

## Etude IBM : Les modèles économiques des fournisseurs d'énergie doivent évoluer pour se concentrer davantage sur le client.

**Armonk, N.Y - 23 mars 2010:** IBM dévoile aujourd'hui un nouveau rapport intitulé « Changement de perspectives : créer de nouveaux modèles économiques pour un monde énergétique en mutation ». Celui-ci montre que les changements en matière de politique gouvernementale, de technologie et de demande du consommateur rendent les modèles économiques sur lesquels s'appuient les entreprises du secteur de l'énergie obsolètes.

L'étude explique comment un modèle économique basé sur la philosophie du «grow-and-build » doit être remplacé par des modèles économiques plus modernes qui permettent de favoriser à la fois les technologies traditionnelles et les technologies émergentes de production d'énergie, de livraison, de stockage et d'utilisation.

### **Le réseau intelligent, facteur clé du développement d'une véritable place de marché**

Un réseau d'électricité intelligent, avec des informations circulant dans de multiples directions, permettra de soutenir les interactions entre les différents acteurs de l'écosystème électrique émergeant, facilitant le développement de plates-formes industrielles électriques « multisided ». Ces plates-formes relieront les générateurs de puissance, les fournisseurs de transmission et de distribution électrique, les fournisseurs de service électrique, les fabricants d'appareils, les développeurs d'applications et les utilisateurs finaux (résidentiel / industriel / commercial).

\*\*\*\*\*

### **IBM Study: Energy Provider Business Models Must Evolve with a Customer Focus**

**ARMONK, NY – 23 Mar 2010:** IBM (NYSE: [IBM](#)) Global Business Services' Institute for Business Value today unveiled a new report entitled "Switching perspectives: Creating new business models for a changing world of energy," showing that shifts in government policy, technology and consumer demand are making the long-standing business models used by energy and utility companies obsolete.

The study documents how a business model based on the past “grow-and-build” philosophy needs to be replaced by fresh business models that can facilitate both traditional and emerging technologies of energy generation, delivery, storage and use.

Transformations in three major areas are changing the traditional model and creating relentless pressure on energy providers: shifts in governmental policy, new technologies and changing consumer demands. With a growing emphasis on economic and job growth, climate change, and energy security, national and local governments are setting new policies to increase efficiency, conservation and renewable energy generation. Smart grids, distributed generation and storage technologies are adding complexity by causing electricity and information to move in an increasing number of directions.

Consumers are changing, too. IBM global utility consumer surveys show that utility customers want more control over their energy expenditures and environmental impact. In fact, a 2009 IBM survey entitled “Lighting the Way: Understanding the New Energy Consumer [\[hyperlink\]](#) revealed that over 90 percent of respondents from across the globe would like tools for managing their energy usage. These changes demonstrate that consumers are demanding more from their relationship with electric utility providers.

“It is time to revisit the business models that drove growth and success for the energy and utility industry the past fifty years. The value drivers will look vastly different in the next decade,” said Michael Valocchi, Global Energy & Utilities Leader for IBM Global Business Services, “In this new environment, utility companies that are willing to re evaluate their fundamental business model will be better positioned to capitalize on the emerging products, technologies and services available to their consumers.”

### **New business models**

The electric utility industry’s traditional model is changing dramatically. One-way flow of energy and information is being replaced by a distributed and bi-directional flow, and the customer is becoming a more integral part. Although they are becoming more demanding, they also have much more to offer in return to utilities and other participants than simply paying for the energy they have consumed. Developments such as customer-owned renewable generation and energy storage mean that customers will be able to provide power or storage to the overall system, rather than playing a role that is limited to passively paying for energy they consume.

Another way consumers are playing a more integral role is in their access to information. Information on energy consumption patterns, consumer demographic information and even access to personal networks can all provide new revenue sources for the companies that are able to make use of this information effectively.

### **Electricity providers will become like shopping malls**

A smart grid with electricity and information flowing in multiple directions will provide support for interactions among various participants in the emerging electric ecosystem, facilitating the development of electric utility industry ‘multisided’ platforms. These platforms will link power generators, electric transmission and distribution providers, electric service providers, device manufacturers, application developers and end users (including residential / industrial / commercial). Multisided businesses provide benefits to the interacting groups – while profiting from the transactions.

A shopping mall is an example of a multisided platform: manufacturers, retailers and shoppers all benefit from having a single location where they can meet and transact business. A wider variety of stores and services brings more shoppers; more shoppers bring higher sales volumes for manufacturers and lower costs for retailers (and, in theory, also lower prices for shoppers). Thus, some element of network economy is bundled into the shopping mall value proposition. The platform owner (the mall operator) extracts some of this value in the form of rent to store owners and, in some cases, service fees to shoppers.

Companies that envision being platform owners will need to have key competencies in marketing, sales and customer relationship management. That fact, combined with the ready-made set of platform participants already present in the form of existing electricity customers, puts retail electric providers (or integrated utilities’ retail operations) in a good position to take on platform ownership.

---