

Appendix

INTERVIEW GUIDELINE

BUSINESS MODELS FOR RENEWABLE ENERGIES IN THE ELECTRICITY SECTOR IN AUSTRIA

OBJECTIVE TARGET AND EXPANSION STRATEGY FOR THE BUSINESS SEGMENT RENEWABLE ENERGIES

- (1) What are your goals for the next few years in the field of renewable energies? Additional question: Is there a strategy for expansion? If yes, what are its key points?
- (2) Is the field of renewable energies in your organization organized as a separate business segment? If not, how is this field organized in your organization?
- (3) Hydropower is a form of renewable energy, but in Austria hydropower is very often seen as a traditional energy source. How do you deal with this in your organization? Do you class hydropower as a traditional energy source or do you treat it as part of the 'new renewable energies', like wind power and photovoltaics?
- (4) Do you focus on one specific renewable energy source? If yes, since when and why? Have you extended your portfolio in the last few years to include new energy sources?
- (5) Please tell me something about your expected investment volume (per energy source) with respect to the expansion of renewable energies in the next few years?
- (6) How important is security of supply for your organization? Do you think that security of supply can be guaranteed with renewable energies when energy demand increases?
- (7) To what extent can fluctuations in renewable energy supply be integrated in the grid, without having a negative impact on grid stability and supply reliability?
- (8) Which economic and ecologic impacts (positive and negative) do you expect to arise as a result of increased use of renewable energies?

DEALING WITH ENERGY TRANSITION – REASONS AND DRIVERS FOR DEVELOPING NEW BUSINESS MODELS

- (9) When did you start to develop the current business model for renewable energies in your organization?
- (10) What are the most important distinctions between your business model for renewable energies and the traditional business models in other utilities?
- (11) What were the reasons and drivers behind ~~your~~ developing a new business model?
- (12) What are the most important criteria when developing a new business model?
- (13) Do you think that you will have to adapt or change your business model for renewable energies in the future? If yes, why? What changes might be necessary and what areas are likely to be affected? If no, why not?
- (14) In your opinion, which energy sources will prevail in the long term? Which energy sources have the greatest or least potential? Please specify.

BUSINESS MODELS – GENERAL INFORMATION

(15) How would you describe your business model for renewable energies in general?

(16) What are the differences between your business model for renewable energies and your business model for traditional energy sources?

(17) Why do you think your business model is appropriate?

BUSINESS MODELS FOR THE BUSINESS SEGMENT RENEWABLE ENERGIES – LARGE-SCALE PROJECTS

(18) Please describe the basic characteristics of the most important large-scale projects for renewable energies in your organization in terms of the following:

- a. Technology
- b. Size of power plant/s
- c. Physical location
- d. Value proposition for the organization/the customer
- e. Value creation
- f. Interaction with customers
- g. Revenues/Costs

(19) Is there anything of relevance you would like to add concerning large-scale projects? If so, what?

BUSINESS MODELS FOR THE BUSINESS SEGMENT RENEWABLE ENERGIES – DECENTRALIZED SMALL-SCALE PROJECTS/CUSTOMER SIDE PROJECTS

(20) What is your opinion regarding small-scale projects for renewable energies?

(21) Do you have decentralized small-scale projects in your organization?

(22) Please provide a short description of your small-scale projects for renewables in terms of the following:

- a. Technology
- b. Size of power plant/s
- c. Physical location
- d. Value proposition for the organization/the customer
- e. Value creation
- f. Financing
- g. Ownership
- h. Revenues/Costs

(23) In the photovoltaic sector, under a sale and leaseback model the utility is the lessee, builds the power plants and sells single modules to citizens (the lessors)? To what extent are sale and leaseback models beneficial or relevant for your own organization?

(24) How do you think privately owned and operated photovoltaic power plants will impact your business in the near future?

(25) Is there anything of relevance you would like to add concerning small-scale projects? If so, what?

77 **CLOSING THE INTERVIEW**

78 (26) If there are any further points you would like to make please comment here.

79 (27) May I contact you should further questions arise?

80 (28) Thank you very much for your time and co-operation. Would you like that I send you the
81 transcript of our interview?

82