



Consultancy project proposal - key elements

Chapter overview

This topic will introduce you to key elements of the business consultancy project proposal. You will be able to learn about key components and elements of the proposal and create an outline of your own proposal by the end of the topic. This topic showcases research, discussions, group activities and a reflective task that will help establish the first steps to creating the consultancy project proposal for the module.

Learning outcomes

- Identify the key components of a consultancy project proposal
- Identify the structure and essential elements required for a successful proposal

Chapter summary

In the below, you learn about key essential elements of the proposal. We shall highlight key parts which would need to be included and outline some guidance to follow. The individual parts of the proposal will be discussed in further detail in consequent topics. You will be able to engage in reflective practice in order to select a topic which is of interest to you. You will learn about the difference between primary and secondary research, and you will be able to compare the two data collection approaches. You will see a real consultancy proposal developed by the Boston Consultancy Group (BCG). This proposal outlines key elements that will be relevant to the proposal you will need to design in the given module e.g. understanding of the context, the business problem and the objectives. While reading the text, you are encouraged to make observations on the writing style, use of data, clarity of information and the methodology. This activity will help you take on the perspective of a consultant and to create an evidence-based and focused proposal.

1 What is the definition of a business consultancy proposal?

It is ‘a document created by a consultant to outline the scope of a project...’ (Liberman, 2004) It is essential that you clearly understand the definition of a business proposal. You will be taking on the perspective of a consultant to show a strong understanding of the challenges and the context of the organisation. Consultants write in a formal, specific, coherent and evidence-based manner. You will be asked to assume the role of a consultant and submit a proposal which is written in a critical and clear style.

1.1 What are the benefits of business consultancy proposals?

You can showcase your understanding of business challenges, trends and opportunities

You are able to research the business and develop a deep understanding of their situation

Communicates to the client the objectives

It helps you as a consultant to clarify your own ideas and direction of the work

Business proposals may contribute to the above benefits. When you assume the role of a consultant, your task is to convince your so-called client organisation to hire your services. Writing a business proposal would have benefits for the organisation as well as for yourself. The organisation would be able to benefit from the perspectives of an external professional who may see their situation from different angles. In the process of writing the proposal, you will gain a better understanding of the organisation, their background, their challenges and you will be able to clarify the direction of the work

1.2 Key components of a Consultancy Project (for the Consultancy Project Proposal module)

Introduction:
Background information on
the chosen
organisation/Context

Challenges: Identifying between 1-3 current, **ongoing** and relevant challenges of the selected organisation

Research basics:
Aims,
Objectives,
and Research
Questions

It is essential that you follow the components of the proposal as per the above. The introduction needs to include specific details about the organisation supported by sources. The research aims, objectives and questions need to be written in precise language, and these need to be logical, coherent and feasible to accomplish in the research process. You will be asked to choose between 1-3 ongoing and relevant challenges connected to news/ current affairs/ sustainability development goals etc. You will learn more about the criteria for creating each part in consequent topics.

**Research
Methodology:** Applying the methodology to the selected challenges

Ethics: Outlining ethical considerations for the proposal

The research methodology is a core part of the proposal, and it should outline your chosen methods including the pros and cons. You will need to create in-depth critical discussions and show a thorough understanding of approaches. You will be asked to explain key ethical considerations for carrying out secondary research.

To help you come up with ideas regarding suitable topics, you might find the below self-reflective questions helpful:

- Looking at the business management modules you have previously studied on, which business area is of interest to you? E.g. Marketing, Strategy, Sustainability, Operations, Human Resources Management, Leadership etc.
- Reflecting on your career aspirations, what business area would you like to work in?
- Are there any specific organisations which you would like to work for and if so, what would those be?
- Is there a business topic which you are not particularly familiar with however would like to research it in depth and detail

1.3 Key structure to follow

Title of the proposal

Introduction (150 words)

Introduce a selected organisation using credible citations of recent company reports i.e. from the current or previous year. You may visually present some data e.g. graphs and charts.

Challenges (400 words): Identify 1-3 current, ongoing and relevant challenges supported with recent citations. The challenges should be connected by a common theme e.g. sustainability, marketing or operations. Avoid writing about the COVID 19 pandemic or Brexit as these are no longer directly relevant. Examine the challenges from different perspectives.

It is essential you demonstrate up-to-date evidence of research from the start and support your introduction with relevant and recent sources i.e. from the current and previous year. You are encouraged to use some charts and graphs to present your data. However, you will need to ensure that your data is current, and you need to cite any figures in the required referencing style i.e. Harvard. The research aim, objectives and questions need to be carefully written as these will form the foundation of your research. Elements of the research basics need to be logically linked to each other so that your work would be consistent.

Research basics (150 words) : Identify a research aim, three objectives and a research question

Research methodology (500 words): Show awareness of primary versus secondary research, research methods and an understanding of the pros and cons.

Selecting the right challenges is key. You will be asked to select between 1 to 3 ongoing and relevant challenges, support your discussions with sources and demonstrate critical thinking skills and analysis. Selecting outdated challenges would have a negative impact on the rest of the work. Finding the right challenges would require you to complete some external research and reading on the organisation. As the Covid-19 pandemic and Brexit are no longer directly relevant or ongoing, you would not be able to explore these. Please avoid any other outdated challenges e.g. Tesco's horsemeat scandal of 2013. In the methodology part, you will need to show thorough understanding of research methods and approaches and be able to critically explore their strengths and weaknesses.

Ethics (200 words): Demonstrate understanding of research ethics and how to carry out secondary data analysis in an ethical manner.

Conclusion (100 words): Summarise your insights in a brief conclusion without adding new information. No in-text citations are needed in this part.

Reference list: Cite all your sources in Harvard style, arranged in alphabetical order. Do not forget about in-text citations.

In the ethics part, you will be asked to explain how to compete secondary research in an ethical manner. It is important that you are able to link ethics to your proposal and to show understanding and application of key principles.

2 Research is key!



You will be asked to use ONLY secondary data when creating your proposal. Please note that no primary research is needed.

The term "research skills" describes the capacity to find, gather, organise, assess, and use or present information that is pertinent to a certain subject. An in-depth, systematic investigation into a particular field of study is known as academic research. In order to answer a particular research question or theory, it typically entails a thorough search, investigation, and critical analysis (University of Galway, 2025).

2.1 The importance of research

Direct link to the video: <https://www.youtube.com/watch?v=7GtDyNHwd50&t=30s>

This video draws attention to the importance of research in academic writing and gives some examples of sources such as white papers, polls and surveys (e.g. Gallup). You may come up with sources such as academic text-books for the module. The core and additional text-books include the below:

- Saunders, M., Lewis, P. and Thornhill, A. (2023) Research Methods for Business Students. 9th edition. Pearson. ISBN: 9781292402727
- Bell, J. (2018) Doing Your Research Project: A Guide for First-time Researchers. 7th edition. McGraw-hill Education (UK). ISBN: 9780335243389.
- Bell, E., Bryman, A., & Harley, B. (2022) Business research methods. Oxford university press (UK). 6th edition. ISBN: 9780198869444
- Guerrero, H., Guerrero, R., & Rauscher. (2019) Excel data analysis. 2nd International Publishing. ISBN: 9783030012793

You may also use additional readings and videos on the HUB. Alternatively, any of the below could be helpful.

Academic articles: ResearchGate, The Social Science Research Network, Access to Research, Academia.edu etc.

The Economist – <http://www.economist.com>
Financial Times – <http://www.ft.com>
World Economic Forum – <http://www.weforum.org>
World Bank Open Data – <http://www.data.worldbank.org>
Science Direct – <http://www.sciencedirect.com>
UN SDGS – <http://www.sdgs.un.org>

2.2 What is primary research?

"Primary research is collecting data directly from patients or population, while secondary research is the analysis of data already collected through primary research." (Gopalakrishnan and Ganeshkumar, 2013).

"...in the process of doing primary research, researchers develop research questions or hypotheses, collect and analyze measurable, empirical data, and draw evidence-based conclusions." (Bouchrika, 2025).

Sources could include:
interviews, surveys, polls, focus groups, controlled trials, case studies etc.

The term "primary research" refers to study carried out by the author of the source you are using, who used a particular methodology to collect fresh data that the author then publishes, examines, and evaluates in that source. Primary means first-hand and original; the source's author created the research data they are using (LeBlanc, 2023).

Original papers, creative works, contemporary publications, government and institutional records, relics, and artifacts are all examples of primary sources. Primary sources are created at the time of a historical event or shortly after it occurs. Historians can use primary sources to study and analyze the past since they convey the subjective view of an event's witness. Speeches, manuscripts, direct interviews, memoirs, letters, diaries, personal journals, and other unpublished works can all be considered primary sources and are usually the primary focus of an analysis or research project. Primary sources include published works such as newspaper or magazine articles, photographs, audio or video recordings, natural or social scientific study reports, and original works of literature or theater (Alvarez, 2023).

2.3 What is secondary research?

"Secondary sources are the books, articles, papers and similar materials written or produced by others that help you to form your background understanding of the subject. You would use these to find out about experts' findings, analyses or perspectives on the issue and decide whether to draw upon these explicitly in your research." (Cottrell, 2014, p. 123).

Sources could include:
text-books, e-books, journal articles, company websites, financial reports, official statistics, government reports, etc.

Secondary research is the process by which the author of the source you are accessing collects pre-existing data, typically created by another person, and then reports, examines, or interprets that material. Secondary means second-hand; the study data being used was not created by the source's author (LeBlanc, 2023).

Someone who did not see or take part in the events or circumstances under study is the creator of secondary sources. Primary sources are interpreted and analysed using secondary sources. These sources, which may include images, quotations, or graphics from primary sources, are one or more stages removed from the event. They are employed to analyse, evaluate, speculate, and make inferences on the events detailed in primary sources. Examples of secondary sources include histories, biographies, literary criticism and interpretation, textbooks, edited works, books and articles that analyse or review research, reviews of laws and legislation, political analyses, and comments. Research study authors use secondary sources to bolster claims, develop original hypotheses, or refute accepted knowledge in the subject. Researchers support hypotheses or arguments derived from primary sources by using secondary sources (Alvarez, 2023).

2.4 Comparison of primary and secondary data collection

Primary Research	Secondary Research
Data is collected by the researcher themselves	Data is collected by other researchers
Based on raw data	Based on data that has been previously analyzed
High level of involvement from the researcher	Low level of involvement from the researcher
Data collected fits the researcher's needs	Existing data may or may not fit the researcher's requirements
Expensive, time-consuming	Fast, low-cost

You may compare the two approaches based on where you collect your data from e.g. conducting interviews versus using academic journals. You may also compare these based on whether you use raw data or data that has previously been analysed and applied by other authors. You could also consider the needs of the researcher. When using secondary data collection, the collected data may not fully align with the researcher's requirements. You could also compare the two approaches on the basis of costs or resource needs. Primary data collection can be considered more costly in terms of resources (e.g. time and finances) while secondary data collection may require a smaller number of resources.

3 Example of consultancy project proposal

BCG proposal for a roadmap for a low carbon energy system, Mercury, Genesis Energy, and Contact Energy (2022)

This proposal has been prepared for a consortium of New Zealand energy companies. The report provides some key aspects such as the context, background, business problem etc.

<https://slideworks.io/resources/10-real-consulting-proposals-free-to-download>

27 June 2022

CONFIDENTIAL

Draft BCG proposal to Mercury, Genesis Energy, Meridian and Contact Energy to develop a roadmap for a low carbon energy system

Dear Mark, Barbara, Prue and Rob,

It has been a pleasure to engage with you and your teams on this important agenda for New Zealand's energy sector. As discussed, it is intended that Mercury, Genesis Energy, Meridian and Contact Energy (the "**Companies**") will be our clients for the purposes of this engagement, and will collectively acquire the services from us, and be party to the contractual terms giving rise to the engagement.

That said, we acknowledge that other third parties may make a financial contribution to the Companies to assist to pay BCG Host's fees (on the basis that those third parties will also be benefitting from the collectively acquired services), and / or contribute confidential information to

inform BCG's work. While those third parties are not parties to this agreement giving rise to the engagement:

- Those third parties shall have visibility of the terms of this engagement.
- BCG shall treat the confidential information of those third parties in the same way it treats the confidential information of the Companies (including in accordance with the terms of this Agreement).

This memo outlines our draft proposal for us to develop, and your companies to collectively procure, an independent BCG report on the "pathways" towards a low carbon energy system in New Zealand and a "roadmap" to deliver the most desirable pathway. For clarity, what is meant by the terms above is BCG collating and assimilating information in relation to current / future / potential energy sector investments and developments, and current / future / potential regulatory, policy, legislative, and market setting frameworks, to identify possible pathways towards a low carbon energy system and possible impediments to that ("pathways"), and a set of elements that would need to be true in order to achieve the desired pathway ("roadmap").

For the avoidance of doubt reference to a "roadmap" or "pathway" in this context, is not reference to a prescriptive set of actions or a prescriptive, sequenced roll out of identified technologies or specific identifiable future investments. Rather those terms refer to outlining at a higher "whole-of-electricitysector" level an independent view on the best ways to achieve the best low carbon energy system for New Zealand, including views on the framework of the right policy, regulations, legislative, and market settings to achieve that.

We have structured this memo along the following sections: (1) Our understanding of the context and the problem; (2) Objectives of the engagement and proposed deliverables; (3) Scope of proposed report; (4) Proposed timeline; (5) Methodology.

We reiterate from the outset that both BCG, and your Companies, are very conscious of the competition law (Commerce Act) sensitivities inherent in an industry group procuring a report. Accordingly, it is acknowledged that:

- No competitively sensitive information (such as pricing or specific generation retirement or investment initiatives) can be exchanged or disclosed between competing energy sector participants. BCG will put in place information protocols to meet this requirement;
- The outputs included in BCG's report will not include any recommendations in relation to specific commercial or investment decisions by competing energy sector participants, but rather will outline at a higher "whole-of-electricity-sector" level an independent view on the best ways to achieve the best low carbon energy system for New Zealand;
- There is no contract, arrangement, or understanding between energy sector participants as to any action (if any) that will be taken in response to BCG's report, with each energy sector participant to determine its own response in its own unfettered discretion.

We have included an appendix document that describes BCG's proposed project delivery approach, commercial proposal and proposed next steps. It also includes relevant energy and climate change expertise to accompany this memo. Also included is our approach to protecting confidential and commercially sensitive information, and our standard terms and conditions.

3.1 Our understanding of the context and the problem

Domestic decarbonisation context:

The New Zealand Government is seeking to decarbonise the economy to achieve its 2030 Paris Climate Target and net zero 2050 target. The Government has recently released the Emissions Reduction Plan which outlines carbon budgets to 2035 and a set of actions and proposed policies to achieve this plan.

We understand that the electricity sector is strongly supportive of meeting New Zealand's climate change objectives. The electricity sector is a critical enabler to achieving emissions reductions in the broader energy sector. It can contribute to decarbonising the energy sector in New Zealand in two ways:

- (a) Through direct decarbonisation of the electricity sector, which represents ~5% of national emissions

- (b) Through electrification of the transport, industry and building sectors, which represent ~30% of national emissions. This is the most significant contribution that the sector can make.

The sector has made a significant head start on ensuring a strong pipeline of renewable generation projects. ~650 MW of generation projects are currently under construction, ~900 MW are in mid-stage development, and a further ~18,000 MW are at early/enquiry stage. The sector is also prioritising security and reliability of electricity supply by investing in energy storage systems, flexible generation and investigating flexible demand response for projects such as data centres and green hydrogen projects.

The electricity system is 82-85% renewable today. Projects under construction and currently committed are likely to achieve 90-95% renewable electricity by 2025. There is also a large pipeline of consented renewable electricity projects that will further increase this proportion of renewable electricity and meet increasing demand from electrification.

Electrification is also beginning to ramp up. EV registration rates are three times higher since the introduction of the Clean Car Discount and continue to climb. The Government Investment to Decarbonise (GIDI) fund has incentivised projects that will deliver ~7.5 million tCO₂-e of emissions reductions across their lifetimes, much of which will come from projects that electrify process heat. The electricity sector is supporting electrification through provisioning sufficient supply and working closely with customers.

Problem statement:

The challenge of decarbonising New Zealand's energy system is complex and requires public and private actors across the sector to work constructively to ensure the best outcome for New Zealand.

While there is an incredible amount of positive activity occurring across the electricity sector to enable increased renewable electricity and electrification, there is not a coherent **whole-of-electricity-sector view** that clearly articulates this activity.

Having visibility of a **whole-of-electricity-sector view** of activity is a key element that would enable the bringing together of an independent **view of the best pathway¹ to a low carbon energy system** for New Zealand.

The pathway would be converted into a **credible roadmap² for decarbonisation of the energy system from 2025 to 2040**, bringing together the **whole-of-electricity-sector view**, to form an independent view on an overall framework to achieve a low-carbon energy system that delivers the best energy trilemma outcomes for New Zealand.

Broader energy system context:

The domestic decarbonisation context is further complicated by recent events in energy markets both globally and locally, which have demonstrated that the energy transition to support a low carbon energy system is not always going to be smooth³.

Recent global events have also demonstrated the impact of elevated energy prices. In Europe electricity and gas prices had remained significantly elevated in 2021, even before the Russia-Ukraine conflict.

We understand that the New Zealand electricity sector is very cognisant of the potential issues that can arise through the transition to a low carbon energy system. We understand the electricity sector is keen to address these issues to ensure the best outcomes for New Zealand through the transition.

¹ See the definitions of "roadmap" and "pathway" on page 1 for clarity on the use of these terms.

² See the definitions of "roadmap" and "pathway" on page 1 for clarity on the use of these terms.

³ In 2021 in New Zealand there was a 9 August blackout, higher than average wholesale electricity prices and the highest level of coal burned since 2013. Many of these events were out of the control of sector participants (e.g. due to low lake levels, high gas prices and high carbon prices).

The best transition pathway to a low carbon energy system is likely to be one that will achieve accelerated decarbonisation while delivering affordable, reliable and secure energy for consumers. Today there is a lack of consensus of what this pathway looks like across the private and the public sectors.

In government there is an aspirational target of 100% renewable electricity by 2030 and an investigation into the New Zealand Battery Project to identify a renewable solution for managing dry years. These policies are likely viewed by government as part of the best pathway to transition to a low carbon energy system. Within the electricity sector there are numerous initiatives underway to investigate various dry year solutions, develop renewable electricity and enable electrification. Despite this, there is not an aligned whole-of-electricity-sector view on what the best pathway to a low carbon energy system is.

3.2 Objectives of the engagement and proposed deliverables

This work will develop an independent BCG report that creates a **whole-of-electricity-sector view** to enable the bringing together of an independent **view of the best pathway to a low carbon energy system**.

This independent report will develop a credible roadmap for the transition to a low carbon energy system, that outlines the best outcome for key stakeholders, including the government, business, consumers and society.

It will seek to assess **the most powerful contribution that the electricity sector can make to decarbonisation of the New Zealand energy system**. This framing will ensure that the report maintains a positive rather than defensive tone.

This will investigate emissions reductions that can be made within the electricity sector and those that can be enabled through electrification of transport, industry and buildings. It will consider this contribution in the context of managing affordability, reliability and security of supply. The report and accompanying materials will seek to develop greater consensus among key stakeholders and the electricity sector on the best pathway to a low carbon energy system.

The roadmap will collate a wide range of existing information from industry participants and key stakeholders like the Climate Change Commission. It will involve rigorous analysis and consideration of energy trilemma implications, including affordability, reliability and security of supply for consumers. It will also involve extensive electricity market modelling and analysis to identify the best pathway to deliver a low carbon energy system.

The independent BCG report will be communicated via a number of mediums to maximise reach and to resonate with different stakeholders, including:

- A BCG report that outlines a credible roadmap for the development of a low carbon energy system
- A short-format brochure version of the BCG report
- An interactive short-format web version article on BCG's website
- An infographic to outline the key findings of the BCG report in a digestible manner
- An animated BCG video communicating key findings
- BCG LinkedIn outreach
- A detailed compendium of modelling methodology and findings

Notwithstanding anything to the contrary in BCG's terms and conditions (as included in Appendix Five), it is expressly acknowledged and agreed that the outputs described above will all be made publicly available when complete (i.e. the final copy of BCG's report, the short-format brochure version of the BCG report, interactive short-format web version article on BCG's website, the infographic, the animated BCG video, the BCG LinkedIn outreach and the detailed compendium of modelling methodology and findings).

3.3 Scope of proposed report

The **target outcome** of this report would be to develop an electricity sector-wide roadmap for a low carbon energy system. This will include independent recommendations for a framework that will enable the electricity sector, government and regulators to enable the best transition to a low carbon energy system.

Low carbon energy roadmap deliverable:

This report will include the following:

Context: Articulate the context for decarbonisation and frame the position of the sector to deliver a low carbon energy system

- Outline the importance of the transition to net zero
- Outline the New Zealand Government's climate change commitments and actions
- Demonstrate the importance of the energy system in achieving these commitments and actions
- Position the role of electricity in supporting the transition both in terms of reducing sector emissions and enabling electrification of other sectors
- State the sector's position in delivering this

Whole-of-sector view: Outline the work underway and the action being taken by the electricity industry to achieve the transition to a low carbon energy system, including:

- Renewable projects:
 - Recently commissioned
 - Under construction
 - Reached final investment decision
 - Consented
 - Enquiry / early stage
- Renewable and non-renewable solutions for addressing resource adequacy (dry year risk and/or peaking capacity) including consideration of:
 - The role of gas generation in the energy transition
 - Large-scale industrial demand response
 - Hydrogen demand response
 - Pumped hydro energy storage
 - Biomass generation
 - Batteries
 - DER/flexibility
 - Other forms of short, medium and long-duration energy storage
- Networks:
 - Transpower's work programme to enable electrification and renewable generation - e.g.
 - Net Zero Grid pathways
 - Distribution companies' work programmes to enable electrification, distributed energy resources and flexibility – e.g. The ENA's Network Transformation Roadmap and the sector wide update of asset management plans in light of the Emissions Reduction Plan
 - Impacts to electricity networks that may arise from DER integration and electrification and how this can be effectively managed by networks
- Broader sector initiatives to enable distributed energy resources and flexibility
- Broader sector initiatives to enable electrification of transport and process heat

Framing the solution: Articulating what a successful transformation to a low emission energy system looks like

- Outlining how accelerated decarbonisation is desirable, how the electricity sector can enable this, and if it can be done while balancing other trilemma elements
- This will incorporate an articulation of the trilemma and the benefits of a transition that maintains affordability, reliability and security of supply

Roadmap: Develop an integrated New Zealand electricity sector roadmap for decarbonisation of the energy system:

Analysis of various credible transition pathways to 2050, including:

- Supply and Demand by pathway

- Supply by generation type
 - Demand by demand source
 - -Incorporating work from the Climate Change Commission, Transpower and others
 - Storage and system flexibility
 - -Identify different storage and system flexibility options to achieve resource adequacy for capacity (peaking) and energy (dry year) and align them to the appropriate pathway, including the role of DER and demand shifting in each pathway
 - -Identify, at an aggregated, high-level,⁴ the scale of the potential enabling investment in energy transmission and networks in each pathway to support whole of system trade offs
 - Options to transition away from fossil fuelled generation that also considers the role of gas generation in the energy transition
 - -Identify pathways including consideration of timelines, and localised implications on supply and capacity to transfer away from fossil fuelled generation
 - New technologies
 - -Explore the economic feasibility of new technologies in generation, storage, peaking capacity and networks
- The implications of each pathway can then be analysed in terms of outcomes at a whole of sector level:
- Emissions Reductions, including contribution from the electricity sector to the decarbonisation of the energy system
 - Affordability / cost
 - Reliability of supply / resilience
 - Security of supply / dry year risk
 - Assessment of key risks of each pathway, including, for example:
 - -Investment uncertainty (e.g. caused by policy uncertainty or misaligned regulation)
 - -Market failures
 - Misalignment of market incentives
 - Information, coordination and agency issues
 - Broader narrative integrating these trilemma outcomes
 - This pathway analysis will seek to outline **the most powerful contribution the electricity sector can make to reducing emissions in the energy sector.**

Once modelling for each pathway has occurred and the implications for each pathway have been assessed, then BCG's independent view on desirable pathways can be determined. This will likely include an independent view on the most desirable pathway which will include the most powerful contribution the electricity sector can make to reducing emissions in the energy sector. For the most desirable pathway, consideration of the required capacity of the workforce / skills to deliver the pathway will be considered.

Recommendations:

The recommendations section will investigate what would need to be true for the desirable pathway to be achieved. It will establish a framework for this pathway to be achieved. This will be done by assessing⁵:

- What would be required of the sector to achieve these pathways⁶:

⁴ Assessment will include an aggregate investment number for the distribution sector, but not for each individual network

⁵ Note that there is an option to have a check in here at this point to ensure that there is value in analysing the most desirable pathway. For example, in the instance where this is being tested through other workstreams then it may be worth considering.

⁶ This is not going to outline prescriptive actions (e.g. X company needs to invest in X power plant at X date) that could lead to some view of potential sector coor-

- Incorporating a whole-of-electricity-sector view of work underway and future work required to achieve this pathway
- Required investment and timing of investment, taking into account investment already committed
- Workforce / skills development required, including required policy, to deliver on the pathway
- What would be required of Government and regulators to achieve the desirable pathway:
 - Policy, regulations and market settings. This will consider these settings for generation, transmission, distribution, and retail to deliver the desirable pathway⁷
 - Direct investments, if at all required

The framework will consist of a set of clear, concise independent recommendations that will outline what needs to occur for the electricity sector to make the most powerful contribution to reducing emissions in the energy sector.

4. Proposed timeline

Note. Note the following timeline is draft only and is subject to shift due to timing of reaching contractual agreement between parties. We propose a four month engagement:

- Project commencement date: Monday 20th June 2022
- Draft BCG report for review: Friday 19th August 2022. Note that the review is only for the purposes of factual error checking. To maintain the independence of the report the reviewers will not be able to make comments that are based on opinion or subjective interpretations of facts. The draft report will not be made public. It is intended that the process by which the draft report is reviewed will be independently verified by an independent verifier to validate the independence of the report.
- Final BCG report complete Friday 14th October 2022 including:
 - A short-format brochure version of the BCG report
 - An interactive short-format web version article on BCG's website
 - An infographic to outline the key findings of the report in a digestible manner
 - An animated video communicating key findings
 - BCG LinkedIn outreach
- Release of Report: Monday 24th October 2022
- After the release of the report, BCG will also be present at a launch event and at 1 to 2 meetings per week for the subsequent 4 weeks. These meetings will be with key stakeholders to discuss the findings of the report.

5. Methodology

BCG will work collaboratively with the electricity sector participants involved, but in a way that maintains strict independence of the report and upholds BCG's integrity. BCG will only attend meetings where more than one electricity sector company is present if an appropriate legal representative is also present.

Data and presentation of insights:

The success of this project will be integrally tied to the quality of the data we receive from electricity sector participants to enable the development of an independent 'whole-of-electricity-sector' view and identification of the best roadmap to achieve a low carbon energy system.

We will leverage all relevant publicly available information including electricity sector modelling (e.g. Transpower's Whakamana i Te Mauri Hiko, Climate Change Commission's modelling, MBIE EDGS and others), proposed network investment information (e.g. via Asset Management Plan

dination. Rather it will seek to outline broader overall sector investment requirements (e.g. \$X billion by 2030) and themes (e.g. increased investment being required in enabling transmission infrastructure).

⁷ For example, this will consider the regulatory framework for distribution companies to ensure that required investment can be made to enable the integration of DER and other flexibility resources

updates supplied by participating networks), investments from independent generation companies (e.g. from press releases, aggregated data released by Transpower) and public announcements from gentailers (e.g. via investor presentations and press releases).

Despite this we still expect there will be an information gap. We will require sector participants to provide us with confidential information that will be subject to BCG's stringent confidentiality obligations. We will require any information sent to us to also be shared with the legal representative. More information on our approach to protecting confidential and commercially sensitive information can be found in Appendix 3.

The analysis derived and presented from this information will need to be aggregated in such a way that individual projects or companies' proposed future generation portfolios are unable to be derived. We will take utmost care to ensure that no competitively sensitive information can be gleaned from these aggregated analyses, and that one energy sector participant's competitively sensitive information is not disclosed to another. We will share aggregated analyses with the legal representative first to ensure that no competitive information can be gleaned. The aggregated analyses will only be shared once the legal representative has identified that it is OK to do so. We will also ensure that the aggregated analyses still serve as insightful in developing a whole-of-electricity-sector view.

How we will work together with concept consulting

The intention is for BCG to have Concept Consulting as a sub-contractor to perform electricity market modelling and broader energy system modelling (e.g. electrification estimates and whole-of-economy decarbonisation estimates). It is also the intention for Concept Consulting to release a separate technical modelling report that will outline their modelling methodology and findings. This will also provide insights and interpretations of the modelling. The work will also seek to leverage the extensive work that Concept Consulting has already done across the sector, where that work is able to be shared.

BCG will work with Concept Consulting over the coming week to seek to agree this working model. We understand the Concept Consulting timeline is 4 months from Monday 20th June, which aligns with the BCG timeline.

The BCG team will work in collaboration with the Concept Consulting team to:

- Leverage the extensive work that Concept Consulting has already done across the sector
- Frame key assumptions for quantitative analysis that Concept Consulting will perform
- Frame pathways for quantitative scenario analysis that Concept Consulting will perform
- Discuss and understand Concept Consulting's interpretations of the analysis
- BCG will then conduct quantitative and qualitative analysis to derive key insights from Concept Consulting's analysis (e.g. trilemma implications)
- BCG will then clearly articulate the findings of our analysis that is supported by quantitative modelling performed by Concept Consulting

A detailed scope of the Concept Consulting modelling is available in Appendix 4.

BCG also has proprietary modelling tools that may be used to support this analysis, outlined in appendix 2.2.

Yours sincerely,

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