

JEA ITN 124-18: STRATEGIC PLANING AND IMPLEMENTATION CONSULTING SERVICES – PRESENTATION AND INTERVIEW

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An effective strategy requires:

- ✓ A strategic plan responsive to trends
- ✓ A clearly articulated vision for the future
- ✓ Defined goals and metrics for success
- ✓ An aligned organization

- ✓ Discrete initiatives, clearly prioritized
- ✓ Owners accountable for driving each initiative
- ✓ A clear process to track and measure progress

Phase 1 priorities

- JEA has articulated an understanding of trends and defined a Framework supported by Corporate Metrics
- The goal of phase 1 is to supplement view of trends, drive organizational alignment and establish a rigorous framework of metrics and benchmarks

Phase 2 priorities

- Phase 2 will aim to identify, prioritize and drive progress towards strategic initiatives that will achieve JEA's corporate metrics
- It will also create a clear tracking structure, supported by continuous change management and capability building



Our perspective

Unconstrained ideation: Disruptive forces facing the utility industry mean that the initial long list of initiatives should include ambitious and far-reaching ideas outside of the status quo and involve feedback from across the organization

Consistent metrics: Strategy is effective when specific targets, metrics and reporting structures are set, implying that initiatives should be evaluated using a rigorous set of performance metrics

Portfolio approach: Resources should be allocated flexibly to various initiatives, focusing on no regrets moves, but still maintaining a portfolio of seeding options to manage risk and and maintain balance across functional areas



How we have tailored our approach

Our approach will enable rapid prioritization of initiatives using a consistent framework:

- **Baseline analytics and trends:** initiatives must be grounded in a strong understanding of current state
- **Rapid iteration using a staged approach:** We will maintain a funnel of initiatives, with all ideas flowing through and more high value initiatives progressing faster towards the end
- **Consistent, “apples to apples” metrics:** We will develop metrics that will allow tradeoffs to be made across initiatives types and enable reporting
- **Scenario-based approach:** Our analysis will include a consideration of risks and uncertainties in a rapidly evolving space, using McKinsey’s proprietary tools