

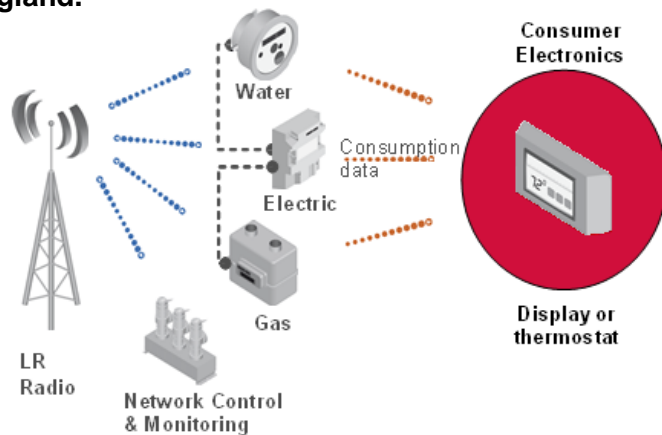
## Case Study: Arqiva

### Smart Metering Product Programme

Arqiva commissioned Milner Strategic Marketing to develop a detailed smart metering product plan. This supported Arqiva's development of a value proposition to become a communications service provider for the GB smart meter roll-out.

The plan examined the market value chain and competitive landscape in detail. This market audit was then used to identify appropriate network architecture, potential price points and likely timescales for product development. The work undertaken by Milner in 2010 was helpful to Arqiva in the early stages of evaluating the smart metering opportunity.

In September 2013, Arqiva signed £625 million contract to provide smart metering communications service in Scotland and Northern England.



### About Arqiva

Arqiva is a leading communications infrastructure and media services company. Arqiva provides much of the infrastructure behind television, radio, satellite and wireless communications in the UK.

As the Service Provider to the Data and Communications Company, Arqiva delivers the communications service to connect smart electricity and gas meters to around 10 million homes and businesses in the North of England in Scotland.

Its network is designed to be "always available", so that utilities can provide time-critical smart services – from crediting prepayment meters to "demand side management". The solution is secure and resilient. As such, it's ideally suited to meet the challenging requirements of smart electricity grids and smart water networks.

### Arqiva's Requirement

Arqiva needed a detailed product plan as it prepared to increase its commitment to bid pursuit and make supply chain decisions based on long-range radio-based network technology.

The product plan needed to ensure that an audit of the market was undertaken, including an analysis of competitive and wider market threats, product pricing and target customer analysis.

The market audit needed to form the foundation on which the product strategy could be built.

The plan to bring the product to market needed to incorporate a product development road map (including trialling the technology) and product delivery overview, as well as explaining how to market the solution to influence key stakeholders and build brand awareness.

## Milner's Solution

Milner used its Clock Face Product Management methodology to provide structure to the product planning process. The team at Milner worked with Arqiva to write a 163 page report that covered four key areas:

### 1. Examining the market

The plan documented the market (its size, value and growth rate), mapped out the value chain, and identified target sectors and customers. Macro-level threats were identified and the competitive landscape was examined. In particular, alternative technologies that could be used to transmit meter readings were evaluated and prices analysed.

### 2. Developing a product for the market

The enhanced understanding of the market opportunity and the competitive landscape was used to develop a strategy based on Arqiva's strengths and the competition's weaknesses. Different strategic options were examined and evaluated. Important strategic questions about the product were asked, which allowed appropriate decisions to be made about product pricing and a product roadmap to be developed.

### 3. Bringing the product to market

Each stage of the product marketing such as technology demonstrations, pilots and field trials was documented, including how to work with suppliers, partners and training staff. This comprised overviews of product collateral, events and PR, coupled with examples of internal comms.

### 4. Monitoring performance

Arqiva's business case and objectives were incorporated into the plan, coupled with KPIs against which the product could be measured.



## Arqiva's Benefits

### 1. A single plan

The team at Milner helped Arqiva to amalgamate information from across the business into one document. Gaps in knowledge were identified and filled using both internal experts and Milner to create a single plan. The product plan became the document with which the product was designed, launched and monitored.

### 2. Rigour and structure

The Clock Face Product Management methodology that Milner created for Arqiva provided a consistent structure across which all products could be developed. This rigorous process meant all aspects of product management were examined.

### 3. Access to product management experts

The team from Milner are product management experts, plus their experience of the Energy industry meant that they started to add value very quickly. They helped Arqiva to define the product and document how it should be positioned in the market.

### 4. A market-led strategy

The market analysis expertise of the Milner team ensured that Arqiva had a thorough understanding of the competitive environment for the Smart Metering product. This included detailed overviews about potential customers, competitors, alternative technologies and macro-environmental opportunities and threats. These insights allowed a market-led product strategy to be developed.

### 5. A successful product launch

The team at Milner brought a high level of intellectual rigor to the project which helped Arqiva to understand the market environment in which it was operating and use this to launch the new product successfully. Arqiva won a £625 million contract to provide a smart metering communications network in September 2013.

*"Milner Strategic Marketing helped us to develop a product plan for our smart metering solution.*

*This involved defining and sizing the market opportunity, understanding the competitive environment and other threats as well as planning how the solution could be taken to market (product roadmap, pricing, product marketing).*

*The team at Milner brought a high level of intellectual rigor to the project which helped us to understand the market environment in which we were operating and use this to successfully launch the new product."*

Russell Inman

Programme Director, Smart Metering  
Arqiva