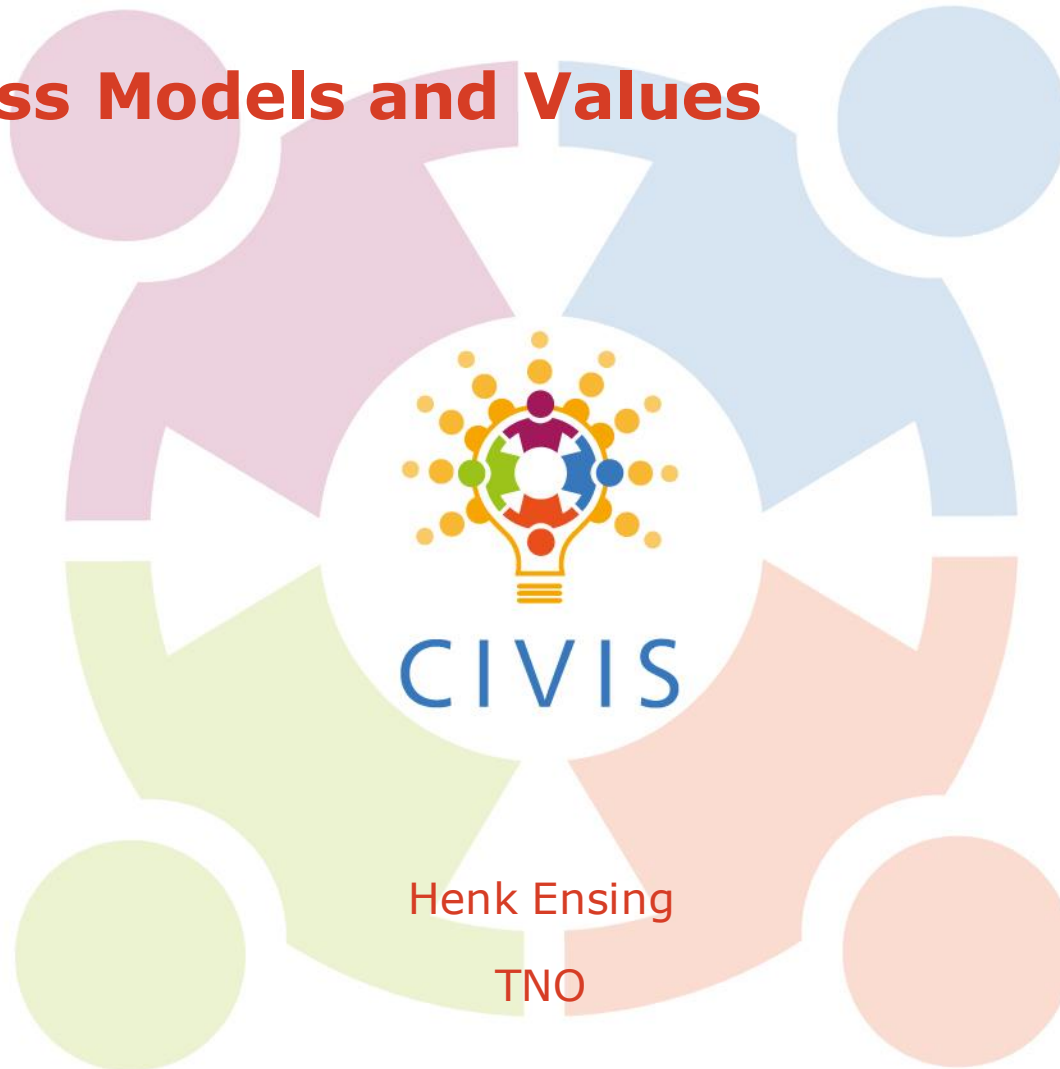


Business Models and Values



Henk Ensing

TNO

CIVIS Review Meeting, November 2015



CIVIS project has received research funding from the European Union

Interaction Within Civis



- CIVIS researches how end-users can use to achieve social goals using the potential of energy efficiency.
- We also provide IT solutions (such as the mobile apps, the DSS system and the IT platform) as technical means to achieve this.
- But we also need guidelines on how to use and sustain those tools the best way



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Focus on Leadership



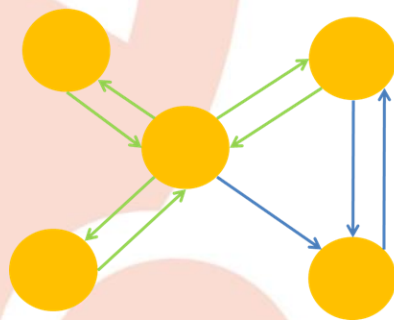
- Energy Efficiency projects tend to focus on influencing the behavior of the individual.
- However, there's an increase in the social initiatives regarding decentralized energy generation
- The leaders, managing these initiatives deserve more attention
- In this, CIVIS is unique



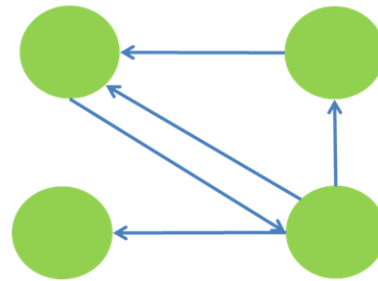
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Core Value

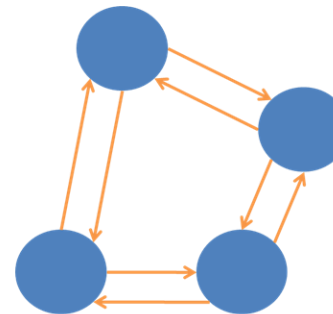
- Our test sites provide solutions that fit a specific need, rather than being the most profitable.
 - Sweden: housing that lets people develop their lives.
 - Italy: provide a region with energy



people



planet



profit

- Our methodology provides this insight

Business Model



- Energy initiatives start by doing
- Becoming aware of its business model guides cooperations to become aware of their stakeholder environment and the value they bring to their region.
- CIVIS provides the methodology for energy initiatives to evolve and mature the way they operate.

Business model Canvas		Stockholm Area Testsites		
Key partnerships <ul style="list-style-type: none"> • EU, HSB, Fortum, Biogas • DSO, suppliers, municipality, energy retailers 	Key activities <ul style="list-style-type: none"> • Provide preconditions for housing: organize maintenance, energy delivery, sustain the community • Communication, gathering people, motivating people 	Value propositions <ul style="list-style-type: none"> • Providing housing and utilities in such a fashion that is beneficial for its tenants. • Innovative attitude towards energy, utility services 	Customer relationships <ul style="list-style-type: none"> • Community support • Involvement, communities, equal opportunities for every households • Better energy management, support to energy efficiency 	Customer segments <ul style="list-style-type: none"> • Associate members (Households)
Key resources <ul style="list-style-type: none"> • Communication channels/ICT. • Heating Network (street/block) • Street Lighting 		Channels <ul style="list-style-type: none"> • Online portal of energy provider • Printed information letter (monthly) • Internet site • Board meeting (yearly) • Get-togethers, cleaning events 		
Cost structure <ul style="list-style-type: none"> • See economic value web 		Revenue streams <ul style="list-style-type: none"> • See economic value web 		

Business model Canvas		Trentino Region		
Key partnerships <ul style="list-style-type: none"> • Associate members, municipalities, Province of Trento, local entities, similar consortia / cooperatives, Dolomiti Energia, Trenta (administration), SET Distribuzione (grid), GSE 	Key activities <ul style="list-style-type: none"> • Produce, distribute and sell energy • Collaboration with other associations and local initiatives • Promoting PV panels 	Value propositions <ul style="list-style-type: none"> • Bring electricity (and telecommunication services) to associate members that is of quality, from renewable sources, highly reliable and competitively priced. While staying deeply rooted in the local area. 	Customer relationships <ul style="list-style-type: none"> • Involvement and support of local communities and initiatives. • Better energy management, supporting energy efficiency and savings 	Customer segments <ul style="list-style-type: none"> • Associate members
Key resources <ul style="list-style-type: none"> • Hydro plants, PV installations, biogas • Network, communication channels/ICT. • Historic status of cooperation. 		Channels <ul style="list-style-type: none"> • Bulletins, bills, website, assemblies • Email, e-billing paper based notifications, bulletins, booth/stand at local fair, assemblies. 		
Cost structure <ul style="list-style-type: none"> • See economic value web 		Revenue streams <ul style="list-style-type: none"> • See economic value web 		



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What we've learned



- For existing cooperations, the business model is more or less fixed.
- 'New Style' means new initiatives (which we plan to approach)
- Board members self select because of their background
- Cooperatives sites welcome CIVIS as an intermediate



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Evolving Business Models & Values



- Outlook:
 - ‘hands-on’ sessions with LEI leaderships to (re)evaluate and validate approach (Q1 ‘16).
 - Fulfilling the role as intermediate between energy initiatives.
 - Finalise Guidebook on how to implement business modeling methodology for Local Energy Initiatives
- Beyond 2016:
 - Using the results as the basis for consulting activities, supporting starting energy initiatives and getting existing energy initiatives to the next level.



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