



Seamless Portfolio Integration

CPower

Driving operational efficiency and long-term success through strategic project management of an integration of two portfolios

COMPANY & INDUSTRY OVERVIEW

A leading demand response provider, CPower, expanded its market presence through the merger of Comverge and Constellation's C&I demand response business units. Operating independently, the newly formed company unified two legacy portfolios while adapting to evolving regulatory requirements. With a strong national footprint, it helps commercial and

industrial customers optimize energy use and enhance grid reliability. As grid modernization, regulatory shifts, and sustainability initiatives reshape demand response strategies, the new company needed to be structured for efficiency, scalability, and compliance to ensure seamless enrollment, settlement, and payments while supporting continued growth.

CHALLENGE

CPower faced a critical challenge in integrating its portfolio into a unified system while complying with new regulatory requirements. The success of this effort was essential for seamless enrollment, settlement, and payments. With a tight 120-day deadline from PJM, the regional transmission organization overseeing the electric grid in 13 states, failure to automate processes risked costly manual work, impacting efficiency and growth. Managing 500 projects within this compressed timeline further emphasized the need for a streamlined solution.

PAIN POINTS

- Tight 120-day deadline from PJM created time constraints and high pressure.
- Limited IT resources and competing projects delayed progress and strained capacity.
- Manual processes risked costly temporary hires and inefficiencies.
- Regulatory requirements from multiple agencies added complexity to project execution.



Target

Ensure seamless integration of two existing portfolios



Development

Introduce a tailored integration management plan and strategic decision making framework



Integration

Established clear governance and execution against plan, ensuring full alignment across the organization

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THINK'S APPROACH

Through our Rapid Control Process, we began by reviewing CPower's technological goals and priorities, creating a list of key projects and completion standards. A detailed management strategy for merging the two portfolios was developed. We engaged the market development, operations, and IT teams to design a project plan aligned with the tight 120-day deadline.

The plan was implemented to streamline workflows, with clear work estimates and requirements to ensure success. By collaborating closely with CPower, we focused on reducing manual processes and preventing the need for temporary hires, distinguishing our solution with precise planning and execution.

RESULTS

In just three weeks, Think delivered a comprehensive project plan with clear timelines for development and integration tasks. A resource plan outlined individual responsibilities over the six-month project, while a strategic decision schedule mitigated risks related to internal resource limitations. As a result, CPower met its deadline, completing PJM enrollments on time. The project exceeded expectations by minimizing the need for manual work and temporary hires, enhancing long-term operational efficiency, and positioning CPower for future growth.

120-Day
Deadline

Successfully met a demanding 120-day timeline to integrate portfolios and comply with regulatory requirements, avoiding costly delays.

500
Projects

Managed 500 distinct projects within the limited timeframe, ensuring efficient resource allocation and precise execution across teams.

THINK'S PLAYBOOK

01

Rapid Control Process

Thorough review of goals, prioritization of key tasks, and defining clear timelines

02

Solution Roadmapping

Project plans outlined the critical path, prioritized by urgency and dependencies

03

Implementation

Workflows were streamlined to avoid manual processes

04

Transformation

Two portfolios integrated, set up long-term growth and operational success

OUTCOMES

- Successful integration of portfolios, meeting all regulatory requirements and deadlines.
- Streamlined processes, reducing manual work and avoiding costly temporary hires.
- Delivered a clear path that enabled operational efficiency, positioning CPower for growth.