Pushing harder

Businessmodel

1. Customer Segments
   Industrial/commercial

2. Customer Relationships
   Distant, not personal, no focus on user needs or user barriers

3. Channels
   Traditional, focus on cold acquisition

4. Value Proposition
   Functional benefits and technical specs are the core of the proposition

5. Key Activities
   Focus on hardware and software, developing resellers channels and training resellers and clients

6. Key Resources/Skills
   Technical, sales knowledge and tech knowhow

7. Partners and Suppliers
   Hierarchical/value chain. Resellers and intermediaries for sales purposes

8. Revenue Streams
   One off, transaction based
   Maintenance fee

9. Costs
   Traditional, focus on personnel and material

Capabilities

User Sensing
Not in a structured way

Conceptualising
Not in a structured way

Orchestrating
Not in a structured way, Focus on the supply chain side

Scaling and Stretching
Outsourcing the sales skills

Context

What they experience: fragmented market, no clearly defined competitors, weak or lack of policies and regulation, lack of user’s trust in product. No clear perspective on orientation of stakeholders

How they respond: pushing, demand
   regulatory creation, label certification, procurement rules

Strategy: unaware market changer
### Business Model

1. **Customer Segments**
   - Consumers, industrial, commercial

2. **Customer Relationships**
   - Standardised. More personal and tailored

3. **Channels**
   - Traditional. Word of mouth

4. **Value Proposition**
   - Reframing by acknowledging that energy efficiency is low on the buyers priority list

5. **Key Activities**
   - Focus on hardware and software, tackling fragmentations, process optimisation

6. **Key Resources/Skills**
   - Technical, sales knowledge and tech knowhow. Partners become resources

7. **Partners and Suppliers**
   - More equal. Focus on co-creation. Choice of partners based on branding quality and matching

8. **Revenue Streams**
   - Transaction based. Goodwill creation

9. **Costs**
   - Traditional, focus on personnel and material

### Capabilities

- **User Sensing**
  - Weakly developed. Collecting user insights up to transaction. Strong focus on specific details in transaction journey (like decision making, info needed or simplifying process, trust building)

- **Conceptualising**
  - Shifting focus from delivery process towards tailoring value proposition and buyers satisfaction

- **Orchestrating**
  - Buy-transaction journey orchestration well developed. Public private partnerships to boost sales and trust

- **Scaling and Stretching**
  - Branding to create competitive edge. Quality and ease as differentiating elements

### Context

**What they experience:** lack of consumer demand for Energy Efficiency and savings. Fragmented market

**How they respond:** focus on developing client relationships. Building trust. Piloting and experiment

**Strategy:** smart matcher
Pushing something else

1. Customer Segments
   Expanding segments from B2C with a B2B2C segments

2. Customer Relationships
   Explicitly and actively creating partnerships with users. Entering new niches

3. Channels
   Direct and personalised

4. Value Proposition
   Delivering multiple benefits (other than Energy Efficiency) in an integrated way

5. Key Activities
   Collecting and handling user and usage data

6. Key Resources/Skills
   Data and ICT become enabler of delivering value

7. Partners and Suppliers
   Explicitly service oriented partners that help deliver complex packages. Partners that also can be a launching customer

8. Revenue Streams
   Subscription fee. Client retention, goodwill and retention

9. Costs
   Personnel and material. Technological innovation

Capabilities

User Sensing
   Well developed. Systematic. Active co-creation becomes key activity

Conceptualising
   Active conceptualizing, however technological barriers are inhibiting. Moving towards multiple benefit innovation

Orchestrating
   Problem solvers. Delivering complex services. Or become original equipment manufacturer (OEM)

Scaling and Stretching
   Tech barriers still hard to overcome. Marketing in traditional way

Context

What they experience: lack of consumer demand for Energy Efficiency and savings. Fragmented market

How they respond: become problem solvers. Deliver other benefits then EE.

Strategy: aware/stealth
Servicing

### Businessmodel

1. **Customer Segments**
   - Users are fans

2. **Customer Relationships**
   - Built on trust and long term

3. **Channels**
   - Multichannel, tailored

4. **Value Proposition**
   - Fluid value proposition, customised

5. **Key Activities**
   - Building relationships across the user life cycle. Following changes in the value proposition. Datamining and collecting user intelligence

6. **Key Resources/Skills**
   - User, use phase, data

7. **Partners and Suppliers**
   - Equal partnerships, user is considered as a partner

8. **Revenue Streams**
   - Crowdfunding, memberships, goodwill

9. **Costs**
   - Investment in ‘vision’

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### Capabilities

**User Sensing**
- Core capability

**Conceptualising**
- Co-creating. Growth of client base is inhibiting the ambition to grow

**Orchestrating**
- Aimed at serving the user during the use phase

**Scaling and Stretching**
- Aimed at continuous innovation

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### Context

**What they experience:** opportunities. Their target market is not considered to be an EE market, but as a market that reflects their value proposition (lifestyle, smart home, etc.)

**How they respond:** responsiveness

**Strategy:** aware/stealth