



From providing a utility to providing great customer experience

Sydney Water has traditionally been an asset-centric business, but with customer's expectations changing from their experiences in a variety of industries it was determined to place the customer at the heart of everything it does.

Although the utility was already a trusted and well regarded provider of high quality water and wastewater services, it recognised that current ways of working would not allow it to respond sufficiently to evolving customer expectations.

For such a large organisation, which services over 5 million customers, the transformation could never be simple. It would take a fresh strategy, innovative technology, a cultural shift, and a change management plan to succeed.

It called upon KPMG to be its strategic partner in implementing a new operating model, intended to transform its customers' experience at each of its service touch points, from accelerating customer connections to the water network, through to enhanced service fault repairs.

Overall the Sydney Water journey relies on cultural change, the redesign of critical processes to put the customer first, and is working through the delivery of new technology platforms to modernise billing and customer relationship management.

KPMG focused on assisting with delivery and strategic alignment of the operating model related changes, helping shape priorities and manage dependencies across the organisation. It assisted Sydney Water in shaping the right project management structures to deliver and govern the change, and integrated its team members into different work streams to support delivery of the operational changes.

A core initiative was an innovative 'Customer Hub', an operations centre that tightly integrates customer fault notification with innovative fault analysis and maintenance scheduling so repairs can be responded to more quickly and prioritised based on relative customer impact, and through which customers can be kept informed of progress in resolving service issues.

Working together, Sydney Water, supported by skilled KPMG Management Consulting professionals with expertise in transformation, has made great progress in making the leap from asset centric to a business that is deeply engaged with customer needs and service priorities.

We deliver the results that matter.

