Fairness and competition in the retail energy market
2017 Cornwall Insight retail energy conference

22 November 2017
Amba Hotel, Charing Cross, London
“When deciding the theme for the conference, the obvious choice was that of making markets work for all consumers not just the engaged. But as we thought about it, it seemed to us that there were two other key drivers influencing the domestic energy market at present. The second theme is innovation in the proposition and service for customers, and how this is already shaping the market. The third is about stimulating engagement and having regard to those who cannot and will not engage, especially if they are vulnerable.

Fairer markets is a concept that links these three themes together. Fairness to us means more than preventing suppliers taking advantage of their “loyal” customers by overcharging them. As we hope to explore today, fairness raises questions of market access, transparency, market power and ability to innovate rather than just who pays what price.

Rising bills from standard variable tariffs may have prompted the government to table its bill for a comprehensive price cap. The regulator has also been working hard for large suppliers to provide their customers with better deals. Several large suppliers have responded by deciding to roll their customers onto fixed price tariffs instead of standard variable tariffs.

The proposal of the price cap has itself of course been rapidly followed by the announcement of the intention to merge SSE’s domestic retail operations with the entire supply business of npower. The cap may not have prompted the proposed deal but it is thought to have speeded it up. In considering the merits of that deal, a number of critical questions will again be raised around the structure of the market.

We are delighted to be joined by a range of great speakers and two expert panels from around the energy sector and hope that together we will be able to add depth to a sometimes basic and partial portrayal of what is really going on in the domestic energy market and where it may go next.”

– Robert Buckley, Director, Cornwall Insight
Who are Cornwall Insight?

Established in 2005, Cornwall Insight has developed a unique position in the UK energy market providing expert research, insight and intelligence to existing and potential market participants and their advisors.

We are widely regarded as the market-leader in the sector. Our services are valued by a broad range of businesses and our original research is regularly cited in the national press and frequently referenced by front bench politicians.
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| 09.30 | Welcome and introductory remarks                                        | Gareth Miller  
Chief Executive, Cornwall Insight |
### Innovation in the energy supply chain

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<td>The new energy supply landscape</td>
<td>Nigel Cornwall</td>
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<td>Director, Pixie Energy</td>
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<td>13.50</td>
<td>A fresh pair of eyes—a new entrant’s perspective</td>
<td>Greg Jackson</td>
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<td>Founder and CEO, Octopus Energy</td>
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<td>14.10</td>
<td>Retail routes to market</td>
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<td>Energy Commercial Manager, MoneySuperMarket</td>
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<td>14:30</td>
<td>New ways to manage wholesale energy price risks</td>
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<td>Partner, Gowling WLG</td>
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### Balancing fairness and innovation

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<td>15.10</td>
<td>Budget update</td>
<td>Ben Hall</td>
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<td>15.20</td>
<td>Vulnerability, engagement and the changing market</td>
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<td>Chair: Catherine Waddams, Professor of Regulation, University of East Anglia</td>
<td>Meghna Tewari, Head of Retail Policy, Ofgem</td>
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<td>Colin Griffiths, Policy Manager, Citizens Advice</td>
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<td>16.10</td>
<td>Where will the market go next?</td>
<td>Robert Buckley</td>
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Our speakers

Gareth Miller, Chief Executive
Cornwall Insight

Gareth has worked in the energy sector in a variety of client, transaction, investment and project roles, first as head of energy project finance for a major bank and latterly as a policy advisor to DECC focusing on designing policy to enhance investment into the UK energy sector.

He has deep knowledge of the commercial landscape and investment aspects of the energy industry. His experience includes commercial due diligence and lead negotiation, investment appraisal, and energy policy development and evaluation. As well as extensive work in the United Kingdom, he has international experience in the Irish, Italian and South African energy markets.

Rachel Fletcher, Senior Partner
Ofgem

Rachel joined Ofgem in 2005 to lead the retail market team. She was appointed Partner for Distribution in 2008 where she led the fifth Electricity Distribution Price Control Review and introduced the Low Carbon Network Fund. She became a Senior Partner in 2013 and was appointed by the Secretary of State to the Ofgem Board in 2016.

She is responsible for the regulation of the retail energy market. Her work is aimed at: improving supplier conduct; encouraging consumer engagement; enabling competition and ensuring consumers are empowered and protected as we transition to a low carbon energy system. Prior to joining Ofgem, Rachel worked as a consultant advising on energy strategy and policy around the world.

Sara Vaughan, Strategy and Corporate Affairs Director
E.ON

Sara is Strategy & Corporate Affairs Director at E.ON in the UK. She started her career as a lawyer at Slaughter and May before moving to join Powervgen as a competition lawyer. She subsequently broadened her role to include regulation, energy policy, strategy, compliance, external affairs, legal and company secretariat and HSSE.

She was appointed to the Board as Strategy & Regulation Director in 2012 and became Strategy & Corporate Affairs Director in January 2017. Sara was on the Board of the UK Business Council for Sustainable Energy which merged into the newly formed Energy UK in 2012, where she is an alternate Board Director. She was a Public Member of Network Rail and has recently been made a Fellow of the Energy Institute.
Chris Houghton, Managing Director of Retail
Ovo Energy

Chris is Chief Financial Officer of Ovo Group and Managing Director of its Energy Retail business. He has been instrumental in the transition of Ovo Energy from a pure kWh retail business into a diversified energy services company, harnessing technological advances with great consumer propositions to create more abundant clean energy for everyone.

Chris oversaw recent 2017 business transactions, including: the acquisition of grid services technology company VCharge; the acquisition of CORGI HomePlan; a strategic partnership with Chargemaster; and investments into ChargedEV and Indra Renewable Technologies. Before Ovo Energy, Chris spent 6 years as Finance Director of Telecom Plus. Prior to that, Chris worked at PwC for 7 years.

Anna Moss, Retail Team Leader
Cornwall Insight

Anna manages and develops research in the retail market, supporting the analytical team in their day to day activities.

She works with a number of market participants, including new entrants, to provide support in identifying trends and ensuring smooth delivery of services.

Anna is also involved in bespoke training and consultancy work in the domestic retail market, and have worked on studies covering topics such as collective switching, market intervention and new market entry.

Robert Buckley, Research Director
Cornwall Insight

Robert has over 20 years experience of consulting and advising participants in deregulated energy markets.

An expert in supply markets, Robert leads Cornwall Insight’s supply market work, including the supply market share surveys which provide quarterly updates to leading market participants on competitive positions in both business and household markets in GB.

Robert also has an understanding of network, contracting and pricing issues from a supply and offtake perspective. Recent projects on supply issues address proposition development, margin and competitor intelligence aspects.
Our speakers

D’Arcy Rossiter, Head of Insight
Centrica Connected Home

D’Arcy Rossiter is Head of Insight at Centrica Connected Home, the developer of the Hive brand of smart home products and services. At Connected Home, D’Arcy is responsible for all consumer insight, market intelligence and analysis across product, brand and customer experience. Prior to joining Connected Home in February 2014, D’Arcy worked in strategy and insight roles in the telecoms, media and technology space for companies such as AOL, TalkTalk, Sky and IBM. D’Arcy was born and raised in Canada and has been living in London since 2001. He has an undergraduate degree in business from the University of Prince Edward Island and an MBA from Dalhousie University.

Jo-Jo Hubbard, COO and Co-founder
Electron

Jo-Jo Hubbard is the COO and co-founder of Electron: a digital energy start-up, building blockchain platforms and ecosystems for and with the energy industry. Before Electron she spent four years in renewable energy investment banking, worked in a cleantech VC and consulted on digital transformation at McKinsey. She also coordinates the energy community for Singularity University in the UK.

Rob Smith, Head of Policy and Public Affairs
Smart Energy GB

Rob leads Smart Energy GB’s policy development and stakeholder engagement programmes. He has over 15 years experience in communications. Before joining Smart Energy GB, Rob spent seven years at Network Rail, latterly leading the national public affairs team. Prior to that he was responsible for communications on projects such as Crossrail 2, major station redevelopments and the company’s government relations during the 2012 London Olympics. Rob started his career in the European Parliament before working in the charity sector and at the Local Government Association.
Our speakers

Steve Smith, Director
Flipper!

Steve Smith joined Lloyds Banking Group (LBG) in 2010 as the Competition & Regulatory Strategy Director. His remit is to shape and develop LBG’s forward looking strategy on regulatory, competition and consumer issues. Previously an executive member of the Ofgem Board, Steve held a number of roles, including creating a new framework for energy network regulation, leading several major competition investigations and market reform programmes in the wholesale and retail energy markets and advising the European Commission on their EU energy sector inquiry. He is currently a Council Member at the Regulatory Policy Institute and a Non-Exec at Flipper! and Digital 365 plc.

Nigel Cornwall
Director, Pixie Energy

Nigel is a respected independent commentator on competitive market issues. He has extensive experience of energy restructuring in the UK and internationally in both the public and private sectors, especially governance related aspects. Nigel specialises in issues connected with market design, including the role of network operators and market operations in deregulated markets. He has worked extensively across five continents in most areas of the contestable and regulated parts of the energy sector.

Greg Jackson, Founder and CEO
Octopus Energy

As a technology entrepreneur, Greg built and sold ecommerce company C360, built HomeServe’s innovation business and is an angel investor in a wide range of tech startups. He’s also a non-executive director of Fintech pioneer, Zopa and Healthtech innovator, Consultant Connect. Octopus use technology to be highly efficient – empowering customers with a full digital experience, and then use the same systems to enable their team to provide excellent support to customers by phone. Backed by Octopus Investments, the UK’s largest investors in solar energy, Octopus are committed to sustainable energy. Greg started his working life as a video games programmer before graduating with a degree in Economics from Cambridge University.
Our speakers

Stephen Murray, Energy Commercial Manager
MoneySuperMarket

Stephen is the Commercial Manager for Energy at the UK’s number 1 price comparison site, MoneySuperMarket.com.
Stephen has a broad experience in Energy including B2B sales (TXU Energy) and residential sales during his 9 years at Powergen/E.ON. This time at E.ON included managing the comparison site sales channel before moving to MoneySuperMarket in 2013.
Stephen also acts as the spokesperson in the media for Energy for MoneySuperMarket.com.

Shaun Dodimead, Chief Executive Officer
Gilmond

Shaun is CEO at Gilmond, an energy tech provider based on the South Coast.
A developer at heart, he has experience spanning over 20 years, working across a variety of sectors including energy, health, and decision support.
Gilmond’s philosophy of empowerment, innovation and flexibility produces solutions that offer something different to suppliers of all shapes and sizes.

Gus Wood, Partner
Gowling WLG

Gus is an acknowledged expert in UK energy. His in-depth knowledge of the regulatory regime and sector expertise enables him to understand the businesses of energy clients, and also the energy-related challenges increasingly faced by all organisations.
Gus is respected for his expertise in documenting and interpreting regulatory regimes, and for his commercial contracts work within the (often complicated) regulatory frameworks. Gus is particularly well known for his work with energy suppliers and traders, on supply contracts, power purchase agreements (PPAs), and power and certificate trading agreements.
Our speakers

Ben Hall, Associate Director, Business Development
Cornwall Insight

Ben leads on business development for Cornwall Insight and has experience of working on bespoke consultancy projects in the UK power market for a range of investors, developers, generators, energy suppliers and intermediaries.

For Cornwall Insight Ben has specialised in policy, regulation and market development in both wholesale and retail markets, with a particular focus on renewable energy. Areas of expertise include the renewables support mechanisms (RO, FiT and CfD), wholesale and generation markets, routes to market (PPAs and intermediaries), retail market entry and emerging markets (including storage and small-scale flexibility).

Catherine Waddams, Professor of Regulation
University of East Anglia

Catherine Waddams (formerly Price) is a faculty member of the Centre for Competition Policy and Professor in Norwich Business School, which she joined in 2000. Her research interests are in the area of Industrial Organization, and she has published widely on privatization, regulation and the introduction of competition, especially in energy markets. She is particularly interested in the distributional impact of regulatory reform, and consumer choice in newly opened markets, both in the UK and elsewhere.

She is a Non Executive Director of the Water Services Regulation Authority (Ofwat), and a member of the expert advisor panels of the UK Regulators Network and of Which?’. From 2001 to 2009 she was a part-time member of the UK Competition Commission.

Meghna Tewari, Head of Retail Market Policy
Ofgem

Meghna Tewari is the head of Ofgem’s retail markets team which looks across household, vulnerable and business consumer policy.

Prior to this she led the consumer vulnerability strategy and also the business retail markets and the Third Party Intermediary policy teams. Meghna is an economist with a background in competition policy and has significant experience in developmental finance and banking.
Adam Boorman, Regulation Team Leader
Cornwall Insight

Adam's role focuses on monitoring regulatory and compliance developments within the sector, supporting new entrants to the market and the growing local and community energy space. He also leads Cornwall Insight’s online compliance service and helped to launch the compliance assessments as a product. He is adept at understanding the key requirements of different types of licence, legislation and guidance and relaying what this means to subscribers of the service in simple terms.

Adam is also actively involved in training and consultancy work. He leads training sessions on the gas market and regulatory compliance as well as wider energy topics and is regularly involved in Cornwall Insight consultancy projects on market entry, local energy and regulatory assessments.

David Pilling, Assistant Director Policy and Business Development
Ombudsman Services

David is a qualified barrister and has worked on policy development for the Department for Education, the General Medical Council and the Royal Institution of Chartered Surveyors (RICS). During which time he has worked on policy development work.

David has worked on business and policy development at Ombudsman Services, including taking a leading role in the response to Ofgem on the Lucerna Partners Review of the Energy Ombudsman. David is now an Ombudsman working on the energy and property sectors including the Green Deal Ombudsman.

Colin Griffiths, Policy Manager - Smart Metering & Smart Homes
Citizens Advice

Colin has worked on the consumer side of smart metering for several years, both at Citizens Advice and its predecessor Consumer Futures. His work has particularly focused on consumers’ experience, understanding and attitude toward smart metering and the future services it may enable. He sits on a range of BEIS and industry working groups and has managed several research projects examining the consumer experience of smart.

Colin also works on future data-driven consumer services more broadly, examining the future of smart homes and the potential impact of the Internet of Things. Colin has previously worked in other consumer policy areas including, the effective provision of online public services and local community-run services.
Coming soon

Smart Metering Regulation Service

With the roll-out of smart meters to homes and small businesses across the UK underway, suppliers are facing an additional raft of regulation.

Consisting of a self-service website and a monthly regulation report, the Smart Metering Regulation Service will help you understand your obligations as a supplier, track the regulatory developments and government directions, and cut through the maze of interlocking governance impacting the sector.

For more information or to subscribe, contact David Crossman
☎ 01603 604400
✉ enquiries@cornwall-insight.com
Weekly Retail Brief

The Weekly Retail Brief provides you with an overview of developments in GB energy supply markets, giving you an indication of your competitors’ strategies and ensuring you are aware of media references relating to your business.

How will it help you?

This weekly report will set out key developments in the supply sector at the start of each week, helping you plan your activities for the coming period and acquire the latest intelligence on market dynamics.

Who’s it for?

- Suppliers in the domestic market
- New market entrants
- Local authorities
- Think-tanks, consultants and advisors involved in domestic energy supply
- PR and media companies working with domestic energy supply companies

What does it cover?

- Large Supplier Headlines
- Other Large Supplier Developments
- Small and Medium Supplier Headlines
- Other Small and Medium Supplier Developments
Domestic Market Metrics Report

By providing an overview of all industry indicators, the quarterly Domestic Market Metrics Report allows you to analyse your own performance and that of your competitors and spot trends over time. This will provide you with the information needed to support your business strategy.

How will it help you?

Outlining trends across a variety of key performance indicators, this report puts the information you need in one place, saving you time when comparing your business to that of your competitors.

Who’s it for?

• Suppliers in the domestic market
• New market entrants
• Local authorities
• Think-tanks, consultants and advisors involved in domestic energy supply
• PR and media companies working with domestic energy supply companies

What does it cover?

• Tariffs and pricing
• Domestic competition
• Domestic Supplier Electricity Volumes
• Domestic Energy Market Share – Heatmaps
• Switching
• Customer Satisfaction
• Vulnerable Customers
• Energy Company Obligation
• Green Deal
• Smart Meters
• Renewables Obligation, Feed in tariffs and fuel mix disclosure
Domestic Supplier Insight Service

The Domestic Supplier Insight Service provides you with a quarterly in-depth analysis on supplier activity, routes to market and propositions, helping you monitor your existing competitors, new market entrants and providing you with ready-made briefings that can help inform your business strategy.

How will it help you?

Setting out key trends from the last quarter, this report acts as a reference pack of supplier activity. It will help you see where the market is moving and ensure your strategies support your growth plans.

Who’s it for?

• Suppliers in the domestic market
• New market entrants
• Local authorities
• Think-tanks, consultants and advisors involved in domestic energy supply
• PR and media companies working with domestic energy supply companies

What does it cover?

Profiles of all active suppliers in the domestic market, including

• Company financials
• Marketing and branding
• Customer service
• Propositions
• Key strategy
Domestic Tariff Report

The Domestic Tariff Report will help inform your proposition development and benchmark your relative position by keeping you up to date with branding and tariff changes by suppliers, and energy retail market metrics.

How will it help you?

This report provides insight into current tariffs available to domestic consumers. The report and accompanying datasheet will help you understand what other companies are offering, suppliers’ pricing and target markets.

Who’s it for?

• Suppliers in the domestic market
• New market entrants
• Local authorities
• Think-tanks, consultants and advisors involved in domestic energy supply
• PR and media companies working with domestic energy supply companies

What does it cover?

• Dual fuel relative price position
• Regional pricing strategies
• Track of tariff trends over time
• Propositions under the PPM cap
• Collective switches
• Value added deals
• Profiles of suppliers
Energy Supplier Compliance Service

The Energy Supplier Compliance service is an invaluable fact file of information to refer to on supply activities. It sets out the current and upcoming requirements you face as a supplier throughout the customer journey in an easy to understand format with links to Ofgem guidance and best practice.

How will it help you?

By putting all of the information in one place, this service will help you avoid the pitfalls of non-compliance with customer-facing obligations.

Who’s it for?

• Suppliers in the domestic market
• New market entrants

What does it cover?

• Supplier obligations throughout the customer journey
• Breakdown of the supply license
• Alerts on regulatory changes
• New compliance requirements on the horizon
• Access to Cornwall Insight's team of regulatory experts
Domestic Smart Metering Market

Our new report allows you to track domestic smart suppliers’ roll-out strategies and progress towards their obligation. The report also provides insight on suppliers’ smart-related propositions helping you understand the impact of the roll-out on retail market competition.

How will it help you?

By setting out and analysing trends in the market, this report will help you understand how you rate compared to your competitors and assess the benefits of various meter providers.

Who’s it for?

• Suppliers in the domestic market
• Metering providers and installers
• New market entrants
• Government and regulatory bodies
• Think-tanks, consultants and advisors involved in domestic energy supply

What does it cover?

• Smart metering context
• Period highlights
• Roll-out progress
• Smart meter relationship matrix – large suppliers
• Smart meter relationship matrix – SaMS
• Smart meter providers
• Consumer propositions
• Supplier profiles
• Meter asset provider and meter operator profiles
Supplier Market Share Surveys

The Supplier Market Share Surveys (covering domestic and non-domestic markets) allow you to see your market position, track changes over time and understand which of your competitors present the most risk to your business. Unique in the market the Supplier Market Share Surveys are the industry standard reference point for information on these opaque, but fast-moving, markets.

How will it help you?

By setting out who is winning and loosing in each region (for suppliers with over 1% market share) this report will help you prove your strategies are working or build a business case for further spend on marketing and proposition development.

Who’s it for?

- Energy suppliers in the domestic and/or non-domestic energy markets

What do they cover?

- Trends and the factors which influence the market share
- The Business Supplier Market Share Surveys (electricity and gas sole separately) include data on contracts, sites, meters and volume of suppliers in the British market
- The Domestic Supplier Market Share Survey covers has a national breakdown accounts for all suppliers with a regional breakdown for all those >1% share.
Energy Supplier Forums

Energy Supplier Forum provides you with a platform to connect with other businesses in a similar situation, ask questions to Cornwall’s experts and our industry speakers and hear about current and upcoming changes that could bring about risks or opportunities for your business.

How will it help you?

These forums will ensure you are aware of all changes that could impact on your business, helping you to mitigate risk and seize opportunities presented by the evolution of the market. It also gives you the opportunity to discuss developments face-to-face with Cornwall Insight experts and your peers.

Who’s it for?

- Active energy suppliers in the domestic or non-domestic energy markets

What is it?

- A regular and comprehensive overview of developments in policy, regulation and governance
- A platform to exchange information and views with other energy suppliers
- Prompts for responses on key issues impacting across small suppliers
- Organised liaison with officials and regulators
- Access to wider Cornwall Insight intelligence and regulatory services at preferential rates
The risks and opportunities associated with the ever changing regulatory environment can be difficult to monitor and evaluate while focusing on core business, but the implications of failing to do so can be significant. To overcome this, we offer a range of services to help you keep up to date, explore specific business opportunities and mitigate against risk.

How will it help you?

These reports will help you mitigate risk and take advantage of opportunities, by setting out the potential impacts of complicated regulatory changes on your business and the wider market.

Who’s it for?

• Suppliers in the domestic market
• New market entrants
• Think-tanks, consultants and advisors involved in domestic energy supply

What do they cover?

Designed to your individual specification, our Policy and Regulation reports will give you the tools to understand the implications of regulatory change to your business – and what actions you might need to take as a result.
Third Party Charges Forecast

The Third Party Charge Forecast will provide you with an indication on how non-wholesale charges are likely to change over the coming five years and how this will impact energy bills in the domestic and non-domestic electricity and gas supply markets.

How will it help you?

The report will arm you for the future, and enable you to more accurately forecast the additional impacts that third party charges are having on tariff setting and bills.

Who’s it for?

• End users
• Suppliers
• Third party intermediaries and energy brokers
• Energy generators

What does it cover?

The report forecasts third party charges for five years using the most up to date information available in the industry

• Network costs - utilising the latest forecasts and business plans from National Grid and the distribution network operators
• Environmental costs - constructed from our bottom-up FiT and RO models and historical data trends, as well as forecasts of Contracts-for-Difference (CfDs) and the Capacity Market
• Energy efficiency programme costs - using government impact assessments and other analysis to construct a year-on-year breakdown of charges
The Non-Domestic Supplier Insight Service will provide you with valuable insight on your competitors business activities and help to inform your proposition development. The Non-Domestic Supplier Insight Service provides you with an in-depth analysis on supplier activity, routes to market and propositions, helping you monitor your existing competitors, new market entrants and providing you with ready-made briefings that can help inform your business strategy.

How will it help you?
Setting out key trends from the last quarter, this report acts as a reference pack of supplier activity. It will help you see where the market is moving and ensure your strategies support your growth plans.

Who’s it for?
- Suppliers in the non-domestic energy market
- Third Party Intermediaries and energy brokers

What does it cover?
- The main news and developments for non-domestic suppliers
- Recent entries into non-domestic supply
- Non-domestic energy supplier performance league table
SME Price Analysis

The SME Price Analysis service helps inform your proposition development and helps you track your competitors by providing you with an independent assessment of the prices available in the SME sector.

How will it help you?

By setting out recent trends in SME tariffs, this report will help you benchmark your propositions against your competitors and understand where the market is going.

Who’s it for?

- Energy supplier in the SME sector
- Third party intermediaries and energy brokers

What does it cover?

Gas and electricity reports are sold separately and include:

- Tariffs offered to SMEs based on 1 year acquisition price schedules issued to TPIs
- Assessment of four types of consumption profiles
- Commissions on prices
- Overview of SME prices, credit scores that suppliers require
- Analysis of offering by each supplier
Non domestic supply

Third Party Intermediaries in the Business and Industrial Supply Markets

TPIs are an important part of the customer acquisition process. Understanding how they win business, retain customers and charge for their services is vital for market participants. The service provides you with detailed analysis, covering over 200 organisations. The service provides insight into market changes, new products and supplier engagement.

How will it help you?

This report provides information on the key players in the market, helping you understand which companies represent the best route to market for your services.

Who’s it for?

• Energy suppliers in the non-domestic market
• Energy TPIs

What does it cover?

• How TPIs operate in the business and industrial energy supply markets
• How these organisations compete for customers
• How they engage with suppliers
• Wider challenges for TPIs, such as consolidation and regulation
Introduction to Energy Retailing

The GB energy retail sector has undergone profound changes over recent years, with record entry into the market and new business models emerging. Our new Introduction to GB Energy Retailing course provides a step by step guide on how suppliers scope, enter and operate in this complex and increasingly competitive market. The course will also highlight recent entry case studies, how supplier look to acquire customers and the future of the market with the introduction of Smart Meters and new technologies.

Who’s it for?

- Those new to the energy markets and energy retailing
- Those working for a supply company who want a broader view of how they operate
- Those working in marketing, competitor analysis or customer facing aspects of a supply business
- Investors and new suppliers who are scoping the market
- Local authorities involved in energy

What does it cover?

- The role of the supplier
- Licensing, systems and typical business structures
- Typical supplier strategies and sales channels
- Market competition and switching trends
- Explaining the bill to the end customer
- The future of retailing and smart meters