



Setting sails: Efficient processes for the energy transition

Dominik Scholz
Coordinator Business Process Management

Speaker

Dominik Scholz



Coordinator Business Process Management
Process Governance & Architecture



TenneT

Tasks of a network operator

Main tasks

Transmission services

Ensuring a robust and efficient extra-high voltage grid



Market support

Enabling an efficient and stable electricity market

System services

Maintaining the power balance around the clock



TenneT at a glance



Staff

8.300

Employees



EBIT

1.817

million EUR



Assets

45

billion EUR



Investments 2023

7,7

billion EUR



Grid

99,99 %

Availability



Grid length

25.000

Kilometers



Dutch state

100 %

Shareholder



Footprint

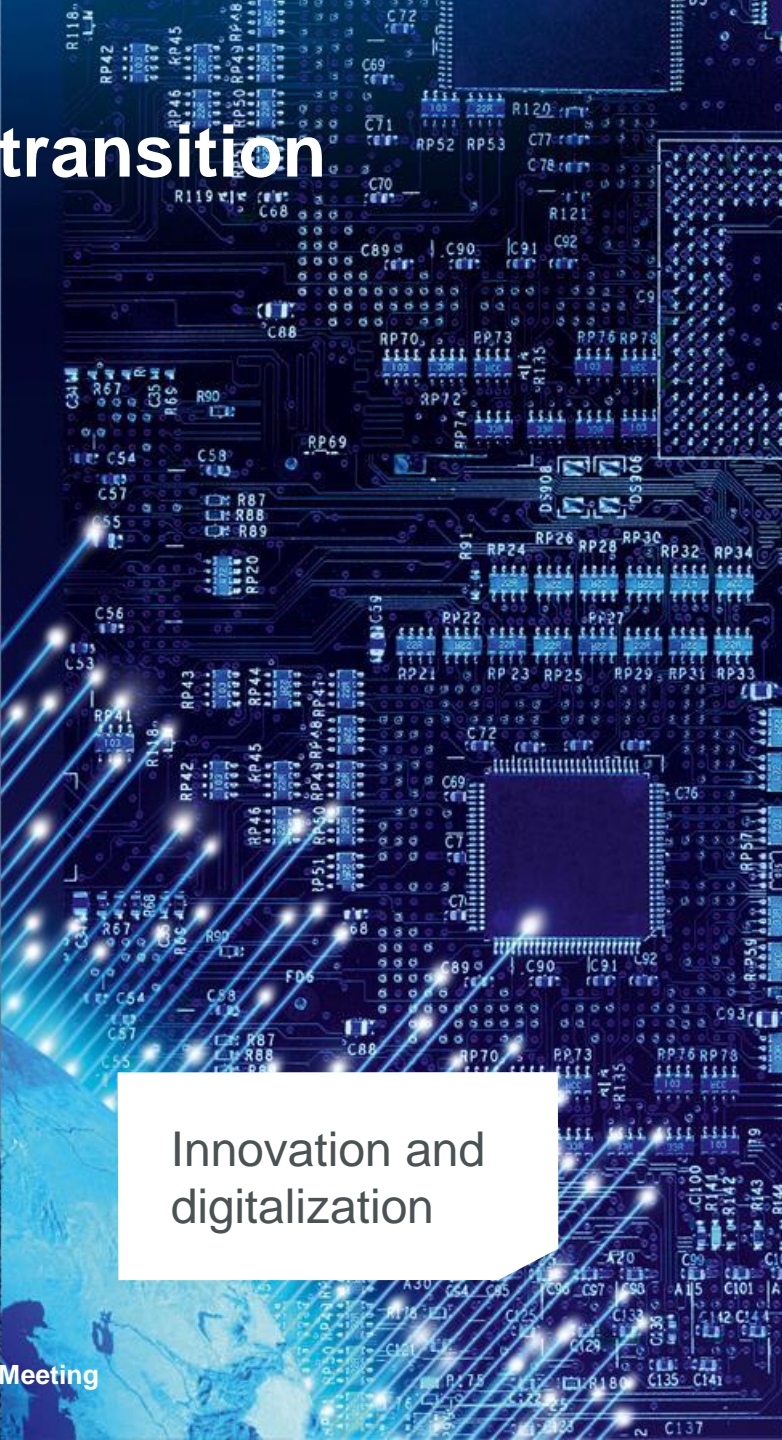
33 %

Green

TenneT and the energy transition



Extensive grid expansion



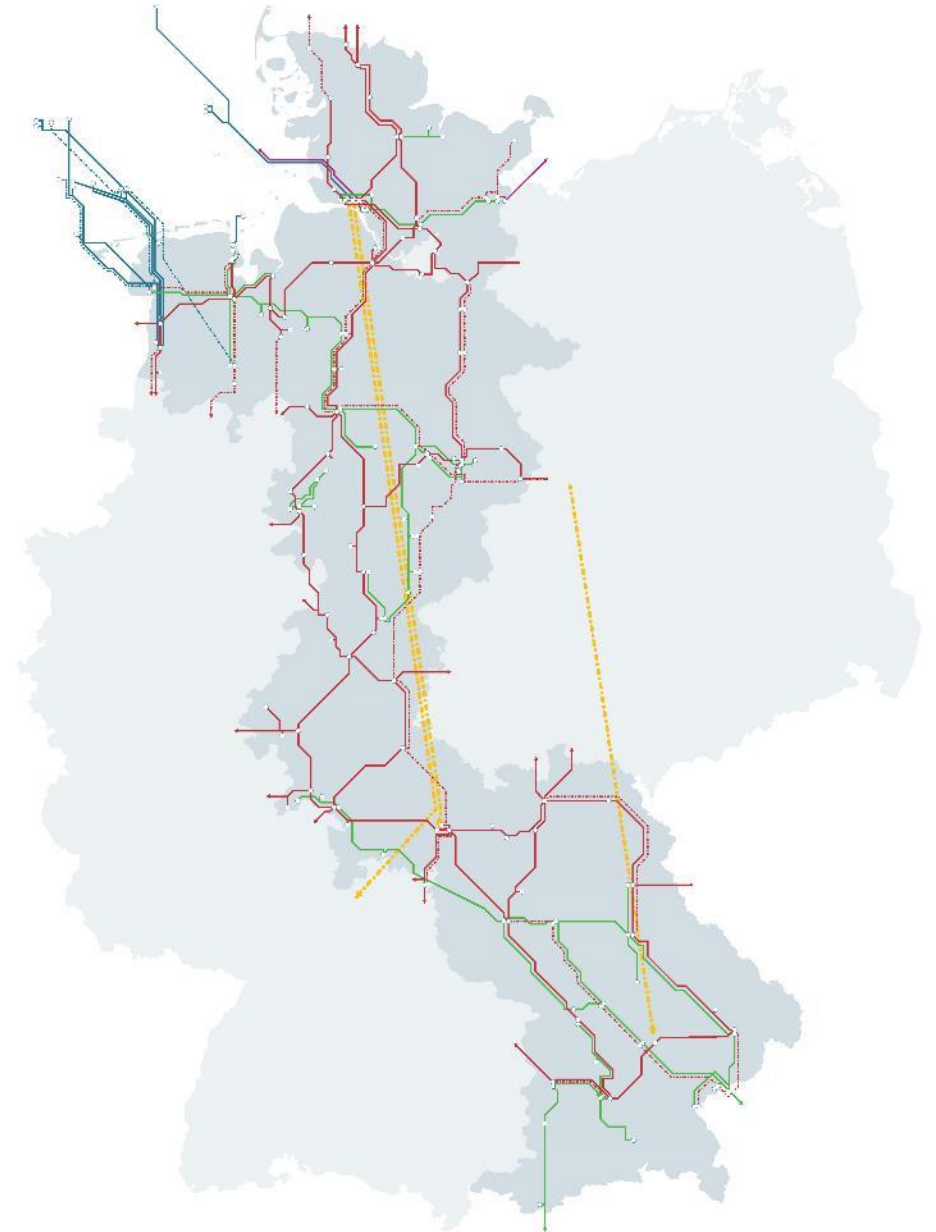
Innovation and digitalization



System integration

Grid expansion on land in Germany

- Around 2,000 km of new lines planned:
15 large onshore projects and hundreds of smaller projects
- Wind energy to be transported from the north of Germany to the south
- SuedLink:
With 800 km and 2 x 2 GW, the largest direct-current line in Germany (in cooperation with TransnetBW)
- SuedOstLink:
2 GW direct-current line (in cooperation with 50Hertz)



Affordability



Investments

Investment 2023 EUR

7.7 bn EUR

- 1/3 in the Netherlands and 2/3 in Germany
- At least EUR 10 billion per year from now on

TenneT is regulated

The main task of the regulatory authority is to ensure that TenneT does not spend more than is necessary to fulfill its tasks and obligations. This means that the permissible grid tariffs must reflect the efficient costs of building, operating and maintaining the transmission grid.

Regulatory authorities for TenneT

- In the Netherlands:
the Authority for Consumers & Markets (ACM)
- In Germany:
The Federal Network Agency (BNetzA)



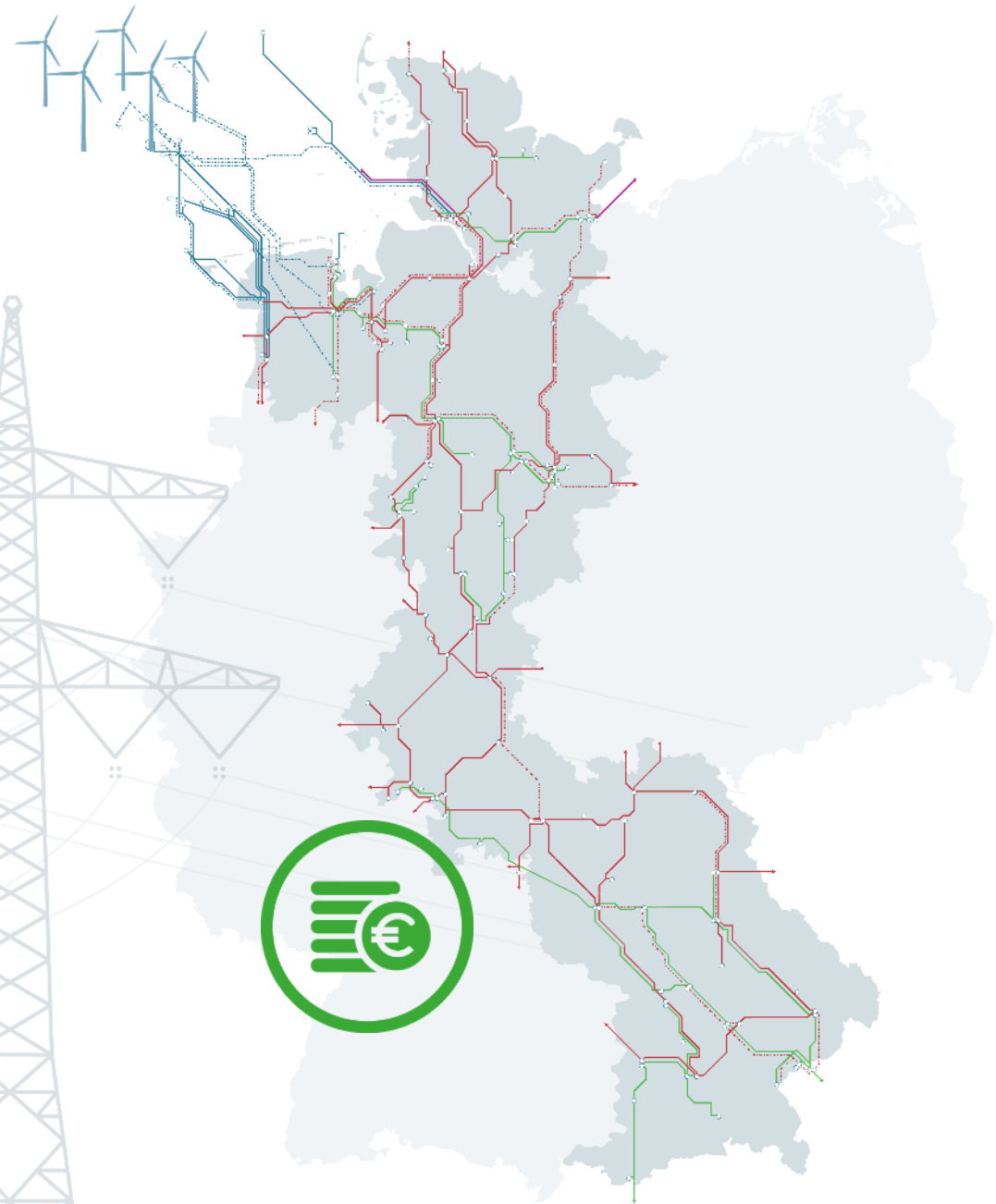
Ensuring affordability

The restructuring of the energy system is a major effort for society as a whole and requires high levels of investment. One thing is clear:

The energy transition must be affordable,

- to secure the competitiveness of Germany and Europe.
- to maintain social acceptance for the energy transition.

As a transmission system operator, we are doing everything we can to make the energy transition as cost-efficient as possible.



Raising efficiencies

We use every opportunity to leverage savings potential in grid expansion, increase efficiency and handle electricity customers' money responsibly.

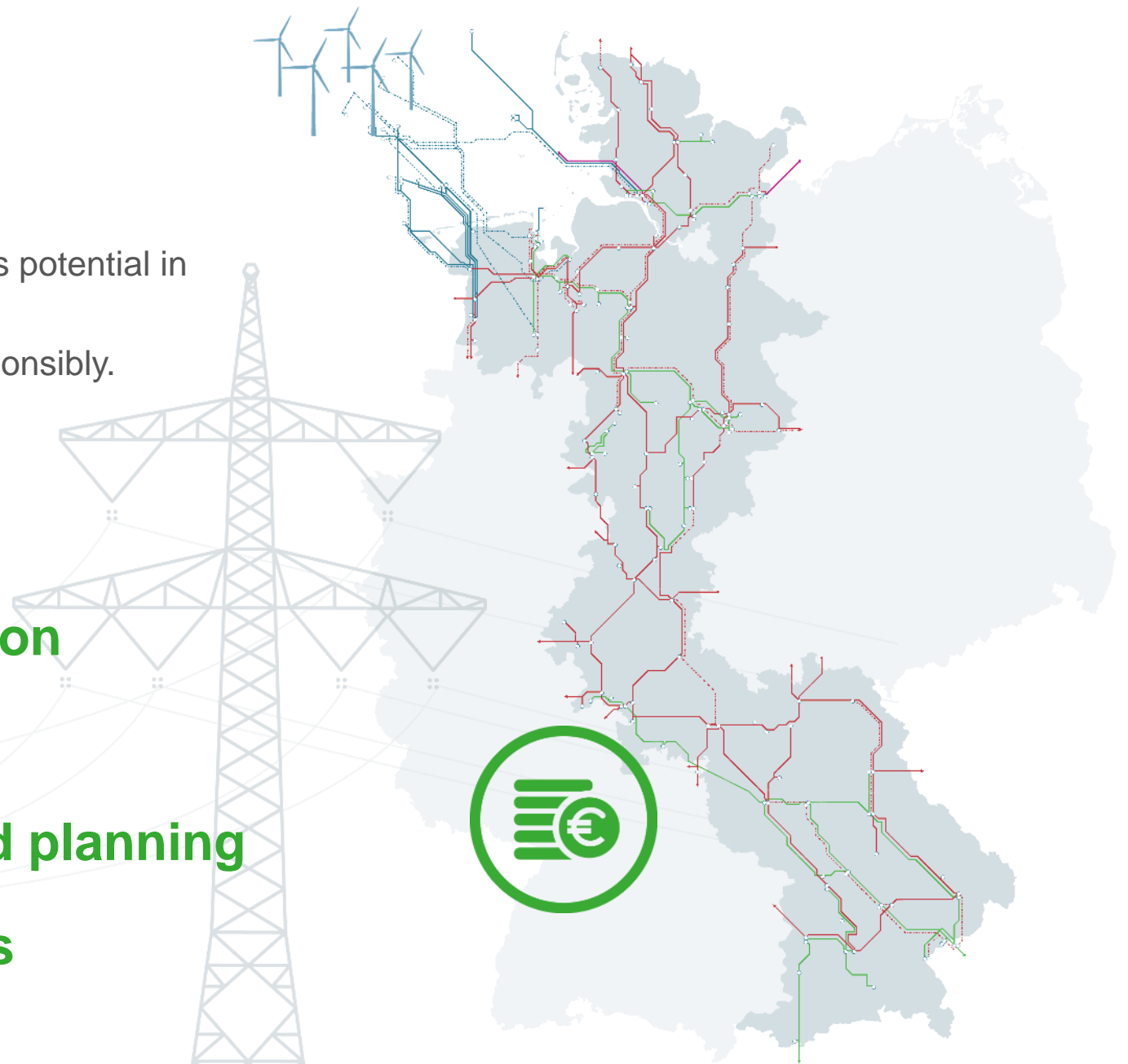
Among other things, we rely on:

Digitalization & flexibilization

Standardization

Integrated planning

Long-term partnerships



Power to Perform

16.09.2024

TenneT @ BOC Strategic Partner Meeting

 **TenneT**

Ambition

TenneT starts in September 2014 the Power to Perform **performance management program**. With the main goal to structural improve TenneT's performance and develop a performance oriented and **continuous improvement culture**.



CREATE PROCESS VISIBILITY ENTERPRISE-WIDE
 Create a common language across units, and transparency in the products and services that we deliver in order to help quality and efficiency

TAKE STEPS TOWARDS CONTINUOUS IMPROVEMENT
 Enable process improvements and standardisation across the organisation. Setting a foundation for future growth in digital & process maturity



SUPPORT WORKING BY TENNET'S CORE VALUES
 Support connection by showing interdependencies, ownership through presenting outputs, and courage by providing an organisational common truth

CONNECT TENNET'S MISSION, VISION & STRATEGY
 Connect mission, vision and strategy to execution to enable greater control through process steering and benchmarking opportunities

Process & Performance Management Framework

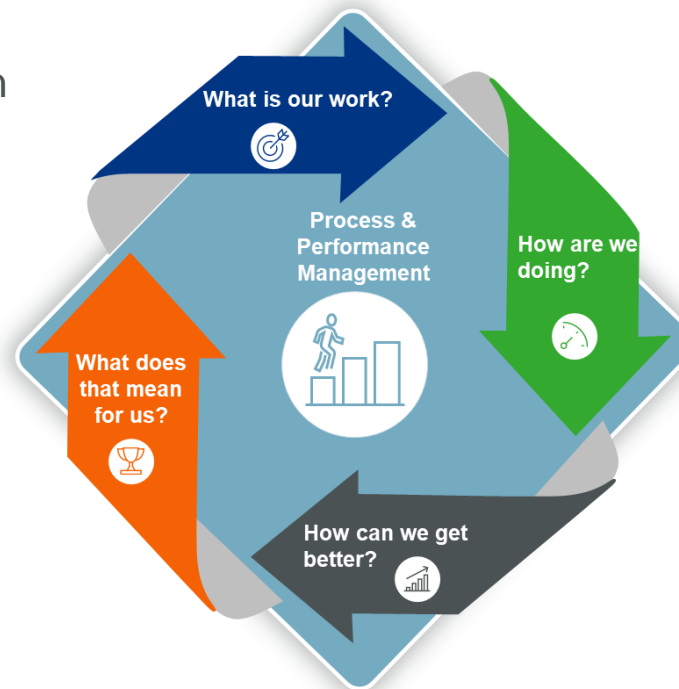
“We must work smarter and streamline how we work together end-to-end. We need continuous improvement, and we need radical new solutions.”

Who does what?

- Define what we deliver and assign ownership
- Define how task flow through the organisation end-to-end

New way of working

- Implement changes in the processes and organisation



What gets measured gets managed:

- Define and measure Goals, Targets and KPIs, based on processes
- Regular dialogues on performance

What brought us here, won't bring us further

- Define OKRs
- Realise improvement initiatives

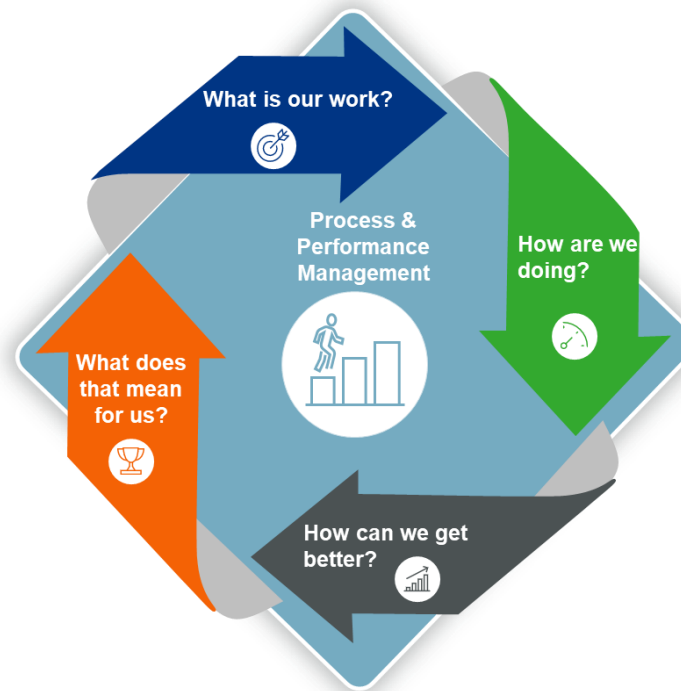
➤ Process Management steers all phases of this framework

How to bring the Framework to life

Documenting our processes

- Digging deeper, where it hurts
- ~150 colleagues trained in identifying, designing & documenting processes

Implementation as a challenge



Continuous Improvement Dialogues

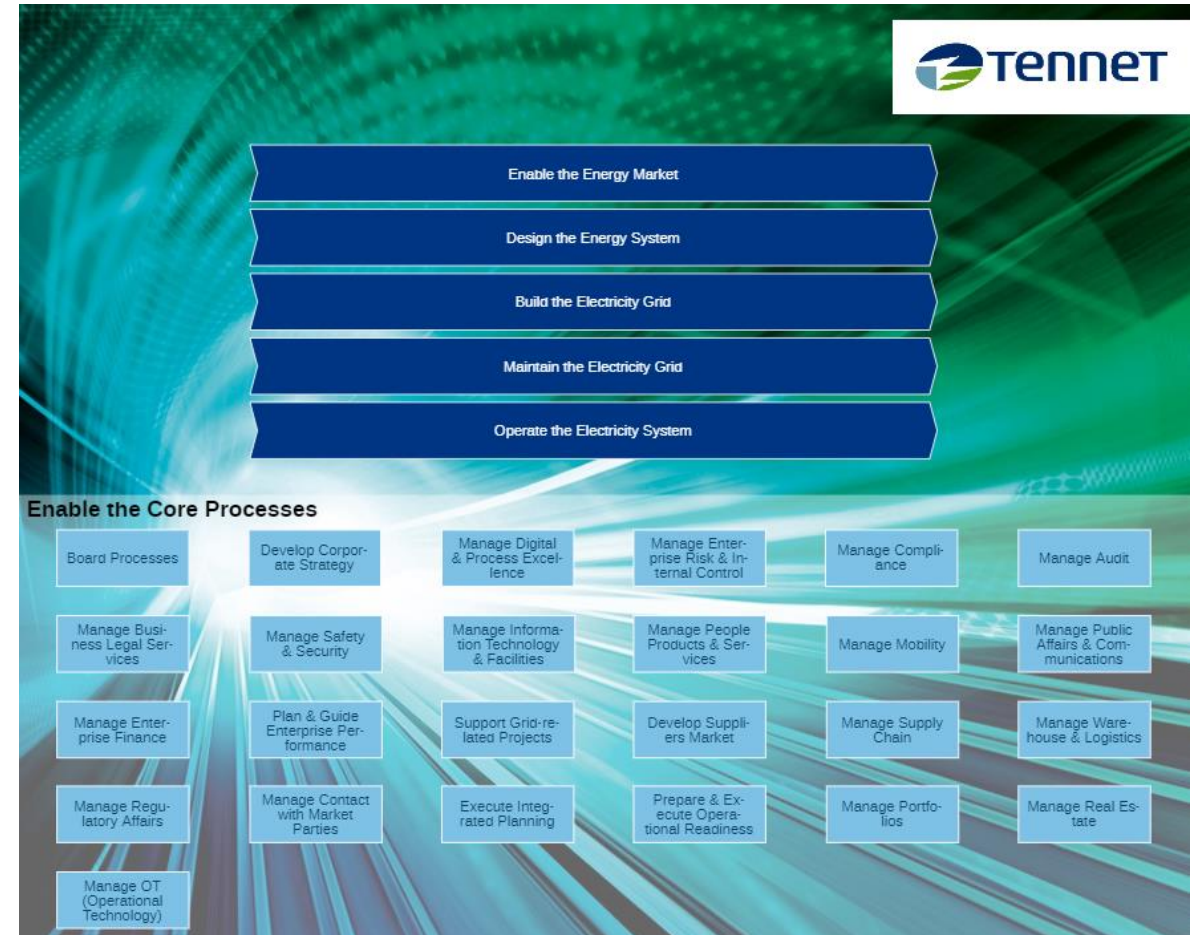
- ~200 Managers followed “Lean Leader” program
- CIDs performed quarterly

Improvement initiatives

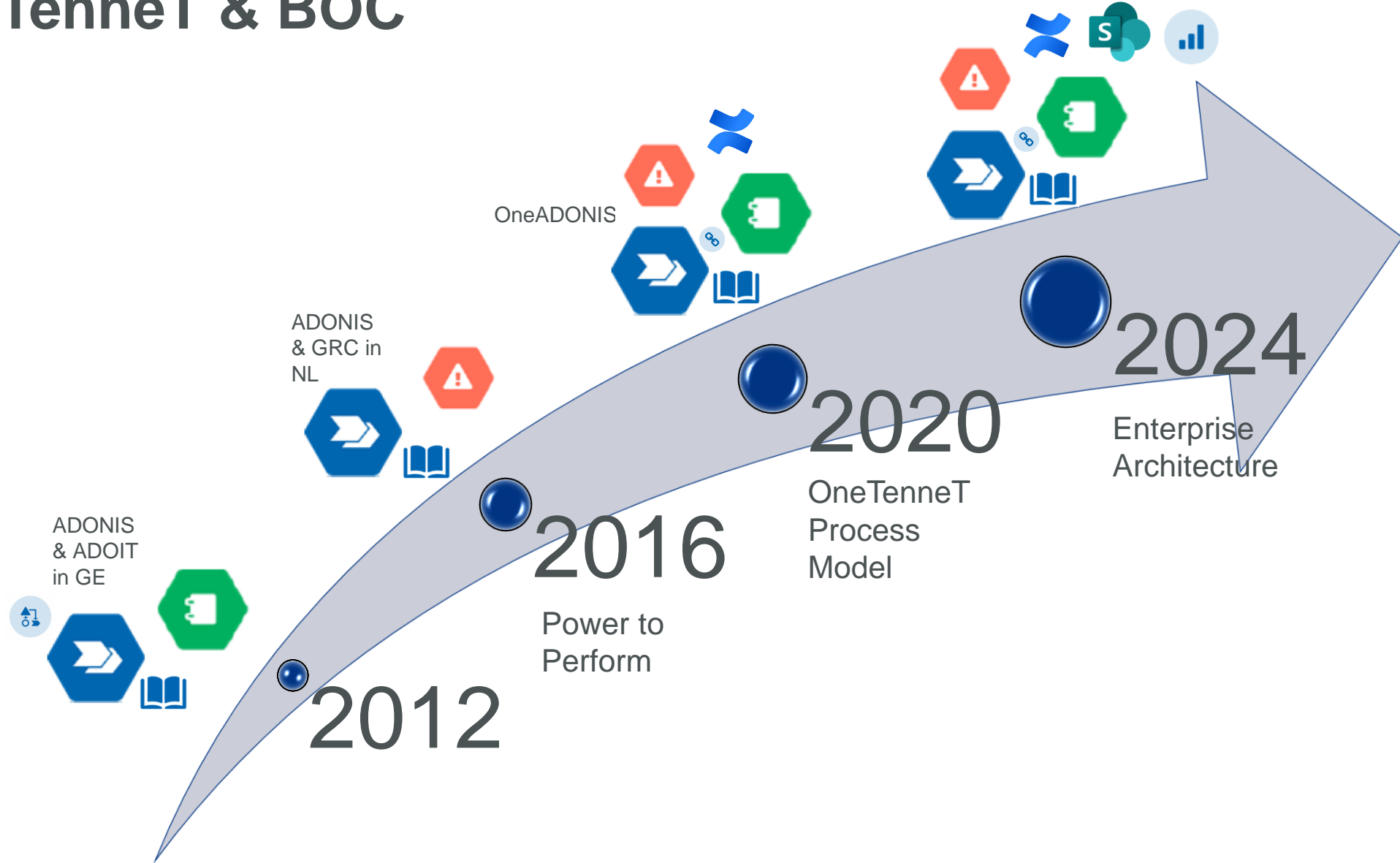
- >300 colleagues trained in Lean SixSigma
- >600 improvement initiatives successfully completed

Some Facts about the Process Architecture at TenneT

- ADONIS as official publication system for processes, work instructions and Orgchart
- ~ 3.400 active users with different rights
- > 1.400 Process Landscapes and Process Diagrams valid
- Link to IT-Architecture, Risks & Controls



TenneT & BOC



Setting Sails



How do we want our organisation to look like

Chaos vs Order

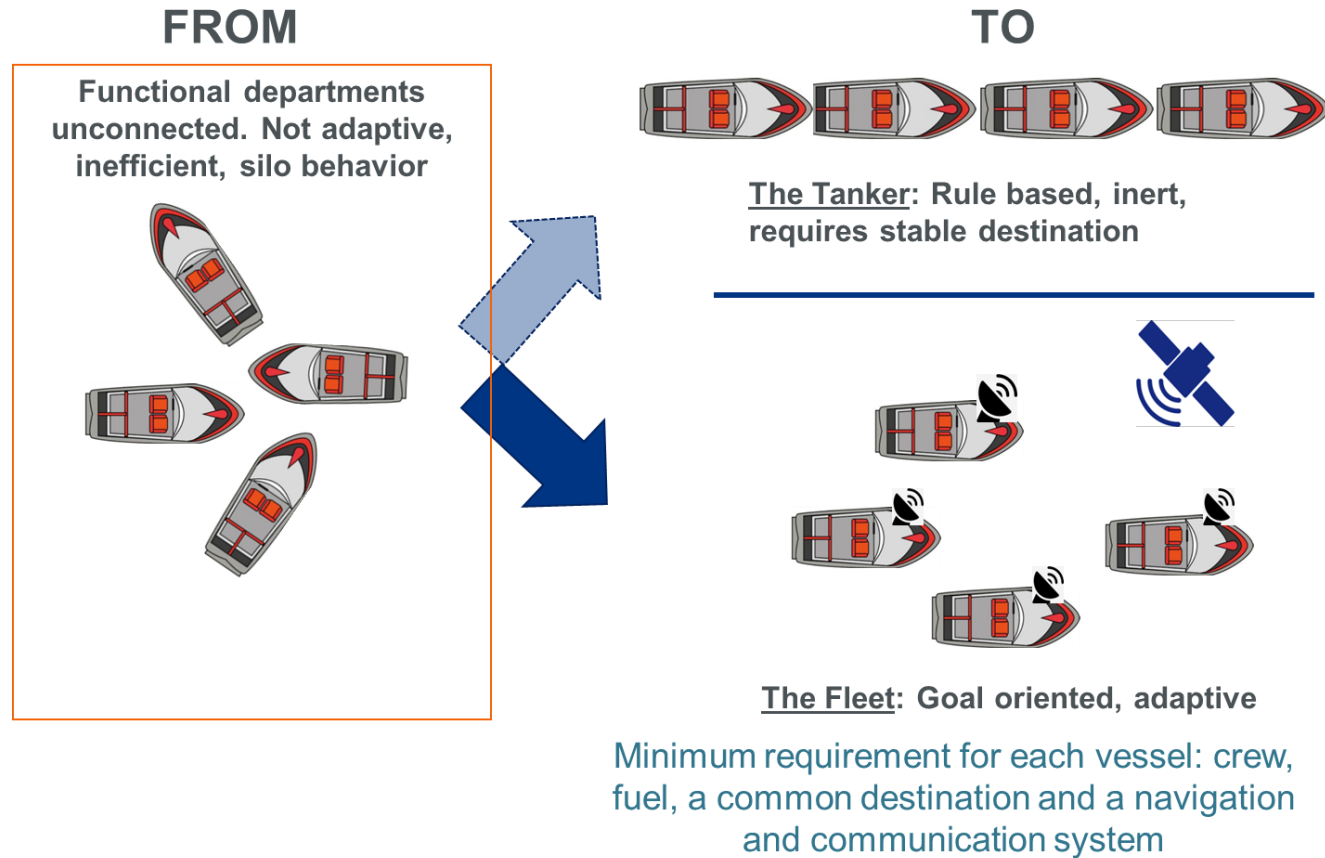


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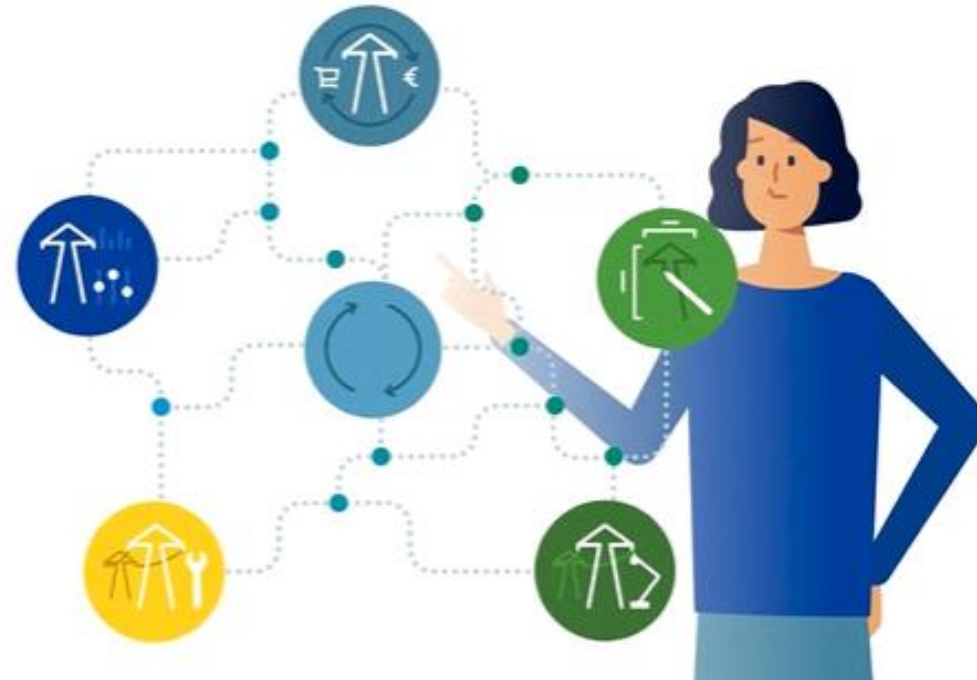


By Sailweek

Where we want to head



End-to-End Processes



What have we done

- ✓ Workshops with management and experts from all areas
- ✓ Defining outputs and mapping processes (SIPOC)
- ✓ Identify and align interfaces
- ✓ Document Process Landscapes on L1-3

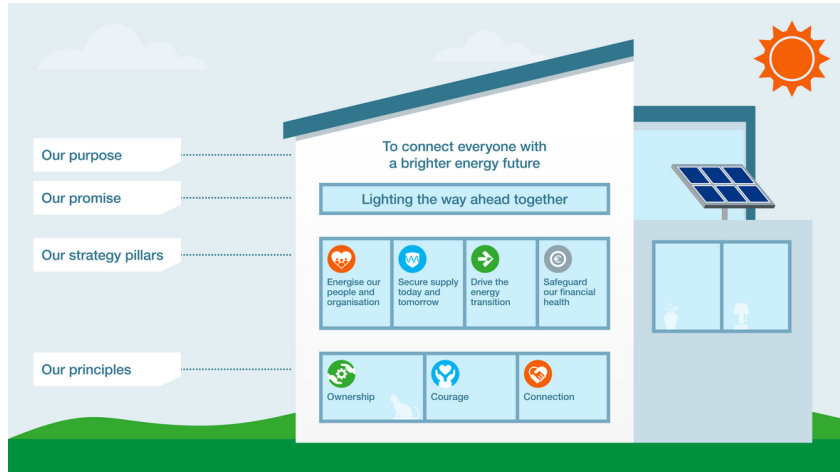
Always in mind:

- Connect to TenneT's Mission, Vision and Goals
- Create a common language
- Work according to our core values



The first step is to create one common language and set of definitions on goals/ KPIs / targets / objectives / key results

Why we do what we do



Strategic goals

- Provide a great and safe place to work for up to 10,000 employees and (sub) contractors
- Deliver € 6 bn / year in projects
- Secure healthy asset base where customers can be connected within a set number of months
- Security of supply is =>99,99%
- Realize at least 5 significant energy system innovations
- Develop accepted North Sea grid design
- Raise at least € 8 billion of new equity
- Achieve regulatory returns

How we *run* our business

- Goal** Translation of the strategic goal into what the team wants to achieve within the strategic cycle
- KPI** Key performance indicators (KPIs) are used to measure and compare performance
- Target** Numerical value of the KPI that needs to be achieved (time-bound) to ultimately meet our goal



How we *improve* our running business

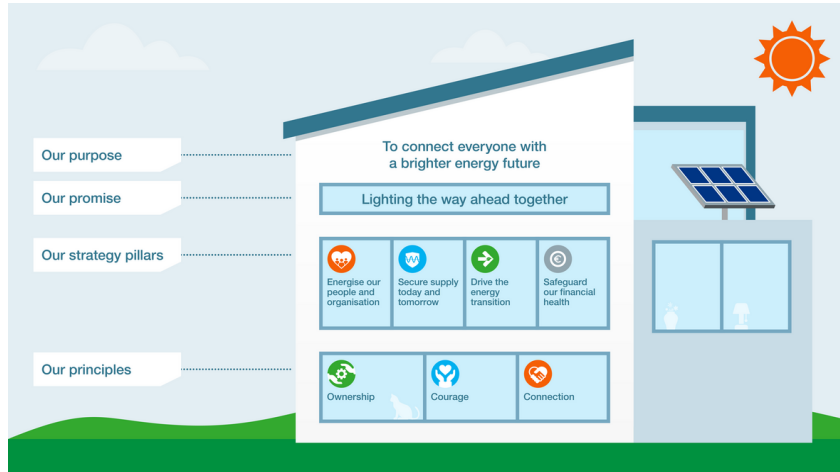
- Objective (O)** Sets the direction where you want to go, is ambitious, and describes what you want to achieve in short, inspiring, and engaging language
- Key result (KR)** Concrete outcome that contributes to achieving the objective, needs to be SMART (Specific, **M**asurable, Achievable, Realistic and Time-bound)

Note: Key Result is one level higher than deliverables, which are the outputs that lead to the outcome

As an example, this is how this could look for customer connections

ILLUSTRATIVE EXAMPLE

Why we do what we do



Strategic goals

Provide a great and safe place to work for up to 10,000 employees and (sub) contractors

Deliver € 6 bn / year in projects
Secure healthy asset base **where customers can be connected within a set number of months**

Security of supply is =>99,99%

Realize at least 5 significant energy system innovations
Develop accepted North Sea grid design

Raise at least € 8 billion of new equity
Achieve regulatory returns



How we *run* our business

Goal	Achieve a customer connection delivery capability in NL of 30 per year by 2025 (from ~6 in years before 2021)
KPI	# of new or expanded customer connections in service / year
Target	Realize at least 24 new or expanded customer connections in 2022

How we *improve* our business

Objective (O)	Increase customer connection delivery capability
Key result (KR)	Shorten the period for customer connection study and design from xx days to yy days by Q2 through process optimization Increase throughput capacity of grid strategist by x% based on standardized designs by Q3 2022. Outsource xx customer connection realization projects to market parties via EU303 framework contracts in 2022, and at least yy customer connection projects by the end of Q2

The Fleet

What is next?

From OneTenneT Process Model to TSO Process Model?



Thank you!



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Lighting the way ahead together

Strategic Partner Meeting 2024

Unlimited possibilities with
ADONIS, ADOIT & ADOGRC

Delissa Hahme

16/09/2024





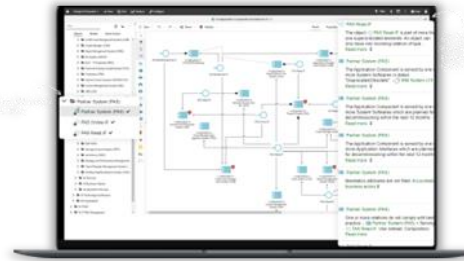
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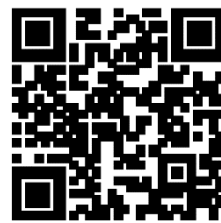
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