TRANSFORMATION TOOLS FOR UTILITIES

Digital strategies, analysis and approaches to lead the energy transition

Capability Primer - September 2016
Transformation Tools for Utilities
Digital strategies, analysis and approaches to lead the energy transition

This pivotal moment of transformation in the utility industry is providing large scale and unprecedented opportunity for traditional power providers and those operating at the edge of the grid. In this capability primer, we highlight some of the broader industry technology trends and the resulting tools, approaches and insights that Indigo Advisory Group employs to help utilities navigate uncertainty and create the right strategies.

About Indigo Advisory Group
Indigo Advisory Group works with utilities and energy companies to deliver market leading strategy, technology and innovation services. Our capabilities span the entire energy value chain and our approach is high value and outcome focused. #indigoinsights is our market perspectives and intelligence center, providing analysis and market research for utilities.

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The Changing Utility Landscape
Trends and strategies are emerging across the power sector

Evolutionary trends

Policy & Regulation
• Energy security, reliability, and resiliency goals
• Local and global environmental concerns over air emissions
• Global energy access imperatives

Revenue and Markets
• Flat or declining load in the U.S., EU, and Japan
• Increasingly diverse participation in power markets
• 60% of grid assets will need replacement this decade

Business Model Innovation
• New business models emerging at the grid edge
• Increased interactions with other sectors

Technology Innovation
• Renewable energy cost reductions
• Innovations in data, intelligence, and system optimization
• Increasingly digital operations environments

Consumer Behavior
• Evolving customer engagement
• The rise of the energy “prosumer”

Emerging Strategies

Policy & Regulation
• Regulatory proactiveness and innovation

Revenue and Markets
• Use of granular of data on power system performance for investment / DER decisions

Business Model Innovation
• Shifting of capital to strategic grid asset investment
• Decisions on asset ownership v services

Technology Innovation
• Investment in use cases relating to DERMS & DMS
• Partnering with the market and fostering innovation
• Leveraging corporate venture arms

Consumer Behavior
• Increasing engagement with customers
• Working with other industries and creation of connected home strategies
• Developing strategies on how customers participate in energy supply and demand
Renewable Portfolio Standards

- 29 States + Washington DC + 3 territories have a Renewable Portfolio Standard (8 states and 1 territories have renewable portfolio goals)

Net Metering

- 41 States + DC, AS, USVI, & PR have mandatory net metering rules

Energy Efficiency

- 26 States have Statewide Energy Efficiency Resource Standards (or Goals)

Utility of Future Regulatory Reform

- 11 States have initiated regulatory proceedings around the Utility of The Future e.g. REV in NY

www.dsireusa.org / August 2016
New Technologies - Utilities are Increasing Investment

Investment patterns are emerging on both sides of the meter

Driving Factors

- Grid security and business continuity
- Grid modernization and energy delivery
- Clean energy and fuel diversity
- Customer focused solutions
- Environmental policy adoption and fleet transition

Uncertain Factors

- Pace of technology change
- Ongoing regulatory uncertainty
- Increasing competition behind the meter
- Increasingly engaged customer segments
- Capability development

The pace of technology investment is accelerating across the industry. For example, as well as pursing a grid edge investment strategy through its corporate venture arm, Exelon plans to invest $25bn on critical infrastructure, smart grid technology and other reliability and customer service improvements at its utilities over the next five years to benefit its 10 million electric and gas customers. Across the country we are seeing similar large technology investments being made by power companies.
Distribution system changes for DER transactions

High levels of DERs may provide an opportunity to optimize grid investments and improve overall power system performance and economic efficiency, however, significant coordination and investment is needed across aggregators, system operators and technical architecture design.

Presently, installed DER capacity interconnected to the PG&E distribution grid is about 8 percent of peak load system-wide.

Adapted from LBNL, 2015
Moving to a Transactive and Dynamic System

Many of the trends across the sector are converging on the idea of moving towards a transactive and dynamic energy system, where real time markets, peer to peer transactions and market animation are enabled by new technology developments.
GridChain - Technologies Accelerating the Transition

Examples of technology that may accelerate the transition can be found in early stage applications of Blockchain that are being explored globally. By leveraging P2P technology where both computers and people share a distributed ledger, networks of blockchains may interact over time to fundamentally change the market.

- Design of Actors
- Hundreds of Processes
- Market Settlement
- Utility Value Chain (G, T, D & Retail)
- Billions of Consumers

Adapted from William Mougayar, Indigo 2015

Increasing evolution, complexity & timeframe
Transformational Capabilities
Utility Analytics | Emerging Technologies | Grid Transformation | Operational Excellence | Utility Strategy
Underpinning all of our services is an advanced understanding that the energy industry is at a pivotal moment of transformation where new technologies and regulations are paving the way for new business models, competitive forces and of course, opportunity. Across all of these services Indigo delivers exceptional outcomes using proven approaches and a collaborative engagement model.
Our Proven Utility Tools and Resources to Manage the Transition
A comprehensive set of tools and approaches for unmatched results

UtiliAPP - Methodology for prioritizing data and analytics investments across a utility

UtiliVATION - A series of innovation frameworks and market insights

UtiliGRIDMOD - Processes and tools to embark on large grid modernization programs

UtiliPERFORM - Suite of tools for utilities to become operationally excellent

UtiliSME – Utility strategy management, planning and execution services
Accelerated Growth in Utility Data

Sensors across the network and behind the meter are providing opportunity

The massive increase in installations of intelligent devices and the corresponding rise in data usage will necessitate significant investment in data storage infrastructure and information management programs. Presently, the three key areas of investment by utilities are in the visualization, situational awareness and predictive forecasting domains.
Advanced Utility Analytics – Our Approach

Our Approach is centered on 4 key areas and with industry leading use cases as an input

1. Use Case Analysis
Utilizing a comprehensive inventory of use cases, Indigo can quickly map areas of high value analytical investments across domains such as visualization, predication and control.

2. Application and Data Assessment
Based on our use cases and business requirements approach, we help utilities ensure they have the right data strategies.

3. Analytics Roadmaps
We have created multiple analytics roadmaps for utilities that have demonstrated proven return on investment and significant organization efficiency impacts.

4. Use Case Deployments
From use case identification through to implementation we work with utilities to ensure that their use cases are deployed efficiently and are being utilized effectively across the business.

Indigo is helping power companies across the industry leverage analytical solutions that lower operations and maintenance costs, improve asset and load management, reduce outage management frequency and allow for a sophistication of customer products.
Example Analytics Use Cases Across the Value Chain

We bring over 100 directional use cases to the table for utilities to prioritize

- Intra-cycle billing alerts
- Appliance-level functionality assessment
- DER equipment operation and maintenance
- Demand-charge estimation by C&I customers
- Load disaggregation
- Rate comparisons
- Gamification
- Segmentation
- Participation in grid optimizing services

- Overload/Congestion Management
- Fault Location, Isolation, Service Restoration
- DG Monitoring & Voltage Tracking
- Real-time Loading Data for Distribution Ops. & Planning
- Automatically Map Phasing Information
- Weather Forecasting
- Demand Response Impact Forecasting
- Circuit-level DER forecasting and hourly customer load shapes

- Generation asset management (Step-up transformers, Steam turbines, Hydro turbines and generators, Fossil turbines, Support systems (batteries, room), GSU breakers, Back-up generators, Switchgear etc.)
- Plant availability analytics
- Forced outages analytics

- Energy Scheduling Billing and Settlement
- Market Interaction Validation

- Wide-Area Monitoring and Control - Automated Control Functions
- Wide Area Control System for the Self-Healing Grid AGC Frequency Control
- Adaptive Transmission Line Protection
- Hours Ahead Load Optimization
- Optimized use of Synchro Phasor data
- Reliability
- Procurement times

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Understanding the Value of Analytics Use Cases

We prioritize Use Cases based on several factors and unique utility characteristics

- Load disaggregation
- Rate comparisons
- Gamification
- Segmentation
- Participation in grid optimizing services
- Intra-cycle billing alerts

Customer: 10%
- Distribution State Estimation
- Switch Order Management
- FLISR
- Predictive Fault Location
- DMS Control of Protection Settings
- EV Charge Management

Grid: 15%
- Voltage Monitoring
- Load Balancing (LB)
- Volt-VAR Optimization
- Optimal Network Reconfiguration
- Short-Term Load Forecasting (STLF)
- Emergency Load Shedding

Load & Voltage: 25%
- Distributed Energy Resources Management
- Optimal Switch/Recloser Placement
- Vegetation Management
- Storm Analysis
- Reliability Analysis (including outage analysis)

Reliability: 10%
- Catastrophic Failure Notice
- Capital Planning
- Maintenance Optimization
- Risk Analysis and Risk Scoring
- Dynamic Asset Rating

Asset: 25%
- Field Force Performance
- Work Management Analysis
- Work order management
- Conditional Expression based inspections
- Barcode scanning, RFID and GIS support

Work: 15%

Example Coordinated Capability Investment
UtiliAPP – Analytics and Application Management
Methodology for prioritizing data and analytics investment across a utility

Overview – UtiliAPP is a proven method to help utilities determine what the highest business value from analytical investments are and as a result what technical and business requirements need to be prioritized. We conduct rapid assessments and develop high-impact roadmaps for utilities ensuring that power companies are leveraging the most out of their data and technology investments.

Tools – UtiliAPP consists of several key tools including a repository of use cases that are categorized across load, voltage, work, customer, grid, work, reliability domains. Use cases are also categorized based on application e.g. visualization, prediction and control. Our tools also include industry business cases, vendor capability analysis and industry lessons learned.

Approach – The methodology is centered around four key areas. 1) Using a repository of use cases we prioritize based on business need and overall cost to deploy. 2) We then conduct a data assessment to determine the availability and quality of data. 3) We then develop a roadmap and for priority use case, develop detailed requirements. 4) Finally, we implement use cases and ensure that benefits are being tracked.

Outcomes – The value of a targeted analytics programs for utilities can be enormous. Globally, utilities are decreasing the cost to serve, increasing reliability, enhancing customer satisfaction and creating more effective investment portfolios. Our approach and NPV analysis and back end benefit tracking can help utilities understand where the highest value applications exist today across the industry.
Emerging Technologies
Technology Assessments | Innovation Analysis | Market Intelligence
The key question for utilities is even when a technology crosses the chasm to commercialization, how they can monetize that or get a return.

- **Pilots**
  - Not yet commercialized but are likely to be commercialized and cost-effective for a significant proportion of end-users over the next few years.

- **74%**
  - The amount that R&D declined in the sector between 1993 and 2000.
  - Investment is slowly beginning to rebound and new innovation investment models are emerging.

- **Grid Dplyd**
  - Commercialized, but currently have penetrated a small % of the appropriate market.
Indigo’s research shows that utilities continue to increase their capital investments in new energy technologies, business models and companies since 2013. Typically, as part of dedicated investment arms and in conjunction with other investors we are seeing utilities invest millions into startup funding rounds and taking stakes of 10 to 30 percent. The average joint utility investment round is $19m. E.ON Venture Partners continues to be the most active utility fund.

Across the board and over the past 4 years, investment counts peaked in 2015. 2016 is shaping up to be a similar year of activity with European Utilities increasingly making investments in US startups.

Utilities Investing in Innovation at the Grid Edge
Indigo tracks and informs Utilities of investments and opportunities

- Electric Vehicles: 6%
- Energy Storage: 8%
- Connected Home: 9%
- Energy Efficiency (incl. DR): 10%
- Software & Analytics: 15%
- O&M Technology: 17%
- Distributed Energy Resources: 34%

Non Solar Deal Count 2013 - H1 2016:
- E.ON: 12
- Exelon: 9
- Edison Int.: 5
- Engie: 5
- Ibedrola: 4
Developing Innovative Capabilities for new Utility Paths to Growth

Core Utility Business
Optimizing existing utility products and services

Key Strategy – In-House Innovation Management managing all value chain lifecycle optimization

Neighboring
Expanding from existing business into “new to the utility”

Key Strategy – Partner with the market to industry participants, research institutions, or developers to bring new products and services to the marketplace and customers

Transformational
Developing breakthroughs and inventing things for markets that don’t yet exist

Key Strategy – Explore VC options and creation of separate innovation organizations to serve new opportunities

Utilities are consistently faced with developing the right strategy to allocate funds among growth initiatives. Understanding where a power company should play and how they can win will inform their market strategy, be that in-house, partnerships or VC options. Using proven frameworks to assess opportunity and risk for a utilities portfolio can provide a valuable starting point.
Tactics for Growing Long-Term Utility Innovation

Customers
Ensuring that customer segments are more actively engaged in energy, by assessing appetite for bundled services, new technology demonstrations and new products and services.

Partners & Suppliers
Ensuring that partners understand and utilities influence product roadmaps. Engage with market leading vendors and provide data access to develop new products and services.

Innovation Networks
Building communities of innovators in a utilities jurisdiction e.g. partnering with universities, startup incubators and other groups.

R&D Providers
Where feasible leverage third party providers in particular domains to decrease product development and commercialization timeframes.

Employees
Encourage that an innovation culture is fostered throughout the organization, enlist ideas, provide time and run idea rapid prototyping sessions.

Innovation Mgmt. Team
Institute and empower an innovation management team to build out local partnerships and serve as an organizational conduit.

Business Function Managers
Emphasize importance and empower culture of innovation among department heads.

Research & Development
Ensure that funding, tools and research roadmap is aligned with the utilities aspirations and ease process of interactions with operations.

Ensuring that a utility has the right external and internal innovation strategy throughout a series of stakeholder ‘tactics’ coordinated by a broader innovation roadmap will serve utilities well in a transformational marketplace.
UtiliVATION – Innovation Management for Utilities
A comprehensive series of innovation frameworks and market insights

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<tr>
<td>Overview – UtiliVATION is a series of frameworks and insights that provide innovation analysis and market intelligence for utilities and grid edge companies. We track, analyze and rate new developments. For utilities we provide analysis on VC, partnership and in house innovation models by having a true understanding of emerging technologies and opportunities across the value chain.</td>
<td>Approach – Our commercial availability analysis and market assessment approaches rapidly decreases the time a utility would take to deploy new innovative technologies. For utilities looking to embed innovation as part of their R&amp;D and broader business, Indigo works alongside departments to develop innovation management capabilities and capture highest value opportunities.</td>
<td>Tools – UtiliVATION is a series of tools and methods that includes an innovation prioritization matrix and business case evaluation process. In addition, Indigo brings its repository of submarket trackers and commercial availability analysis to bear on each engagement.</td>
<td>Outcomes – The rapid deployment of innovative projects and initiatives including technical deployments, new ways of working and business model evaluation and integration. Outcomes also include the identification of investment and partnership opportunities for utilities and grid edge companies.</td>
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Grid Transformation

Modernization Strategies | Technology Deployments | Business Cases
Building Grid Transformation Capability
From strategy to execution, Indigo helps utilities across the lifecycle of transformational grid programs

Asset Optimization
- Strategies and programs to manage assets across the network

Renewable Integration
- Tactics for the Integration of bulk and distributed energy resources

Situational Awareness
- Technology to support wide area and local situational awareness for enhanced grid planning

Business Models
- Emerging grid management business model, technologies and partnerships

Strategy
Indigo develops comprehensive multiyear grid transformation and modernization programs for utilities

Alignment
We ensure alignment across organization for new and existing technology deployments

Execution
We help utilities track and realize benefits outlined in our business cases

We provide subject matter expertise and implementation assistance in the areas of ISO 55000, monitoring and diagnostic technology and strategic asset management planning

We provide business case development, technology assessments and multi-functional process support for renewable integration

We provide strategies, organization design and vendor selection assistance for the deployment of smart operation centers

We help utilities assess emerging grid transformation business models from both an infrastructure and service perspective
Grid Transformation Elements

Coordinated investment strategies across all utility domains are the most successful

Analytics
The use of data analytics applications and techniques to gain insights and situational awareness of the grid in order to increase system reliability, enhance customer experience, perform predictive reliability planning and expand real-time operation of distribution systems.

Customer Empowerment
Investing to ensure customers have the necessary information to make informed energy management decisions in order to maximize their energy value and support their access to third-party value-added services and offerings while protecting their privacy.

DER and Bulk Renewable Mgmt.
Investing in tools, resources, and technologies to integrate bulk and distributed resources, including the identification of grid services that DER can satisfy and ensuring that overall interconnection processes are expedited. In addition, ensure that a utility is pursuing appropriate asset ownership opportunities.

Integrated Systems
Deploy foundational infrastructure and processes to support the integration of a smart grid data and to understand and manage the risks with new technologies while ensuring a single source of the truth and maximum application rationalization.

Network Automation
Deployment of secure distributive controlled common smart grid software, hardware, and communications layer across a utilities infrastructure.

Physical and Cyber Security
Address the increased physical and cyber security risks and threats associated with Smart Grid system design, development, implementation, and operations by installing security at all levels of the deployment, including equipment.

Depending on the level of grid modernization maturity, utilities technology investments tend to follow a path of sensor deployment, communications upgrades, and investment in back-office applications, all while ensuring that assets are monitored and maintained in an efficient, safe, and reliable manner.
The creation of business cases with detailed sensitivity and NPV analysis including the assessment of alternatives is a crucial step to define recovery options and align the business to a benefits realization approach.

As grid modernization programs are large multiyear complex undertakings, a roadmap that links foundational investments and early quick wins and back ended benefits needs to be sequenced accordingly.
Overview – UtiliGRIDMOD is a process that helps utilities evaluate their maturity across smart grid technologies and embark on large scale grid technology transformation programs. The approach alleviates the complexity of cross functional planning and centers on building not only infrastructure within a utility, but also capability.

Tools – UtiliGRIDMOD’s suite of tools centers on standard business cases, market assessments, technology maturity assessments, roadmapping and dependency management analysis and a host of lessons learned from smart grid deployments globally. Our consultants have built several large and successful smart grid programs globally.

Approach – Our approach centers on three main areas including Maturity Assessment and Vision Alignment, Business Case Creation (DOE aligned) and Roadmap and Implementation Planning. Integrated programs generally fall into the categories of Analytics, Customer Empowerment, DER and Bulk Renewable Mgmt., Integrated Systems, Network Automation and Physical and Cyber Security.

Outcomes – With thorough business analysis we have helped utilities achieve a range of operational, financial and services benefits all while developing capabilities across renewables integration, situational awareness, improved reliability and resiliency and improved customer satisfaction.
The Importance of Utility Strategic Planning Today

Strategy has never been as critical for the power sector as it is today. From corporate strategy to planning for pointed strategic issues and opportunities, utilities face a host of uncertainties to manage.

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### Strategic Planning Investment Decisions and Trade-offs

#### Grid Modernization & Maintenance
- Life cycle asset management
- Communications Infrastructure
- Sensor Network and Network Automation
- Life extension programs
- DER and Bulk Renewable Mgmt.

#### IT and Business Infrastructure
- Business Model & Process Optimization
- Network Operations Centers
- IT Initiatives
- Data Infrastructure, virtualization, management and applications

#### Strategic Imperatives and Innovative Investments
- Energy storage
- Innovative R&D
- Grid data and analytics innovation
- Options to deal with retirement of generation assets
- Creating a smart operations centre
Indigo utilizes a thorough and proven strategic planning process that contains all the critical elements of creating an effective strategic plan, including industry overlays, opportunities and lessons learned. From vision and mission through to implementation planning our process will ensure the right outcomes are achieved. In addition, our scenario planning framework, will also ensure that Utilities are employing the least regrets strategy in today’s market.

Vision & Mission
Compelling mission and vision formation that captures aspirational direction and purpose for utilities

Strategic Goals
Creation of goals that are specific, measurable, achievable, relevant & time bound

Strategic Initiatives
Initiative identification and business case development to ensure strategy and tactics align

Metrics and KPIs
Measures that align the organization and ensure that benefits realization is central to the overall plan

Implementation Plan
Detailed implementation planning, including, costs, resources, schedules and governance planning
Components of Strategic Planning
We work with utilities over a series of workshops and through detailed analysis to create holistic, measurable and market leading strategic plans

- **Key Questions Addressed**: What industry trends are being observed and where do we believe the industry is headed? What key challenges and opportunities specific to the utility will arise as a result of the expected industry developments?
  - **Key Deliverables**: Scenario Planning, External and Internal Outreach and Environmental Scan, List of challenges and opportunities

- **Key Questions Addressed**: What is the Utility's current strategic focus? How does the Utility's focus and performance compare to industry best practices? What should the utility look like in the future in order to respond to the identified challenges and opportunities, and how does it compare to existing vision, mission and goals?
  - **Key Deliverables**: Gap Analysis, List of challenges and opportunities, Vision, mission and strategic goals

- **Key Questions Addressed**: Which short- and medium-term goals should be established in alignment with the overall strategic ambition? Which key performance metrics will let us know if we are on track to achieve our strategic ambition and tactical goals?
  - **Key Deliverables**: Industry best practice analysis, Defined tactical goals and performance targets

- **Key Questions Addressed**: How do our existing capital portfolio support the revised strategic ambition and tactical goals? What other investments should be considered in order to achieve the tactical goals? How should we implement and communicate the plan? How should we measure progress?
  - **Key Deliverables**: Portfolio of strategic initiatives to enable strategic ambitions, KPI’s, Implementation plan
Overview – UtiliSME is a proven strategic planning methodology that identifies opportunities, creates direction, manages stakeholder expectations and aligns resources. As strategic planning is as critical as ever within the industry we also employ scenario planning and quantitative analysis to ensure that our clients strategies built with the least regrets.

Approach – By conducting a thorough current state assessment up front and creating a robust set of goals, we will help utilities begin the planning process in a holistic and comprehensive manner. From there, we work collaboratively to develop strategic options and initiatives to ultimately provide a structured and comprehensive planning process with clear actionable outcomes.

Tools – Across the entire strategic planning and implementation lifecycle we employ proven tools such as benchmarked KPIs, vision and mission creation processes, workshop facilitation and breakout group session planning, rigorous NPV and sensitivity analysis playbooks and example roadmaps and sequencing guides.

Outcomes – The creation of an effective and compelling strategic planning can bring large scale financial and organizational benefits to a utility. It can also ensure that a utility effectively manages the pace of regulatory and technology change in the least risk manner.
Operational Excellence
Program Mgmt. | Operating Models | Process Design | Change Management
Optimize

Process and Organizational Design

With limited CapEx and OpEx budgets becoming the new norm, utilities are under increasing pressure to reduce their cost to serve while balancing operational excellence. At Indigo, we help utilities map and optimize their processes. We focus on all level 1, 2 and 3 utilities process from meter to cash trough to transmission and generation operating process. Whether the focus is on reducing cost, improving revenues, increasing customer satisfaction or the integration new ways of working, Indigo has the solutions. Indigo also works with utilities to help create target operating models and organization design from processes through to tasks, roles and job design -- we employ top down and bottom up operating model creation methodologies. Our specific services include:

- Process Design
- Operating Models
- Transition Planning
- Maturity Assessments & Change Tracking
- Organization Sizing
- Program Assurance & Management
Capabilities to become Operationally Excellent
Tools to ensure that Utilities are operating in the most efficient and effective way

**Process Design**
Level 1, 2 & 3 externally benchmarked process designs for utilities and implementation of lean principles

**Maturity Assessments & Change Tracking**
Capability Maturity Assessments across all functions and innovative change measurement and action planning tools

**Operating Models**
Bottom up and top down operating model designs that are aligned to processes and externally benchmarked

**Organization Sizing**
FTE model development and organization design for large complex programs and existing operations

**Transition Planning**
Transition project and initiative process to core operations and BAU environments

**Program Assurance & Management**
Program health checks and delivery assurance. Management of large complex, multi-release and multi geography implementations
As utilities build out new capabilities and teams in the areas of grid modernization, monitoring and diagnostic centers, emerging technology teams and centralized distributed energy resource management, there is a need to move from project execution to transition organizations and ultimately a utility of the future target operating model.
Overview – UtiliPERFORM is a suite of tools and process that helps to ensure Utilities are operating in the most efficient and effective way. Our tools have been leveraged to achieve results in large scale initiative implementations, to help programs transition to BAU and to build operating models. In addition, in this capability we also design business processes and provide program delivery assurance.

Approach – Our approach centers on six main areas -- Process Design, Operating Models, Transition Planning, Maturity Assessments & Change Tracking, Organization Sizing and Program Assurance & Management. Across all of these areas we bring approaches that have been developed and proven specifically for the utility sector.

Outcomes – The tools and approaches in UtiliPERFORM help utilities deliver programs that are off track or are technically and organizational complex from a deployment perspective. Across people, process and technology our suite will ensure that programs are delivered with high performance and that organizations are built for the future.

Tools – UtiliPERFORM is made up of a suite of operational excellence tools including change measurement and tracking tools aligned to commitment curves, process redesign frameworks aligned to lean principles, FTE and Org Sizing models that come pre-populated with industry implementations and a suite of programs management tools.
Our Approaches – Bringing it All Together
Expertise and solutions to help utilities navigate the energy industry transformation

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