

Utility Management Training

MODULE 2:

Commercial Management and Customer Service (CMCS)

Institutional Partners



CMCS Module Team

Module Development Partner & Utility Host:
Energie AG Wasser, CEVAK

Trainer:
Radoslav Rusev

Competence Partner
Utility of the Future

Utility Partner:
Energie AG

Thematic Support and Materials:
D-LeaP Commercial Efficiency Program



CMCS Module Logistics

Format and Venue: One-week residential course, Czech Republic venue to be specified (if pandemic situation allows)

Module timeline: August – October 2021

Introductory webinar for the module: September 2021

Core training week: One week in the period September – October 2021



CMCS Module Outline

The CMCS module aims to present the sequence of processes that, taken together, constitute the commercial management function of a water utility including the “softer” aspects of customer service.

Section 1 of the module provides exactly a conceptual presentation of the “**Commercial Cycle**” of a water utility – the inseparable chain of meter management, meter reading, billing and collection. An emphasis is also placed on the links between these commercial sub-processes and other utility functions – network operations, financial management, IT and others.

Section 2 and 3 then get into the details of **Meter Management** and **Meter Reading**. Meter management puts the focus on the physical stuff – review of types of meters, criteria for selection, replacement and calibration, etc. Meter reading then reviews the regulatory, commercial and general business requirements on how meters should be read. Trendy topics such as control over meter readers, GPS tracking and introduction of remote reading are part of the module. Lots of specific use cases of CEVAK water utility are presented throughout the modules.

The next two sections, **Billing** and **Collection**, are also tightly interconnected. Section 4 provides the

framework of conditions that predefine how utilities structure their billing processes. Specific attention is placed on data-management aspects, handling errors and exceptions, analytical reports, etc. Section 5 then covers collection channels, specific analytical tools (such as “aged-debt reporting”), the rationale behind decisions to disconnect customers, outsource cash collection, etc.

Section 6 goes into **Customer Service**. Although everything a utility does is effectively customer service, this section specifically covers topics such as service and call centres, online and written correspondence, etc. The big topic of “digitalization of the customer contacts” is covered in detail with specific examples from the utility partner, Energie AG.

Each section of the module aims to provide both a decision-making framework of analyses and reports as well as concrete examples of how certain business practices are to be implemented (example: how to structure a periodic billing report, what are the key control mechanisms of the meter-reading process, what are the core KPIs of a call centre and how to interpret them). Not least, the module reflects on contemporary enablers and constraints such as quality and quantity of customer data, GDPR constraints, etc.

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