

# factsheet

March 2006

## Enterprise Process Improvement Program – Marketing and Sales study

The Enterprise Process Improvement Program (EPIP) is a Bonneville Power Administration initiative to achieve one of the agency's key strategic objectives – effective cost management through its systems and processes. The project's goal is to help BPA become more efficient and more effective by reducing costs and delivering higher value to the region and employees.

### Overarching efficiency program

In November 2004, 23 areas within the agency were identified as opportunities for potential efficiencies. Of those, six key areas were selected for functional reviews for Phase One of the program. In total, BPA is targeting \$65 million to \$85 million in annual savings through process efficiencies over the next three to five years.

Recommendations delivered by internal teams to BPA senior management to date include:

- Transmission Plan, Design and Build – about \$30 million in projected savings;
- Information Technology – about \$24 million in projected savings;
- Public Affairs – about \$2 million in projected savings;
- Human Resources and Staff Management – more than \$5 million in projected savings;
- Energy Efficiency Contract Management – about \$1 million in projected savings; and
- Marketing and Sales – more than \$3 million.

### Marketing and Sales efficiency study

BPA recently completed its Marketing and Sales efficiency study that recommends consolidating key

marketing and sales activities from its transmission and power business units into “front office” and shared “back office” functions within the agency. It also recommended developing cross-agency teams to increase the agency's customer focus and improve service quality. The agency's goal is to become “best in class” in the utility business in providing superior customer service at the lowest cost to ratepayers while fully complying with laws and regulations.

This is part of the BPA's ongoing effort to better align under its “one BPA” strategy while improving customer service, efficiency, internal risk controls and Federal Energy Regulatory Commission standards of conduct compliance.

Functional areas within Marketing and Sales included in the scope of the study included:

- Account management and the BPA account executive role;
- Contract management and administration;
- Forecasting and customer analysis including load and revenue forecasting;
- Metering and billing; and
- Energy efficiency (which was already redesigned under a previous EPIP study).

### New customer teams

One of the most significant recommendations in the study concerns the creation of integrated account teams for each BPA customer. Core and extended customer team members will be assigned to customer accounts. Team member commitments and decision-



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making authority within functional areas of responsibility will be clearly defined.

Core team members will reside in both front and back office functions. The BPA transmission and power account executives will continue to play the lead customer interface role and serve as primary communication point to the customer.

## Implementation

The agency is moving immediately to implement the study recommendations. A detailed implementation plan will be developed over the next few weeks on how to best achieve specific savings targets.

## Timeline

Organization changes, new processes and professional development programs are expected to be completed

within two years. Certain implementation tasks, such as the development of new systems, will continue over a two-to-three year period.

## Projected cost savings

BPA is targeting overall marketing and sales savings to be at least 15 percent which is expected to be more than \$3 million. Much of the anticipated savings is expected to be achieved through attrition.

## Further information

Copies of the efficiency reports are available on the BPA Web site at [www.bpa.gov/corporate/pubs/](http://www.bpa.gov/corporate/pubs/) or contact a BPA account executive for more information.