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# Energy Markets Price Formation and Policy Drivers Training Course for Senior Leaders

19 – 23 October 2026  
Tokyo





## Energy Markets Price Formation and Policy Drivers Training Course for Senior Leaders

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### Programme Summary

Energy markets price formation is the subject of this one-week training course for senior executives, strategy leaders and finance and commercial heads, ending in a market outlook brief for one organisation. Fuel, power and carbon prices drive budgets and investment cases, yet the forces behind them are rarely examined. The programme moves from supply and demand balances to benchmarks, market structure, policy drivers and budget assumptions, using case data from several sectors. Mars Training Centre UK delivers this programme on energy markets price formation to mixed-organisation cohorts.

### The Business Case

Energy costs and revenues move with prices that leaders do not set and rarely see formed. When strategy, finance and commercial teams hold different views of the market, budget assumptions drift apart. A shared reading of how prices form lets leaders question forecasts, explain variances and plan for policy change without becoming traders.

- Budget Variance: Narrows as price assumptions are tied to stated market drivers.
- Exposure Awareness: Improves as contract price clauses are read against market structure.
- Decision Timing: Improves as policy and supply signals are flagged before they reach the ledger.

### Principles and Evidence Base

- Supply and Demand Balance: Frames how price clears a market and is applied in Sessions 1 and 4.
- Benchmark Pricing: Explains how traded reference prices and differentials set physical prices, applied in Sessions 1 and 2.
- Forward Curve Analysis: Shows what the market expects and what storage costs, applied in Session 2.
- Market Structure and Policy Drivers: Show how competition, taxes, subsidies and carbon rules shift prices, applied in Session 3.

### Intended Participants

- Executives who set strategy and investment priorities exposed to energy prices.
- Finance leaders who build budgets and plans on energy price assumptions.
- Commercial heads who negotiate supply, sales and long-term contracts.
- Planning managers who prepare market outlooks for boards.

Typical functions include utilities, oil and gas companies, heavy industry and energy-intensive manufacturing.



## Learning Outcomes

1. Participants will be able to construct a supply and demand balance that explains a price movement in oil, gas or power.
2. Participants will be able to evaluate how benchmarks and differentials turn into the price an organisation pays or receives.
3. Participants will be able to diagnose what a forward curve and market structure signal about expectations and storage.
4. Participants will be able to prioritise the policy drivers and supply chain disruptions that matter most to a sector.
5. Participants will be able to design price scenarios and budget assumptions linked to stated market drivers.
6. Participants will be able to justify a market outlook to a board, with its assumptions and limits made visible.

## Programme Structure

### Day 1: Energy Markets Price Formation Foundations

What sets the price of energy at the margin?

- Supply and Demand Balance Sheet
- Marginal Cost Curve
- Price Benchmark Map
- Price Formation Flow Diagram
- Market Participant Role Map

### Day 2: Market Structure and Forward Curves

How does market structure show in prices across time and location?

- Forward Curve Reading Sheet
- Spot and Term Price Comparison
- Spread and Differential Table
- Storage and Inventory Signal Review
- Market Structure Classification

### Day 3: Policy and Supply Chain Drivers

How do policy choices and supply disruptions shift supply, demand and price?

- Policy Driver Inventory
- Carbon Price Pass-Through Model
- Tax and Subsidy Effect Table
- Supply Chain Disruption Scenario
- Geopolitical Risk Register



## Day 4: Market Signals for Strategy and Budgets

Which signals should change a strategy or a budget, and which are noise?

- Market Signal Dashboard
- Price Scenario Set
- Budget Price Assumption Sheet
- Sensitivity Table
- Contract Price Clause Review

## Day 5: Market Outlook Brief for One Organisation

Do the balance, curve, policy and budget views support one market outlook?

- Applying the Session 1 Supply and Demand Balance Sheet
- Testing the Session 2 Forward Curve Reading Sheet
- Reviewing the Session 3 Policy Driver Inventory
- Checking the Session 4 Budget Price Assumption Sheet
- Completing the Market Outlook Brief

## Methodology

The programme uses a structured exercise method built on a shared case of an energy-intensive manufacturer with a power contract, a gas supply agreement and a carbon cost. Participants build each artefact on prepared market data, then adapt it to a utility or producer they know, with written facilitator feedback.

- Suggested activity: Reading a forward curve to decide what a budget price should assume.
- Suggested activity: Tracing a policy change through to a supplier price and a customer margin.
- Suggested activity: Presenting a price scenario set to a mock executive committee.

## Capstone Output

Each participant completes a market outlook brief for one organisation. It holds a supply and demand balance, a benchmark and differential map, a forward curve reading, a policy driver ranking and a set of budget price assumptions. The brief opens the next planning cycle at work.

## Frequently Asked Questions

### Is energy markets price formation training suitable for leaders who have never traded?

Yes. Energy markets price formation is taught through cases and templates, assuming senior experience in strategy, finance or commercial work but no trading background.



## **Which concepts does energy markets price formation training rest on?**

Energy markets price formation training rests on supply and demand balance, benchmark pricing, forward curve analysis, market structure and policy drivers, applied to oil, gas, power and carbon.

## **How is the brief from energy markets price formation training used at work?**

You use the market outlook brief to open the next planning cycle, challenge external forecasts and prepare supplier and customer contract discussions.

## **How does energy markets price formation differ from energy trading and hedging training?**

Energy markets price formation centres on reading prices, structure and policy for strategy and budgets, while energy trading and hedging training covers positions, risk limits and hedge execution.