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AUG 01 2019

Clerk's Office
N.C. Utilities Commission

Chief Clerk North Carolina Utilities Commission
4325 Mail Service Center
Raleigh, NC 27699-4325

RE: NCUC Docket No. E-100 Sub 90, NC GreenPower Board Appointments

This letter is to request consideration for appointment to the NC Board of Directors, in a Consumer/Environmental Advocacy Seat.

I am presently the Chief Innovation Officer at the Smart Electric Power Alliance, a 501c3, that works with industry to achieve a clean and modern grid. SEPA has been instrumental in fostering and growing Solar across our Nation. We run the largest Solar Show in NA and assist states with education, crafting community solar programs and assisting with Green Tariffs to deliver value to customers. I have 25+ years of industry experience in the energy sector helping to accelerate a clean and modern grid. I have worked with our Department of Energy, National Labs, National Institute of Standards(NIST), state regulators, Investor-owned & municipal and public power utilities, solution providers, and advocacy groups to define technology solutions, policies, and standards that enable a clean modern grid.

My resume is attached for review.

Contact Information:

Sharon Allan, Chief Innovation Officer
Smart Electric Power Alliance
sallan@sepapower.org
919-414-2173

Thank you for your consideration. If you have any questions or further detail, please do not hesitate to contact me.

Regards,

Sharon S. Allan

Sharon Allan

I am a seasoned executive that has worked in a few different industries from professional services to High Tech to manufacturing and have owned a P&L, lead business transformation, created and executed Business & IT strategies, advised C-suite on technology and customer engagement retention, and have lead global teams. I have run an organization and reported to a Board and I am advisor on the Enertech Capital Board. I have spoken at over 250 events including investor events, tradeshow, and mainstream media events. I have run organizations as large as 1500 people with teams located in various regions of the world and have worked with private equity, venture capital as well as publicly traded companies. I am well educated with an MBA from Duke. I have summarized a few of my accomplishments:

Operations:

- Have managed a team of 1500 people and run a P&L of over \$450M.
- Have run professional service groups, manufacturing operations, and cost centers.
- Have defined and executed global process definition for team management across global organizations.
- Have managed global budgets
- Have scored in top 1% for employee customer satisfaction and engagement in corporate surveys

Strategy/ Value Creation/P&L Management

- Executed go to market plan that resulted in company growth from private equity evaluation of \$745M to \$1.8B. Company went public and as an officer my equity turned to restricted stock. (ELSTER).
- Created Accenture's energy smart grid utility practice, which included strategy creation, offering creation and development, offering execution and marketing/branding in addition to the P&L accountability of the business.
- Drove the SGIP strategy as the CEO and sought and delivered a successful merger to the Board.
 - At Accenture, I advised CIOs on enterprise software, IT platforms, and It roadmaps. Provided advisory services to C-suite executives of fortune 500, mid-cap, and small companies to chart and define strategies and aligning the organization for change.

Demand Generation:

- At SGIP, I was the primary lead for member generation and growth.
- At Accenture, I owned engagement growth and driving a sales pipeline for the practice.

Culture

- Leads as a transformational leader and fosters collaboration and garners loyalty of employees through empowerment, support, and recognition.

I am a holistic leader. I seek to get the best out of people through understanding their strengths and by giving them stretch assignments and providing constructive feedback to help them grow.

Regards,
Sharon Allan

Sharon Allan

4932 Cremshaw Court
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Summary

Executive with customer service, marketing strategy & business transformation experience in multiple industries (High Tech, Services, Industrial, Energy) with strong analytics and the ability to rapidly develop actionable strategy to grow and redirect businesses. P&L management with over 20 years of global experience with companies ranging from \$100M to \$26B. Executive with business turn-around, start-up and expansion execution with Fortune 100, mid-cap, and private-equity-owned companies and non-profit.

Areas of Expertise

- P&L Management
- Business Services
- Change & Business Transformation
- Talent Development
- Mergers & Acquisitions
- Business Turnaround
- Business Startup & Expansion
- IT Operations
- Strategic Planning
- Business Performance Metrics
- Technology Sourcing
- Regulatory Affairs

Professional Experience

SEPA - Chief Innovation Officer

April 2017
to present

Run Advisory services for member companies on variety of industry topics from constructing new EV programs, designing Green Tariffs, laying out a future Grid Modernization Strategy, crafting digital strategies, developing community solar programs, advising on DER technology challenges, and policy topics. Foster discussion among utilities, vendors, and policy makers to resolve issues outside formal regulatory dockets. Oversee working groups on a topics such as DER, Storage, EV, microgrids, cybersecurity, architecture, new business models and the nexus of buildings to the grid. Work with government, National Labs, and industry to remove barriers to innovation in the power sector.

SGIP - CEO

November
2014-April
2017

President and CEO of 501c(3) to drive implementation of grid modernization projects by removing barriers grid modernization and smart grid deployments and integrating Internet of Things Technology. Membership comprised of over 140-member companies across the energy ecosystem. Driving Strategy for sustained growth for organization and rebranding organization as the key conveners for Distributed Energy and the voice of the Energy industry for Energy IoT. Focus on Distributed Energy Resources, microgrids, Energy Internet of things, Solar, and smart grids. Relationship contact for National Labs, ARPAAE, NIST, and bridge industry with government efforts. Trusted leader with C-suite utility executives and industry leaders. through rebranding, financial restructuring, board restructuring, and merger.

Advisor to Enertech Capital

Serve on the Strategic Advisory Board to Enertech Capital. Support early stage ventures with market and product development, strategy, and organizational development. Focus is on technology and analytics companies and their offerings to the energy sector. Assist with due diligence and CEO mentoring.

**April
2014-
present**

Soho Consulting - Founder

**February
2013 -
present**

Founder of Soho Consulting to provide strategy, technology selection, marketing, and business change management for companies and investment firms. Key accomplishments include:

- Market Segmentation and Messaging Engagement for Company pivoting mission
- Strategy Consulting for Fortune 100 company framing their Data Analytics and Cloud strategy
- Big Data and Market Analysis for investment firm
- Executive succession planning
- Internet of Things Business Strategy working for one of the Top Tier Strategy Consulting Firms
- Smart Grid, Cleantech, Solar, AMI, Microgrid advisory services
- Advisor to Enertech Capital to assist their portfolio companies

Accenture

May 2009 – Jan 2013

Raleigh, North Carolina

Managing Director - Global Smart Grid Solutions Practice

Dec 2011 – Jan 2013

Led 1500+ global professionals encompassing cross functional domain experience, change management, communications, business strategy, business transformation management, and enterprise IT integration and data governance. Key accomplishments include:

- Drove practice growth of 50% year over year for new practice by defining offerings and recruiting talent to execute. Revenues achieved in 2012: \$424M.
- Executive oversight of multiple large scale IT integration projects for global customers.
- Formulated offering for Big Data Analytics Solutions, lead sales playbook, and rolled out to geographies.
- Received Accenture's **Talent Master Award** (2012) recognition for people management
- Lead executive for Smart Grid branding and strategy

Managing Director - North America Smart Grid Solutions Practice

May 2009 - Dec 2011

Drove and owned practice P&L. Built leadership team and provided executive leadership across key functional domains: Enterprise Systems, Operations Systems, Customer Systems, Security, Data Analytics, Communications & Distributed Generation. Key accomplishments include:

- Achieved year over year revenue increase starting from new practice with no revenues. Grew \$0 to \$235M.
- Achieved target margins (46%-52%) depending on type of engagement – integration versus strategy.

- Designed, built and led the NA (North America) Smart Grid Practice from the ground up; ~500 NA professionals and a new practice for Accenture
- Identified and recruited talent to these functional domains and combined with Change Management support professionals to create an integrated client service delivery team.
- Launched Smart Grid Practice and handled marketing which included outreach, event presence, web image, and creation of messaging.
- Worked with some of the leading NA IOU's on their Grid Modernization programs as well as assistance with their business case for their regulatory filings.

Elster Integrated Solutions

Raleigh, North Carolina

October 2006 – May 2009

President

Lead EIS solutions company(provider of networked solutions for water, gas, & electric markets) and member of Elster Corporate Executive leadership team that drove value creation from \$727M to \$2.3B when private equity sold Elster. Key accomplishments include:

- Led the formation of Elster Integrated Solutions LLC via restructure and integration of AMCO AS with software and services offerings. Revenues for the new LLC company \$170M in 2009.
- Successfully managed the growth of the company from 27 employees to 330+ employees in 26 months.
- Worked with CVC Capital private equity company to prepare Elster parent company for IPO. Elster IPO'd then was taken back private by Melrose Capital.
- Opened international office in Sydney, Australia, which drove Solution Delivery sales into Australia/New Zealand. Using relationship selling, secured New Zealand engagement: \$30M *without bid*.
- Closed and negotiated \$800M contract with Arizona Public Service.
- Selected and negotiated a contract manufacturer for wireless devices printed circuit boards. Managed manufacturing via the contractor. Results: reduced business capital requirements.
- Selected and negotiated contract with an Indian *pure play* for offshore software test support. Enabled the organization greater flexibility to scale quickly at an economic price.
- Implemented SAP for business to bring greater clarity on global operations.
- Launch new Branding of EIS name, website, and company image in preparation for going public.

AMCO Automated Systems

Raleigh, North Carolina

January 2006 – October 2006

President

Lead turn around of company that was losing money after being acquired by parent company Elster. P&L responsibility for Automated Meter Reading (water and gas) business. Key accomplishments include:

- Charged with a profitability turnaround, right-sized the company shutting down a low performing, high cost factory.
 - Created a strategic business plan, which put the company on a growth path.
 - Averted customer lawsuit by delicately handling customer issue that was previously unaddressed prior to my arrival.
 - Restructured the company. Created business sustainability by formulating plan to combine what remained post restructuring from AMCO with software offerings from another division. Obtained board approval for plan.
 - Lead merger of AMCO into newly formed LLC called Elster Integrated Solutions.
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Elster Electricity LLC (former EON,Ruhr Gas, ABB)

Raleigh, North Carolina

June 1997 – January 2006

ABB divested this operation to Ruhr Gas (a Germany utility) who sold us to EON and then we took the company private with CVC Capital Equity.

Chief Knowledge Officer

May 2002 - January 2006

Led strategic planning in identification, target and creation of key business initiatives, joint ventures and partnerships with major organizations. Key accomplishments include:

- Established and achieved KPI to derive 20% of company revenue from new offerings. Global Revenues \$560M.
- Drove business transformation through series of management changes (divested from ABB and sold to Ruhr Gas, merged into EON before being sold to private equity CVC out of the UK).
- Negotiated contractual terms and managed outsourcing budget for Elster's internal software development and testing, which utilized Satyam in India.
- Oversaw regulatory affairs and drove M&A activity. Testified at FERC and in a number of state proceedings on AMI (automated metering information).
- Led Marketing & Communications Group. Operations: tradeshows, website design/market engagement, customer collaterals, technical publications (both written and electronic) and corporate communications.
- Orchestrated launch of five (5) new products in 2004 and 7 products in 2005. Achieved 20% revenue growth generated from these new offerings. Captured 110% EBIT target.

VP - Marketing & Business Development

August 2001 - May 2002

Key accomplishments include:

- Pioneered industry trend and drove first 2-way wireless connected meters in Energy market. Generated 19% increase in corporate revenues.
- Drove Intellectual Property Committee for firm and won \$22M patent litigation (2002).
- Global recognition: 50 Key Women in Global Energy. (338 nominations from 35 countries)
- Created revenue stream via negotiation of global agreement with an industry partner which achieved the global right to sell their products. Results: First year: \$2M. Second year: \$10M+.

Director-Product Management and Marketing

August 1999 - August 2001

Key accomplishments include:

- Created Branding and Collateral Standards for organization including launching of new website.
- Elevated product management throughput via introduction of plans and procedures for investments and people management. Personnel training to ensure compliance with new processes and structure. After 3 years, hit target of 20% of revenue each year was derived from new products.
- Enhanced performance analysis and improvements by leading Call Center specialists in the creation of a call records database across reporting, facilitation with goal development and identification of new efficiencies.

Director-Software Development & Quality Assurance

November 1997 - August 1999

Lead enterprise class software development and quality. Key accomplishments include:

- Built and led team of 35 IT specialists in project planning, software development/releases and client relationship building and management.
- Led the creation of software licensing agreements and related terms and conditions.

- Strategic planner and creator of Software Development Unit, included verification/release department, best practices, policies/procedures, standards, resources and personnel.
- Led team, which developed three (3) new products in year one and five tailored customer derivatives.

IBM, RTP

Raleigh, North Carolina

June 1989 – November 1997

Sr. Manager-WW PC Company Marketing Information

May 1996 - November 1997

Product Marketing Manager-Networking Division

January 1995 - May 1996

Development Mgr/Hardware Tools Mgr/Staff Engineer

July 1989 - January 1995

Served in multiple roles, starting as an individual contributor and working my way to management. Key accomplishments include:

- Led 20 professionals charged with global rollout of a strategic initiative to IBM's worldwide business partners in 83 countries; included translations to eleven (11) languages.
- Completed \$2.6B launch of PC PartnerInfo (PC PartnerWorld) in <15 months. Result: product expansion to IBM Services & Printer Division.
- Key member E-Business Strategy Team charged with transforming IBM Investment/Gate Process. Created corporate common portfolio management process.
- Received top commendations and achieved ranking among the top 10% in performance corporate-wide.

E.I. Dupont

Raleigh, North Carolina

May 1984 – June 1989

Site Safety, Health and HR Manager

September 1987 – June 1989

Thin Film Deposition and Manufacturing Engineer

May 1985 – September 1987

Staff Engineer

March 1984 – May 1985

Served in multiple roles, starting as an individual contributor and working my way to management.

PROFESSIONAL AFFILIATIONS & HONORS

- NCTA (North Carolina Technology Association)
- NC Chamber of Commerce (Advisory Board)
- Nominated for NC Tech Exec of Year 2012
- Contributing author to World Economic Forum Report on Accelerating Smart Grids
- 100 Movers & Shakers of the Smart Grid 2012, Greentech Media
- Smart Grid's Three Most Powerful Women, Smart Grid News, April 2010
- One of the 50 Key Women in Energy, Now Magazine

SAMPLING OF SPEAKING ENGAGEMENTS

- Financial Times US Energy Business Conference: Looking Beyond Crisis
- Platts Global Energy Summit
- IHS Energy CERA Week Global Executive Summit
- EEI/AGA Customer Service Summit
- European Utility Week
- Networked Grid Conference
- Wharton Energy Conference

Sharon Allan
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Raleigh, NC 27614

919-414-2173(cell)

EDUCATION & PROFESSIONAL DEVELOPMENT

Duke University, Durham, NC MBA 2002

University of Florida, Gainesville, FL BS – Electrical Engineering (*with Honors*) 1984

Post Graduate Studies in Electrical Engineering

University of South Carolina, Columbia, SC 1985-1986

North Carolina State University, Raleigh, NC 1986-1988