



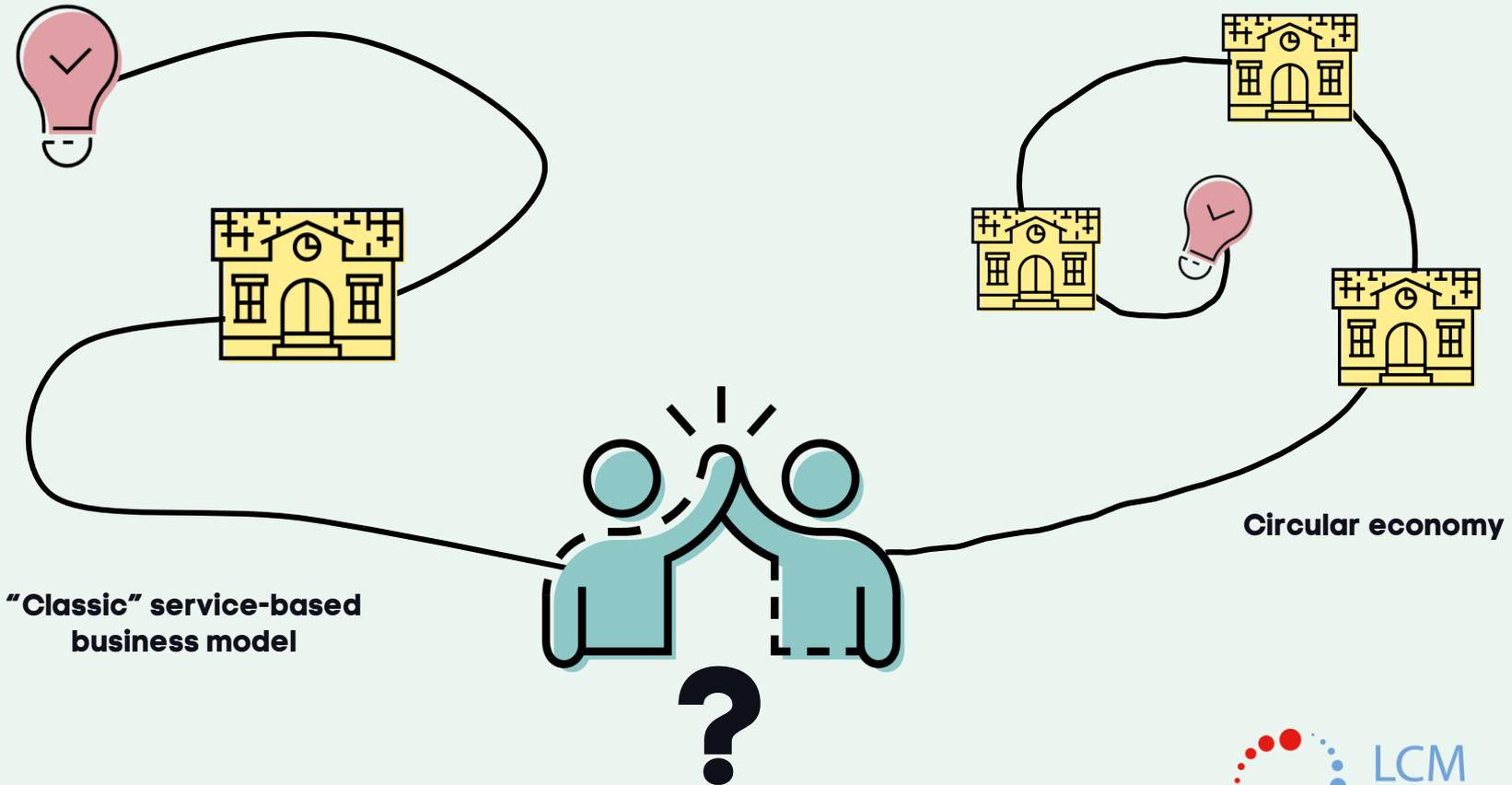
Exploring reluctance to circular business models

– the case of **light as a service**



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Financial support: Swedish Energy Agency



**What prevents customers from
buying light as a service?**



Project

Part of ongoing project

Full project: 2020-2022

Partners: RISE, CIT, Brighteco, LedLease, Castellum, Tierpfastigheter

Funded by: Swedish Energy Agency

First part: Exploring stakeholder perceptions



Data collection

20 semi-structured interviews

- Manufacturers
- Suppliers
- Designers, architects
- Customers (public and private)
- Collaborative bodies and sector organizations

Multi-stakeholder workshop

Light as a service

Concept

Subscription to lighting

Fixed monthly cost per sqm

Supplier provides for installation and maintenance

Continuous adjustments: "Always the right light"



Benefits

Resource efficiency

Carefree handling

Improved light ergonomics,
learning, productivity

“Very interesting! But...”

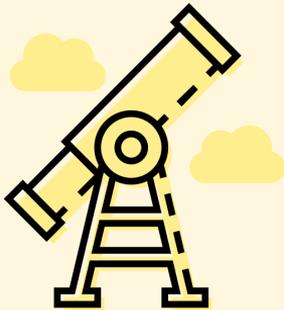
- How to make a fair prize comparison between product sales and functional sales?
- How to procure a function?
- Do we have the right technical competence to set the right demand?
- Who is responsible for the electrical installation?
- What if I want to shift supplier?
- Isn't lightning part of the building?
- ...



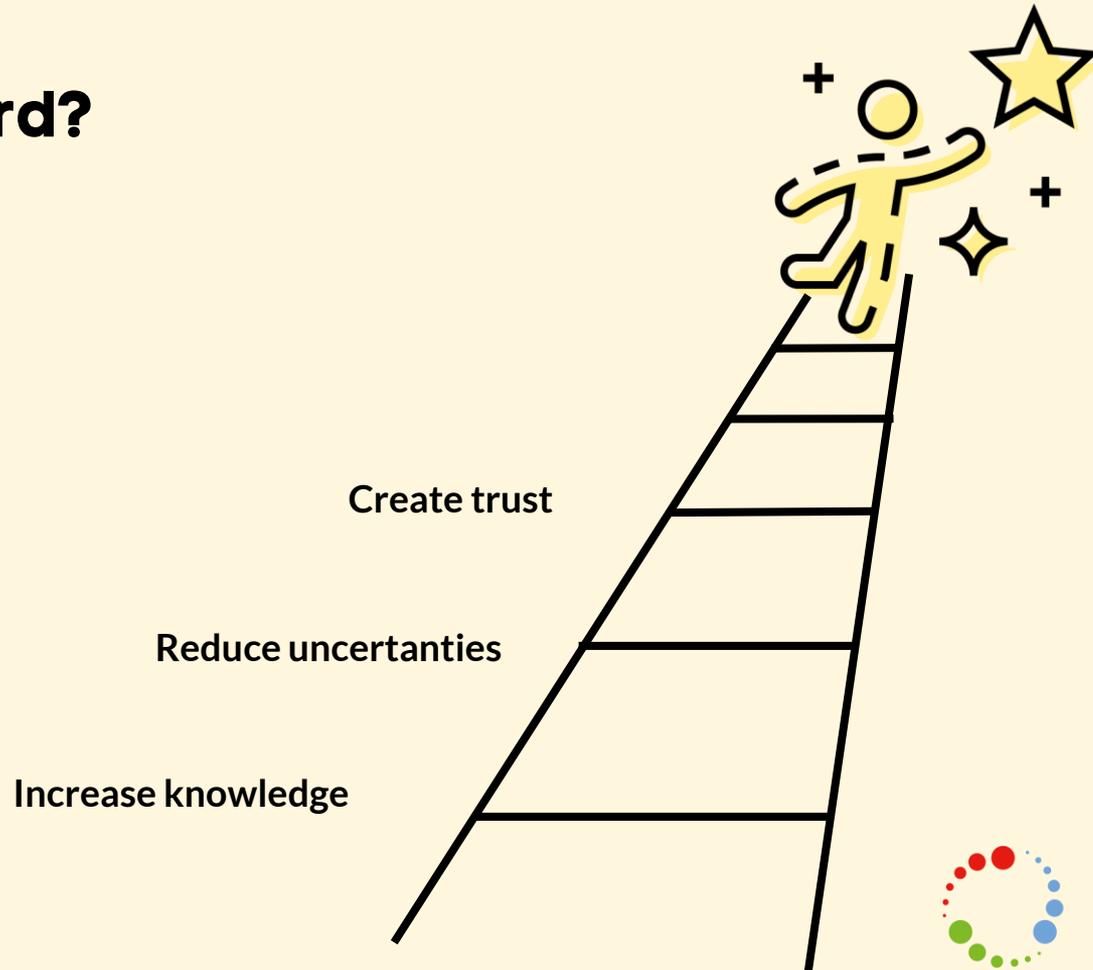
Reoccurring themes



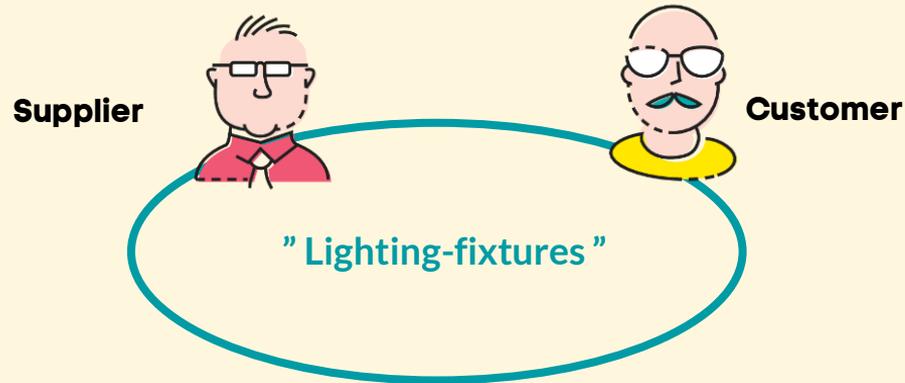
- **Environmental issues:** Rationale for interest
- **Economic issues:** How to assess?
- **Social aspects:** Very important - when considered
- **Competence:** Call for increased competence (technical knowledge, procurement practices)
- **Roles and responsibilities:** Complex ecosystem of actors, concerns of legal and technical liability



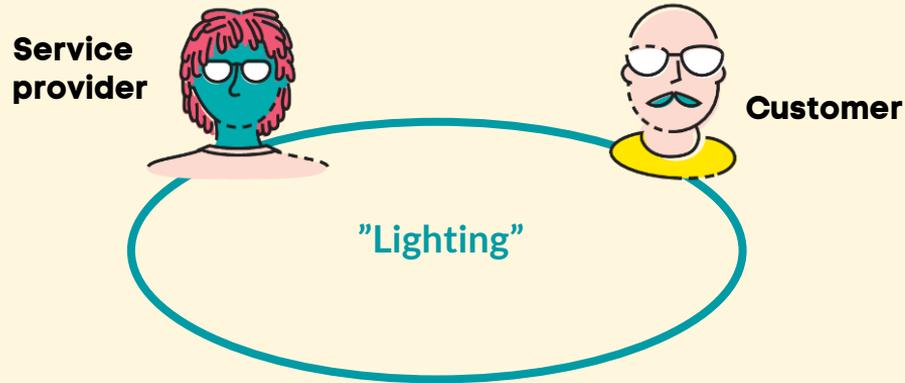
Ways forward?



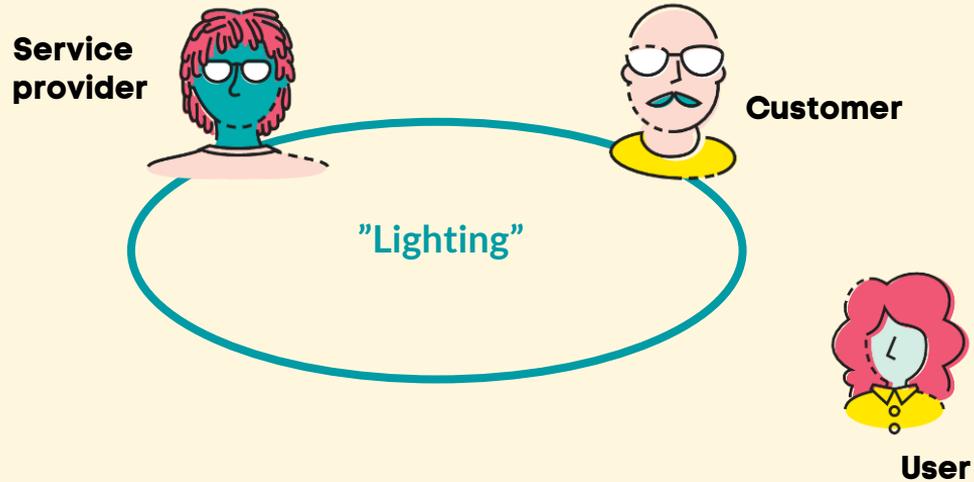
Value proposition



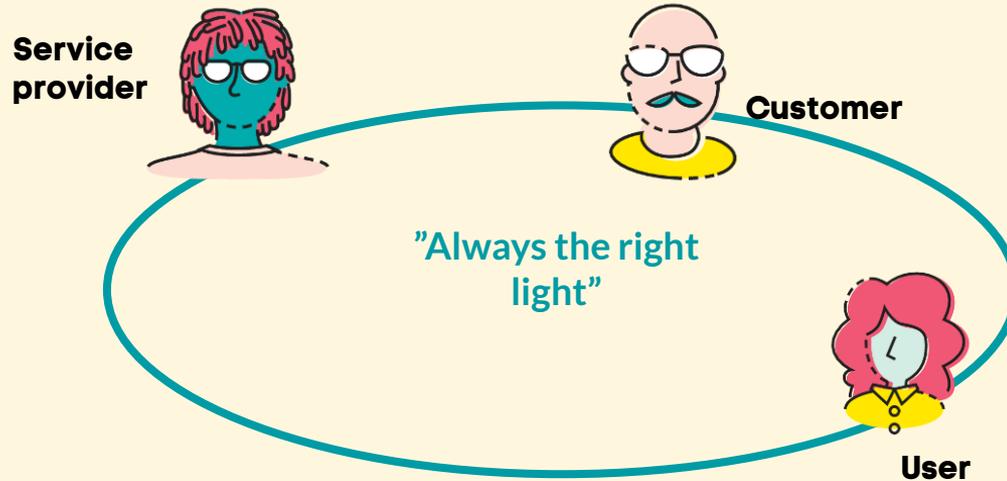
Value proposition



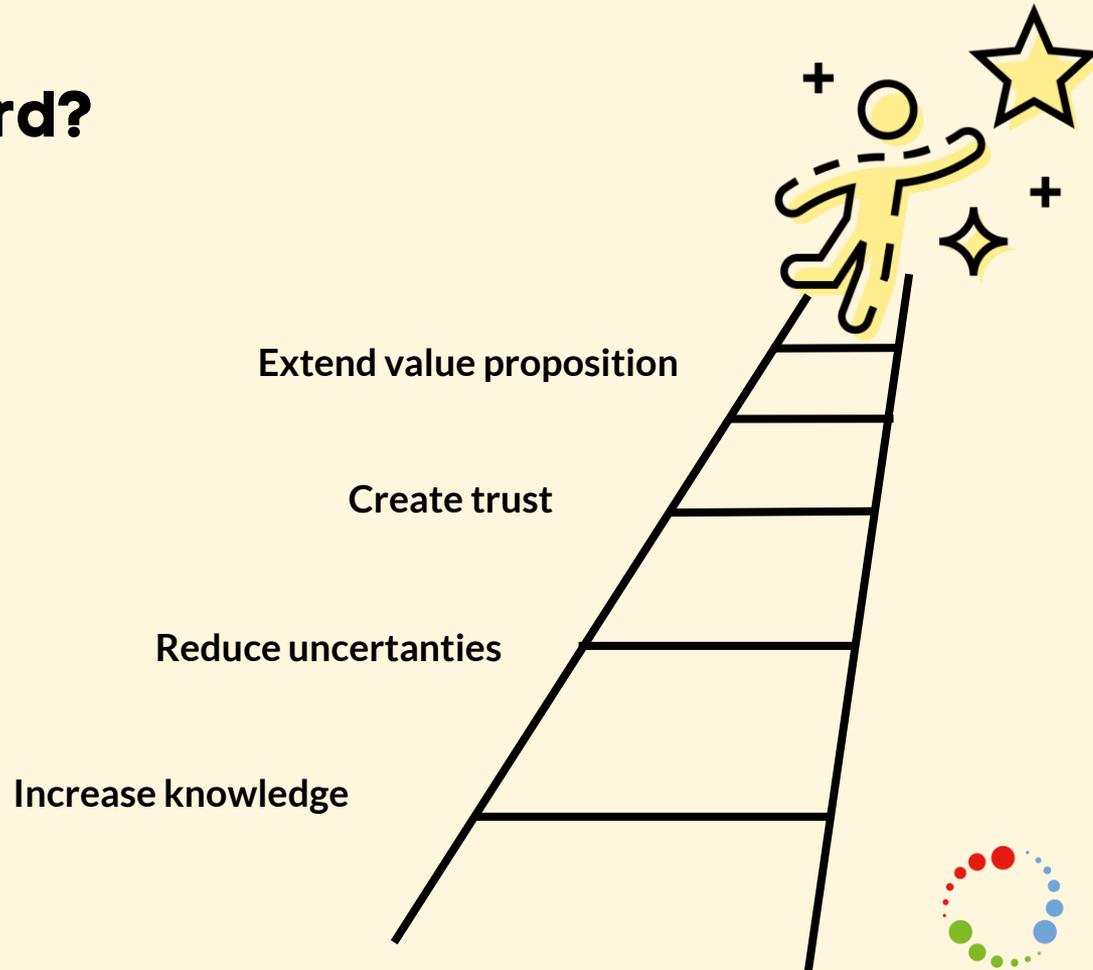
Value proposition



Value proposition



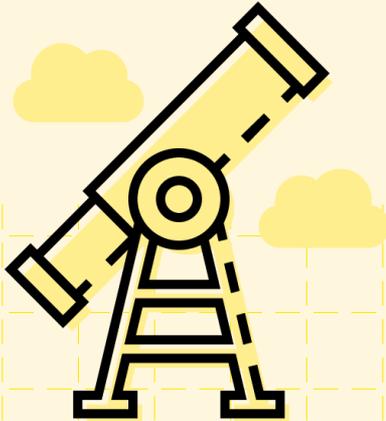
Ways forward?



To be continued

Lessons from you
What are your observations of reluctance to circular business models – and how to overcome them?

**From exploring perceptions
to understanding actions**



**Increase awareness
and agency**

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