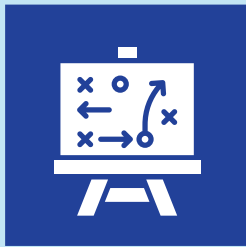


Opportunity Framing

An expertly designed and facilitated workshop and decision-making process to:



Increase the competitiveness of your projects, ideas and developments



More consistently deliver the opportunity value of your projects, developments and investments



Support the credibility of your promises



Base your decisions on unbiased projections and outlooks and an unvarnished version of the dilemmas of the opportunity before you

Q: Are you at the initial stage of a great idea, new project, development or venture?



Has your opportunity been **compellingly framed** and **set up for success** for **current** and **future business environments**?

Is your **team demonstrably aligned on what the opportunity is (and is not)** and **are they aware of and working** the challenges, threats, risks and expectations of shareholders and stakeholders?



Insight: The more complex and the more that is at stake, the more benefit Opportunity Framing can bring. But, it needs to be done early to help shape thinking and direction and in some cases to call for a rethink, a course correction or even a halt.



Opportunity Framing Design And Execution Approach

1. Preparation

(Time: Few days over a week or two – F2F or virtual.)



Discuss expectations with business owner and identify participants.



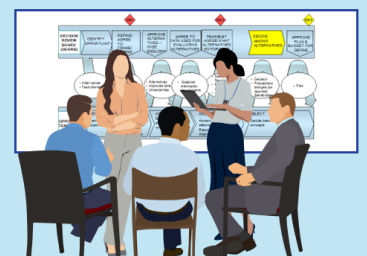
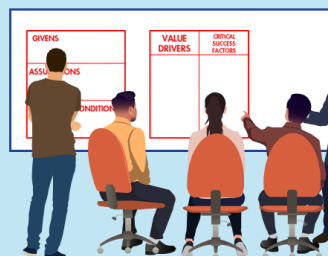
Interview key players, agree workshop agenda.



Identify (grounding) presentations and prepare.

2. Delivery (Workshop)

(Time: 1-3 days – F2F strongly recommended)



3. Report Out

Report-out of Framing deliverables to leadership and Team.
(Write-up by facilitators, checking by team – few days.)

4. Endorsement

Buy-in of senior leadership of project roadmap. (Likely formal engagement.)

Opportunity Framing

How Does It Work?

Targeted Outcomes And Often Seen Red Flags


1. Grounding:

Make sure everybody is "on the same page" regarding the main challenges faced

- A. People need to know what the challenges are – not how to solve them
- B. Include how this project fits into the bigger picture or strategy of the company

2. "Where are we now?" Understanding the business landscape and the project's place within it

- A. Understand what is an absolute boundary or given, and what assumptions are being made
- B. Who are the stakeholders, how interested and powerful are they?
- C. What drives value for this project and what are the critical success factors for those value drivers?
- D. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is often a useful tool
- E. Generation of an "Opportunity Statement" allows the Team to mutually articulate ("we have the Opportunity to...") what they are about and if that creates debate, then better to have that early on

 An unaligned team with little ownership of the problem, the solution, or the path forward



An enthused and aligned team, who have co-created a realistic path forward, within the boundaries imposed and external parameters.




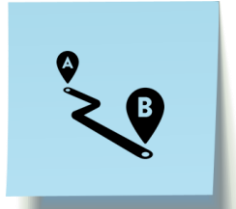
What success looks like and how it will be measured

 Unrealistic targets imposed and not being in a position to challenge those targets early on

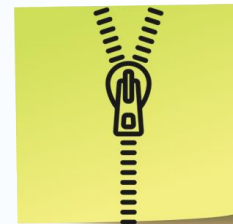


A clear list of what drives value, what is critical to driving that value and how the different value drivers rank against each other

 Being task driven rather than decision driven and therefore often starting tasks "too early" and needing to repeat or redo



A draft roadmap of decisions, milestones and potential forks in the road



How this project **aligns with current (and if appropriate, future) strategy**



The main risks that could impact the development and the opportunities that could aid progress or add value



4. "How are we going to get there?"

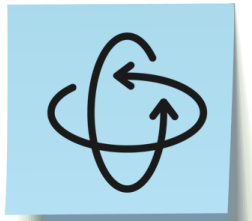
- A. Team generates a **decision-based road map**, from high level milestones (e.g. Final Investment Decision and major stage gates)
- B. Build the milestones and decisions that are required to meet that top decision to generate a decision hierarchy
- C. Needs to include reviews and assurance events, external engagements, and when key documents are available
- D. Key risks and opportunities will be captured and ranked

3. "Where do we want to be?" Definition of success

- A. Might be imposed from outside but the Team may need to add other metrics
- B. Typical value measures could be timeline, money, production and/or process
- C. Could also be people development, awards of other projects, or go/no-go decisions
- D. Usually worth testing for strategic fit, i.e. do these metrics fit into the company's overall strategy? If not, why not?



Identification of key stakeholders, their expected level of support and interest, or lack thereof



Any differences of views explored and if not landed, crystallised and recorded

Case Study: Gas Utility Company Achieves Quantum Leap In Leak Prediction

Context



- Supplies gas through 25000 miles of pipe to 1.2 m consumers in major metro area
- Challenge: 23% increase in leaks in 2018 compared to average increase of 5% in previous 5 years
- Response requires \$450 CAPEX for pipe replacement
- Every leak requires O&M team call out with major OPEX hit and reputational impact

Complication

- Initial response was to form a "leak integrity" cross functional team supported by steering committee using Agile sprints to dive into problem
- After 12 months, little to no progress
- Consultant called in who finds lack of alignment at steering level, disciplines working in silos at team level plus a lack of agreement on what the challenge was, what success looked like.

Framing Impact

- Framing approach adopted
- 12 months later 10-15% correlation on predicted leaks versus historical leaks on 25000 miles of pipe from last 3 years.
- Correlation unheard of in gas utility industry.
- Benefits:
 - Reduced pipe replacement / reduced O&M call outs / reduced billing to consumers / reduced leaks reduced GHG emissions. / Value proposition to enter new markets