



STRATEGIC PARTNERSHIPS TO ACCELERATE SCALE

Session on Rationalizing Business
Acceleration and
Fund Sourcing in the Asia Pacific,
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Our services: Private sector

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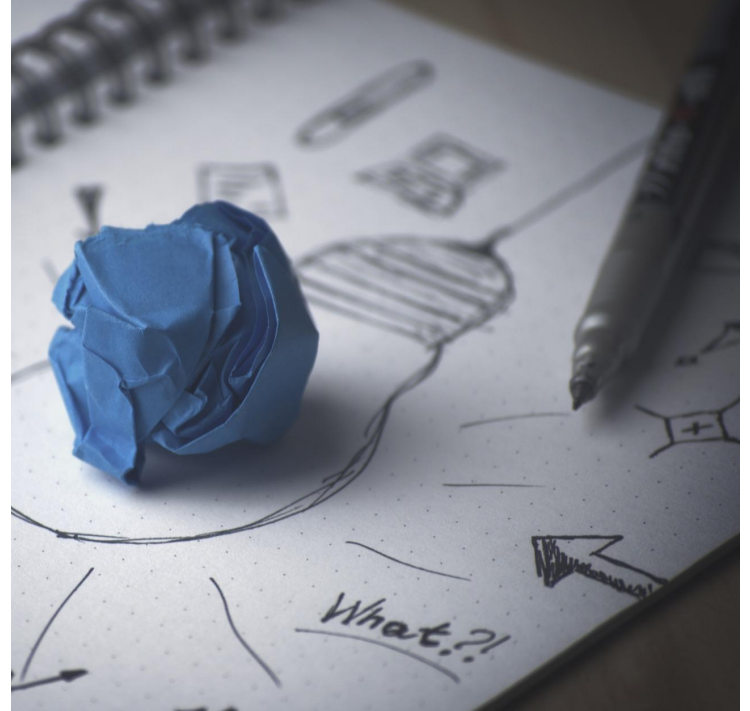


Go-to-market
strategy

Project management support for execution

Outline

1. Cleantech startups' challenges
2. How corporates can help: Partnerships
3. Other options



Who are the corporates?

Traditional players

Equipment manufacturers



Incumbent players with a new vision?

Utilities

**Edison Electric
Institute: Utilities Are
Eager for New
Partnerships With
Startups**

**“Utilities are not going to
create this future alone—even
if we wanted to, we probably
can’t.”**

New guys with their vision?

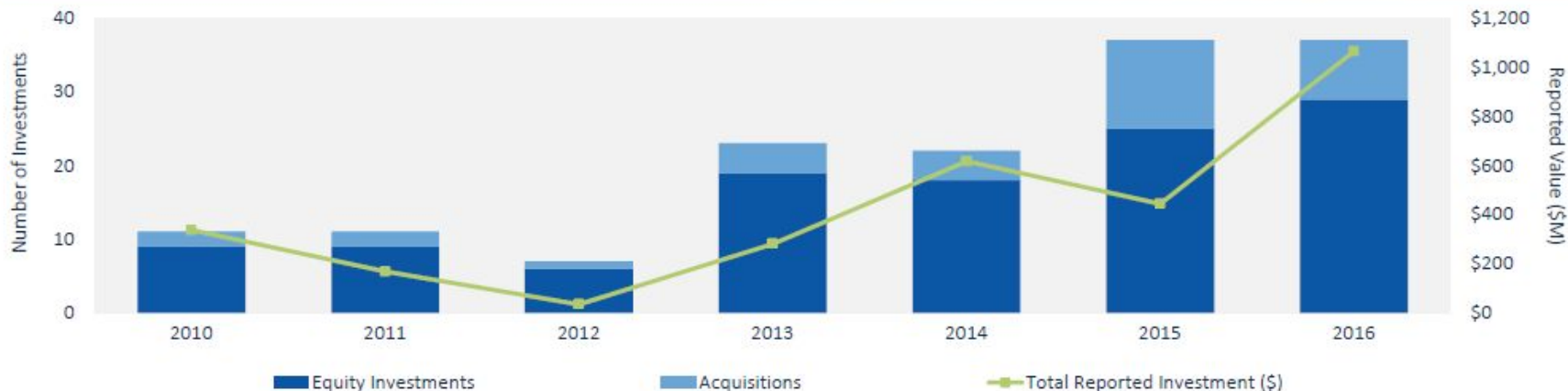
Technology companies



Annual utility investment in distributed energy in US & Europe has nearly tripled since 2010

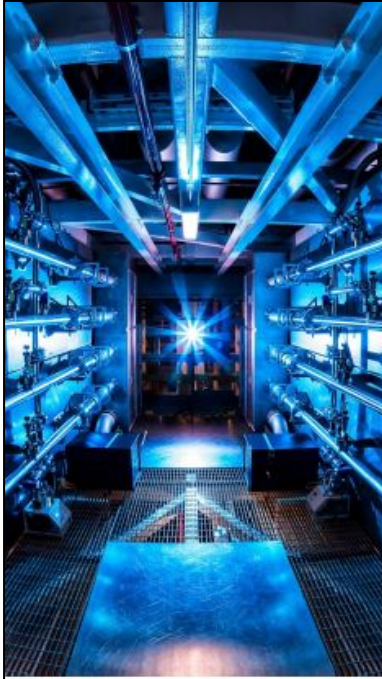
(in number \$ value)

Utility Investments in Distributed Energy Companies, 2010-2016



Source: GTM research, Utility Investments in Distributed Energy, March 2017

Why cleantech start-ups fail



Venture Capital and Cleantech:

The Wrong Model for
Clean Energy Innovation

An MIT Energy Initiative Working Paper
July 2016

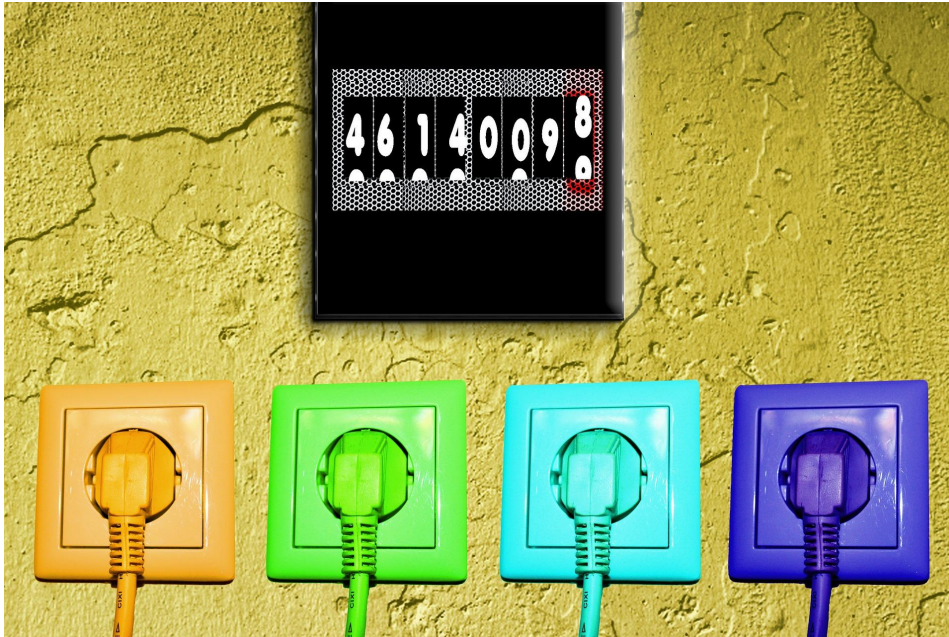
Dr. Benjamin Gaddy¹

Dr. Varun Sivaram²

Dr. Francis O'Sullivan³

1. **More time is required** (longer than usual for venture capital funds)
2. **Expensive to scale**
3. **High competition + low margins = Reduced ability to invest in research & development**
4. **Few incumbents willing to take the risk** and acquire startups (maybe changing)

Partnerships with corporates help Start-ups can “plug in” a ready made system



1. Longer timeline is ok
2. Opportunity to test within an established network of suppliers and clients
3. Funding
4. Established internal systems to learn from (operations, supply chain, distribution)

Why corporations and start-ups work together?

Change happens anyway

1. Fast fish eats the slow fish
2. If you don't create the things that will kill your company, someone else will

Start-ups offer:

Speed of operation
Innovative image
Innovation
Culture



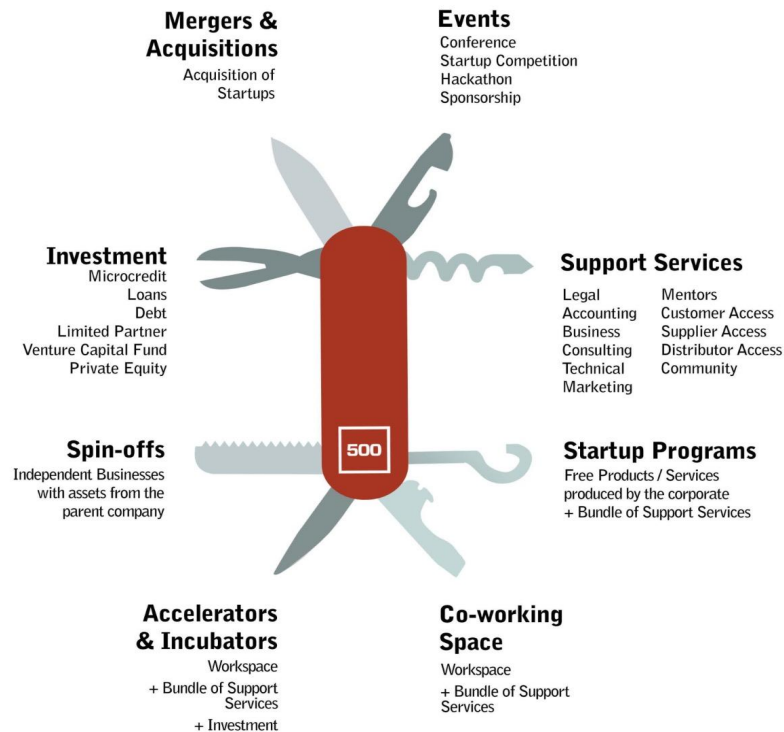
Corporates offer:

Credibility
Visibility
Distribution
Suppliers
Funding



How can startups build engagements with corporate?

By understanding ways how corporates build relations with startups.

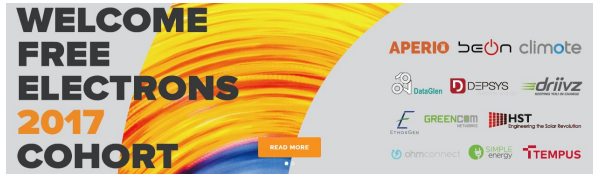


Examples: How corporates build partnerships

Accelerators

Demonstration
projects

One on one
relations



<http://freelectrons.co/>

About REIDS



<http://erian.ntu.edu.sg/REIDS/Pages/AboutREIDS.aspx>

France's Engie sets up JV to electrify
Papua with solar energy



<http://www.thejakartapost.com/news/2017/06/02/frances-engie-sets-up-jv-to-electrify-papua-with-solar-energy.html>

Start-ups can explore other partnership options

Not the right time, not ready to commit with corporates. These are few other ideas to try:

1. Join an industry association



Alliance for
Rural
Electrification

Shining a Light for Progress

G O G L A

Global Off-Grid Lighting Association

2. Start collaboration with a university



SMART VILLAGES

New thinking for off-grid communities worldwide

Partnerships for scaling faster: Conclusions

1. Not a silver bullet but an option to consider
2. Can help with long timelines, access to networks, expertise and taking benefit of already established systems
3. Must be a win-win solution
4. *If not ready for partnership with a corporate: Startups can consider joining an industry association or teaming up with a research team at an established university*



The background consists of a dense, intricate pattern of thin, overlapping lines in shades of green and teal. These lines are arranged to form a large, white circular area in the center of the image. The lines radiate outwards from this circle, creating a sense of depth and movement.

THE August
COMPANY

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