

Technical Note

STRATEGIC STAFFING MODEL FOR ELECTRIC UTILITIES

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Abstract. Historically, utilities have been granted a natural monopoly status through the regulatory process. Under such conditions, utilities need to prove to their regulators that their expenditures were necessary to comply with imposed "obligation to serve." When these prudence arguments are successful, the utilities may recover their costs plus a rate of return. Some have argued that this structure has not created an environment that fosters productive efficiency. With deregulation on the horizon, the utility business is changing. To survive the 21st century, utilities need to find ways to improve their efficiency. One such avenue is strategic staffing.

Keywords: Linear Programming, Analytic Hierarchy Process, Strategic Staffing

1. Introduction

Traditionally, utilities have been governed by regulatory forces, limiting their need to be competitive. As long they could prove that their expenditures were prudent, they were able to include them into the "rate-base" and collect fairly attractive rates of return. Some have even argued that utilities had every incentive not to be efficient. With deregulation on the horizon, however, electric utilities are searching for ways to understand and implement efficiency measures. Recent trends indicate that the industry's environment may be changing. One method through which utilities may improve their competitiveness, regardless of the regulatory environment, is strategic staffing.

Moving towards staffing for competitiveness is especially necessary because of the change in the utility workforce structure. Over the last few years, many utility companies have created a situation through early retirements and layoffs in which most of the Transmission and Distribution (T&D) construction and maintenance workforce are between the ages of 35 and 50. Further, the number of union electrical contractors has declined, as have related the last decade, and few new apprentices are being trained to replace them. This phenomenon presents a great challenge to the electric utility industry. Utilities must increase the productivity and cost efficiency of their existing employees to meet their construction and maintenance requirements and to respond to competitive threats.

Strategic Marketing For Electric Utilities

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Strategic Marketing for Electric Utilities Clark W. Gellings, Dilip R. Limaye, 1988 **The Manager's Guide to Competitive Marketing Strategies, Second Edition** Norton Paley, 2021-05-13 The ability to think strategically is permeating every level of successful organizations particularly among senior executives and line managers responsible for maintaining a competitive advantage for their products and services Above all Manager's Guide to Creative Marketing Strategies is a pragmatic examination of a 21st century manager The second edition of this popular book will update you on the latest techniques for developing competitive strategies It examines how to apply strategies and tactics in a confusing global mixture of hostile competitors breakthrough technologies emerging markets fickle customer behavior and diverse cultures You will gain practical information about what strategy is how competitive intelligence contributes to successful strategies and how to put it all together The book is an all in one resource for analyzing planning and developing competitive strategies a workbook with checklists and forms and a reference with numerous case histories Fundamentals of Strategic Marketing for Electric and Gas Utilities Synergic Resources Corporation, 1986* **Business Plan to Operate Electric Utility Market**, 1995 Energy Abstracts for Policy Analysis, 1989-07 **The Manager's Guide to Competitive Marketing Strategies** Norton Paley, 2006 HOW TO MAKE YOUR BUSINESS MORE PROFITABLE AND SUCCESSFUL THROUGH MARKETING *Regulating Power: The Economics of Electricity in the Information Age* Carl Pechman, 2012-12-06 Modern industrial society functions with the expectation that electricity will be available when required By law electric utilities have the obligation to provide electricity to customers in a safe and adequate manner In exchange for this obligation utilities are granted a monopoly right to provide electricity to customers within well defined service territories However utilities are not unfettered in their monopoly power public utility commissions regulate the relationship between a utility and its customers and limit profits to a fair rate of return on invested capital From its inception through the late 1970s the electric utility industry's operational paradigm was to continue marketing electricity to customers and to build power plants to meet customer needs This growth was facilitated by a U S energy policy predicated upon the assumption that sustained electric growth was causally linked to social welfare Lovins 1977 The electric utility industry is now in transition from a vertically integrated monopoly to a more competitive market Of the three primary components generation transmission and distribution of the traditional vertically integrated monopoly generation is leading this transformation The desired outcome is a more efficient market for the provision of electric service ultimately resulting in lower costs to customers This book focuses on impediments to this transformation In particular it argues that information control is a form of market power that inhibits the evolution of the market The analysis is presented within the context of the transformation of the U S **Electric Utility Deregulation** United States. Congress. House. Committee on Science. Subcommittee on Energy and Environment, 1998 **Strategic Marketing in Tourism Services** Rodoula H. Tsiotsou, Ronald E.

Goldsmith,2012-05-10 Focuses on marketing strategies implemented in tourism services firms and includes a collection of papers related to specific marketing strategies This title presents the application of specific marketing strategies such as experiential marketing branding target marketing relationship marketing and e marketing in tourism *Strategic Marketing Decision-Making within Japanese and South Korean Companies* Yang-Im Lee,Peter Trim,2008-11-30 This book acts as a bridge between marketing and strategic management as it is written from a strategic marketing perspective It provides students and practising managers with an appreciation and an understanding of how managers in Japanese and South Korean companies formulate and implement strategic marketing decisions how they embrace the organizational learning concept and how they formulate working relationships with staff in partner organizations It provides an explanation of the role that culture plays in the management process and various problems are cited in the text and solutions are offered that reinforce the theories and concepts covered A number of case studies highlight the link between theory and practice and the work is structured in a way that allows the reader to think through and reflect upon the key issues associated with decision making within Japanese and South Korean companies The work is academically underpinned and contains relevant insights for practising managers The authors draw upon their marketing and management knowledge and expertise in order to contribute to a developing body of general management theory The methodological approach outlined in the book will facilitate a deeper understanding of how national cultural value systems are linked with organizational cultural value systems and this will enhance interdisciplinary research approaches **Energy Research Abstracts** ,1989 Regional Marketing and the Strategic Market Planning Approach to Attract Business and Industry Case Study Franz Kero,2002-12-09

Inhaltsangabe Abstract This thesis describes and evaluates how regional marketing based on the ideas of Philip Kotler s *Marketing Places* 1993 can be a reasonable tool to attract business locators into economic regions The thesis concentrates on strategic market planning of local economic development programs It is presented how to make use of local competitive advantages by useful bundling of incentives The notion of marketing and governing places is combined and shall offer the reader a new perspective of meeting regional economic objectives for places This thesis is divided into two parts a theoretical part where industrial incentives are presented and Kotler s concept is explained and criticized and an empirical part where regional marketing is applied and tested for effectiveness First it will be defined what regional marketing is and what forms of incentives are considered Then it will be presented how marketing strategies can be organized in a local environment followed by a discussion how companies make location decisions In the last chapter of the first part a critical discussion of the regional marketing approach is presented In the second part an emphasis will be put on the case study a location Orange County California USA where economic development based on marketing planning came to work With a view to the situation and implications analyzed in the case study it will be tried to scrutinize effectiveness and usefulness of economic development programs based on regional marketing principles for this place in question and in general Inhaltsverzeichnis

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









































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