The Business Model Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

Key Partners

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:
Optimisation and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

- Parity Projects
- RetrofitWorks
- Delivery Partners (including Finance Partners)
  - Installer Members
  - Advocate Members
  - Finance Partners
- Strategic Partners

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/Network

- Building additional building targeting capability into our online CROHM model
- Building an online householder front end to allow householders to identify measures suitable for their homes, and to request more information
- Incorporating additional finance capabilities into RetrofitWorks install process
- Incorporating additional support for householders where required
- Identifying strategic partners (e.g. Local Authorities)
- Conducting trial outreach to test the model and generate some installations

Key Resources

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

- Information to inform targeting of marketing
- Marketing costs
- Support from marketing partners ('Advocate Members')
- IT infrastructure
- Installation administration team

Value Propositions

What value do we deliver to the customer?
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

The key value proposition is therefore a single service:
 enquiry =>
 impartial advice =>
  impartial installer selection =>
  grants and finance =>
   quality assured installation

For householders:
- Warmth, reduced bills, access to grants (for more fuel poor householders)
- Efficiency, control/self-sufficiency, and access to finance (for able to pay)

Customer Relationships

What type of relationship does each of our Customer 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?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels

Through which Channels do our Customer 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?

CHANNEL PHASES:
1. Awareness
How do we raise awareness about our company's products and services?
2. Evaluation
How do we help customers evaluate our organization's Value Proposition?
3. Purchase
How do we allow customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?

- Website
- Partners
- Direct mail
- Building visits

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

- Owner-occupied houses (rather than flats). These types of homes are most prevalent (~63% in the initial areas, see MGA) because these have fewer barriers to installation of deep retrofit, although we will happily assist residents of flats and private tenants where these come forward and where this is practical.
- We hope to target homes in the four South London boroughs of Merton, Croydon, Kingston and Sutton, but as we are an independent company rather than a municipality we may target homes in other UK municipalities based on the level of political support we are able to achieve.
- We will be using our housing stock models to target homes with potential for measures, ideally at the level of individual homes.
- Our key target is the able-to pay, although with grants and certain types of finance available for the fuel poor we will also address these homes where they come forward and/or where we have financing or funding available

Cost Structure

- The service will be run as a commercial enterprise, so it is not possible to expect a particular budget to become available. Instead we intend to use the INNOVATE project to develop products and services that will enable us to:
- attract investment from customers and partners
- provide 'infrastructure' allowing us to run our services with maximum efficiency with the aim of making the service self-sustaining more easily (by reducing running costs)

Revenue Streams

Sales margin
RetrofitWorks takes a percentage fee from its members to cover administration and outreach, with a proportion of this going to Parity Projects for successful leads.

Service fees
Parity Projects intends to sell the service to Local Authorities who will be able to access the housing model (to improve targeting of measures) and householder-facing advice tool. In addition, we may be able to secure additional income for management of schemes