



Innovative Solutions Show Floor Theatre

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Commercial delivery of decarbonising energy transition approaches and circular energy systems



creating the building blocks for development, growth and success



Fraser D Pritchard, Director

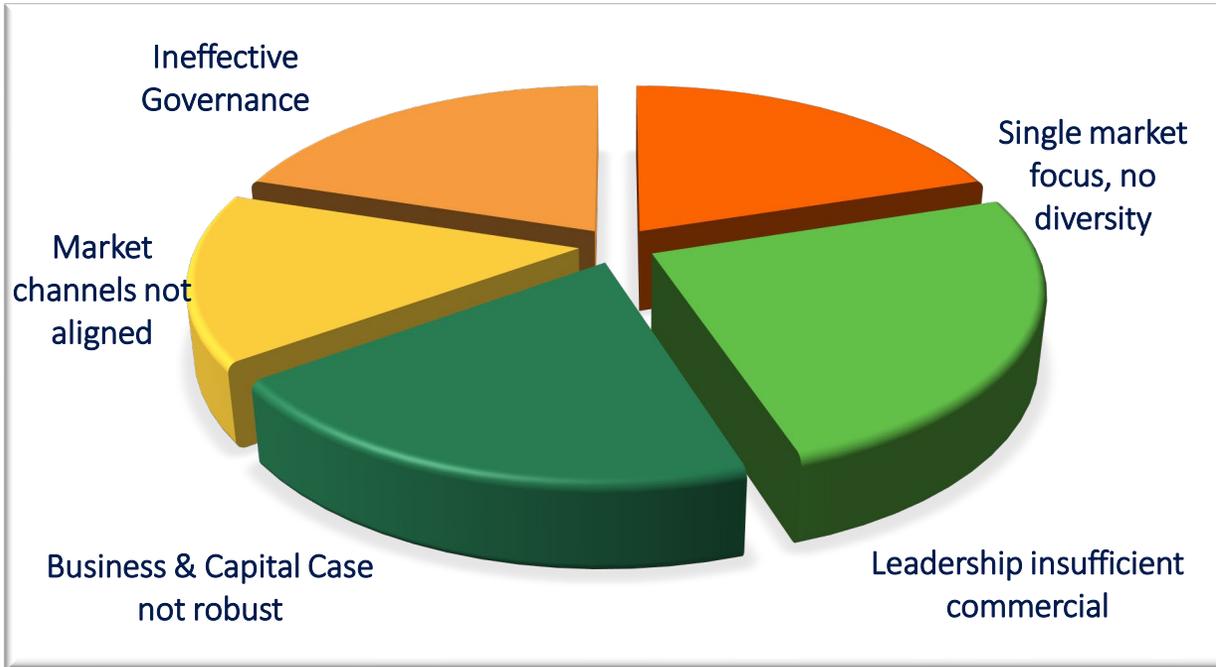
- Columbus' speciality is commercialising disruptive business models and new energy technologies, and building commercial value and revenue for the long term.
- Fraser has worked with many start-up and underperforming businesses, as Chair and CXO, is a natural trouble-shooter and is passionate on getting companies to perform above their peers.
- Columbus currently is working with companies focused on seabed infrastructure, maritime fuel cells, carbon capture conversion, biogas to synthetic products, micro hydro power, waste to hydrogen, and scalable wind turbines.

Discussion Abstract:

- Many renewables projects fail to demonstrate commerciality
- Projects need designed to be both disruptive and complementary to existing energies
- Factors needed within the business design to ensure delivery of decarbonisation and circular energy systems
- How to correct the imbalance between expectations and performance
- Three case studies: offshore wind seabed infrastructure, maritime fuel cell power generation, carbon capture conversion

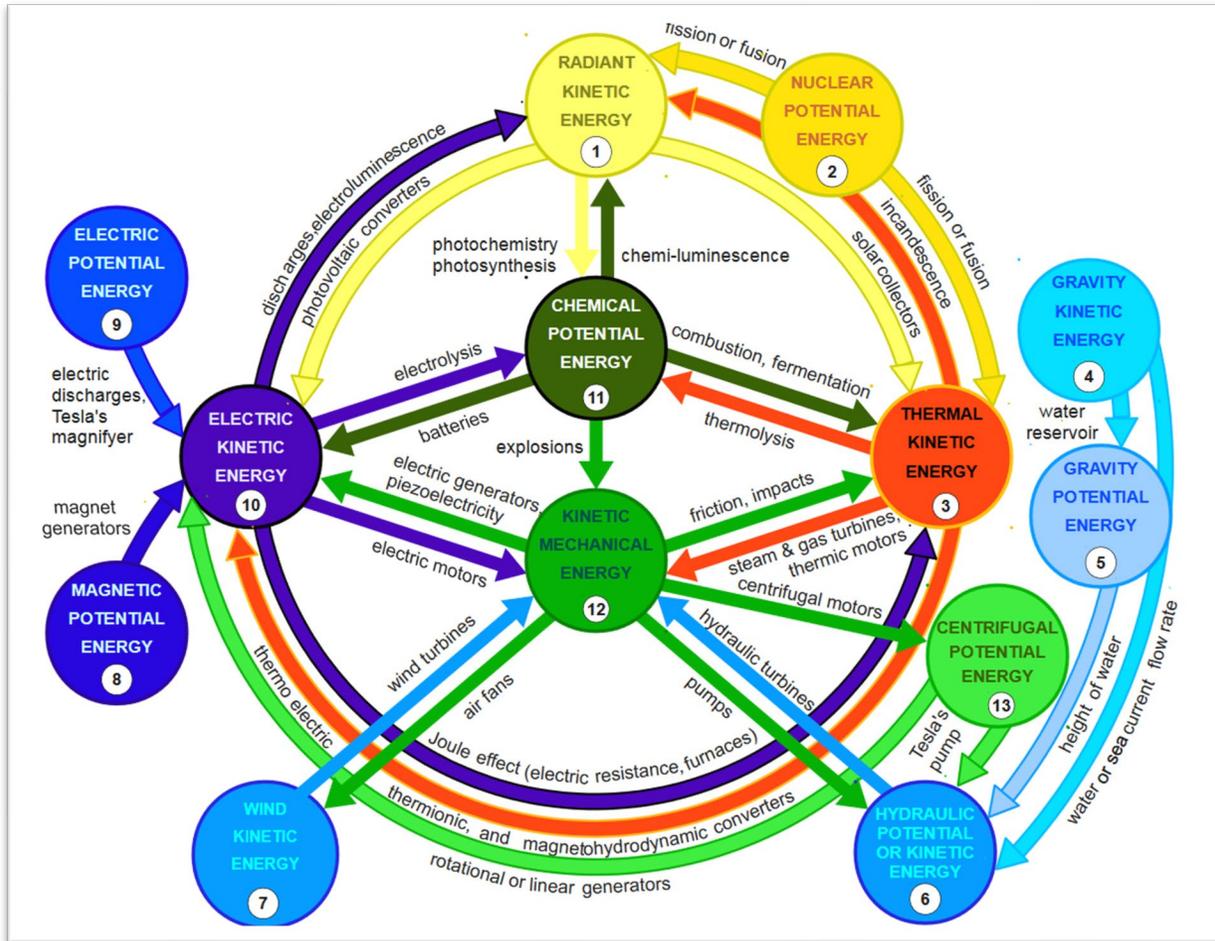


*Commercial delivery of
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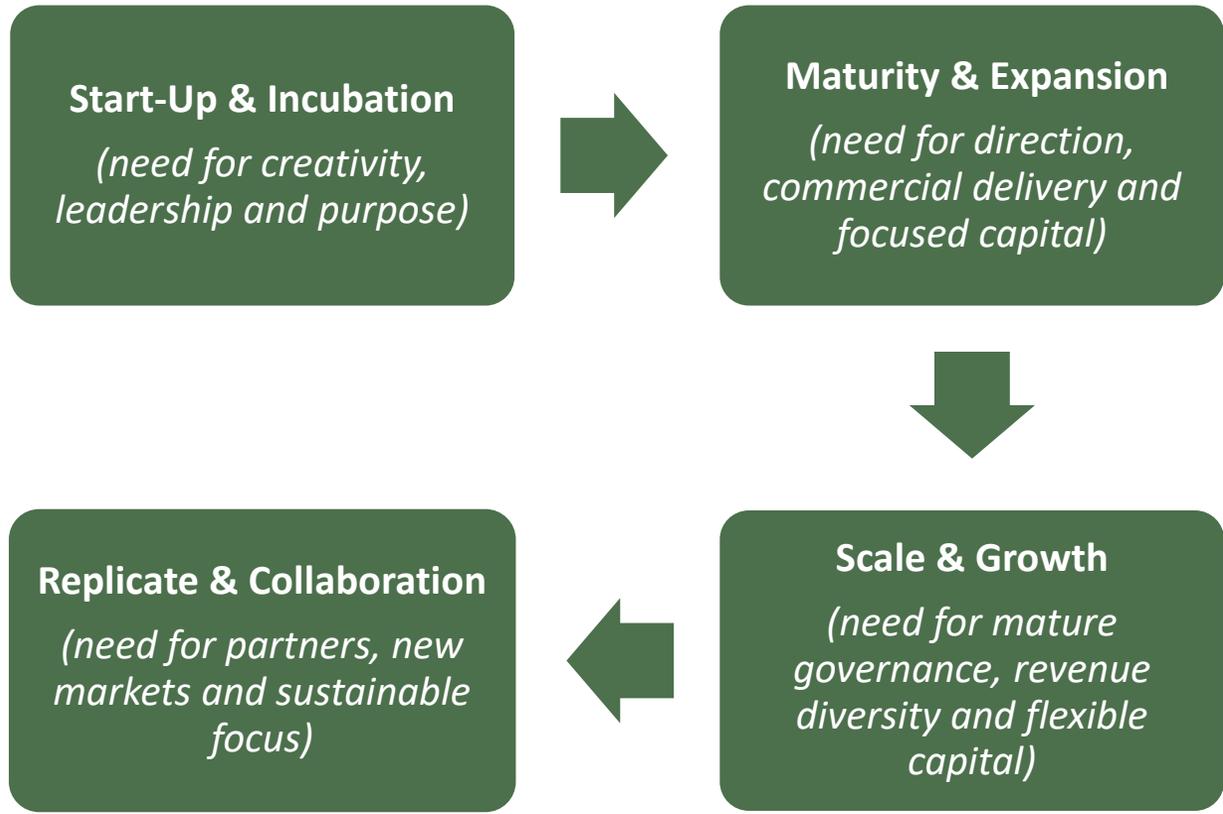
- Renewables companies generally have prioritised on the technology and environmental impact before commerciality – all are symbiotic
- Majority of companies have suffered commercially due to wrong type of capital, poor markets targeting, and skewed direction from the plan
- Focus has been on point solutions to energy needs. The “project” approach has restricted growth, when markets need standard methods.
- Most companies driven by short term incremental progress, without discipline on long term milestones to market.
- The “system sell” is paramount for promotion on where the technologies can be complementary as well as disruptive.

failures of commerciality



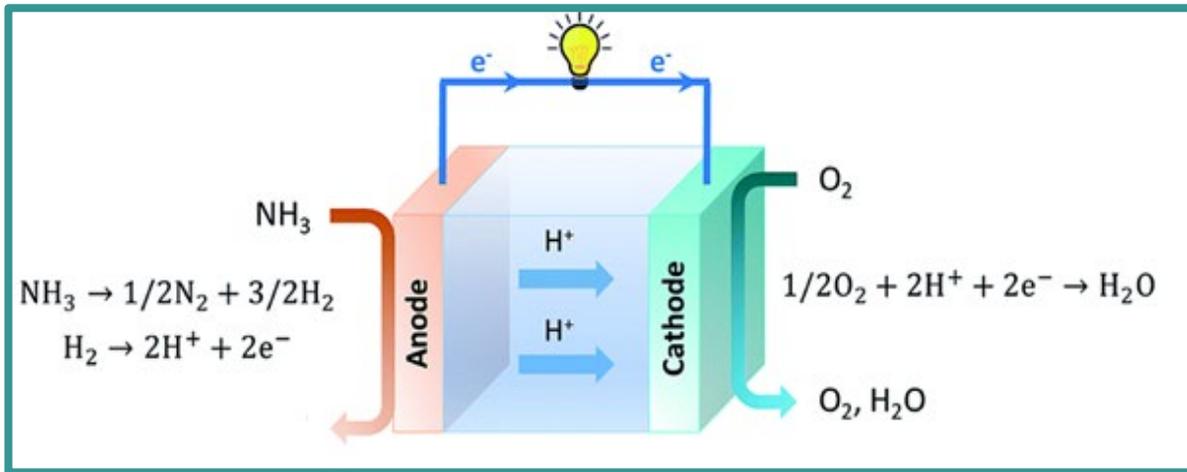
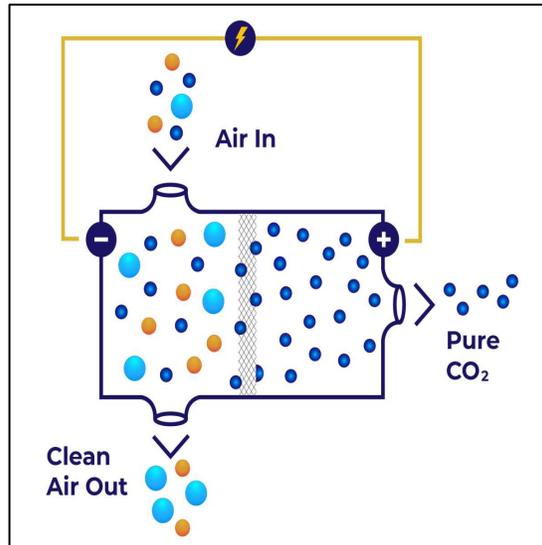
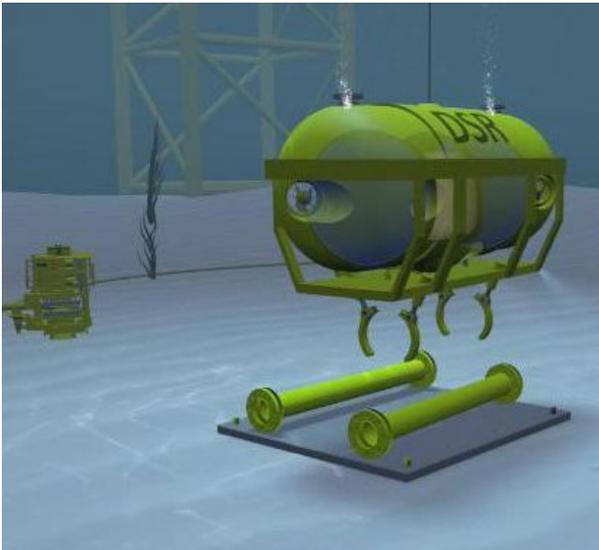
- All forms of energy can be converted into other forms of energy.
- The value of energy is not just about generating electricity or generating biogas or storage but how your energy commodity fits into the wider energy system.
- Do you sell power as power directly, do you store and generate long term, or use to generate another “electron” or “molecule” commodity such as hydrogen or synthetic fuels.
- Companies need to show all stakeholders what is the best form of energy for deployment of their business – electrons or molecules.
- The approach of “being a piece in the jigsaw” and “selling the right commodity” makes the business more sellable and more valuable.
- So be disruptive and be complementary

being disruptive and complimentary to existing energies



- Most companies follow competition, or service one customer - this restricts growth and creates an imbalance with expectations
- “End use applications” should always be promoted on where technologies can be additive as well as disruptive
- Companies need to show multiple ways of deployment which is profitable and sustainable for all locations and customers.
- Deliver on your business case, do not skew the delivery and be transparent on the need to deviate
- “Be a piece in a circular energy business” makes the company more sellable to customers and investment
- Know what your company needs at different stages of its lifecycle and focus on those needs only

correcting imbalance between expectations and performance



- Clear achievable commercial roadmap, with managing risks the prime driver of direction
- Diversity of end use applications, with diversity of benefits to diversity of customers
- Different modes of operation, to complement diversity of customers with diversity of markets
- Recognising when public funding and grants are limiting maturity and being smart on the types of commercial capital best for the business
- Understanding different go-to-market approaches and working with different partners with different customers
- Knowing when the market needs a complementary solution and when it needs a disruptive solution – adapt the messaging for both markets
- Sell the uses of the product and not the product technology

Common Successes – Seabed Infrastructure, Maritime Power Generation, Carbon Conversion



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Thank You



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