

# Energy webs – personal capacities

## Case studies

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Wageningen UR Greenhouse Horticulture

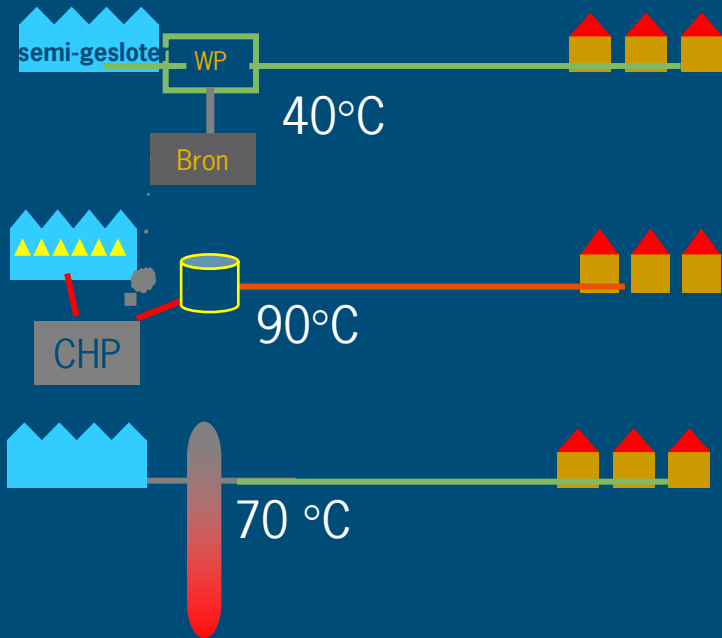


# Presentation

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1. Energy webs
2. Three cases
3. Reflections
4. In Conclusion

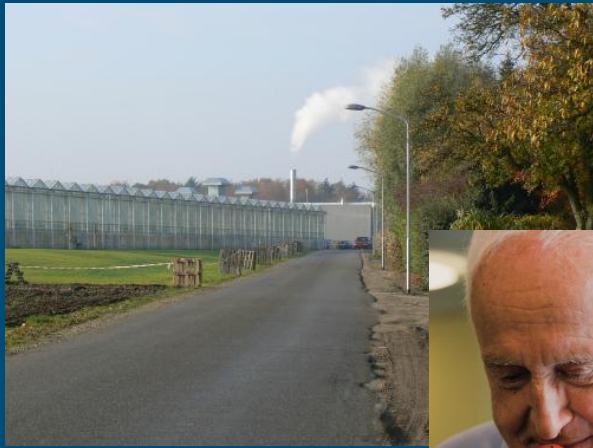
# 1. Energy Webs



# 1. Energy Webs

- Two webs operational in NL
- Over a dozen failed attempts
- seen as transitional projects:
  - require new thinking:
    - other strategic partners, different valuation of energy, integrated and sustainable view
  - require new acting:
    - new business models, new technology
  - outcome requires following an unwritten path

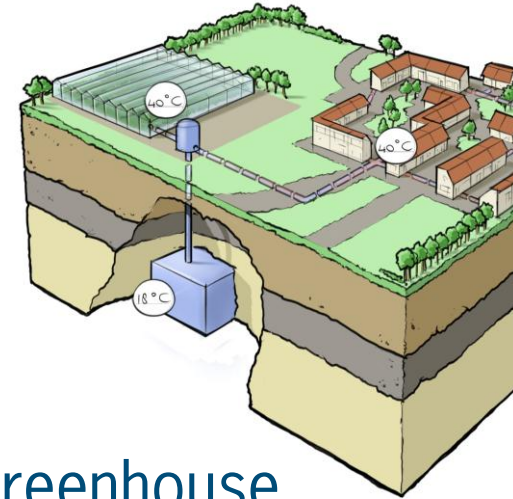
## 2. Three case studies



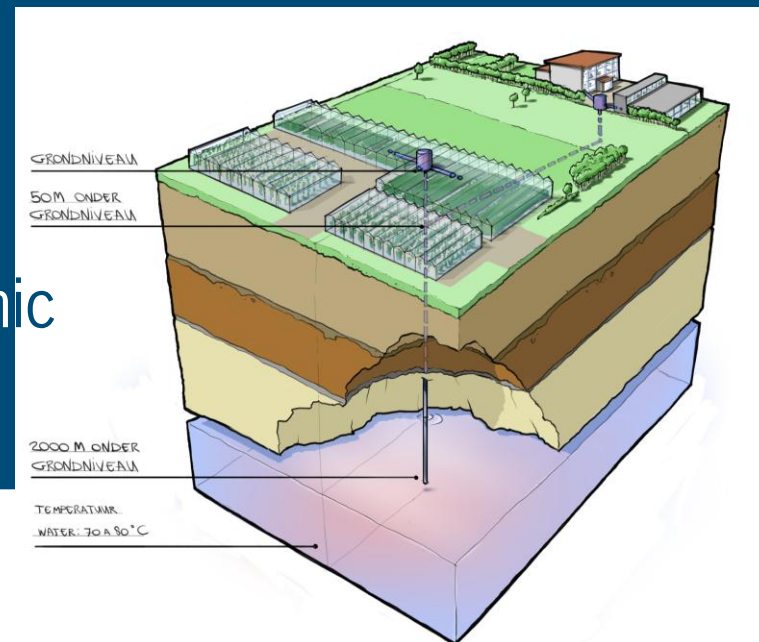
CHP + semi closed greenhouse  
“Greenportkas Venlo”



Semi closed greenhouse



Geothermic



### 3. Reflections – grower / initiator

- Business stages (corporate citizenship\* / business perspective\*\*)
  1. Compliant to law
  2. Ruled by the market
  3. Innovative in strategy
  4. Integrated on values / market chain oriented
  5. Transforming society / ahead of the game
  
- Ability / willingness to learn and change to new production strategies

\* Winch and Courtney, 2007

\*\*INK, 2000 - European Foundation for Quality Management, EFQM

# 3. Reflections – facilitator (main findings)

## 1. Network formation and stability

- regime dynamics
- cultural differences
- using congruent aims, scenarios and milestones

## 2. Managing resource mobility

- general project management
- (self) reflexivity – external coach/peer

## 3. Managing knowledge mobility and appropriation

- formal and informal linkage – being attentive

# 4. In Conclusion

- Transitional projects require
  - strong and developing entrepreneurship
  - reflective facilitation (tools available)
  - things falling in place
- Themes can differ widely ...
  - (in our cases: effective use of technique, having business case accepted, building cultural bridge)

... but needed capacities for grower and facilitator are the same



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## Thank you for your attention

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