

# Questions for CEO

## Company context and the CEO's personal involvement

1. How would you briefly describe your company and the scale of your operations?
2. What role do permitting, interconnection, and PTO play in your business today: a bottleneck, a manageable process, or a secondary operational issue?
3. How personally involved are you in permitting and interconnection today?
4. In what situations do you personally need to step into this area?
5. Why does this part of the business fall within your attention as CEO?
6. If you look at the full path from sale to installation / PTO, where do delays happen most often?
7. How critical is the speed of permitting / interconnection for revenue, growth, and customer experience?
8. At the company level, who is accountable for outcomes in permitting / interconnection / PTO: an internal team, contractors, or a hybrid setup?
9. Who actually handles this work day to day: salespeople, dedicated permitting / interconnection specialists, project coordinators, operators, or contractors?

## Visibility, control, and losses

10. How transparent is this process to you today as a leader?
11. Do you have a single source of truth for project statuses, or is the information spread across CRM, spreadsheets, email, and portals?
12. How standardized is this process across different states, utilities, and AHJs?
13. What frustrates you most about this part of the business today as a leader?
14. Where does the company lose the most time because of permitting / interconnection / PTO?
15. Where does the company lose the most money because of this process?
16. What business-level consequences do you see from delays: lost deals, cash flow pressure, unhappy customers, team overload, reputation risk?
17. When a project gets stuck, do you usually realize it early enough or too late?
18. Which metrics do you actually look at to understand whether permitting / interconnection is working well or poorly?
19. If you had to choose only 3 key metrics for this part of the business, what would they be?
20. How available are these data and statuses to you in real time, versus only through manual reporting?

## Scaling and organizational setup

21. When project volume grows, what breaks first: speed, quality, control, training, customer communication, or something else?

22. How dependent is this process on a few strong individuals who keep everything in their heads?
23. How easy is it for you to scale this function without sharply increasing headcount?
24. How do you decide whether to keep this function in-house, outsource it, or use a hybrid model?

## **Current solutions and alternatives**

25. How do you solve this problem today: internal processes, spreadsheets, CRM, contractors, outside services, or internal tools?
26. What in your current approach works well and you definitely would not want to change?
27. What works poorly, but you are still living with for now?
28. What solutions have you already tried for permitting / interconnection / PTO — internal tools, outside products, GreenLancer, outsourcing, or other external teams? How well did they work, and if anything is still unresolved, what remains unresolved?

## **Priority, value, and readiness to adopt**

29. How high is this problem on the company's management priority list right now?
30. If permitting / interconnection suddenly became twice as fast and twice as transparent, what would that change for the business?
31. What would a solution need to do for you to seriously consider adopting it?
32. What would count as sufficient proof of value for you: hours saved for the team, faster PTO, fewer problematic projects, or higher throughput without hiring?
33. Besides you, who else usually influences the adoption of solutions like this in your company?
34. How strongly does permitting / interconnection affect revenue recognition or getting paid on projects?
35. Do you feel that this part of the process sometimes limits the company's growth?
36. How often does leadership have to manually dig into the status of troubled projects?
37. What is more dangerous to you: a slow process, an opaque process, or a process that is hard to scale?
38. How are customer status updates handled today, and how much internal load or chaos does that create for the team?
39. If you were to introduce a new solution in this part of the business, what would you worry about most?
40. How important is it for you that a new solution can be implemented quickly, without heavy integration work or long team training?
41. What solution format is closer to what you want: a tool for your internal team, a hybrid of software and service, or a fully service-based model?
42. Compared with other operational problems in the company, where does this one rank in priority?
43. Under what conditions would you say, "Yes, we definitely need this solution in the near future"?

