

VaasaETT - Detailed reference list



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Smart Grid, Demand Response, Energy Efficiency and Smart Business Models

Flexiciency (2015-2018) European Commission

VaasaETT is a consortium partner in one of Europe's largest projects (€15m in EU -Horizon 2020 funding) focusing on creating a smart services platform. As part of the 18 project partners there are i.e. the largest electricity distribution companies in Italy, France, Spain and Sweden and the European association of distribution companies for smart grids, and four of Europe's largest electricity retailers.

eBADGE (2012-2016) European Commission

A major European Union funded project for the EU Director General of Energy to develop a cross border balancing market platform to develop commercial/industrial Demand Response. More specifically to develop Novel ICT tools for integrated Balancing Market Enabling Aggregated Demand Response and Distributed Generation Capacity. Project partners include VaasaETT, Telekom Slovenia, the Austrian Power Grid, The Slovenian energy market operator, Slovenia's largest electricity distribution company, The Technical University of Vienna, the Austrian Institute of Technology, SAP and other partners. VaasaETT is analysing the results of the residential pilot aiming to shift consumption in time, developing and analysing business models to develop such offerings to residential consumers. More information at: <http://www.ebadge-fp7.eu/>

Natconsumers (2015-2017) European Commission

EU funded R&D project within the Horizon 2020 framework. The key aim of this project is to develop an advanced and integral user-centred framework for the implementation of efficient energy feedback programmes in the domestic area. Our approach relies in the complete characterisation of the EU energy consumer, and the design of specific personalised actions tailored to each consumer pattern detected based on the use of natural language and emotional contents. Understanding public needs and adapting to their requirements and expectations are the most appropriate mechanisms for increasing the engagement of citizens in more sustainable energy consumption habits. NATCONSUMERS will set the scenario to allow strengthening the dialogue between the EU energy system stakeholders in order to define robustness methodologies exploiting to the maximum the potential of energy feedback approaches, filling the existing gaps not still covered by previous pilots and experiments.

Energy Network Association (2015)

Project was to create a Best Practice Handbook for distribution tariff reform. A handbook which demonstrates the key factors and actions needed to make distribution tariff reform successful through identifying best practice. Reports on the efficient design of retail market operation and customer protection frameworks for the implementation of FRC in the SWIS. Conducting a comprehensive review of international and Australian experience and regulatory approaches. Identified lessons applicable to the current NEM situation.

Large central European energy retailer with generation (2014-2015)

commissioned VaasaETT to identify and analyse new business models and offerings from around the world. Working for the strategy department, VaasaETT provided blue-sky insight to help the client develop new out-of-the-box visions for its whole retail business.

Norwegian Water Resources and Energy Directorate - NVE (2014)

VaasaETT was commissioned to model the impact of consumption feedback in the Norwegian energy market. Best practice feedback pre-requisites were also identified. The highly publicised



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public report was conducted for the head of retail markets and was a key focus of the Norwegian energy industry's main annual energy event Energidagener 2014. A continuing project has focused on drawing evaluation criteria for a national energy efficiency programme tendering.

BEAMA* (2014)

VaasaETT was commissioned by the European industry group BEAMA to model the impact of consumption feedback and in home displays on the UK. The project results were presented personally to the UK's energy minister and other key UK stakeholders at the UK Parliament.

*BEAMA is the independent expert knowledge base and forum for the electro technical industry for the UK and across Europe. Representing over 300 manufacturing companies in the electro technical sector, the organisation has significant influence over UK and international political, standardisation and commercial policy.

Leading US and international provider of energy efficiency services (2014)

VaasaETT was commissioned to provide extensive international market research to support the market selection strategy of the client.

Large European Energy Retailer (2014)

commissioned VaasaETT to provide broad strategic marketing consultancy to the head of the retail business. Key, in-depth one-to-one support to guide the client's overall competitive strategy.

One of Australia's largest energy companies (2014)

commissioned VaasaETT to identify and analyse innovative sales and communications from around the world. Working for the director of sales, VaasaETT provided unique and hard-to-find cases to help guide new sales and communications approaches.

Leading Australian new entrant energy retailer (2014)

commissioned VaasaETT to identify and analyse alternative business models and offerings from around the world. Working ultimately for the board, VaasaETT provided insight into some of the most exciting smart and other offerings focused on increasing customer lifetime value.

One of Europe's largest energy companies (2014)

commissioned VaasaETT to provide insight into the direction of the energy market, emerging trends and business models, and innovative energy efficiency and other services globally. Working for the European head offices in cooperation with another international consultant organisation, VaasaETT provided thought leadership and benchmark to guide the client's strategies and services.

Australian Renewable Energy Agency (ARENA) (2014)

Conducted world's most extensive stocktake and analysis of International renewable integration related projects. Partnered with VaasaETT's project leader and Australian partner Marchment-Hill Consulting. The project will in future be conducted annually on behalf of the Energy Networks Association of Australia.

RSB (National regulator), Energy Efficiency & TOD-Trial in Abu Dhabi (2014)

VaasaETT was commissioned by the Abu Dhabi Regulation and Supervision Bureau (RSB) to provide comprehensive analysis of the impacts of dynamic pricing and energy efficiency trials



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conducted by RSB involving 600 homes over a period of 8 months. The analysis was performed by VaasaETT in collaboration with TNO of the Netherlands and assessed the demand response, energy conservation and financial impacts of the trial on participants. The final report delivered by VaasaETT was used to consider the way forward for future national trials and implementations in the Emirates.

Advanced (2012-2014) European Commission

A major European Union funded project for the EU Director General of Energy to provide best practice for smart grid technology, regulation and consumer engagement. Includes various pilots, developmental work and intensive consumer research. VaasaETT is the project's technical manager and the main research partner, and has designed the research methodology. Partners include ENEL (project lead), Iberdrola, EDF, and others, with an overall budget of € 4.5 million.

Executive Director of the Smart Energy Demand Coalition (SEDC) – (2010-2014)

VaasaETT founded (with E-Meter) and was the executive director of the Smart Energy Demand Coalition for its first three years. The SEDC is a non-profit membership controlled industry group of the world's leading DR-related utilities (such as EDF, ENEL and EON), technology providers (such as GE Energy, Schneider Electric, Siemens, Honeywell and Landys & Gyr), non-profit organizations (such as the US Peak Load Management Association, European Smart Meter Interest Group and the European Smart Network Association), research centres, aggregators (such as Enernoc) and telecoms companies (such as Vodafone). The SEDC represents the requirements of programs involving smart energy demand in order to further the development of the Smart Grid and ensure improved end-consumer benefits, whose vision is to promote the active participation by the demand side in European electricity markets, ensure consumer benefits, increase security of supply and reduce carbon emissions.

Organization of Various Smart Meter and Smart Grid Events (2008-2014)

Co-hosted a leading international conference/exhibition together with Synergy Events, Smart Metering Scandinavia, a 200 attendee event. Other events in which we were partnered included Metering America, Metering Design Congress, USA, Metering Russia/Baltic States and many more. VaasaETT also hosts its own event, e.g. Exchange 2009 and Exchange 2010 and 2012, high level workshops on the topic of Demand Response, Smart Home, Smart Grid. VaasaETT also organises event for others, e.g. for Microsoft.

Smart Energy GB (2013)

commissioned to provide best practice relating to smart meter and smart grid.

Ventyx / ABB - Smart Grid Global Impact Report (2013)

VaasaETT conducted an analysis and ranking of smart grid programmes around the world, tracking approximately 200 programmes, 150 in more detail and approximately 30 in-depth analyses covering North America, South America, Asia, Oceania, Europe, Africa and the Middle East. The Smart Grid Global Impact Report reveals the results of research into strategies for success in 30 leading smart grid projects around the world. It presents detailed analysis on the characteristics of successful smart grids as well as best-practice case studies to help us learn from the most innovative utilities around the world, providing what is believed to be the world's most comparative global analysis of smart grid projects to-date.

Energy Efficiency & TOD-Trial in Abu Dhabi (2013)

VaasaETT was commissioned by the Regulation and Supervision Bureau (the Bureau) to provide comprehensive analysis of the impact of time-of-day pricing, education and information on energy efficiency as part of trial. This project was conducted by Powerwise, an initiative of the Bureau, involving 400 homes in Abu Dhabi over a period of 12 months. The analysis was



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performed by VaasaETT, in collaboration with TNO from the Netherlands, and assessed the demand response, energy conservation and financial impacts of the trial on participants. The research report delivered by VaasaETT to the Bureau was used to consider the way forward for future national trials and implementation in the Emirate of Abu Dhabi.

Aurora Energy (Tasmania) / Tasmanian Government (2013)

Together with Marchment-Hill Consulting, this project delivered a roadmap for smart grid implementation in Tasmania over the next 10 years. A major multi-stakeholder project commissioned by Aurora but took place under the direct supervision of the Tasmanian Government. Ultimately reported to the Tasmanian premier and presented to the Tasmanian parliament and other stakeholders.

World Energy Council (2013)

A project commissioned by ADEME and the World Energy Council that assessed and provided ex post evaluations of eight best practice examples of informative energy bills from diverse geographies, representing a mix of developed and developing countries in the USA, China, Australia, Sweden, UAE, Chile, South Africa, and Ireland. The analysis also focused on related supporting policies such as energy efficiency measures, smart meter regulations and advanced metering infrastructure deployment in each market. The report provides recommendations for how countries with different profiles and goals could implement and benefit from smart billing.

European Union – CASSANDRA (2011-2013)

VaasaETT is currently taking part in a major three year EU funded project entitled CASSANDRA which commenced in November 2011. VaasaETT are equal partners with eight other companies and universities. The budget of the project is approximately €4.1 million. Project CASSANDRA is building a platform for the realistic Demand Response, Feedback and Energy Efficiency modelling of energy market stakeholders. Toward this effort, VaasaETT is conducting research into consumer behaviour, demand response and feedback results under a range of market scenarios. VaasaETT is also organizing and monitoring the 3 CASSANDRA demand response pilots. The aim of CASSANDRA is to provide users (such as consumers, aggregators and utilities) with the ability to test and benchmark working scenarios that can affect system operation and company/environmental policies at different levels of abstraction, starting from a basic level (single consumer) and shifting up to large consumer areas (i.e. a city).

European Smart Meter Industry Group (ESMIG) – Empower Demand Project (2011-2013)

This major international project (comprising two extensive reports), which remains to date the most extensive of its kind anywhere in the world researched the potential and limitations of a wide range of energy efficiency and demand response programs as well as the characteristics and pre-requisites of success. The research involved collecting and comparing approximately 100 pilots, broken down into 460 samples. In total, over 450,000 residential consumers were involved in the reviewed pilots. The first report was primarily quantitative, while the second was qualitative and looked in-depth at best practice communication and customer engagement in the best programs. (The full reports can be downloaded for free:

<http://www.esmig.eu/newsstor/news-file-store/empower-demand> and

http://www.esmig.eu/press/publicationsnew/Final_Empower%20Demand_Report_FINAL_Distr2.pdf/view)

Irish Energy Regulator (CER) (2012)

A project investigating international best practice in smart meter roll-out, customer feedback and dynamic pricing programmes. A project conducted together with (project lead) Pöyry Consulting.



Global Energy Think Tank Irish Energy Regulator (CER) (2012)

VaasaETT provided an international comparison of Smart Meter and Demand Side program rollouts (not pilots). This included a description of the feedback and pricing programs provided through the Smart Meters, an analysis of success factors, communication and marketing technologies involved and main results. The information was used to inform the regulators and industries analysis of Smart Meter rollout best practice

Large Nordic Utility (2012)

commissioned VaasaETT as the sole consultant help develop a smart meter related customer strategy. Reported directly to the senior advisor to the CEO. Also conducted an international comparison of 16 Smart Meter Rollouts involving 54,000,000 households and small businesses from the point of view of consumer success requirements. The rollouts were analysed for main success criteria, including consumer acceptance, technical feasibility, rollout procedure and add-on consumer facing services and programs, communications and marketing techniques used. The results are being used to inform and guide the Smart Meter rollout of the client.

Norwegian Utility (2012)

commissioned to evaluate the potential and opportunities for demand response in Europe.

Large Danish Energy Company (2012)

commissioned to provide research to identify communication methods best practice for spot price and Control Services for Household and SME utility customers

European Commission – SG4-GHG (2011-2012)

VaasaETT completed a project for the European Commission's Information Society and Media Directorate General entitled: "Methodologies to Measure the Potential of Smart Grids (including DR) for Greenhouse Gas Reductions' (SG4-GHG)." VaasaETT participated as equal partners with Oxford University and Pöyry Consulting. This project measured the potential of the Smart Grid to lower Green House Gas emissions around Europe for the European Commission. It included an analysis of the potential impact of residential, commercial and industrial demand response, feedback and informative billing in France, Germany, Austria, Spain, Portugal and the UK. The modelling was carried out for three scenarios, baseline, expected and feasible for the year 2020.

AEMC (Australian Energy Market Commission), Australia (2011)

VaasaETT collaborated with Oakley Greenwood and Marchment-Hill Consulting on a project that conducted a stock take and assessment of energy efficiency measures and policies impacting or seeking to integrate with the NEM (Australian National Energy Market). VaasaETT looked at global experience as a means for interpreting implications of domestic policy and activities in Australia.

Australian National Energy Retailer (2011)

Lead consultant in a board level supervised project to identify the potential value, opportunities, strategies, risks and challenges for involvement of the utility in question in the smart home market. Worked closely with the client (and extensively on-location) to develop a detailed business case proposal and plan for the way forward for presentation to the board.

Danish Utility (2011)

VaasaETT performed an analysis of best piloting practice for a feedback display pilot. The research included customer acceptance, educational material needed, specific messaging, technical feasibility and a cost/benefit analysis for the residential consumers of in-house-display technology.



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Large British Utility (2011)

commissioned to evaluate the potential and opportunities for aggregation- based demand response in Europe.

Respond (2010)

Respond 2010 was a world first global analysis of Demand Response, Smart Energy Demand and smart home best practices, experiences, and visions, covering 150 pilots and programmes in 23 National Markets in Europe, USA, Canada, Australia, New Zealand and Japan across three continents. Respond 2010 was conducted in partnership with 35 writers from 24 leading international contributing organizations and many leading energy companies. Clients included EDF, Duke Energy, British Gas, BC Hydro RWE Npower, SEAS-NVE, Gas Natural – Union Fenosa, and many more.

World Energy Council, ADEME (2010)

Smart Meter Policy Best Practice: VaasaETT prepared a synthesis report on the topic of innovative communication/information tools from utilities and agencies, relating to smart metering/demand response. More precisely this evaluation compared the policy implementation concerning smart metering and more generally Demand Response (DR) programmes among selected best practices spread over the world.

Medium Size Danish Utility (2010)

commissioned to provide strategic advice and guidance relating to smart home and home energy management services.

Finnish Generator (2010)

Analysis of potential of Demand Response in combination with intermittent renewables and gas fired combined cycle turbines.

Large Middle East Utility (2010)

commissioned to provide global expertise of Demand Response to top management and other national stakeholders

Danish Utility (2009-2010)

commissioned to help develop a strategy for a major new residential customer offering. Reported directly to the Marketing Director and senior executive level decision makers. Also provided research to identify the customer perceived value of data feedback and control services for household and SME utility customers. Also found and helped establish a key strategic partnership for major innovative offerings. Involved identifying and negotiating with the partner, preparing the utility and traveling with the utility to meet the partner, as well as assisting in finding synergies and strategic direction for the partnership.

Panasonic (2008-2010)

Various major projects to directly assist Japanese headquarters in their international (including Australia) market strategies and implementations. Primary focus: Energy Management Systems and Smart Grid.

UK Vendor (Smart Energy Demand) (2008-2009)

commissioned to design and conduct pan-European original research to identify market entry opportunities. Research involved extensive interviews and surveys as well as market analysis.

Capgemini (2008-2009)

Assisted in various projects relating to Demand Response.



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Large French Utility (2007-Present)**

Various assistance relating to understanding demand response and smart meter issues

Marketing, Churn, Pricing, Margins and and Competition Issues

European Commission (Feb 2016- present) Outcomes from Price Liberalisation in Europe

Research and consultancy for European Commission's Energy commissioner to identify benefits of price liberalisation in markets across the European Union. Findings used by European Commission Energy Commissioner when negotiating price liberalisation with member states. Key component of forthcoming high level European Commission's meeting with key market stakeholders in Brussels.

European Commission's Energy Market Observatory (2014-Ongoing)

Selected to be The European Commission's provider of up-to-date residential electricity and gas market price data. Monthly collection of data form all 28 European markets.

Energy Retailers Association of Australia ERAA (2009-present)

commissioned by the ERAA to design and run a project in partnership with the 10 leading Australian energy retailers to gather customer switching data from Australia and compare it with the rest of the world. The project called Switchstats Australia provides the only globally comparative view of customer switching levels and trends.

E-Control (Austrian energy market authority) and Hungarian Energy Market Authority (2008-present) "HEPI"

commissioned to develop the 'Household Energy Price index for Europe' which is Europe's only comprehensive and independent monthly index for household electricity prices in 23 EU markets. More than 600 organizations around the world already subscribe to the data, including most European energy market authorities and the findings have been published extensively around the world in and beyond the energy industry, e.g. FT, Reuters, BBC, ITN National (British) TV News, Independent Newspaper (UK) and more.
More information at: www.energypriceindex.com

E-Control (Austrian energy market authority) (2014-present)

commissioned to collect comparative non-price offering (market monitoring) data from multiple European markets on a regular and ongoing basis.

Utility Customer Switching Research Project (2007-present)

The world's most comprehensive analysis of switching trends and dynamics in deregulated energy markets. This is an ongoing project and trend data is updated on a quarterly basis. More information at www.utilitycustomerswitching.com. This project is subscribed to by hundreds of utilities and other stakeholders around the World and delivers the renowned World Energy Retail Market Rankins Report, globally the only comprehensive ranking of liberalised energy market activity around the world which is sold to a wide variety of international utility clients. The project is also connected to VaasaETT's Churn Radar product, the most advanced loyalty prediction tool designed especially for the residential energy market.

Nordic Energy Regulators - NordREG - (2014)

NordREG commissioned VaasaETT to conduct a major public consultation process to map the regulatory framework and other conditions that a supplier and energy service provider faces when entering the national Nordic electricity markets (Finland, Sweden, Norway, Denmark).



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VaasaETT conducted interviews and questionnaire. Following a public consultation process, a public report was published, representing the first Nordic report on Barriers to market entry. The report will be used to help NordREG prioritise its actions towards the harmonisation of the Nordic energy market.

CapGemini (2006-2014)

Collaboration partner in the development and writing of the annual CapGemini European Energy Markets Observatory, a global publication of Cap Gemini headquarters in Paris. Focus on competition, churn and pricing in European retail markets.

Large European Energy Utility: Various Projects (2014)

Providing assistance to interpret the impact of planned government and regulatory initiatives and regulatory change on the loyalty, acquisition and value of customers.

EnerjiSA (2013) (Turkey's largest energy company)

Enerjisa commissioned VaasaETT to provide state-of-art marketing intelligence collection and analytics for a critically important strategic project that reported to the top of the organization. VaasaETT's global reach, benchmarking and best practice capabilities, as well as its customer behaviour expertise were key to this intensive and extensive assistance. The objectives of the client were completely fulfilled by the project.

Leading Australian Corporate Bank (2013)

Provided detailed insight into current trends in Australian and international energy markets. Analysis was delivered through seminars organised by the client for itself and its own clients.

Energy Aware (2013)

Provided international market bench marketing trend and analysis.

Large Nordic Energy Company (2012)

commissioned to identify international benchmarks for cost-to-serve, cost-to-acquire, net retail margins and other global market intelligence.

Tasmanian Government, Australia (2012)

commissioned together with our Australian partners Marchment-Hill Consulting to provided analysis and benchmarking of key Australian and international energy business performance indicators to assist in the development of the Tasmanian competitive energy retail market.

Leading UK Price Comparison and Switching Website (2011-2012)

Provided international market exploration assistance to identify potential markets for expansion.

Central Research Institute of The Electric Power Industry of Japan CRIEPI (2009-2012)

commissioned on multiple occasions to conduct extensive research and write detailed public reports (together with CRIEPI) identifying the nature of customer choice and behaviour in the European and Nordic energy markets and learnings for the Japanese energy market and industry.

Ariu, Toshio, Philip E. Lewis, Hisanori Goto, Christophe Dromacque and Sean Brennan (2012), Impacts and Lessons from the Fully Liberalized European Electricity Market – Residential Customer Prices, Switching and Services. Central Research Institute of the Electric Power Industry of Japan (CRIEPI), Report Number Y11000, March 2012



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Ariu, Toshio, Philip Lewis, Hisanori Goto, Christophe Dromacque and Jessica Strömbäck (2009), Electricity Market Reforms in the Nordic Countries – Historical Evolution and Differences in Customer Choice Behaviour. Central Research Institute of the Electric Power Industry of Japan (CRIEPI), Report Number YO8036, March 2009.

Large Australian Retailer (2011)

commissioned to provide customer behaviour and analysis and marketing best practice to support entry into the national Australian energy retail market.

Bordgais (Leading Irish Energy Utility) (2010)

Conducted international research and provided expert analysis and advisory assistance relating to branding issues.

Large French Utility (2008-2010)

Various seminars and advice on utility customer behaviour, psychology and marketing.

Leading Slovenian competitive retailer (2008)

Provided, with our partner, a full sales and CRM design service and extensive education and strategic guidance to prepare the retailer for competition in the liberalised market. The project was conducted for the executive management. The retailer became the main challenger retailer in Slovenia for electricity and gas and achieved global record rates of customer acquisition as a proportion of the national market.

Leading Dutch/German Utility (2007/2008)

Provided advanced price elasticity and price margin analysis for the purpose of identifying market entry potentials in various European markets.

Leading (Fortune 50) US Assurance/Insurance Company (2007)

VaasaETT managed a detailed service-development product feasibility study for a large blue chip player contemplating entering the US utilities market. The project involved identifying the market potential for the proposed product including marketing barriers and requirements for success, and potential partners within the US utilities industry. Particular attention was paid to researching and understanding the US utilities industry and the psychology of its customers. The project report, conducted to assist Corporate Business Development in their strategic decision-making, was ultimately reported to the CEO of the client organization. A variety of VaasaETT's US-based partners cooperated to assist the client.

Norwegian Research Council (2006)

by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa: Partner in project together with Norwegian School of Management BI in Norway and Roskilde University in Denmark. This project identified and explained the nature of and reasons for the differences in influencers of electricity market efficiency, and to thereby propose ways by which regulators and policy makers may change rules and/or market structures to increase retail market efficiency in Norway and the Nordic region.



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Finnish Energy Market Authority, 2006 by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

Project director and report writer (Dr Philip E. Lewis) for a report that proposed a clear best practice definition and process for the purpose of customer switching data collection in Europe. This Universal Indicator of Customer Switching Activity was ultimately developed for ERGEG (European Regulators Group for Electricity and Gas) on behalf of the Finnish Energy market Authority.

Lewis, P.E. (2006), A Universal Indicator of Customer Switching Activity, Public Report Written for Finnish Energy Market Authority, Ref: VEMG-EMV-UICS-01-06, VaasaEMG, University of Vaasa, January, 2006.

Two leading European energy companies (2005-2006)

by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa. Primary consultant, assisting the clients (one Russian and one Swedish) in their strategic market entry decisions and plans. Work involved providing full market analysis, partner identification and strategic advice (concerning positioning, products, pricing, communications, customer acquisition and low cost entry models).

Two Major Benelux Energy Retailers & One Finnish Energy Retailer (2004-2006) by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

Supervisor in a project to identify and analyse the drivers and dynamics behind customer churn, by looking in detail at the experiences of customers who have switched away from their incumbent retailers.

Finnish Ministry of Trade Industry (2004-2006) by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

Directed and conducted several major high profile projects (including one given to the Finnish parliament) to analyse and assess the impact of unbundling and other law changes on the prices, customer switching and competition in the liberalised Finnish electricity and gas markets; to analyse the status and outcome of competition in the deregulated Finnish electricity market; to evaluate the behaviour of end-user electricity prices in relation to wholesale (NordPool) prices.

Lewis, P.E., M. Pakkanen, T. Närvä, L. Hernesniemi, J. Partanen, S. Viljainen, S. Honkapuro, K. Tahvanainen and R. Jylhä (2006), "Selvitys sähkö- ja maakaasumarkkinoiden kehityksestä sekä sähkö- ja maakaasumarkkinalakien soveltamisesta saaduista kokemuksista" (Evaluation of the impact of energy law developments on the Finnish Gas and Electricity markets), Finnish Ministry of Trade and Industry (Kauppa- ja teollisuusministeriö), ISBN: 978-952-489-103-5

Lewis, P.E., T.A. Johnson and S. Wasti (2004) "Analysing the relationship Between Wholesale and End-User Prices in the Nordic Electricity Market", Finnish Ministry of Trade and Industry (Kauppa- ja teollisuusministeriö), ISBN: 951-739-807-7.

Lewis, P.E., M. Pakkanen and M. Muroma (2004) "The Electricity Customer's Lot – The status of the deregulated Finnish electricity market, consequences for the customer" Finnish Ministry of Trade and Industry (Kauppa- ja teollisuusministeriö), ISBN: 951-739-805-0.



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ERGEG (European Regulators Group for Electricity & Gas) (2005) by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

Project director and report writer in 3 major reports prepared for the European Regulators Group for Electricity and Gas. The reports benchmark, describe and analyze regulations and procedures relating to Customer Switching, Customer Protection and Price Transparency throughout Europe (23 countries). The reports were conducted based on responses to a questionnaire designed and completed by members of ERGEG. These reports provided a key basis of subsequent ERGEG best practice proposals.

Lewis, P.E. and ERGEG (2005), ERGEG Report on The Customer Switching Process, Ref: E05-CFG-02-06, 30 September 2005, European Regulators Group For Electricity and Gas (ERGEG).

Lewis, P.E., T. Närvä and ERGEG (2005), ERGEG Report on Transparency of Energy Prices, Bills and Contracts, Ref: E05-CFG-02-07, 30 September 2005, European Regulators Group For Electricity and Gas (ERGEG).

Lewis, P.E., M. Pakkanen and ERGEG (2005), ERGEG Report on Customer Protection, Ref: E05-CFG-02-05, 30 September 2005, European Regulators Group For Electricity and Gas (ERGEG).

Electrabel (2005)

by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa: Directed a project to collect and analyse international competitor intelligence information.

Shell International Petroleum Corporation (2004)

by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa: Assisted the corporation, as primary consultant, to enter one of the Nordic electricity markets. Work involved providing full market analysis, partner identification, strategic advice and detailed 'market entry method' consultation.

Lewis, P.E., T.A. Johnson and S. Wasti (2004) by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

"Analysing the relationship Between Wholesale and End-User Prices in the Nordic Electricity Market", Finnish Ministry of Trade and Industry (Kauppa- ja teollisuusministeriö), ISBN: 951-739-807-7.

Lewis, P.E., M. Pakkanen and M. Muroma (2004) by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa

"The Electricity Customer's Lot – The status of the deregulated Finnish electricity market, consequences for the customer" Finnish Ministry of Trade and Industry (Kauppa- ja teollisuusministeriö), ISBN: 951-739-805- 0.

Energyforum Global Report (2002-2003)

by Dr Philip E. Lewis while at VaasaEMG, University of Vaasa: The World's first comprehensive review of liberalisation experiences, trends and outcomes from all liberalised energy markets. Conceived, created, directed, managed and edited this 500 page report that comprised 70 expert writers internationally and was subsequently the focus of numerous dedicated events and extensive publicity.



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Billing

Large European Utility (2012)

commissioned to provide advisory services concerning strategies and opportunities for smart billing services in Europe.

Nordic Energy Regulators – NordREG – (2011)

Sole consultant and analyst for a major NordREG published report looking at alternative billing regimes for the forthcoming common Nordic end-user market. Wrote the report and developed all proposals. Worked within the NordREG Market Rules Task Force and under the supervision of the NordREG supervisory Group. The report was initially published for public consultation and subsequently used as the basis of NordREGs recommendations to the Nordic Council of Ministers.

Leading US Vendor (2010-2011)

Sat on advisory panel. Provided ongoing consultancy to directors re. European market growth and expansion.

Australian Vendor (2009-2010)

commissioned to provide European market entry relating to Billing/CRM/CIS offering support.