Appendix 3.8

DIGITAL VISION 2020-25

September 2018

NWG
living water

DIGITAL VISION

2020 - 25

# WHAT DOES DIGITAL MEAN FOR NWG?

The most digital water company in the world...	We are an innovative and efficient company
Customer • Leverages insights to create personalised customer experiences, delivering leading service for customers. • Offers the right channels for customers to easily engage with us at a time when it suits them. • Provides targeted and relevant communications to our customers on the things that matter to them.	Improved C-Mex performance Unrivalled customer experience Better customer understanding
Competitiveness • Uses data and intelligence to enable smarter ways of working, making sure we have a high performance culture. • Enables a way of working that is dynamic, that quickly responds to our key business challenges. • Collaborates outwardly, harnessing the skills, flexibility and agility of the digital innovation economy.	Improved efficiency Increased agility Increased innovation
People • Provides a great technology experience at work, that's relevant and helps fulfill the potential of our people. • Empowers our people to more easily collaborate, share knowledge and work flexibly. • Delivers insights at the point that it is needed to supplement the great experience of our people.	Engaged workforce Fewer accidents Attracting the best talent
Environment • Can visualise our operations in real-time, delivering actionable insight minimising environmental impact. • Simulates relationships between operations and the environment, eliminating pollution and flooding events. • Enables greater collaboration with external groups, working together to solve environmental challenges.	High value reputation Improved efficiency Improved Key Performance Indicators (KPI's)
Communities • Creates a more trusted relationship with the communities that we serve. • Gives our communities a strong voice in decisions to shape the future of our services. • Enables customer ambassadors to share and collaborate, creating a network of NWG advocates.	Great perception Highly engaged communities Improving peoples lives

THE DIGITAL VISION

The digital vision describes a new 'insight-driven' way of working for us. It builds upon the foundation of our current "Winning with Intelligence" strategy, harnessing the benefits of cloud across four key areas.

NWG DIGITAL VISION

DATA SCIENCE
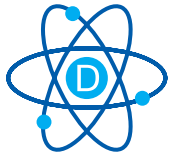
Advanced data analysis methods that put deeper insights at the heart of decision making.

ARTIFICIAL INTELLIGENCE

Blend the unique strengths of people and machines to create smarter ways of working.

USER EXPERIENCES

Create intuitive and engaging digital experiences for our people and customers to use.

SMART TECHNOLOGIES

Connects people, process and things to harvest rich contextual data.

Unified communications

Integration services

DELIVERED THROUGH 'WINNING WITH INTELLIGENCE' 2015 - 20

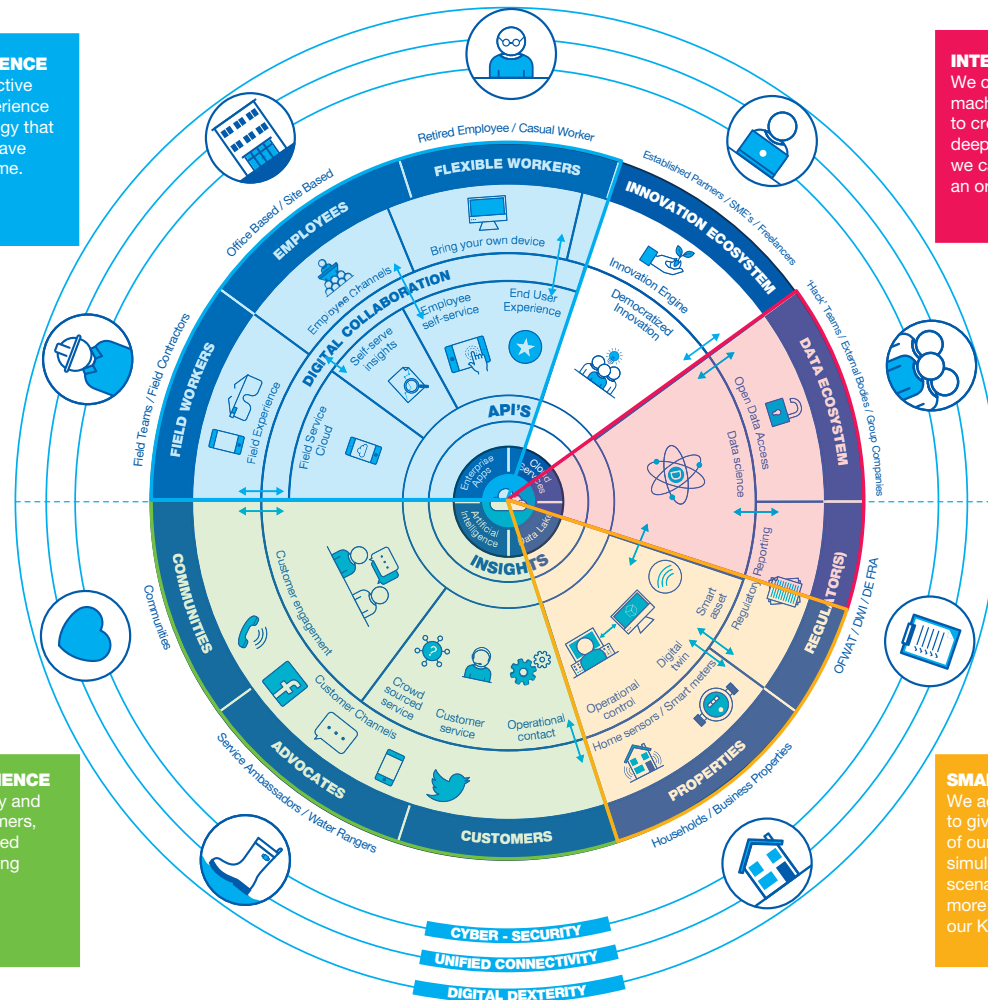| CUSTOMER CARE AND BILLING | E-BUSINESS - HR AND FINANCE | FIELD SERVICES | CUSTOMER ENGAGEMENT PLATFORM | ASSET MANAGEMENT | OTHER APPS - SCADA, LIMS, GIS ETC. | CLOUD APPS AND SERVICES |

OUR DIGITAL STRATEGIC THEMES

EMPLOYEE EXPERIENCE
Our people are productive and have a great experience at work, with technology that rivals that what they have come to expect at home.

INTELLIGENT INSIGHTS
We combine data science and machine learning capabilities to create richer insights and a deeper understanding of how we can perform better as an organisation.

CUSTOMER EXPERIENCE
Our technology is easy and exciting for our customers, providing a personalised experience and ensuring that we are the water company that they would choose.

SMART NETWORKS
We adopt smart technologies to give us a deep understanding of our current performance and simulate potential future scenarios, enabling us to drive more targeted improvements to our KPI's.

CUSTOMERS	We offer customers a choice of traditional and emerging channels to engage with NWG by ensuring interactions across all channels are convenient, intuitive and specific to their needs.
ADVOCATES	We use technology to create a network of highly engaged customers, enabling them to be our eyes and ears on the ground and act as ambassadors for our customer services.
COMMUNITIES	We use digital channels to open up a meaningful 2-way conversation with our communities, ensuring they are better informed on the things that matter to them and helping shape our future services.
FIELD WORKERS	We create a tailored digital experience for field teams that is delivered through the latest mobile technologies - specific to their role, easy to use and seamlessly integrated into their working practices.
EMPLOYEES	Employees have an engaging digital experience, enabling them to securely take control of their working environment and ensure they can better keep their work-life in harmony.
FLEXIBLE WORKERS	We use rich digital collaboration so that employees are able to transition into retirement more gradually, while continuing to offer coaching and knowledge sharing remotely.
INNOVATION ECOSYSTEM	We make it easy for individuals and organisations of all sizes to innovate with us, providing access to the interfaces needed for third parties to more easily extend our existing capabilities.
DATA ECOSYSTEM	We collaborate within an ecosystem of third parties to securely share appropriate data, enriching both our and their insights, delivering common purpose with partnering organisations.
REGULATORS	We ensure that we are transparent and high performing - using advanced data science methods to better understand and respond to factors influencing performance against our commitments.
PROPERTIES	We use sensors at the property to capture rich contextual insight on water usage and its relationship with network performance, enabling NWG to more sustainably plan our operations and provide meaningful insights back to property owners.

DIGITAL STRATEGY MAPPING

DIGITAL THEME	ENABLER	DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14
CUSTOMER EXPERIENCE	Operational Contact	Ability for customers to easily report a problem or arrange appointments, providing proactive updates to the customer and tracking it through to resolution across multiple channels.	■			■										■
	Customer Service	Making use of existing customer insight to provide personalised customer service across all of our channels, ensuring the best available outcomes for our customers at a time that suits them.	■							■						
	Crowd Sourced Service	Enabling a community of external service ambassadors to guide and share solutions to common customer questions.	■													
	Customer Engagement	Using digital engagement to create a valued relationship with communities and customers, opening up dialogue about things that interest them and helping us to shape our future plans.	■	■			■	■	■			■	■			■
EMPLOYEE EXPERIENCE	Field Services	Delivering a step-change in field technology experience, enabling our teams to operate efficiently and providing the contextual information required to delight our customers.		■		■			■				■			■
	Self-serve Insights	Empowering the business to work smarter by delivering the capability for teams to generate their own insights.	■			■				■		■				
	Employee Self-service	Ease and empower employee interaction with corporate systems and processes, to cut down the level of admin and focus on more valuable tasks.	■													
	End-user Experience	Provide employees with frictionless access to consistent and high performing applications, across devices, enabling them to work when and how they chose to.	■													
	Digital Collaboration	Using digital collaboration tools to enable all employees to collaborate via Voice, IM, Video, content share or on digital content or files.								■						
SMART NETWORKS	Smart Assets	Harvesting timely data from our assets, broadening and deepening our data collection to enable increased operational performance.				■	■	■	■	■		■	■	■	■	
	Digital Twin	Building a digital representation of our real world assets, enabling us to model and simulate operational scenarios or events, therefore reducing risk and guide targeted intervention.				■	■	■	■				■	■		■
	Operational Control	Delivering richer and more trusted information to our operational teams, providing opportunities to automate an action and enabling robust and more efficient operational decisions.				■	■	■	■	■						
INTELLIGENCE INSIGHTS	Data Science & Insights	We use data science to extract meaning from internal or external data sources, dissecting our more complex business challenges and identifying actionable insights for better performance.	■				■	■	■	■						
	Open Data Access	A method to consume and share appropriate data amongst a broad ecosystem of data collaborators, to extend our data science capabilities and expertise, delivering deeper insights.				■	■	■	■				■			
ENABLERS	Innovation Engine	A method to publish a need or challenge and engage external parties to extend our internal capabilities and support us to deliver outcomes for the business.									■				■	■
	Democratised Innovation	Harnessing the skills and diversity of our people through an innovation ecosystem, enabling external parties to quickly create, support or enhance our services, in a secure and repeatable way.									■					
	API's	A integration method to gain controlled access to a system or data. These are critical in a digital landscape to create a common connection method and ensure the frictionless flow of data.	■													
FOUNDATIONS	Cyber Security	Prevention and protection against digital threats toward our customers' data and our assets.	■	■											■	■
	Unified Connectivity	Consistent and common connectivity (voice and data) for all our places, people and things at the point when it is needed.	■	■		■				■			■	■		
	Digital Dexterity	The new Operating Model for the organisation (skills, processes, capabilities) that will be needed to effectively operate digitally.	■	■		■	■	■	■				■	■	■	■

AMBITIOUS GOALS

1	Deliver world class customer service.
2	Give every single customer the opportunity to have a strong voice and engage with us, with at least 2m customers participating by 2025.
3	Eradicate water poverty in our operating areas by 2030.
4	Have the lowest levels of leakage in the country in our water-stressed ESW operating area.
5	Have a per capita consumption (PCC) for water use of 118 litres per person per day by 2045.
6	Promote confidence in our drinking water so that nine out of ten of our customers choose tap water over bottled water.
7	Eradicate sewer flooding in the home as a result of our assets and operations.
8	Be leading in innovation within the water sector and beyond.
9	Be leading in the sustainable use of natural resources through achieving zero avoidable waste by 2025 and being carbon neutral by 2027.
10	Demonstrate leadership in catchment management to enhance natural capital and deliver net gain for biodiversity.
11	Have the best rivers and beaches in the country.
12	Have zero pollutions as a result of our assets and operations.
13	Spend at least 60p in every £1 with suppliers in our regions.
14	Be the most socially responsible water company.