### Business Models

#### Pushing harder

- **Context:**
  - Enlargement
  - Demand management

- **Capabilities:**
  - User-centric
  - Data-driven
  - Actionable

- **Channels:**
  - Direct
  - Digital

- **Customer Segments:**
  - Industrial
  - Commercial

- **Value Proposition:**
  - Deepening user engagement
  - Tailored solutions

- **Key Activities:**
  - Reframing
  - Referral

- **Revenue Streams:**
  - Subscription fee
  - Client retention

- **Key Resources/Skills:**
  - User intelligence

- **Partners and Suppliers:**
  - Technical, sales knowledge and tech

- **Costs:**
  - Transaction based

- **Marketing:**
  - Traditional: word of mouth

- **Strategic:**
  - Shifting focus from delivery process

- **Operational:**
  - Orchestrating

- **Experience:**
  - Focus on co-creation
  - User needs or user barriers

- **Experience:**
  - Matching - value

- **Core Capability:**
  - User Sensing

- **Cases:**
  - Total solutions
  - Smart services
  - Fulfilling
  - Lighting and cooling

#### Reframing/referral

- **Context:**
  - Expansion

- **Capabilities:**
  - Expertise
  - Corresponding

- **Channels:**
  - Direct

- **Customer Segments:**
  - B2B

- **Value Proposition:**
  - Energy efficiency

- **Key Activities:**
  - Reframing

- **Revenue Streams:**
  - Crowdfunding, memberships, goodwill

- **Key Resources/Skills:**
  - Partners become resources

- **Partners and Suppliers:**
  - Partners and suppliers

- **Costs:**
  - Transaction based

- **Marketing:**
  - Crowdfunding

- **Strategic:**
  - More equal

- **Experience:**
  - Smart matcher

- **Core Capability:**
  - Knowledge

- **Cases:**
  - Total solutions
  - Smart services
  - Fulfilling
  - Lighting and cooling

#### Pushing something else

- **Context:**
  - Expansion

- **Capabilities:**
  - Expertise
  - Corresponding

- **Channels:**
  - Direct

- **Customer Segments:**
  - B2B

- **Value Proposition:**
  - Energy efficiency

- **Key Activities:**
  - Reframing

- **Revenue Streams:**
  - Crowdfunding, memberships, goodwill

- **Key Resources/Skills:**
  - Partners become resources

- **Partners and Suppliers:**
  - Partners and suppliers

- **Costs:**
  - Transaction based

- **Marketing:**
  - Crowdfunding

- **Strategic:**
  - More equal

- **Experience:**
  - Smart matcher

- **Core Capability:**
  - Knowledge

- **Cases:**
  - Total solutions
  - Smart services
  - Fulfilling
  - Lighting and cooling

#### Servicing

- **Context:**
  - Expansion

- **Capabilities:**
  - Expertise
  - Corresponding

- **Channels:**
  - Direct

- **Customer Segments:**
  - B2B

- **Value Proposition:**
  - Energy efficiency

- **Key Activities:**
  - Reframing

- **Revenue Streams:**
  - Crowdfunding, memberships, goodwill

- **Key Resources/Skills:**
  - Partners become resources

- **Partners and Suppliers:**
  - Partners and suppliers

- **Costs:**
  - Transaction based

- **Marketing:**
  - Crowdfunding

- **Strategic:**
  - More equal

- **Experience:**
  - Smart matcher

- **Core Capability:**
  - Knowledge

- **Cases:**
  - Total solutions
  - Smart services
  - Fulfilling
  - Lighting and cooling
### IEA DSM | task 25 - Austria

#### Business models

<table>
<thead>
<tr>
<th>Pushing harder</th>
<th>Reframing/referral</th>
<th>Pushing something else</th>
<th>Servicing</th>
</tr>
</thead>
</table>

#### Capabilities

<table>
<thead>
<tr>
<th>Pushing harder</th>
<th>Reframing/referral</th>
<th>Pushing something else</th>
<th>Servicing</th>
</tr>
</thead>
</table>

#### Context

<table>
<thead>
<tr>
<th>Pushing harder</th>
<th>Reframing/referral</th>
<th>Pushing something else</th>
<th>Servicing</th>
</tr>
</thead>
</table>

#### Cases

<table>
<thead>
<tr>
<th>Pushing harder</th>
<th>Reframing/referral</th>
<th>Pushing something else</th>
<th>Servicing</th>
</tr>
</thead>
</table>

### 1. Customer Segments

- **Context**: Building relationships across the user life cycle. Following changes in the value proposition. Customized offerings.

#### Business models

- **Multi-channel** (Tailored): Expanding segments from B2C with a focus on hardware and software, developing resellers channels and intermediary for sales purposes.

- **Distant, not personal, no focus on material** (Traditional): Focus on hardware and software, tackling efficiency is low on the buyers priority list.

- **Standardised. More personal and tailored** (Hierarchical/value chain): Resellers and intermediaries for sales purposes.

- **One off, transaction based** (Outsourcing the sales skills): Scaling and stretching.

#### Core capability

- **User Sensing**

#### Key resources/skills

- **Technical, sales knowledge and technology**

#### Partners and suppliers

- **User, use phase, data**

#### Revenue streams

- **Subscription fee. Client retention, goodwill**

- **Crowdfunding, memberships, goodwill**

#### Costs

- **One off, transaction based**

#### Channels

- **Explicitly and actively creating partnerships**

#### Customer relationships

- **Explicitly service oriented partners that help deliver complex packages. Partners that also can be a launching customer**

#### Technology

- **Active conceptualizing, however technological barriers are inhibiting. Co-creating. Growth of client base is simplified process, trust building**

- **Conceptualizing**

#### Marketing

- **Marketing in traditional way**

#### Partnerships

- **Developing partnerships. Engaging with partners. Expanding relationships. Entering new niches**

#### Key activities

- **New sensing**

- **New networking**

- **New understanding**

#### 2. Customer Relationships

- **B2B2C segments**

- **Expanding segments from B2C with a focus on hardware and software, developing resellers channels and intermediary for sales purposes**

- **Focus on personnel and material. Technological innovation**

- **Focus on hardware and software, tackling efficiency is low on the buyers priority list**

- **One off, transaction based**

- **Outsourcing the sales skills. Scaling and stretching. Marketing in traditional way**

#### 3. Channels

- **Equal partnerships, user is considered as a partner**

- **Explicitly and actively creating partnerships**

- **Explicitly service oriented partners that help deliver complex packages. Partners that also can be a launching customer**

#### 4. Value proposition

- **Delivering multiple benefits (other than energy efficiency) in an integrated way**

- **Direct and personalized**

- **Tailored**

#### 5. Key activities

- **Fluid value proposition, customized**

- **Servicing**

- **Pushing harder**

- **something else**

### 6. Key resources/skills

- **User, use phase, data**

### 7. Partners and suppliers

- **User, use phase, data**

### 8. Revenue Streams

- **Subscription fee. Client retention, goodwill**

- **Crowdfunding, memberships, goodwill**

### 9. Costs

- **One off, transaction based**

### Examples

- **Click for Climate - Austria**

- **Netconnect - Austria**

- **Messpunkt - Austria**
### IEA DSM | task 25 - Norway

#### Different business models

| Pushing harder | Reframing/referral | Pushing something else | Servicing |

#### Key resources/skills

1. **User Sensing**
   - Functional benefits and technical requirements
   - User intelligence

2. **Conceptualizing**
   - Reflective, actively creating partnerships
   - Moving towards multiple benefits

3. **Orchestrating**
   - Transaction based. Goodwill creation
   - Delivered complex packages. Partners that value

4. **Delivering**
   - Traditional, focus on personnel and material

5. **Engaging**
   - Weakly developed. Collecting user knowledge
   - Technical, sales knowledge and tech

#### Channels

1. **Multichannel**
   - Tailored
   - Building relationships across the user lifecycle

2. **Fluid value proposition**
   - Customized
   - Entering new niches
   - Expanding segments from B2C with a

3. **Direct and personalized**
   - Expanding segments from B2C with a
   - Shifting focus from delivery process

#### Customer Segments

1. **Consumers, industrial, commercial**
   - Expanding segments from B2C with a
   - Delivering multiple benefits (other than

2. **B2B2C segments**
   - Expanding segments from B2C with a
   - Entering new niches

#### Value proposition

1. **Traditional, focus on cold acquisition**
   - Traditional, focus on hardware and software, tackling
   - Expanding segments from B2C with a

2. **Functional benefits and technical requirements**
   - Traditional, focus on personnel and material
   - Technical, sales knowledge and tech

#### Partners and suppliers

1. **Hierarchical/value chain. Resellers**
   - Resellers/intermediaries for sales purposes
   - Resellers/intermediaries for sales purposes

2. **Networking**
   - Social, family, friends
   - Close relationships

3. **Data and ICT become enabler of delivering**
   - Mutual trust, trust building
   - Trust building

4. **Well developed. Systematic. Active**
   - Well developed. Systematic. Active

5. **User's trust in product. No clear**
   - User's trust in product. No clear

6. **Users are fans**
   - Users are fans

7. **Simplifying process, trust building**
   - Shifting focus from delivery process
   - Simplifying process, trust building

8. **Total solutions Smart solutions Retrofitting lighting and heating**
   - Total solutions Smart solutions Retrofitting lighting and heating

9. **Cases**
   - Cases
   - Cases

#### Cases

- **Hvaler** - Norway
- **Future home** - Norway
- **Tiny Mesh** - Norway
- **Serinus** - Norway
- **HyttaMi** - Norway
- **Meshcrafts** - Norway
- **Otovo** - Norway
- **Bolig Enøg** - Norway

---

**Notes:**

- **Experience:**
  - Unaware market changer
  - Unaware market changer

- **Reaction:**
  - Pushing, demand regulatory
  - Pushing, demand regulatory

- **Strategy:**
  - User awareness/stealth
  - User awareness/stealth

- **Context:**
  - Expanding opportunities. The agent
  - Expanding opportunities. The agent

- **Revenue Streams:**
  - One off, transaction based
  - Transaction based. Transaction and

- **Costs:**
  - Fixed, variable costs
  - Fixed, variable costs

---

**Summary:**

- Different business models are examined, focusing on their capabilities and context.
- Pushing harder, reframing/referral, pushing something else, and servicing models are discussed.
- Key resources, skills, and channels are identified for each model.
- Customer segments and value propositions are explored.
- Partnerships, suppliers, and their roles are outlined.
- Cases from Norway are highlighted to demonstrate the models in action.
Different business models

Pushing harder

- Cases: Gridwiz - South Korea - With light

Reframing/referral

- Cases: Samchully ES - South Korea

Pushing something else

- Cases: Eco solution - South Korea - Eco solution - South Korea

Servicing

- Cases: Total solutions - Smart solutions - Retrofitting lighting and heating

IEA DSM | task 25 - South Korea

Reframing/referral

- Cases: Total solutions - Smart solutions - Retrofitting lighting and heating

Servicing

- Cases: Total solutions - Smart solutions - Retrofitting lighting and heating

Cases

- Gridwiz - South Korea - With light
- Samchully ES - South Korea
- Eco solution - South Korea - Eco solution - South Korea

Total solutions

- Smart solutions - Retrofitting lighting and heating