



Minutes of 2nd workshop

Portugal
English language

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www.epcplus.org

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Content

2 nd workshop: Business model development.....	5
a) General information	5
b) Agenda.....	5
c) Questions to be answered	6
Annex: 2 nd workshop	9
Invitation	9
Agenda.....	9

2nd Workshop: The Business Model development...

- ...will be part of the second workshop.
- We apply the “Business Model Canvas” (BMC) which helps you to understand your business model. You are going to “draw” your BM on a canvas, see Figure 1.

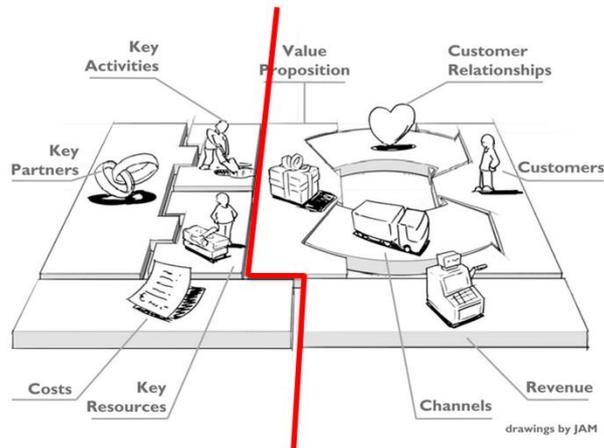


Figure 1: Business Model Canvas (Source: <http://www.zebamc.com/tag/business-model-canvas/> with remarks by e7)

- The BMC comprises two sides – the right side and the left side.
 - The right side of the BMC answers questions what your customers are looking for, distribution channels and revenue streams. For simplification we call this side “**Value Proposition Canvas**” (VPC). See green and red circle of Figure 2.
 - The left side of the BMC deals with the organisation of the SPIN, costs and key resources and deals with e.g. the SPIN collaboration contract. For simplification we call this side “**CYNEFIN approach**” (as Erik has told us).
 - Completion of both sides of the BMC represents your business model.

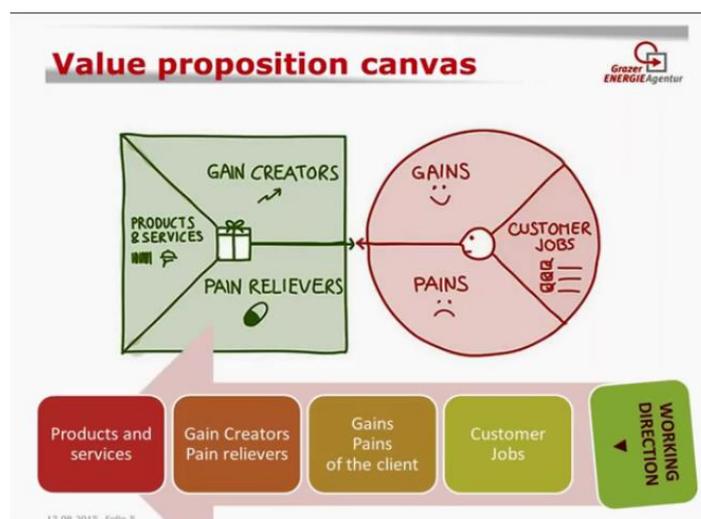


Figure 2: Value Proposition Canvas (GEA; <https://www.youtube.com/watch?v=pqM4ZSVrlg0&feature=youtu.be>)

2nd workshop: Business model development

a) General information

Title of the event: Business case exploitation

Organized by: ISR-UC

Date: 17 February 2016

Duration: 10:00 - 17:00

Location: Coimbra

Invited SPIN partners 3

- Conta Watt, Paulo Santos, geral@contawatt.pt
 - Energy Efficiency Consultancy company
- Schneider Electric, Luis Hagatong, luis.hagatong@schneider-electric.com
 - Engineering company with focus on several technologies, but in this case, EMSystems (hardware and software) for hotels
- ISR-UC, Carlos Patrão, carlospatrao@isr.uc.pt
 - SPIN Facilitator and transfer of knowledge; Large experience in energy audits in all sectors; energy efficient technologies expertise; technical and economic feasibility studies; evaluation of energy efficient measures; impact assessment; quality assurance of projects;

b) Agenda

- Review of the main objectives for the SPIN;
- Review of the issues discussed on previous meetings with potential Clients;
- Develop your business model
 - Right side of the Business Model Canvas: Value Proposition Canvas (see Figure 1, Figure 2)
 - Left side of the Business Model Canvas: the organization of your SPIN and its tools (D2.2 and D2.3)
- Prospection of other Potential Clients.

This was a bilateral meeting between the listed SPIN members.

In the morning a potential Client was visited for the third time. The potential Client is a well reputed four star Hotel located in Coimbra. The main objective was to perform a walkthrough at the Client facilities in order to evaluate the potential energy efficiency measures that can be implemented and identify/collect information for further future analysis.

In the afternoon, the bilateral meeting with the SPIN members took place at ISR-UC facilities. Besides the discussion of the questions bellow and the business model analysis, the prospection of other potential clients and other energy efficiency measures was also discussed.

c) Questions to be answered

- Value Proposition Canvas => How will you earn money?
 - Red Circle (Figure 2)
 - **Who is your target group?**
 - Industry and tertiary sector;
 - Service buildings with a reasonable size with necessity to implement control systems;
 - **What are the jobs of your target group?**
 - General managers, Energy managers and Building maintenance managers. Administrators may also be involved.
 - **What are the problems (pains) of your target group?**
 - Lack of funds to invest in energy efficiency measures;
 - Lack of knowledge on energy efficiency issues;
 - High energy costs;
 - The Client usually is not aware about how an EPC can be implemented and has no trust on the market;
 - The Client does not understand that, after implementing an EPC, the ESCO can be seen as an extension of their operations and maintenance team; client does not understand that the ESCO is not a mere supplier but a ally regarding the efficient operation of the measures and installation.
 - **What are the desires (gains) of our targeted clients?**
 - Having necessary tools to measure, control and reduce energy costs. This would enable to benchmark their energy consumption in relation to their competitors in the market.
 - Green Circle (Figure 2)
 - **What are the gain creators of your target group?**
 - No initial investment is needed;
 - The ESCO assumes all the technical risk
 - **What are the pain relievers of your target group?**
 - Energy cost reduction;
 - Investment payed on the performance of the implemented measures;
 - The fact that the SPIN has a reputed company helps to decrease the lack of trust on such contracts. This was a request from the customer.

- **Who is going to approach the client?**
 - The first contact is made by ISR-UC, to assess the Client needs and then provide the most adequate SPIN.
- **Is there a common understanding on the SPIN contract?**
 - Each contract will be made between the Client and Schneider-Electric, and will be evaluated according to each project.
- **How can costs and invoices be dealt with? Delayed payments, partly payments, covering retentions?**
 - Each contract will have to be analysed individually, but delayed payments can be used in majority of cases.
- **What are the requirements regarding competence-protection between SPIN-partners?**
 - The members of the SPIN have mutual understanding of their main competence within the SPIN and are used to work together for some time.

Annex: 2nd workshop

Invitation

Agendamento de visita-Tryp Coimbra

Inbox x



Carlos Patrão Caro Dr António Santos, Ainda na sequência do nosso último, venha por este me... Jan 27 ☆ ✓

António Mexia Santos Bom dia, Confirmamos dia 10 pelas 10h. Cumprimentos, António Mexia Santos Adm... Feb 1 ☆

Carlos Patrão <carlospatraz@isr.uc.pt> Feb 9 (9 days ago) ☆ ✓

to António, Luis, geral, Da, Paula

Boa tarde,

Na impossibilidade de reunirmos amanhã, fica então agendado a visita/reunião para o próximo dia 17/02/2016 pelas 10h00.

Cumprimentos,

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Researcher / Energy Consultant / Project Manager



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Agenda

Ainda na sequência do nosso último, venha por este meio verificar a vossa disponibilidade para uma reunião/visita às instalações para o próximo dia 10/Fevereiro. Poderia ser, de acordo com a vossa preferência, a partir das 10h00 ou depois do almoço. Caso não consigam nesta data, envie por favor duas datas possíveis.

A objectivo da visita seria efectuar uma pequena reunião com a Schneider, ContaWatt (empresa de consultoria) e ISR-UC, e depois efectuar o levantamento inicial necessário para avaliar potenciais de poupança, nomeadamente:

- anotar horários e modos de controlo dos equipamentos;
- visitar o hotel, mais especificamente as áreas técnicas: Caldeiras, Chillers, Gestão técnica existente, e caso necessário efectuar eventualmente algumas medições pontuais, ou programar para o fazer.

Cumprimentos,

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