DEESME 2050

Developing Energy Efficiency Projects in SMEs for European 2050 targets

Compendium of DEESME Business Model Applications in Practice

D3.3

ECQ

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2. EXECUTIVE SUMMARY

This report presents the results of the Business Model Application carried out for 20 pilot companies from the DEEMSE2050 project partner countries Bulgaria, Poland, Italy, and France. Each company underwent an energy audit and/or EMS and an assessment of their business model to identify the multiple benefits derived from energy efficiency improvements. The DEESME model was used to help enterprises embed energy management into their strategic operations and identify synergies between energy performance, economic gains, and sustainability outcomes.

The DEESME approach offers a structured way for SMEs to integrate energy efficiency directly into their business strategy. Rather than treating an energy audit as a technical check, the approach guides companies through six steps: 1) business model analysis; 2) cost structure; 3) energy auditing; 4) carbon footprint; 5) multiple benefits identification and evaluation; 6) and business model improvement. This process transforms energy information into actionable business insights that link energy decisions with operational, financial, social, and environmental performance.

At the core of the approach is the DEESME Multiple Benefits Business Model, which reframes energy efficiency as a strategic opportunity. It moves beyond the traditional focus on financial payback or energy savings and instead highlights the broader value that energy actions can create across the company. The model helps organisations understand how improvements in energy performance influence their value proposition, daily activities, resources, employee performance, customer relationships, and partnerships. By capturing benefits such as better product and process quality, reduced maintenance, less waste, higher safety levels, increased workforce satisfaction, stronger customer loyalty, and improved environmental reputation, the model shows that energy measures can contribute to wider business priorities.

The practical experience from the DEESME pilot countries confirms this perspective. Companies discovered that energy initiatives often generate advantages that matter even more than the direct savings, such as faster and more reliable production and stronger brand differentiation. Once SMEs recognise these wider impacts, they become more motivated to invest in energy actions, integrate sustainability into their strategy, and maintain improvements over time.

The DEESME multiple benefits approach helps to remove the common barriers SMEs face, such as lack of awareness, short-term financial thinking, or limited internal capacity. By showing how energy management supports competitiveness, risk reduction, regulatory alignment, and long-term resilience, the approach enables SMEs not only to save energy but also companies respond to increasing sustainability requirements and build more sustainable business models.

3. Compendium of Best Practices

3.1 Bulgaria

Company 1
Business model
The company designs and manufactures high-quality furniture for kitchens, bedrooms, offices, and custom interiors. Key partners include suppliers of wood panels, MDF, fittings, and sliding systems from leading European brands. The key activities include raw material purchasing, production, and sales, managed by a small well trained team serving mainly Bulgarian clients. The company's value lies in reliable, on-time delivery of premium furniture, which is promoted through exhibitions and direct sales. Major costs include human resources, raw materials, energy, and external services. Revenue comes from furniture sales to households and small offices.
Cost structure
The total annual operational costs are €46,579: personnel (€31,500; 68%), electricity (€10,347; 22%), maintenance (€2,600; 6%), health & safety (€890), water (€652), and waste disposal (€590). As all energy use is electricity-based, labour and electricity are the main cost drivers, making energy efficiency key to profitability.
Energy auditing
The audit main observation revealed that all electricity is sourced from the electricity transmission network. It proposed three steps: (A)[1] staff energy-awareness training, (B) upgrading to energy-efficient equipment, and (C) investing in a photovoltaic (PV) system. These actions would lower energy costs and emissions while enhancing the system's resilience to external factors.

[1] A: Most urgent actions that need to be implemented immediately to promote energy efficiency.
B: To be implemented 1-2 months after receiving the report.
C: To be implemented more than 2 months after receipt of the report (i.e. will depend on the availability of funds).

Carbon footprint
Current emissions are a total of 49 tCO_2/year from 59 MWh of purchased electricity (Scope 2).
Multiple benefits
The company's most significant non-energy-related benefits comprise improving product efficiency, raw material use, employee satisfaction, and customer relations. To build on these benefits, the company will use renewable energy sources (RES) and energy-efficient machines to enhance product and service efficiency. More efficient use of raw materials will continue to serve as a leading model of operation, supporting both sustainability and cost reduction. Employee retention remains a priority, with ongoing efforts to strengthen satisfaction and engagement. To support growth, the company will work for individual and small customers while maintaining a high level of customer satisfaction through consistent quality and service.
Sustainability advancement
Sustainability will be integrated into sourcing, operations, and marketing. Suppliers will be selected based on wood sustainability certificates and energy management policies; activities focus on waste reduction and circular practices. The planned PV system will reduce the use of electricity from the grid. Products will use natural, sustainably sourced materials, and sustainability communication targets both employees and customers. Surplus solar power could be sold or shared locally, adding revenue and supporting Bulgaria's energy transition.

Company 2
Business model
The company manufactures customised furniture for kitchens, children's rooms, living areas, offices, and interior projects, serving mainly Bulgarian clients. Its partners supply chipboard, edging, and furniture components from domestic and European sources. Core activities include material procurement, production, and direct sales, supported by three skilled employees. The company's value lies in craftsmanship, reliability, and functional, made-to-order design. Customer relationships prioritise precision and on-time delivery, with sales through exhibitions and direct contact. Main customers include private households and small commercial clients.
Cost structure
Annual operational costs total €43,038: personnel (€36,000; 84%), electricity (€2,768; 6%), maintenance (€2,600; 6%), health & safety (€700), water (€520), and waste disposal (€450). Electricity use totals 16 MWh per year, fully grid-sourced. Labour and energy represent 90% of total costs, indicating a labour-intensive model where energy efficiency and maintenance improvements could bring financial gains.

Energy auditing
The audit found full reliance on grid electricity (Scope 2 emissions) and recommended: (A) staff energy-awareness training, (B) upgrading to energy-efficient equipment, and (C) long-term PV system installation for self-consumption. Additional roof insulation and window replacement were also advised. The PV plant could reduce energy costs by over 50%, enhancing independence and stability.
Carbon footprint
Scope 2 emissions total 13 tCO_2 annually from 16 MWh of purchased electricity; Scope 1 is zero, and Scope 3 is unassessed. The planned PV system could halve Scope 2 emissions to around 6 tCO_2 per year, aligning operations with EU and national decarbonisation goals.
Multiple benefits
Energy efficiency and renewable adoption will lower costs, improve profitability, and boost competitiveness. Environmental benefits include CO_2 reduction and better resource use, while modernised machinery enhances production efficiency. Waste remains minimal, with recycling where feasible. High employee satisfaction and safe working conditions sustain productivity. Customers benefit from reliable, eco-conscious products, reinforcing loyalty and differentiation.
Sustainability advancement
The company will be embedding sustainability in sourcing, production, and communication. The company will focus on waste reduction and circular material use. The PV plant will reduce grid use and create potential revenue from surplus energy sales. The company increasingly reflects eco-friendly values, supported by transparency and staff engagement in order to strengthen its role in Bulgaria's green economy.

Company 3
Business model
The company produces high-quality spring mattresses for domestic and Western European markets, including the Netherlands and Nordic countries. Partners supply springs, foams, textiles, and packaging. Key activities include material procurement, mattress production, and distribution to retail and hospitality clients. With 98 employees, the company's strength lies in skilled labour and reliable production. The value proposition centres on durable, comfortable mattresses meeting strict European standards, with relationships built on trust and on-time delivery.
Cost structure
Annual operational costs total €974,600: personnel (€900,000; 92%), electricity (€28,000; 3%), maintenance (€30,100; 3%), and smaller costs for health & safety (€10,000), water (€2,500), and waste (€4,000). Annual electricity use is

28 MWh, entirely grid based. Labour and materials are the main cost drivers, while energy efficiency presents opportunities for savings and sustainability gains.
Energy auditing
The audit confirmed exclusive grid electricity use and proposed: (A) low-cost behavioural measures, (B) upgrading outdated equipment, and (C) investing in a PV system for self-consumption. Building insulation improvements were also advised. Implementation could halve electricity costs, improve energy security, and enhance workplace comfort.
Carbon footprint
Scope 2 emissions total about 115 tCO_2 per year from 28 MWh of grid electricity. Scope 1 is zero; Scope 3 is unassessed. A PV system could cut Scope 2 emissions by over 50%, reducing annual totals to around 55 tCO_2 and advancing EU-aligned decarbonisation targets.
Multiple benefits
Renewable energy and efficiency upgrades will reduce costs, improve competitiveness, and stabilise long-term expenses. Environmentally, the company will achieve substantial CO_2 and resource savings. Operationally, the company maintains strong maintenance systems and minimal waste. Socially, high employee satisfaction and safe conditions underpin productivity, while sustainability strengthens trust with "green" clients and hotel partners.
Sustainability advancement
Sustainability advancement will be ensured through supplier standards, waste reduction, and circular economy practices. The PV plant will lower electricity costs and emissions, with potential to sell surplus energy. The product offering will increasingly highlights natural, responsibly sourced materials. Internally, awareness campaigns and incentives will foster sustainability culture.

Company 4
Business model
The company manufactures custom furniture for hotels, shops, and private homes across Bulgaria. Partners supply processed wood, chipboard, fabrics, upholstery, springs, and mattresses, alongside service providers for logistics and safety. Core operations include raw material procurement, production, and direct sales, supported by 14 trained employees. The company's value lies in precise, durable, and client-tailored furniture, with marketing through exhibitions and direct communication. Customers include hotels, retail outlets, and households.
Cost structure
Annual operational costs are €24,277: personnel (€14,500; 60%), electricity (€5,517; 23%), maintenance (€2,500; 10%), health & safety (€750), water (€520), and

waste disposal (€490). Annual electricity use is 27.6 MWh, all grid-sourced. Labour dominates costs, while energy presents a key efficiency opportunity.
Energy auditing
The audit identified total grid dependence and proposed: (A) short-term staff training and awareness, (B) equipment replacement with energy-efficient models, and (C) PV installation for self-consumption. Implementation could cut electricity costs by more than half, improving energy security and workplace comfort.
Carbon footprint
Scope 2 emissions total 23 tCO_2 annually from purchased electricity, with zero Scope 1 emissions and unassessed Scope 3. A PV system could halve emissions to about 11 tCO_2, significantly reducing environmental impact.
Multiple benefits
Efficiency and renewable investments will lower energy costs, improve margins, and enhance competitiveness. Environmentally, Comfort will reduce CO_2 and material waste through better resource use. The company already applies circular practices and minimal waste generation. Strong employee satisfaction and safe working conditions support productivity, while sustainability enhances brand reputation and customer appeal.
Sustainability advancement
Sustainability will be integrated into all processes and supplier choices, prioritising certified materials and responsible practices. Green production models emphasise waste reduction, recycling, and material efficiency. The planned PV plant will lower grid reliance and create potential surplus-energy revenue. Internal communication and employee engagement reinforce a sustainable company culture.

Company 5
Business model
The company designs and manufactures high-quality furniture for kitchens, children's rooms, offices, and custom interiors. Key partners include suppliers of chipboard and other raw materials, along with providers of maintenance, accounting, and occupational health services. Core activities are raw material purchasing, production, and sales, carried out by a skilled four-person team serving mainly Bulgarian customers. The company's value lies in reliable, high-quality production and on-time delivery, promoted through exhibitions and direct marketing. Major costs include labour, materials, energy, and external services, while revenue comes from furniture sales to end customers.
Cost structure
Annual operational costs total €42,197: personnel (€35,600; 84%), electricity (€3,119; 7%), maintenance (€1,890; 4%), health & safety (€760), water (€348), and waste disposal (€480). Energy use is entirely electricity-based, with no natural

gas consumption. Labor and energy are the main cost drivers, highlighting the potential for energy savings to improve profitability.
Energy auditing
The audit found all electricity is sourced from the national grid (Scope 2 emissions). It recommended: (A) low-cost steps such as staff training and sealing windows and doors, (B) medium-term replacement of old equipment with energy-efficient models and financing for insulation, and (C) long-term investment in a photovoltaic (PV) system for self-consumption. These measures would cut energy expenses, improve comfort, and reduce emissions.
Carbon footprint
Current emissions total 15 tCO_2/year from 18 MWh of purchased electricity (Scope 2). Scope 1 emissions are zero due to the absence of direct fuel use. Installing a PV system could cut Scope 2 emissions by more than 50%, lowering them below 7 tCO_2/year and significantly reducing dependence on the national grid.
Multiple benefits
Energy efficiency and renewable integration will lower costs, increase competitiveness, and drive innovation. Proven green technologies and efficient resource use will sustain high productivity and minimize waste. Though energy costs are a small share of expenses, reductions will yield financial and reputational benefits. Strong working conditions ensure high employee satisfaction, while customers gain from sustainable, reliable products, enhancing loyalty and attracting environmentally conscious buyers.
Sustainability advancement
Sustainability will be increasingly embedded in sourcing and operations. Suppliers will be chosen for certified wood and environmental standards; production emphasises waste reduction, recycling, and circular practices. The products will align with green consumer trends. Sustainability efforts are shared internally through communication and training and externally to strengthen the company's brand. Surplus solar power could be sold or shared locally, creating new revenue and supporting Bulgaria's renewable energy transition.

3.2 Poland

Company 1
Business model
The company manufactures spring mattresses for domestic and Western European markets, mainly the Netherlands and Nordic countries. Key partners include suppliers of spring systems, foams, textiles, and packaging components. Core activities are material procurement, production, and distribution to retail and hospitality clients. The company employs 98 people, leveraging skilled labour to deliver high-quality mattresses that meet European comfort and durability standards. Relationships are based on reliability, timely delivery, and consistent quality assurance, with sales through trade fairs and direct communication. Main customer segments include hotel chains, accommodation providers, and households.
Cost structure
Annual operational costs total approximately €974,600, dominated by personnel (€900,000; 92%), followed by energy (€28,000; 3%), maintenance (€30,100; 3%), and minor costs for health & safety (€10,000), water (€2,500), and waste (€4,000). Electricity consumption is 28 MWh/year, fully grid sourced. The cost structure highlights a labour-intensive model with energy costs relatively low but offering room for efficiency improvements.
Energy auditing
A) Immediate actions should focus on removing and replacing faulty appliances with efficient, modern alternatives and applying energy conservation measures to reduce consumption. B) Within one to two months, efforts should address the high electricity use in production by training staff in energy-saving practices, installing a Building Management System (BMS), and implementing the ISO 50001 energy management standard. C) In the medium to long term, depending on available funds, heating systems should be improved by servicing existing boilers, replacing the oil boiler with a 100-kW heat pump, and transitioning fully to renewable heating. The building envelope should be upgraded by enhancing insulation with door sweeps and weather stripping, replacing old windows, and working toward Passive House energy efficiency standards.
Carbon footprint
Scope 2 emissions amount to 115 tCO_2 annually, while Scope 1 emissions are zero and Scope 3 remain unassessed.
Multiple benefits

Implementing energy monitoring will cut energy costs and improve efficiency. Launching a low-carbon steel product line expands green markets. Allocating 2% of savings to R&D drives ongoing efficiency innovation. Thermal comfort upgrades raise productivity by 5–10%, while new heat pumps lower maintenance by 60% and support renewable heating. Emission cuts of 49.76 tons and zero ash waste enhance sustainability credentials. Improved indoor conditions boost product quality and worker safety. Annual energy savings of €21,755 strengthens profitability. Targeting green-minded clients, securing long-term sustainable contracts, and preferring ISO-certified suppliers reinforce market competitiveness and environmental leadership.

Sustainability advancement

The company is advancing sustainability through strong supplier partnerships, operational upgrades, and product innovation. Partners include FSC-certified wood suppliers, eco-material vendors, and green logistics firms. Key activities integrate CNC automation, biomass heating (95% efficiency), and circular economy practices—reusing wood waste as biomass fuel and achieving 95% material utilisation. Energy-efficient systems, LED lighting, and waste-heat recovery further reduce consumption. The company's "Carbon-Neutral Furniture" proposition and customer transparency through CO_2 reports support its leadership in sustainable manufacturing. Financial benefits include annual savings of over €8,000 in energy, €4,200 in materials, and €1,500 in maintenance, alongside new revenue from green product premiums, carbon credits, and surplus renewable energy.

Company 2

Business model

The company produces custom furniture for individual homeowners and regional clients seeking quality craftsmanship and modern design. Key partners include suppliers of wood, fabrics, and hardware, technology providers, and subcontractors for specialised work. Activities cover machining, design, project adaptation, and quality control, operating from a 530 m² facility with a retail outlet. The company employs 16-20 skilled workers and plans to upgrade key machines to CNC technology. Its value proposition lies in tailored, precision-made furniture that blends craftsmanship with technology, sold directly to quality-conscious homeowners.

Cost structure

Energy represents about 40% of operational costs (~€48,000/year), followed by materials (35%) and labour (25%). Total energy use is 90-95 MWh/year (coal heating) plus 9.4 MWh electricity. Maintenance and material waste further add to expenses. Planned investments in CNC machining and biomass heating are

expected to reduce costs significantly, with annual energy expenses currently around €17,644.
Energy auditing
The audit identified an outdated Class 3 coal boiler, to be replaced with a Class 5 biomass system (95% efficiency). Additional measures include thermostatic valves, weather automation, smart metering, and eventual solar PV adoption. Upgrading old machines with a 7 kW CNC centre will improve productivity and cut waste. Combined, these steps could reduce energy use by 25% and carbon emissions by over 55%.
Carbon footprint
Annual emissions total about 40 tCO_2 (Scope 1, coal) and 6 tCO_2 (Scope 2, electricity), plus 0.5 tCO_2 from diesel. Switching to biomass will nearly eliminate Scope 1 emissions due to its carbon-neutral profile, while CNC upgrades will reduce energy intensity. Overall emissions are expected to fall by more than 55%.
Multiple benefits
The modernisation plan will reduce energy costs by 25% and maintenance by €1,500 annually, while increasing productivity by 70% and cutting material waste by 10%. CO_2 emissions will decline by over half, and improved working conditions will enhance safety and comfort. The new “Eco-Line” furniture range will attract eco-conscious customers and enable premium pricing, while operational resilience and compliance improve brand strength.
Sustainability advancement
Sustainability is integrated through certified supplier partnerships, biomass heating, CNC automation, and energy monitoring. These changes reduce emissions, improve resource efficiency, and align with EU climate goals. Plans include renewable energy adoption and continued employee engagement. The company’s carbon-neutral, precision-crafted furniture appeals to environmentally aware customers, reinforcing 3A’s competitive position in sustainable furniture manufacturing.

Company 3
Business model
The company supplies raw materials and finished wood-based products to construction and manufacturing clients in Bulgaria. Key partners are European manufacturers of MDF, particle boards, and engineered wood. Activities include material sourcing, warehousing, and distribution, supported by skilled staff and a reliable logistics network. The company’s value proposition combines high-quality materials, timely delivery, and competitive pricing. Customer relationships are built on trust and personalised service, serving contractors, furniture producers, and construction firms.

Cost structure
Annual operational costs are €350,000: personnel (€150,000; 43%), material procurement (€120,000; 34%), logistics (€50,000; 14%), and other costs (€30,000; 9%). Energy use is mainly electricity (~150 MWh/year), with minimal heating needs. Personnel and material sourcing are the main cost drivers, though efficiency improvements in logistics and energy use offer cost-saving potential.
Energy auditing
The audit revealed full reliance on grid electricity (Scope 2). Recommended measures include: (A) improved energy monitoring and staff training; (B) upgrading to efficient lighting and machinery; and (C) installing solar panels for self-generation.
Carbon footprint
Scope 2 emissions are approx. 100 tCO_2 annually from 150 MWh of electricity, with minimal Scope 1 emissions. Implementing solar energy could lower Scope 2 emissions by 40–50%, supporting Bulgaria's national climate objectives.
Multiple benefits
Economic benefits include reduced energy costs and new income from surplus solar energy sales. Environmentally, emissions and energy dependence decline, while socially, employee engagement and brand reputation improve. Energy efficiency also enhances innovation capacity and long-term competitiveness.
Sustainability advancement
Sustainability will be embedded through responsible sourcing and circular economy practices. Supplier selection prioritises certified, energy-efficient producers, while internal operations focus on waste reduction and material recycling. Planned solar installations will halve grid electricity reliance. Transparent sustainability communication enhances the company's image as a reliable, eco-conscious supplier, positioning it strongly within Bulgaria's green transition.

Company 4
Business model
The company manufactures custom furniture and wooden staircases for homeowners, small businesses, and retail clients. Key partners include sawmills, raw-material suppliers, equipment manufacturers (Biesse, Walter, Lazzoni), and logistics providers. Activities span design, production, lacquering, quality control, and biomass energy generation from wood waste. The company operates several facilities (approx. 415 m² total) and employs about 10 people. Its value proposition offers full-service custom furniture—from consultation to installation—with personal project management and after-sales support.
Cost structure

Annual energy costs are €19,806 (94% biomass, 6% electricity). Other major expenses include raw materials, labour, vehicle fuel, and maintenance. Efficiency opportunities include insulation upgrades, PV expansion, and production optimisation to cut waste.
Energy auditing
Key recommendations include: (A) immediate removal of faulty appliances and air sealing; (B) medium-term boiler replacement (Class 5, 90% efficiency), insulation improvements, and PV feasibility studies; and (C) long-term external insulation (16 cm) and building management systems. Implementation would significantly reduce energy demand and emissions.
Carbon footprint
Scope 1 emissions are -5 tCO_2/year (negative due to biomass credit), Scope 2 are 23 tCO_2/year (electricity). The carbon balance is dominated by electricity use, while biomass provides net reductions.
Multiple benefits
Energy efficiency and renewables could cut energy costs by 30%, improve productivity, and reduce waste. Full wood-waste-to-biomass conversion enhances resource efficiency, while upgraded equipment boosts innovation. Better working conditions and a green brand image strengthen customer loyalty and competitiveness.
Sustainability advancement
The company is partnering with FSC-certified suppliers, adopting recycling collaborations, and planning solar PV expansion to 20-30 kW. New initiatives include “Energy-Smart” and “Local-Wood” furniture lines, eco-certificates, digital-first marketing, and electric delivery vehicles by 2028. Cost savings (€8,500-12,000 annually) and new revenue from premium pricing, refurbishment, and biomass briquette sales reinforce profitability. The firm reinvests 2% of green revenues in local environmental projects, combining economic success with social responsibility.

Company 5
Business model
The company manufactures wooden components–furniture strips, frame components, and micro-joint products for B2B furniture and carpentry clients. Key activities include lumber processing, quality control, and custom production. Partners include sustainable wood suppliers, renewable energy providers, and energy auditors. The company operates two large production halls (2,300 m²) with modern CNC machinery and a skilled workforce. Its value proposition focuses on flexible, high-quality, sustainable wood components and long-term customer partnerships.
Cost structure

Annual operational costs total €261,558, with energy representing 60%, personnel 32%, and maintenance 10%. High energy use stems from heating and electricity for CNC operations. Ongoing investments in efficiency, insulation, and renewable energy are expected to cut future costs significantly.
Energy auditing
Key recommendations include replacing the outdated 1996 biomass boiler with a modern gas system and weather-compensation controls, improving building insulation (14 cm external layer, new windows ≤1.1 U-value), upgrading machinery (including compressor replacement), and installing an energy monitoring system. These measures aim to optimise efficiency and reduce consumption.
Carbon footprint
The company's 261 MWh annual electricity use produces about 181 tCO_2 (Scope 2). Efficiency improvements and solar PV installation are expected to lower emissions by 25%–around 45 tCO_2 annually.
Multiple benefits
Energy costs drop from €0.73 to €0.55 per unit, with 25% savings used as a pricing and marketing advantage. The new "Eco-Line" carbon-neutral furniture targets eco-conscious buyers with premium pricing. CNC technology raises productivity by 70%, cuts wood waste by 10%, and reduces maintenance by €1,500/year. Emissions fall 55.8% (43.2 t/year), supporting environmental certification and green branding. Energy savings of 108.93 MWh/year and improved product quality (>95% right-first-time) enhance profitability and reputation. Marketing focuses on achieving 30% green customers and 20% new customer growth via sustainable product appeal. Partnering with ISO-certified wood suppliers and pursuing ISO 14001 compliance strengthen credibility and minimize environmental risks.
Sustainability advancement
The company advances sustainability across operations through certified sourcing, renewable energy adoption, and modern energy management. Planned solar PV (20–30 kW), LED lighting, and insulation upgrades reduce costs and emissions. The company highlights its use of sustainably sourced wood and energy-efficient processes, backed by transparent reporting. Green product lines, biomass sales, carbon credits, and premium certified components diversify revenue while enhancing reputation and competitiveness in European markets.

3.3 Italy

Company 1
Business model
The company manufactures custom wooden components, including laminated beams and X-Lam panels for large-scale wood construction. It serves the construction and architecture sectors, offering sustainable, high-precision timber solutions. Key resources include advanced CNC machinery (Hundegger K2 Industry, Oikos SCM), skilled personnel, and renewable energy systems. The value proposition centers on high-quality, eco-friendly, and tailored timber products, supported by sustainable sourcing and renewable power. Strong customer relationships are built through technical support, personal service, and shared sustainability values.
Cost structure
Annual revenue is projected at €10.7 million with a €1.3 million profit margin. Major costs include raw materials (timber, panels, finishes), personnel, and energy (electricity and natural gas). The company is investing €200,000 to replace gas boilers with a biomass system and expanding its 300 kW photovoltaic installation to reduce energy costs and emissions.
Energy auditing
The energy audit identified gas boilers as a major consumer, recommending a biomass conversion to cut emissions. Increased self-consumption of PV power and potential battery storage would improve efficiency. Further upgrades—VSDs for dust extraction/compressed air and LED lighting—were advised to lower consumption.
Carbon footprint
Annual Scope 2 emissions total about 181 tCO_2 from electricity. Planned measures—biomass heating, PV optimization, and efficiency upgrades—should cut emissions by 25% (~45 tCO_2 annually).
Multiple benefits
Energy measures are expected to save €65,000 per year, improving profitability, reducing CO_2, and enhancing workplace comfort. Operational efficiency and innovation gains will increase productivity and support the firm's reputation as a sustainable leader.
Sustainability advancement
Sustainability drives all operations through FSC-certified sourcing, renewable energy, and circular use of wood waste. Ongoing investments in PV and energy-efficient machinery reinforce the low-carbon model. New revenue streams include carbon-neutral timber products, carbon credits, and sustainability consulting, positioning the company as a green construction partner.

Company 2
Business model
A leading Italian producer of sustainable wooden flooring for domestic and international markets. It partners with certified wood suppliers and focuses on eco-friendly, high-quality production. Core activities include sourcing, manufacturing, and direct sales to distributors, designers, and homeowners. Its value proposition blends design excellence with environmental responsibility, supported by long-term customer relationships built on trust and ecological performance.
Cost structure
Main expenses are personnel, sustainable raw materials, energy, and overheads. Significant investments in modern machinery, R&D, and green innovation ensure compliance with environmental standards. Electricity is the primary energy source, with a strategic shift toward renewable self-generation.
Energy auditing
The audit emphasises efficiency and renewable integration through upgraded equipment, process optimization, and solar power adoption. The company targets substantial energy reductions and long-term sustainability gains.
Carbon footprint
Emissions are dominated by Scope 2 electricity use; Scope 3 remains under evaluation. Plans to adopt renewables and improve efficiency aim to cut emissions significantly over time.
Multiple benefits
Renewable integration and waste reduction enhance cost efficiency, competitiveness, and environmental performance. Sustainability efforts attract eco-conscious customers, increase productivity, and strengthen market appeal.
Sustainability advancement
Circular economy principles underpin operations–recycling, reuse, and waste minimisation are priorities. Planned PV installation will reduce grid dependence and potentially generate surplus energy. Sustainability communication reinforces brand trust, ensuring alignment with global green trends.

Company 3
Business model
Designs and manufactures sustainable wooden structures, emphasizing circular economy practices and renewable energy. Partners include certified timber suppliers, energy communities, and engineering firms. Activities span design, processing, impregnation, assembly, and quality control. Key resources are skilled personnel, PEFC certification, renewable systems (PV and heat pump), and technical expertise. Its value proposition focuses on durable, eco-certified structures powered by renewables and designed with measurable sustainability metrics.

Cost structure
Annual costs of €2.19 million are driven by personnel (€780,135), raw materials (€1,184,565), and energy (€40,800). Energy and labor dominate, prompting investment in PV energy storage, smart monitoring, and HVAC upgrades to enhance efficiency.
Energy auditing
Recommendations include replacing gas boilers and chillers with an R290 air-to-water heat pump (SCOP 3.96), adding insulation, integrating the HVAC with PV systems, and installing power factor correction.
Carbon footprint
Total emissions are ~105 tCO_2 (57 tCO_2 Scope 1, 33 tCO_2 Scope 2, 15 tCO_2 Scope 3). Replacing fossil fuels with renewable systems and maximizing PV use could halve total emissions.
Multiple benefits
Efficiency measures reduce energy use, emissions, and maintenance costs while improving comfort and profitability. Renewable self-consumption supports ESG goals, enhances reputation, and attracts green clients.
Sustainability advancement
Sustainability is embedded through certified sourcing, renewable energy communities, waste reuse, and circular production. Planned 99 kWp PV expansion, heat pump integration, and staff training will deepen decarbonization. Transparent LCA metrics and CO_2 reporting strengthen brand credibility and enable access to green financing.

Company 4
Business model
Produces bespoke timber structures for private and professional clients, focusing on certified materials, craftsmanship, and sustainability. Key partners include timber suppliers, engineers, and certification bodies. Core activities cover design, cutting, impregnation, assembly, and quality control. Its value proposition combines durability, customization, and environmental responsibility, with customer relationships built on co-design and after-sales support.
Cost structure
Key costs: personnel (€821,000) and energy (€104,000: €70,563 electricity, €33,853 LPG). Energy-intensive processes include heating, aspiration, and compressed air systems, making labor and energy main cost drivers.
Energy auditing
All energy is grid-based. Recommendations include: (A) Staff energy training and improved lighting control; (B) Replacement of lighting and heating systems with efficient alternatives; (C) PV installation with storage and Renewable Energy Community participation.

Carbon footprint
Total footprint ≈234 tCO_2/year (Scope 1: 65, Scope 2: 109, Scope 3: 60). A PV system could halve Scope 2 emissions, greatly improving ESG performance.
Multiple benefits
Efficiency measures cut costs, reduce emissions, and enhance brand value. Renewable generation improves resilience, while LED and heating upgrades enhance comfort. Recycling and wood waste reuse support circularity and strengthen stakeholder trust.
Sustainability advancement
The company integrates PEFC-certified sourcing, renewable energy, and circular practices. Planned PV and heat pump investments will lower fossil fuel use and emissions. Transparent reporting of CO_2 savings enhances client confidence and supports access to green incentives.

Company 5
Business model
Manufactures customised corrugated cardboard packaging for industrial clients in food, furniture, and mechanical sectors. Key partners include certified material suppliers, machinery producers, logistics, and IT providers. Core activities involve production, printing, die-cutting, logistics, and energy management. Its value proposition emphasizes durable, sustainable packaging with short lead times and technical assistance.
Cost structure
Annual operational costs are led by raw materials (~€7 million), personnel (€1.8 million), and energy (€1.32 million electricity, €1.16 million natural gas). Production is energy-intensive, highlighting potential for optimization and renewables to improve competitiveness.
Energy auditing
The audit recommends formalising energy management via: (A) Appointing an Energy Manager and confirming the 1.9 MWp PV feasibility; (B) Installing advanced monitoring and aligning procedures with ISO 50001; (C) Full ISO 50001 certification, PV integration, and potential battery storage.
Carbon footprint
Total emissions: 6,446 tCO_2 (Scope 1: 3,120; Scope 2: 3,326). The planned PV system will supply ~24% of power demand, cutting ~1,100 tCO_2 annually.
Multiple benefits
The PV system and ISO 50001 integration will lower costs, stabilise energy supply, and strengthen ESG performance. Monitoring improvements will enhance efficiency, reduce risks, and improve reporting transparency.
Sustainability advancement

Sustainability is fully integrated through renewable generation, certified sourcing, and advanced monitoring. PV self-production and battery potential improve energy independence and create revenue from surplus power. Enhanced sustainability communication and ISO 50001 certification reinforce the company low-carbon, ESG-aligned identity.

3.4 France

Company 1
Business model
Manufactures mattresses, bed bases, and benches for the entry-level and mid-range market segments. Production capacity ranges from 850 to 1,100 mattresses per day, supported by skilled employees and modern machinery. The company's key partners include raw material suppliers and energy providers. Its value proposition lies in offering reliable, functional, and affordable sleep solutions that meet quality and comfort expectations. Customer relationships are built on long-term partnerships, primarily with large-scale retail distributors. New business opportunities are developed through direct prospecting and industry connections.
Cost structure
The main cost drivers are salaries, energy consumption, and raw material purchases. In 2020, Simonetti's energy use resulted in 833 tCO_2 (Scope 1) and 41 tCO_2 (Scope 2), with an electricity consumption of 1,224 MWh and natural gas use of 399,327 Sm^3. This carbon footprint reflects the energy-intensive nature of its manufacturing operations. Improving energy performance and optimizing production processes would reduce costs and support future compliance with sustainability standards, especially as energy and material prices fluctuate.
Carbon footprint
The company's emissions mainly stem from natural gas consumption for heating and production processes. With total direct emissions of 833 tCO_2 (Scope 1) and indirect emissions of 41 tCO_2 (Scope 2), the company has significant potential to lower its environmental impact through efficiency gains and renewable energy sourcing. Modernising production equipment, improving insulation, and adopting low-carbon technologies would contribute to decarbonization goals and enhance alignment with retailer sustainability requirements. Establishing systematic monitoring of energy use would further support ongoing performance improvement.
Multiple benefits
Energy efficiency provides three key advantages: 1) reduced energy consumption lowers production costs and strengthens competitiveness; 2) reduced carbon footprint enhances environmental compliance and brand reputation; and 3) increased customer satisfaction.
Sustainability advancement
Sustainability is integrated into operations and product development, with staff engaged in energy management and decarbonisation initiatives. High-end, eco-designed products are being developed to reduce energy intensity, optimise resources, and maintain competitive market positioning, while promoting responsible manufacturing practices.

Company 2
Business model
Designs, manufactures, and installs custom furniture for supermarkets, focusing on quality, functionality, and long-term partnerships. Its main partners include raw material suppliers, freight transporters, and energy providers. Core activities cover furniture design, wood and metal processing, and on-site installation, supported by efficient logistics. Key resources include skilled employees, specialized machinery, and transport vehicles. The company's value proposition lies in delivering and maintaining durable, tailored supermarket furniture, ensuring consistent performance and client satisfaction. Relationships are built through reliability and after-sales service, with supermarkets as the primary customer segment.
Cost structure
The main operating costs are salaries, rent for production facilities, energy consumption, and raw material purchases. Energy expenses relate primarily to electricity, natural gas, and fuel used in production and logistics. The company's total energy consumption results in approximately 136 tCO_2 from Scope 1 (natural gas and diesel) and 12 tCO_2 from Scope 2 (electricity). This highlights a significant dependence on fossil fuels for both heating and transport. Reducing these costs through energy efficiency and renewable sourcing offers clear potential for long-term savings and risk reduction.
Carbon footprint
The annual carbon footprint totals 148 tCO_2, primarily from direct fuel use. Scope 1 emissions arise from natural gas (25,574 Sm^3) and diesel (31,856 L) consumed during production and deliveries, while Scope 2 emissions stem from electricity use (546 MWh). This profile indicates opportunities to improve energy efficiency in both production processes and logistics through electrification, renewable energy integration, and optimised load management.
Multiple benefits
Economically, reducing energy consumption and fuel costs increases profit margins and operational resilience. Improved maintenance practices and equipment upgrades will lower downtime and extend machinery lifespan. Environmentally, emission reductions strengthen compliance and enhance the company's sustainability credentials. Socially, involving staff in energy-saving initiatives can foster engagement, attract new talent, and reinforce a shared culture around decarbonisation. These improvements also boost brand image, helping attract "green" clients and retain existing partners who prioritize sustainable suppliers.
Sustainability advancement
Eco-design principles are being adopted to minimise resource use, and all staff are involved in energy management to build a shared decarbonisation culture. The company aims to offer high-end, environmentally friendly furniture that meets growing market demand for sustainable products. Efforts focus on reducing

energy purchase costs, expanding into new "green" market segments, and promoting a circular economy through repair and maintenance services that generate recurring revenue. These steps strengthen competitiveness while positioning Someva as a responsible and low-carbon manufacturer.

Company 3
Business model
Manufactures mattresses, bed bases, and benches for the entry-level and mid-range market segments, producing between 850 and 1,100 mattresses per day. Its operations rely on skilled employees and modern machinery. Key partners include raw material and energy suppliers. The company's value proposition centers on reliable, comfortable, and affordable bedding solutions. Relationships with customers, mainly large-scale retailers, are built on long-term partnerships, with new opportunities developed through prospecting. Main cost drivers include salaries, energy, and raw materials, while revenues come from furniture sales and installation services.
Cost structure
The main operating costs are salaries, rent for production facilities, energy consumption, and raw material purchases.
Carbon footprint
In 2020, the company reported direct (Scope 1) emissions of 833 tCO_2, primarily from the consumption of 399,327 Sm^3 of natural gas, and indirect (Scope 2) emissions of 41 tCO_2 linked to 1,224 MWh of electricity use. This footprint highlights the energy intensity of production activities and the potential for efficiency gains. Targeted improvements in process efficiency, equipment performance, and energy management can reduce emissions, operational costs, and environmental impact, while aligning with retailers' sustainability expectations.
Multiple benefits
The three main benefits are: 1) improved maintenance, 2) reduced carbon footprint, and 3) increased customer satisfaction.
Sustainability advancement
Sustainability will be advanced into its operations by involving all employees in energy management and decarbonisation efforts. The company aims to minimize consumption, reduce energy costs, and develop high-end, environmentally responsible products. Enhancing customer satisfaction through eco-friendly offerings supports brand differentiation and helps maintain premium pricing in competitive retail markets.

Company 4
Business model
Designs, manufactures, and installs high-end furniture for the luxury retail sector, combining craftsmanship, precision, and design excellence. Its key partners include raw material suppliers, freight transport companies, energy providers, and the building owner. Core activities span furniture design, wood and metal manufacturing, and on-site installation, ensuring aesthetic quality and technical precision. The company's main resources are its skilled workforce and specialized machinery, which enable premium production standards. Technics' value proposition lies in offering custom luxury furniture that enhances the image of prestigious retail spaces. Long-term relationships with clients are built on trust, reliability, and consistent quality, with luxury shops as the primary customer segment.
Cost structure
Main cost drivers include salaries, facility rent, energy expenses, and raw material purchases. The company's energy consumption results in 111 tCO_2 annually–104 tCO_2 (Scope 1) from natural gas and diesel, and 7 tCO_2 (Scope 2) from electricity (206 MWh). Natural gas use (48,463 Sm^3) represents the dominant source of emissions, highlighting opportunities for energy efficiency and fossil fuel reduction. Lowering energy costs through building performance improvements and renewable sourcing would significantly enhance financial stability.
Carbon footprint
The total emissions of 111 tCO_2 mainly originate from heating and production processes powered by natural gas. Electricity consumption contributes only a minor share. Key opportunities for emission reduction include upgrading the building's energy systems in collaboration with the owner, improving insulation, and transitioning to renewable or low-carbon energy solutions.
Multiple benefits
Environmentally, lower emissions strengthen the company's sustainability performance and compliance with future carbon regulations. Socially, engaging staff in decarbonisation initiatives fosters motivation, innovation, and new talent attraction. Strengthening these aspects also enhances the company's reputation in the luxury market, appealing to clients seeking environmentally responsible partners.
Sustainability advancement
Collaboration with the building owner aims to improve the site's energy performance, while eco-design principles are being introduced to minimise material and energy use. Employees are encouraged to take part in energy management, creating collective momentum around decarbonisation and continuous improvement. The company's future strategy focuses on producing high-end, environmentally friendly furniture, satisfying growing demand for sustainable luxury. By diversifying

its client base within the luxury segment and reducing dependence on a single customer, the company strengthens its market resilience. Energy efficiency and renewable adoption will reduce operational costs, while eco-conscious products help maintain premium pricing and reinforce the brand's identity as a leader in sustainable luxury furniture.

Company 5
Business model
Designs, manufactures, and installs high-end wooden furniture for the luxury hotel sector, combining craftsmanship and design precision. Key partners include raw material suppliers, transport companies, energy providers, the building owner, and the EPV label, which recognizes excellence in French manufacturing. Core activities cover design, woodwork, and installation, supported by skilled employees, specialized machinery, and transport vehicles. The company's value proposition lies in producing tailored, durable furniture that reflects luxury and quality. Relationships are long-term and trust-based, while new clients mainly come through word of mouth. Its customer base consists primarily of luxury hotels, with a few office projects.
Cost structure
The costs are mainly driven by salaries, facility rent, raw materials, and energy. Energy consumption is relatively low compared to peers, resulting in an annual carbon footprint of 6 tCO_2 - comprising 5 tCO_2 (Scope 1) from natural gas and diesel, and 1 tCO_2 (Scope 2) from electricity (41 MWh). Despite modest energy use, optimising production efficiency and building performance remains important for long-term cost control and sustainability certification.
Carbon footprint
Small-scale operations produce limited emissions due to efficient processes and low fuel use (1,039 Sm^3 natural gas; 1,080 L diesel). However, further reducing energy intensity through renewable sourcing and improved equipment efficiency would help align with EPV label expectations and client sustainability demands. Strengthening monitoring and energy management practices can ensure continuous progress toward a near-zero-carbon profile.
Multiple benefits
Lower energy costs enhance profitability, while reduced emissions contribute to environmental leadership and compliance with EPV label standards. Employee engagement in energy initiatives boosts satisfaction and innovation, and sustainable practices reinforce brand credibility in the luxury market. Word-of-mouth promotion of eco-friendly craftsmanship also attracts new clients who value responsible production.
Sustainability advancement

The company is integrating sustainability and CSR practices to strengthen its market position and secure the EPV label. All employees are engaged in energy management and decarbonisation efforts, creating shared responsibility and new skill opportunities. The company aims to expand its offer of eco-designed, high-end furniture and develop the private residence market, where environmental awareness is growing.

4. Summary

The participating companies in Bulgaria are small SMEs with limited investment capacity. They depend on grid electricity, which makes photovoltaic installations their main entry point into sustainability. Their sustainability efforts are still in process and focus primarily on the use of certified materials and basic circular practices.

In Poland, the SMEs are more industrialised and operate using a mix of energy sources, including coal, biomass, gas, and electricity. This gives them strong potential for renewable heating transitions such as biomass systems and heat pumps. Many of these firms use energy-efficiency investments as an opportunity to introduce eco-product lines and differentiate themselves in the market.

The Italian companies show an advanced level of sustainability integration. Renewable energy systems, circular practices, and certified sourcing are common. These companies are highly prepared for ISO 50001, smart energy monitoring, and large-scale photovoltaic expansion. They view sustainability as a strategic asset rather than a secondary activity.

In France, the participating SMEs include both luxury and mass-market producers. Their energy use relies heavily on natural gas and logistics-related emissions. Sustainability improvements in France are closely linked to market positioning, often expressed through eco-design and brand value enhancement.

Across all four countries, efficiency measures can consistently generate multiple benefits, such as improved product quality, greater comfort, reduced downtime, and stronger customer trust. Photovoltaic systems are the most common and effective renewable investment. The companies recognise the importance of certified raw materials such as FSC and PEFC wood. Employee engagement plays a key role in maintaining energy and sustainability improvements, and the countries show progress toward circularity through waste minimisation and the reuse of wood materials.

4.1 Best Practices for a Sustainable Business Model

1. Integration of renewable energy systems:

    - PV systems and biomass heating are highly effective for reducing Scope 2 and where relevant, Scope 1 emissions.

2. Circular economy Implementation:

    - Reuse of wood waste as biomass
    - High material utilisation
    - Systematic recycling and responsible sourcing

3. Equipment modernisation and automation:

    - CNC machinery and efficient production systems contribute to major gains in productivity, quality, energy savings, and reduced waste.

4. Formalising energy management:

    - Adoption of ISO 50001 or its components improve monitoring, decision-making, and long-term planning.
    - Integration of structured energy management into market-facing sustainability strategies.

5. Sustainability-based market positioning:

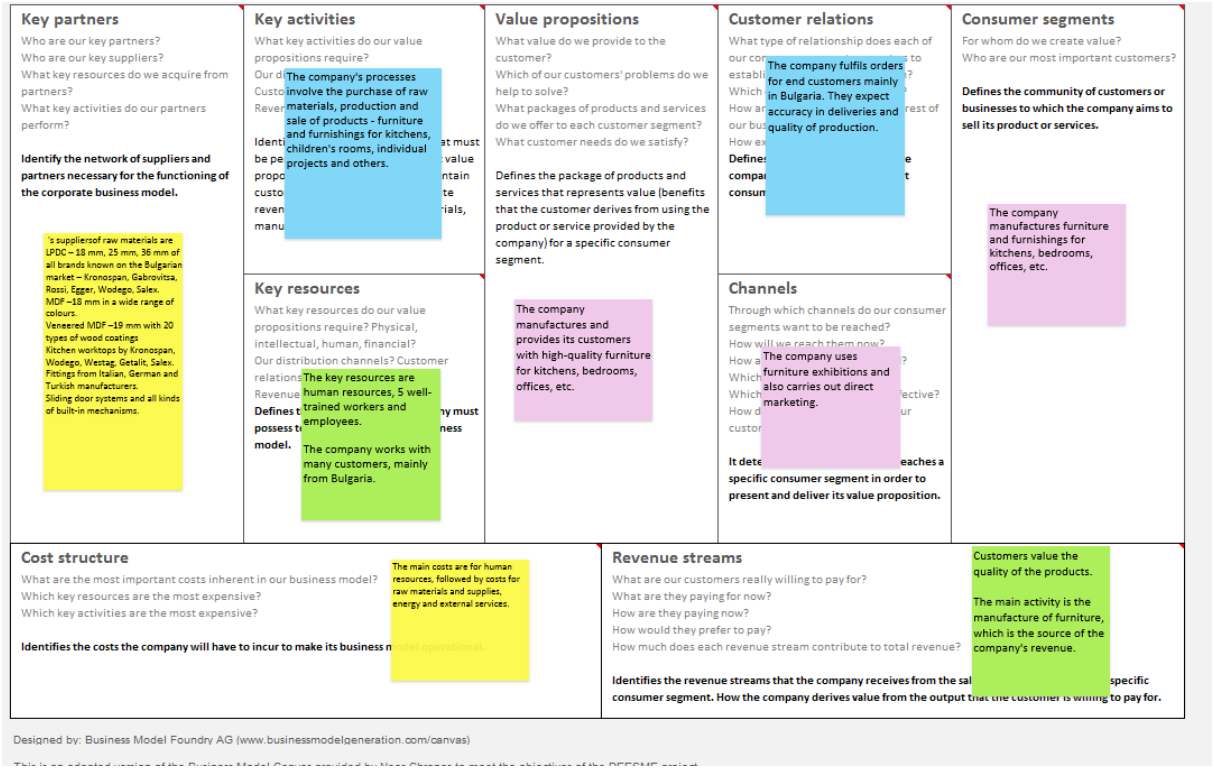
    - Eco-design and sustainable product lines
    - Transparency through carbon reporting
    - Green branding and customer trust-building

These practices simultaneously reduce costs, emissions, and environmental impact.

5. Annex - Supporting Data

Below are provided examples of the business model canvas from the multiple benefits-tool used to collect the data from the companies.

Bulgaria



Poland

The advancement of business model sustainability through innovation and improvement

Key Partners

Can we choose partners with compelling sustainability certifications and social reports?
How can we collaborate with stakeholders for the advancement of business sustainability?

Can we choose partners with sustainability certifications?
Source wood from FSC/PEFC certified suppliers
Partner with energy auditors and efficiency consultants
Collaborate with waste management for wood chip recycling
Engage with local renewable energy providers
Join industry sustainability initiatives

Key Activities

How can we improve the efficiency of the key activities?
How can we develop 'green' and sustainable practices (e.g. recycling) in the performance of the key activities?

Implement automated heating control (25% energy saving)
Optimize production scheduling to reduce idle time
Convert wood waste to energy or sellable byproducts
Regular maintenance program for machinery efficiency
Monitor energy consumption per production unit

Key Resources

How can we achieve energy and resource savings?
What alternative and sustainable resources exist?
Replace biomass boiler with efficient gas system
Install 20-30 kW additional solar PV
Implement building insulation (14cm walls)
Use LED lighting throughout facility
Deploy energy management system

Value Propositions

How can we better respond to customers' lookout for energy savings/sustainability?
What are the opportunities for 'green' solutions in our market?

Products from sustainable wood sources
Lower carbon footprint through energy efficiency
Micro-joint technology reduces material waste
Compliance with environmental regulations
Transparent sustainability reporting

Customer Relationships

How can we cultivate the values of energy savings and sustainability with customers?
Share energy efficiency achievements
Provide carbon footprint data for products
Offer sustainable product alternatives
Educate on wood sustainability
Create green product certification

Channels

How can we use low impact distribution and communication channels?
Digital marketing to reduce print materials
Virtual meetings for B2B sales
Optimize delivery routes for efficiency
Local pickup options to reduce transport

Customer Segments

What are the social and market trends with regard to energy efficiency/sustainability?
What are the needs of each customer/customer segment related to energy savings, resource efficiency and sustainability?

Furniture manufacturers seeking eco-certified materials
B2B clients with sustainability requirements
Export markets with strict environmental standards
Local businesses prioritizing regional suppliers

Cost Structure

How can we exploit energy efficient/sustainable alternatives in order to deduce cost?
How can we exploit energy efficient/ sustainable alternatives in order to reduce risks?

Current Costs:
Energy: €261,558/year (60% of operational costs)
Maintenance: €28,100/year
Personnel: €83,300/year
Sustainability Investments:
Total modernization: €955,330

Revenue Streams

How can we develop innovative financial models for the successful monetization of 'green' opportunities?
How can we meet business profitability and sustainable development?
How can we promote the fair distribution of benefits and profits to all constituents?

New Revenue Opportunities:
Premium pricing for certified sustainable products
Sale of wood waste as biomass fuel
Carbon credits from efficiency improvements
Green product lines for eco-conscious markets

Italy

Improving business model sustainability through innovation and improvements

Key partners

Can we select partners with convincing sustainability certificates and social reports?
How can we collaborate with stakeholders to improve the sustainability of the business model?

Select suppliers of PEFC-certified and low-carbon timber.

Collaborate with energy communities (CERs) to share renewable energy.

Key activities

How can we improve the energy efficiency of key activities?
How can we develop green and sustainable practices (e.g. recycling) in the implementation of key activities?

Apply green working models: reduce waste, reuse wood residues for heating, recycle materials.

Replace gas boiler and chillers with reversible heat pump.

Monitor and analyze energy data with smart meters and dashboards.

Training workers in energy efficient practices.

Key resources

How can we achieve energy and resource savings?
What alternative and sustainable resources exist?

Photovoltaic plant (99 kWp)

New air-source heat pump system

Value propositions

How can we better respond to customer demand for energy savings/sustainability?
What are the opportunities for green solutions in our market?

Offer custom wooden structures built with sustainably sourced timber and powered by renewable energy.

Customer relations

How can we cultivate the values of energy savings and sustainability with customers?

Communicate openly about the CO2 savings, renewable energy, and circular practices.

Offer co-design consultations with sustainability metrics (LCA impact KPI).

Channels

How can we use low-impact distribution and communication channels?

Internal communication through instructions, signs, incentives for workers and employees.

Website showcasing energy and sustainability metrics per project.

Consumer segments

What are the social and market trends in energy efficiency/sustainability?
What are the needs of each consumer/consumer segment in terms of energy saving, resource efficiency and sustainability?

Private clients and public bodies focused on decarbonised construction.

Architects, designers, and developers promoting eco-buildings.

Clients interested in energy-efficient housing, green certifications, and circular materials.

Cost structure

How can we use energy-efficient/sustainable alternatives to reduce costs?
How can we use energy-efficient/sustainable alternatives to reduce risks?

Shift to renewable self-production: PV should cover > 50% of electricity needs.

Replace fossil fuel systems (boiler, company vehicles, etc).

Invest in energy monitoring and control systems to prevent inefficiencies.

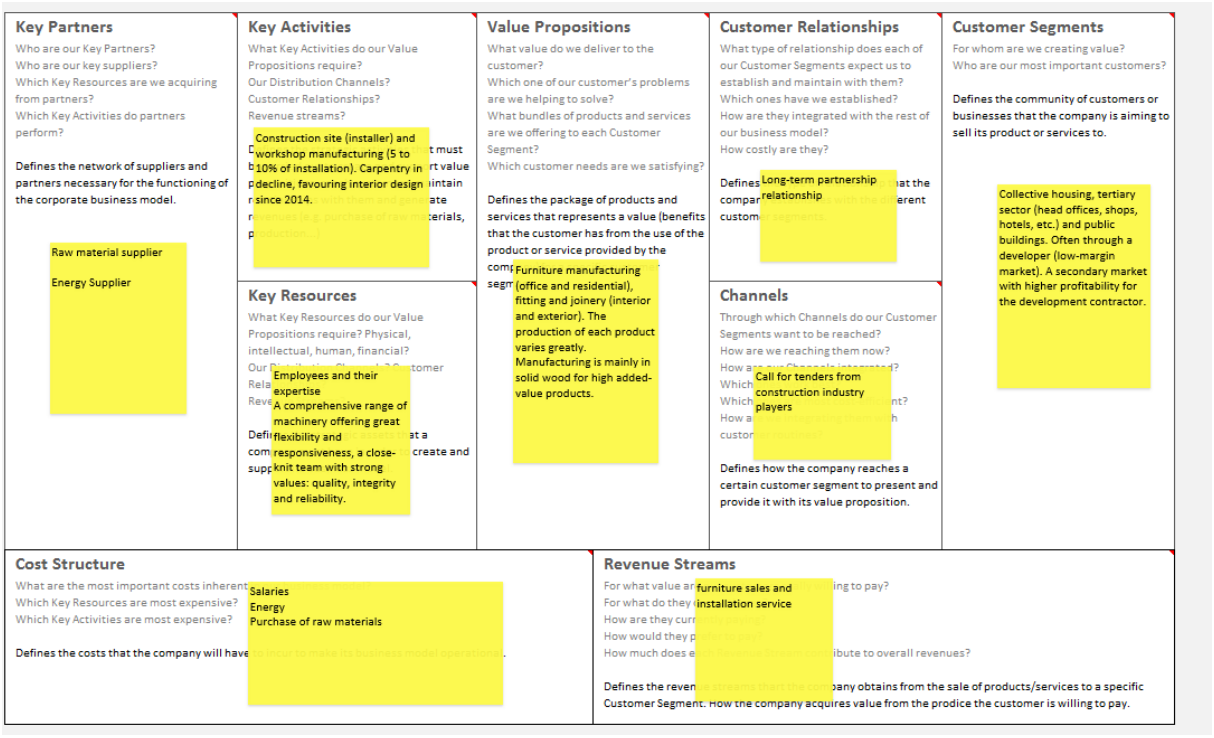
Revenue streams

How can we develop innovative financial models to successfully generate revenue from green opportunities?
How can we achieve business profitability and sustainable development?
How can we promote the fair distribution of benefits and profits to all participants?

Trade surplus PV energy or use it in community sharing agreements.

Access green financing (ContoTermico for boiler replacement)

France


Key Partners
Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?
Defines the network of suppliers and partners necessary for the functioning of the corporate business model.
Raw material supplier
Energy Supplier
Key Activities
What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?
Construction site (installer) and workshop manufacturing (5 to 10% of installation). Carpentry in decline, favouring interior design since 2014.
Key Resources
What Key Resources do our Value Propositions require? Physical, intellectual, human, financial?
Employees and their expertise
A comprehensive range of machinery offering great flexibility and responsiveness, a close-knit team with strong values: quality, integrity and reliability.
Value Propositions
What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?
Defines the package of products and services that represents a value (benefits that the customer has from the use of the product or service provided by the
Furniture manufacturing (office and residential), fitting and joinery (interior and exterior). The production of each product varies greatly. Manufacturing is mainly in solid wood for high added-value products.
Customer Relationships
What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?
Long-term partnership relationship
Channels
Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
Call for tenders from construction industry players
Defines how the company reaches a certain customer segment to present and provide it with its value proposition.
Customer Segments
For whom are we creating value?
Who are our most important customers?
Defines the community of customers or businesses that the company is aiming to sell its product or services to.
Collective housing, tertiary sector (head offices, shops, hotels, etc.) and public buildings. Often through a developer (low-margin market). A secondary market with higher profitability for the development contractor.
Cost Structure
What are the most important costs inherent
Which Key Resources are most expensive?
Which Key Activities are most expensive?
Defines the costs that the company will have
Salaries
Energy
Purchase of raw materials
Revenue Streams
For what value ar
For what do they
How are they cur
How would they p
How much does e
furniture sales and installation service
Defines the reven
pany obtains from the sale of products/services to a specific Customer Segment. How the company acquires value from the prodice the customer is willing to pay.

DEESME 2050

Developing Energy Efficiency Projects in SMEs for European 2050 targets

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