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## Vertical integration at BPA

Ernest Bonner

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# Branch takes jobs from start to finish

by Ernie Bonner

What do you get when you put an economist, an engineer and a marketer together?

"The new Industrial Programs Branch," Geoff Moorman said. Moorman serves as Industrial Programs' branch chief. "This branch represents a departure from the conventional at Bonneville. We cover all aspects of industrial programs within the branch — from their conception as elements of the resource strategy, through their design and implementation, including technical support and assistance."

BPA's reorganization gave birth to this experiment in "vertical integration." Given the diversity of the industrial sector and its importance to Bonneville, the new organization offers some real advantages to our customers. Now there is one place at BPA headquarters where customers can direct all questions — and one place where they can obtain timely answers.

"This should be a real help to our area offices and our customer utilities," Moorman said.

"Developing projections and supply curves for the industrial sector is part of our responsibility," Sam Sugiyama, economist and Industrial Analysis section chief said. "We supply economic analysis of potential program offerings and day-to-day assistance to program managers. Industrial analysis is more exciting when you can see it applied from the resource planning stages through program implementation."

Technical support to customer utilities and industries is also part of

the branch's responsibilities.

"In addition to our normal duties as technical support to program managers," Doug Auburg said, "we will be offering technical advice and assistance to industry — on new electro-technologies, advanced equipment and methods and improved processes — through our

customer utilities." Auburg is the Industrial Technical section chief.

"We will be offering a variety of programs to industry through our customer utilities, featuring both conservation and marketing," Moorman said. "Our goal is to make energy work harder for industry."

"Not only is the branch trying out

new organizational ideas, it is one of the key organizations in the development and implementation of the Partnership Program — BPA's latest venture into the relatively unknown field of consumer marketing."

*Ernie Bonner heads the new branch's Industrial Programs section.*



The Industrial Programs Branch is a departure from the BPA norm. (Left to right) Branch managers Sam Sugiyama, Geoff Moorman, Doug Auburg and Ernie Bonner will work together to take entire programs from idea to final product. According to Power Resources and Conservation chief, Sue Hickey, having planning and program implementation all in the same branch means providing full-range service for one of BPA's most critical customers.