

## ENERGY

[navigant.com](http://navigant.com)

### About Navigant

Navigant, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on industries and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services sectors. Across our range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).



## THE GKS BENCHMARKING PROCESS

Navigant's Generation Knowledge Service (GKS Gold®) database is an essential tool for assessing and managing power generation operational and cost performance. But performance benchmarking is the first phase of an overall generation operational performance improvement effort.

### PHASE 1 - "WHERE ARE WE NOW?"

#### Key Questions

- What are the relevant indicators of performance?
- How do we compare to similar generating units on these measures?
- What are some of the drivers for our current level of performance?

#### Outcomes

- Common understanding of current performance levels compared to peers
- Common understanding of the magnitude of possible improvement

### PHASE 2 - "WHERE DO WE WANT TO BE?"

#### Key Questions

- What operating processes, practices, and behaviors drive our current level of performance?
- What level of cost/operational performance improvement is justified long-term?
- What areas will be targeted to achieve this level of performance?

#### Outcomes

- Portfolio-level long-term performance targets
- Common understanding of major areas of focus to achieve targets
- High-level roadmap to achieve targets

---

### PHASE 3: - “HOW DO WE GET THERE?”

#### Key Questions

What specific steps are needed to achieve identified performance targets?

How should these steps be coordinated across the fleet?

What tools need to be developed to help plant managers in achieving these targets?

#### Outcomes

Detailed implementation schedule established; and roles, responsibilities clearly defined and “in action”

Basic tools/methodologies (specific to each improvement initiative) developed

### PHASE 4: - “HOW DO WE STAY THERE, AND FURTHER IMPROVE?”

#### Key Questions

How can ongoing performance improvement be “institutionalized” in our culture?

What infrastructure is needed to monitor results?

#### Outcomes

Continuous improvement environment, methodology/ tools, and infrastructure established