

Seeing through COVID-19 with Scenario Planning

April 2020

Horizon Power is a large Australian Electricity Utility with a vast network of residential and business customers. Churchill were tasked with inspiring the executive team to look beyond business continuity planning under the shadow of COVID-19, and to consider how they can best position the organisation to support their operations, customers and communities into the longer term.

Our approach

1 Frame how to focus on the **opportunities** as well as the solutions required in the face of the Pandemic.

Survive

- Address basic needs.
- Keep the lights on.
- Maintain the status quo.
- Actions that must be done.
- Basic standard is maintained throughout the danger/ hardship.

Thrive

- Address growth and prosperity.
- Changing the world for the better.
- Move beyond the status quo.
- Actions we choose to take.
- Enable communities to become more productive and ultimately prosper.

Key Benefits

Direct

- Deep subject matter expertise and insights from international research and an external view.
- Identification and prioritisation of the opportunities, in addition to the survive solutions.

Indirect

- More positive and long-term mindset for the executive team.
- Executive familiarisation with some useful tools for online collaboration and workshops.

Churchill Toolkit

- Our 'Survive-Thrive' thinking model elevates executive thinking from the urgent to the important.
- Our online workshop technology suite enables effective ideation, collaboration, voting and prioritisation in an online environment.
- Our proprietary COVID-19 scenario models help forecast alternate futures and impacts on people, community and operations.

2 Step through **future scenarios** tailored for their business with the Survive and Thrive lens. We did this by painting the picture of 9 sub-scenarios with clear and concise data including workforce modelling, market and economic data, projections and images.

Workforce

Supply Chain

Community Involvement

Sub-scenarios

- Capability
- Structure
- Culture
- Materials
- Contracts
- Commercial
- Public
- Social
- Customer

3 We used our online collaboration tool to enable the executive team to brainstorm almost 150 mitigation **actions/opportunities**, rate the impact for each action and assess effort needed for prioritised actions.



"We were impressed by how Churchill delivered an effective, interactive online workshop that helped unify and orientate the executive team towards the longer-term challenges and opportunities that could have been overshadowed by the immediate COVID-19 risks"

~ CFO, Mike Houlahan