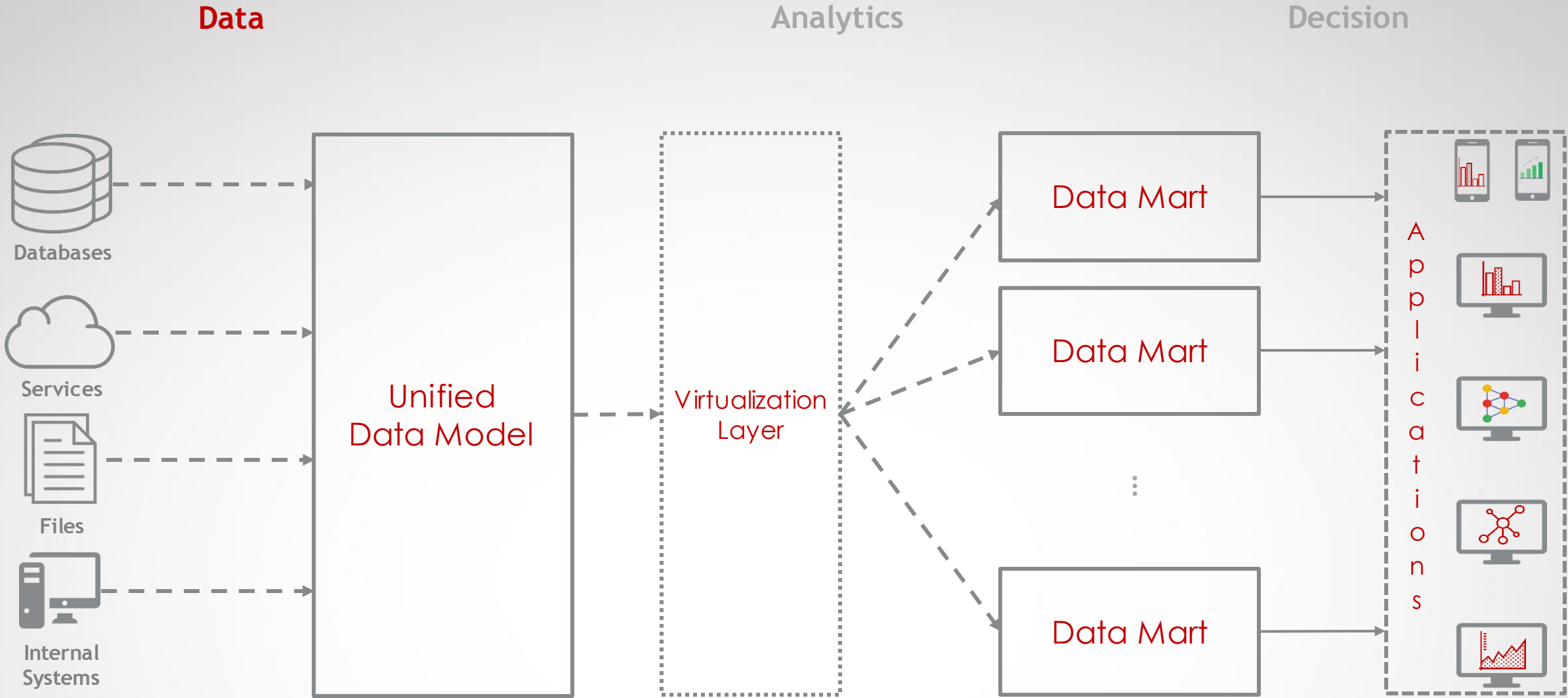
## Decision



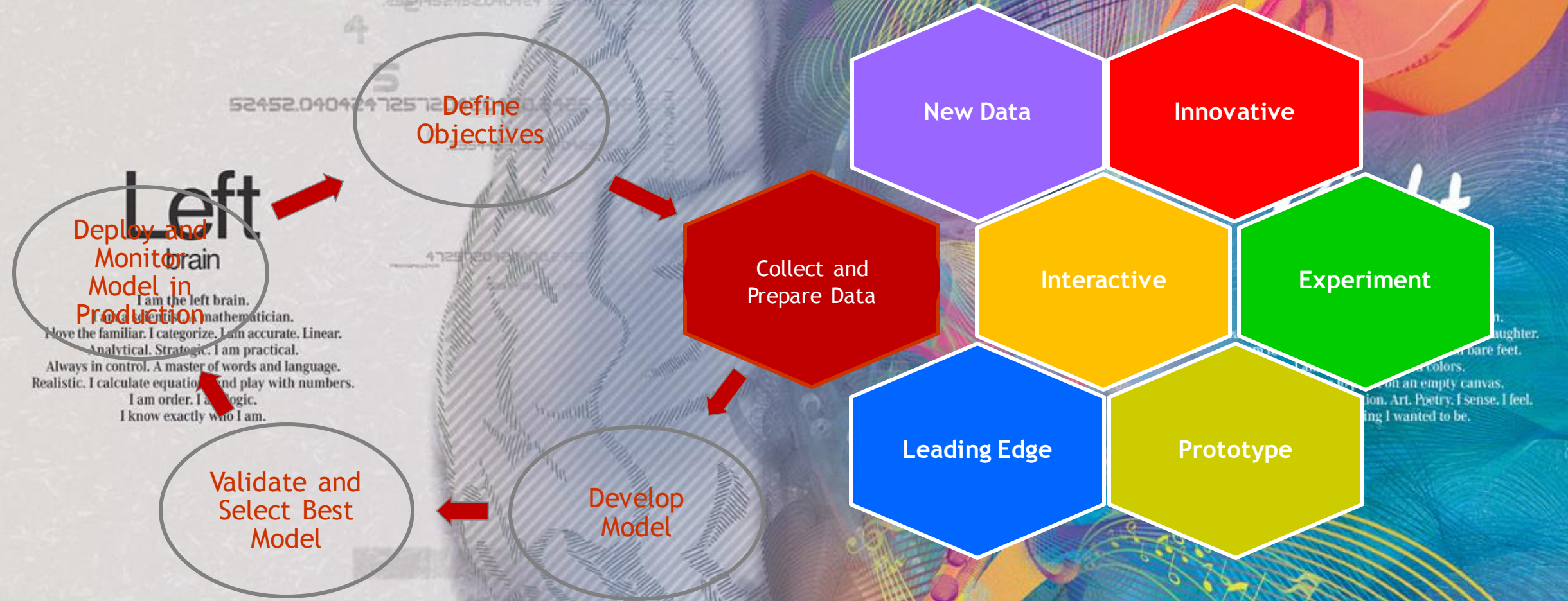
## Action



# From Several Sources to a Unified Data Model



# Lifecycle for a Customized Approach to Analytics





# A Customized Approach to Analytics

Data

Analytics

Decision

**Predictive**  
(What will happen?)

Propensity to Churn \*  
CLV \*  
Cross-Sell  
Propensity to Debt

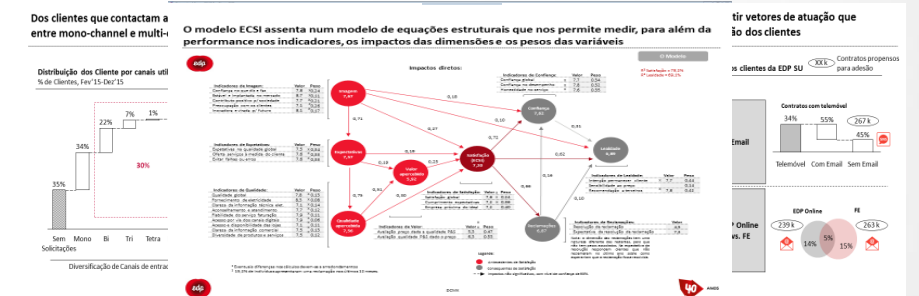
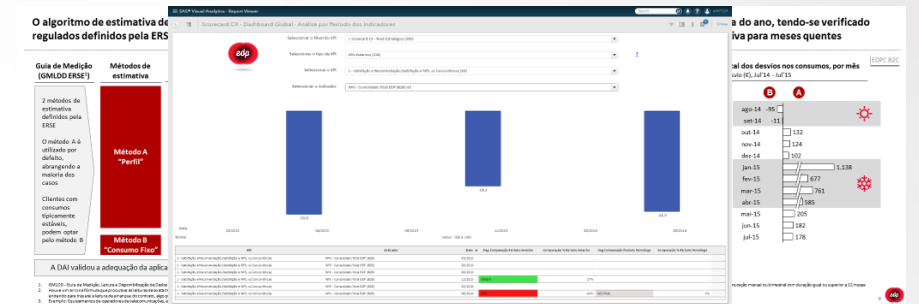
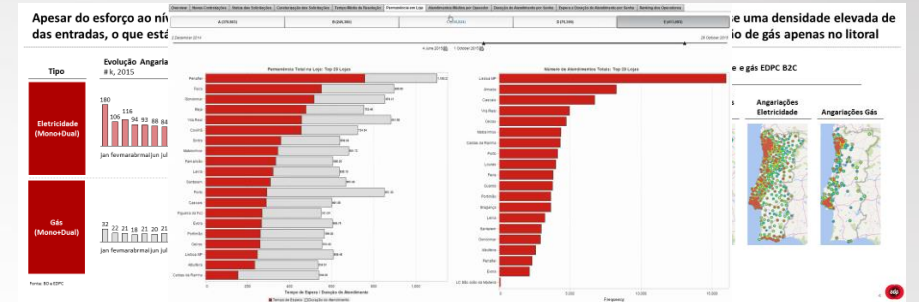
**Diagnostic**  
(Why did it happen?)

Customer Experience Scorecard  
Market Analysis  
Voice of Customer  
Stores Performance Dashboard

**Descriptive**  
(What happened?)

Digital Customer and OmniChannel  
Customer Segmentation  
Invoice estimates  
New Customers Acquisition

\* Models under development or in pipeline



# A Customized Approach to Analytics

Data

Analytics

Decision

Analytical  
Monitoring



- Monitor analytical models deployed in production using a minimal-waste strategy
- Ensure technical integration between analytical models and IT systems

Business  
Deployment

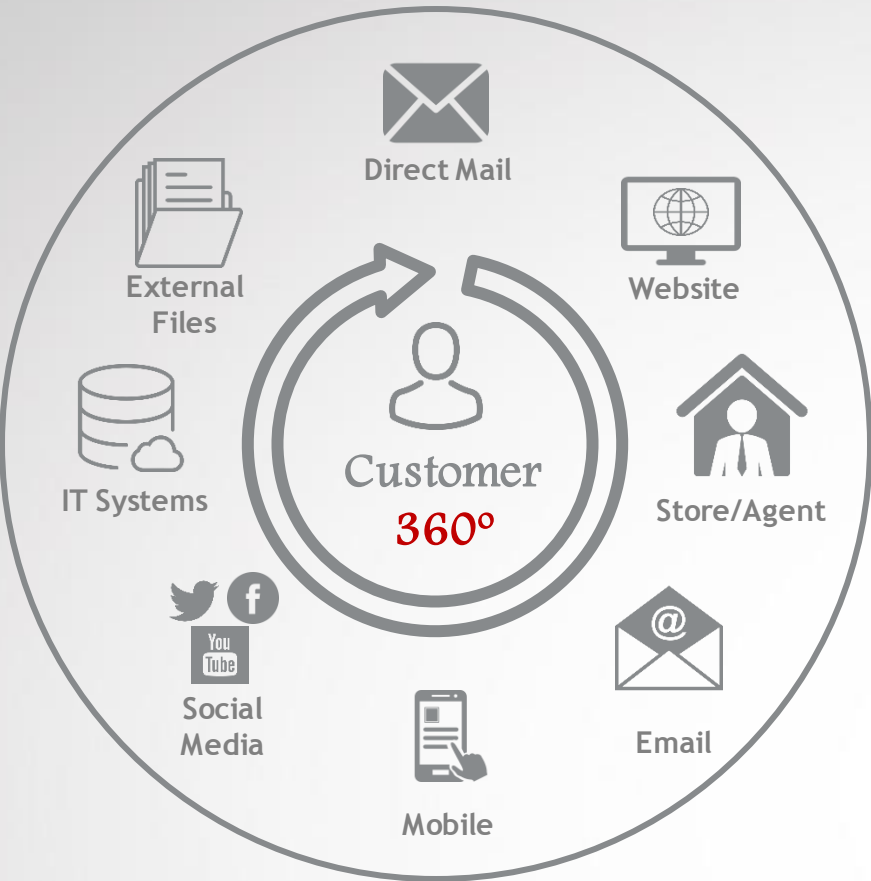


- Ensure availability of a test & learn environment to run business pilots and a migration path to production
- Build deployment approach integrating business rules and models in order to deliver a more informed decision support system

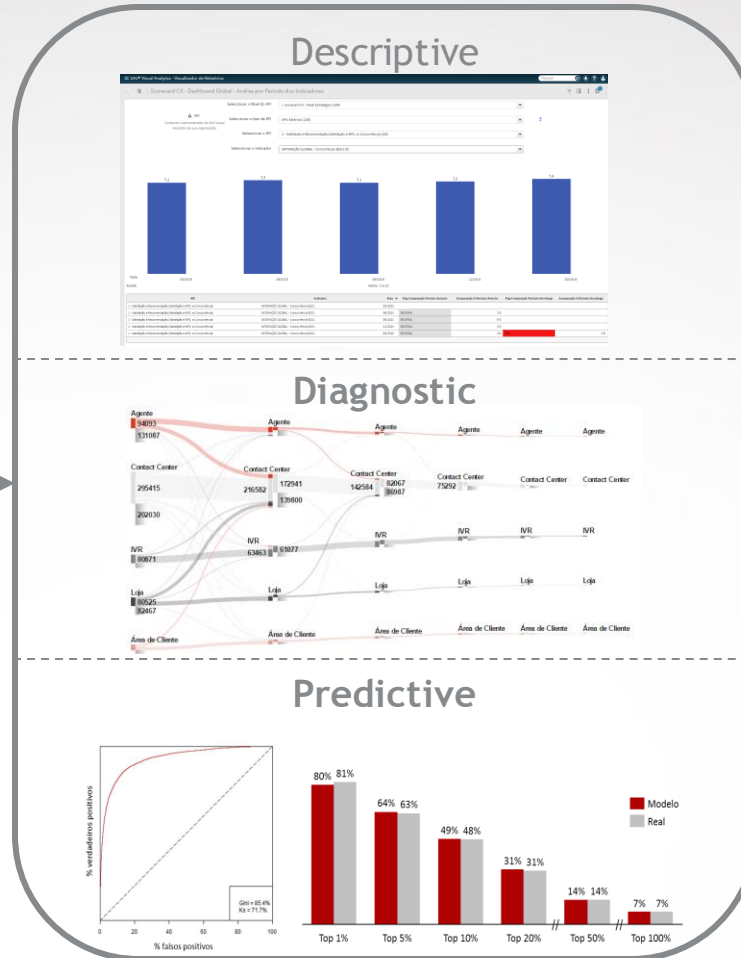


# Analytics: A Customer 360° Approach

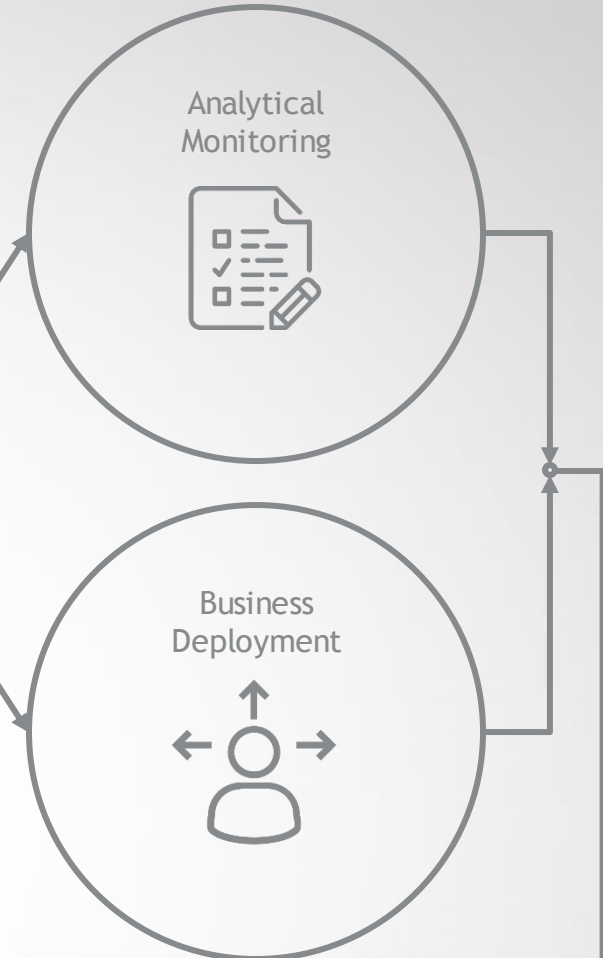
## Data



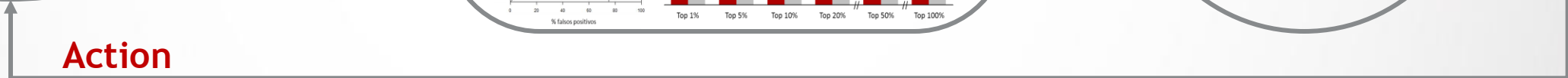
## Analytics



## Decision



## Action





Não trocar o certo pelo incerto.  
Obrigado



## ONE 2 ONE

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lead to Analytics?