

# Fit to serve Entrepreneurship in the Energy Transition

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

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UsersTCP



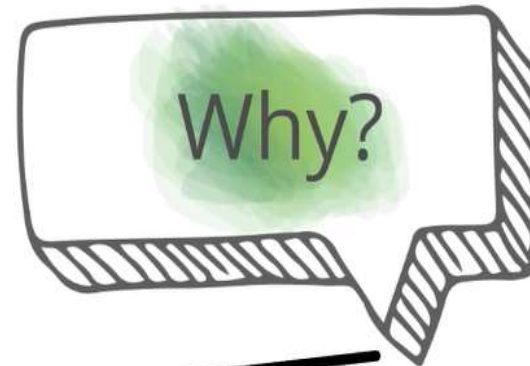
## Energy Service supporting business models and systems



### 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)

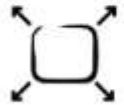


## ...with the right capabilities:

(Janssen & Castaldi, 2008)



Sensing user needs, context & system



Scaling & stretching

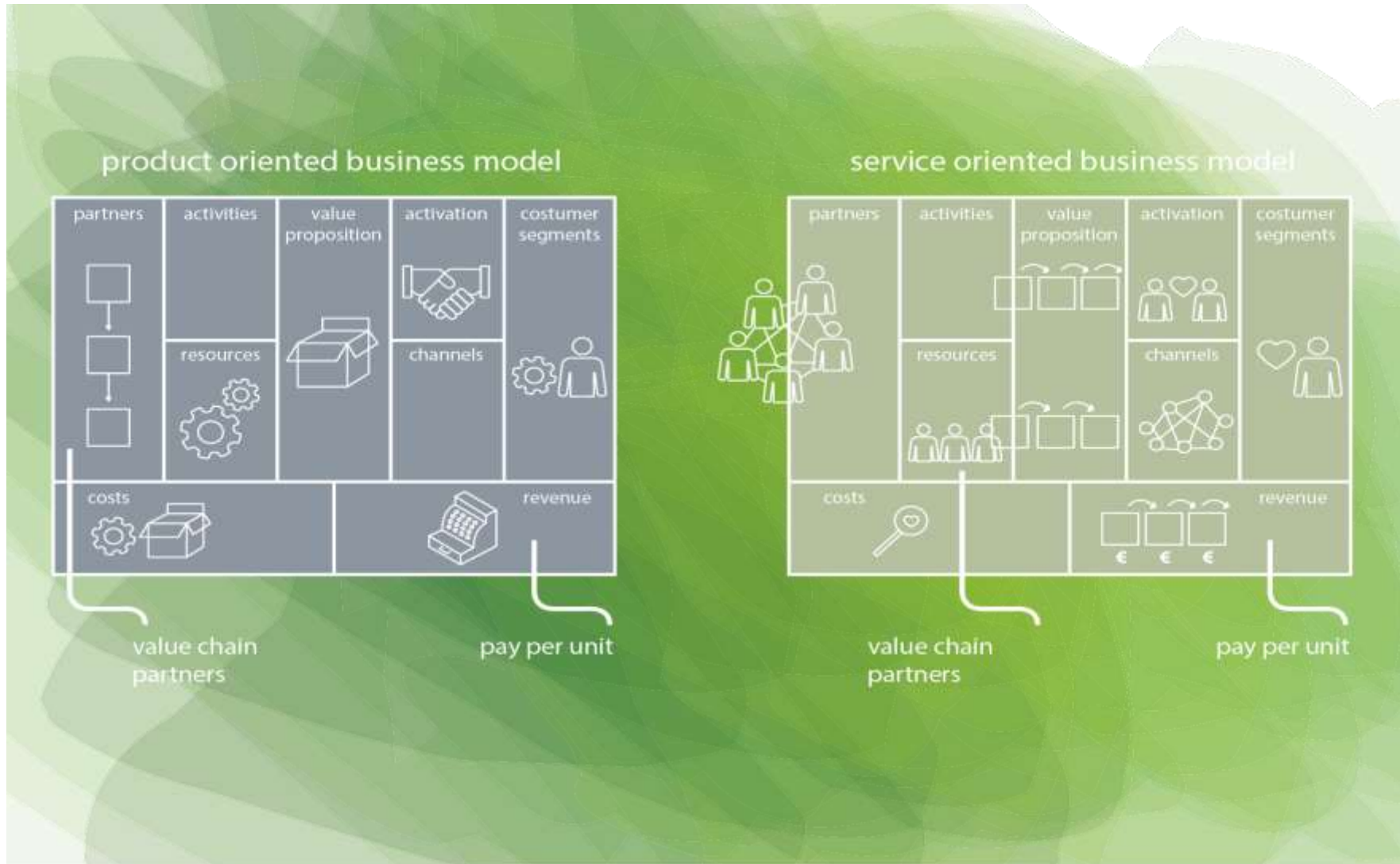


Orchestration

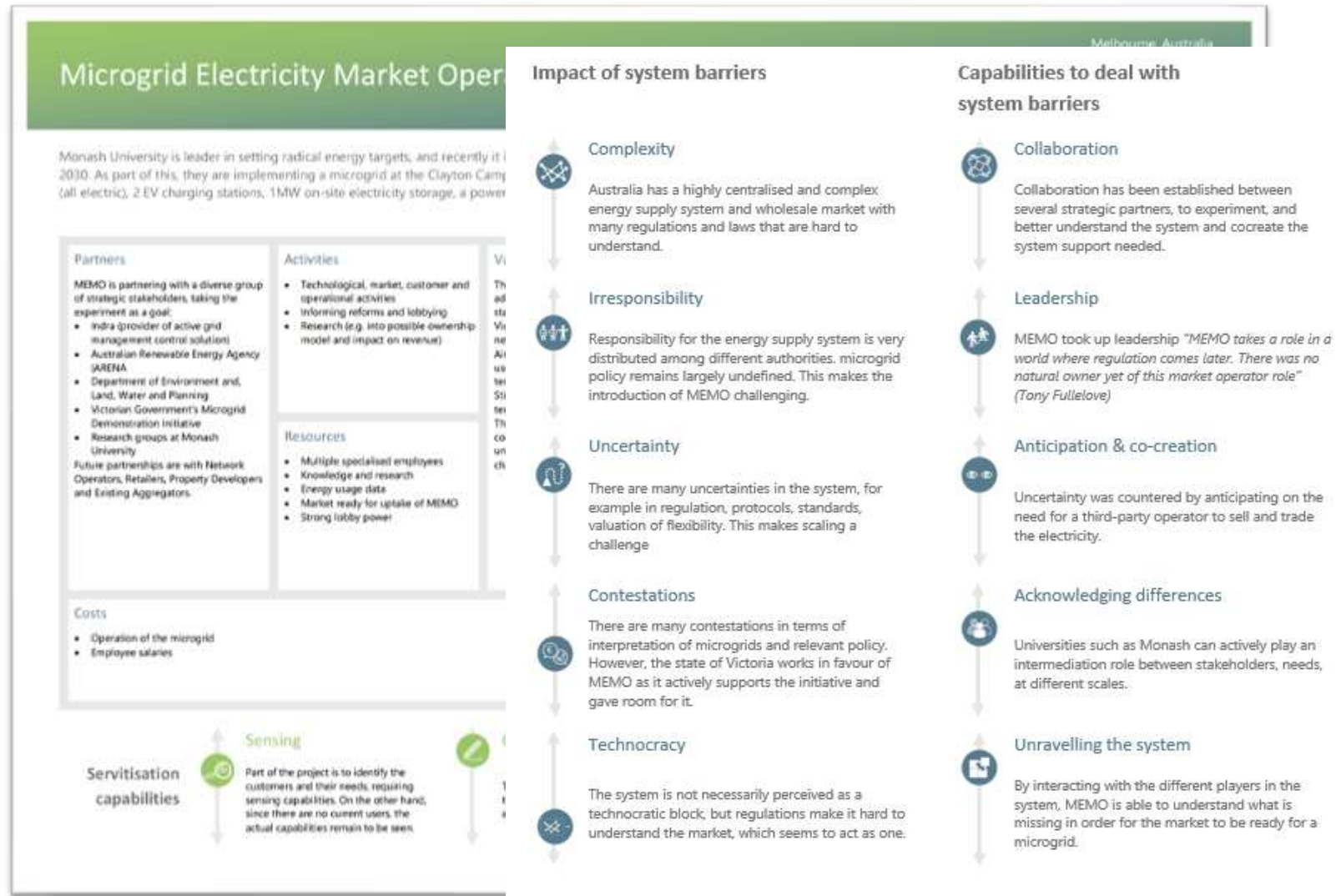


Conceptualising

# A service oriented business model



# However still many good service business models fail...



## Conclusions

- The business model in itself is a transition, but as a community initiative, relying on volunteers, there is limited capacity to tackle system issues that hinder replication and scaling.
- This business model is built in response to several system failures such as lack of transparency, unfair electricity prices, peak black outs, lack of federal leadership.

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



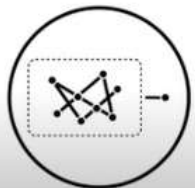
orchestrated irresponsibility



uncertain outcomes

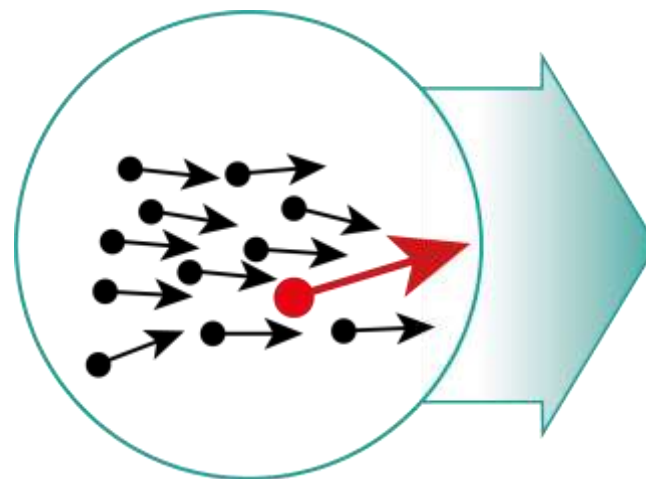
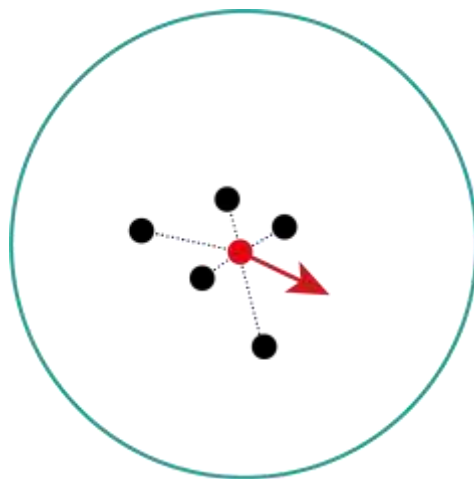
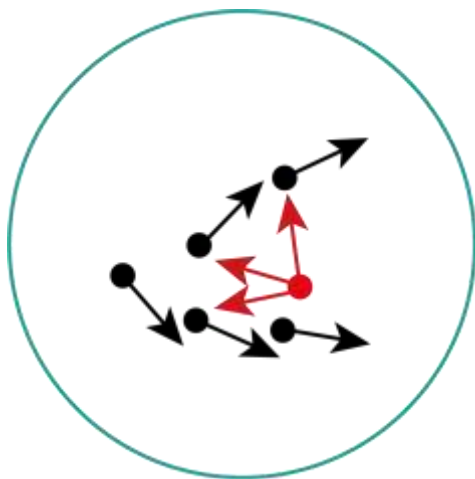
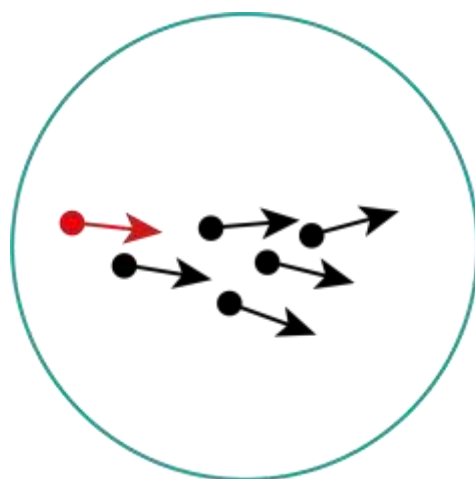
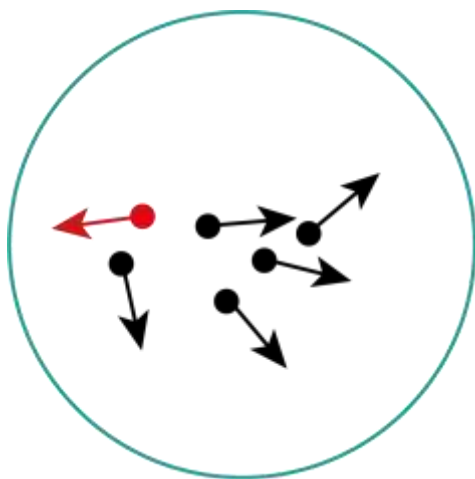


contestations



feels like a technocratic block

# From ignoring to following to reconfiguring the system





# 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



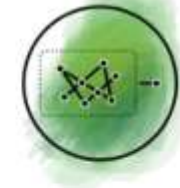
anticipating, negotiating and co-creating with various stakeholders, leading to flexible, iterative outcomes



Contestations



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

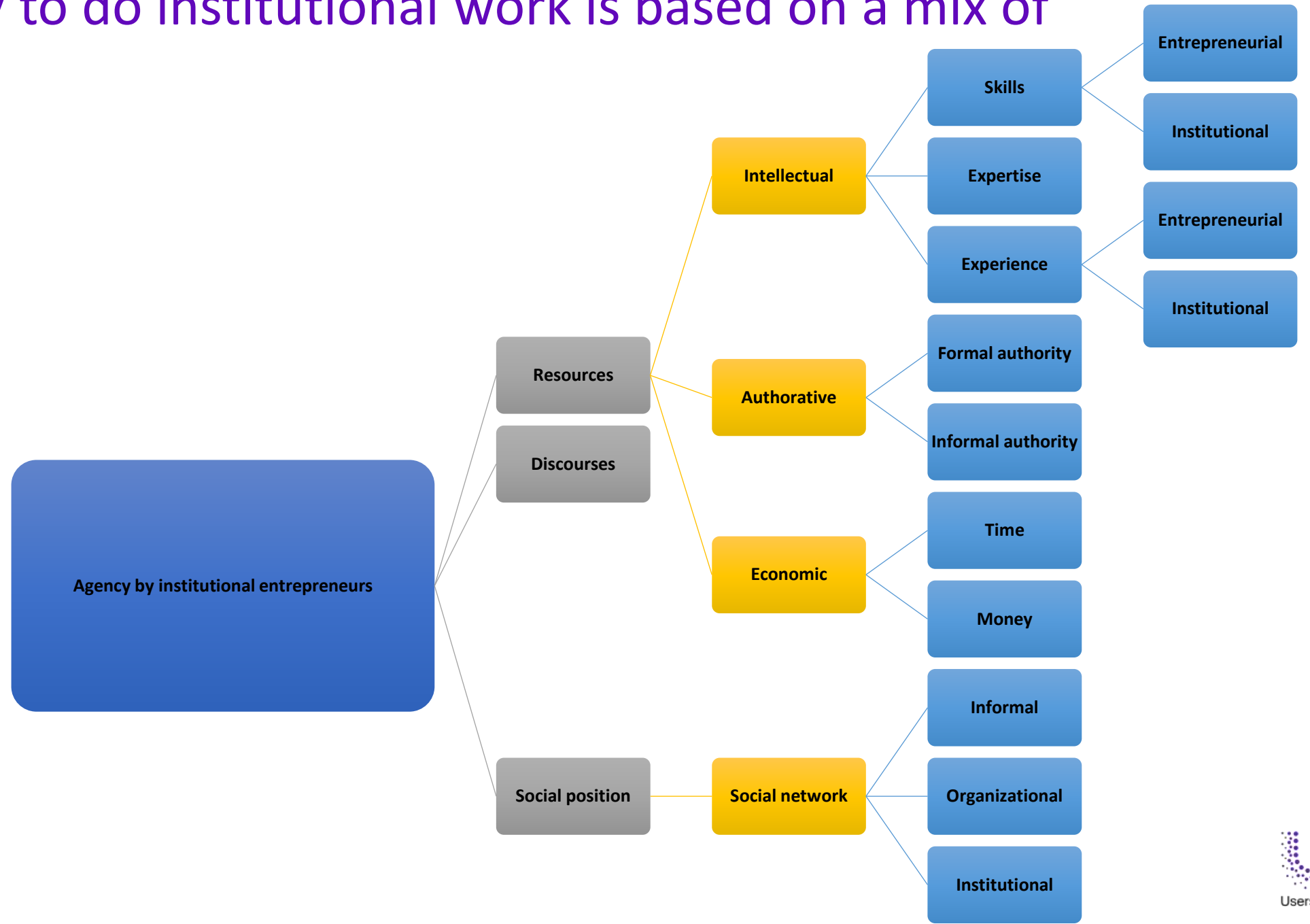


Technocracy



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



*“ the current energy transition market is too product-centered and needs to broaden its focus towards users, stakeholder values and human relations<sup>CO2S</sup> to increase or accelerate the uptake of energy solutions “*



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

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