

# Gasunie transforms for low-carbon future

Defining a digital ambition to lead in a low carbon future





# Preparing for a low-carbon future

**Across the globe, the energy transition is having a fundamental impact on the way utilities do business. Many of these companies are re-thinking their strategies as enormous challenges—and opportunities—emerge.**

These include a growing sensitization to climate change, sweeping regulatory mandates, and consumer demands for cleaner energy. For these organizations, decarbonization, decentralization, and digitization may be the ticket to better serving consumers and staying competitive in a low-carbon energy future.

Gasunie, a leading gas transmission company in the Netherlands, needed to prepare itself for the country's transition to a low-carbon energy system. It wanted to implement company-wide digitization to help it transform from its gas transmission focused provider to become a broad energy infrastructure company. It believed that digitization would help it to leverage its deep knowledge and infrastructure to remain relevant and competitive in the energy sector, and to accelerate the energy transition.

Gasunie joined forces with Accenture to launch a full-scale digital strategy initiative that would help it build the digital foundation it needed to retain its leading position in developing and running the energy systems of the future.

“To help lead the energy transition in the Netherlands, the success of our digital strategy was paramount. We needed a strong collaborator and program to tie it all together. With Accenture at our side, we’re recalibrating for success in a low-carbon future.”

**Stephan Talle**  
Program manager  
Digital Ambition

When tech meets human ingenuity

# A robust foundation for transformation

**Accenture worked with Gasunie to define a digital strategy that will create a robust foundation for the company's digital transformation over the next five years.**

The team included people from Accenture's Strategy & Consulting and Technology practices, providing a great combination of experience and expertise. Through personal interviews, workshops and collaborative planning sessions, Accenture engaged with people from across the client enterprise, including 50 senior stakeholders, to ensure Gasunie's digital ambition was internalized and owned by the business.

The digital strategy draws on Accenture's proven digital transformation experience, methodologies,

and assets, as well as digitalization best practices and successes from around the world.

The strategy defines new digital and data services to drive digital collaboration and data sharing among Gasunie teams and outside construction and engineering agencies. It also identifies digital solutions to optimize Gasunie's current operations and enable the company to transform to become a broad energy infrastructure business.

These solutions make use of a range of enabling technologies and approaches, including digital twin, connected worker, supply chain optimization, and risk-based asset management.



“Accenture is not only helping us build a robust foundation for digital transformation at Gasunie, we’re repositioning the company to take the lead in developing and running the energy systems of the future.”

**Jan-Marten Spanjersberg**  
CIO

## When tech meets human ingenuity

The digitization roadmap comprises concrete improvement initiatives, as well as a detailed governance and operating model .

The digital transformation program is facilitated by a central digital transformation office that focusses on portfolio management, value tracking, data strategy, digital architecture, and change management and communications. Project teams meet regularly to ensure their work and progress remains aligned with Gasunie’s digital ambitions, that dependencies and collaborations within Gasunie’s value chains are considered, that learning is shared and quarterly goals are communicated.

Remarkably, the digital strategy engagement, including workshops, was almost entirely virtual due to COVID-19. Accenture and Gasunie used Microsoft Teams extensively for co-creation, leveraging mural boards and whiteboards as well as breakout rooms, ice-breakers, and other creative collaboration techniques. While challenging, both companies worked together to help each other find ways to make the process work successfully.



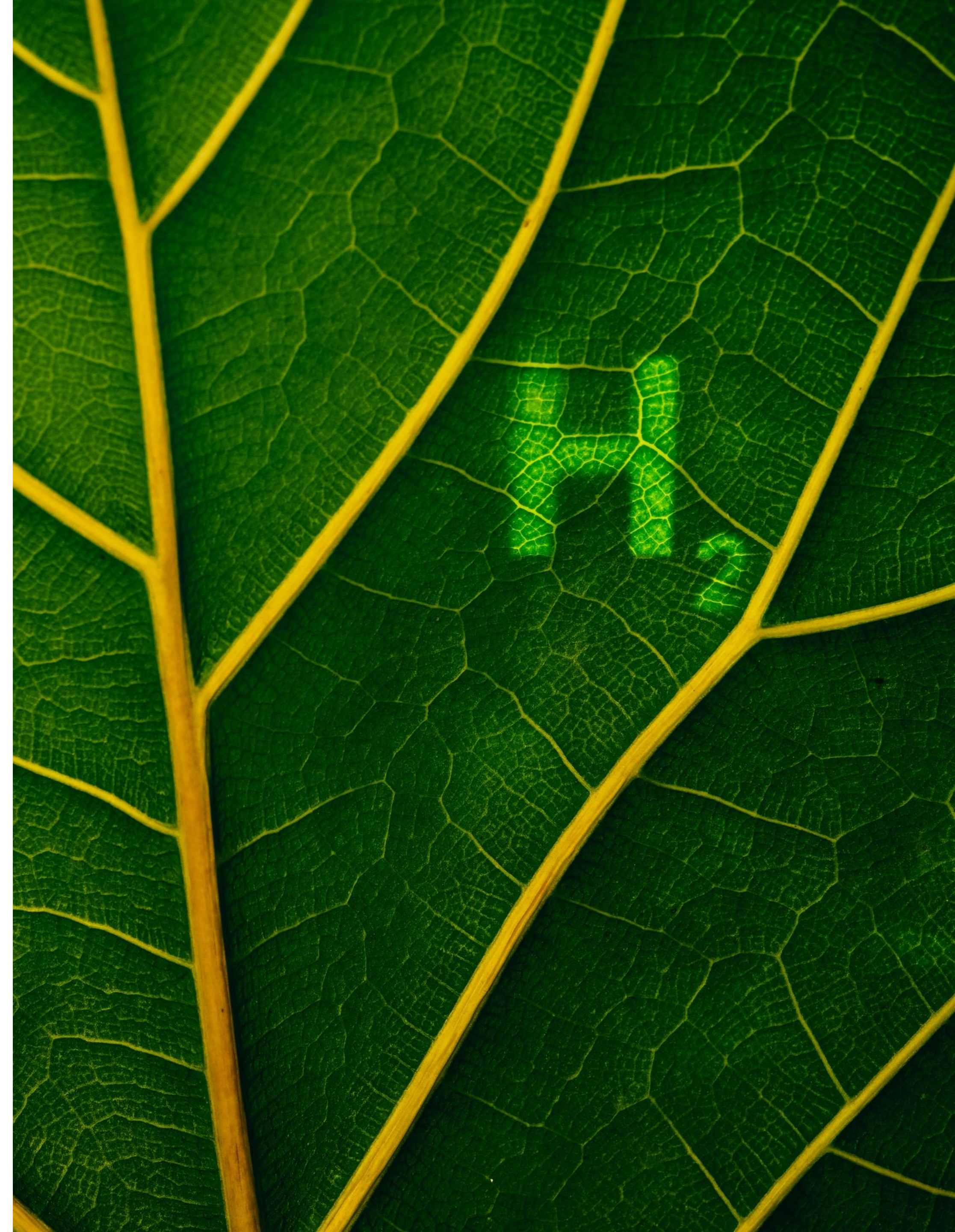
A valuable difference

# Competing in a low-carbon future

**With this project, Gasunie not only kickstarts digitization, it maps a path toward sustainable competitiveness in a low-carbon future.**

Accenture has helped Gasunie successfully develop an actionable and value-driven digital strategy that will unlock innovation within the business, enable it to remain relevant and competitive while accelerating energy transition. Gasunie's business leaders have fully embraced the proposed program, and Accenture has since begun helping with the implementation.

The digital strategy defines initiatives to digitize Gasunie's operations, make them more efficient, and support the creation of new capabilities that facilitate the sharing of energy consumption and production data with other parties in the energy system. Gasunie will also be able to leverage its digital capabilities for investigating new energy trading platforms. Moreover, the company gained insights into digital enablers—including culture, process, data, and technology—that are core to successful transformation.





## A valuable difference

Armed with digital business enablers such as risk-based asset management, Gasunie is now able to make better-informed decisions about investments in its current gas transmission infrastructure, as well as in the development of new energy infrastructure for low-carbon resources such as hydrogen. This is key to a more cost-efficient energy transition and assuring the reliability of the energy system.

Gasunie's governance and leadership has been positively impacted by this strategy. This roadmap has inspired Gasunie's business and IT leaders to define a broader, shared company-wide digital vision, and work more closely together to realize their digital ambitions. The strategy also enables Gasunie to shift from an IT-driven organization to a business-led organization focused on optimizing end-to-end value chains through digital solutions. Agile methodologies are improving collaboration within Gasunie and will strengthen its ability to deal with change and uncertainty.

For Gasunie's workforce, the adoption of a modern, data-driven business culture and digital capabilities will greatly increase productivity and value, while decreasing complexity. For example, a connected worker component gives Gasunie field engineers

access to relevant, up-to-date data about assets, and helps them collaborate seamlessly with office staff and partners—e.g., construction and engineering agencies. This will help Gasunie prepare to work with safety on a greater variety of energy infrastructures.

With data at the center of its digital strategy, Gasunie is now working on a data platform to improve the development of additional data-driven use cases. As it moves forward on its digitization journey, Gasunie and Accenture will continue to work together on further implementing digital initiatives and defining additional data-driven use cases.

This will position Gasunie as a truly digital company able to leverage data and analytics for better decision making on asset investments, to empower field workers and, improve digital collaboration across the business and its ecosystem. This is an impactful and far-reaching journey that will position Gasunie a leader in the energy transition and a low-carbon energy future.

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