



**A<sup>2</sup> ADLERSHOF ACCELERATOR ENERGY 2017 | EN**

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Roland Sillmann,  
Chief Executive Officer  
WISTA-MANAGEMENT GMBH  
Berlin Adlershof

**Dear associates and dear young entrepreneurs,**

DemoDay is upon us and we are happy to present to you the results of five months of hard work and cooperation between seven excellent start-ups and five committed industrial partners. We are particularly happy that two industrial partners from last year decided to take part again and to welcome three more. Also, we are delighted that our programme was met with such an overwhelming response during the short 2-month application period. The A<sup>2</sup> Accelerator is the second programme of its kind at the Science and Technology Park Berlin Adlershof. For us, as initiators, project managers and sparring partners of the pilot projects, which our start-ups and their industrial partners have created, this is a story of success.

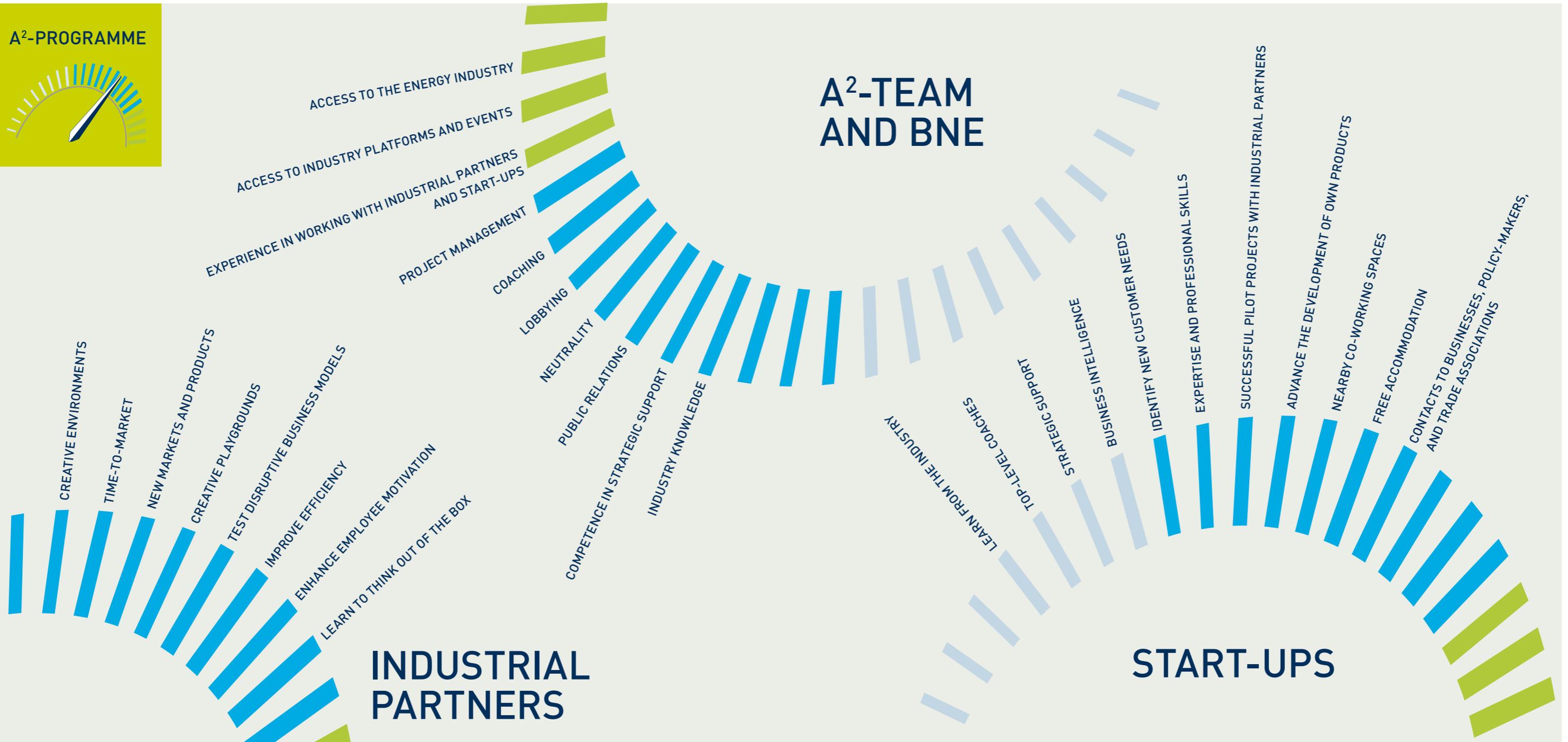
It was certainly not easy to choose from all the great applicants. As with last year, we could only admit those applicants whose products were compatible with the strategic focus and goals of our industrial partners. However, we could offer the remaining start-ups from our shortlist pitch opportunities in our network.

We received great feedback from all the A<sup>2</sup> Accelerator participants. Above all, our coaching programme created real added value for the participants. The lively feedback motivated us to adjust our programme to better meet the needs of our start-ups. Thanks to the in-depth expertise of our industrial partners and the Association of Energy Market Innovators (bne), we could provide start-ups with far-reaching insights into the complexity of the energy industry. Moreover, thanks to the support of partake AG, the law firms Beiten Burkhardt and Schweizer Legal, the BDEW German Association of Energy and Water Industries and Christoph Sollich, the pitch doctor, and many more, we were able to offer tailored presentations and coaching in business model design, public relations, sales and B2B marketing, legal issues, agile management, conflict management and pitching on a high level.

Lastly, I wish to thank our industrial partners Alliander AG, BTB Blockheizkraftwerks- Träger- und Betreibergesellschaft mbH Berlin, Encevo S.A., GASAG AG and MVV Energie AG – not only for their financial support, but also for their deep involvement and active participation. They were all committed to creating additional space and resources to make working with our start-ups possible. Moreover, I want to thank the bne Association of Energy Market Innovators most warmly for their commitment, for letting us access their outstanding network and expertise and for incorporating our start-up teams into many of their own events with their members and network partners. I also wish to thank all our start-ups. We are glad that all of you started at least one pilot project, some of you even with several partners. In our opinion, every one of you has developed on a personal and professional level. It was a lot of fun for all of us to see and experience this. Keep up the great work!

I look forward to more successful rounds of the A<sup>2</sup> Accelerator programme!

Yours,  
Roland Sillmann



## INDUSTRIAL PARTNERS

# ALLIANDER AG



### ALLIANDER – THE COMPANY

Alliander AG is a subsidiary of Alliander N.V., one of the leading energy network suppliers in the Netherlands, which supplies six million people with energy there and is proud of its nearly 100 year history. Alliander has been active in Germany since 2001.

Alliander AG is a leading innovator in the digital energy infrastructure sector and as a community orientated tech company it actively strives to ensure the successful transition from a nuclear and fossil fuel powered economy to a renewable energy powered economy.

As a service provider and partner of network operators, cities and communities we are responsible for planning, installing and managing operations in the energy, transportation and telecommunications sectors.

Not only does Alliander provide digital products for Smart Grids, Smart Markets and Smart Cities, but a strong suit of ours is also creating intelligent and efficient solutions for street lighting and traffic lights. We seek partnerships with local communities and initiatives to successfully complete the energy transition with the support of local residents and to make it affordable.

Alliander AG has 160 employees across Germany. We are headquartered in Berlin Adlershof, and also located in Heinsberg (NRW).

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### OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

As an innovative tech company in the field of digital energy infrastructure it is our ambition to always be part of the latest state of the art. Besides our own portfolio of solutions we would like to encounter young start-ups with their new and creative ideas. We would like to get to know their products and solutions and give them the opportunity for further joint development in the market. In particular we seek partnerships and cooperation to combine our solutions with those of the start-ups in order to offer the best possible product to the customer.

The A<sup>2</sup> Accelerator programme provides the appropriate framework to find matching and long-term cooperation partners in such a dynamic market environment as the energy market.

The common participation with other industrial partners further provides network opportunities in the industry. The joint workshops allow for discussions and challenging of products and market views, which is refreshing and beneficial for both sides.

## INDUSTRIAL PARTNERS

# BTB GMBH BERLIN



## BTB – THE COMPANY

For 27 years now, BTB GmbH Berlin has been providing commercial real estate, public institutions including schools and hospitals, important industry and research locations, and over 30,000 households in Berlin with heat, electricity, cooling and steam. The Berlin-based company relies on tailored local energy solutions. Its product portfolio ranges from energy-efficient district heating plants to biomass heating plants and solar plants. One of BTB's largest projects is the research and technology site Adlershof. With its over 110 employees, BTB is currently generating annual revenues of 50 million euros. BTB GmbH Berlin is a subsidiary of innogy SE.

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## OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

The energy industry of tomorrow will not be the one we have known and know today. Megatrends such as decarbonisation and digital transformation, including big data management, will fundamentally and permanently change our industry. Faced with these challenges, we wish to be among those, who actively and successfully shape them, which is why we need new and innovative business models to secure our company's success in the future. The A<sup>2</sup> Accelerator provides us with a perfect leverage point for this and combines it with a highly professional organisation: it brings together established companies and start-ups to realise joint projects in the spirit of the Energiewende – the transition to clean energy. This is a concept that works for us as a company. We have launched promising pilot projects in 2017, as we did in previous years. We are confident that at least one of the four projects we launched this year will result in future business models. If we reach that goal together, the Accelerator has already exceeded our expectations!



## ENCEVO – THE COMPANY

Encevo S.A. is the holding company which leads the Encevo Group, essentially composed of energy provider Enovos and grid operator Creos. The Encevo Group is active in Luxembourg, Germany, France and Belgium and serves a wide range of customers including industrial clients, SMEs and private households in the areas of energy supply, grid and energy services as well as the generation and distribution of renewable energies.

Enovos continuously invests in energy production based on renewable sources, thus ensuring a sustainable and competitive energy supply for all its customers. Enovos aspires to play an active role in the development and the implementation of innovative solutions and business models that arise from the fast reshaping of the energy sector. Enovos is therefore actively engaged in the domains of eco-mobility, energy efficiency, smart applications and distributed energy services.

As a regional energy leader and key player in Luxembourg's energy transition, Encevo Group currently employs a workforce of more than 1,500. The group owns more than 300,000 delivery points for natural gas and electricity and operates over 9,700 km of electrical power lines and 3,700 km of gas pipelines. Encevo's stable shareholding structure, healthy finances and solid strategic position in the European market make the Encevo Group a reliable partner.

For further information, please visit [www.enovos.eu](http://www.enovos.eu) and [www.encevo.eu](http://www.encevo.eu).

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## OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

The energy transition is a significant challenge for the Utility industry. Especially in the area of the identification and development of new, innovative and digital products, services and business models the Encevo Group works with many new and existing market players along the value chain.

Important partners for these topics are start-ups. The Encevo Group is looking for open discussions with new ventures in energy related areas to jointly develop and implement - e.g. in pilot projects - innovative and digital solutions for our customers and to push the changes in our markets.

The participation in the A<sup>2</sup> Adlershof Accelerator is another opportunity for us to have a dialogue and exchange of experience with interesting start-ups and to support them in their development e.g. through joint projects.



## GASAG – THE COMPANY

Never in its 170-year-history has GASAG had a portfolio as broad and innovative as it has today. GASAG is a leading grid operator, energy producer and energy service provider, which supplies hundreds of thousands of households and businesses with natural gas, green energy and energy solutions. Since 2009, the company has also been producing more and more green electricity and gas itself. GASAG now runs several biogas facilities, a wind park and a solar facility and plays an active part in advancing Germany's transition to clean energy.

The GASAG Group companies staunchly lead the way to more energy efficiency. Adding to traditional contracting with heating and cooling networks, the GASAG Group now also offers smart home solutions and professional energy management as well as solutions for integrated metering, lighting and electric mobility. This is putting GASAG well on the way as the top-level energy manager for Berlin, Brandenburg and beyond.

The digital transformation is opening up many new business segments, which GASAG is potentially interested in. Our company is meeting future challenges with new approaches. In the years to come, this will involve thinking outside the box, because we expect digital services provided by non-energy companies to change the market's structure and challenge trusted business models. Which is why confronting the challenges of the digital transformation is an essential component of securing our future and adapting to it as a company.

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## OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

Digital transformation essentially is premised on the ability to develop innovative digital ideas that will lead to changes in the value chain or that will bring about new business models. The cooperation with the innovative start-ups who were accepted to the A<sup>2</sup> Accelerator programme focuses precisely on learning these abilities. Besides growing new competencies and methods within the GASAG group, cooperation in the sector and networking with partners in the industry are promoted, while gaining a shared understanding of Berlin as a smart city. In the process, the old economy and the new economy are brought together, with both of them already benefiting significantly from the encounter. The parties involved profit from specific pilot projects, the sharing of experiences and knowledge, and the improved understanding of customers and the market, to name but a few examples.

## INDUSTRIAL PARTNERS

# MVV ENERGIE AG



## MVV – THE COMPANY

With more than 6,000 employees and annual sales of Euro 4.1 billion, the publicly listed company MVV Energie AG is one of Germany's leading energy players. The group of companies covers all stages of the energy industry value chain – from energy generation, energy trading and energy distribution via proprietary grids through to sales and energy-related services. With its corporate strategy, the Group is consistently expanding renewable energies, boosting energy efficiency and combined heat and power generation in conjunction with environmentally-friendly district heating.

The trend is towards an energy supply that is decentralised and, as a result, increasingly digitally managed. In view of this, MVV are working with innovative technology and testing this in terms of its suitability for future use. Here, the overriding objective is to create the requirements needed to develop products and services that are ready for the market and take customers' needs ever more closely into account.

The company's activities focus, among other areas, on integrating the growing share of energy generated from renewable sources into the existing supply infrastructure and on further enhancing decentralised, highly efficient cogeneration.

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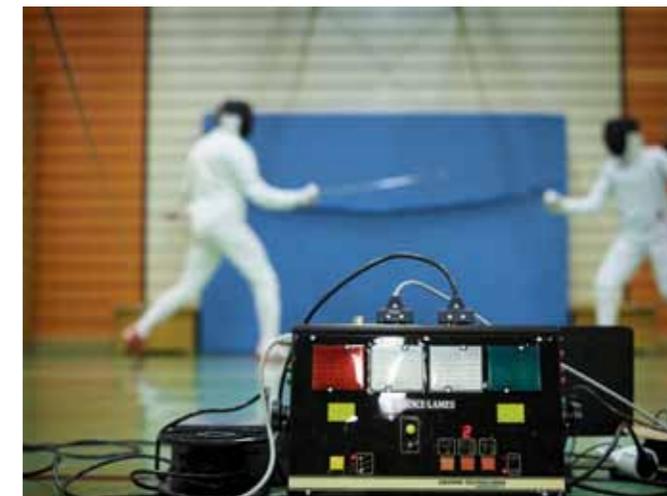
## OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

As a pioneer of the energy turnaround, MVV forges close partnerships with innovative start-up companies from various sectors. This way, it is enhancing its own products and services with a view to the future and to meeting the requirements customers have in their future energy supply.

The Mannheim-based energy company is working to build the future by cooperating with companies at the Adlershof research location. Based on its involvement in the "Smart Energy" A<sup>2</sup> Accelerator Programme, MVV has already signed project agreements with two particularly innovative start-up companies. These deal on the one hand with digital network documentation and on the other with implementing decentralised supply models for tenants. The variety of topics addressed is one of the key benefits of the A<sup>2</sup> Adlershof Accelerator as a shared platform enabling young companies from a wide variety of sectors to pool their ideas and collaborate.

NETWORK PARTNER

# BNE ASSOCIATION OF ENERGY MARKET INNOVATORS



## BNE – THE ASSOCIATION

Since 2002 bne has been advocating for market solutions, competition and innovation like no other association in the energy sector. We represent the interests of electricity and gas suppliers as well as of providers for smart energy services towards policy makers, governmental agencies, media and the general public. Our members are developing groundbreaking business models and solutions for electricity, heating and mobility.

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## OUR COMMITMENT TO THE A<sup>2</sup> ADLERSHOF ACCELERATOR

Innovation is an elementary part of our DNA. That is why from its very beginning we have been supporting the A<sup>2</sup> Adlershof Accelerator together with our members. The energy sector is facing the eruption of radical new business models, fostered by the energy transition and digitization. The possibility to try new ideas in close cooperation with established partners is the crucial advantage offered by the A<sup>2</sup> Adlershof Accelerator to start-ups. For us, this is the most important reason to support the programme.

## START-UP-TEAMS

# DATALYZE SOLUTIONS GMBH



### THE CHALLENGE

Service providers and associations from the energy industry are faced with the challenge of providing large amounts of data to their customers across platforms, according to their specifications and quickly. During this process, the service provider's aim is to stay in control of its data, including location and network data.

### THE SOLUTION/PRODUCT

The platform energyTRAIL facilitates the easy and secure exchange of geospatial data and brings together customers and data providers on the same level. It also helps companies to communicate geodata internally and externally. energyTRAIL offers dashboard and map view and includes user management and a changes log. Interactive visualisation enables users to identify connections and quickly obtain relevant information. Customer-specific platforms can be used as white-label solutions.

### THE MARKET

Efficient handling of geodata is still a big problem in the energy sector. The energyTRAIL platform enables energy companies to swiftly and securely provide their customers and partners with sensitive, geospatial data.

### THE BUSINESS MODEL

Datalyze Solutions stands for innovative and forward-looking solutions in data handling, analysis and development. With our expertise in geospatial data mining, data infrastructures and application development, we support our customers with creative solutions across sectors. Every company has unique needs. Datalyze Solutions focuses on developing tailor-made B2B solutions. Apart from providing a web-based solution, we offer our customers made-to-measure adjustments, options for integration, service, support and training programmes.

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Hagen Tischer, Development + Data Science  
Carolin Bauer, Cartography + Spatial Data

# LUMENAZA GMBH



## THE CHALLENGE

For us, two developments are of crucial importance: On the one hand, regional products see an increasing demand; on the other hand, the energy production based on renewable energies is growing. What has been working well for years in the food sector, should actually work even better for regional electricity. With this insight Lumenaza was born.

## THE SOLUTION/PRODUCT

We are a software provider for the new, decentralised energy market. Our software can offer virtually all functions required in the energy market as a modular utility-in-a-box. The Lumenaza software platform makes it possible to connect and intelligently control all participants in the changed energy market such as utilities, producers, consumers, battery and electric vehicle owners on a digital marketplace. Thereby, Lumenaza is creating peer-to-peer energy markets.

## THE MARKET

There are plenty of market opportunities for decentralised energy production. In Germany alone, more than 30 % of generated electricity is produced by 1.6 million renewable power facilities. With the support of Lumenaza's technological platform we are helping the "Energiewende" to achieve success: It avoids unneeded grid extension. It also increases local value added and transparency. Thanks to our platform, suppliers and utilities can focus on decentralised power facilities and make them the core of their business models.

## THE BUSINESS MODEL

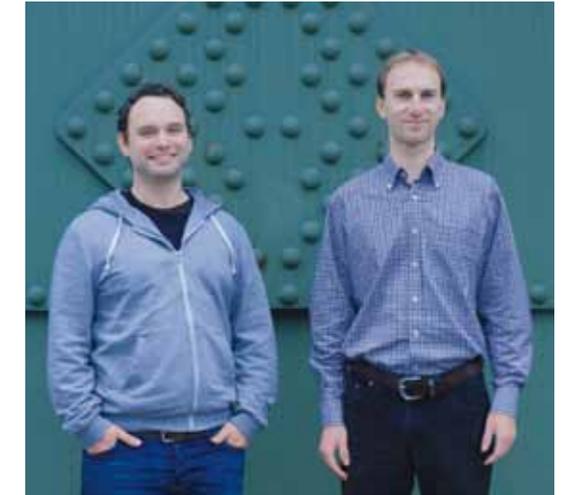
We operate our product as software-as-a-service. In particular, the advantages for the customers are its fast implementation and its transparent cost structure. The customers decide with Lumenaza jointly which services of the platform are to be selected. Lumenaza adjusts the software to the customer's demand and takes care of its maintenance as well as its further development. Thus, our customers can concentrate on their core business. For our services, we receive a fee.

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### THE CHALLENGE

Energy efficiency is the best option for a successful transition to clean energy because the cheapest and cleanest kilowatt hour is one that hasn't been used. Nevertheless: energy efficiency is a somewhat neglected issue. Example: Heating pumps are a part of every heating system. They are needed to pump hot water from the boiler into the radiators. 80 % of the heating pumps used in Germany are inefficient. Replacing them with modern high-efficiency pumps, would save up to 90 % electricity as well as 30 % of their price through government subsidies.

### THE SOLUTION/PRODUCT

We offer a full-service package: send us a picture of your heating pump and we will send you an efficiency report: how much energy does your pump consume? Is it technically possible to replace it? What would a new device consume? When would the investment pay off? If you choose our service, we send you a specialised technician for installation; we also take care of the application towards the 30 % in government subsidies.

### THE MARKET

There are 40 million heating pumps in Germany, 80 % of which are inefficient. At 350 euros per replacement, the market volume is 15 billion euros. The replacement of all inefficient heating pumps would help shut down three coal power stations (ca. 2 GW).

### THE BUSINESS MODEL

Our services combine consulting and hardware installations, which we offer at a fixed rate. This includes our profit margin. Moreover, we collect data during the installation to recommend additional measures for individual energy efficiency. Our sales concept: we offer our service to energy supply companies as a white-label solution for their customers. Energy supply companies benefit from our tool because it supports their commodity services segment, on the one hand, and helps expand their energy services, on the other.

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#### CORE TEAM

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Dr. Sebastian Schröder, CEO

# PROSUMERGY GMBH



## THE CHALLENGE

Many owners of single-family houses enjoy the benefits of solar panels on their roofs. However, a more widespread distribution of solar systems on multi-family homes is currently being prevented by the disproportionately more complex regulation of such electricity supply projects for tenants (so-called “mieterstrom” projects). “Mieterstrom” projects involve specific challenges, including project planning and project-specific electricity billing, which are mostly not part of the core business of energy utilities. Since the passing of a so-called tenants’ electricity supply law this summer, the energy and housing industry are committed to overcoming these barriers and to providing their customers/tenants with solar power from their rooftops.

## THE SOLUTION/PRODUCT

prosumergy is an independent energy utility and a provider of tenants’ electricity supply solutions that facilitates the implementation of “mieterstrom” projects for private landlords as well as the housing and energy industry. We offer a full-service package ranging from planning PV systems to outlining metering concepts and billing end customers. prosumergy also offers individual components of the “mieterstrom” value chain – tailored to our customers’ needs.

## THE MARKET

In Germany alone, there are over 1.1 million apartment buildings with seven or more residential units that are suitable for tenants’ electricity supply projects. Up to 13 million households can benefit from our solution. This is a market volume of 2.2 billion Euro per year. Moreover, tens of thousands of commercial properties and about 17,000 new buildings every year add to these numbers. Considering the future of integrated energy networks, the potential of “mieterstrom” projects is further enhanced by integrating energy storage, heat pumps and charging stations for electronic vehicles.

## THE BUSINESS MODEL

We cater to a two-sided market: On the one hand, we sell electricity to private and commercial tenants as well as private flat owners. On the other hand, we support real estate owners and PV-system operators (e.g. landlords) as well as other energy utilities in implementing “mieterstrom” projects. Our product portfolio comprises several models for different groups of customers. Moreover, we offer individual consulting on, for example, municipal or commercial self-supply solutions.

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# RABOT ENERGY GMBH

## RABOT ENERGY



### THE CHALLENGE

Germany's transition to clean energy, the Energiewende, has fundamentally changed the energy market. The expansion of renewable energies (RE) is leading to an increasing amount of fluctuations in feed-in, which is resulting in forecasting errors. Adding to this are fluctuating prices of electricity and balancing energy prices that result in significant financial risks for producers of electricity and network operators. Good forecasting and an intelligent strategy for short-term trading of electricity (intra-day) are essential to secure economic success of fluctuating suppliers and network operators.

### THE SOLUTION/PRODUCT

RABOT Energy's Smart Balancing Solution aims at minimising error in RE forecasting and the strain on industrial companies and to trade the resulting trade positions with intelligent strategies on the short-term energy markets in Germany and Austria. It is based on a self-developed, self-learning forecasting and trading algorithm, which runs fully automated day and night and trades positions autonomously. Best possible forecasting is complemented by intra-day price forecasting for an optimum in trading.

### THE MARKET

The RE market is very dynamic and competitive. It demands the highest possible cost efficiency and uncompromising quality. Germany currently has 53 GW wind power and 42 GW photovoltaics online. This amounts to 35 % of the total energy production; this amount will increase significantly within the next few years. The share of RE is expected to be 80 % in 2050. Volatility will increase the more controllable power generation exits the market.

### THE BUSINESS MODEL

RABOT Energy's business model, smart balancing, consists of the following components:

- Forecasting optimisation of RE and industrial energy loads: Monthly fee
- Reduction of energy balancing and an intelligent intra-day trading strategy: profit sharing compared to a benchmark model
- Forecasting of energy balancing prices for risk monitoring: Monthly fee

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# SMARTB ENERGY MANAGEMENT GMBH



## THE CHALLENGE

The energy consumption of commercial real estate is a type of black box. Most often, companies do not know much about the way it's structured. Moreover, they lack the resources and expertise to optimise consumption, identify possible savings, meet legal requirements such as the ISO 50001 norm and account for savings internally and vis-à-vis third parties.

## THE SOLUTION/PRODUCT

smartB makes a building's actual energy use visible at a feasible price. Our dynamic smartB energy metering and monitoring system provides its users with energy management functions helping them to identify and derive significant energy saving potentials. The highly detailed collection of energy data and continuous analysis creates transparency in real time and at the device level. It enables the user to take adequate steps towards cutting costs, account for savings, meet increasing legal requirements, including ISO 50001, and actively contribute to reaching climate targets by reducing carbon emissions.

## THE MARKET

Our focus is on commercial real estate. smartB primarily concentrates on companies, who wish to provide energy efficiency services to their customers. This includes facility management companies with energy management expertise, energy consulting companies and large companies with an energy management department. Apart from visualisation of energy data and identification of energy savings potential, we project that the market for proactive maintenance will gain relevance in the future.

## THE BUSINESS MODEL

smartB ENERGIZER is the first step towards digitising your energy data. This is a software solution that does not require the installation of hardware. The energy data are entered via data importing. smartB ASSISTANT enables you to keep track of your building's energy use in real time. Energy data are collected by our energy measurement device smartBEAT at significant points in your building and transmitted to our cloud application, where it is analysed in real time and visualised in the web-based dashboard application. smartB MANAGER identifies energy saving potentials in your buildings. You gain access to our company's smart technology as well as our consulting services.

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# USE MY ENERGY GMBH



## THE CHALLENGE

With the ongoing liberalisation of the energy market, decentralised energy supply and flexible resource planning is gaining significance. While local heat demand was once sufficient to assess the criteria of a power plant's design and operation, today's situation requires one taking additional influencing factors into account. The economic and ecological operation of an energy supply system is only possible if additional factors are considered, including combined heat and power (CHP), hourly electricity prices on the energy market, capping of annual operating hours and maintenance costs.

## THE SOLUTION/PRODUCT

Our "Digital Platform for Decentralised Energy" equips you with professional configuration (1), smart controlling (2) and digital monitoring (3) of decentralised energy production facilities. The UME-Designer (1) helps you to reconfigure existing energy production facilities or to plan new facilities. After that, the UME-Box (2) takes fully automatised control of the facility and generates daily excess sales revenue by utilising peak load prices. Lastly, the UME-Monitor (3) is responsible for monitoring and analysing the facility; the plant operator is notified via e-mail in case of faults and deviations.

## THE MARKET

Our products target decentralised energy suppliers and consumers and they can be used to optimise electricity purchases as well as direct trading on the spot market (day-ahead trading). Conventional large power stations are disburdened through the intelligent linkage and fully automated controlling of renewable energies and decentralised suppliers. We ensure energy production is economic and ecologically sound.

## THE BUSINESS MODEL

The "Digital Platform for Decentralised Energy" enables our customers, who are active in the B2B market, to benefit from the changes in the energy sector. USE MY ENERGY offers a range of compensation options depending on your choice of product:

- (1) UME-Designer: One-time licensing fee; service fee after the 13th month
- (2) UME-Box: Initial cost (hardware, including installation and parameterisation on site). We receive a percentage of the profits.
- (3) UME-Monitor: Monthly fee
- (4) UME-Electricity Price Forecasting: Monthly fee

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## FUTURE OUTLOOK

A tight program, seven start-ups, five leading German-economy and European industry representatives, as well as the network of the Association of Energy Market Innovators: these key success factors have significantly contributed to our A<sup>2</sup> Accelerator gaining acceptance and interest far beyond the borders of Berlin.

We do not demand company shares from our start-ups. As a company owned by the State of Berlin, we, the WISTA-MANAGEMENT GMBH, consider ourselves a neutral partner. We provide start-ups with neutral internal and external coaching partners. We supply co-working spaces to them. We focus on successfully bringing start-ups and established companies together. This is what makes us unique. Given the vast number of accelerator and incubator programmes in German-speaking countries alone, this has motivated us to advance our programme and make sure we push it further every time.

Considering the expertise pooled at the high-technology site Berlin Adlershof, we are committed to making smart cities, optics, medical technology and the digitisation of production and manufacturing ("Industry 4.0") the future focus of the A<sup>2</sup> programme.

The combination of up to ten start-ups with three to five industrial partners as well as one industry association has proven a good constellation. Due to the positive feedback from all our participants, we decided to strengthen our efforts to attract industrial partners from outside of Berlin to the A<sup>2</sup> Accelerator and to better tie in city-owned companies from Berlin. The benefits of this are obvious: our programme helps to find links between business founders and established companies and it enhances the capability and willingness for cooperation. Lastly, the A<sup>2</sup> Accelerator brings together very different company cultures.

We will continue working on refining our coaching programme. We will expand those components, which have been met with a positive response, including modern management methods and tools, team competence and design thinking. We will also keep on supporting start-ups with improving their pitches. Finally, we will also continue to provide our teams from abroad with free-of-charge co-working spaces and accommodation.

There is no lack of exciting subjects, much to do and a lot of potential still left untapped. You will continue hearing from us. We are already looking forward to welcoming you and other new partners in the many A<sup>2</sup> Accelerator rounds to come. See you soon!

Yours,  
A<sup>2</sup>-Team

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