

# Strategy's role in the new utility

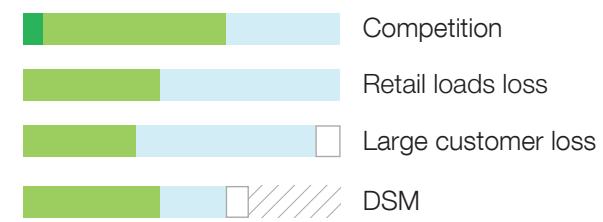
CRA surveyed 20 utilities to learn about their strategy groups, shifts they've seen in the last 5 years, and the changing role they play in the company.

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

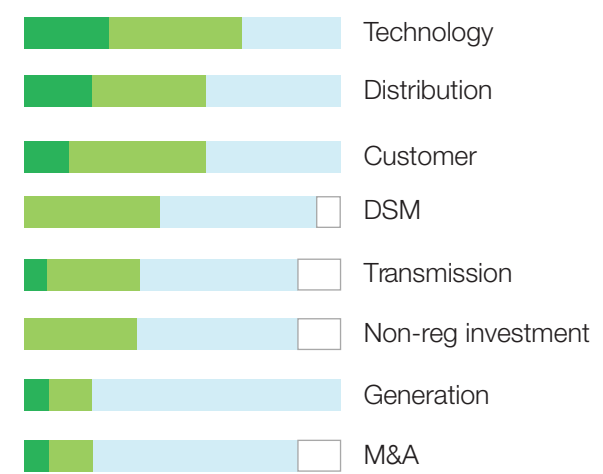
- Grown significantly ■
- Grown somewhat ■
- Stayed same ■
- Shrunk
- N/A



## The threats have increased.



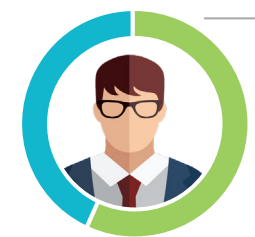
## The focus has changed.



## The strategy group role and structure is varied.



**Only 50%** report to CEO or President.



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

**71%** Indicate a need for **greater support from their strategy group.**

**BUT**

**78%** 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

