

Assessment of Top [technologyY] Controller Companies & Their Capabilities

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Overview

[Company X] was hired to do a first round analysis of the top 15 vendors in the [technologyY] controller space on a wide range of performance capabilities and characteristics. They were hired over others because of their experience in the space. The first round analysis discussed here is based off of the knowledge & experience of the [Company X] consultants who worked on this assessment.

Each capability or characteristic was rated on a scale of 0 to 5:

- 0 being an absent capability
- 5 being a completely developed capability that completely satisfies client need

Goals of the study were:

Within this report:

- Analysis of Vendor Rankings
- **Analysis of Top 4 Vendors strengths & weaknesses**
- Opportunity Areas across all areas & capabilities
- Strongest players within areas

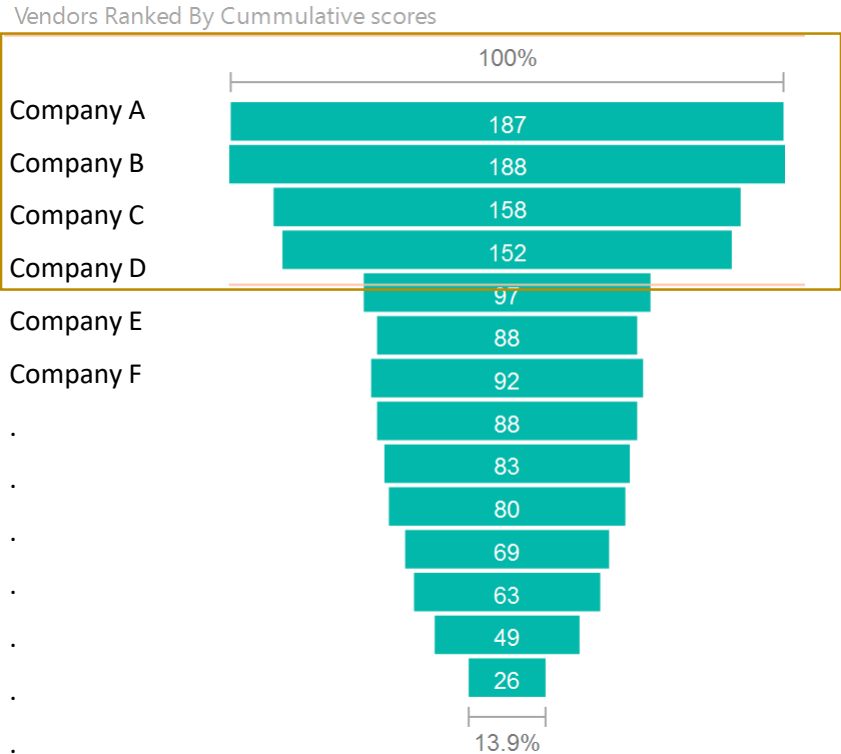
A total of 77 vendors capabilities and characteristics were assessed, and were categorized into the following 22 general **areas**:

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
2.1 Modularity	[REDACTED]
2.2 Customization	[REDACTED]
[REDACTED]	[REDACTED]
2.4 Automated Design	[REDACTED]
2.5 Configurability	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	Billing
[REDACTED]	Business & Security Characteristics

Convention: Throughout this report the term "area" refers to these listed above. The term "capability" refers to the subset of capabilities determined for each area.

The Top 4 Vendors

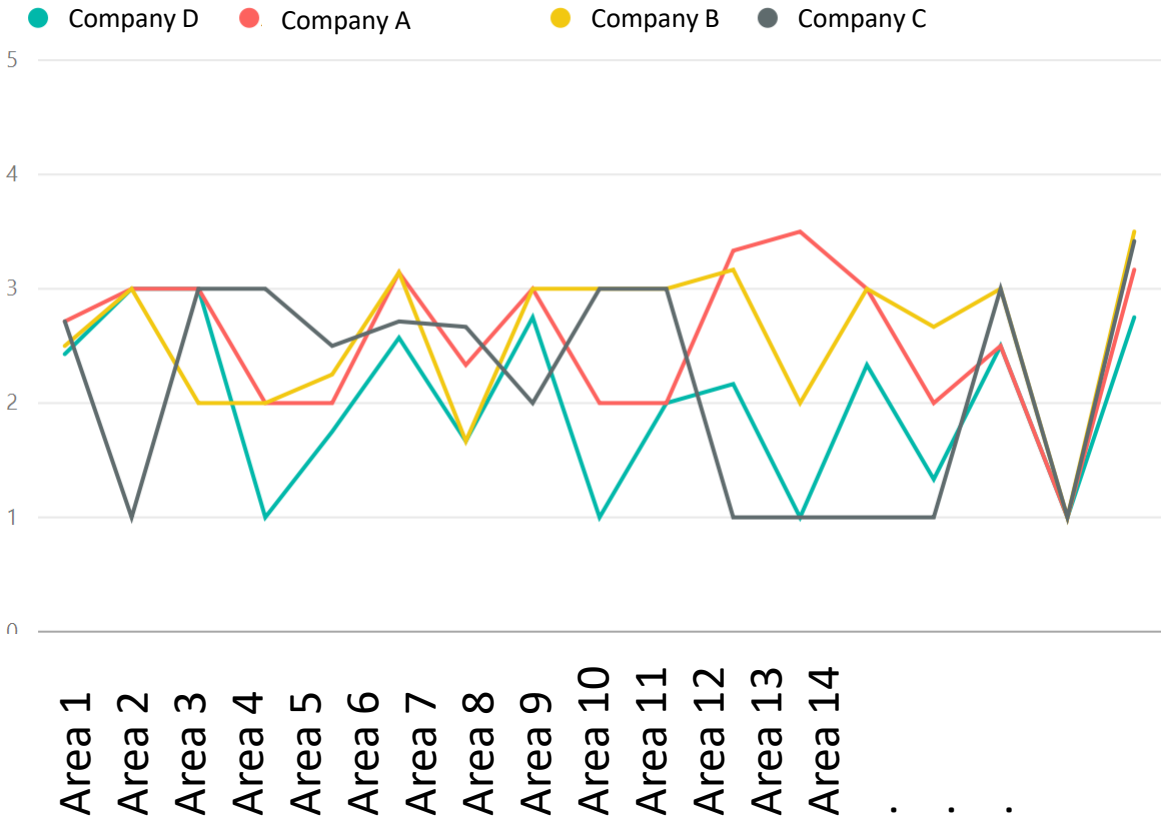
[Company B], [Company A], [Company C] , and [Company D] are the strongest players in this assessment and compete highly with each other.



Ranking based on capability ranking (0-5) across all 77 capabilities & characteristics assessed.

Overall, the highest average score for any area is 3.5 out of 5. Thus, **no area is completely satisfied or over satisfied** in capabilities.

Strategy Canvas of Top 4 Vendors broken down by area.



Values based on average score (0 - 5) of all capabilities in area for each vendor.

[Company A]

[Company A] does feasibility studies and simulation of [technologyY] project proposals. They also offer software for analysis of [REDACTED]. In terms of project experience, [Company A] has been around for 20 years and is growing. Their solutions is scalable & highly secure. They have completed multiple [technologyYs] and can bring their own financing. They say they can build, own, and operate agreements.

Weaknesses

[Company A] falls behind its competitors in the key areas of:

Area 1

[Company B] has demonstrated its ability to integrate hardware from some other suppliers.

Area 2

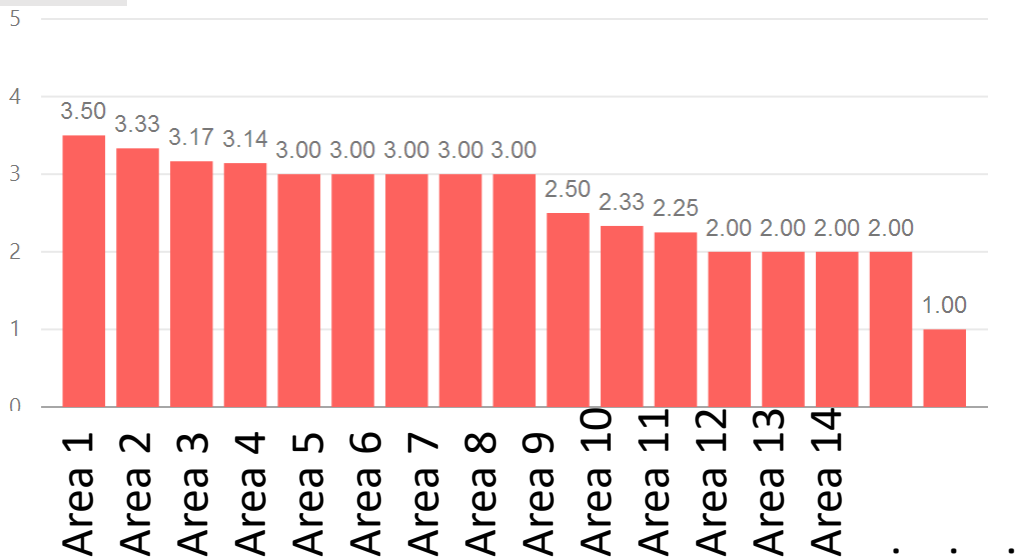
[Company A] is able to manage construction / installation of product, performing some aspects of work directly and remainder done by 3rd parties (subcontractors). Additionally, its construction time ratio falls in lower middle quartile of surveyed vendors.

Strengths

[Company A] is the leader AREA 1 dispatch of assets based on forward pricing. Based on project experience, [Company A] has deployed a system with the ability to perform the state optimization.

Along with its close competitor, [Company B], [Company C] other areas of strength include: [Area 4] ,[Area 8] .

Company A - Capabilities Ranked



Business Characteristics

Company A has no significant lead or lag in business capabilities. On a scale of 0 to 5, scored...

2

In Overall Cost

3

In Access to Financing

3

In Management Experience

& with

3

projects completed

[Company B]

[Company B] is an OEM that also provides full EPC services in the [technologyY] space. [Company B] has been around for almost a century and has completed [technologyY] projects for commercial and industrial customers. They have internal financing available. [Company B] currently has a [technologyY] project with [Company Y] and [Company Z] that they contend is "one of the most advanced [technologyYs] in North America."

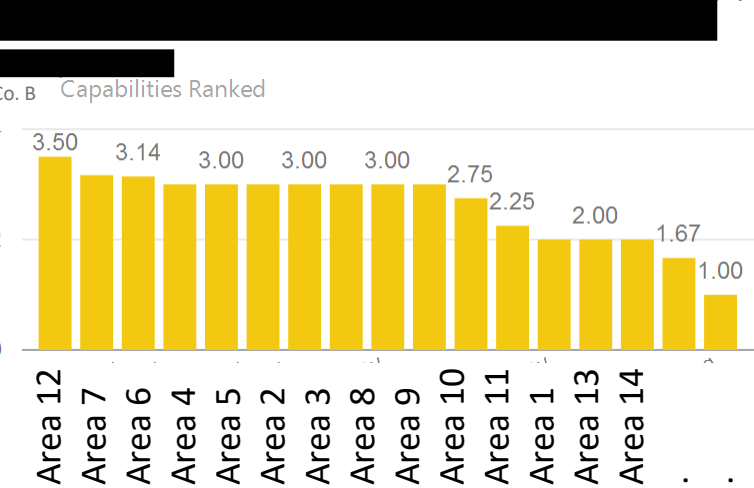
Weaknesses

Area 12

[Company B] has modular design solutions which have been successfully demonstrated in test case project or demo.

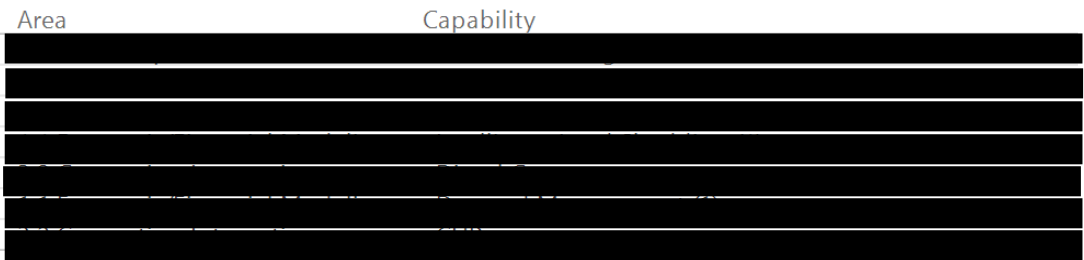
Area 7

It is reasonable to presume that [Company B] can supply

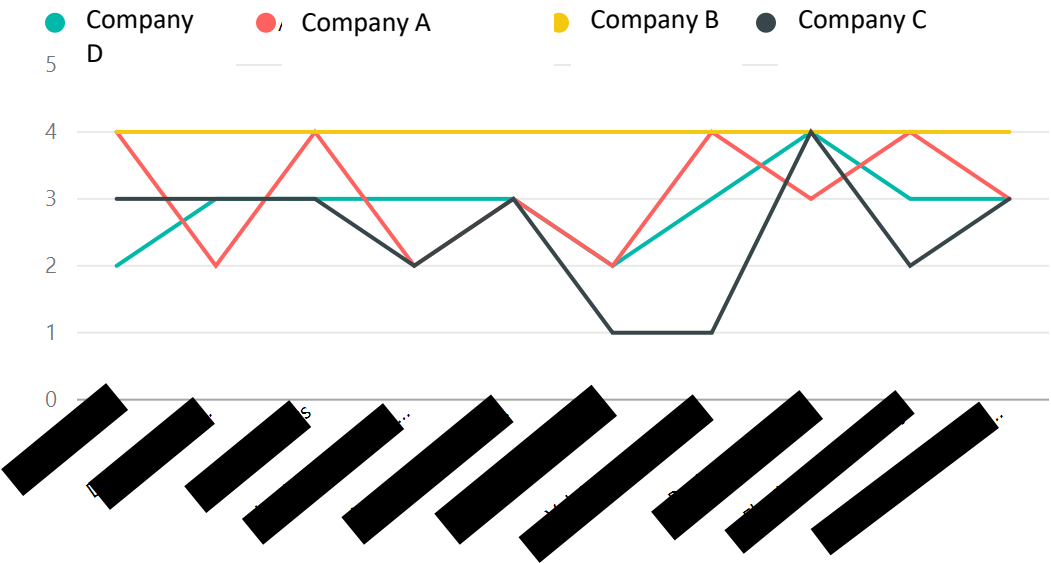


Strengths

[Company B] is not a leader in any one particular area. However, on a more granular level, [Company B] leads in the following capabilities.



Capabilities where Co. B out perform others



Business Characteristics

Company B leads in

management experience. On a scale of 0 to 5, scored...

3

In Overall Cost

3

In Access to Financing

4

In Management Experience

& with

3

projects completed

[Company C]

[Company C] is one of the largest companies in the [redacted] technologies industry. [Company C] provides energy services for military using [redacted]. They have an in-house [technologyY] modeling software. They serve as a technology agnostic integrator, thus they don't provide equipment. They have completed some military and data center [technologyY] projects. With their size and experience, they have large financing resources. Because of their size they might only be interested in large scale projects.

Strengths

[Company C] 's strengths come from it's long standing presence and size as a business in military defense. Thus, it scores the highest ratings (5 out of 5) in energy asset security and cyber security.

Additionally, [Company C] has the highest score (though by a smaller margin than it leads in security) in the following capabilities:

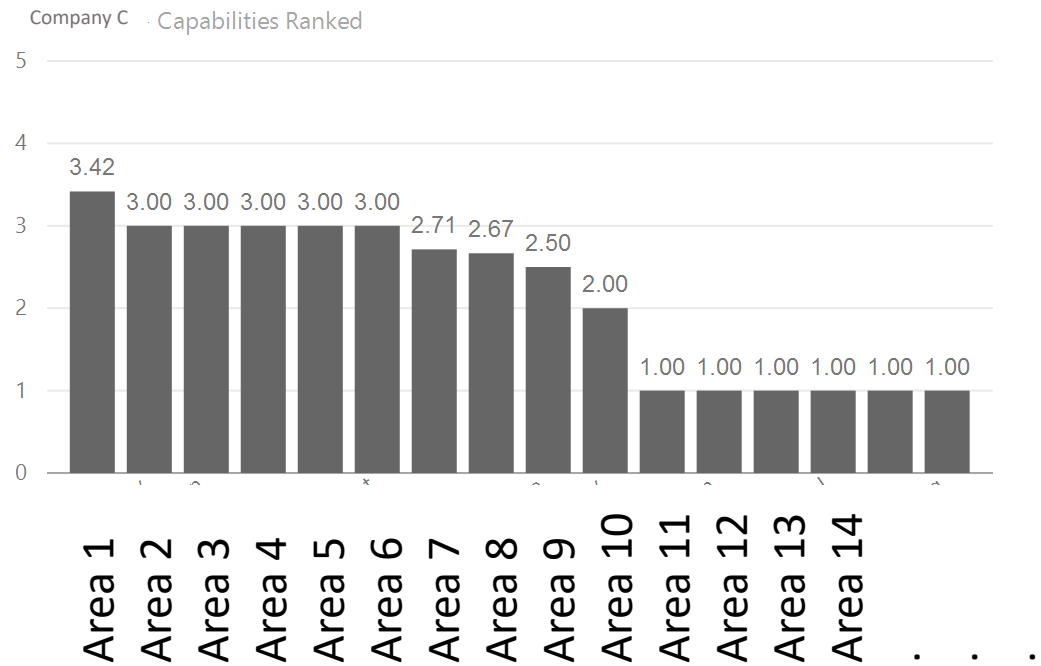
- Application Integration
- Time of Use Pricing (Area: Economic & Financial Modeling)

Weaknesses

Area 17: Scores a 1 on [redacted] basic [redacted]

Area 16: Scores 1 on all capabilities: Demand Management, Renewable Generation, Load Forecasting, etc.

Also scores 1 in areas: Area 14, Area 15



Business Characteristics

Company C leads in asset security, but ranks last of the Top 4 in Cost, Flexibility & Scale, and User Interface & Experience . On a scale of 0 to 5, scored...

1
In Overall Cost

3
In Access to Financing

3
In Management Experience

& with
2
projects completed

[Company D]

[Company D] is an OEM that can provide integrated technical solutions for [technologyYs]. They can provide custom products to integrate flexibility and incorporate necessary scale. [Company D] offers [redacted] products for traditional projects and [technologyYs]. They are a large, multi-national, and have their own financing options.

Strengths

[Company D] does not lead among any one area. However, it does rank equally with [Company C] as the highest:

Area 1
[technologyY] [redacted] is customized by programming, an arbitrary level of automation can be achieved with a sufficiently advanced program.

Area 2
[redacted] has this control

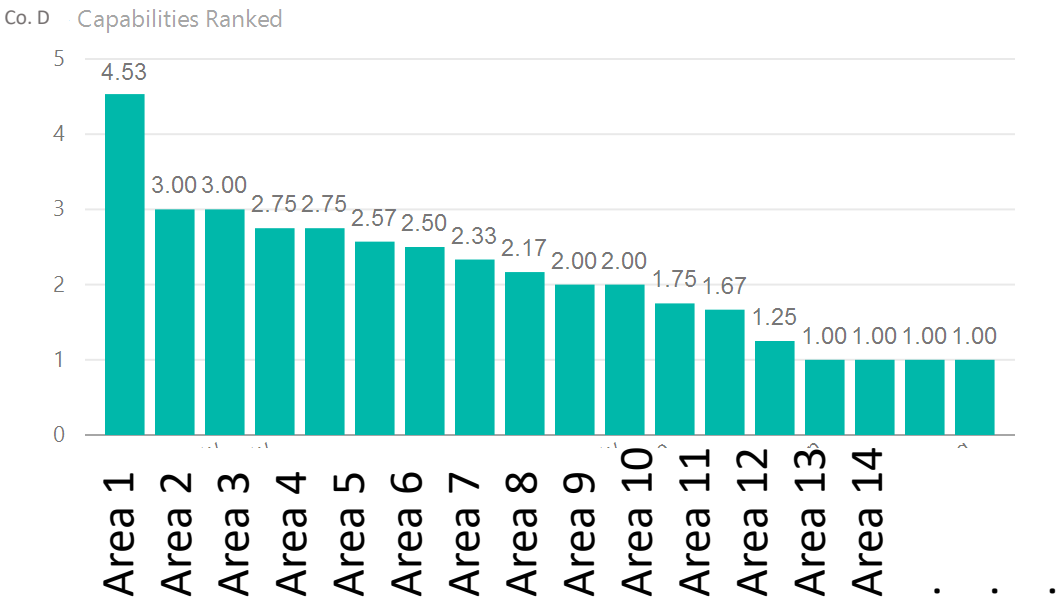
Area 3
Has a demonstration project with [Company W] and are able to do a basic analysis of project to complete

Weaknesses

Area 16
Score of 1 - Because the system requires complex programming by the manufacturer before it can operate, the system is not an out of the box solution.

Area 17
Score of 1- [redacted] can incorporate virtually any vendor's product, however it is not plug and play; large amount of customization from [Company D] is required.

Also scores 1 in areas: **Area 14, Area 15**



Business Characteristics

Of the Top 4, co. D scores lowest on Quantity of Projects completed and availability of solution types . On a scale of 0 to 5, scored...

2
In Overall Cost

2
In Access to Financing

3
In Management Experience

& with
1
projects completed

The **areas of greatest opportunity**, based on scores of capabilities by the top 4 vendors, are Area 8, Area 3, Area 14, Area 15, Area 16. These areas all scores averages less than 3

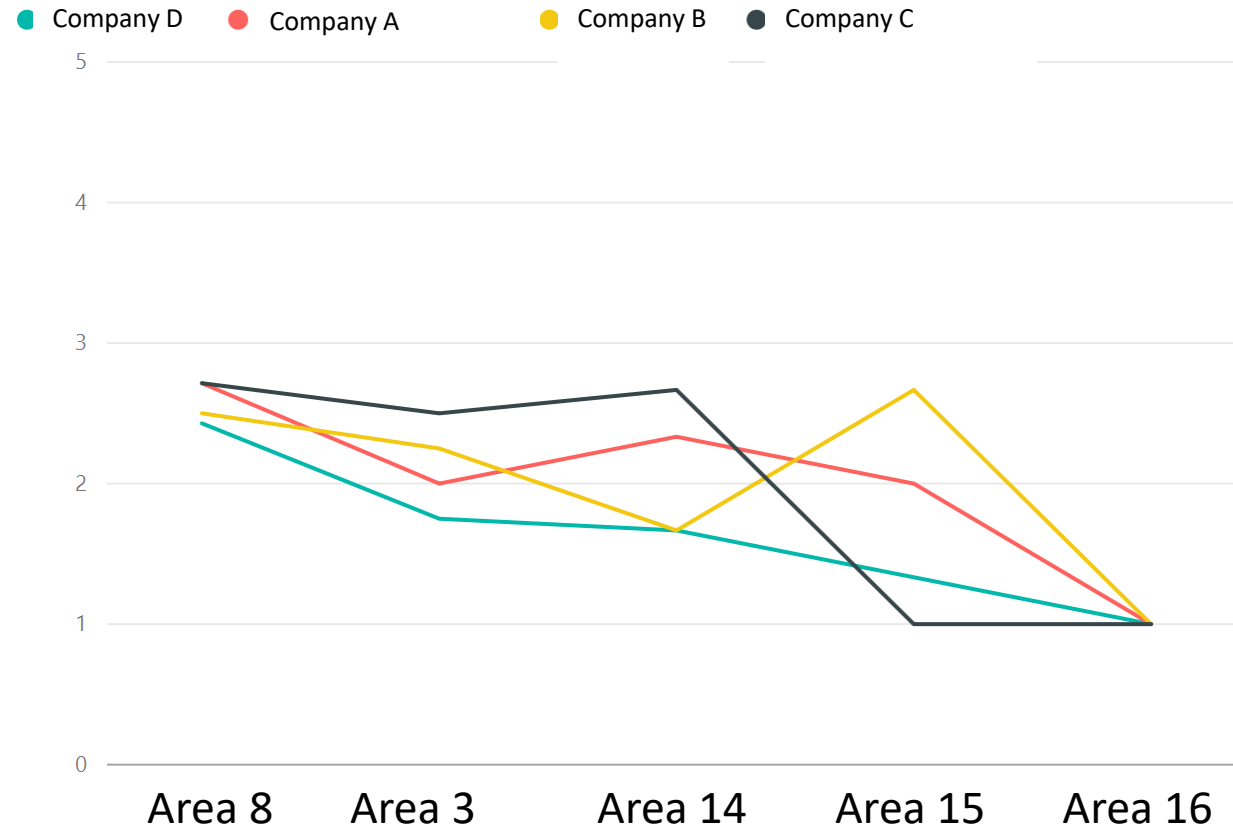
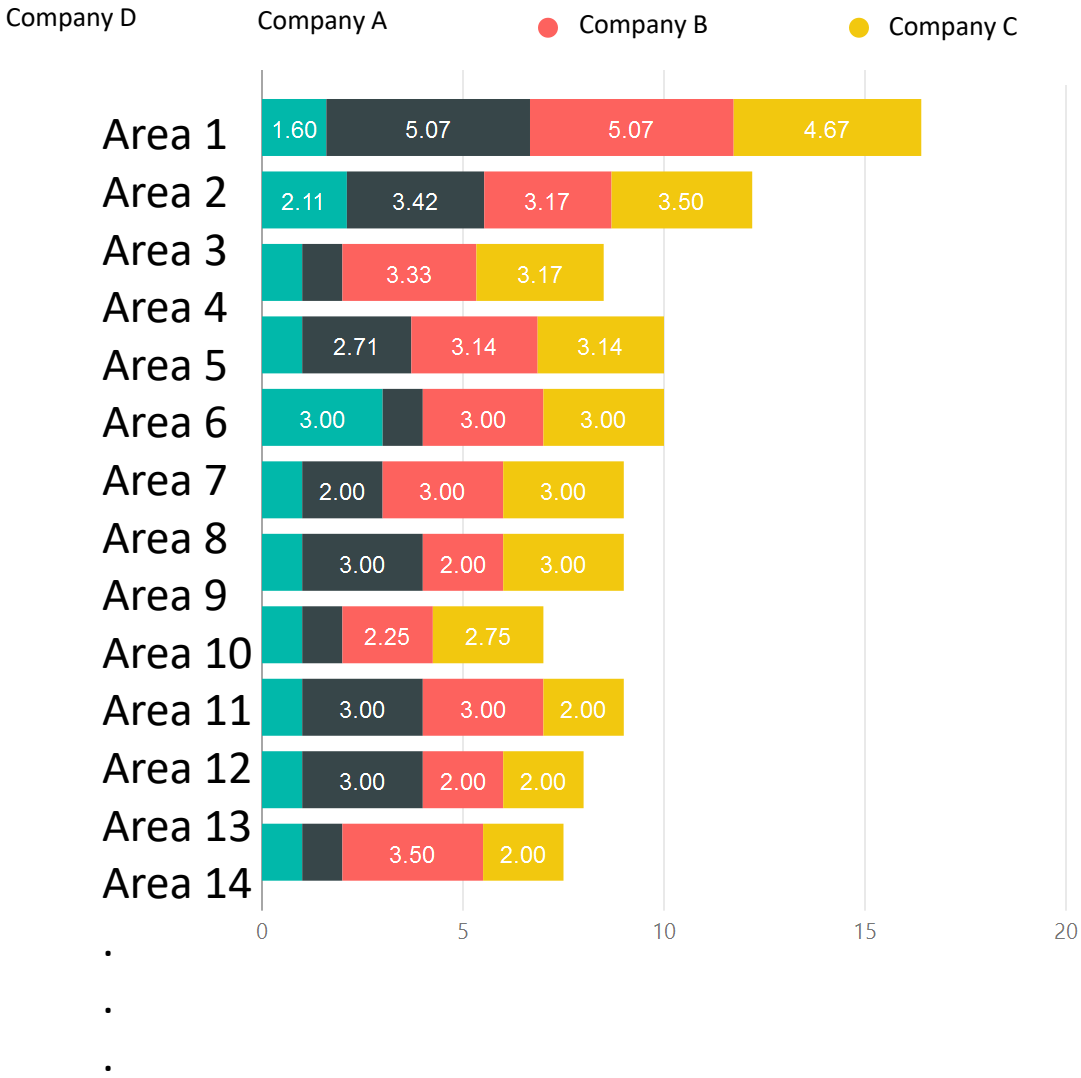


Table Mapping Capability to Area & Score

[illegible]

Breakdown of vendors by area shows areas of opportunities and strength of the top players in each.



Comparison of Business & Security characteristics reveal that [Company C] is the "██████████ king" and [Company C] is leader in management experience and overall cost.

