

|  |  | *Designed for:* | *Business model:* | *Date:* | *Version:* |
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| **Business Model Canvas** |  |  |  |  |  |  |  |
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| **Key Partners** | **Key Activities** | **Value Propositions** | **Customer Relationships** | **Member Segments** |
| Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities  | What Key Activities do our Value Propositions require? Our Distribution Channels? Member Relationships? Revenue streams?CATEGORIES:Production, Problem Solving, Platform/Network  | What value do we deliver to the members? Which one of our customer’s problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?CHARACTERISTICS: Newness, Performance, Customization, “Getting the Job Done”, Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability  | What type of relationship does each of our Member Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?  | For whom are we creating value? Who are our members? Is our members base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform  |
| **Key Resources** | **Channels** |
| What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?TYPES OF RESOURCES: Physical, Intellectual (brand patents, copyrights, data), Human, Financial  | Through which Channels do our Member Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?  |
| **Cost Structure** | **Revenue Streams** |
| What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition). SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope | For what value are our members really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, AdvertisingFIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependentDYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market |
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| **Business Model Canvas** | **Energy Communities** |  | **Collective self-consumption scheme** |  |  |  |  |
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| **Key Partners** | **Key Activities** | **Value Propositions** | **Member Relationships** | **Member Segments** |
| -Citizens (potential members)-Municipalities and local authorities-Energy providers-DSO -TSO-Energy regulatory authority-Civil society organizations and NGOs-Other energy communities-Networks and federations-Financing institutions (ie Banks)-Technology providers and developers-Academia | -Community engagement -Foundation of the energy community-Preparation of the business plan and the roadmap-Design of the scheme-Construction and commissioning-Energy sharing management-Capital raising | -Reduction of energy bills-Reduction of licensing and construction costs (due to economies of scale)-Risk management-Flexibility and agility (due to energy sharing)-Convenience: EPC to be conducted once and for all members, instead of each household to install its own solar station-Clean energy production-CO2 emmissions reduction-Social benefits | -Participation in decision making-Right to elect and be elected-Direct relationships-Relationships through online/digital systems | -Members:Citizens -Members: Municipalities-Members: local SMEs-Members:Vulnerable households  |
| **Key Resources** | **Channels** | **Environmental and social benefits** |
| -Landplots and/or rooftop-Capital-Expertise and knowledge-Decision making platforms-Online tools-Energy sharing management platform-Office-Networks | -For new members* Cities networks
* Awareness-raising events
* Word of mouth
* Media and social media

-For existing members:* Emails and instant messaging
* Telephone
* Online/digital decision-making tools.
 | -CO2 emmissions reduction-Social impacts  |
| **Cost Structure** | **Revenue Streams** | **Risks, Challenges and Barriers** |
| -CAPEX:* Expenses for the foundation of the Energy Community (EC)
* Solar station licensing and business plan
* Grid connection
* EPC (Engineering, Procurement, Construction)

-OPEX:* Operational expenses for the EC (Accountant, office rent, Personnel salaries, taxes, website, other costs)
* Operation & Maintenance for the solar station
* New projects (licensing and business plan)
 | -Savings from electricity bills-Subsidies-R&D projects-Services to members and non-memners | -Grid congestion / unsuccesful permitting process-Luck of human resources-Unstable legal and regulatory framework-Very low energy tariff-Luck of funds/capital/financing resources-Dysfanctional governance model / Ineffecient internal relationships  |