

1. EXECUTIVE SUMMARY - SAVEN PROJECT

Cristina Sancho
Miguel Estebaranz
Juan García
Alberto Rodríguez
Andrea Lopez
Manuel Rodríguez

1.1. Who we are?

Saven has been developed by six young spanish professionals with different backgrounds Renewable energies and energy markets, Environmental management, Sustainable Development and CSR. This fact, along with a strong belief in the necessity of changing the way people consume, has allowed the team to develop and implement different ideas that have complemented the final business plan that is presented in this report.

1.2. What is Saven?

Saven is a service provided by an APP which aim is to enhance energy efficiency all over Spain. The App will allow not just to raise awareness about the energy consumption patterns in households business and offices, but also to promote the change into energy efficiency systems, substituting high energy consumption appliances by efficient ones according to the different necessities and capacities of the customer.

1.3. And, What do we offer to our customers?

Saven App offers two different service options aligned with the two different lines of business developed by the company.

(1) **Freemium service option:** The App will have a free advice option in which customers will have to introduce some basic energy consumption information such as: appliances used, surface of the apartment, local or office, contracted tariff, etc. The App will quickly analyse their consumption patterns and will recommend them different options to reach a more efficient consumption. The clients will choose their priorities according to their preferences and capacities and will be derived to different servers where they will be able to directly buy the appliances and products they want.

(2) Premium service option:

(2) a. Customers will be offered a personalized analysis of their tariff/bill type, after which Saven, as an independent advisory firm, will give a recommendation on the type that would represent the most suitable option according to the energy consumption pattern of the client.

(2) b. Customers will also be able to get a personalised report with the analysis of different energy efficiency projects. The report will be adjusted to a given budget (provided by the customer) and will include the valuation of savings in terms of money and energy, but also information about when the capital will be recovered, saving in CO2 emissions, and the possible grants and subsidies available in each case.

1.4. Who are our customers?

The interesting thing of Saven is the diversification not just of its business options but also of the target addressed. This means that Saven's customer can be any one, business, families, individuals or offices, interested in reducing their energy consumption.

Saven does not target only the conscious people, or the people who are aware of the necessity of becoming more efficient in terms of energy consumption. Saven targets everyone and it aims to reach also those deniers of climate change as they are the most challenging sector, and the once that have to be convinced.

In these regard the potential customers are those people which comply at list with one of the following characteristics:

- Older than 25 years old with an average monthly income of at least 1200€
- Real Estate Owners
- Long-term tenants
- Owners of viable business
- Big Companies with offices in Spain

1.5. Who does Saven reach their customers?

Eventhought Saven's Marketing strategy will be presented in it's own section, the basic plan will include on-line and off-line strategies. The firts one will combine the development of the APP and the Web page, as well as the advertising in Adwords (SEO and SEM positioning), Email, Facebook, Twitter, Instagram and other Social Media. The second one (off-line actions), will involve advertisement in fairs and campaigns as well as magacines related to Sustainability, Climate Change, Smart Cities and Energy efficiency it's self.

1.6. How do we make money?

(1) With the **freemiun option**, Saven will receive an X% of the sales done through our App. Here the retail companies witch Saven will start working with are the following: Amazon, Ebay, El Corte Inglés, Media Mark, Worten, Carrefour, Tien21, Puntronic..

(2) a. With the **Premium Tariff option** customers will directly pay to get advise on the best option/tariff according to their consumption patterns and preferences. The interesting part here is that in Spain, this advice has been done directly by energy utility companies, with a clear interest in selling "as much as possible". Saven will position itself in this market niche, offering everyone, individuals, offices, business and large companies, and external advertisement on the tariff they should be paying for their consumption.

(2) b. With the **Premium personalised option**, the customer will directly pay % of the budget previously decided for efficiency projects such as boilers, windows or isolation projects

1.7. Who much does Saven cost?

The cost of capital expected for Saven is aproximately 31.000 Euros. This amount will be equally invested among the six young proffesionals developing the company. Thus, each part will have to invest aproximately 5.200 Eu, according to the intermediate scenario.

In the following tables represent the synthesis of the main costs and prices, as well as the main investment numbers such as Return of investment or payback among others.

Investment needed	20000 €
Net present value	1264.75 €
ROI	66.9%
Payback	2.05 years
Cost of capital	15%

Tabla Investment data

Becoming premium	3.0
	12.
Tarif analysis	0
	12.
Boiler Project	0
	22.
Water project	0
	27.
Window project	0
	27.
Isolation Project	0

Tabla Services

1.9. What do StakeHolders get out of it?

Saven has been conceived as an ownership business model. This basically means that the workers are at the same time the owners of the company. Therefore there will be no external shareholders or banks influencing SavEn, and all the accumulated dividends, will be redistributed among workers at the end of the financial year.

The ownership model will be revised every two years in order to include those workers that have been in the company for more than two years as owners. Those workers hired in between period will be consider in the previous revision and will be included as owners depending on their performance and the company's capacity.

1.9 How are we going to do it?

Saven is a new company whose scope of action is highly diversified. It barely has real competition in the Spanish market, which can be an advantage from a strategic point of view, but it also requires a greater effort to attract customers because it is a new service.

To achieve this, from the operational point of view, Saven must face several well-differentiated and structured stages, in order to create a strong business structure.

The operations plan is divided into three phases, from the creation of the company, to the operation and its improvement.

Phase 0: Duration 6-9 months

This phase encompasses the entire process of creating the company, from the facilities, to the determination of the resources necessary to achieve a portfolio of suppliers robust enough to offer a varied and quality service to our customers.

In addition, in this phase we intend to obtain a fully operative version of the application and a database rich enough to create a comparator. To achieve this, we will have two very important figures, the salesman force, and the computer developers. Both figures must be

correctly coordinated in order to provide customers with a comfortable solution to use and a wide range of possibilities. At the end of this stage, the commercial team must transmit to the consultants the know-how acquired through the visits to the suppliers. This will help to create guidelines for action that will allow the personal advisors to advise the clients and develop the phase 1 activities accordingly with what was agreed with the suppliers.

Phase 1: Indefinite duration

It begins as soon as the portfolio of suppliers is large enough to start receiving clients, as soon as phase 0 ends. In this phase the first customers will begin to receive. The figure of the personal advisors appears, which will be in charge of advising the client and solving the doubts that may arise in relation to the services offered by the company. The advisors will also be in charge of acting as intermediaries between the client and the suppliers, compiling the necessary information to prepare budgets, and in case of client confirmation, they will manage the sale with the suppliers electronically. There will still be a commercial team, but it will be reduced, by then we should already have a significant number of suppliers in the catalog and it will only be necessary to follow up on them and the modifications that they perform in their catalogs.

Phase 2: Duration 3 months

Once the company has been in operation for 3 months, it is possible to analyze how the activity of the company has evolved. The first thing that will focus the attention of this phase is the analysis of suppliers, the sections sections of the company will be analyzed to find out which work better and why, in order to standardize the processes that work best.

The opinion of the personal advisors will also be taken into account, which will allow us to know first-hand what the potential improvements of our service are, since they are the ones that have a closer relationship with the client. This will allow a continuous improvement of our service and will also serve to set objectives. All this will be done every 6 months, and will also contemplate a program of loyalty for suppliers offering improvements in the conditions to those suppliers that generate a greater volume of business.