# Digital and Org Design:
## 4 Insights from Utility Leaders

**west**MONROE

The utility industry is on the path to being digital. This includes developing policies to guide technology adoption and digital transformation efforts, working toward decarbonization goals, and navigating evolving consumer needs. **While many organizations are well on their way, there is still progress to be made in aligning with customer priorities, curating a digital mindset, and leveraging data as effectively as possible.**

## Insight 1: Utility customers have high expectations, and they are largely not being met.

### Utility Companies' POV

**77%** of respondents said their organization **continuously and consistently delivers products and experiences that customers love**

**20%** give an "A" for **customer experience**

**50%** say their culture encourages employees to make **decisions based on customer needs**

**Priorities:** Access to Insight, Access to All Data

### Utility Customers' POV

**73%** stated that interactions with the brand are **convenient and seamless.**

**27%** give an "A" for **customer experience**

**67%** believe that their utility is **more focused on profits than customers**

**Priorities:** Speed, Security

## Insight 2: Utilities are realizing value in flexible organizational structures and cross-team collaboration.

Only a slight majority (58%) of utilities have organizational conditions that support agile workflows, cross-team collaboration, and decentralized decision-making. The chart below shows the role of flexibility, collaboration, organization structure, decision-making and risk-taking when it comes to greater business performance and digital agility.

| HIGH-PERFORMING, HIGH-DIGITAL AGILITY | LOW-PERFORMING, LOW-DIGITAL AGILITY |
|---|---|
| **Flexibility** | |
| **44%** highly flexible and able to adapt as needed | **64%** somewhat flexible and changing occasionally |
| **Collaboration** | |
| **63%** enable individuals to collaborate across functions with ease | **73%** facilitate collaboration across functions when directed by leadership |
| **Organization structure** | |
| **44%** operate with a functional structure, with teams based on specific skills and knowledge | **55%** operate with a hierarchical structure, where teams have multiple levels, and the highest level holds the most power |
| **Decision making** | |
| **56%** have an equal mix of centralized and decentralized decision-making | **46%** maintain centralized decision-making structures |
| **Risk** | |
| **75%** say their culture creates a "fail fast" environment that encourages measured risk-taking | **36%** say their culture creates barriers to risk-taking due to fear of failure |

# Digital and Org Design:
## 4 Insights from Utility Leaders

**Insight 3:** As being digital becomes more essential, the importance of data continues to grow—and utilities have room for improvement.

Utilities' Data Maturity (Self-Reported Letter Grade)

| | | | |
|---|---|---|---|
| 42% | 46% | 11% | 1% |
| A | B | C | D |
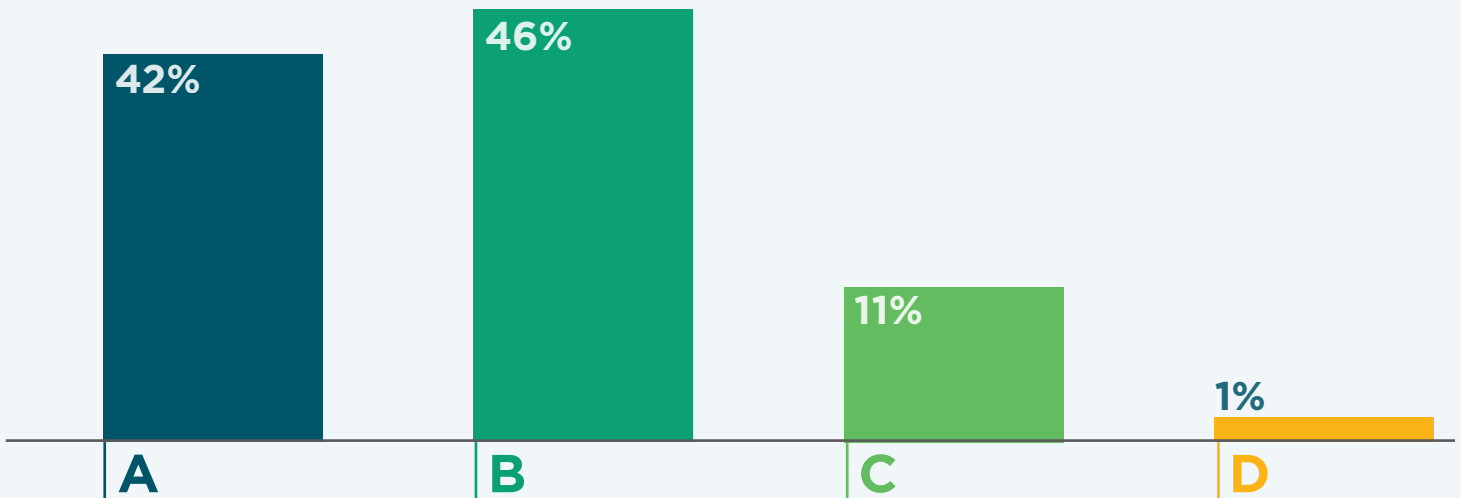
**Insight 4:** In utilities, being digital is a shared responsibility across the entire organization.

# 92%
of respondents believe the utilities sector has a clear sense of how digital can fuel growth.

**Top 5 roadblocks to executing digital vision:**

| | |
|---|---|
| 26% | Competing priorities |
| 25% | Cost constraints |
| 25% | Siloed teams |
| 24% | Policy/regulatory uncertainty |
| 23% | Lack of customer insight |