

# Thoughts on the Stratego Business Models

Kristina Lygnerud (PhD)  
Brussels, October 12, 2016



## Focus

- ◆ Stratego Business Models
- ◆ Swedish experiences
- ◆ Conclusions

# Stratego Business Models

## **1. Complex projects**

- large number of stakeholders
- unique heat sources
- large or "very large" investments
- long-term investments

# Stratego Business Models

## 2. Different maturity of different heat markets

### **Production oriented- majority of the business models**

- Efficient heating solutions
- Secure heat supply
- Cost competitive heat solutions
- Renewable energy choices

### **Service oriented- few of the business models**

- Carefree, "all in one"

# Stratego Business Models

## 3. Product and production in focus for customer value and relationship



**PRODUCT IN FOCUS**  
(value: heat and hot water)

**PRODUCER TO CONSUMER**  
(relationship)



# Stratego Business Models

## **LEARNINGS FROM THE STRATEGO BUSINESS MODELS**

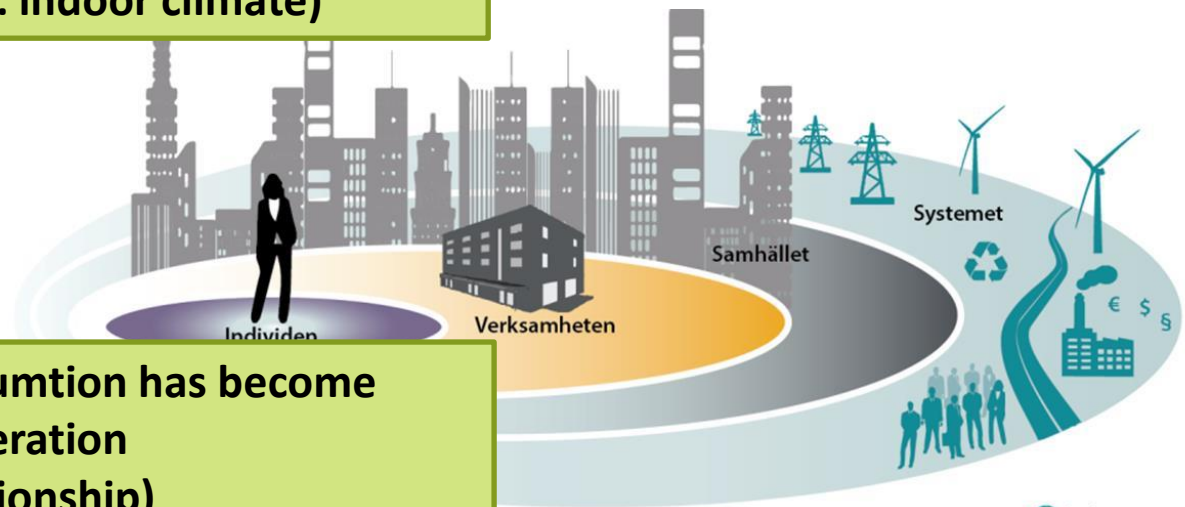
- 1. Complex projects**
- 2. Different maturity of different heat markets**
- 3. Product and production in focus for customer value and relationship**

# Swedish experiences

**Product has become a service  
(value: indoor climate)**



**Consumption has become  
cooperation  
(relationship)**



## TAKE AWAYS

- 1. NOT POSSIBLE TO IDENTIFY GENERIC EU-WIDE BUSINESS MODELS (Complex projects)**
- 2. MODELS WITH LONG-TERM DEVELOPMENT POTENTIAL (Different maturity of different heat markets)**
- 3. INCREASED AWARENESS OF DISTRICT HEATING INVESTMENTS (Identification of projects + business models for implementation)**



Questions?

