

Neil Fisher's background and experience are in economic and management consulting to the electric and natural gas industries. He specializes in retail market design, pricing and product development, and assists clients in developing business and regulatory strategies. Mr. Fisher's project assignments include:

**RETAIL MARKETS**

- For several unregulated retail suppliers, Mr. Fisher has assisted with strategy development, including plans for market entry, business growth, pricing, valuation, and risk management.
- For several electric utilities seeking to hedge market exposure from generating assets, Mr. Fisher analyzed retail market opportunities in Texas, the Northeast and the Mid-Atlantic.
- For a Pennsylvania electric utility, Mr. Fisher served as an expert witness on default service design. Mr. Fisher also designed unbundled rates and default service pricing, including retail access credits for customers choosing alternative suppliers, competitive transition charges, and other delivery rates. Mr. Fisher also helped design a Default Service auction to procure electricity to meet the energy needs of customers remaining on utility service.
- For a New York electric utility, Mr. Fisher served as an expert witness on retail access credit design (the utility price-to-beat), competitive supplier obligations, unbundling of customer services, and potential customer and supplier gaming opportunities.
- For utilities in Pennsylvania and New York, Mr. Fisher analyzed customer-switching behavior in newly developed retail access markets.
- For an EPRI collaborative, Mr. Fisher worked with an electric utility to segment its customers, develop new products for a competitive market, and characterize the retail customer-product portfolio. Mr. Fisher determined the break-even retail prices of serving particular customer segments with a variety of tailored products to improve product pricing practices and to value retail contracts.
- For an Illinois utility, Mr. Fisher served as an expert witness on the development of retail access credits and market value adjustments.
- For several electric utilities, Mr. Fisher interviewed retail customers and evaluated the pricing for interruptible, stand-by generation, and other retail services.
- For an unregulated electric marketing company, Mr. Fisher developed a retail pricing model for residential, commercial and industrial customers and evaluated potential new product offerings.
- For several electric utilities, Mr. Fisher helped develop retail access programs that address the timing and scope of customer choice, stranded cost recovery, supplier requirements, and program implementation.

## **INDUSTRY RESTRUCTURING**

- For the Ukrainian Government, Mr. Fisher, while living in Kiev, assisted in the implementation of privatization and restructuring of the national electric power industry involving the creation of a power pool and a competitive energy market.
- For an electric utility, Mr. Fisher developed a market-based, stranded cost recovery mechanism based on a firm sale of power in the wholesale market. Mr. Fisher used this approach to design a competitive transition charge that automatically adjusts with changes in market prices.
- For several major electric utilities, Mr. Fisher assisted companies develop restructuring proposals concerning the unbundling of customer metering, billing, and other services.

## **BUSINESS STRATEGY**

- For an electric utility, Mr. Fisher helped develop a merger and acquisition strategy by reviewing recent merger activities and identifying potential merger candidates.
- For a large natural gas pipeline, Mr. Fisher helped develop new products and services. During the course of this work, he conducted interviews with customers and suppliers, and assisted the company with its marketing strategy.
- For a Western utility and for a group of private equity investors considering new business opportunities, Mr. Fisher analyzed wholesale power markets in the United States.
- For a New England utility, Mr. Fisher evaluated the company's gas supply procurement process and examined long-term contract proposals comparing supply reliability and price terms.
- For a regional interstate gas pipeline company, Mr. Fisher conducted market research to explore opportunities to sell unbundled gas storage services.
- For a private leasing company, Mr. Fisher conducted an asset valuation study of a gas storage facility.
- For an electric utility considering diversification, Mr. Fisher analyzed potential acquisition candidates by evaluating profit opportunities and competitive positions of key players in different industries.

Before joining The NorthBridge Group, Mr. Fisher worked at Putnam, Hayes & Bartlett, specializing in natural gas and other energy-related fields. Prior to that, he worked in the Tax Analysis Division of the Congressional Budget Office. He received an M.B.A. from Yale University and a B.A. in Economics, with Honors, from Swarthmore College.