

Fit to serve

What can entrepreneurs and their business models contribute to accelerating the energy transition?

Speaker: Ruth Mourik

Operating Agent Annex Energy Services Supporting Business Models and Systems
Users TCP by the International Energy Agency

Users TCP Webinar January 14th 2021



UsersTCP



UsersTCP



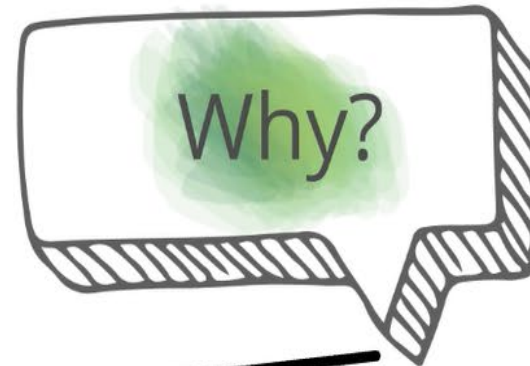
Energy Service supporting business models and systems



Synopsis

This Annex focuses on identifying measures and instruments that support the creation and uptake of user-centered energy services and new energy business models.

But there is a **slow market uptake**
of these innovations and
business models



We witness some successful business models: **Service oriented ones...**

(vargo & lusch, 2008)

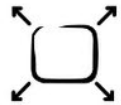


...with the right capabilities:

(Janssen & Castaldi, 2008)



Sensing user needs, context & system



Scaling & stretching

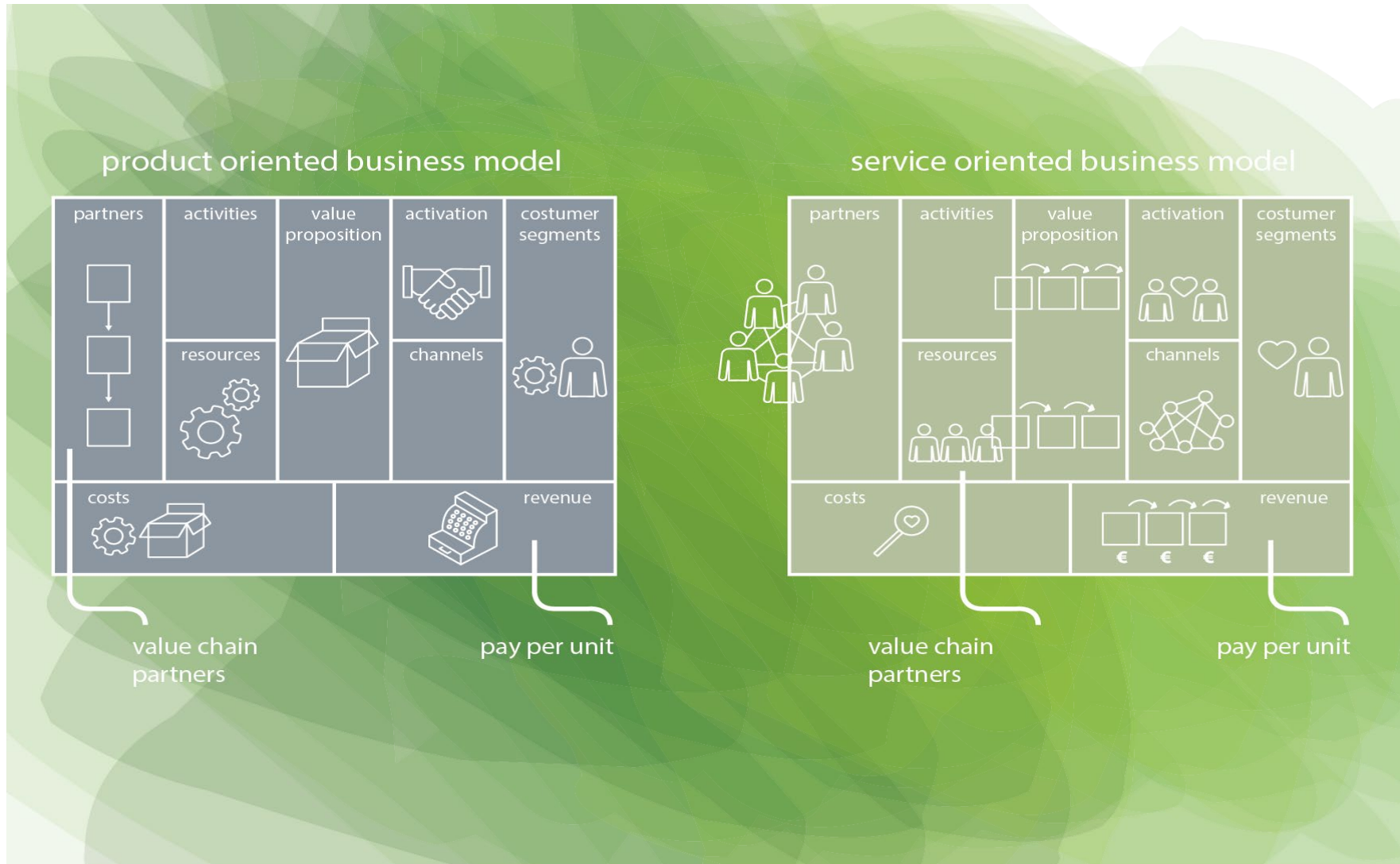


Orchestration



Conceptualising

A service oriented business model



In interviews we found **many entrepreneurs experience the following barriers** and pitfalls in running and scaling up their service business. These system failures slow down the transition to a green and inclusive energy sector:



complexity due to interconnectedness



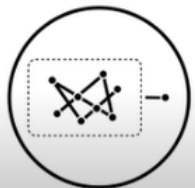
orchestrated irresponsibility



uncertain outcomes



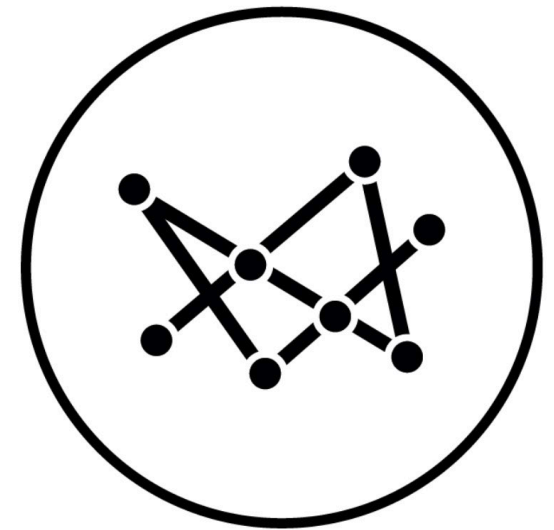
contestations



feels like a technocratic block

System barriers: Complexity

- Many heterogeneous stakeholders
- No clear boundaries
- Adjacent systems matter
- Changes over time



System barriers: Organised irresponsibility

- No clear leader among stakeholders
- No overarching collaboration strategy
- Regulations are not aligned
- Leadership role is forced upon entrepreneur



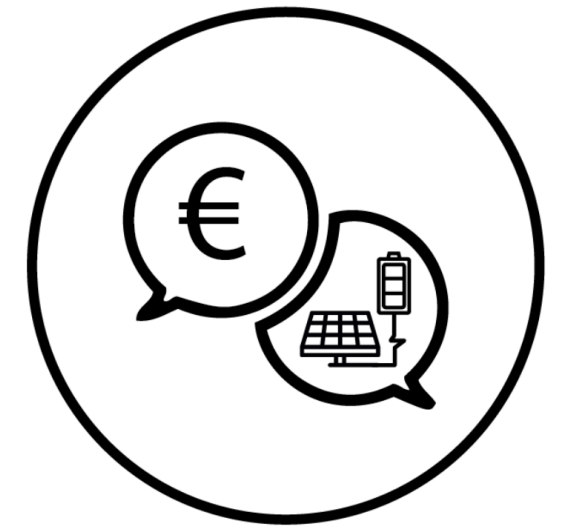
System barriers: **Uncertainty**

- Outcome can't be known upfront
- Cannot work towards pre-set goals
- SMART indicators don't fit
- Learning must be done along the way



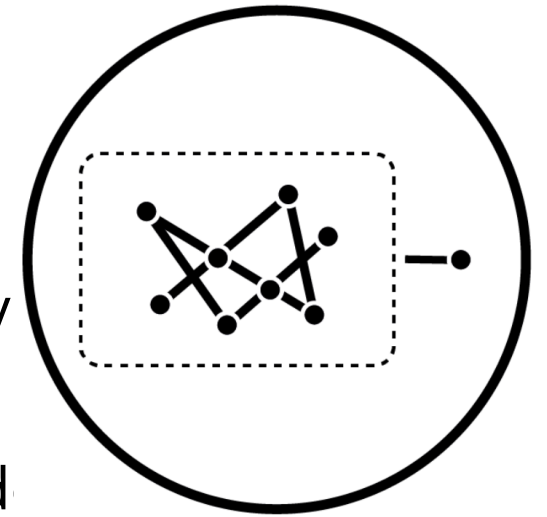
System barriers: Contestation

- Stakeholders have their own instruments
- ...speak their own language
- Collaboration is challenging
- Difficult to establish common ground

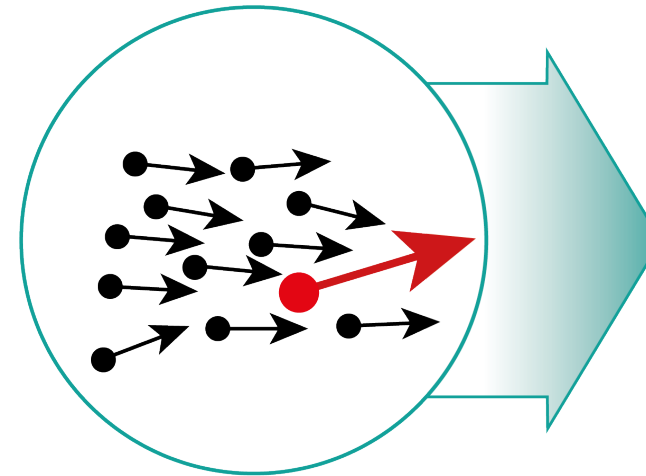
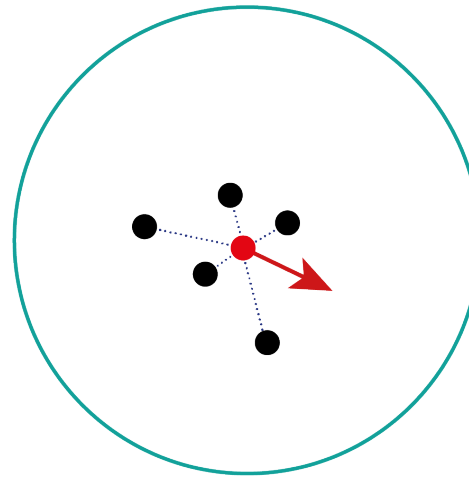
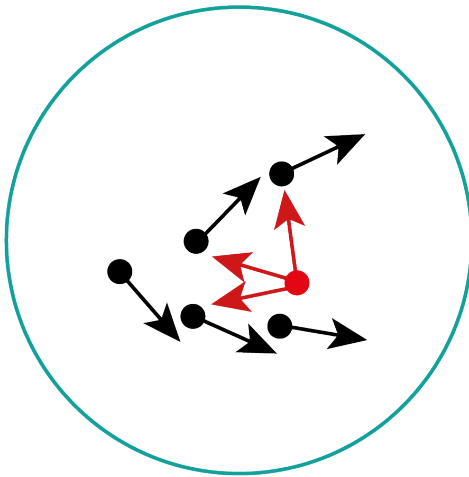
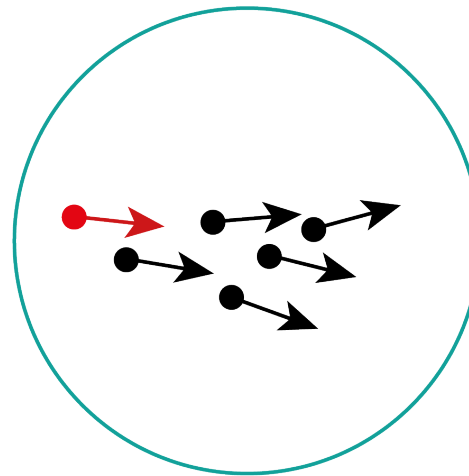
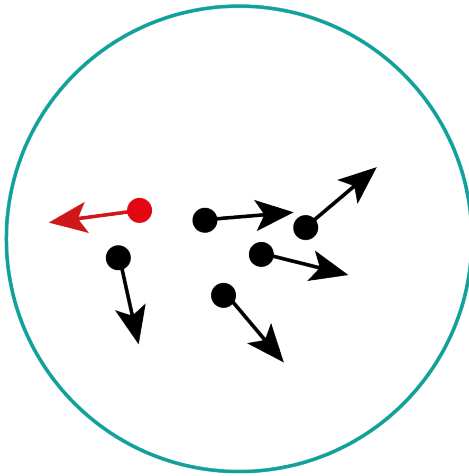


System barriers: Technocratic block

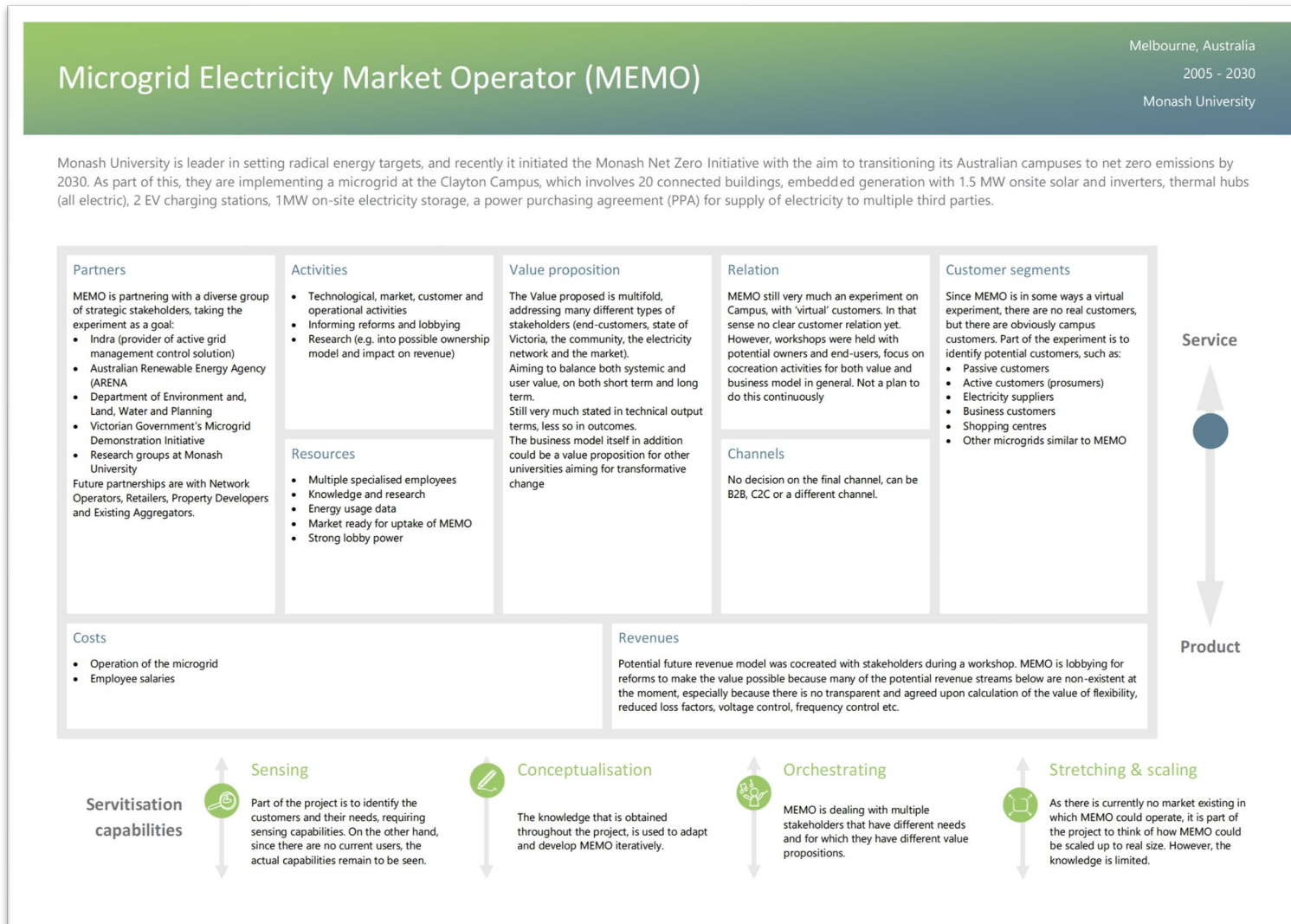
- Multitude of rules, procedures, schemes
- Regulations are designed like a product
- Regulation are designed for products, not systems and serv
- No alignment of regulations between stakeholders
- Not focussed on supporting the user or the processes need



Entrepreneurial strategies: ignoring- following-reconfiguring



Interesting institutional entrepreneurs out there!



Insights

Institutional entrepreneurship ...



... requires additional capabilities:



Complexity



collaboratively working towards the creation of multiple values to multiple stakeholders



Irresponsibility



demonstrating leadership, orchestrating and fulfilling intermediary roles



Uncertainty



anticipating, negotiating and co-creating with various stakeholders, leading to flexible, iterative outcomes



Contestations



acknowledging the diversity and contestation of knowledge and conceptualising propositions that mediate or span across multiple interests

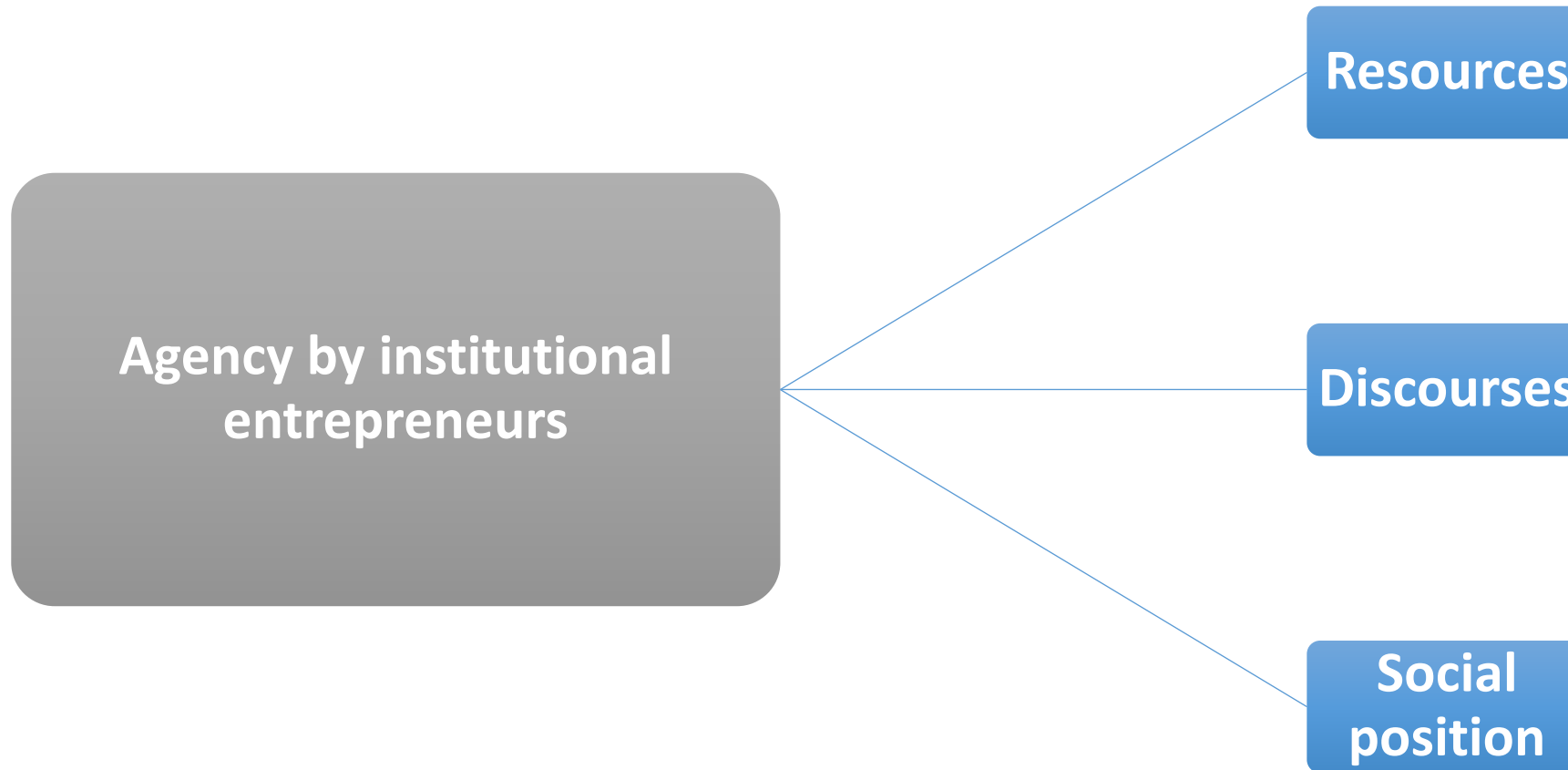


Technocracy

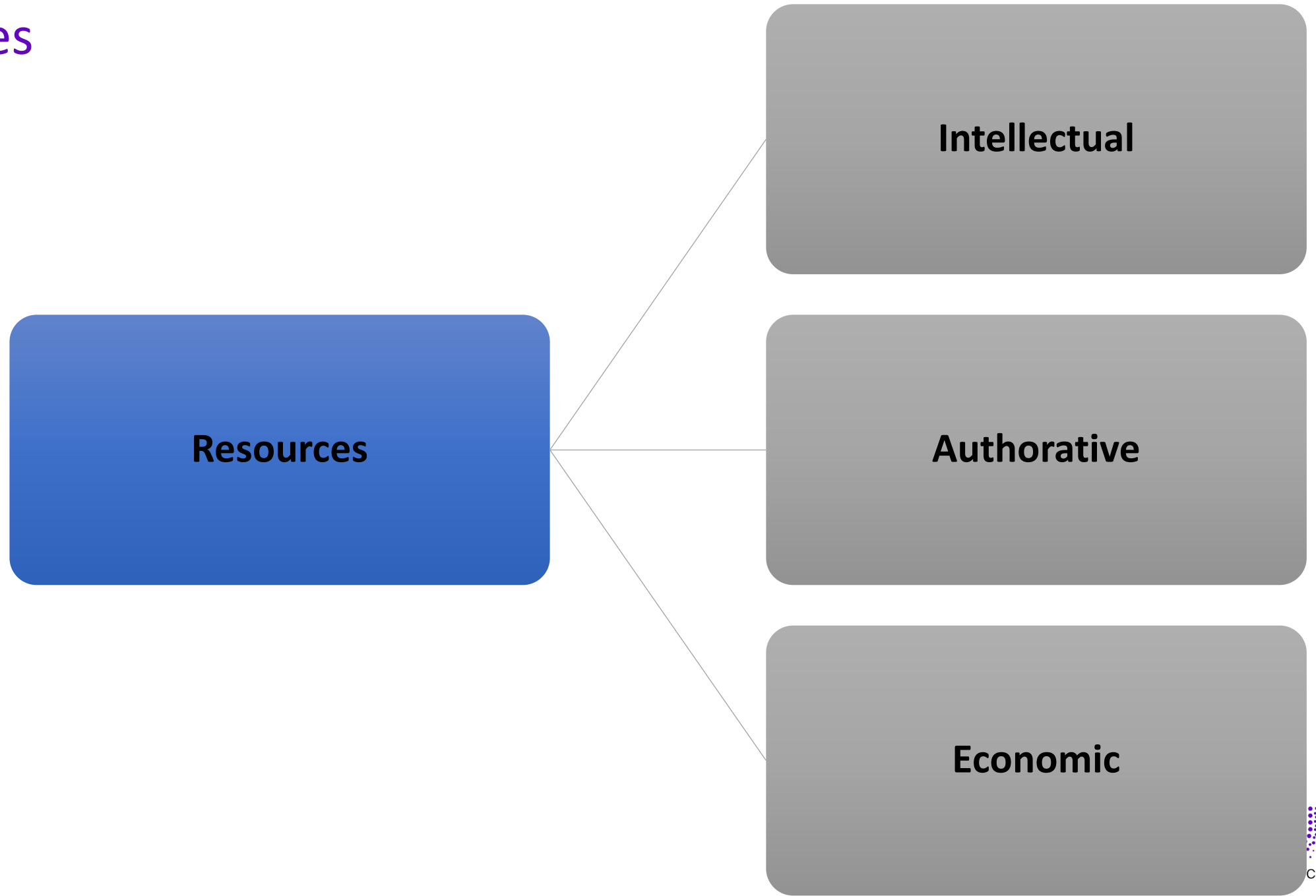


unraveling the system into individual actors with whom they establish a long-term relationship

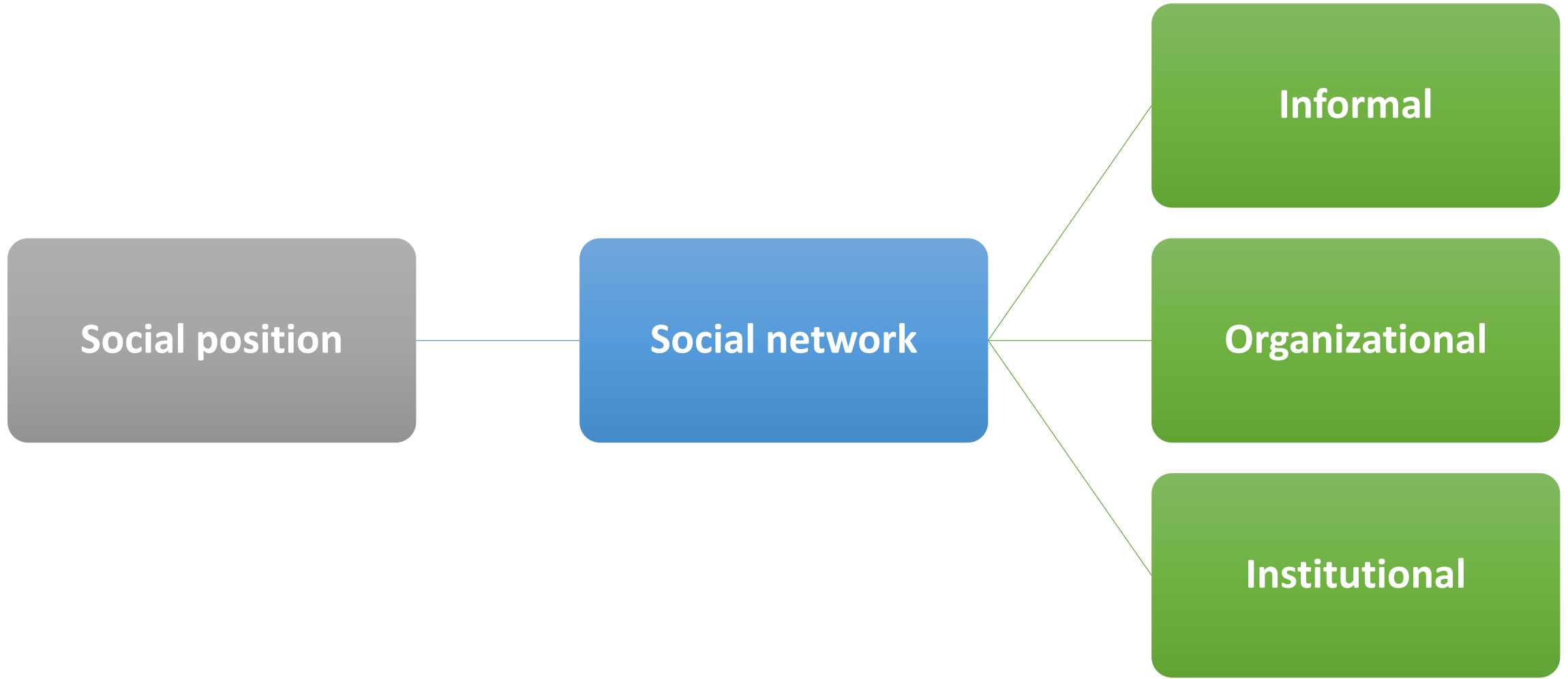
Capability to do institutional work is based on a mix of elements that together constitute agency



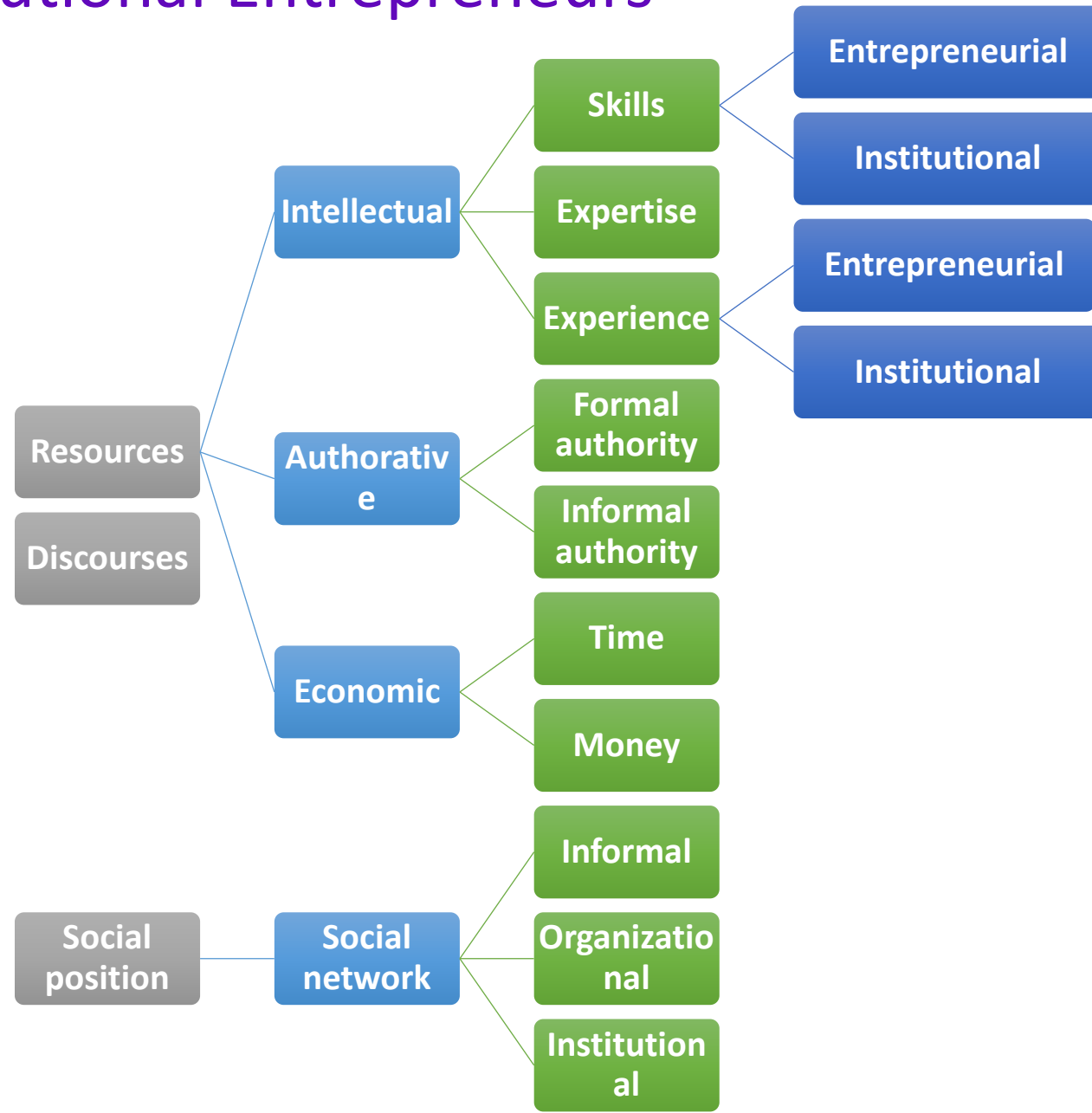
Resources



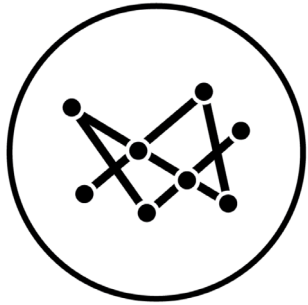
Social position



Agency of Institutional Entrepreneurs



The outlines of a service supporting system?



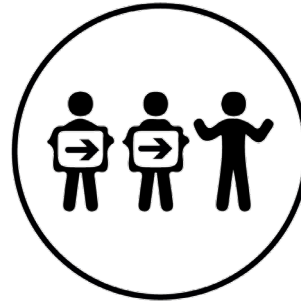
Complexity

Embrace complexity and facilitate cross boundary collaboration and innovation.



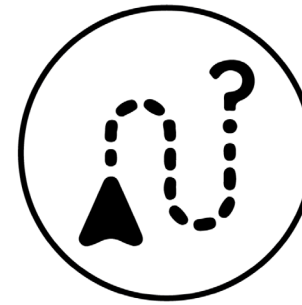
Contestation

acknowledging the diversity and contestation of knowledge and conceptualising propositions that mediate or span across multiple interests



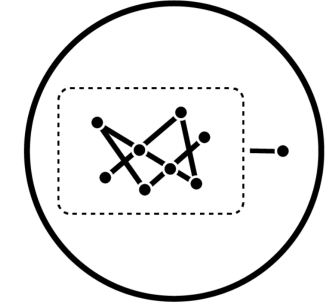
Irresponsibility

Anticipating, negotiating and co-creating with various stakeholders, leading to flexible, iterative outcomes.



Uncertainty

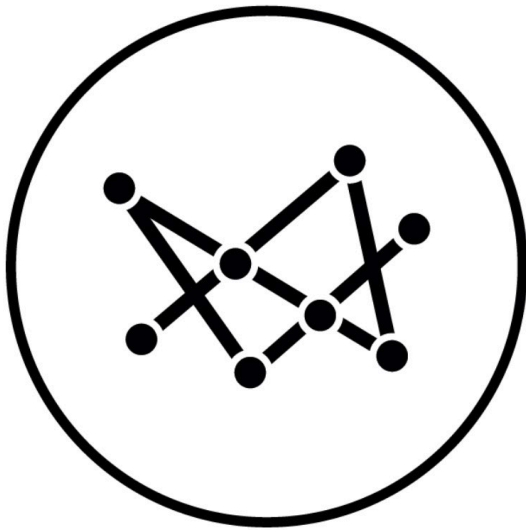
Take a process approach and program dynamic.



Technocratic

unravelling the system into individual actors. Take notice of individual values.

Recommendations to deal with: Complexity



The service perspective....

- Embrace complexity and deal with it instead of controlling it
- Create thorough understanding of interrelated and interconnected systems
- Facilitate boundary crossings and co-creation

Recommendations to deal with: Organised irresponsibility



The service perspective....

- Leadership focussed on effect and outcome instead of control and procedures
- Identify informal leaders and learn from them
- Orchestration of collaboration and learning
- New metrics that allow for unknown outcomes
- National and local governments need to take their role (as many other actors expect them to do)

Recommendations to deal with: **Uncertainty**



The service perspective....

- Dynamic programming
- Process instead of project
- Establish and maintain relationships in collaboration networks

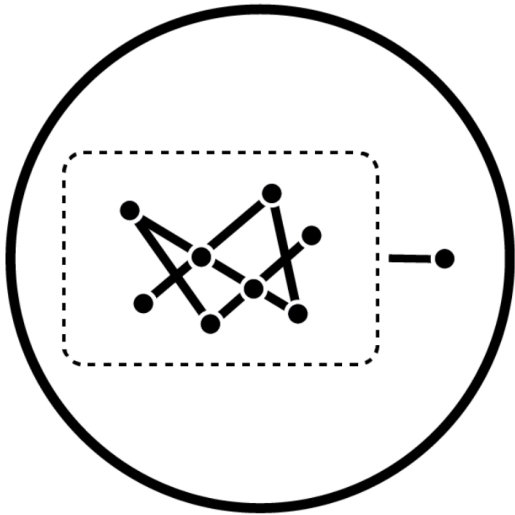
Recommendations to deal with: Contestation



The service perspective....

- Identify / define a common, overarching outcome
- Create new approaches to reach outcomes
- Work together to create work arounds, especially for conventional rules and schemes, bureaucratic procedures
- Develop and train collaborative skills and co creation

Recommendations to deal with: Technocratic Block



The service perspective....

- pay attention to the values and desired outcomes of all actors in the program
- Identify / define a common, overarching outcome
- Develop policy instruments that are service supporting
- New metrics that allow for unknown outcomes

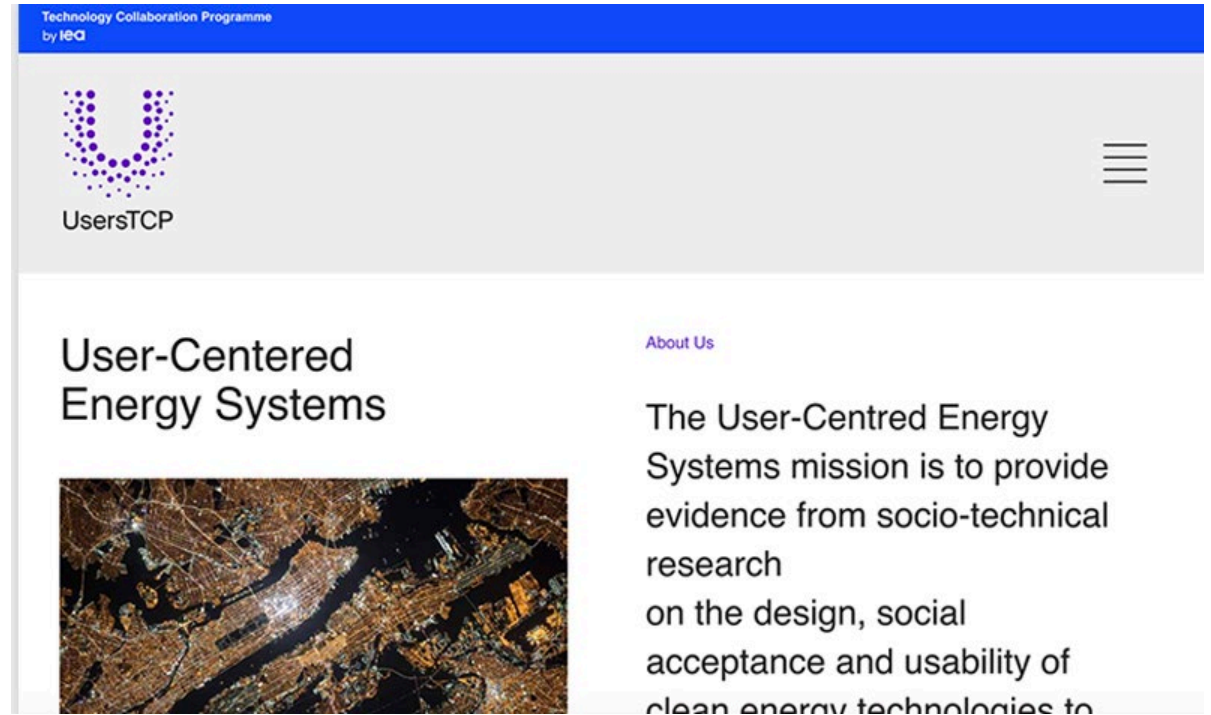


<https://userstcp.org/annex/business-models-and-systems/>

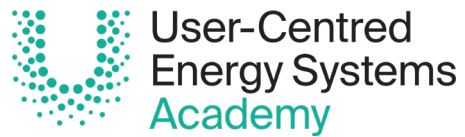
Name	Role	Country	E-mail
Ruth Mourik	Operating Agent	Netherlands	ruth.mourik@duneworks.nl
Tony Fullelove	National Expert	Australia	tony.fullelove@monash.edu
Joanna Southernwood	National Expert	Ireland	jo.southernwood@ierc.ie
Matthew Kennedy	National Expert	Ireland	matthew.kennedy@ierc.ie
Renske Bouwknecht	National Expert	Netherlands	renske@ideate.nl
Lotta Bångens	National Expert	Sweden	lotta.bangens@aton.se



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Webinars



Annexes

