

D3.4 – Business Model Canvas for Climate Services

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<p>Key partnerships refer to collaboration with external organizations or entities that help the company achieve its goals and deliver its value proposition.</p> <ul style="list-style-type: none"> The most common type of partnership is undoubtedly with the <i>Research</i> sector. Collaborations with universities and research institutions are among the most widespread mentioned. <i>Space programmes</i> were also identified by interviewees as crucial enablers for delivering their value propositions. Partnerships with government-funded bodies and <i>national hydro-meteorological institutes</i>, which play a crucial role in providing data or co-developing services. <i>Municipalities and regional governments</i> were rarely mentioned as direct partners in service co-development. Several interviewees expressed varying needs for relying on external providers for <i>technological support</i>. This was especially visible in smaller institutions, as larger ones tend to manage data internally. <i>Civil society organizations</i> were the least frequently mentioned type of partner. 	<p>Key activities are the most important tasks and processes the provider (must) perform to create and deliver its value proposition, i.e. a climate service.</p> <ul style="list-style-type: none"> <i>Software (model) development & maintenance</i> to generate climate information and <i>Data acquisition & processing</i> are key and crucial activities for climate services. <i>Consulting and customization</i> activities are essential and high-value activities for many climate service providers. <i>Training and capacity building</i> were also mentioned but together with <i>Advocacy & policy engagement</i>, are of secondary importance. <p>Key Resources</p> <p>Key resources are assets the providers need in order to deliver their value proposition and sustain their business operations.</p> <p>For climate services the key resources can be split in</p> <ul style="list-style-type: none"> <i>Data infrastructure & cloud computing</i> <i>Scientific expertise & intellectual property</i> <i>Regulatory & market knowledge</i> <i>Strategic partnerships</i> <i>Brand & trust</i> <p>The first two are the backbone for almost every climate service. The other three have more importance amongst private than public providers.</p>	<p>The value proposition describes the added value a service or product provides to the client.</p> <p>Almost all interviewed CS providers add values from more than one of these categories to their clients.</p> <ul style="list-style-type: none"> <i>Climate analytics</i>, offering an advanced analysis of climate data to support informed decision-making, is the most frequent type of value generation, alongside with <i>Strategic resilience and policy planning</i> <i>Operational performance optimization</i>, supporting the improvement of operations using climate and weather insights and thus enhancing efficiency and reducing risks, is also often mentioned. <i>Policy and legal compliance advisory</i>, supporting customers in meeting environmental and climate-related regulations <i>Early warning systems</i> are offered by only very few providers in this study. <p>Irrespective of the type of value proposition or provider category (public/private), providers frequently refer to the scientific reliability of the provided data as important aspect of the value they generate</p>	<p>Customer relationship refer to the type of relationship is established and mantaned with the customers.</p> <ul style="list-style-type: none"> <i>Advisory & consultation-based relationships</i> are characterised by a personalised and ongoing active collaboration with clients. This is the most frequent type of customer relationship emerging from the interviews. Similarly, <i>community engagement & co-creation</i> also focuses on a cooperative approach to supports context-specific and user-informed solutions. This type of relationship is more frequent in the public sector. <i>Self-service and automated access</i> were more uneven across the responses, often pushed by tech-driven startups. <p>Channels</p> <p>Channels comprise methods and pathways to deliver its value proposition to customers.</p> <ul style="list-style-type: none"> The most widely used delivery channel is <i>Self-service digital platforms</i>, including web portals, apps, or downloadable resources. <i>Consulting & custom integration</i> is another widely used channel, focused on tailoring services to the client-specific needs. <i>Community & open-source engagement</i> is frequent among research-based and public-sector providers. <i>B2B sales and partnerships</i>, is less frequently mentioned but still relevant among providers operating in professional service markets. <i>Digital marketplaces</i> are the least frequently mentioned type of channel, although the area is emerging. 	<p>Customer segments are groups of people or organizations based on characteristics such as demographics, behaviour, or needs, that can range from mass markets to niche markets, or even individualized customer bases.</p> <ul style="list-style-type: none"> <i>Financial institutions and insurers</i> are key customers for many climate services (CS) providers. <i>Governments & policymakers</i>, including municipalities, civil protection agencies, regional authorities, cities, and metropolitan areas, are significant customers of climate services. <i>Corporations & Industry</i> is one of the most mention category of users. Specific sectors include agriculture, transport, energy, infrastructure, civil aviation, and consulting companies. <i>Citizens</i> are rarely the direct target of climate services. <i>NGOs and civil society</i> are not a primary target customer segment, although civil protection agencies are a key focus.
Cost Structure			Revenue Streams	
<p>Costs for a climate service encompasses all the expenses incurred by the company to operate its business model. Expenses can comprise:</p> <ul style="list-style-type: none"> <i>Staffing & expertise</i> represents the personnel cost one of the two major cost block that stand out. <i>Cloud & IT infrastructure costs (data & modelling)</i>, represents the second most mentioned cost block, the one related to operational costs. <i>R&D and scientific modelling</i> was also mentioned as one of the most common operational costs. <i>Marketing & customer acquisition</i> costs are of secondary importance, but still factors for the budget / accounting in particular of private providers. The same also applies to <i>Regulatory compliance & legal fees</i> 			<p>Revenue streams differ significantly between public and private providers.</p> <ul style="list-style-type: none"> Public providers rely on <i>Research funding</i>, either long-term institutional funding or project funding which often limits a long-term perspective for the service. For private providers a sufficient revenue is essential for a sustainable operation of a service. As they normally have only limited access to public funds, their revenue has to be generated through <i>Usage fees, Subscription models or Licences</i> depending on the type of service product and customer groups. These models offer diverse options for scalable and flexible revenue strategies tailored to data types, user needs, and client segments. <p>Interviews did not show a general preference for a particular model, as it depends on the type of service which fits best.</p>	