



# MARCHMENT HILL

- consulting -

## Jemena - Future Network Strategy

### the challenge

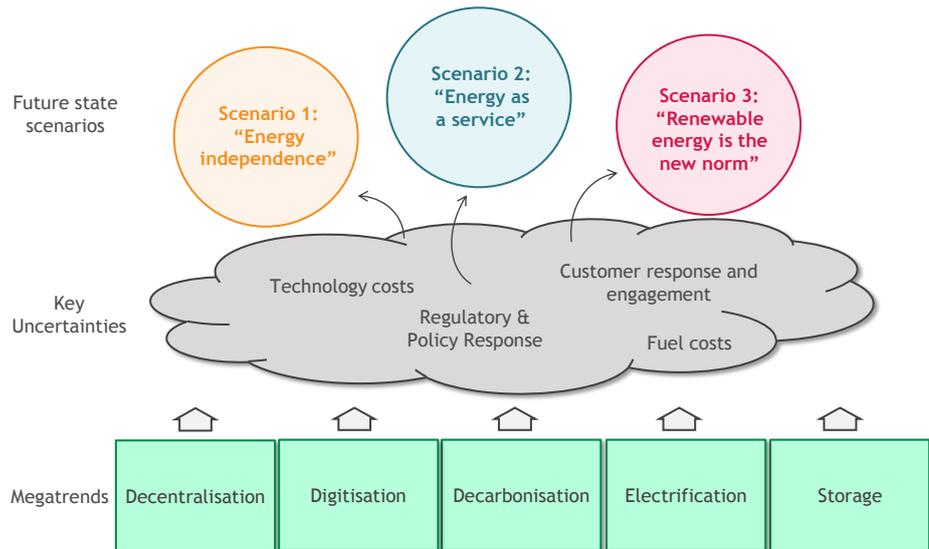
The energy system is transforming at a rapid rate, driven by megatrends such as decarbonisation, decentralisation, and digitisation; details of this transformation remain highly uncertain. The role of electricity distribution businesses, in particular, faces significant changes. Traditionally a relatively simple link in transporting electricity from large scale centralised generators to customers, distribution businesses are increasingly having to serve a much more complex environment - an environment where a significant proportion of generation originates from customers distributed energy resources and flows back up the network and where these devices are seeking to connect to and interact with the electricity system. This transition will be heavily influenced by customers, governments and regulators, as well as developments in the external market environment.

As Jemena faces the challenge of planning for an uncertain future, there was a desire to develop a set of company-wide scenarios for the future of the electricity sector and use these to inform an aligned vision for Jemena within these possible future scenarios and a roadmap of “least regrets” activities to pursue over the next regulatory period.

### what MHC did

MHC partnered with ThinkPlace to develop Jemena’s Future Network Strategy, which involved an industry and market scan. Importantly, our approach focused on extensive stakeholder engagement. The project team engaged with senior stakeholders across all functional groups in Jemena, including the Leadership Team. Through a series of interviews and workshops, stakeholders’ views were sought on impactful drivers that could influence the future of the electricity sector.

Through this approach, MHC developed three scenarios, which were used at a workshop to co-design a future vision for Jemena and a roadmap of “least regrets” activities to achieve this vision. MHC also presented this Future Network Strategy to Jemena’s Leadership Team. A customer-friendly version of the report was developed for use in Jemena’s customer engagement activities.



### the benefit

MHC and ThinkPlace co-designed a vision with Jemena as well as a roadmap of strategic activities to deliver on this vision. Underpinned by Jemena's corporate ambition and key strengths, this vision begins and ends with the customer. The roadmap delivered to Jemena consisted of activities that were complimented with a series of signposts, i.e. key events or market developments which indicate the future is heading more towards one scenario than another, intended for careful monitoring to assist Jemena in modifying its activities and remaining successful in a changing environment.

The Future Network Strategy has subsequently been used internally to support the development of activity plans and budgets. Importantly, it has also been used externally to support Jemena's "People Panel" where a number of Jemena's customers were presented with future scenarios derived from the Future Network Strategy to understand how real customers prefer to interact with the evolving energy system. This will help Jemena to direct its efforts into areas of most customer value.