Business models for a more effective market uptake of DSM energy services

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6 Participants: Austria, Sweden, Switzerland, ECI, Netherlands, Norway, Ireland? India…
The logic behind our task

- Need a better understanding of what BM and services work, where, how and why
- We need new value driven Business Models
- Need development of entrepreneurial skills and stakeholder support
- Need understanding of role of user centered design
What will we do in this task?

- Identifying+ analysing effective business models underpinning services
- SMEs and residential communities
- Understanding the influence of national energy ecosystems
- Guidelines
- Contribute to the growth of the supply and demand market

Subtask 1: management
Subtask 2: research
Subtask 3: workshops and guidelines
Subtask 4: dissemination
Where do we stand: Subtask 2

• Collected longlist of 250 propositions in participating countries/global
  • 69 global, 59 NL, 25 AUS, 30 Se, 65 CH

• Shortlisted approximately 10 per partner for further research

• Identified country specific suppliers, clients and stakeholder network

• Analysing shortlisted propositions + business models
  • With business model canvas/value flow, deskstudy and interviews
  • Focus on interaction BM and P with context and stakeholders
  • Drawing lessons
Transition of a system

Many actors and factors
Transitioning at different speed = tension
synchronicity/fit
Influence
User centeredness is a real challenge
Transition strategies of Business Models

- Conscious System Changer
- Onconscious system changer
- Smart Matcher
- Stealth Changer
Next steps

- Workshops
- Longlist + 350 propositions
- Shortlist + 60 interviews
- Case analysis
- Context analysis
- Newsletter
- Global analysis

- Creating solutions, guidelines, training and roadmaps
- Disseminate

- Comparative analysis
- Identifying inhibiting and enabling factors
- National workshops

ieadsm energy efficiency
Business model canvas is developed by Osterwalder & Pigneur 2012
Customer value canvas

- **Value Proposition**
  - Products/Services
  - Gain Creators
  - Pain Creators

- **Customer Segments**
  - Gain
  - Pain
  - Customer Jobs

Business model canvas is developed by Osterwalder & Pigneur 2012
Context

Start Capital
- Start up
- Spin-off within large company

Valuable Network
- High

User Centeredness
- Absent
- High involvement

Market Type
- Existing
- New

Proposition
- Existing
- New

Ambition
- Commercial
- Idealistic

Stand Alone / Spin-off
- Entrepreneurial

Skills
- Technical

Experience
- Not
- A lot

Score the Entrepreneur and/or Enterprise!
Score the User centeredness

User centeredness

- Type of customer:
  - Business
  - Consumer

- Involvement through active co-creating the business model:
  - Low
  - High

- Involvement through feedback:
  - Low
  - High

- Competitors who offer similar value:
  - None
  - Many

- The complexity of the proposition for the user:
  - Low
  - High
Observations

Specifics

How did the entrepreneur anticipate?
Entrepreneurs Journey

What changed?  What caused the change?

T1

T2

T3
Describe the value

- Marketing & Communications
- Godfather
- Certification of companies
- Financiers
- Official institutions
- Competitors
- Society
Describe the value

- Customer/ End-users
- Provider of Systems
- Provider of Services
- Supplier
- Enabler
- Provider of content
Please plot the players according to their influence-intensity.
The product/service paradigm

Please plot the players on the paradigm line from product to service dominant logic + explain in boxes above.
Where do we stand: Subtask 4

November 5th: Ireland SEAI lobby presentations
November 13th: presentation Task 25 IEA workshop
November 19th DSM University webinar on Task 25 results
Issues to be discussed

• Presenting all the cases and analysis in DSM University

• Extension of timing (no additional budget)
  • catch-up of Norway,
  • final months of the extension dissemination, outreach, and starting up of additional subtasks.

• There is a new Horizon 2020 call-proposal for submission

• New subtasks
  • Task 26/T25 multiple benefits in business modelling and service design for energy efficiency.
  • In-depth empirical multiple end-user analysis
H2020 EE25

- **Scope:** Proposals aiming at developing, demonstrating and standardising new types of energy efficiency services and business models in all sectors (incl. mobility), which could better monetise the multiple benefits of energy efficiency.

- Supporting the further development of energy performance contracting or similar methods based on monetisation of energy savings and other benefits by new types of actors (e.g. industry, facility managers, construction companies, social housing operators, or other actors) and/or in new market segments (e.g. residential sector).

- Support the development of innovative energy efficiency services and business models for industrial and service companies enhancing the implementation of energy audit recommendations. Special focus should be placed on the implementation of energy efficiency measures in industries and companies that use large shares of thermal demand (e.g. hotels, leisure centres, retail, hospitals) in order to accelerate the uptake of energy efficient and renewable heating and cooling solutions.
Thank you!

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