

Ecofys / Econcern

Sustainable innovation

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Ecofys

- Profitable consultancy
high end, client oriented
professional **external focus**
workable solution
- Innovation engine
supplier of know how
idea generator **internal focus**
concept developer

Ecofys/Econcern

- 1984: Ecofys strong vision, no market, techno push
- 2000: Econcern diversification and international
- 2007: revenue 500MEuro, 19 countries, 700 empl value chains
- 2012: revenue 8 Billion, profit 1 Billion



Ecofys culture

- Content
- Drive based on mission: intrinsic motivation
- No empire building, no time for politics
- Entrapreneurship is stimulated and rewarded
- Result oriented
- Client orientation: Solution provider

Ecofys

Commercial orientation:

Value Creation (vision)

Value Capturing (business models)

Operational excellence

- Very important
- Not sufficient to survive!



Innovation

- Generate ideas (creativity, expertise) top-down and bottom-up
- Select ideas (gut feeling/business case) motivate rejection, keep stimulating
- Develop ideas into concepts (persistence) effective and efficient process
- Transfer marketable concepts commercialisation requires other skills



Ecofys

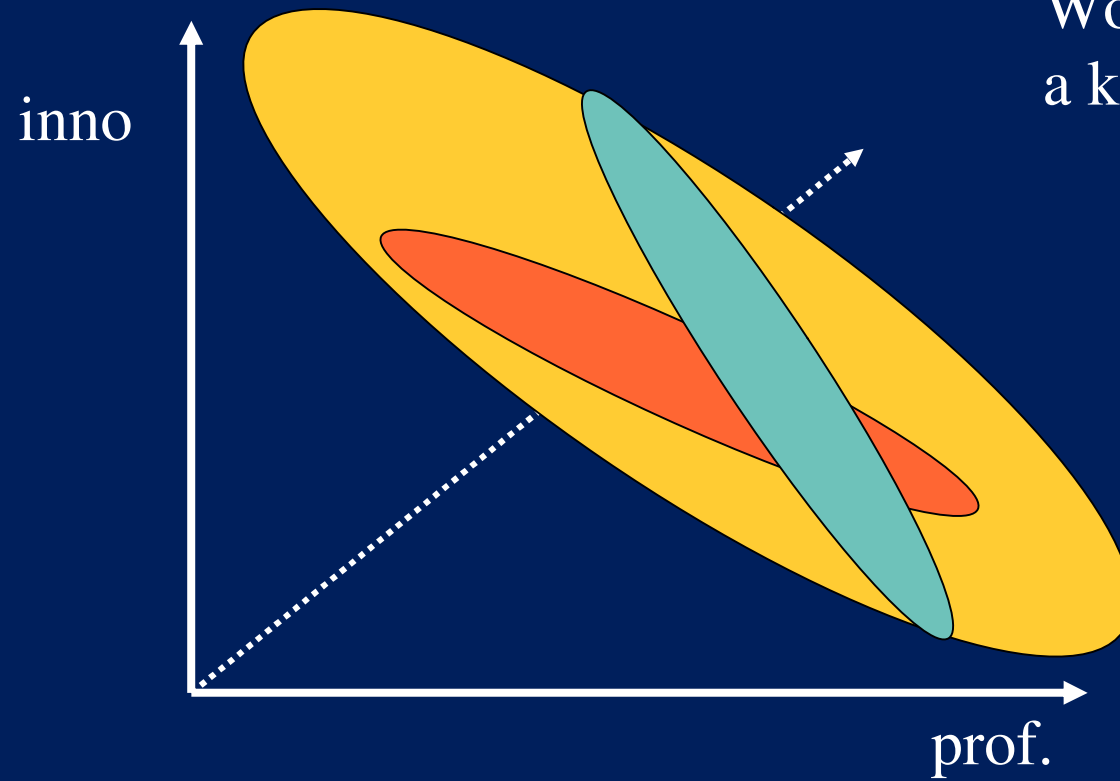
Ecoventures

Policy

- Clear mission (intrinsic motivation)
- Explicit long term vision (visualise)
 - Clear growth strategy: diversification with focus
- Stimulate initiatives
- Business case (procedure)

- **Intrapreneurship**

Teams



Working in teams:
a key to success

Basic competences

➤ Drive for constant renewal

- go for mission
- recognise market demands
- adapt culture (entrepreneurial, informal)

➤ Result oriented

- (personal) effectiveness
- commercial

Example innovation

➤ Console



Basic competences

➤ Drive for constant renewal

go for mission
recognise market demands
adapt culture (entrepreneurial, informal)

➤ Result oriented

(personal) effectiveness
commercial

Example innovation

- Closed greenhouse



Think in paradigm changes!

- Do not ask the consumer to save energy

provide the consumer with the right products that automatically lead to sustainable behaviour

- Alter the value chain

Think from the consumer, energy functions

- Trans sector thinking

- Think in life cycles

Optimise over investment and exploitation phases

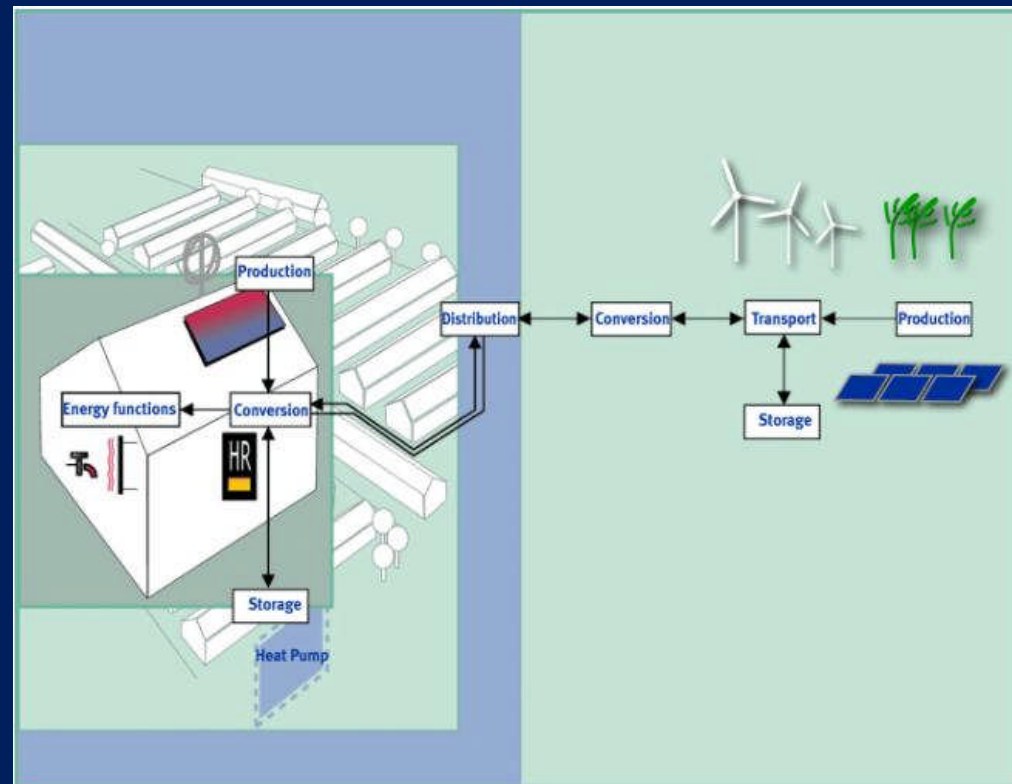
Traditional Energy Supply System



Why present systems fail:

- Not sustainable
 - greenhouse effect
 - pollution (air quality etc.)
 - depletion of fossil fuels
- Vulnerable (not reliable)
 - terrorism
 - inflexible
 - unreliable suppliers
- Based on superseded views (top-down)

Paradigm change

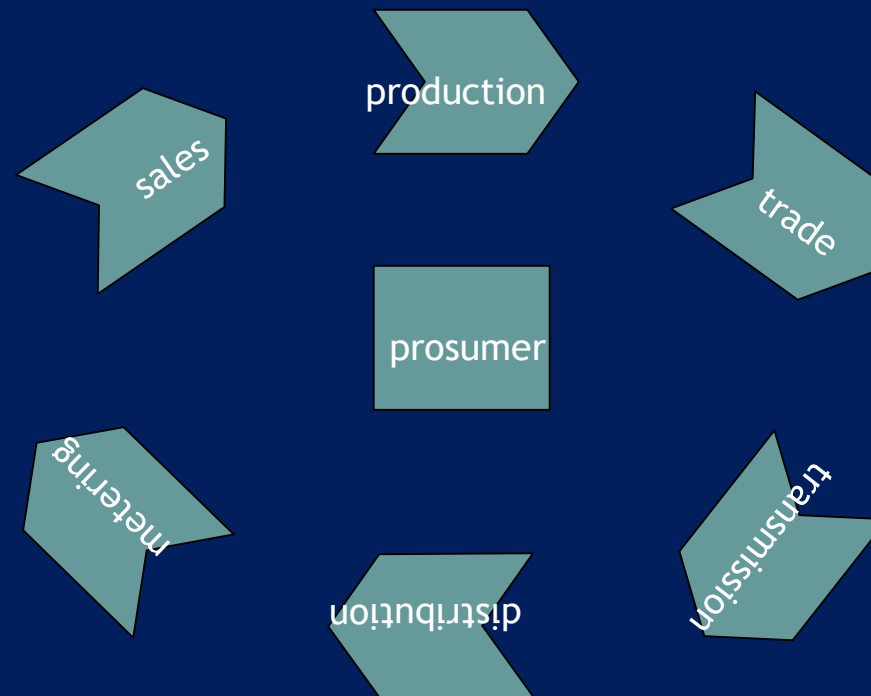


Start at the energy function (needs of the client)
Total solutions: trans sectoral approach

Future ESS

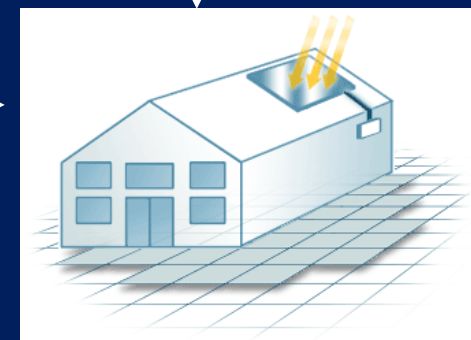
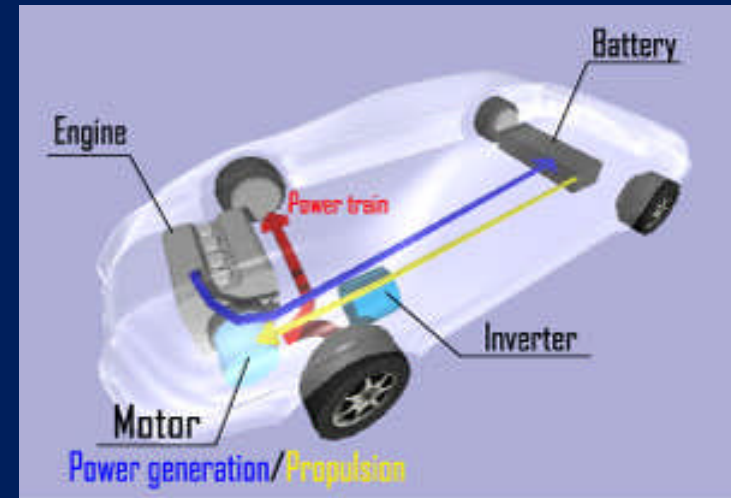
No longer just top-down

Demand (energy function) is starting point



Integration of cars in ESS?

- Car as a small power station
- Fuel cells: clean, silent, high efficiency
- Hybrid cars
- Better use of capital



Future ESS (hybrid grids)

