ALA-CVP COURSE CASE STUDY

JANUARY 2024

Case Study

Earth, Wind and Power
Harnessing Data for a Clean Energy Future

Earth, Wind and Power is an innovative data analytics company focused on accelerating the transition to renewable energy. Headquartered in San Francisco with offices across the United States, we develop cutting-edge software products that provide greater visibility into energy use, production, and infrastructure to utilities, commercial entities, and residential consumers.

Our real-time energy monitoring and analytics platforms help renewable energy providers better manage distributed energy resources and grid operations. We provide commercial and industrial companies with tools to track real-time energy consumption, identify waste, and optimize usage. For residential consumers, our user-friendly dashboards and mobile apps offer insight into personal energy use and associated carbon emissions as well as comparisons to neighborhood averages.

Since our founding in 2018, Earth, Wind and Power has been at the forefront of leveraging big data to build the smart, sustainable grid of the future. Our products provide the real-time transparency and intelligence needed to reduce carbon emissions across the energy ecosystem. We pride ourselves on our commitment to our customers while working towards a greener, more resilient power supply for all.

Challenges

- All teams (see below) work separately with a variety of cadences creating a great deal of churn managing planning and dependencies.
- Front end teams highly reliant on component and shared service teams to complete features and capabilities. This often results in delays and hand off errors.
- Releases are often delayed by dependencies, compliance and risk.
- High degree of technical debt in the CRM and Data teams have slowed delivery and increased the risk of system changes. Upgrades to the platforms taking an increasing effort to complete.
- Low visibility of work across teams and within the Leadership team.
- Teams struggle to understand priorities and often have conflicting priorities.
- Team members are often moved from team to team to manage demand, increasing the complexity of planning and burning out the people being moved around.
- Little to no consistency in the process within teams and across teams.
- Some teams have good DevOps and Agile Engineering capabilities and others rely solely on manual testing and release.
- Shared services teams such as Data, Risk & Compliance, Enterprise Service Bus, Testing and UX/UE are having issues managing demand on teams and little visibility into new work for the team.
- Utility customers are used to getting what they want as soon as they ask, regardless of any in-flight work or other commitments.
- Managing the custom integration projects with different utility back-offices.
- Balancing forward-thinking commercial customers requests with slower moving utility standards and procedures.

Technologies and Team Mapping

- Leadership/Stakeholders
  - Business owners
  - Product Managers
  - Sales
  - Marketing
  - Founder
  - Engineering Management
  - Vendor Management
  - PMO Lead
- Big CRM - Commercial Off the Shelf Customer Relationship Management system that has been highly customized for the particular verticals.
  - Core Platform Team
    - Operations and Maintenance
    - Kanban (Low Maturity)
  - Consumer Team
    - Scrum (Effective at the Team Level)
  - Commercial Team
    - Hybrid of Scrum and Waterfall (Medium Maturity)
- Business Intelligence - Focused on data analysis and usage dashboards for both Consumer and Commercial lines.
  - Energy Analytics Team
    - Incremental delivery model (Low Maturity)
- Enterprise Data - Responsible for Data and the Enterprise Service Bus.
  - Consumer Data Team
    - Hybrid of Scrum and Waterfall (Medium Maturity)
  - Commercial Data Team
    - Quarterly Waterfall
  - Enterprise Service Bus Team
    - Scrum + DevOps (High Maturity)
- Digital Group
  - UX/UE Team
  - Mobile Team - Custom development
    - Scrum (Medium Maturity)
  - Web Team Custom Development
    - Scrum + DevOps (High Maturity)
- Risk and Compliance
  - Enterprise Architecture Team
  - InfoSec Team
  - Risk Team
  - SOX Compliance