



UMS Group Benchmarking and Best Practices Programs

The UMS Group suite of Benchmarking & Best Practices Programs provide utilities the most sophisticated performance assessment and diagnostics tools available today. These tools allow you to understand your company's cost and service level performance relative to a wide variety of comparison companies, including global "best performers." The programs not only provide you unequalled insights into your performance but also in-depth, actionable diagnostics that quantify the potential for improvement and applicable "best practices" to get you there. These programs build on UMS Group's extensive library of benchmarking, best practices and diagnostic tools developed over the past 13+ years from benchmarking and performance improvement engagements for more than 300 utilities in North America, South America, Europe, Australia, New Zealand and the Pacific Rim.

Core Programs Available

Programs that are available include:

- Electric Distribution (design, construct, operate and maintain)
- Gas Distribution (design, construct, operate and maintain)
- Customer Services
- Fossil Generation
- Shared Services

Additional Programs Available to Qualifying Companies

Two additional programs are offered on a limited basis to companies with qualifying characteristics:

- Electric Transmission
- High Density Urban Utility Forum (limited to utilities in large metropolitan cities)

Benefits to Participants

As a participant you will realize these important benefits:

- An objective assessment of your company's unit cost, volume and service level position on all key customer services sub-functions and processes.
- Identification of the drivers of performance (both good and bad).
- Validated identification and quantification of cost and service improvement opportunities.
- Identification of performance improvement initiatives along with recommended solutions based on "best practices" employed at best performing utilities.
- The basis for prioritizing improvement initiatives and establishing realistic targets.
- Essential support to rate cases and other regulatory proceedings that involve investigations of performance.
- A meaningful structure for ongoing performance measurement and management – a structure that is market-referential rather than self-referential.



Distinctive Features

There are four features of the UMS Group approach that distinguish it from other forms of benchmarking and performance assessment and improvement:

- 1) **Efficiency & Effectiveness:** Our programs assess the performance of functions in terms of cost (efficiency) and service level (effectiveness). We identify those "best performer" companies that demonstrate both low cost and high service level.
- 2) **Apples-to-Apples Comparisons:** To ensure data comparability among comparison companies, UMS Group applies a rigorous data normalization and validation methodology to assure "apples-to-apples" comparisons. For example, in the construction function, we normalize for such factors as regional wage rates, customer density, soil conditions, and excavation requirements.
- 3) **Best Practices Identification:** UMS Group carefully examines your processes and practices to understand the drivers of your current performance. We compare them against those of "best performer" companies and identify the best practices that are applicable to closing your performance gaps.
- 4) **Best Practices Knowledge Exchange:** With knowledge exchange as a primary objective, a Practices Conference is conducted at the conclusion of the study to provide participants access to world-class performers, best practice/process insights correlated with performance data, emerging global issues, and effective approaches to addressing those issues.

Deliverables

As a participant in this multi-client benchmarking and best practices study, you will get the following:

Comprehensive Report That Details:

- Quantitative cost, productivity, workload, and service level assessments, rigorously measured and normalized against a global peer group of customer services companies.
- Assessment of practices and capabilities that are driving your current performance levels.
- Identification of performance gaps and applicable best practices for eliminating them.

On-Site Workshop

- UMS Group presents your performance results along with insights and recommendations on improvement opportunities and applicable best practices for capturing them.

Practices Conference

- Presentation of high-level study results.
- Interactive working sessions for exchange of information on best practices and industry insights.

To Learn More . . .

To learn more about UMS Group's Benchmarking & Best Practices Programs, contact:

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