

## Lesson from the Top: Dominique MOCKLY, CEO at TEREGA

**JMR:** *How do you see the future of gases in general in the context of the energy transition, what will be their place in the future energy mix?*

**DM:** Gases will still represent in the future a significant part of the energy mix but they will diversify to better participate to decarbonize our economies and adapt their role to a world which will be more electricity intensive.

Diversification means that next to natural gas for example we will have many types of biomethanes resulting from different kinds of waste management processes. In addition CO<sub>2</sub> will also be collected and used in industrial processes to produce for example bio-methanol for mobility purposes.

Hydrogen will of course be part of the energy mix as well as Oxygen which will be used for combustion.

In short, gases are key for industry needs and will remain key - they will evolve to cope with the necessity to better respect the environment.

**JMR:** *If we consider hydrogen in particular, for what use is this new energy the most promising?*

**DM:** Industry will be the key enabler to develop green Hydrogen. Green Hydrogen will develop close to chemical complexes in order to substitute methane cracking and improve the environmental footprint.

It means also that some production may localise where green Hydrogen production will be cheap and massive. It could be the case for Ammonia production.

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In addition Hydrogen will have a role in mobility starting in any case for long distance road, and rail transportation.

Finally, Hydrogen will be used for electricity balancing to address peak demand.

***JMR: How would you describe the dream “Company TEREGA” of the future?***

**DM:** Terega is in France an Energy Hub. In the winter time we supply gases to the rest of France and to Spain while supplying these gases to the South West Territories. In the current Energy Transition our Vision is that **Terega** will remain this Energy Hub, as our territories are potentially Energy Positive Territories - Let me think to the REPOS programme of the Occitanie Region or the 100% biomethane programme of the Nouvelle Aquitaine Region - but also closely connected to southern countries.

In parallel we have the ambition to adapt our territorial footprint to provide the industrial basins in France and abroad with multi gases infrastructure and digital systems to ease in these ecosystems energy optimisation and decarbonisation.

***JMR: Since you became CEO, how has your role evolved?***

**DM:** It implies developing the company’s vision and “animating” it which means “developing the soul of the company”. And as the CEO of the company you are fully responsible for this - you do not deploy - you are accountable.

Developing a long lasting and trusty relation and cohesion with your board is also a major change. Initiative - autonomy - cohesion and accountability and transparency.

The cohesion of your EXCOM team is under your sole responsibility and will determine the performance of the company.

Finally your exposure to external stakeholders is greater and larger : financial institutions for example but also regional authorities.

***JMR: How do you spend your time, where do you focus your attention and what kind of impediments block your road?***

**DM:** In the book “The Brain Company” that I published in 2015, I underlined the importance for a company to be risk management oriented, to be quick in the deployment and flexible.



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Driven by these obligations, 50% of my time is dedicated to anticipating market and environment changes: it means - understanding the complexity in which the company is, trying to give clarity internally and externally about our initiatives and help our board and our teams position the company properly.

And 50% of my time is dedicated to how the company operates and delivers. It is all about customer relation, responsibility and efficiency, image but also internal DNA monitoring and orientating.

The main impediment is the capacity of your “enlarged organisation” to change its reference. It's all about leadership and priority but also change management of all internal and external stakeholders.

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