FUTURE PROOFING ENEXIS GROEP THROUGH A NEW DIGITAL STRATEGY

Capgemini Invent supports Enexis Groep in using Data & Digitalization as the key enabler in their transition towards the energy system of the future

Overview

Customer
Enexis Groep

Industry:
Energy & Utilities

Location:
The Netherlands

Client Challenges
What should data & digitalization look like given the future direction of Enexis Groep and how should we organize ourselves?

Solution-at-a-glance
With the help of Capgemini Invent, Enexis Groep recognizes what ambition, what projects and what governance for data & digitalization is required to realize their strategy.

Results:
- Appointed a leader on data & digitalization focussing on unlocking value from investments
- Articulated the vision and future capabilities through cartoons
- Visualized the portfolio through power BI
- Growth model and guidance to govern data & digitalization

The Situation

In the current energy transition, several trends are visible that will shape the future energy market. The energy system is shifting to a sustainable, more decentralized form of both consumption and generation and the end user is becoming an increasingly important player in the entire system. Digitalization and the increasing availability of data and insights is transforming the energy system and the companies that operate in it. Therefore, Enexis Groep is faced with changing customer demand, an increased uncertainty about technological and regulatory developments and an cash flow challenges in the coming years.

To have a future proof grid, Enexis Groep identified the importance of digitalization and data. The recently appointed Chief Transition Officer, Jeroen Sanders, who needs to increase the digital transformation of Enexis Groep, came to us with the following questions:
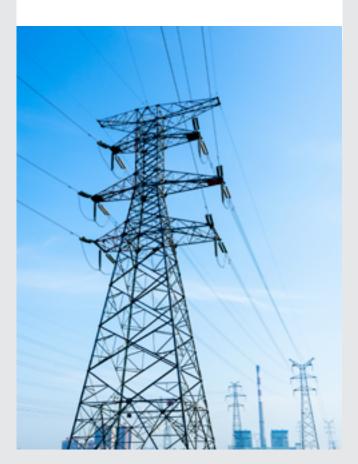
Does Enexis Groep have the right **digital and data ambitions**, given the future importance for the energy transition and grid?

Does Enexis Groep have the right **portfolio** of solutions and projects?

What is the most effective **organizational structure** to manage and develop?

The Solution

In close cooperation between Enexis Groep and Capgemini Invent, **a new digital strategy has been developed that gives answers to pressing strategic questions.** First, the current portfolio of data & digitalization within different departments was mapped out. Identifying the departmental digital vision, potential benefits, financial impact and project characteristics enabling Enexis Groep to see what their portfolio looks like and how it relates to their strategic ambition.

Parallel to the project, the new board of Enexis Groep was renewing their strategy and mid-term outlook. Based on these strategic pillars, vision statements and a capability model have been developed. These define the digital capabilities Enexis Groep should invest in to become future proof and meet the demands of the future energy system. The capabilities range from improving operational excellence and making smart investment decisions on their assets to keeping a close view on external developments in the energy system such as legislation and customer demands.

To make it tangible and relevant, the existing data & digitalization portfolio of Enexis Groep is linked to these capabilities to determine what projects to focus on and where benefits are to be expected in the coming years. The model was eventually visualized in a PowerBI dashboard to have an interactive view and enable data driven decisions on their portfolio where to accelerate, what to stop and what to continue.

Next to defining and aligning the portfolio towards the new strategy, one of the key questions was **how to govern the digital transformation and how to become a more process-oriented organization**. The governance model consisted of hierarchy and organization structure, functional design of departments and processes and running cross-functional projects and programs effectively.

The Result

The final deliverable of the project consists of four important elements:

1. **An analysis of the 2021 project portfolio from 5 domains** (Working on Infrastructure, Grid analysis and Planning, Operations, Customer & Market and Data) in terms of contribution, timing, financial impact, nature, phase and digital component

2. **A definition of the most important desired capabilities**, shaping the Enexis Groep ambitions and market demand, including data and digitalization contribution and fit with the 2021 portfolio, as well as a suggestion for addition

3. **A translation of the Data and Digitalization ambitions into vision statements per main area** (Asset Management, Operational Excellence and Energy System of the Future), with visual reinforcement

4. **A translation into choices and options for organizational translation on four important aspects**: Chain management, Design of Data & Digitalization management and organization, (Strategic) Value management, and Agility.
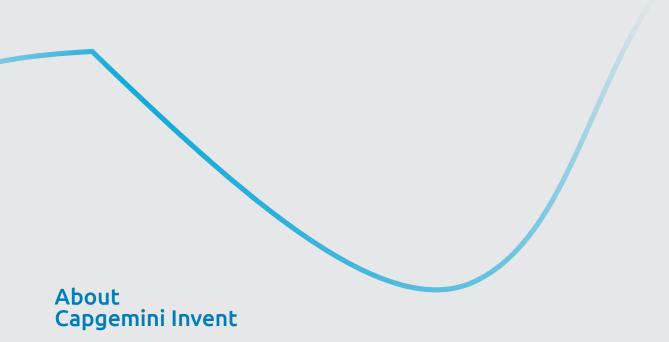
With the results of the project, Enexis Groep has a clear vision and transformation roadmap how Data & Digitalization could be used within their organization. The vision and roadmap served as a starting position for the newly appointed Chief Data & Digital Officer, who is executing on the next steps.

"Being the newly appointed Chief Data & Digital Officer, the results of the project gave me a good starting point to further shape and grow data and digitalization capabilities within our organization."

Annemieke Bulters
Chief Data & Digital Officer
at Enexis Groep

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Capgemini Invent

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