

Key Partners

- Who are the owners?
- Who are the key partners?
- Who are the key suppliers of fuel and technical equipment?
- Who are partners in funding and consulting?
- Which key activities do the partners perform?

Key Activities

- Which key activities are necessary for the project?
- Which planning, construction, legal and financial activities are necessary?
- How can the activities be adjusted to ensure sustainability?

Value Propositions

- Which value to you deliver to customers?
- Which customers are served?
- Which environmental, social, etc. problems are solved?
- What are the customer, social, environmental, etc. advantages compared to individual heating systems?

Customer Relationships

- Which value to you deliver to customers?
- What types of relationship are established with each of the customers?
- Which type of contracts / agreements are made with customers?
- How can the customers be integrated into the DH project?
- How to co-create value together with customers?

Key Activities

- Who are your customers (private households, public buildings, industries, etc.)?
- Who are the most important customers?
- Who are potential new customers?

Key Resources

- Which key resources are necessary for the project?
- Which financial resources are necessary?
- Which physical resources are necessary (e.g. new boilers)?
- Which human resources are necessary?
- Are sustainable resources used (e.g. renewables and/or excess heat)?



Channels

- Through which channels does each customer segment want to be reached?
- How are the customers reached now?
- How are the channels integrated into the business model?

Cost Structure

- What are the most important costs inherent to the business model and DH project?
- Which key resources are most expensive?
- Which key activities are most expensive?
- What are the investment costs of the DH project?
- What are annual costs of operation?
- Are there additional costs for sustainable / renewable solutions?

Revenue Streams

- For what do customers pay (e.g. base price, metering price, heat price, connection fee, etc.)?
- Are there subsidies or other types of income with the DH project?
- Are the customers willing to pay a premium for more sustainable services / renewable heat?
- Can a unique advantage be created through sustainable / renewable elements?

Eco-Social Costs

- Which ecological or social costs is the business model causing?
- Which key resources are non-renewable?
- Which key activities use many resources?
- Which emissions are caused during operation of the DHS?
- Which emissions are caused short term during construction activities?
- How is the society affected by those emissions and activities?

Eco-Social Benefits

- Which ecological or social benefits is the business model generating?
- Who are the beneficiaries, and are they potential customers?
- Is the new business model causing primary energy savings?
- Which key resources are renewable or otherwise more sustainable?
- Which key resources are sourced locally?
- Is the business model generating added local value (e.g. new jobs, less pollution, etc.)?