

Task 25 Annex 1

The methodological approach of subtask 2: longlist, shortlist and analysis of interesting business models for energy efficiency services.

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Task 25: Annex 1: Details on methodological approach

Methodological approach and analysis frameworks

This Task works from the premise that only a comprehensive approach taking both the supplier and client perspective centre stage is worthwhile. One of the big shortcomings of many approaches today is that they focus only on the client or the supplier, instead of the interactions and processes and mechanisms used to match both sides. Research indeed also suggests that this matching is essential for a good business model.

Centre stage in our approach is the researched fact that a successful service is tailored to real customers' needs. This implies that in the development of services, the supplier needs to take the end user perspective as a starting point. This ability of suppliers to really appreciate the customer perspective therefore is one of the key indicators of success. (Also, one of the main success characteristics of a successful service is that its value is co-created with the user.)

Paradoxically enough, many approaches to date take such a critical stand towards the push approach of many technology and service suppliers and business models that they have asymmetrically focused on the client perspective, forgetting about the supplier side and dynamics. In this Task we will attempt to be as symmetrical as possible.

We will use several analytical frameworks to conduct the analysis that ensure that both a supplier and client perspective is prominent: the Business model canvas, the customer value model, the value flow model and the socio-technical or ecosystem framework. We discuss these analytical tools in the sections below.

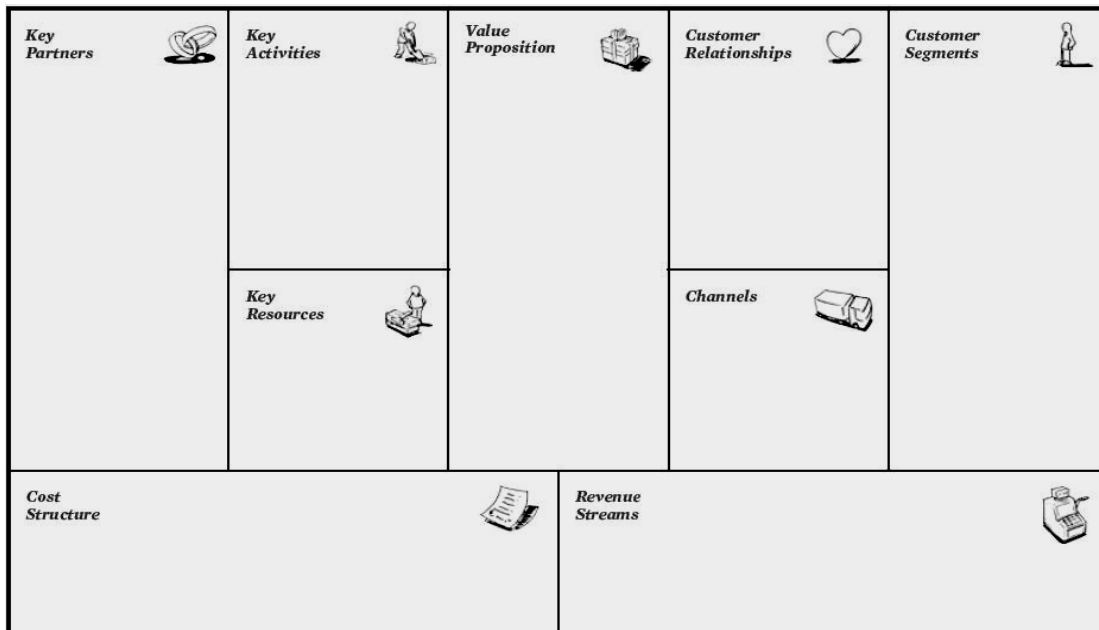
Business model canvas

We will ensure a good mapping of supplier perspectives and implicitly client perspectives present in business models and services using amongst others the business model canvas as developed by Alexander Osterwalder, with enhancements from different users, e.g. the social business model canvas as developed by Anja Cheriakova (2013). When the business model is at the centre of analysis there is a natural focus on the company/agent that is implementing it, therefore analytical models will have the company as a starting point. However, the essence of the business model itself is of course also an answer/a solution to the client's need/problem, so the "customer perspective" is there implicitly.

Osterwalder's business model canvas is rather technocratic and supplier oriented, technology or service push driven and consists of 9 building blocks and we will focus on each of these when analysing the selected business models: Key partners; Key activities; Key resources; Value proposition; Customer relationships; Channels; Customer Segments; Cost structure; Revenue Streams.

A new canvas is being developed by Osterwalder et al. that indeed appreciates the client perspective more equally and less implicitly. We will use that revised canvas as soon as it is available. In addition we will also use the social business model canvas because some of the business models we will take a look at might also focus on creating social next to financial value. This mapping method of business models using the canvas is widely used in business development, and thus not a purely scientific exercise and will ensure a practical use of the mapping results. A visual representation of both canvas frameworks can be found below. For the type of questions following this 9 building block framework we refer to Appendix 3.

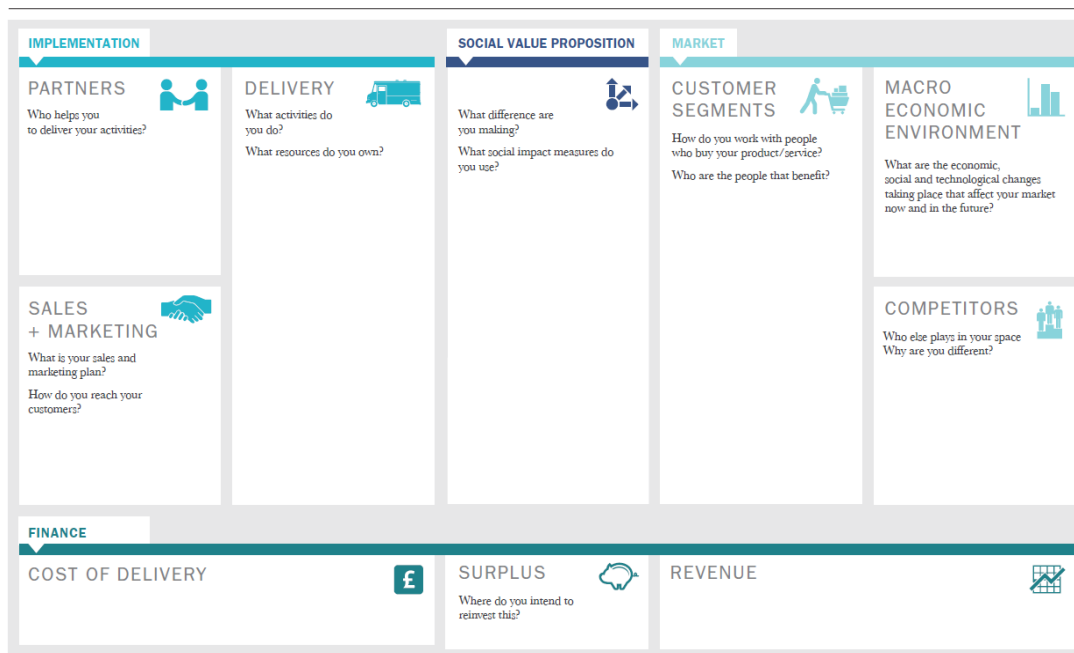
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The business model canvas by Osterwalder and Pigneur (2010)

THE SOCIAL BUSINESS MODEL CANVAS

THE ACCELERATOR
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Inspired by The Business Model Canvas: www.businessmodelgeneration.com

The social business canvas model by Cheriakova (2013)

The Customer Value Canvas and the Value Flow Model

The second type of framework we will use is the Customer value canvas and the Value Flow Model, see visuals below for both these frameworks. In order to get a good understanding of how the service value proposition is tailored to the needs, we'll use the Customer value canvas, also by Alexander Osterwalder. This framework is an extension of the business model canvas

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and can be used to describe the desired outcomes (Customer Jobs) and the (barriers) pains and gains he's experiencing. The value proposition can then be specified with means to either relieve the pain (remove barriers) or increase or create the gains.

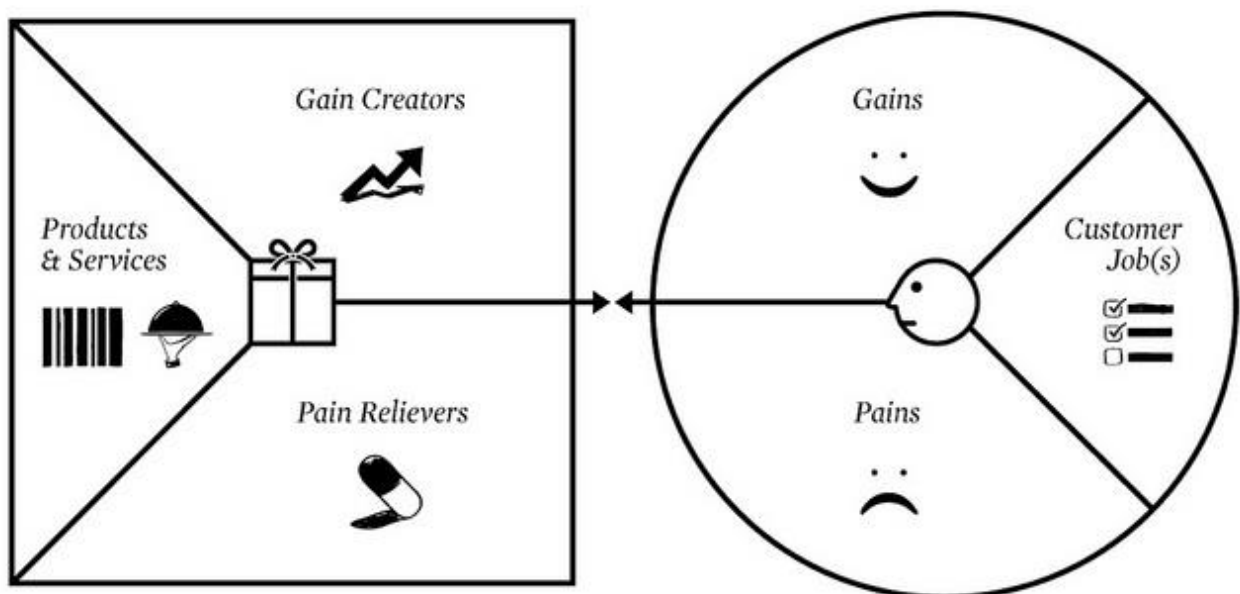
One particular aspect of business models we will focus on is the value flow. To analyse this value flow we will use the *Value flow model* which is a method to identify the relevant stakeholders and the values that are important to each of them, and to balance those values in the total system. These models allow for a symmetrical analysis of the client perspective. The method has proved to be valuable in enriching value propositions, but also in gaining commitment from the different business actors to make the investments required for implementation. The visualization of tangible and intangible value flows enables the balancing of value across the different parties to ensure sustainable value for all (Den Ouden, 2012). *The value flow map specifically takes interaction with parties outside the organization into account.* The Value Flow Model is used to indicate all relevant stakeholders and the various flows between them:

Goods and services;

Money and other financial means;

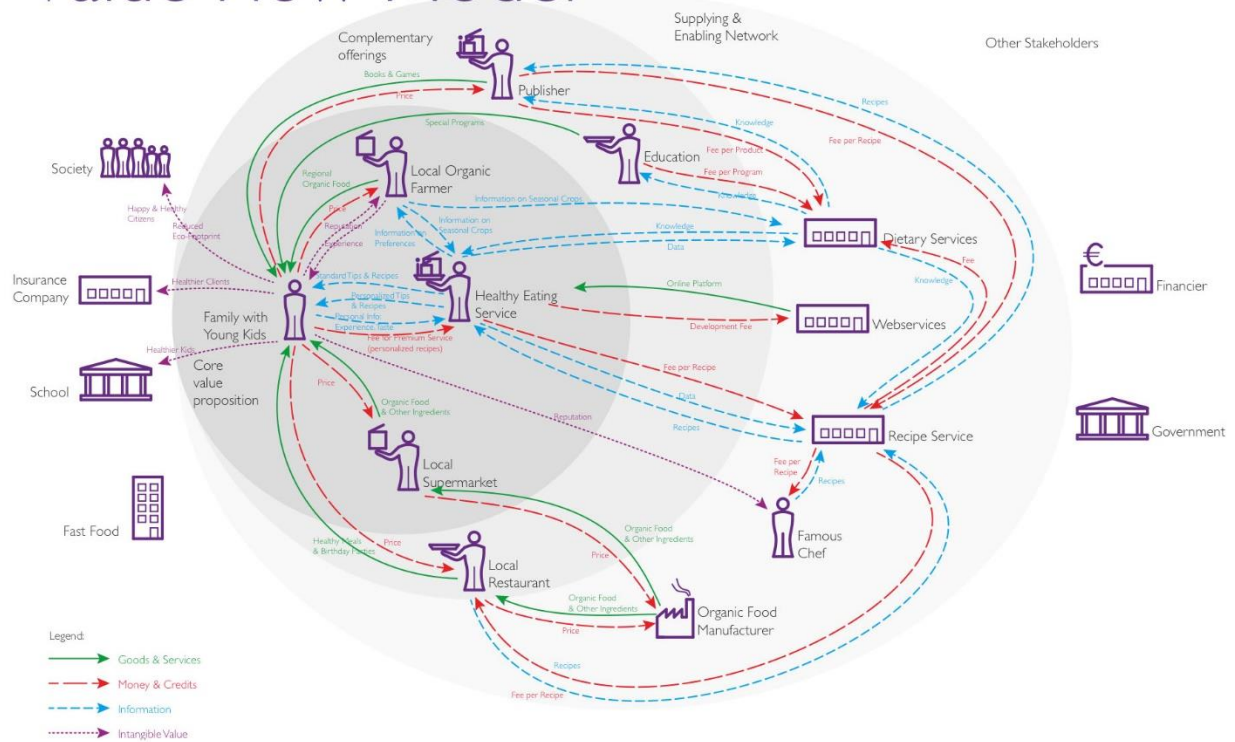
Information;

Intangible value (e.g. reputation)



The Customer value canvas by Osterwalder

Value Flow Model



© prof.dr.ir. Elke den Ouden – 2012

The Value Flow Model by Elke Den Ouden/Tu/e

The sociotechnical approach or ecosystems approach

As mentioned earlier business models are part of a socio-technical system or an ecosystem under change. According to Johnson and Suscewicz (2009) systems consist of four main elements: ‘an enabling technology, a business model, a market adoption strategy and a favourable governmental policy’ (Johnson and Suskewicz, 2009: 3). If we want to create markets for clean tech products we need to consider current energy markets infrastructures, regulation and support mechanisms in place (both for old and new technologies) since these directly influence the business model opportunities in a country (e.g. Huijben and Verbong, 2013). Furthermore learning and experimentation are of main importance for business model development since business models are embedded in fast changing and complex environments they will need to change over time.

Case Analysis Methodology

In short, below is the workflow for subtask 2

- we started with developing a long list of business models (minimum of 35) in each participating country - successful and failed ones – All data was collected in excel sheets. Methods used were desk research, internet etc. (where necessary quick interviews, quick email/Telco).
- Then we collectively designed a list of criteria to select relevant business models for further analysis, leading to a shortlist.
- In parallel a context analysis was performed.
- Next we selected up to 12 business models per country which we analysed following the business model canvas by Osterwalder, the value flow model and the ecosystems approach, for which a questionnaire and a framework for analysis was designed.
- The data was analysed.
- National workshops were conducted in each country to go deeper into business models, value flows and ecosystem issues with relevant business developers and other stakeholders.

Workflow Subtask 2: 4 phases

- 1: long list
- 2: selection
- 3 in-depth average 12 per country
- 4: Context analysis

Below is the more analytical framework text delivered to our national experts, highlighting the frame of mind we hoped they would hold when performing the different steps.

To our dear national experts,

With this toolkit we'll guide you through the steps needed to complete your longlist, select the shortlist and then analyse each business model on this list. Although we've put a lot of effort in this to make all the steps and methods very clear to you, it is possible you have difficulties along the way.

If so, please do not hesitate to contact us, we can help to find a solution!

Before we start with completing the longlist, let me update you on the steps we took the weeks after the workshop 9/10 of March. We thought this workshop was very insightful. Besides the fact that it was nice meeting you all in person, we surely made real progress.

One of our conclusions during and after the workshop is that the energy efficiency market still is being defined in terms of -for example- technological, subsidiary or legal possibilities. The discussions we had in the workshop and afterwards made us realize these descriptions not only influence the way business models are being created, but also the way they are being studied (as for example, technical or contractual constructions) and being reviewed (by, for example, policy makers). We think this is an exponent of what is called 'the tech-push perspective. In this perspective, the basis of economic activity is the making and distribution of goods (output). The main goal of a firm is then to maximise profit margins

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through efficient production and distribution. Consequently, in this perspective, the user has a passive (consuming) role and service is an add-on, with the main purpose to increase the output (of goods).

A different perspective is the service logic. In this perspective, the service is the fundamental basis of exchange. This implicates that not goods, but knowledge and skills are the fundamental source of competitive advantage and therefore are the main driver of value. One of the characteristics of service is that its value is experienced in use. The main goal of a firm is therefore to facilitate outcomes the user wishes for and values. From this perspective, the user has a dominant role in the creation of value as well as in the creation of the business.

Right from the starting point of this task, we emphasised that the user's perspective in creation of business as well as the creation of propositions is key in the success or failure of a value proposition and consequently the market uptake. During the workshop, we concluded that besides this, also context (policy, awareness) and the entrepreneur himself are key factors.

Therefore, when we study the uptake of Energy Efficiency services, we need to understand from what dominant perspective the service was created and brought to market. We need to understand this at the level of the proposition and business model (1), the entrepreneur (2), its stakeholders (3), the context in which it is operating (4) and the way the user is involved.

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Step 1: long list

- Can be filled in by national expert alone, without help from actual project leader or business developer for BM.
- Methods: desk research, internet etc. (no in-depth interviews yet, only 5 minutes quick email/Telco).
- Output: Excel with columns focusing on:

General details:

- Project name
- Start and end date (if applicable)
- growing stage: (start-ups, corporate spin offs, growth, take off stage)
- Location (geographical)
- Overall estimated energy savings (if known) (final selection should aim for at least 10% reduction or shifting)
- Contact info and sources (web links etc.)

Business model quick scan info:

- Provider: SME, utilities, DSOs or else
- Figures/numbers provider (market share; profits, number of clients, reciprocity) of provider
- Specifics of target group e.g. type of SME, energy intensity; individual or collective customer bundling.
- Means: technological fix or behavioral intervention or mix
- Behavioral focus: one-shot or habitual or mix
- Load reduction or load shifting
- Value proposition: product service combination offered to (These are the selected foci that are of general interest to all participating countries):
 - Support the obligations for energy utilities to save energy at their customers.
 - Aim at making industries and businesses to participate in EE activities (e.g. energy management systems, ISO 50001, smart grids, behavior change, re-commissioning, y audits or advice).
 - Contribute to smart districts, viable smart grid based services
 - Provide warm homes (heat for district heating systems, integrated approach with decentralized energy sources and measures on the demand side (renovation, heating system change, EE measures).
 - Solve the principle agent problem.
 - Else, please offer details
- How would you describe the value offered to your customer (think of comfort, energy savings, image,..)?
- Who are the project partners?
- The process of engaging with the customer. Was it co creation, top down, etc.?
- If known: did any support mechanism (financial or other) influence (negatively/positively) the coming into existence of the BM?

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Step 2: selection of shortlisted business models

Below is the guide for our national experts on the shortlist:

The first step was to complete the longlist. This longlist can be seen as a selection of ‘*snapshots*’ of propositions. Each snapshot is a quick picture of the current situation the proposition. Given the criteria we’ve introduced above, you can fill in the gaps and remove propositions that are out of focus. This is an ongoing process. As we agreed before, this longlist will be a document that we will update again and again.

The shortlist will be a list of clear, carefully calibrated *photographs* of Energy Efficiency propositions. These pictures provide us a clear view of the **current** situation, the business as-is. The definite selection will be primarily based on the criteria above. Second, it is important you include the most successful proposition per category in your country. Third, another important criteria is the target group. Try to identify if a proposition targets a single user, a community or a SME. (that is, if you haven’t done that already for the longlist). If possible, all these three target groups have to be present on your shortlist. And last, maybe there are one or two interesting failures. Of course, it is also possible that you do not have a proposition for each of the categories, but this is interesting to us as well to see why this is the case. In order to learn more on the ‘position’ of the user, you can take a closer look at the website and use of language. How is the ‘value’ being communicated? What words or sentences are used to describe the value. How is the user being spoken to? Please write down words, sentences that are characteristic to complete this picture. You can make use of the *checklist* – a based on the business model canvas. If it is very hard to complete the picture because of lack of information, you may consider to fill in the gaps with an email. Don’t forget to ‘contract’ him or her for an interview!

Categorization of propositions/business models (relevant dimensions):

The current body of literature is insufficiently able to capture practice of business modelling in DSM and fitting dimensions. Below is a list of dimensions distilled from multiple literature sources that we used to ensure a diverse selection:

General criteria:

- Size: small scale versus large scale
- Product (smart metering, microgeneration) versus value (comfort, health, control...)
- Passive consumer versus cocreation
- Role of company in financing: (company delivers plug and play versus long term investment in relationship with client)
- Repayment scheme: upfront/one-time invoicing versus divided ex post (e.g. through energy bill or revolving fund)
- Ownership (company, community, consumer) versus providing a service and exit
- Ambition/mission: market transformation or not
- Commercially viable versus subsidized

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- Governmental support versus market driven
- If known from initial inventory: fit or stretch strategy of business (i.e. interaction with context (drivers/barriers))
- BAU which is successful
- financing construction (large investor or subsidies vs crowdfunding for example)
- Similar BM in different countries with different success rate
- Propositions focusing on whole value chain
- retrofitting

Value proposition,

- Variety product or service, only information or combination
- same value propositions reached in different ways
- Focus on multiple benefits: EE central focus vs BM where EE follows in slipstream
- Ownership as a value vs use of functionality

Customer relation

- based on explicit user needs versus technology push
- (transparency/one-stop-shop)
- plug and play vs long term
- Role end-user: passive vs co-created in different phases
- Different process designs

Leading actor/partnerships

- Role of utility
- Propositions delivered by consortia vs single suppliers
- Propositions delivered by utilities and private companies
- Bundled investors

Different type of clients

- e.g. size of energy cost
- Customers; bundled vs individual
- B2B + B2C

Financing

- How?
- Risk bearing variety (100% provider, risk sharing, 100% client)
- Payment schemes
- Financing instruments models
- Variety cost structure and revenue streams

Maturity

- Variety in maturity
- Niche vs regime
- Incremental radical

Success

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- Market share
- >10% reduction

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Step 3: analyzing the shortlisted business models

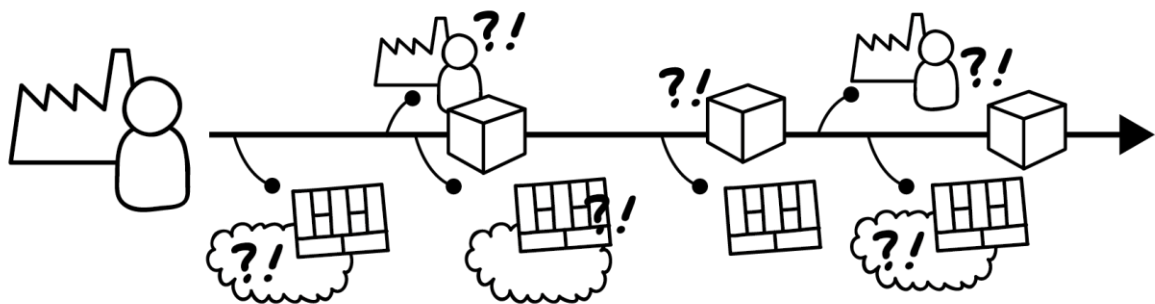
Below again the guide delivered to our national experts

Analysing the Energy Efficiency Service- creating a video

We've already pointed this out: the business model is not static. It tends to change over time. To us, it is very interesting to understand how it has changed. Obviously, one of our key hypotheses is that the more a business model is designed to maximise the value of the user, the more successful it is. But we also know there are a lot of factors that are of great influence on this. Therefore, it is very interesting to understand what influenced him, when, if and how the entrepreneur experienced this and if and how he made adjustments accordingly.

That's why we get into detail. In the first two steps we've collected a set of snapshots and a set of well composed photographs. This has provided us a lot of information on the current situation. To learn more, we have to understand more about the journey the entrepreneur has made to get to the current situation. In order to do so, we will meet with the entrepreneur and create a 'video': the story of how the business started initially and the journey that has been taken to get there. There is much to learn just by analysing the website, articles, published interviews etc. you can find on the business. But we're convinced you will not find all the insights you're interested in. Therefore, you have to get in contact with the entrepreneur, meet with him and interview him on his business.

:



The entrepreneur's journey

It is important to try to meet all the owners or business representatives for an interview. Prepare yourself thoroughly before by getting the photograph complete and as clear as possible. If possible, try to meet with him/her at his workplace. During the interview, (which need to be transcribed) you want to get information of his business at the level of:

The position and the business model:

- The initial idea, the target group, the value that is created,

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The entrepreneur:

- What kind of person is he, what drives him, his ambitions and frustrations

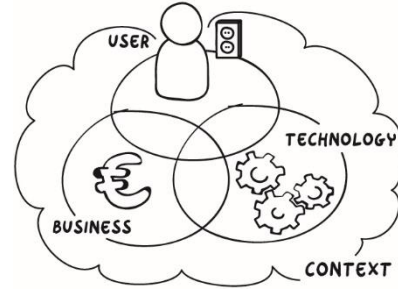
The user:

- The position of the user, the involvement of the user, the user's jobs-to-be-done

The Context

- The influence of all different actors and stakeholder in the network.

We're interested in this at the current situation, but even more in how it has changed (if it has changed) over time. Please read the information about the interview technique. It is important you start with the current situation before you start asking questions about how it started and changed.



Checklist -B: the entrepreneurs journey - interview

Every entrepreneur is different, and also his business.

Although we more or less want to use the same checklist and ask the same questions in each interview, you might have to adjust the checklist for each interview to obtain the information you wish for. Also, don't forget: this is a checklist. If an interviewee provides you with interesting insights that are not on the checklist: don't stop him but 'go with the flow'! And a last remark: PLEASE RECORD THE INTERVIEW. The data are very valuable. Even if you don't have the time to transcript the interview, at least we have the recording!

The position and the business model:

- The initial idea, the target group, the value that is created,

The entrepreneur:

- What kind of person is he, what drives him, his ambitions and frustrations

The user:

- The position of the user, the involvement of the user, the user's jobs-to-be-done

The Context

- The influence of all different actors and stakeholder in the network.

More insights on the current situation

- How would you describe your core business?
- How would you describe your target group? What is their main problem?
- How would you describe the solution you offer?
- Are there any additional offers? What are they? Why do you offer them, with what purpose?
- Would you consider your business model to be successful? Explain?

Fill in the stakeholder map:

- What are the key partners of your business?
- For each partner: what is his/her main activity/role?
- What do they 'gain' with being your partner?
- Are there any other actors (e.g. societal groups)?

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- At what level (help! Policy makers. Local/central governments/ rules & regulations?
- Knowledge institutes? How are they of influence? High/low involvement?
- Utilities: how would you describe their role? How do they influence the business?
- Business networks?
- Business investors?
- Campaigns?

User insights

- Who are the main users? Is there a difference between users and customers?
- What is their main problem?
- How would you describe the interaction?

Entrepreneur's insights

- How do you experience your work today? Any frustrations? Why?

The evolution of the Business model

More insights on the start

- What was your initial idea of your core business?
- Also: initial target group/ their problems and your solution?
- Also for the Are there any additional offers? What are they? Why do you offer them, with what purpose?
- If there are differences with the current situation: what caused the changes/adjustments? How did they work out?
- What would you consider to be the most important adjustments?

More insights on:

- Initial key partners: Who did you include or exclude? Why? What made you change?
- Are there any other elements that were different at the start?
 - Policy, Local/central governments/ rules & regulations?
 - Knowledge institutes? How are they of influence? High/low involvement?
 - Utilities: how would you describe their role? How do they influence the business?
 - Business networks?
 - Business investors?
 - Campaigns?

User insights

- Did you organise any interaction with the user? When did you first start with this?
- Could you tell us more about the type of interaction, why you organised it and what resources you needed to do so? (if not organised, why not?)
- What were the result of this (these) interaction(s)? Did you adjust your business model accordingly?

Entrepreneur's journey

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- Could you tell us what the most important adjustments, changes to your business model were until now? Causes? Results?
- What about the future? Are there any adjustments to be made? Why? Why not?
- What do you wish for in the future?
- How can we help you with this research?

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Checklist -A: Questions to complete the business model canvas

Value proposition

- What problem are you trying to solve for the customer with your product/service?
- What does your organization offer for its clients/participants?
- What benefits are there for the customer when they use your product/service?
- What additional value has your product/service for the customers compared to competitors?

Customer Segments

- What are the customer specific characteristics?
- For which client or type of customer is the service meant?
- Is the actual client the same as the targeted client? If no, what caused this difference?

Key partners

- Who are the main project partners and what is their role in the creation of your value proposition?
- What parties affect the delivery of your product/service but are not direct project partners? (Think of trade associations, network clubs etc.)
- Is your organization influenced by the activities of a non-profit organization, in what way? (E. Non-profit)

Key activities

- What are the core activities required to realize your value proposition?
- What activities are carried out by your organization, and how do these relate to each other?
- What activities take up most of the time?
- What products/services are outsourced by your organization?
- Who is or are responsible for the delivered work?

Key resources

- What resources are necessary to secure your proposition?
- How do these necessary resources relate to what resources you have in-house?

Customer relationships

- What kind of relationships do you have with your different customers and how were these relationships formed?
- What frequency do the relationship need to be maintained and over what time frame?
- How can potential clients come into contact with your organization and how do you approach potential customers?

Channels

- What channels prove most effective to reach customers what are the costs to do this? (for example, ordering online is cheap but not very effective)
- Why has your organization chosen for precisely these forms?

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- How are customers helped in their choice of products/services of your organization
- How will your product/services be supplied to the customer?
- Does the customer have control within your organization?

Cost structure

- What costs does your organization have?
- What core activities/resources are the largest cost items in your organization?
- What are priorities related to your spending patterns?

Revenue Streams

- To what extent are your fees covered by direct compensation from the customer and what percentage is covered by (in-) direct subsidy schemes?
- Which funding or subsidy schemes could you access and which ones do you use? Why?

Step 4: Country specific (policy) context

First we performed a quick scan desktop research focused on the following questions:

- What are energy related targets set by government that affect load reduction and or shifting? Is there any plan defining the specific obligations for SMEs, utilities, DSOs or customer segments and or other market actors.
- How are SMEs as target group defined in your country? Any information on segments (high users vs low users and first target in terms of activities (type of SME) etc.) and their potential impact on target achievement?
- What kinds of subsidies and other financial support mechanisms are present? (think of tax deduction schemes, investment subsidies, cheap green loans,... offered at national, regional or local level)
- What kinds of non-financial support mechanisms are benefitting BM in general? (think of energy labels or other forms of energy savings obligation)
- Where there any governmental regulations fostering or hindering BMs being implemented? How? What was their (organised?) response?
- Do you know of any BM that could not be implemented because of existing market regulations or absence of suitable support schemes?
- Are or were there any lobbying activities in the field of DSM in your country? When did these take place? Are or were you part of these? Why (not)?
- What kinds of knowledge sharing and networking events in the field of DSM (or related topics) have been organized in your country over the last years?
- Achievements to date and means for monitoring and evaluation.

Then we undertook expert interviews to create a deeper understanding of the context issues in each country. Below is the guide to these interviews as developed for the national experts.

Expert interviews will be held to gain insight in the context in which our business models operate in. As we discussed the context can have a significant impact on the feasibility of different business models as it can act as a barrier or opportunity for entrepreneurs. I defined context as all factors influence the entrepreneur and his business that he cannot influence himself. These range from national and international policy, subsidies and targets, but also special events or trends. As we are interested in the role for the end-user as well you will find some questions regarding this theme.

We will look at context from three perspectives: scientific, policy and practice (business developers / entrepreneurs). The scientific experts could consist of scholars in the area of business models, value-flow model or user-centred design. The policy experts could consist of experts that are familiar with European, national and regional policy involving energy (or economic affairs) or persons that are involved in subsidy grants. The practice experts will likely be entrepreneurs that are involved in similar projects as identified in the longlist.

An outline of interview questions or questions you have that you want answered is found below:

Scientific experts; Business model & User

- What is the influence of context on entrepreneurs and business models; of which they are either aware or unaware?
 - a. how do policy, subsidies and targets/goals have an influence
 - b. Have there been events (landscape) that influenced entrepreneurs (and how)?
 - c. Do you see trends that have a specific influence on entrepreneurs?

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NB mention which area this involves (DSM, EE) as context has a different impact in different sectors.

- Why do we not see a fast growing market (despite a win-win situation that could be gained by energy efficiency)
 - What is the role that sturdiness of the regime and the dominant business model plays?
 - How can business model innovation facilitate a possible transition?
 - What role would you envision for the user? (passive, user-centred or even co-creation)
 - How can the role of the user be translated into the business model?
 - To what extent does trust play a role? Can this be linked to user-centred design?
 - How does the (lacking?) market for EE & DSM differ from other markets?
- As we discussed: How can we (or our research) help you?

Practice experts:

- What is your incentive to get engaged in energy efficiency?
- Is it an ideology, a market opportunity, mandatory? This might show the influence of context without explicitly asking for it.
- Why are there chances for your business (model), specifically at this time?
 - Why do we not see a fast growing market (despite a win-win situation that could be gained by energy efficiency)
 - Is there policy or subsidy that is actively used / taken advantage from?
 - Is there policy that is acting as a barrier or that strengthens the competitiveness of others?
 - Do national and European goals have an influence on the firm / business model? Can be a direct or indirect influence.

About the business model and user

- Have you defined your business model (on paper, based on theory)?
 - Do you regard the BM as pre-defined or a dynamic thing? (important if you want to improve by learning)
 - Have the role and needs of the end-user been defined explicitly and how?
 - Have you ever intended engaging the user in the design phase of your project?
 - How are such plans translated from theory to practice?
- As we discussed: How can we (or our research) help you?

Policy experts

To find out: what policy is available, what are its goals / intended influence and how effective is it?

- What are the targets set for load reduction & shifting (EE)?
- On what events or trends have these targets been based?
- Is there policy on the European level that specifically aims for energy efficiency (in terms of subsidies)?
- How do the subsidies and incentives for SME's work in your country?
- Has the role of different actors been defined? Is there a specific role for SMEs or utilities?
- What is the specific goal of subsidies, how are they supposed to influence the market?
- Are the subsidies being used as intended? (Why not?)
- Are certain groups or actors excluded from subsidies? What are the conditions to apply?
- Why do we not see a fast growing market (despite a win-win situation that could be gained by energy efficiency and possible subsidies)

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As we discussed: How can we (or our research) help you?

The starting point for the questions has been the set of questions below; they also have some more suggestions if necessary.

- What are energy related targets set by government that affect load reduction and or shifting? Is there any plan defining the specific obligations for SMEs, utilities, DSOs or customer segments and or other market actors.
- How are SMEs as target group defined in your country? Any information on segments (high users vs low users and first target in terms of activities (type of SME) etc.) and their potential impact on target achievement?
- What kinds of subsidies and other financial support mechanisms are present? (think of tax deduction schemes, investment subsidies, cheap green loans,... offered at national, regional or local level)
- What kinds of non-financial support mechanisms are benefitting BM in general? (think of energy labels or other forms of energy savings obligation)
- Were there any governmental regulations fostering or hindering BMs being implemented? How? What was their (organised?) response?
- Do you know of any BM that could not be implemented because of existing market regulations or absence of suitable support schemes?
- Are or were there any lobbying activities in the field of DSM in your country? When did these take place? Are or were you part of these? Why (not)?
- What kinds of knowledge sharing and networking events in the field of DSM (or related topics) have been organized in your country over the last years?
- Achievements to date and means for monitoring and evaluation.

With all this data collected, the national experts were asked to put this data into a powerpoint template highlighting more visually what the business model and entrepreneur were about. Below are the sheets used for this exercise:

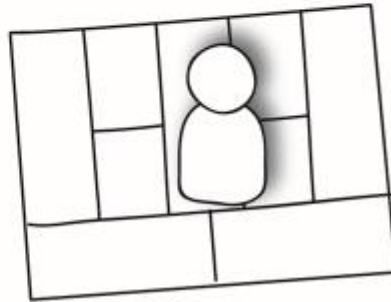


Case analysis of...

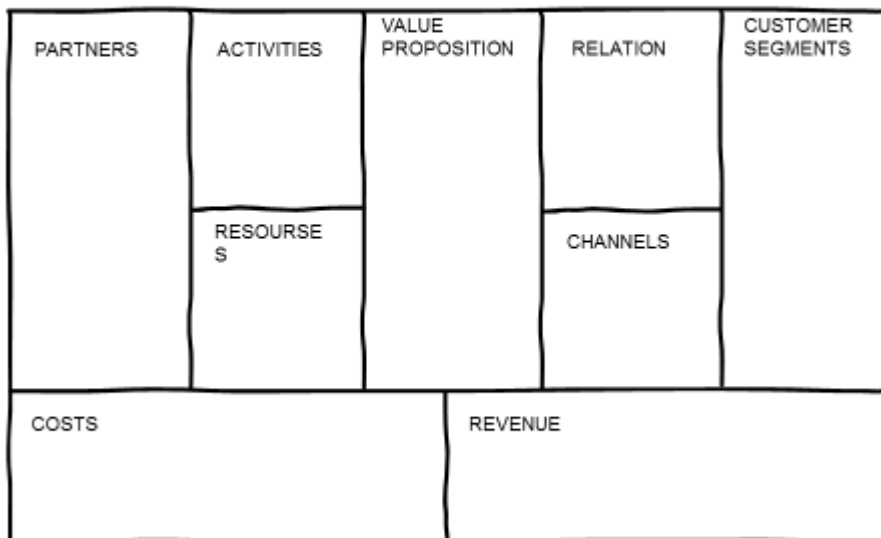


The proposition and the business

Please fill in the Business Model Canvas at current situation

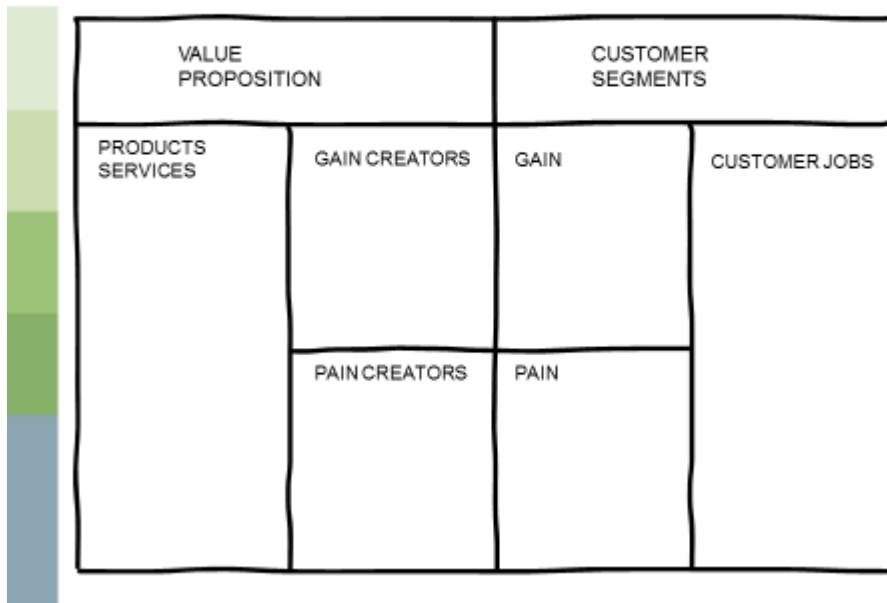


Business model canvas



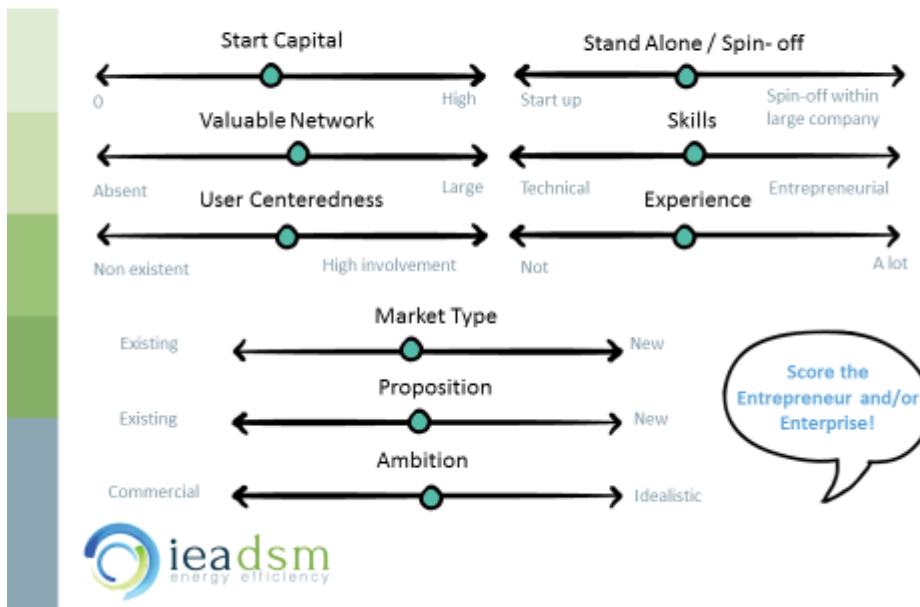
This business model canvas is based on Osterwalder & Pigneur (2010)

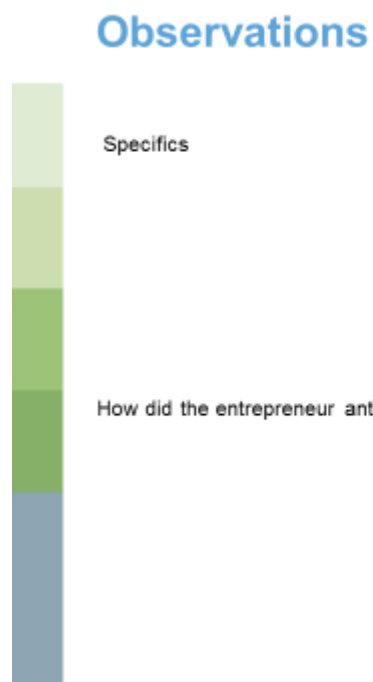
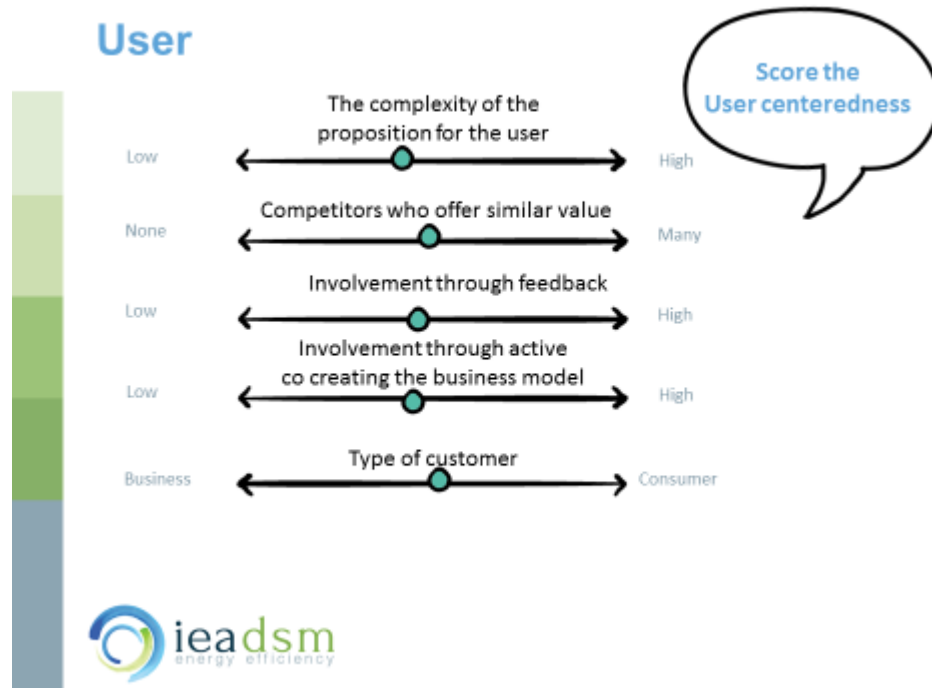
Customer value canvas



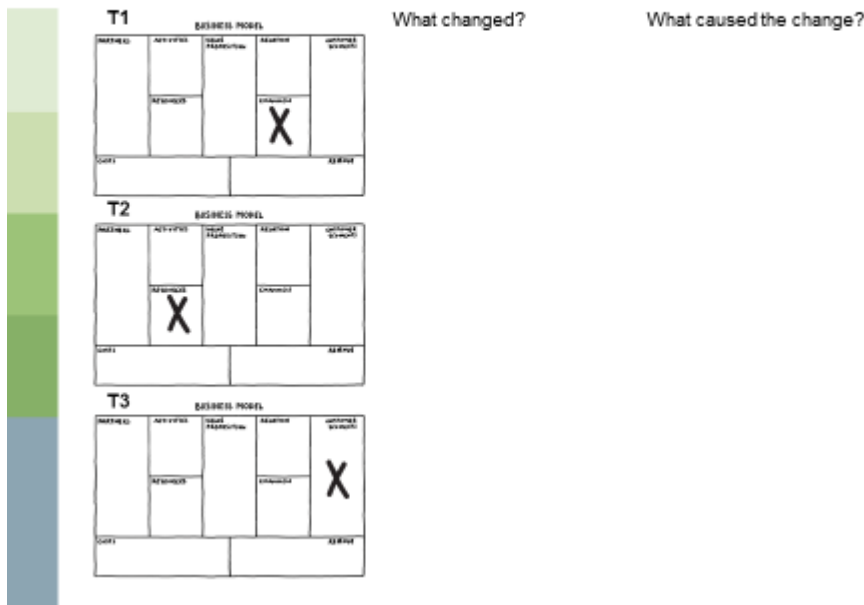
This business model canvas is based on Osterwalder & Pigneur (2010)

Context





Entrepreneurs Journey



This business model canvas is based on Osterwalder & Pigneur (2010)

Role description of key players



Describe the value



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

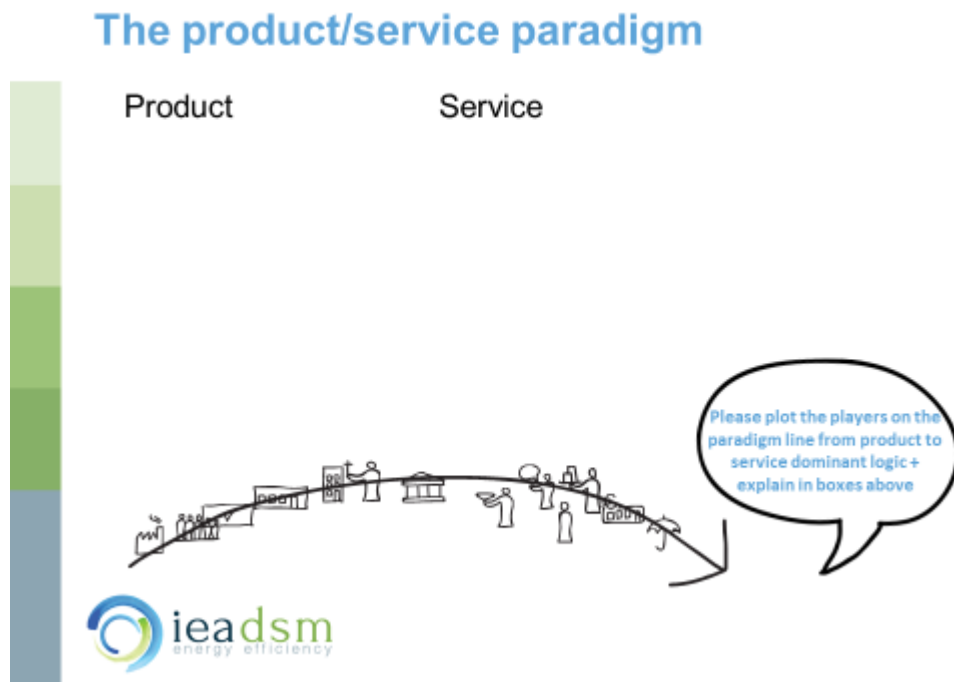
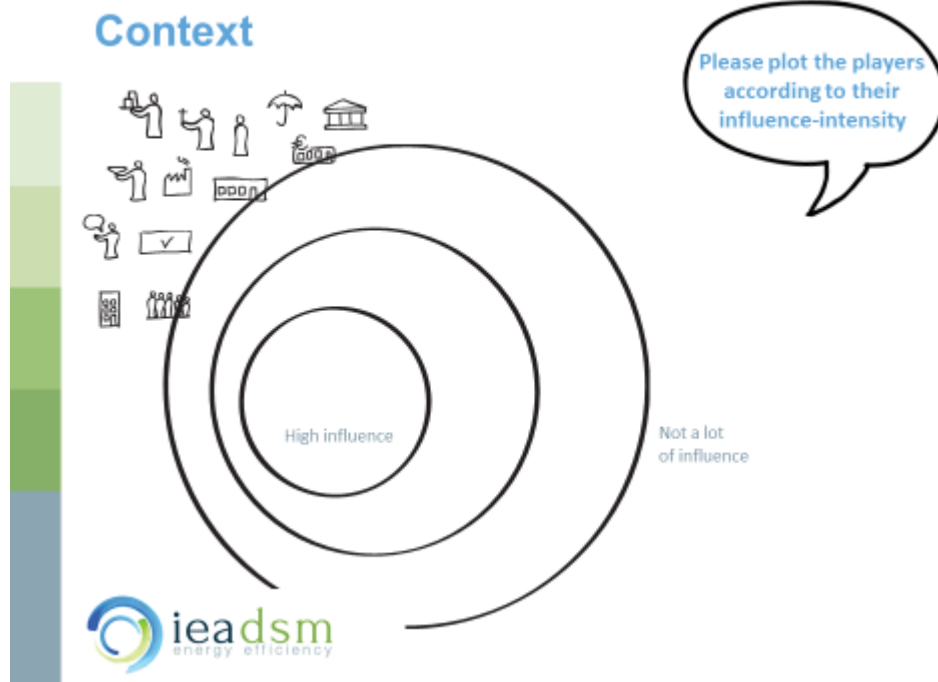


Describe the value



-  Customer/End-users
-  Provider of Systems
-  Provider of Services
-  Supplier
-  Enabler
-  Provider of content





Thank you!

Please save this Powerpoint attentively.

Where to save it:

- Dropbox
 - > IEA TASK 25
 - > 2. Identity
 - > Analysis
 - > Select your country



Name of your analysis:

Formatnumber_Name company_Country_Your name

For example:

Format01_Reimarkt_NED_RenskeBouwknegt.pptx

If there are any questions, please contact us.

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