



## Transforming Compliance and Field Operations for an Advanced Metering Infrastructure (AMI) Company



### Client Profile

The client is involved in smart meter installation, operation, and maintenance in five Indian states. It aids large-scale utility modernization efforts through AMI implementation and field execution capacity.

Protiviti reviewed smart meter installations across 25+ locations, assessing governance, installation practices, CAPA implementation, contractor compliance, and QHSE aspects, and provided recommendations to strengthen controls and improve overall compliance.



### Client Challenges

- **Unaccounted meter consumption** due to incomplete SAP-MDMS integration, inconsistent material tracking, and non-uniform data formats, hampering real-time visibility and reconciliation.
- **Inconsistent installation quality** due to absence of a standardized assurance and defect management framework.
- **No payment-hold mechanism** in place for non-communicating meters.
- **No predefined criteria** (minimum qualification or experience) for off-roll employees' PO issuance.
- **Manual tracking of off-roll attendance and invoices** causing man-day mismatches and unclear billing, leading to a financial impact below half a million rupees.



## Work Performed & Outcomes Achieved

### 1. SAP-MDMS Integration for Visibility

- Created a uniform system for the movement of materials between warehouses which set the stage for seamless integration of SAP-MDMS systems.
- **Outcome:** Improved control governance by manual reconciliation of processes which booked previously unaccounted materials of SAP leading to governance improvement of ₹300 million. The planned SAP-MDMS integration will further streamline this process by allowing booking in real-time and meter transaction visibility.

### 2. Standardized Quality & RCA Framework

- Introduced **Standard Field Quality Plan (SFQP)**, organized quality checklist, and **Root Cause Analysis (RCA)** mechanism.
- **Outcome:** Facilitated identification of recurring issues, improved field quality, and strengthened defect resolution processes.

### 3. Payment-Hold Mechanism for SIM Failures

- Implemented checklist to flag non-communicating meters under SIM provider contracts.

- **Outcome:** Incorporation of payment-hold clauses in SIM provider contracts ensured accountability for network breakdown, recovered SLA penalties, and improved service reliability.

### 4. Qualification Criteria & Certified Workforce

- Defined minimum qualification and experience criteria in RFP; created a certified workforce register for off-roll field technicians.
- **Outcome:** Reduced legal risks and improved safety by enforcement of installation supervision legal restrictions by field execution safety enhanced enforcement.

### 5. Automated Attendance & Invoice Standardization

- Shifted to a salary system linked to performance with defined benchmarks for evaluation.
- Introduced **geo-fenced attendance** for real-time workforce tracking and standardized invoice formats capturing designation-wise man-days and rates.
- **Outcome:** Improved billing accuracy, reduced manual errors, and enhanced transparency and compliance in vendor payments.

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