



When the Power System Changes, So Does the Operating Environment

Reading Systems. Shaping Strategies.

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300.50 GW

India's installed non-fossil capacity

AS ON 31 JULY 2026



300 GW

Installed non-fossil
capacity

31 JULY 2026



500 GW

National target

2030

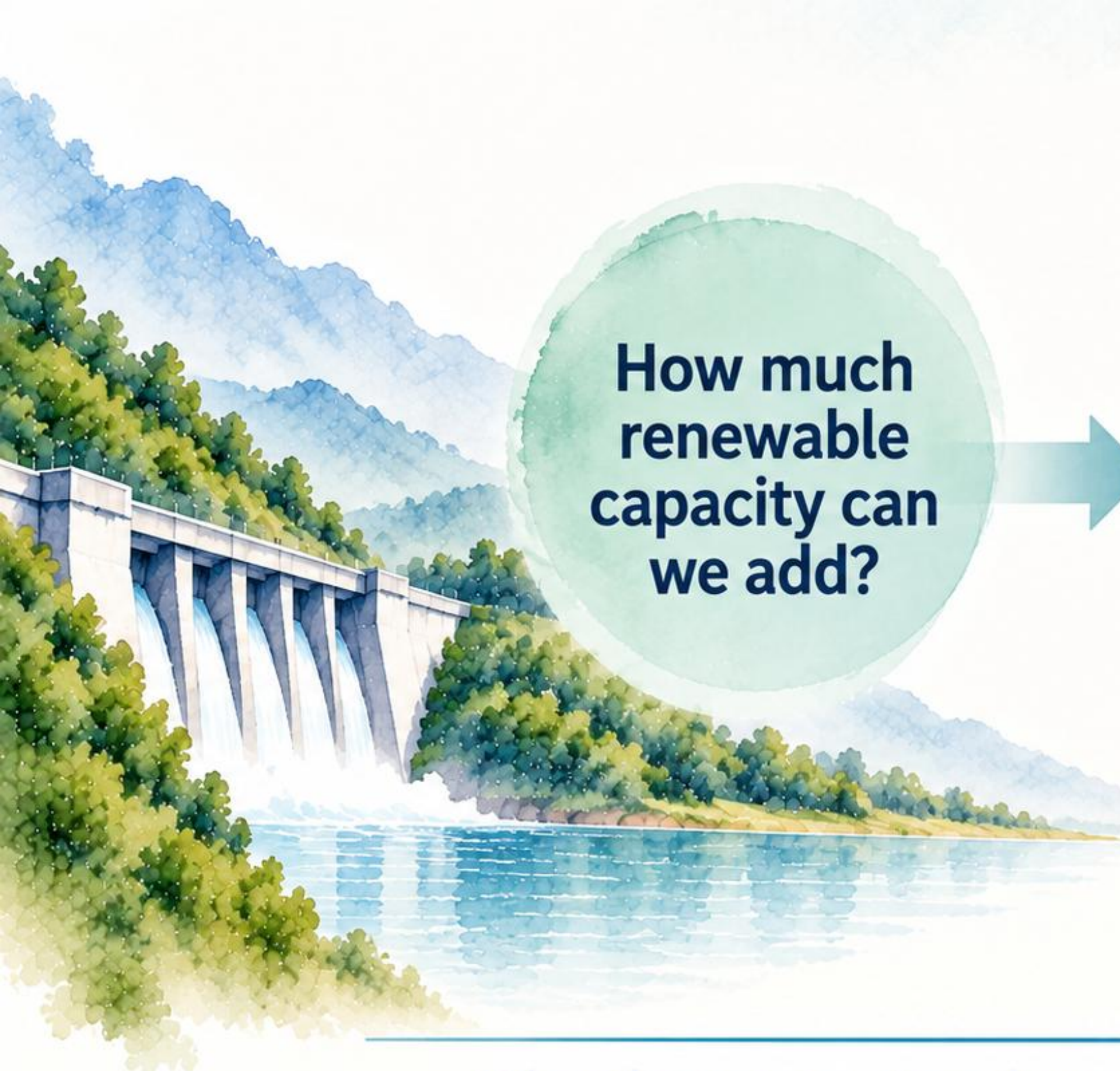


>900 GW

Non-fossil capacity to be
integrated through the planned
transmission system

2035 – 36





**How much
renewable
capacity can
we add?**



Can the grid absorb it?



Can we transmit it?



How do we manage variability?



How do we price flexibility?



How do we structure contracts?



How do we engage consumers who are becoming more active participants?

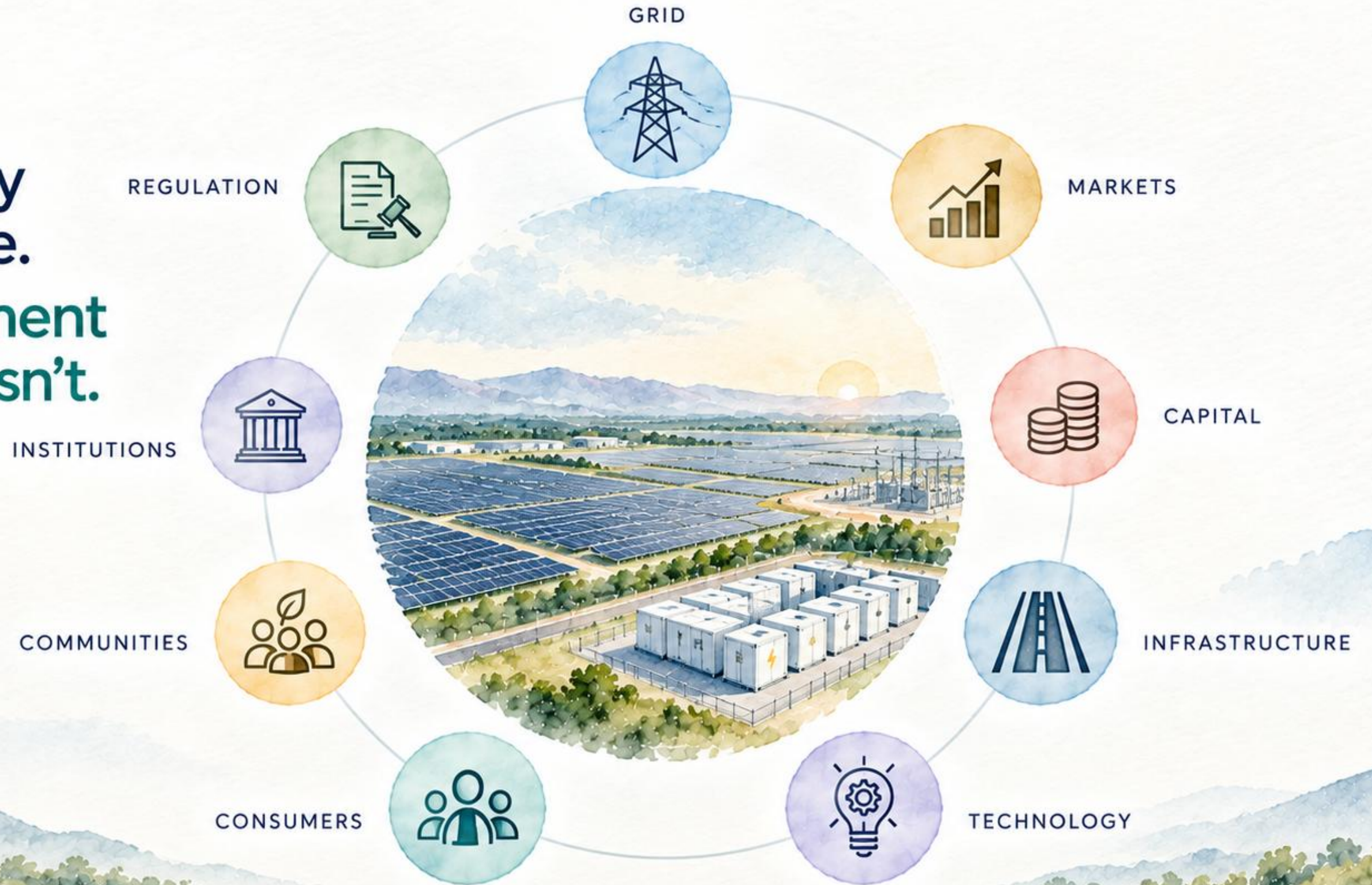


How do regulators, policymakers, investors, communities and the wider public understand these changes?

When the power system changes, the environment in which an energy organisation operates changes with it.



The asset may
stay the same.
The environment
around it doesn't.



Every system change creates an execution question.

Power-sector change



Resource adequacy



Constrained grids



BESS / RTC / FDRE



Curtailment



SCADA / digitalisation



Regulatory change

Strategic question

> What does future capacity and flexibility mean for us?

> How does risk allocation change?

> How does the model fit existing markets and institutions?

> When does a technical issue become a commercial issue?

> What new institutional and cybersecurity questions emerge?

> When should we engage, and on what evidence?

Energy organisations operate in an environment they do not control.

WHAT AN ORGANISATION CAN CONTROL

-  Technology
-  Project design
-  Internal decisions
-  Commercial choices
-  Its own communication



WHAT IT CANNOT DIRECTLY CONTROL

-  Regulation
-  Policy
-  Grid conditions
-  Market design
-  Stakeholder expectations
-  Public discourse
-  Community responses
-  Investor sentiment

Strategic communication starts before the message.

Conventional question
“What should we say?”

Strategic questions



What is changing?



What does it mean?



Where should we stand?



Who needs to be in the conversation?



What can we influence?

SENSE → POSITION → ENGAGE → INFLUENCE



SENSE

What is changing?

Read the environment
before it becomes
a problem.



POSITION

Where should we stand?

Turn evidence and
strategy into a clear
position.



ENGAGE

**Who needs to be in
the conversation?**

Build the relationships
and dialogue needed
for execution.



INFLUENCE

What can we help change?

Contribute to policy,
regulation, markets and
public understanding.

Loop back → SENSE AGAIN





SENSE

See the change before it becomes an issue.

EARLY
INSIGHTS
STRONGER
DECISIONS

Conventional question



What is the news?

Strategic question



**What is changing around us,
and what could it mean for
our ability to execute?**

Signals:



Regulation



Grid planning



Markets



Technology



Stakeholders



Media



Public discourse



POSITION

Decide where you stand before others decide it for you.



Questions:



What policy outcome do we support?



What evidence supports it?



What trade-offs do we acknowledge?



What should regulators understand?



What should leadership be known for?



Which issues should we speak on?



Where should we remain quiet?



ENGAGE

Strategy meets stakeholders
in the real world.





INFLUENCE

Shape the environment.
Don't just react to it.



POLICY

Bring evidence into policy discussions.



REGULATION

Translate operational realities into relevant arguments.



MARKETS

Bring system and commercial realities into market-design conversations.



PUBLIC UNDERSTANDING

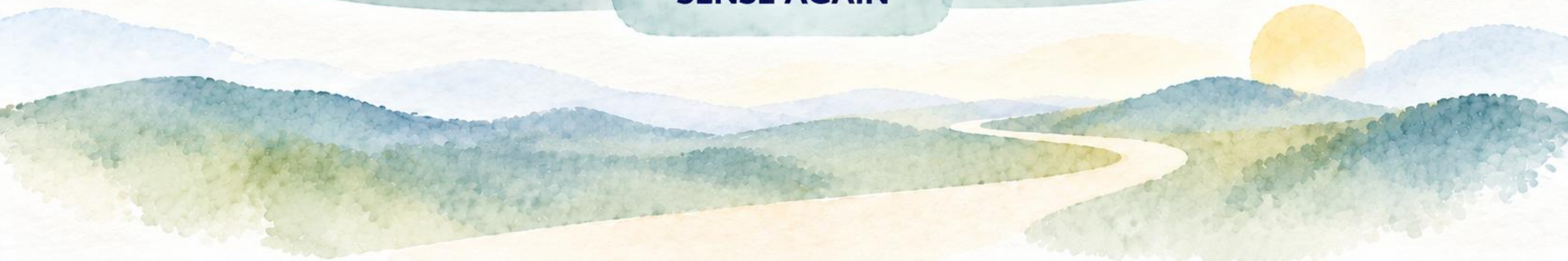
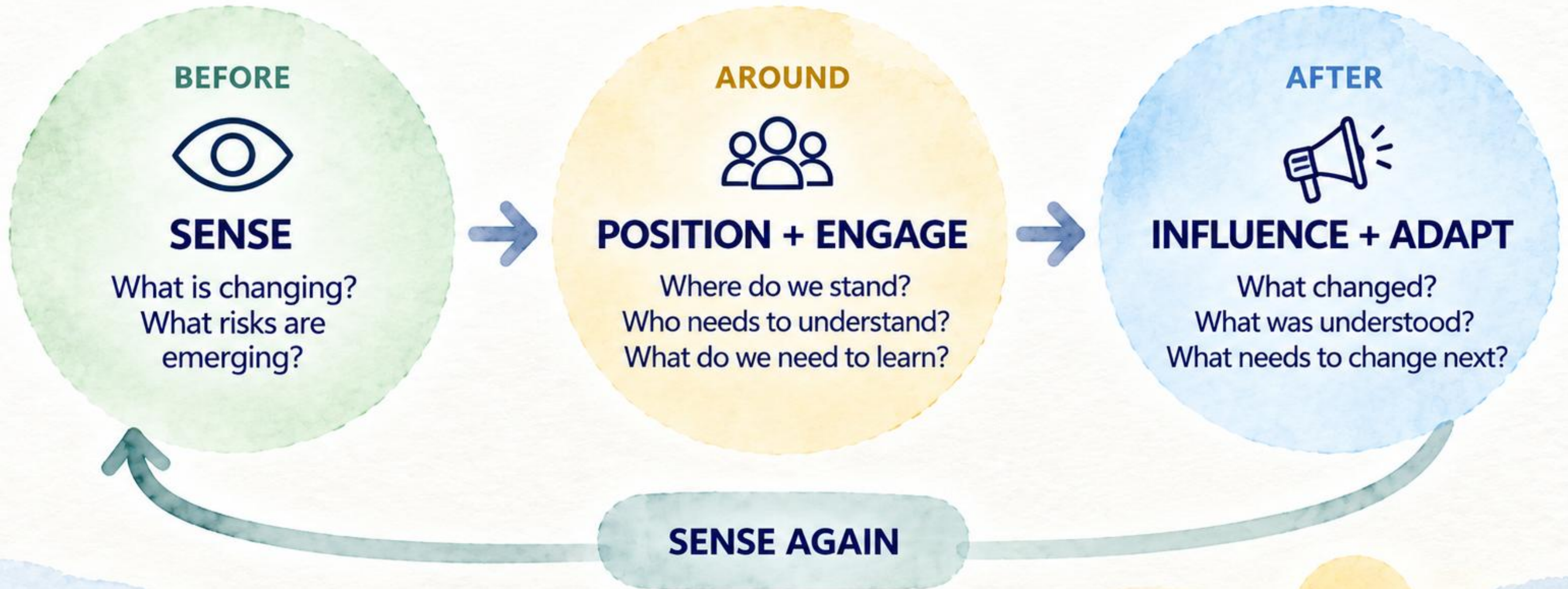
Make complex energy issues understandable.



INDUSTRY LEADERSHIP

Shape understanding around emerging technologies and business models.

Strategic communication should not sit only after the decision.



What does this mean for an energy-transition organisation?



Communication cannot fix a weak technical or commercial decision.
It can make a sound decision more workable in a complex stakeholder environment.



Scaling renewables is also an operating-environment challenge.



Technology
is changing.



The grid
is changing.



Markets
are changing.



Regulation
is changing.



Consumers
are changing.



Stakeholder
expectations
are changing.

So strategic communication has to move upstream.



How do we communicate change?



How do we read the system well enough to make better strategic choices, and communicate in ways that make those choices more executable?

You cannot control the system around you.

You can decide



how well you read it,



where you stand in it,



who you engage,



and what you help shape.



Thank you

I look forward to continuing the conversation.

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