

OHROS Consulting Group

Performance Benchmark & Peer Discussion

COMPANY

The company is a leading power supplier for a specific region in Canada that has been around for nearly a century, with a capacity of powering up to 350.000 homes in that region.

CHALLENGE

The client is dedicated to achieving and maintaining high levels of **performance excellence** in various key areas of their plant operations, such as **Flex Ops**. In order to achieve this, it is important to understand the current performance status of the company. Through careful peer group selection, analysis, and performance benchmarking on selected KPI's, OHROS Consulting Group aims to identify capability gaps that are ripe to be optimized. Simultaneously, OHROS facilitated **multiple conversations** with a European industry peer to expand on their relevant **best practices**. The conversations focused on changing operational requirements, automation and site organizations, and measuring performance.



AIM



Performance Gaps

Size & Characteristics

Improvement Potential

The objective is to transform the recognized performance disparities into concrete enhancements in cost or service levels that the company could achieve by reaching different performance benchmarks (e.g., average performance, top quartile, etc.). Determining the extent and characteristics of these gaps is essential to identify areas with the greatest potential for improvement.



Benchmarking Approach

Identification of Peers

OHROS Consulting Group compiled and analyzed data from various data sources, including OHROS' proprietary databases, to build a **representative target peer group**. OHROS normalized and validated raw data for Peer Group comparability, ensuring rigorous "apples-to-apples" comparisons.

Data Collection

OHROS Consulting Group created a data **collection tool/survey** to obtain key quantitative information used for KPI comparisons, as well as an **interview guide** focused on Flex Ops unit performance challenges. In addition to compiling and normalizing peer data, OHROS **reviewed and validated** the collected data.

Comparative Analysis

By analyzing and benchmarking performance using collected data, OHROS Consulting Group and our partner firms identified key **performance gaps** where improvement was possible. Interview insights informed our comparative analysis, aiding in closing operational gaps and confidently leveraging **Flex Ops benefits**.



Results

Findings indicate strengths as well as areas for improvement in the client's operations, forming the basis for discussions with industry peers about best practices.

The plant excels in key metrics, outperforming industry peers in:

- **Emission Rate:** *Significantly lower CO₂ emissions, outperforming peers.*
- **O&M Expense:** *Remarkable efficiency with the lowest OM&A expense per MWh among North American CCGT plants. Optimization efforts are crucial with increasing renewable generation.*
- **Planned Outage Factor:** *Below industry average, indicating proactive planning. Ongoing management is needed due to industry-wide significant planned outage factors.*

Opportunities for improvement included:

- **Availability Factor:** *The plant's 3-year average Equivalent Availability lags behind other North American CCGT units, prompting further exploration through interviews with plant management.*
- **Starting Reliability:** *Starting reliability appears strong but has room for improvement compared to the industry average.*