1 BACKGROUND

- The “Energy Transition” project in the Netherlands and, more specifically, in the Dutch paper industry has from an innovative start become a practical success story.
- At the same time, as a consequence of the practical work, an immense amount of data, connections, alliances, linked sidelines, roadmaps etc. has been generated – including a “single efficiency number” for the whole chain.

- In evaluating this success story, there are two key problems:
  a) **LOST IN A FOREST OF NUMBERS**
     The amount of information generated is so large, and the people dealing with the different aspects often have so different perspectives, that communicating the success to the Government, external stakeholders.
  b) **LOST IN ONE SINGLE NUMBER**
     The proportions of energy used in the chain has already shifted in favour of the paper industry – which is a success story in itself. However, a certain depression has set in, because the paper industry alone cannot lower the whole chain’s energy use by 50 % (this is even theoretically impossible, if you have a minority share of the chain’s energy use).

- So, to rightfully and fairly convey the success of the Dutch Energy Transition Program in the paper industry, the “story of a walk through the forest of numbers” has to be told well, instead of the paper industry being “stuck between one number and too many numbers.”
2 OBJECTIVE

- With the background in mind, Koninklijke VNP has turned to Pöyry Management Consulting Oy via Petri Vasara, to ask for help in structuring the story, to be presented at the Board Meeting of May 29.

- In the following, based on discussions with MD Gerrit Jan Koopman, an outline for the process is suggested.

- Additional important items
  - how to, in the story, “value” results such as the Dutch Biorefinery Cluster, so that the story is not about one number, but about a whole “strategic shift” planned and implemented successfully?
3 PROJECT APPROACH

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<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
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<tbody>
<tr>
<td>The main story</td>
<td>Embellishing the story</td>
<td>Final story and presentation</td>
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**Goal**
- Coming up with the "big idea" for the story, in order to hang the pieces for information around it

**Result & Deliverables**
- Collection the information and writing the story
- Final version and Board Presentation

**Assumptions**
- Pöyry comes up with ideas and works with G J Koopman until the story seems good enough
- The material will be made available, key people likewise (a couple of visits to the Netherlands, phone interviews)
- The timetable will probably at the end be tight, so quick feedback is needed

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- Short description of storyline and indication of where certain pieces of information might fit in
- Some material is given to Pöyry (if confidential, with an NDA), other information is received by interviewing key people in different aspects (roadmaps, alliances, chain situation, numbers, means etc.) including e.g. Annita Westenbroek.
- The story will be written by Pöyry based on steps 1 and 2, and approved by people appointed to the task. A presentation version will be shown at the Board Meeting of May 29