

F R O S T & S U L L I V A N

# 2024 COMPANY OF THE YEAR

*IN THE INDIAN METERING  
INDUSTRY*

F R O S T & S U L L I V A N

2024  
BEST  
PRACTICES  
AWARD

**Schneider**  
Electric

## Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Schneider Electric India excels in many of the criteria in the metering space.

AWARD CRITERIA	
<i>Visionary Innovation &amp; Performance</i>	<i>Customer Impact</i>
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Mega Trends	Customer Purchase Experience
Implementation of Best Practices	Customer Ownership Experience
Leadership Focus	Customer Service Experience
Financial Performance	Brand Equity

### *Schneider Electric India: Technology-driven and Growth-focused Market Leader*

Schneider Electric India Pvt Ltd (SEIPL) is a global leader in energy management and next-generation automation solutions, with over 150,000 employees worldwide and a presence in more than 100 countries. The company has been present in India for over 60 years, contributing to its economic and social growth and making the country self-reliant.

*“Frost & Sullivan finds that SEIPL’s rich history of accomplishments and best practices implementation demonstrates its focus on continuous growth, harmonizing with economic and social sustainability-focused initiatives and fortifying its market leadership.”*

**- Iqra Azam**  
**Best Practices Research Analyst**

Drawing on six decades of expertise and thought leadership (in industrial sustainability, universal automation, software-centric automation, and data privacy and security), the company has become a recognized name in India’s electrical and automation industry. Serving various sectors (including industries, power and grid, data centers, water, infrastructure, buildings, and homes), SEIPL demonstrates the scalability, scope, and applicability of its solutions. The company has set up a robust Indian footprint with customers in over 500 cities, 31 factories (including five smart factories in

Hyderabad, Bengaluru, and Chennai), and more than 39,000 workers. Frost & Sullivan finds it impressive that SEIPL carries on its parent company’s unmatched global legacy at a local level. Almost every year since

its inception, SEIPL has accomplished a milestone; from 2006 to 2017, it realized rapid expansion and acquired leading brands (Zenatix, APC, Luminous Power Technologies, and Invensys Ltd.). In 2019, the company integrated smart manufacturing and supply chain capabilities with smart factories in Hyderabad and Bangalore. Pioneering a solid growth pattern, in 2020, SEIPL completed the acquisition of L&T Electrical and Automation and, in 2024, rebranded it as Lauritz Knudsen Electrical & Automation.

For business excellence, SEIPL implements an aggressive strategy toward its decarbonization goals. It plans to accomplish a 90% reduction in Scope 1 and 2 emissions by 2030, becoming "net-zero ready." The company aims to have net-zero emissions across its entire value chain by 2050. Furthermore, its Zero Carbon Project targets a 50% reduction in carbon emissions by 2025 for its top 1,000 suppliers. Its manufacturing sites will integrate innovative technologies to double energy productivity by 2030. SEIPL commits to expanding green materials in its products to 50% by 2025. With its digital offerings, the company expects to save 800 million metric tons of carbon dioxide for customers by 2025.

In 2021, SEIPL launched its Green Yodha initiative, backing India's commitment to sustainability. During the 2021 United Nations Climate Change Conference, India's Prime Minister announced that the country will minimize projected carbon emissions by one billion tonnes from 2021 to 2030. Green Yodha directly supports this initiative, aiming at government bodies, businesses, and individuals and encouraging them to take proper climate action, expedite a positive energy transition, and preserve the planet.

Additionally, the company strategically aligns its approaches with government initiatives (e.g., Make-in-India, Digital India, Skill India, and Start-up India), fortifying the country's development. Harmonizing with the government's Atmanirbhar Bharat mission, the company manufactures its products in India (for India and the globe). It exports its 'Made-in-India' products to 30 countries, expanding its global presence simultaneously.<sup>1</sup>

With the mission to make India "more sustainable, digital, and energy positive," in 2023, SEIPL commemorated its 60<sup>th</sup>-anniversary milestone with a new venture, Schneider Electric Innovation Yatra, a carbon-neutral journey with a mobile innovation hub. This endeavor was initiated in Delhi and expanded to over 60 cities, enabling the company to connect with more than 10 million stakeholders. Throughout this journey, the company shared knowledge on technological innovations on the Internet of Things (IoT), Electricity 4.0, digitization, and sustainability within the energy management and next-generation automation solutions sectors.<sup>2</sup>

The company's sustainability-focused approaches also integrate cutting-edge products with an eco-design. Its offerings are easy to repair, upgrade, and disassemble (at end-of-life). SEIPL's ECOFIT services deliver equipment upgrades by substituting only specific parts instead of the entire system. As "the most local of global companies,"<sup>3</sup> SEIPL aims to be its customers' digital partner for sustainability and efficiency. It fuels digital transformation through advanced capabilities (products, controls, software, and services), best-in-class processes, and energy technologies.

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<sup>1</sup> *Schneider Electric's Green Yodha initiative strives to pave way for all-electric and all-digital world* (CNBC TV, September 2023)

<sup>2</sup> *Ibid.*

<sup>3</sup> *Schneider Electric Launches Green Yodha initiative to Support India Meet its Sustainability Commitments* (Schneider Electric, November 2021)

Frost & Sullivan finds that SEIPL's rich history of accomplishments and best practices implementation demonstrates its focus on continuous growth, harmonizing with economic and social sustainability-focused initiatives and fortifying its market leadership.

### ***Technologically-powered Solutions Boost Customer Value***

Over the years, SEIPL has solidified its leadership position in India's smart metering market and maintains a dominant market share in the advanced metering infrastructure (AMI) segment. The company's ability to secure higher percentages across multiple segments strengthens its position and reputation as an industry frontrunner.

Electricity meters are an indispensable part of the electricity ecosystem, ensuring accurate measurements, enabling efficient billing, and contributing to overall system reliability. SEIPL is a pioneer in the Indian smart metering space and a preferred partner for all customers, including electricity utilities and AMI service providers. Its India tariff metering products (including smart meters) provide a diverse selection of high-quality and reliable meters, supporting the efforts to enhance operational efficiency and sustainability.

SEIPL integrates its meters with multiple head-end systems and the latest communication technologies (for data collection, management, and communication), facilitating real-time data for utilities and eliminating manual readings. Users can monitor and control their electricity usage efficiently. Advanced metering also delivers numerous advantages, including better grid management, billing accuracy, and minimized operational costs. Apart from cost-efficiency, the metering devices support sustainability by streamlining resource allocation.<sup>4</sup>

Smart meters can determine usage and analyze different data points on consumption. Many players in numerous sectors (electric, gas, water, and other utility companies) consider smart metering a streamlined way of monitoring consumption and assessing customers' costs and infrastructural needs. Although smart metering is a contemporary innovation, it already has various use cases. IoT is a suitable technology for smart metering, further advancing the solution. SEIPL's smart metering solution, EcoStruxure™ GMO Grid Metering Operations, is an excellent choice for customers seeking technologies to monitor their energy consumption and utilization habits and patterns.

Owing to its large company size and high smart metering manufacturing capacity, SEIPL has a resourceful in-house team for constant product and technology development to tackle distribution companies' requirements. The company supports proven, end-to-end solutions in the digital grid space, in addition to turnkey smart metering infrastructure solutions and first-class grid metering. SEIPL is a one-stop AMI-integrated platform provider serving various applications, including smart metering, communications networks, head-end systems, and mobile device management.

The company's EcoStruxure™ Grid Metering Expert Solutions enable customers to augment their grids' intelligence with advanced data analytics. Backed by a team of dedicated experts with extensive knowledge, these solutions are deployable on-premises or in the cloud. They deliver exceptional scalability, supporting millions of service deliveries and measurement points. They enhance conventional AMI and meter data management (MDM) with superior data analytics and operational data storage and

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<sup>4</sup> <https://www.se.com/in/en/product-subcategory/4110-advanced-metering/>

management. Moreover, SEIPL's solutions integrate with users' supervisory control and data acquisition system, offering quick access to new and old data for comparison with meter data and events.<sup>5</sup>

The company delivers two information technology infrastructure agnostic software platforms: EcoStruxure™ Grid Metering Expert (for MDM and analytics) and EcoStruxure™ Grid Metering Operations (for AMI). These cutting-edge solutions support customer benefits, such as steadfast data integration, state-of-the-art visualization tools, comprehensive analytics across customers' networks, and top-tier interoperability.

*"Frost & Sullivan commends SEIPL for its scalable, cost-efficient, sustainable, and customer-centric solutions, sustaining its leadership in the metering industry and empowering users with capabilities other market players cannot easily duplicate."*

*- Iqra Azam  
Best Practices Research Analyst*

### **EcoStruxure™ Grid Metering Expert**

It integrates different data sources, including most AMI head-end systems, remote terminal units, and intelligent electronic devices. The advisor combines these elements into a shared storage management platform, running as an operational data store and a meter data management system. This capability enables the EcoStruxure Grid

Metering Expert to upgrade customers' utilities with a single, secure data analytics platform. The solution's many applications include billing streamlining, network energy inventory balancing, outage management, load profiling, customer satisfaction measurement, and forecasting, prediction, and pricing analysis.<sup>6</sup>

### **EcoStruxure™ Grid Metering Operations**

This solution leverages SEIPL's information management services expertise and empowers customers with effective AMI deployment, helping them get the most out of their smart metering system. EcoStruxure Grid Metering Operations supports large-scale AMI implementation while minimizing operational costs, refining end-customer services, and facilitating environmentally responsible energy. This solution's use cases include meter management, remote operation, readings and events collection, monitoring, and reporting.<sup>7</sup>

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### **Robust R&D Propels Growth Potential**

SEIPL's extraordinary emphasis on investments in research and development (R&D), design, automation, business expansion, and ability to innovate solutions based on market demands bolster its competitive edge. The company is working towards expanding the localization of components (in its electricity meters sold in India) and adding local customer value to its offerings. Its integrated manufacturing facility in Karnataka supports R&D, testing, manufacturing, quality, marketing, and supply chain management capabilities.

<sup>5</sup> EcoStruxure™ Grid Metering Solutions – Brochure (Schneider Electric website)

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

In 2022, SEIPL announced its plans to double manufacturing capabilities with a new smart factory in Bengaluru. Through INR 425 crore planned investment, the new facility consolidates six factories under one roof to establish one of the company's largest smart factories globally. This development magnifies SEIPL's production capacity and manufacturing capabilities in electronics (printed circuit board assembly, products, and systems). The smart factory also expands SEIPL's export volume capacity to 80% export volume capacity, keeping both local and global customers in consideration with the initiative. India is the company's third-largest market, with high growth opportunities for export operations. With the shifting market landscape, it is the ideal opportunity for SEIPL to boost efforts and contribute to the country's national economic growth. The company anticipates the new facility will be 'the Factory of the Future' and will fuel future development for India. SEIPL envisions the facility to "make manufacturing sustainable, resilient, and agile." Lastly, the factory fosters operational efficiency and reduces costs. Moreover, in 2023, SEIPL announced five new factories to accommodate India's growing clean energy demand.

In September 2023, SEIPL disclosed its plans to invest INR 3,200 crore (by 2026) to increase its footprint across nine Indian states (Gujarat, Telangana, Karnataka, West Bengal, Odisha, Tamil Nadu, Maharashtra, Himachal Pradesh, and Uttarakhand). With a stronger focus on business success and R&D, the company will launch smart meters for projects under the revamped distribution sector scheme.

These developments and initiatives testify to SEIPL's dedication to maximizing revolutionary technologies to address customers' evolving demands.

### ***Superior Customer Experience Precipitates Long-lasting Trust***

SEIPL provides unparalleled customer experience and communication, ensuring a strong sense of ownership. It allows potential customers to visit the manufacturing facilities pre-purchase and analyze the product quality in person. This transparency-focused approach develops long-lasting trust, giving customers a solid understanding of SEIPL's value proposition from day one and fostering reliable relationships. The company makes it simple and easy for customers to reach out in case of concerns or queries. Its website provides direct access to the support center, sales staff, and customer service. Additionally, SEIPL conducts a third-party independent customer survey to acquire honest feedback and identify gaps, improvement areas, and unresolved customer needs. For an enhanced shopping experience, the company's E-shop (on its website) allows customers to make seamless purchases online. Moreover, the website lets visitors find a distributor or integrator (based on location) easily and quickly, offering high-level customer convenience.

Frost & Sullivan opines that SEIPL continues to lead and succeed in India's metering market with its unmatched customer focus, reliable, result-oriented solutions, and transparent business operations.

## Conclusion

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Leveraging six decades of operational excellence, industry expertise, and business success, Schneider Electric India Pvt Ltd (SEIPL) has become a celebrated name in India's smart metering market. Its unmatched value proposition integrates technology-powered, customer-centric solutions with advantages other market players cannot easily replicate. With over 39,000 employees, 31 factories, and customers in over 500 cities, SEIPL has established a robust footprint in India, which it continues to expand with new facilities, customer acquisitions, and manufacturing capabilities. The company dominates India's metering industry with the most market shares across different segments and the highest number of meter shipments. SEIPL proves its commitment to sustainability with outstanding initiatives that align with the Indian Government's approach toward a green India. It maintains transparent, reliable, and continuous communication with customers, addressing their unmet needs, evolving demands, and regular queries.

With its strong overall performance, Schneider Electric India earns Frost & Sullivan's 2024 Indian Company of the Year Award in the metering industry.

## What You Need to Know about the Company of the Year Recognition

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Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

### Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### *Visionary Innovation & Performance*

**Addressing Unmet Needs:** Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

**Visionary Scenarios Through Mega Trends:** Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

**Leadership Focus:** Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

**Best Practices Implementation:** Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

**Financial Performance:** Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

#### *Customer Impact*

**Price/Performance Value:** Products or services provide the best value for the price compared to similar market offerings

**Customer Purchase Experience:** Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

**Customer Ownership Experience:** Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

**Customer Service Experience:** Customer service is accessible, fast, stress-free, and high quality

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty



## About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

## The Growth Pipeline Engine™

Frost & Sullivan’s proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

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### Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



## The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

### Analytical Perspectives:

- **Mega Trend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

