

Go to market? The EMPOWERING example

Brussels, 22 of June, 2017

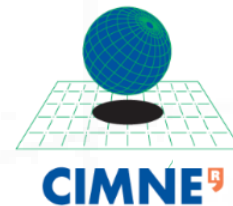
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www.iee-empowering.eu

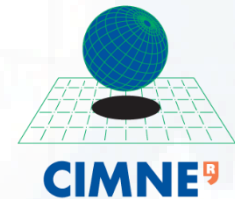
Project No. IEE/12/697/SI2.645843



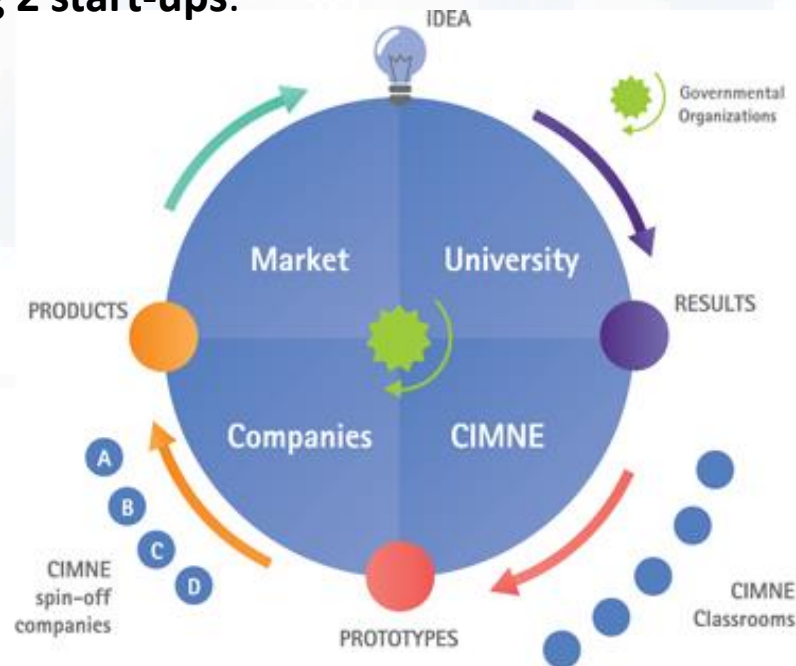
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The **International Centre for Numerical Methods in Engineering (CIMNE)** is a public research centre founded in 1987. It has 23 research groups, **200** researchers, and has taken part in over **1000 R+D** international projects **promoting 14 start-ups**.



The **Building Energy and Environment group (BEE Group)** is an autonomous department of CIMNE founded in 2001. It has **15** researchers and has participated in over **30 R+D** international projects **promoting 2 start-ups**.



Objective

Offer energy efficiency services through the energy utilities **at large scale** and **at low cost** by using the already available metering data.

Scope

- 344.000 customers participate in the project
- 4 utility pilot sites (Austria, Spain, France, Italy)

Consortium

- 12 participants in a well balanced team of R&D specialists and social agents

Time frame

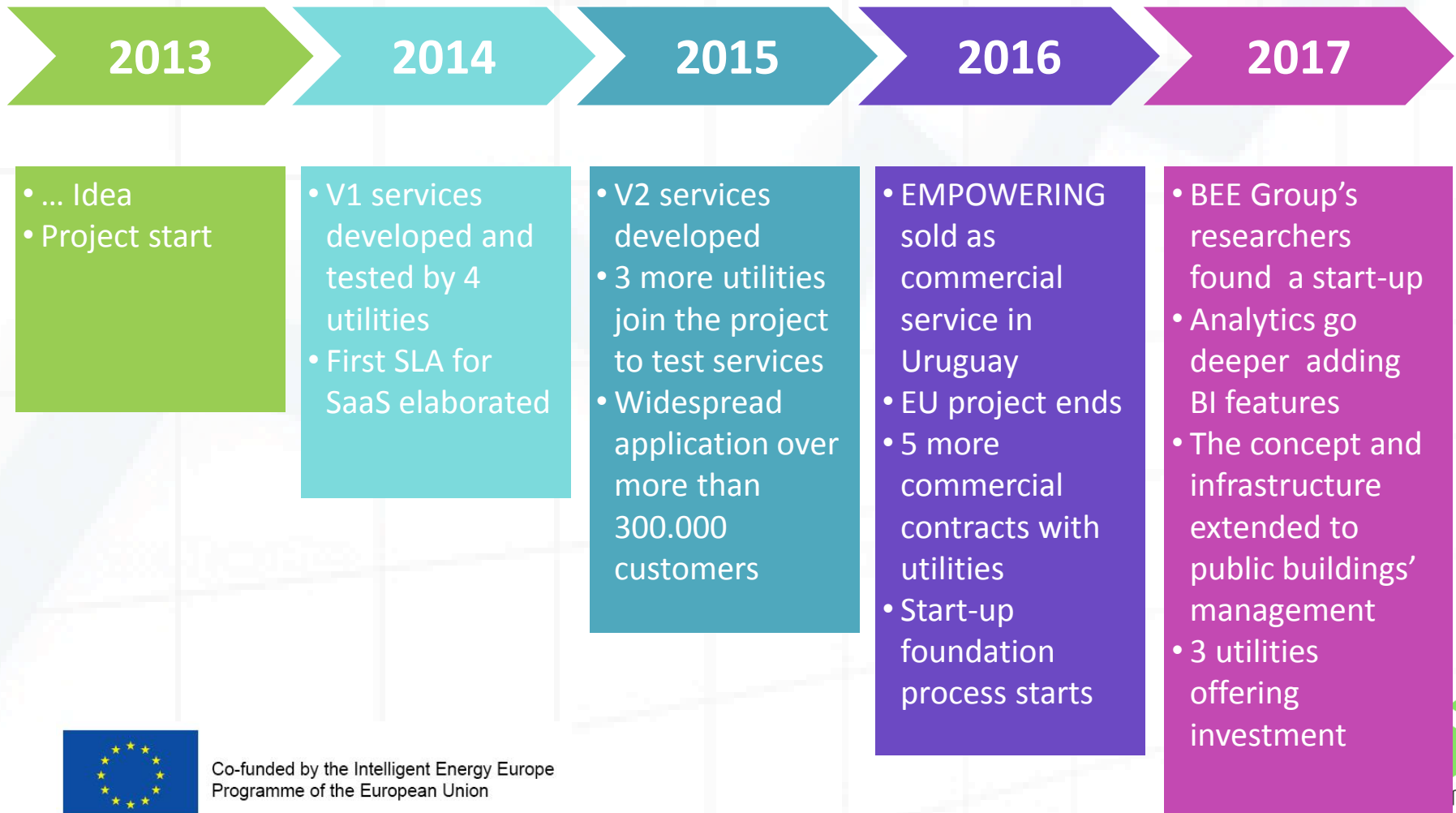
- 36 months (April 2013 – March 2016)

Budget

- Total cost: ~2M€, 75% EU subvention



Why is EMPOWERING a good example?



A business model

“is a concept that represents the business and money earning logic of a company”

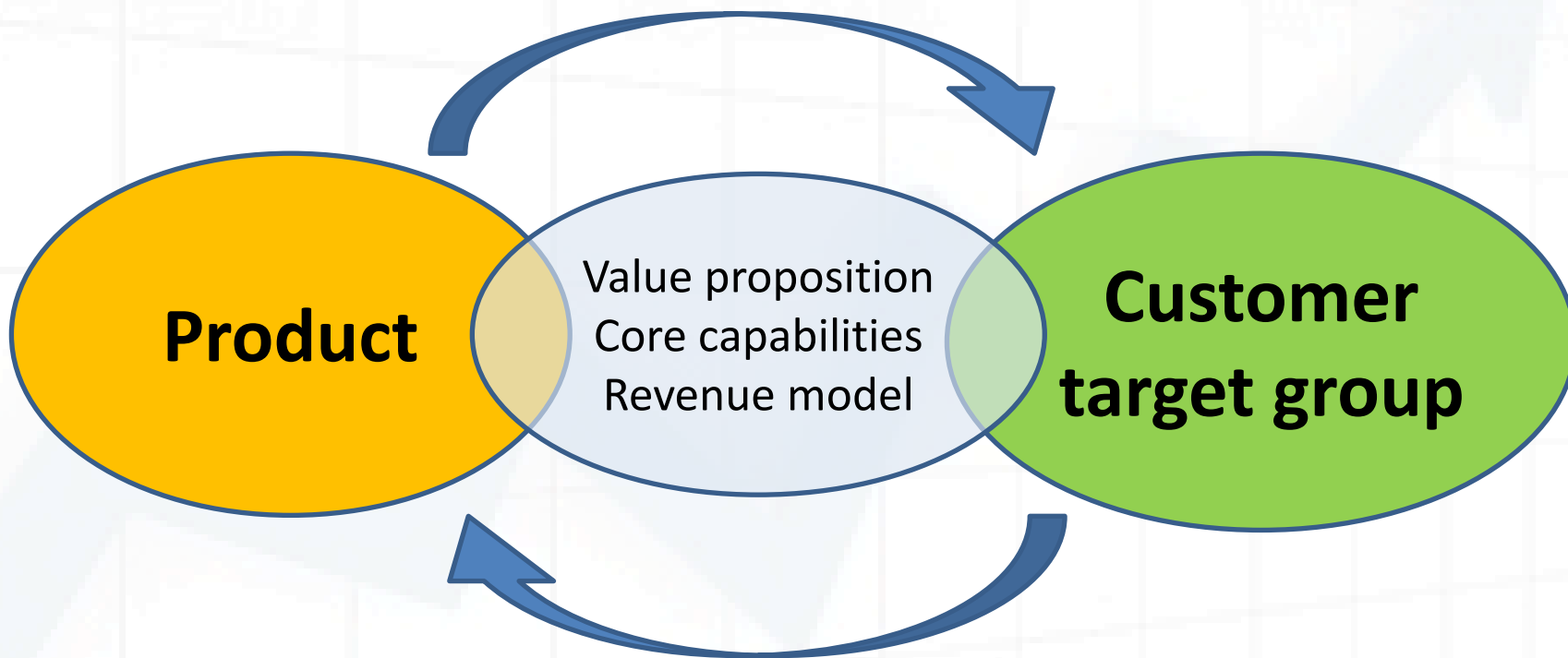
“... a layer (acting as a sort of glue) between the business strategy and processes”

Alexander Osterwalder

However,

“the business model is not a guarantee for success as it has to be implemented and managed”





Value proposition

- Powerful analytics extending the capabilities of utilities to unlock the value within their data
- Adapted to the European market and legislation
- Protecting customer privacy by design

Core capabilities

- Modular, 100% open source software Big Data analytics solution
- Seamlessly scalable and configurable to each utility needs

Revenue model

- SaaS licence based on SLA with clear performance indicators and guarantees for the security and quality of the service



Think of developing a product

- Conceptualise the idea focusing on the valuable for the exploitation features and leave aside less important (*e.g. focus on analytics, not visualisation*)
- Develop operative product early in the project (V1), then iteratively improve it (V2, V3,...) (*ready to show and test*)
- Address real needs, collect stakeholder requirements
- Think of the exploitation in the future (*mode of delivery, maintainability, sustainability of service*)



Involve your target group in the project

The EMPOWERING service targeted utility companies and they were involved in different ways:

- Project partners: 4 utilities
- Advisory board: 4 utilities and utility association
- Free testing of the services: 3 utilities
- Direct contact: > 50 utility executives contacted personally

➤ The direct contact and dialogue with the utilities provided extremely useful feedback for shaping the services and the business perspective of EMPOWERING

Make the most of the consortium expertise

Once having clear view on the business case, take advantage of the available resources to enrich your know-how in:

- Technical aspects
 - Service contractual and business aspects
 - Behavioural and user engagement aspects
 - Regulatory environment
- Openness and sharing of the benefits predisposes partners for collaboration (open software; fitting in the future business model)



Be ambitious for achieving your goals

- Do not reduce your objectives against the difficulties (major partner substitutions might be necessary)
 - Be flexible in the way, but don't compromise with the goals (role changes, project extension)
 - Be opportunist – take advantage from the changing situations (budget changes advantageously used for extending the project scope)
- EU projects permit some flexibility – use it to achieve your objectives, do not to reduce your goals



Start the product marketing within the project

- Adapt the Communication and Dissemination to fully support the Exploitation
 - Connect with the right public
 - 10 workshops and roundtables (incl. utilities, associations, consumers)
 - 8 utility events (CIRED, EUW, Big Data & Analytics for utilities)
 - 20+ international conferences
 - 10+ conference papers ...
- By the second year the project was well known in the utility sector and this facilitated the later commercial activity

Exploit your chance!



Thanks for your attention!

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