

## Business Models for a More Effective Uptake of DSM Energy Services

Worldwide, many studies are being conducted to understand what is causing the apparent lack of market uptake of Energy Efficiency (EE) and DSM. A growing understanding is that in many business models underlying EE and DSM services, the supplier perspective is dominant, and too little attention is given to the customer/buyer perspective, their needs. Energy services are increasingly considered to be a good delivery mechanism for EE, and it is necessary to understand what business models would be needed for potential customers to buy more energy services (make more energy efficient choices).

This Task will focus on identifying existing business models and customer approaches providing EE and DSM services to SMEs and residential communities. Experts will analyse promising effective business models and services, identify and support the creation of national energy ecosystems in which these business models can succeed, provide guidelines to remove barriers and solve problems, and finally work closely with both national suppliers and clients of business models. The longer term aim of this Task is to contribute to the growth of the supply and demand market for EE and DSM amongst SMEs and communities in participating countries.

The following objectives have been identified:

- Review existing business models/ customer approaches targeting EE and DSM for SME and community clients and develop a list and or mapping of categories of existing business models/ approaches for each country and a selection of non-participating countries.
- Analyse and identify effective business models (in achieving significant EE and DSM), including the socio-technical socio-economic and political framework conditions they need (different conducive market dynamics and policies in different countries).
- Perform a cross-country comparison of the different existing business models and their frameworks.

- Perform a cross-country knowledge exchange and capacity building about effective business models and services, and iterative feedback for country specific market development activities.
- Create a set of guidelines and advice supporting the creation of policies to encourage market creation and mainstreaming of best practice business models in different countries.
- Provide a (digital) platform for shared learning, best practices, relevant documentation and frameworks and know-how. This will be achieved through the use of existing platforms such as the expert platforms of other Tasks and the DSM University.
- Contribute to both the EE field and the academic discussions on effective business models and services aimed at EE and DSM.

### Subtask 1 - *Task management*

This Subtask will handle all Task management issues.

### Subtask 2 - *Identify proven and potential business models for energy services*

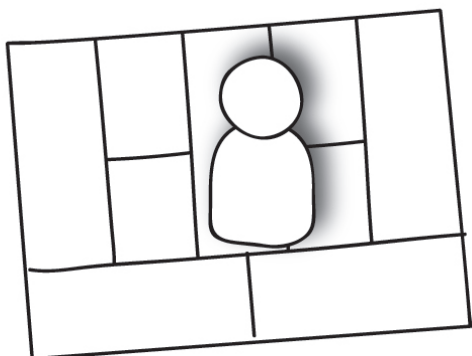
There are many energy service business models “out there” and often they are closely linked to existing market structures and policies. We will start with an inventory of different existing business models and what frameworks (market and policy) accompany them.

### Subtask 3 - *Creating potential country specific business models and guidelines for upscaling*

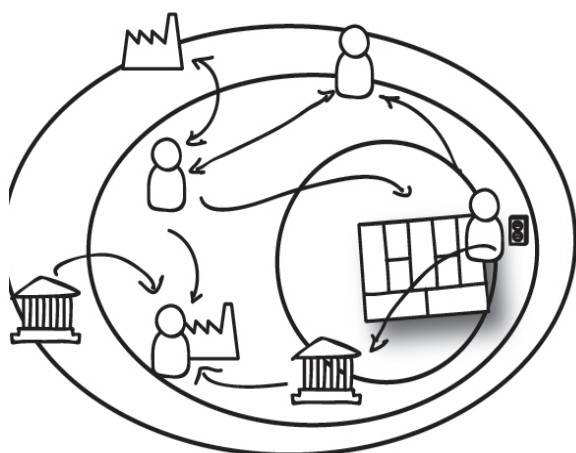
When the key factors that make services (and their vendors) succeed have been identified in the different countries we will start applying this knowledge to help create a mass market for energy services. This will be achieved through the co-creating of potential effective business models and services with national stakeholders. In addition, we will define guidelines for policy makers to allow a more effective upscaling of proven business models and services.

## Subtask 4 - *Dissemination and expert engagement*

This Subtask is about creating effective means to disseminate, engage, collaborate and share learnings with the experts and stakeholders from participating and contributing countries and the wider community. The connection to existing IEA expert platforms and dissemination channels is aimed to create a learning culture and social network among the experts from various countries, disciplines and stakeholder groups and to foster collaboration within and outside this Task.



The user is central to our business model development work.



The value flow between stakeholders that the Task will analyse.

## The Benefits of Participation

The benefits for the participating countries and for the DSM Programme will encompass:

- Overview of existing business models/customer approaches in the different countries.
- Insight into best practice business models and comparable best practices based on a comparison of business models in the participating countries.
- Exchange of valuable knowledge and learnings between EE business developers, service providers, researchers, policy makers and clients within and between participating countries.
- Access to relevant stakeholders, documents, and information through participation in a new network of expertise and participation of this network in expert platforms of other DSM Tasks.
- Best practice guidelines on how to support the creation of national markets for business models for energy services that effectively achieve load reduction at SMEs and residential communities. This will again be based on a country comparison.
- Contributing to the setting up of piloting activities in each participating country.

## Task Duration

November 2014 – November 2016

## Participating Countries

Austria  
European Copper Institute  
India (in-kind contribution)  
Sweden  
Switzerland

## Task Publications

All official publications can be found on [www.ieadsm.org](http://www.ieadsm.org)

## Operating Agent

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