



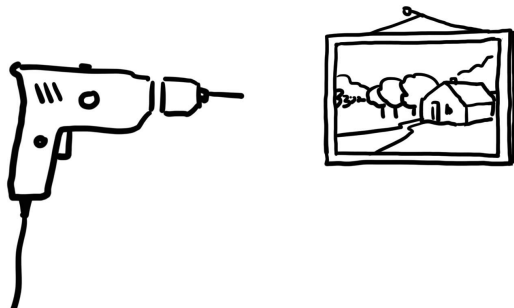
Task 24: Helping the behaviour changers

Task 25: Business models for a more effective market uptake of DSM energy services for SMEs and communities

4 TCPs Workshop
Milano, 2017-01-31

Svetlana Gross, Swedish Energy Agency

Storytelling, magic carpet and user-centered business models



Focus on

The user rather than usage

Demands/needs rather than demand

Behaviour rather than policy

Collaboration rather than competition

Context

IEA DSM Task 24 Phase II

Behaviour change in DSM

Phases (Phase I: January 2012 to April 2015, called *“Closing the Loop: From theory to practice”* and Phase II: April 2015 to April 2018, called *“Helping the Behaviour Changers”*)

Participating countries Phase II

New Zealand, the Netherlands, Ireland, Sweden, Austria, (*Canada*)

Operating Agent

Sea Rotmann drsea@orcon.net.nz

Method and process

Phase I: “Closing the Loop: From theory to practice”

Studying and comparing how different disciplines and models understand behaviour and how it influences design, monitoring and evaluation of interventions or policies

Using narrative and storytelling for telling energy efficiency stories “that stick”

Creating an evaluation tool, recommendations

Phase II: “Helping the Behaviour Changers”

Collective Impact Approach

Practical stakeholder workshops in several steps to identify the issues, create, test and follow-up interventions

Standardizing evaluation beyond kWh: a cohesive international story

The way we currently look at the Energy System

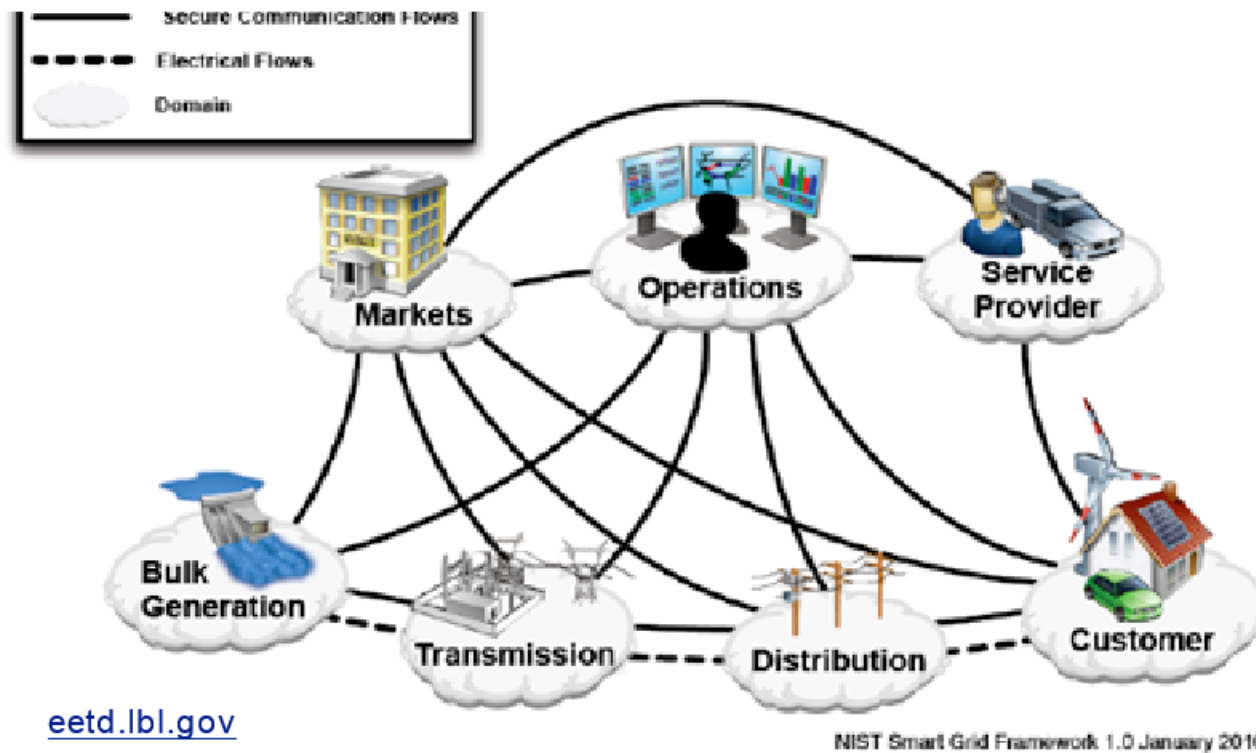
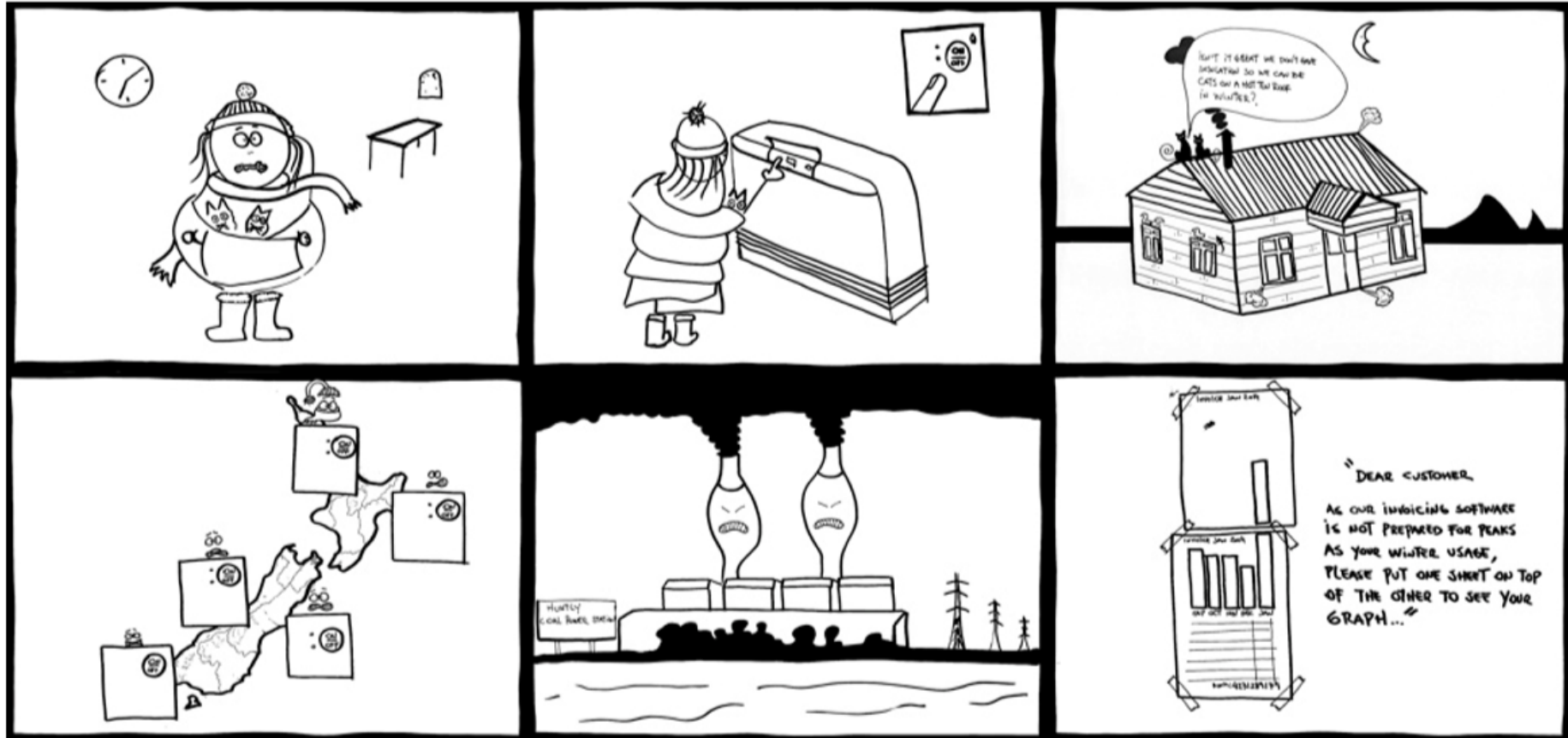


Figure 1. Current, linear way of looking at the energy system (starting with supply)

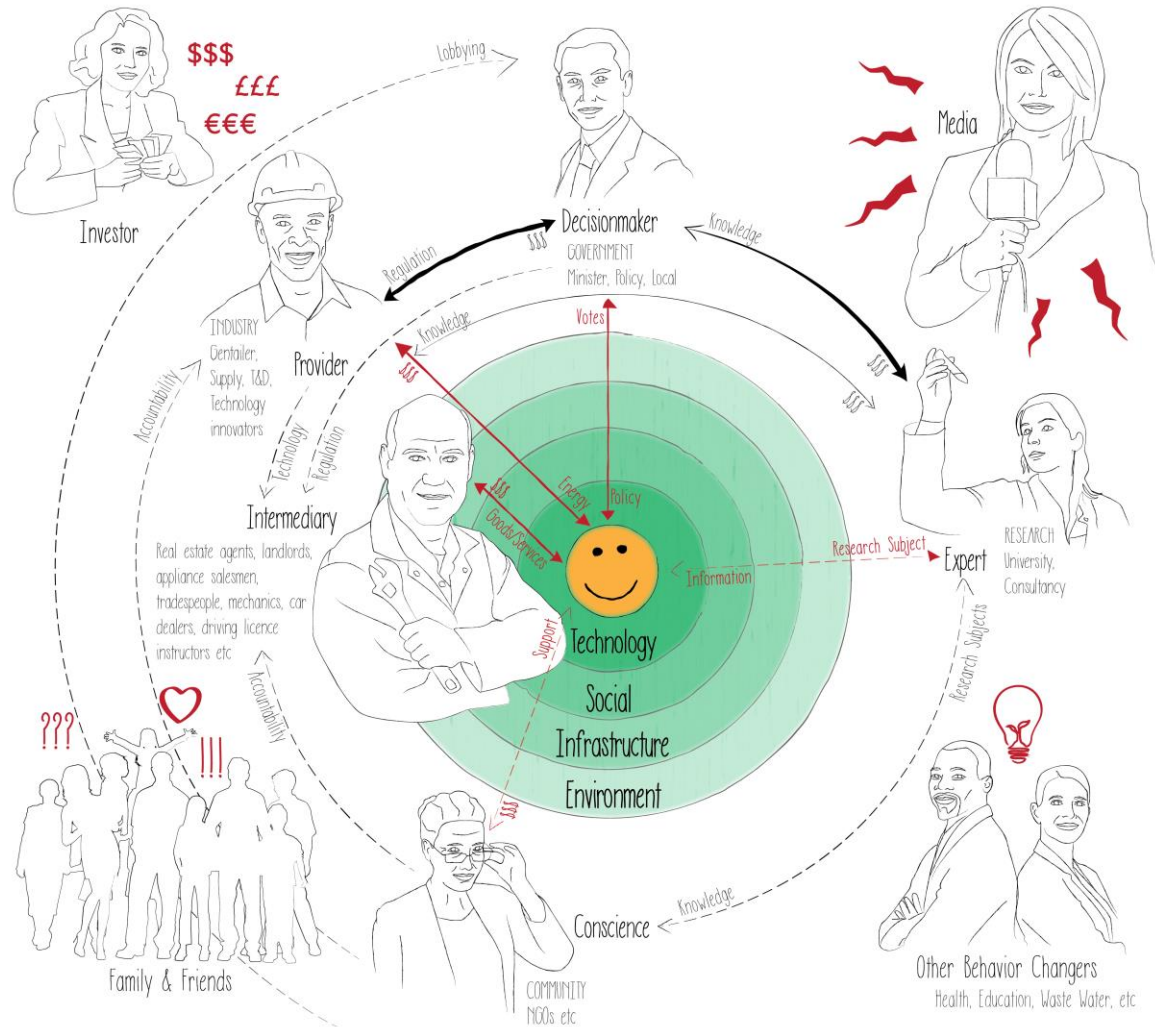
SUPPLY → TRANSMISSION & DISTRIBUTION → TECHNOLOGY → USER



Another way we could look at the Energy System



“The magic carpet”



Our audience: Behaviour Changers

Government

Industry

Researchers

The Third Sector

Middle Actors

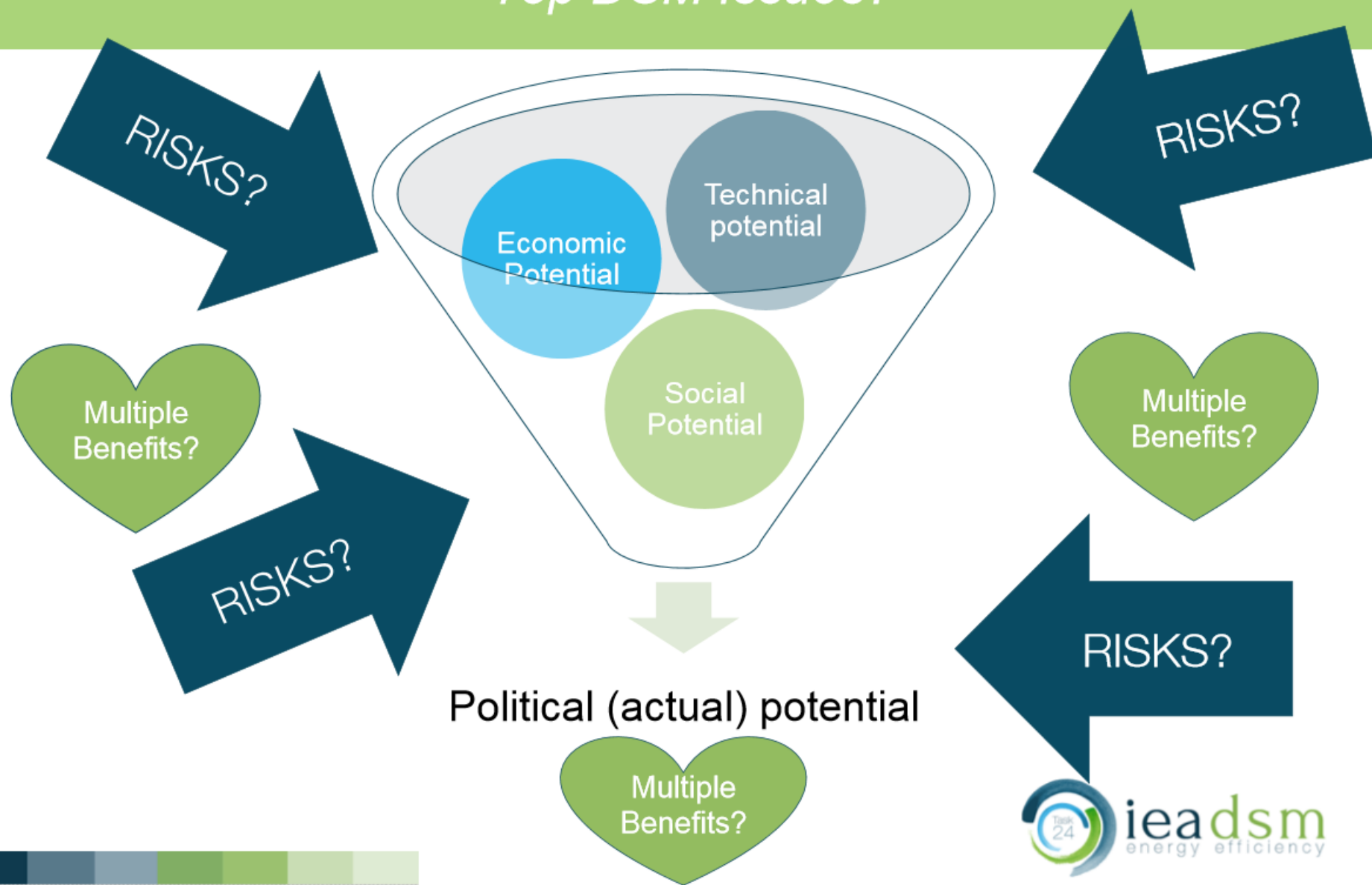


What are the Top DSM Issues here?

Top DSM Issues:

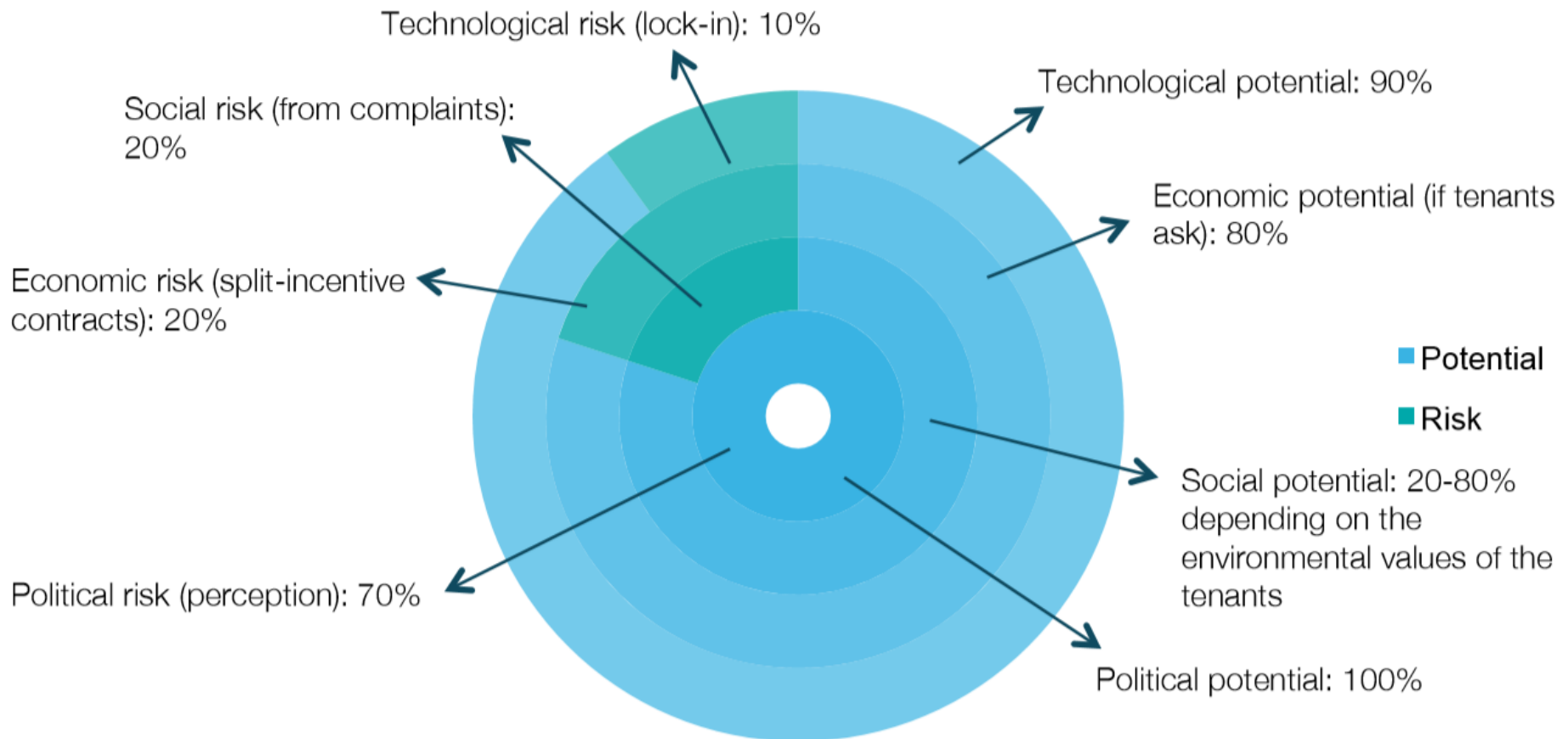
- Is there a national **list** of DSM issues?
- What are the biggest behavioural **potentials**?
- What DSM policies and programmes are **already tackling** these issues and **how**?
- What are their **approximate contribution** to the country's load management (economic, technical, political and societal potentials)?
- What are the **risks and multiple benefits** of each?

What are the potentials, risks and (multiple) benefits for the Top DSM Issues?



Assessment of potentials and risks

Subtask 6 - Issues definition (Sweden): Green leases in commercial office buildings



The magic carpet – in action...



Task 24 links

Home page on the IEA DSM website

<http://www.ieadsm.org/task/task-24-phase-2/>

“The Monster Report” of energy efficiency stories/case studies and the Wiki (Phase I)

http://www.ieadsmtask24wiki.info/wiki/Main_Page

IEA DSM Task 25

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

Started in January 2015, finish planned December 2017

Participating countries/institutions

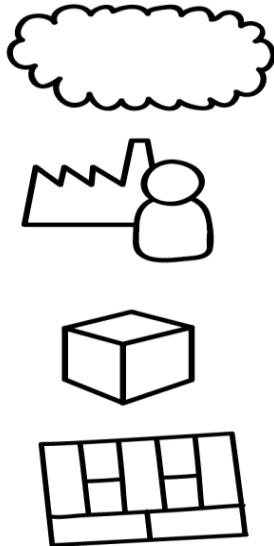
Austria, Netherlands, Norway, Sweden, Switzerland, South Korea, *Ireland*, European Copper Institute

Operating Agents

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Renske Bouwknecht, Ideate renske@ideate.nl

Why task 25?



Difficult market for EE

Technology push

System focus on products/goods and profit

More focus on end-user value and services

What BM works when where and why?

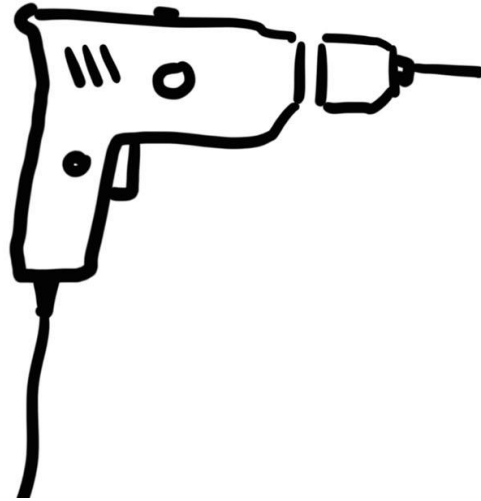
Today: Mind your business!

What is the business you are in?

The product- vs the service business model

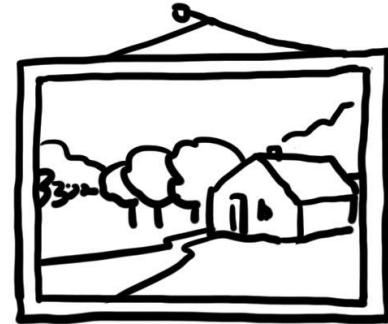
How to improve the service orientation in EE

Goods



- Output-orientation
- Offer stated in tech-specs
- Efficiency: low costs, high margins
- Value in exchange/transaction
- User role passive

Services



- Solutions
- Value = outcomes for user
- User role is active
- Value in use
- Co-creation
- Delivered within a system
- Good/technology is 'enabler'

Method and process



Long-list of businesses/business models in each country

Short-list based on success/variety and sector

Interviews, workshops, case analysis

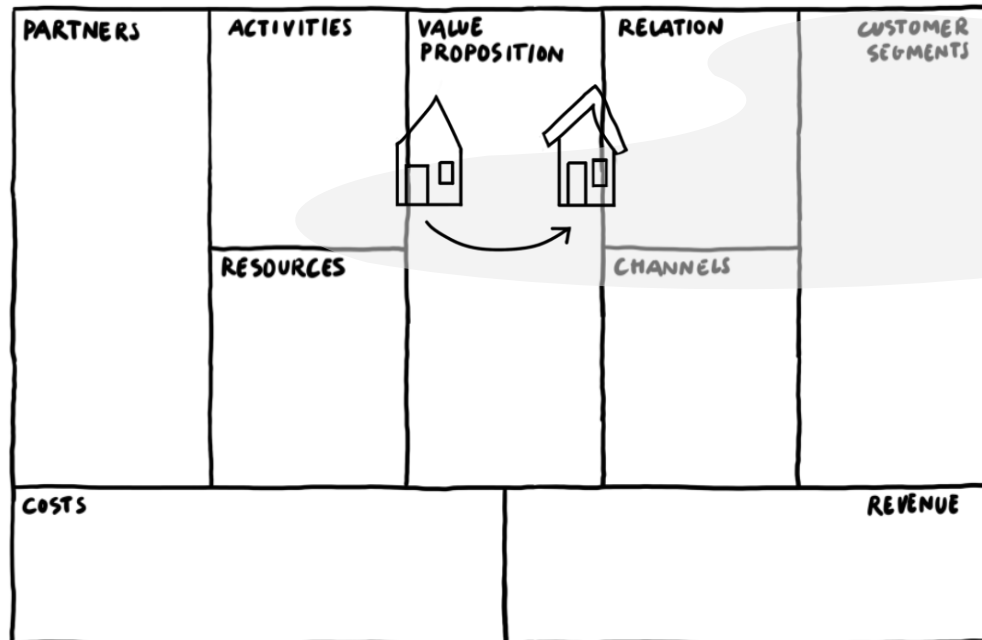
Analysis within countries, across countries and within and across sectors

Practical tools and recommendations for entrepreneurs and enablers

What is the business you're in?

Insulated walls incorporated

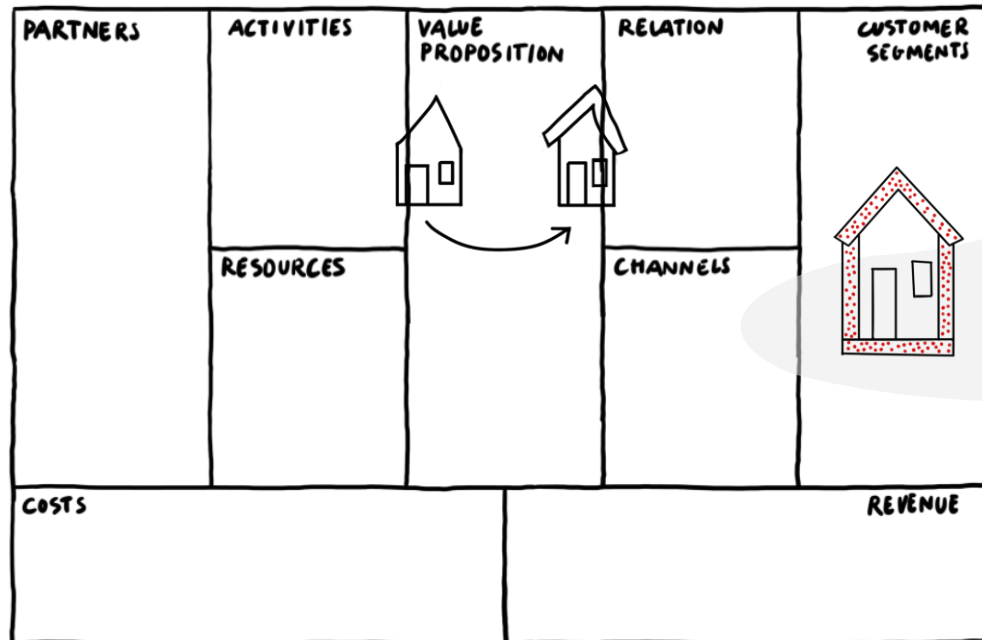
Insulated walls.inc



- ! pay back time
- ! High RC value
- ! lower CO2 emission

*by Osterwalder and Pigneur

Insulated walls inc.

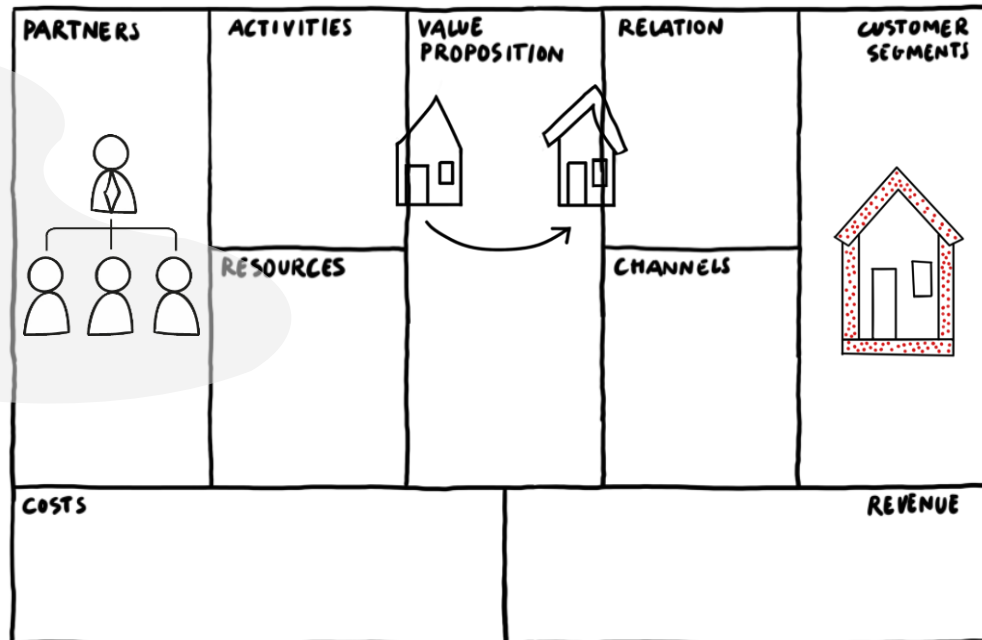


- m2 Floors
- m2 walls
- m2 roofs

*by Osterwalder and Pigneur

Insulated walls inc.

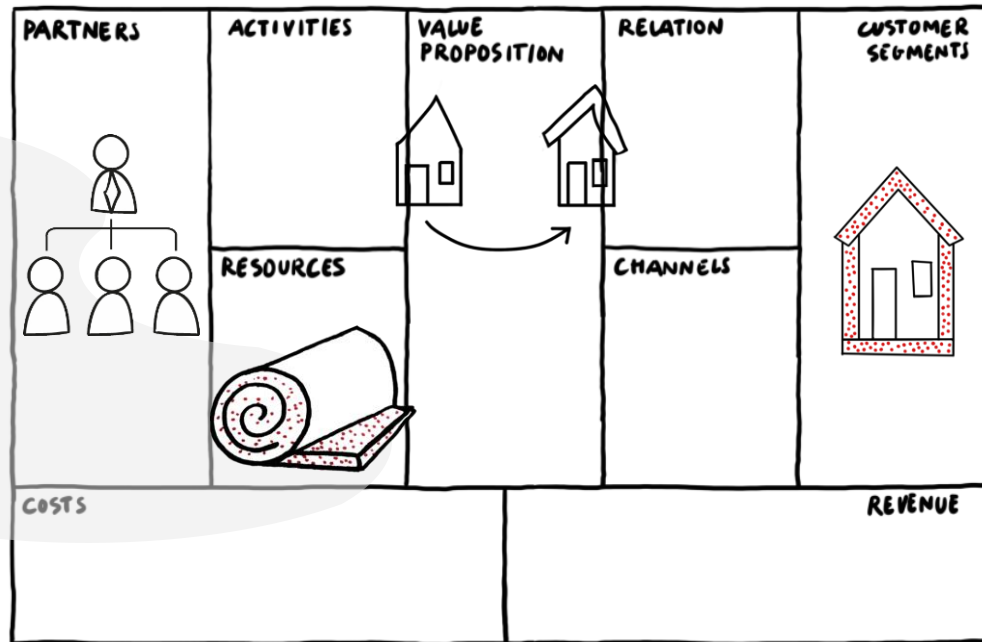
Efficiency
Low cost
SLA



*by Osterwalder and Pigneur

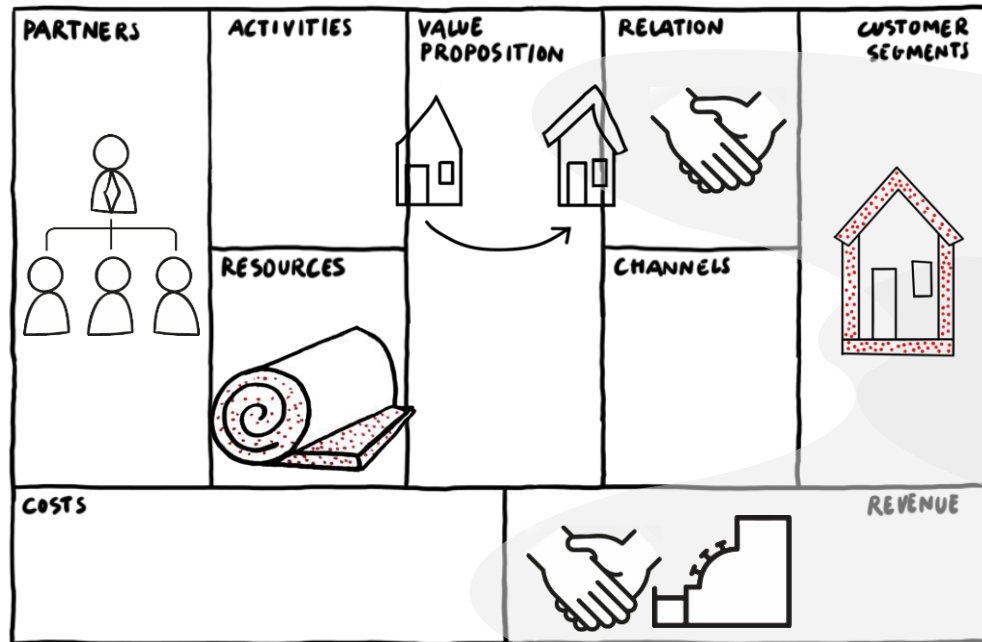
Insulated walls inc.

Best Quality!!



*by Osterwalder and Pigneur

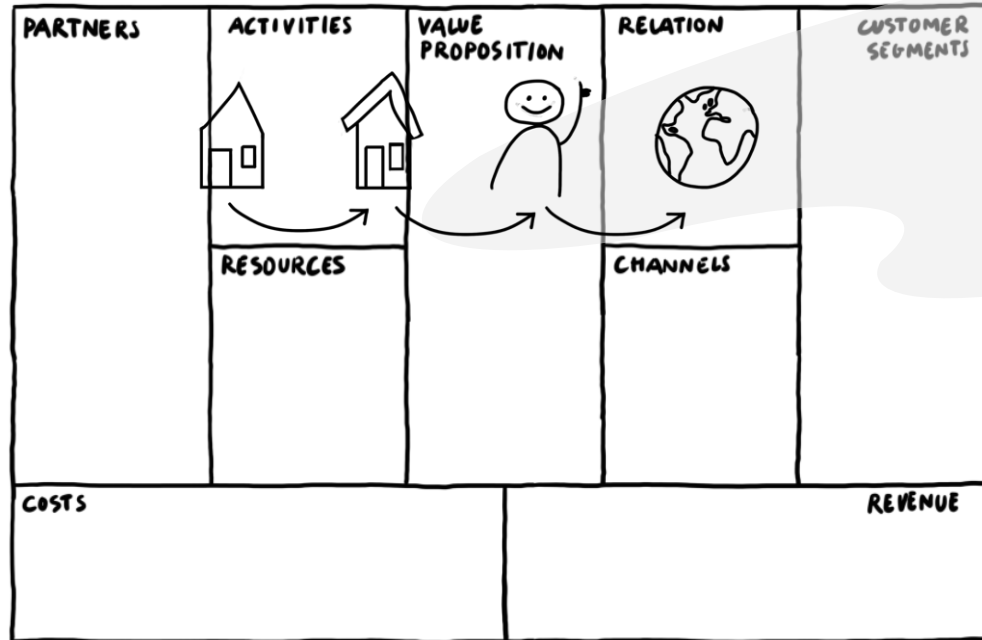
Insulated walls inc.



*by Osterwalder and Pigneur

Cosy Living

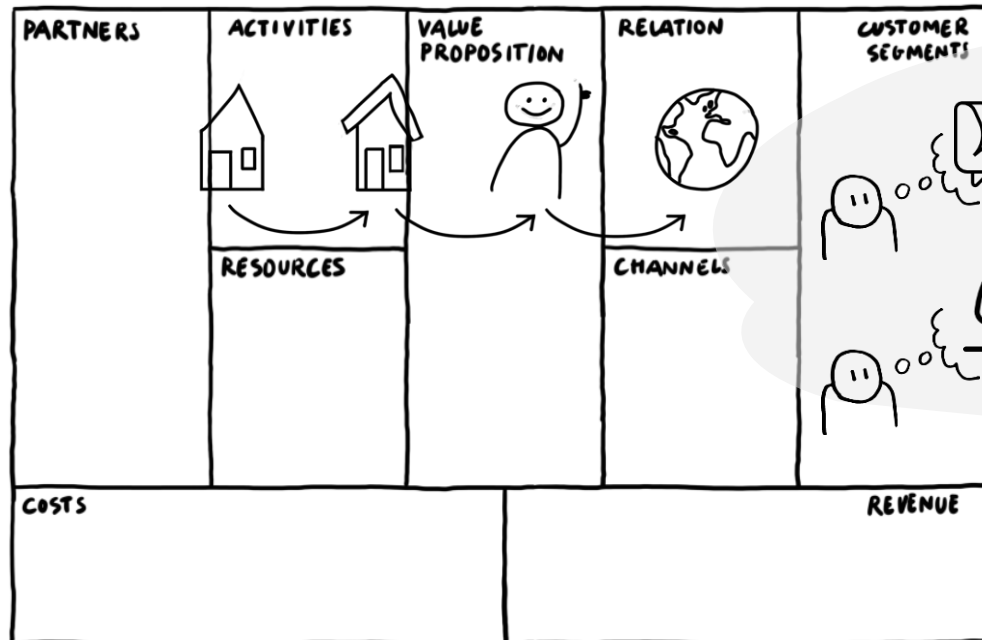
Cosy Living



Nice comfortable home
No fuss, easy process
Saves money along the way
Green environment

*by Osterwalder and Pigneur

Cosy Living



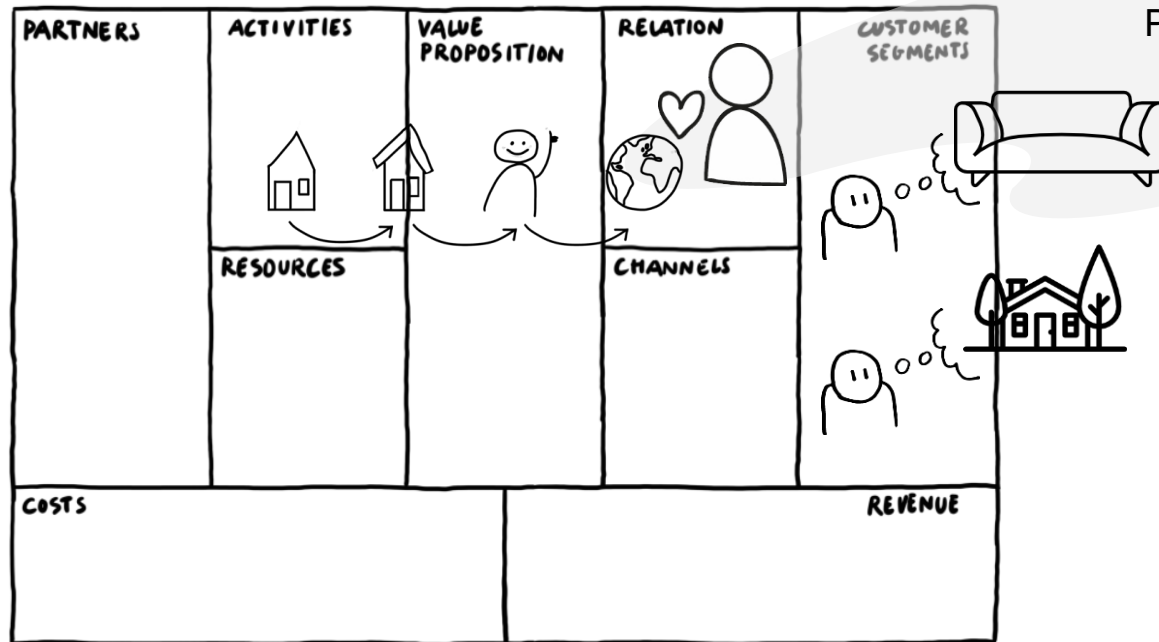
A nice home
smooth proces

new sofa?

holiday?

*by Osterwalder and Pigneur

Cosy Living

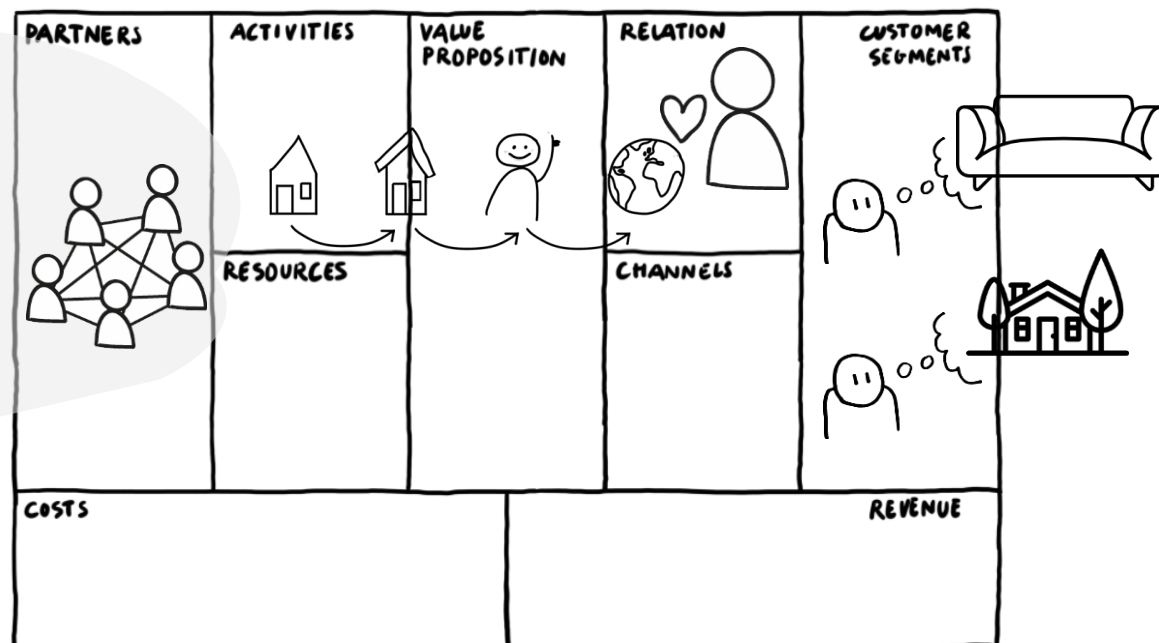


Close relation
Personal approach
Long term focus

*by Osterwalder and Pigneur

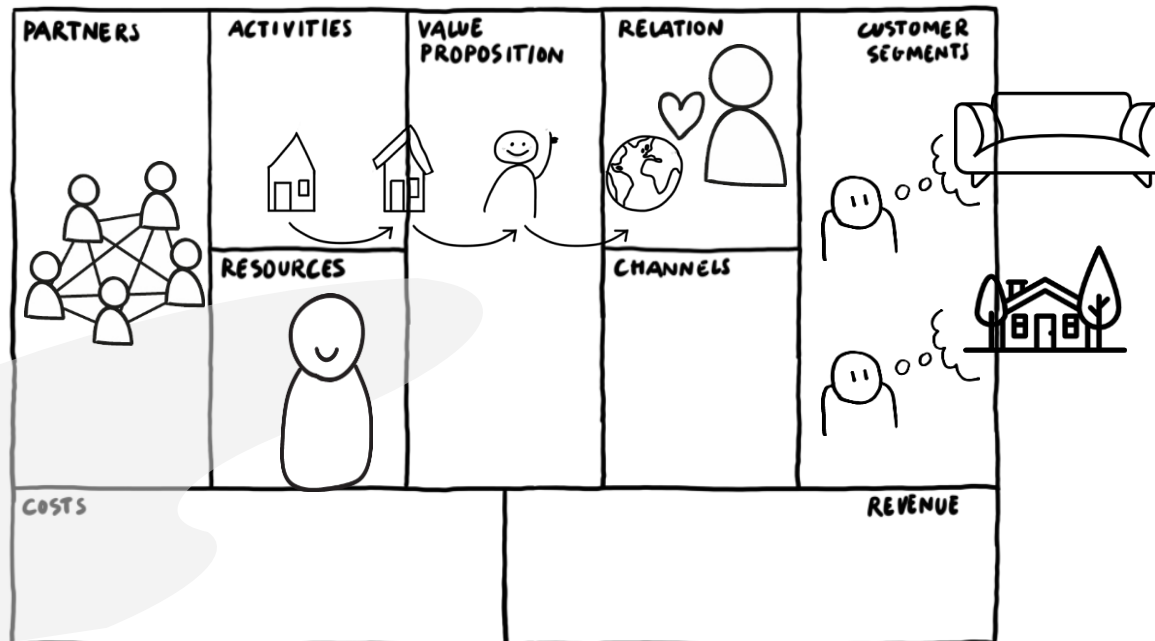
Cosy Living

Cooperate with many
Partners
Network



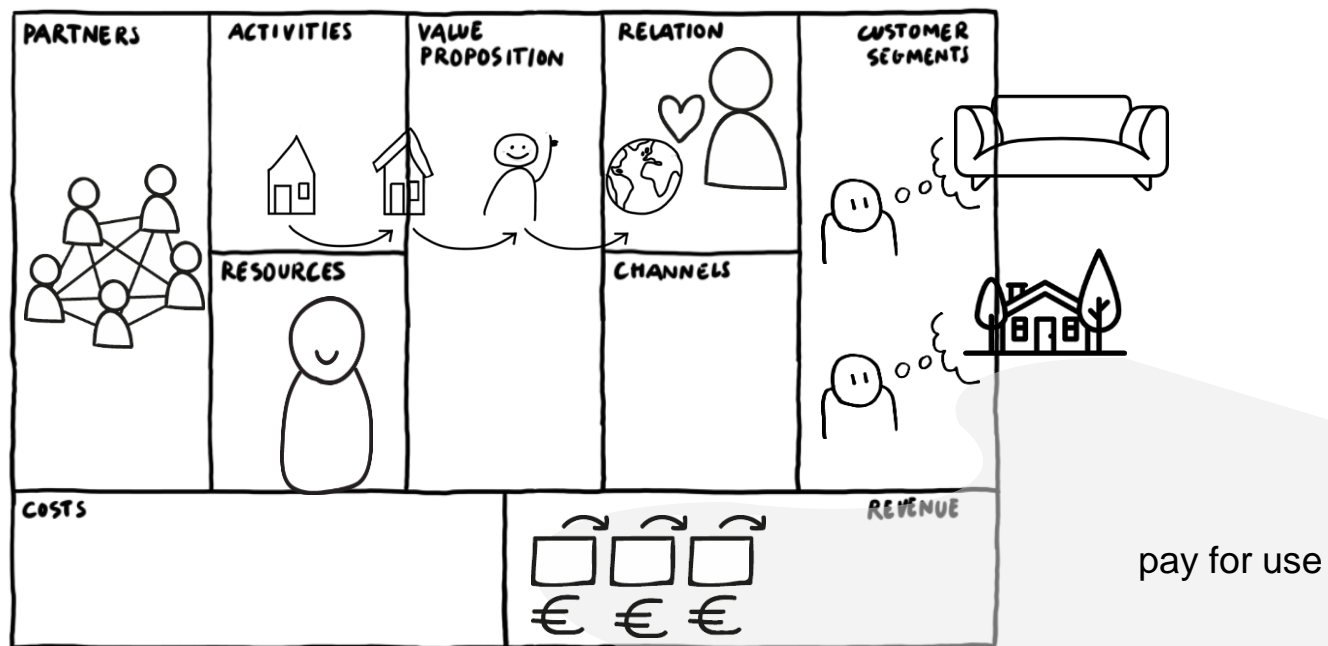
*by Osterwalder and Pigneur

Cosy Living



*by Osterwalder and Pigneur

Cosy Living



*by Osterwalder and Pigneur

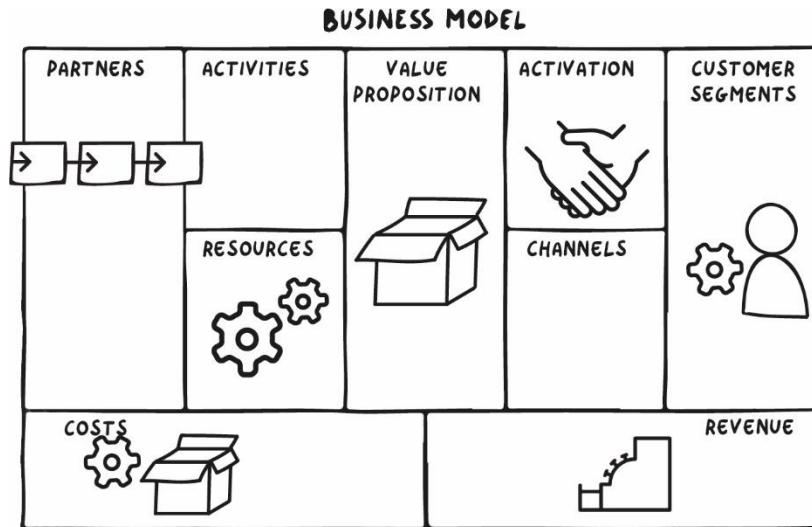
Product-oriented Business Model: Insulated walls inc.

Partners to control the value chain

Costs: product and production related

Key resources tangible goods

Key activities with production focus



Offer is tangible in technical specs

Client relation focus on transaction

Quantitative segmentes

Revenu stream per unit

*by Osterwalder and Pigneur

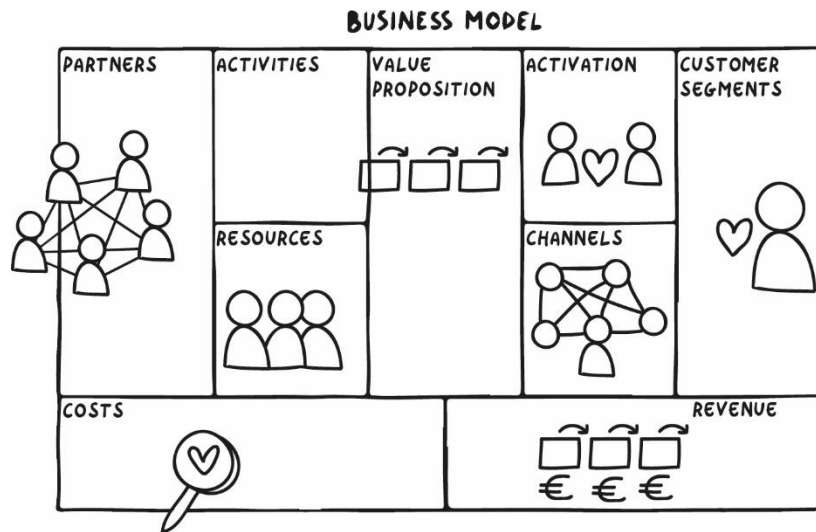
Service-oriented Business Model: Cosy living inc.

Partners in network

Costs: user related

Key resource: user

Key activities: client collaboration



Offer is always a process (pre buying, buying and using)

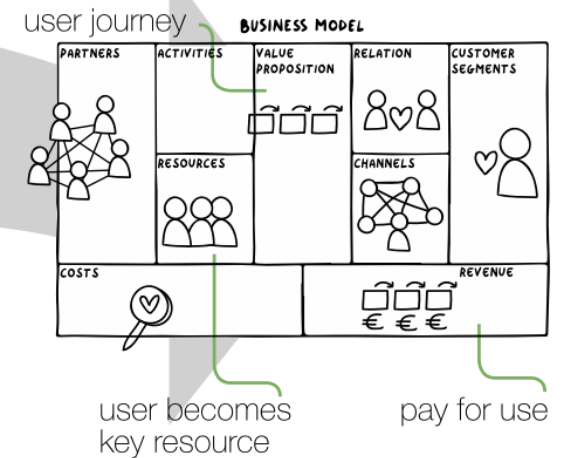
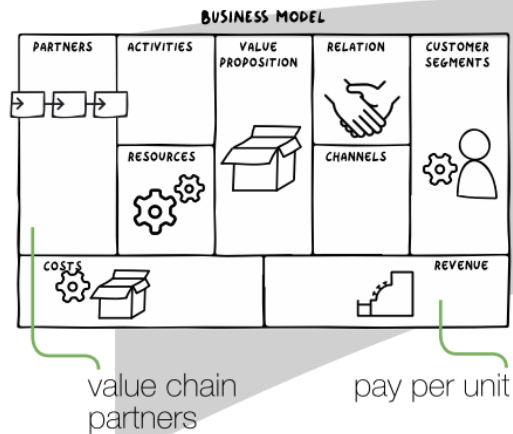
Client relation focus use

Qualitative user segments

Revenue model focus on pay for use

*by Osterwalder and Pigneur

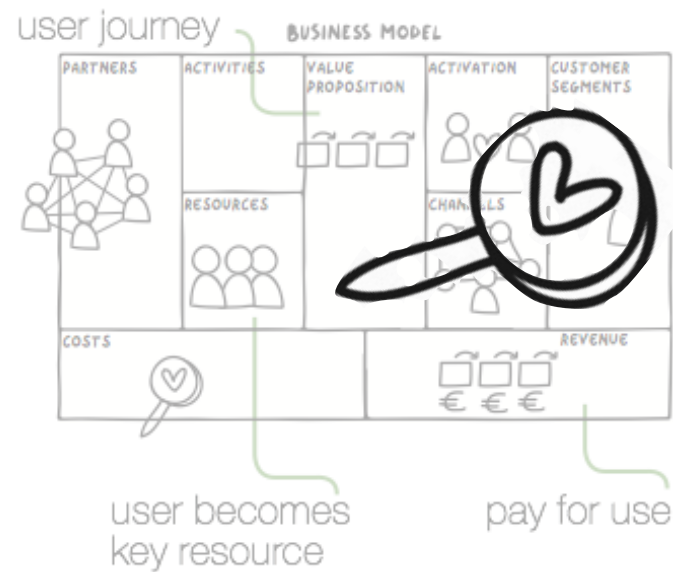
Transition



Capabilities that make a service oriented business model work!!

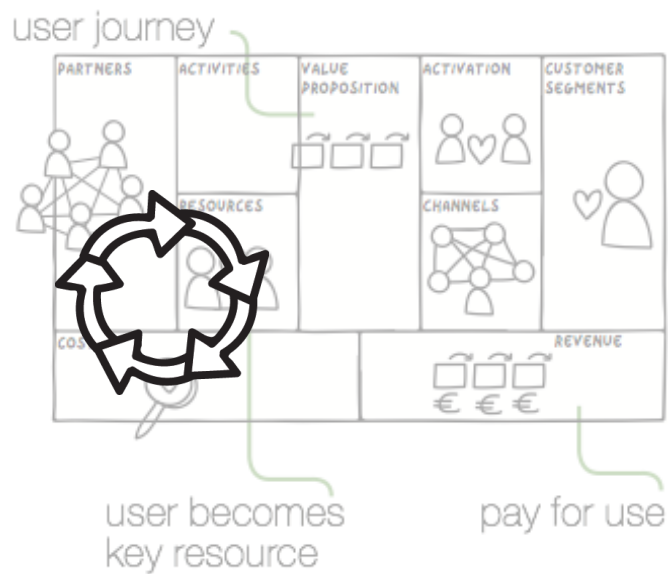


Sensing user needs



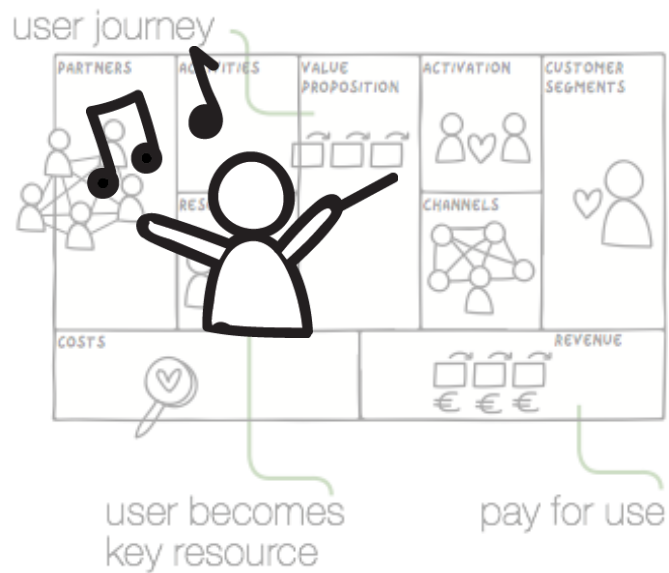
- Pre buying, buying and use phase
- The user and their context
- Needs, ambitions aspirations
- Pains and gains

Conceptualizing



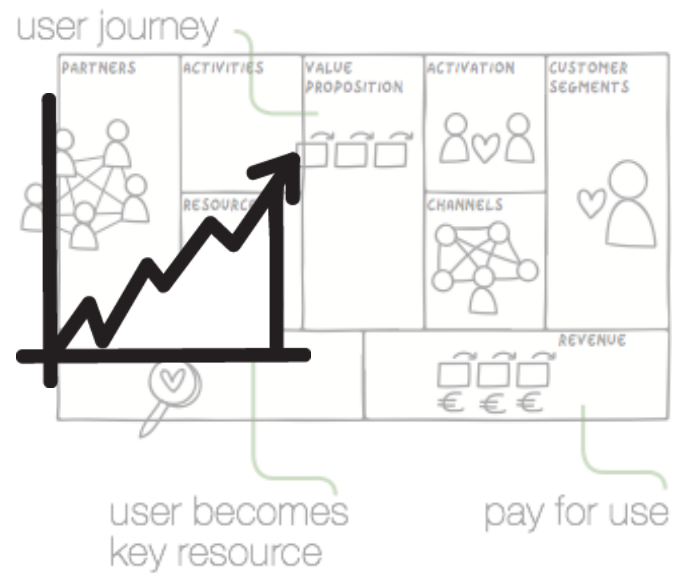
- Translate
- Innovate
- Customize

Orchestrating



- Offer a smooth experience
- Work with partners with a user focus

Scaling



- Co-create with partners
- Enter new niches

Change of mindset



Task 25 links

Home page on the IEA DSM website

<http://www.ieadsm.org/task/task-25-business-models-for-a-more-effective-uptake/>

Recent webinar by Renske Bouwknecht for DSM University
“Mind your business: Towards a more user-centered
business model”

<http://www.leonardo-academy.org/course/index.php?categoryid=56>

Thank you!

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Swedish Energy Agency

