# Strategy's role in the new utility

CRA surveyed 20 utilities to learn about their strategy groups, shifts they've seen in the last 5 years, and the changing role they play in the company.

### The threats have increased.



Competition

#### The strategy group role and structure is varied.



#### **Respondent utilities represent**

25 State Jurisdictions **24M** Flectric Customers \$220B Market Capital 83GW Owned Generation **\$59B** in Flectric Revenue \$27B in Electric EBITDA

Grown significantly

Grown somewhat

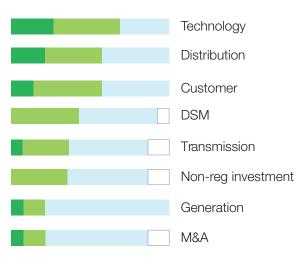
Stayed same

Shrunk

N/A









Only **57**% are led by an SVP or VP.

Indicate a need for greater support from their strategy group.

**BUT** 

Indicate the size of the strategy group has stayed the same or shrunk.

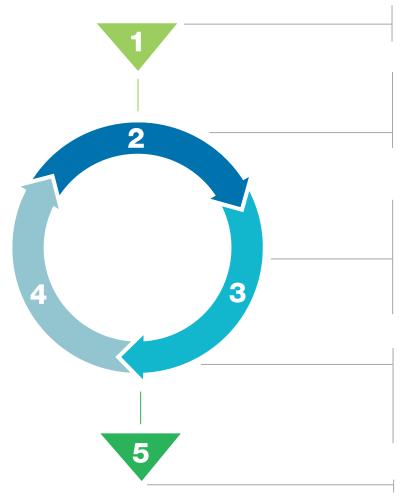
Given the increased challenges, should utilities

reconsider the role and structure of their strategy groups?



## How is your utility positioned to develop strategy in a changing environment?

#### **New utility example**



#### **Aspiration**

Electricity ubiquity – be leading provider of electric infrastructure

#### **Capabilities and competitive advantage**

- Existing infrastructure
- Customer relationships
- Modernization experience

#### Invest in innovation



- Electric transport charge infrastructure
- DG and storage
- Industrial services
- Microgrids
- Home energy management

#### **Markets**

- Grid investment for electrification
- Charging station ownership, O&M
- Microgrid construction, ownership, O&M
- Energy management solutions, etc.

#### **Performance management**

