



# LUMERIC™ Project Summaries

**Project Type:**

Growth Strategy / Competitive Intelligence

**Sector:** Independent Power Generation

**Client Size:** \$1B+

**Company Position:** Market Challenger

**Client Level:** VP Operations

**The Critical Decision:**

What is the most efficient organizational structure to support the planned expansion of an independent power producing division of a traditional utility with multiple generation technologies including natural gas, coal, solar and biomass?

**The Answer:**

The optimal organization would centralize certain specialized activities such as technical support, project management and capital maintenance planning while placing full operating performance and compliance responsibility with local management.

**The Discussion:**

After a successful start-up and growth period, the client had justified further investments to support expansion. The company had operated on a decentralized basis; most decisions and actions were taken at the local level. The client recognized this structure would not optimize efficiencies across the organization as it grew and asked Lumeric to provide competitive benchmarks as a foundation for re-designing its operating structure.

Through a series of in-depth interviews, Lumeric mapped out the various organizational structures of independent power producers and identified the strengths and weaknesses of each. Based on this analysis and the client's growth plans, recommendations were made on putting in place the most efficient operating structure to support its growth objectives. 