


District Heating – Sustainable Business Model Canvas *

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| Key Partners <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ Which value do 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 <ul style="list-style-type: none"> ✓ 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? | Customer Segments <ul style="list-style-type: none"> ✓ Who are your customers (private households, public buildings, industries, etc.)? ✓ Who are the most important customers? ✓ Who are potential new customers? |
| Key Resources <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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 <ul style="list-style-type: none"> ✓ 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.)? | | |



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* Based on: Business Model Canvas (2008), Osterwalder et. al. (www.businessmodelgeneration.com) & the Sustainable Business Model Canvas (2018), CASE Project (www.case-ka.eu)