GEP CASE STUDY



HOW A LEADING U.S. UTILITY FUELED A $30B CLEAN ENERGY TRANSITION WITH GEP'S EXPERTISE

A major U.S. utility decided to invest $30 billion to accelerate its transition to cleaner energy and modernize its generation portfolio. The company partnered with GEP to align a dozen complex projects under a unified supply chain vision — ensuring seamless execution and risk mitigation. However, executing this portfolio presented challenges due to international tariffs, geopolitical conflicts, and escalating economic tensions between the U.S. and China. GEP responded with a resilience-focused framework to reduce risks and safeguard operational continuity, enabling a smooth transition to clean energy.

OBJECTIVES

- Align more than a dozen generation projects under a unified supply chain strategy
- Support a $30 billion initiative for energy transition and infrastructure modernization
- Maintain grid reliability during the transition from coal, oil, and gas assets
- Integrate emerging technologies such as BESS, SMR, and hydrogen into a long-term energy roadmap
- Mitigate risks stemming from global disruptions and maintain operational stability

APPROACH

- **Risk Management and Global Disruption Mitigation**
  - Developed a supply chain resilience framework to address:
    - International tariffs on key materials and equipment
    - Geopolitical disruptions in Ukraine, Gaza, and U.S.-China trade dynamics
  - Built contingency models and diversified supplier networks to minimize exposure
- **Supply Chain Integration and Operational Planning**
  - Ensured rates and contract terms are consistent with industry benchmarks to avoid cost inefficiencies
  - Engaged procurement early in the supplier selection process to prioritize cost savings
  - Developed a framework to track contract compliance and supplier performance, ensuring greater accountability

RESULTS

- Achieved hundreds of millions in savings across spend categories
- Added $5–6 billion in wind and solar generation
- Supported progress toward the utility's 2045 net-zero goal
- Doubled productivity through improved contract terms and optimized resource allocation
- Increased transparency and accountability with a contract compliance and supplier performance tracking framework
- Ensured contract rates were consistent with industry standards
- Maintained supply continuity and resilience during major infrastructure and generation system changes

Coordinating Complexity Across a $30 Billion Energy Transition

A major U.S. utility launched a $30 billion clean energy transition initiative encompassing more than a dozen projects, from natural gas and coal/oil upgrades to renewable energy integrations and emerging technologies. Each project came with its own timeline, contracting strategy, and vendor relationships, creating significant cost, consistency and reliability risks.

The company needed a unified supply chain strategy that could scale across all workstreams, support progress toward its 2045 net-zero goal, and maintain grid reliability as it phased out aging coal, oil and gas assets. At the same time, it needed to navigate rising global disruptions — from tariffs and trade restrictions to geopolitical instability — without compromising operational continuity.

With large-scale investments underway, volatile global conditions and new technologies like battery energy storage systems (BESS), small modular reactors (SMR), and hydrogen on the horizon, the utility sought a partner that could help bring order to the complexity — and ensure that its procurement and supply chain operations were positioned to deliver on long-term transformation.

That's where GEP came in.

A Resilience-First Strategy for Supply Chain and Contracting

GEP unified the utility's large-scale energy projects under one cohesive supply chain strategy, enabling a shift from fragmented execution to a coordinated energy transformation program. As part of this effort, GEP developed a supply chain resilience framework to anticipate and mitigate global disruptions, which allowed the utility to maintain flexibility and continue executing capital projects at scale.

A key part of the work focused on reducing exposure to global risk. The team created contingency models, diversified the company's supplier base and strengthened relationships to bolster supply resilience. These efforts enabled the utility to move quickly, despite market volatility.

GEP also overhauled contracting processes to drive savings and increase accountability. Procurement was brought into the supplier selection process earlier, enabling more informed decisions and better cost control. Contract rates and terms were reviewed against industry benchmarks, helping eliminate overpayment. Finally, GEP developed a performance and compliance framework that gave the utility greater transparency into vendor execution — a critical need given the size and complexity of the portfolio.





Tangible Results — and a Foundation for Long-Term Transformation

GEP's efforts provided a stable foundation for project delivery, designed to reduce cost exposure, minimize disruption and support the utility's clean energy transition. The utility advanced its near-term priorities while laying the groundwork for long-term operational success.

Productivity doubled, driven by clearer contract terms and smarter resource allocation. Procurement operations became more efficient and better aligned with the company's strategic goals. A new compliance framework improved vendor accountability and transparency, while benchmarking efforts ensured contract rates remained competitive with industry standards.

These improvements translated into substantial savings, with hundreds of millions in value captured across categories. At the same time, the company added $5 billion–$6 billion in new wind and solar generation capacity — critical progress toward its 2045 net zero objective.

Throughout the program, GEP's supply chain strategy helped the utility maintain continuity and mitigate risk, even as it managed a major, complex infrastructure and generation transition. The result was more than operational efficiency — it was a new level of control over cost, performance and the future of energy delivery.

GEP® INTELLIGENCE DRIVES INNOVATION

GEP® delivers AI-powered procurement and supply chain solutions that help global enterprises become more agile and resilient, operate more efficiently and effectively, gain competitive advantage, boost profitability and increase shareholder value.

Fresh thinking, innovative products, unrivaled domain expertise, smart, passionate people — this is how GEP SOFTWARE™, GEP STRATEGY™ and GEP MANAGED SERVICES™ together deliver procurement and supply chain solutions of unprecedented scale, power and effectiveness. Our customers are the world's best companies, including more than 1000 Fortune 500 and Global 2000 industry leaders who rely on GEP to meet ambitious strategic, financial and operational goals.

A leader in multiple Gartner Magic Quadrants, GEP's cloud-native software and digital business platforms consistently win awards and recognition from industry analysts, research firms and media outlets, including Gartner, Forrester, IDC, ISG, and Spend Matters.

GEP is also regularly ranked a top procurement and supply chain consulting and strategy firm, and a leading managed services provider by ALM, Everest Group, NelsonHall, IDC, ISG and HFS, among others. Headquartered in Clark, New Jersey, GEP has offices and operations centers across Europe, Asia, Africa and the Americas. To learn more, visit www.gep.com.

GEP SMART

GEP SMART is an AI-powered, cloud-native software for direct and indirect procurement that offers comprehensive source-to-pay functionality in one user-friendly platform, inclusive of spend analysis, sourcing, contract management, supplier management, procure-to-pay, savings project management and savings tracking, invoicing and other related functionalities.

GEP NEXXE

GEP NEXXE is a unified and comprehensive supply chain platform that provides end-to-end planning, visibility, execution and collaboration capabilities for today's complex, global supply chains.

Built on a foundation of big data, artificial intelligence and machine learning, GEP NEXXE is next-generation software that helps enterprises make supply chain a competitive advantage.

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