



## Case study

# Deloitte

The case study highlights how a traditional 19th Century energy company in a region facing an energy crisis, severe pricing pressures and the proverbial retirement bubble began a journey of transformation, starting with its Corporate Real Estate function, by utilizing Casewise as its enabling tool. So successful was this endeavor within the company that it was contagious and many of the other business units, departments and divisions embarked on similar initiatives leading to Casewise becoming the tool of choice.

### Profile

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### Further info

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### Challenge

Having evolved the utility business over 100 years, Edison's real estate function was being challenged by maintaining current service levels and scaling its capabilities to future needs, due to the following reasons:

- Non-standardized business processes and practices.
- Loss of intellectual property due to retiring employees.
- Fragmented and siloed organization structures, mirrored by a lack of accountability and performance measurement.
- Lack of updated technology systems and infrastructure to support business needs.

There was an urgent need to create a more customer focused, efficient and scalable real estate organization across its various functional areas of responsibility.

### Solution

Edison retained Deloitte as their management consultant to help them craft a solution for this systemic problem. As part of Phase 1 of the project, Deloitte identified numerous people, process and technology challenges. As part of the next step, a prioritization of issues and challenges was undertaken which resulted in identifying the need to focus on process first.

Phase 2 involved an 8 months business process mapping and improvement exercise utilizing Casewise Corporate Publisher, to map out core processes, key roles and responsibilities, process risks, current and future technology enablers and required organizational changes.

Phase 3 consisted of developing supporting frameworks to make the recommended changes lasting such as change management, technology selection, performance management and system integration.

Phase 4 involves implementation of a single and powerful common technology platform across the enterprise core processes.

### Results

Deloitte along with Casewise added significant value at Edison by:

- Implementation of an enterprise wide business process improvement discipline based on the success of the CRE initiative.
- Formal declaration of Casewise as the official tool for business process modeling within the company.
- Identifying business requirements and the business case for a common technology platform across all core processes.
- Implementation of a common technology platform: SAP.
- Transforming Edison into an integrated and scalable organization leveraging common processes, protocols and technology.