A Work Project presented as part of the requirements for the Master's degree in Management from the Nova School of Business and Economics

Consulting Lab for Galp:
Creating an integrated offer for Galp Energia's Portuguese B2B customers

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Abstract

The primary goal of this project is to increase differentiation to boost Galp's customer retention and cross-selling, as well as to expand the number of multi-product customers, by developing an integrated offer for small and medium enterprises of the Portuguese B2B market. In the changing Portuguese B2B energy market, Galp distinguishes itself for its brand reputation and diversified multiproduct offerings. In fact, Galp has the most complete offerings within Portugal without depending on partnerships. Hence, by leveraging this competitive advantage, the creation of an integrated offering would enable Galp to retain and attract new clients. The first step to build an integrated offer proposal was to define the concept, in order to understand how it can be designed and communicated. As such, intensive research on energy and non-energy companies was conducted, recognising trends, national and international best practices. Then, the strategic pillars on which the proposal would be based were created. This, along with the analysis of Galp's portfolio, enabled the design of the first integrated offer proposal. It was afterwards restructured using both qualitative and quantitative interviews, which resulted in a set of key changes, leading to the final proposal. Finally, recommendations regarding bundling, operationalisation, and communication of the proposal were developed.

Keywords: Bundle, Business-to-business, Consulting, Cross-selling, Customer Centricity, Energy, Integrated offer, Personalisation, Strategy, Sustainability

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Understanding what an integrated offer entails and how to develop one is a crucial first step to allow Galp to move from supplier to partner, resulting in an increase in productivity, ROI and customer loyalty

5 | Concept Development & Testing | Integrated Offer

INTEGRATED OFFER DEFINITION

After **understanding** the **Portuguese B2B energy sector dynamics**, as well as **Galp's strengths and points of improvement**, it can be concluded that **the company would benefit** from **transitioning** to an **integrated offer**, especially given its wide product offering, large consumer base, strong brand reputation at the national level and the current shift to a customer-centric company. To do so, **Galp must shift** its strategy **from being only a supplier to becoming a partner**, focused on maximising value to its customers. In order to assess how to successfully make this transition, it is important to evaluate the offer of other market players, as well as the best practices in regards to integrated offers.

VALUE-ADDING MAP [1]

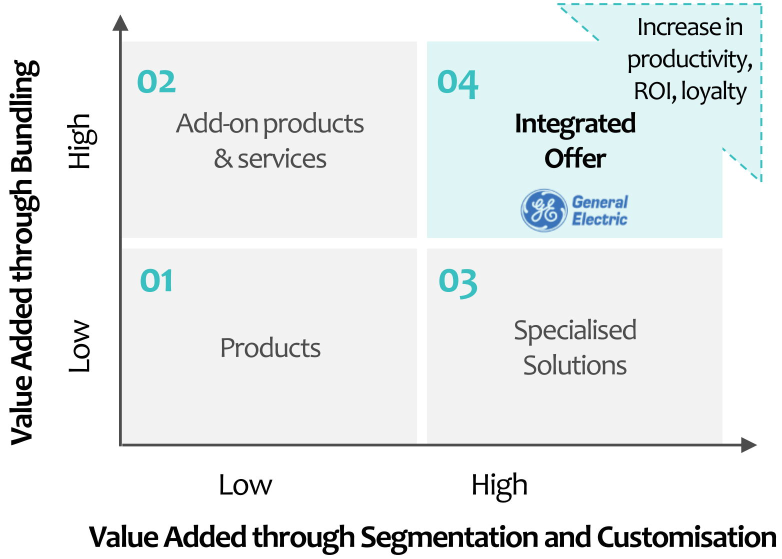


Exhibit 4 – Value Adding Map

FROM SUPPLIER TO PARTNER

01 — Offer **great quality products** to clients

02 — **Complement offer** with new products and services

03 — Better **understand clients' needs** and start adapting offer

04 — Develop **integrated offer** focused on increasing client performance

- **Moved from a product-centric** vendor of scanning equipment to a **complete multi-product/service** supplier of hospitals.
- Understood that **hospitals had to cobble together a long string of activities** to provide reliable healthcare services, thus decided to add **complementary services to products** they already offered.
- E.g.: **systems that linked imaging equipment** directly **to GE online service centre**, providing real-time service capabilities.

General Electric

KEY TAKEAWAYS

The **Value-Adding Map** shows the **roadmap to an integrated offer**, by bundling products and complementary services as well as tailoring the offer to the clients' needs. Successfully doing so results in an increase in productivity, ROI and loyalty of their customers. The **next step** will be to find which companies already have an integrated offer, in a **benchmark and best practices analysis**.

Source: (1) Kashani 2008; More 2013

Within the energy sector, Eni and Shell have already developed offers for the B2B segment, that benefit customers which purchase several products and/or services together

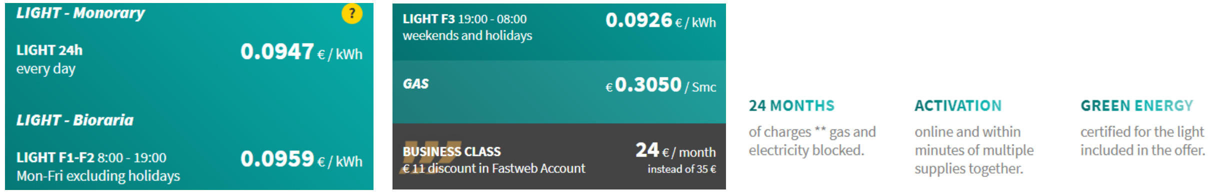
5 | Concept Development & Testing | Best Practices Analysis

BEST PRACTICES FROM THE ENERGY SECTOR

As stated, there are **no bundles nor integrated offers** in the **Portuguese B2B energy market**. As a result, it is important to **find best practices** of these within the energy sector, even in other countries, to **understand how the offers are built** and **communicated** to the B2B clients.

ENI - ENTE NAZIONALE IDROCARBURI[1]

- Bundle: **Electricity + Gas + Telecom** (partnership FastWeb);
- €11/month discount in FastWeb subscription if client consumes electricity and gas (€8 if only one is used), for small companies;
- Eni takes care of cancellation with current suppliers and offers **certification of green energy;**
- Conditions: electricity up to 30 MWh/year and gas up to 5,000 m3/year.[1]



SHELL[2,3]

- End-to-end integrated solutions that can **increase clients' operational efficiency** and/or **optimise their consumption;**
- Integrated solutions are built under a product basis **(product + services)**; yet, the electricity integrated offer is not only complemented by services, but also by energy efficiency and charging stations;
- Provides **smart services** and advanced analytics.

Exhibit 6 – Integrated Offer examples in the energy sector

KEY TAKEAWAYS

Both Eni and Shell serve as best practices for bundling and integrated offer. On the one hand, **Eni** has an **electricity + gas offer** which can be **complemented by Telecom services** through a partnership **with FastWeb**, one of the main telecommunications operators in Italy. From here, the **possibility of adding this service** will be of **use for the integrated offer proposal**. On the other hand, **Shell**'s bundle offer **focuses on consumption optimisation** (both to lubricants and electricity), as well as **solar panels** and **energy efficiency,** which will also be used in the proposal.

Source: Chen 1997; (1) Eni Gas e Luce n.d.; (2) Shell Energy 2021; (3) Shell n.d.

Outside of the energy sector, bundled products and services from Verizon and Proximus, as well as integrated offer models from Vodafone and Microsoft were identified as best practices

5 | Concept Development & Testing | Best Practices Analysis

BEST PRACTICES OUTSIDE OF THE ENERGY SECTOR

As there were only two examples of bundles and/or integrated offer within the energy sector, it is crucial to **understand** other **bundling and integrated offer types** for the B2B segment, now **outside of the energy sector**. As a result, **best practices** were also found and some ideas **will be incorporated** into the integrated offer proposal.

VERIZON[1]

- Offers three **different bundles** tailored to the needs **of different segments: Simple, Affordable, and Secure;**
- Provides **24/7 tech support** to bundle features.

PROXIMUS[2]

- Allows **modular pack composition**, although it also offers standardised Integrated offers;
- Makes use of **buzz words** such as "Unlimited", "Free Installation" to make the offer look robust and tempting.

VODAFONE[3]

- Packs created to **address needs of specific segments** (e.g.: worry-free services);
- **Sector-specific integrated solutions** and services **tailored to their needs**, including success stories in each sectorial offer in both text and video formats.

MICROSOFT[4]

- Provides **sector-specific offers** through the development of solutions that address opportunities adapted to each sector's activity;
- Creates a **relevant partner ecosystem**, resulting in a diverse and complementary offer.

KEY TAKEAWAYS

Based on these best practices, the integrated offer proposal will have different **bundles**, each **designed for a customer segment,** and **technical assistance** (Verizon); **modular composition** and usage of "free" buzz word (Proximus), **solutions** that are **tailored to each sector** (Vodafone) and a **partner ecosystem** that will complement the integrated offer (Microsoft).

Source: Chen 1997; (1) Verizon n.d.; (2) Proximus n.d.; (3) Vodafone Business n.d.; (4) Microsoft n.d.

The proposed integrated offer was built on the grounds of four key strategic pillars – cross-selling, simplification, differentiation and personalisation – with the ultimate goal of making Galp more than a supplier, a partner

5 | Concept Development & Testing | Hypotheses Formulation

FOUR STRATEGIC PILLARS OF AN INTEGRATED ENERGY OFFER

Before designing an integrated offer, it was important to **establish its main strategic pillars**, which would be the **basis for Galp's integrated energy offer** development. They were built with the **goal of turning Galp into a partner** for its B2B clients.

CROSS-SELLING [1]

1

Ensuring that clients have **multi-energy integrated solutions.** This way, Galp fosters product and service cross-selling, benefiting clients for their **loyalty,** higher **consumption levels** and higher **number of products** consumed at the same time .

SIMPLIFICATION

2

Having a **pre-defined compensation scheme** for a multi-energy offering enables Galp's salespeople to **easily prepare price proposals.** This way, it is possible to give the fairest price to clients, while keeping salespeople motivated.

DIFFERENTIATION

3

Providing clients with **complementary services** to their product offering, allowing Galp to have a **differentiated value proposition** when compared to competitors, and being **less dependent on commodities.**

PERSONALIZATION

4

Transitioning from a supplier **to a business partner**, by crafting **customised offers** that directly respond **to each client's specific needs,** in what regards their segment and sector.

Source: Team based; (1) Decrouppe, Retterer, and Berger 2014

The first B2B integrated offer proposed entails that the three bundles are offered to distinct segments and can be complemented with additional digital and green services

5 | Concept Development & Testing | Hypotheses Formulation

B2B INTEGRATED OFFER FIRST PROPOSAL (1/2)

After studying the B2B client, analysing the benchmark and best practices (inside and outside of the energy sector), as well as identifying the strategic pillars for the B2B integrated offer, the **next step** was to **develop the first proposal**. It was designed **with the selected targets in mind** and comprises **three Bundles and two Add-Ons**.

	TARGET	BASELINE	SUBSCRIPTION	ADDITIONAL SERVICES
BUNDLE STANDARD	**No specfic target**	• **Price reduction** based on the number of products used (as electricity, gas, fuel, etc.) and consumption levels • Discounts in a **partner ecosystem** (adapted to the sector's needs) • Discounts in **sector-related services**	No subscription	Additional services can be added to any bundle: • **Digital Add-Ons –** services that aim to tackle the digitalisation trend • **Green Add-Ons –** services that tackle the trends of decarbonisation and decentralisation
BUNDLE COMFORT	**Trust Seekers** segment, whose main rationale is **having no problems**		Subscription model that includes services that allow companies to **solve fast and easily any problems** that may arise	
BUNDLE EFFICIENT	**Small Buyers Involved** and **Big Buyers Trend Seekers** segments, whose main rationale is **performance optimisation** and **following trends**		Subscription model that includes services that allow companies to **optimise their energy consumption**	

Table 15 – First integrated offer representation

KEY TAKEAWAYS

The **first integrated offer proposal** is comprised of three bundles – **Standard, Comfort and Efficient** – and can be complemented with services from two Add-On buckets – Digital Add-Ons and Green Add-Ons. Hence, B2B **clients can choose the bundle** that best fits their needs (considering that all have the same baseline) and **complement it with the desired additional services**.

Source: Team based; Guichard et al. 2019; Chen 1997

The services included in the three bundles and add-ons were chosen not only based on Galp's portfolio, but considering other relevant ones the company has not yet developed, in order to give B2B clients the most complete energy offer

5 | Concept Development & Testing | Hypotheses Formulation

B2B INTEGRATED OFFER FIRST PROPOSAL (2/2)

Galp's product and services **portfolio was analysed** to understand what could be added to each bundle and add-on services. **Crucial services** that are currently **not being developed** by the company **were** also **added**. Overall, **every comonent included was validated** by **Galp's team**, in a series of workshops and department meetings.

	BASELINE	COMFORT SUBSCRIPTION	EFFICIENT SUBSCRIPTION	DIGITAL ADD-ONS	GREEN ADD-ONS
STANDARD	Included	Not Included	Not Included	Optional	Optional
COMFORT	Included	Included	Not Included	Optional	Optional
EFFICIENT	Included	Not Included	Included	Optional	Optional
	Multi-product price reduction*	Diagnosis visit to client site	Energy management systems	Proactive consumption notifications*	Solar panels audit
	Discount in a partner ecosystem*	Technical assistance	Energy efficiency auditing	Periodical sector reports*	Sustainability certificate*
	Discount in sector related services	Preventive Maintenance	Training in energy efficiency	Success cases & saving tips*	Solar panels installation
		Mandatory by law periodical activities	Discount in additional services	Comparative sector index*	Decarbonisation plan
		Alerts*			
		Discount in additional services			

Table 16 – First integrated offer representation

Source: Team based; Galp n.d.; Guichard et al. 2019; Rasiel 1999; Chen 1997

* Services that Galp does not have

Consult Appendix 6

From the first to the second integrated offer proposed, there are six key changes, some based on the inclusion or exclusion of services and others on the creation of new bundles, as Comfort Mobility and Efficient Mobility

5 | Concept Development & Testing | Hypotheses Testing

KEY CHANGES FROM QUALITATIVE TO QUANTITATIVE RESEARCH

Hypothesis 3 not validated

From the qualitative research, there were **six main changes** that **were applied** to the proposed integrated offer. The **second integrated offer proposal** was then **evaluated** on the **quantitative research**, through a survey.

DESCRIPTION

01. EXCLUSION OF SECTOR RELATED SERVICES

- **Most services** that all three sectors need are **already incorporated** into the Comfort and Efficient **bundles**, and on the **add-ons** (as they target directly two main market trends).
- Hence, there was **no need to have such a section** on the proposed bundles, as it would also increase complexity.

02. PARTNER ECOSYSTEM FOR EACH SECTOR

Possible partners to each sector:

- **Industry** (waste management, cargo handling systems, insurance);
- **Hospitality** (telecom, laundry companies, insurance and equipment stores);
- **Transportation** (tyres, auto parts, vehicle brands and insurance).

03. ADDITION OF A DESIGNATED EMPLOYEE

- **Some companies showed interest** in having a **designated employee** that would be a familiar face from the company, which the client could contact whenever needed.
- This also **tackles the fear of being** treated as **just one more client.**

DESCRIPTION

04. EMISSION COMPENSATION SCHEME

- Initially, most **green add-ons were more related to on-site solutions** and company's certificates.
- However, one of the industry interviewees revealed **interest in supporting initiatives to compensate industry and fleet pollution**, and based on some web research, emission compensation schemes were developed for validation.

05. DIGITAL ADD-ONS MOVED INTO BASELINE

Digital services were **added to each bundle:**

- **Consumption notifications** are defined according to the company's preference;
- **Periodical reports** of energy evolution in the sector;
- **Case studies** of energy projects and saving tips;
- **Ranking index** of the company on several topics relevant to their operations.

06. COMFORT AND EFFICIENT MOBILITY

To address companies in the **transportation sector** and others that have **large fleets**, mobility bundles were created:

- **Comfort Mobility** – repair and part substitution services;
- **Efficient Mobility** – telematics and driver advanced training.

Table 21 – Key Changes from Qualitative Insights

Source: Qualitative research analysis; Ries 2017

There are three main changes from the second to the final integrated offer proposed, namely the exclusion of some partnerships, the exclusion of Mobility Bundles and consequently the addition of the Mobility Add-Ons

KEY CHANGES FROM QUANTITATIVE RESEARCH TO FINAL PROPOSAL

Hypothesis 10 not validated

From the quantitative research, there were **three main changes** that **were applied** to the proposed integrated offer. Hence, the **final integrated offer proposal** will be composed of the **first initial proposal**, along with the **six key changes** from the **qualitative** research **and the three** ones from the **quantitative research**.

DESCRIPTION

01. EXCLUSION OF SOME PARTNERSHIPS

Three partnerships were excluded from the partner ecosystem:

- **Laundry companies** and **Equipment stores,** as it is difficult to find companies with an even geographical distribution;
- **Vehicle brands**, as transportation vehicles are from various brands, it would be impossible to partner with every brand, and because it was not much valued.

02. EXCLUSION OF SOME ADITIONAL FEATURES

- **Proactive Consumption Notifications** were excluded, as this feature was similar to some from Bundle Efficient.
- **Periodical Sector Reports** were excluded, as this feature was not valued by companies.

03. EXCLUSION OF COMFORT MOBILITY AND EFFICIENT MOBILITY

- There was a **very low interest** by all sectors on these two bundle options, **especially** its main target, companies of the **Transportation sector.**
- There was a **very high resistance** in **combining multiple services** onto just one energy provider, which proved once again to be true.

04. ADDITION OF MOBILITY ADD-ONS

- As **Mobility bundles were excluded, companies** with high expenditure in fuel, as well as the ones with vehicle fleets **did not** have a bundle that would **tackle some mobility issues.**
- Therefore, and **instead of creating a bundle** that would imply the acquisition of all its services, the **Mobility Add-Ons were designed.**

Table 22 – Key Changes from Quantitative Insights

KEY TAKEAWAYS

From the quantitative analyses, it was clear that **some partnerships were** either **not valued, or not feasible** for Galp, which is why they were excluded from the final proposal of integrated offer. Also, **Bundles Comfort Mobility and Efficient Mobility**, which targeted the Transportation sector, **were not valued**, which is why they were excluded, **and Mobility Add-Ons were developed instead**.

Source: Quantitative research analysis; Ries 2017

By implementing a multi-product integrated offer, which would allow companies to personalise a Standard bundle with service sets and various Add-Ons, Galp could improve customer retention as well as customer acquisition

6 | Recommendations | Bundling

1. IMPLEMENT A MODULAR COMPOSITION BUNDLE

Tackles (S1+S2+S6 | O1) from slide 31

WHAT

- The developed **multi-product bundle** corresponds to the agglomeration of multiple products in **only one supplier contract**, with **price benefits** according to the number of products purchased and associated consumption level.
- The product bundle can be **complemented with service subscription sets**, that **target specific segments' needs,** and specific **add-ons that boost the customisation** of the offer, in a **modular way**.

HOW

- **Galp and non-Galp clients** consuming more than one product would have the **possibility to become integrated offer clients,** having access to three bundles: **Standard, Comfort and Efficient,** showed to them in full, regardless of the sector they belong to.
- **Bundle Standard** is the most basic type, to which all integrated offer clients would have access to, and includes **price benefits** in consumed products**, advantages in a partner ecosystem** and free **digital features**, as a sector comparative index and detailed success cases.
- **Bundle Comfort** would include all benefits and advantages of bundle Standard, **complemented by** a **subscription-based service set**, which aims **to increase** companies' **convenience**, targeting the Trust Seekers segment, which desires not to have to worry about any problems of their business.
- **Bundle Efficient** would include all benefits and advantages of bundle Standard, but it is **complemented by a subscription-based services set**, which aims **to increase** companies' **efficiency**, targeting the Small Buyers Involved and Big Buyers Trend Seekers segments, which desire to improve the performance of their businesses and lead trends.
- Furthermore, clients could **complement the bundles** with **sustainability and mobility services,** which are purchased individually. These should only be presented if they fit the client's needs.

NEXT STEPS

1. Analyse which **capabilities and resources** need to be **better developed** to implement the integrated offer;
2. Define a **pricing and client acquisition strategy** that prevents cannibalisation from undermining the integrated offer implementation success;
3. Understand the best **go-to-market strategy**, by starting to sell a simplified version of the integrated offer;
4. Understand the **best way to communicate the offer** to current and new clients;
5. **Map clients' characteristics** using internal CRM tools, to present them the integrated offer that best suits their needs.

RATIONALE: Serving SMEs requires **suppliers** to "**conciliate customer personalisation and standardisation**"[1]. Based on the pillars of cross-selling, differentiation, simplification and personalisation, this offer would **allow companies** to **modularly personalise Bundle Standard with** subscription-based **service sets and Add-Ons**, making this a fully multi-product integrated offer.

Source: Team based; Decrouppe, Retterer, and Berger 2014; Chen 1997; Proximus n.d.; Vodafone Business n.d.; Microsoft n.d.; (1) Accenture 2019;

Providing monthly paid subscription-based services sets to integrated offer clients, especially designed to target different customer needs, would reinforce Galp's ability to create a differentiated offer

6 | Recommendations | Bundling

2. INCLUDE SUBSCRIPTION-BASED SERVICE SETS, TO TACKLE DIFFERENT SEGMENT NEEDS

Tackles (S1+S2+S6 | O1) from slide 31

WHAT

- The **monthly paid subscription-based service sets** aim to combine services that satisfy common needs between customers.
- Based on a **modular approach**, these sets would **complement Bundle Standard**, transferring clients to a more complete offer.
- There are **two subscription sets**: **Comfort** for the Trust Seekers and **Efficiency** for the Small Buyers Involved and Big Buyers Trend Seekers.

HOW

- Both **service subscriptions** would be **optional and** could be **individually added** to **Bundle Standard**.
- **Each subscription** set has an **individual monthly price**, that **varies according** to several cost **drivers**, as the size of the company, or number of machines, number of facilities, among others.

BUNDLE COMFORT

The **services** present in the **convenience subscription** are the following:

- Diagnosis visit to the client site, technical assistance, mandatory by law periodical activities, preventive maintenance, alerts, designated employee.

There are also **optional services** that can be **purchased individually**, as an extra:

- HVAC systems maintenance, AC maintenance and fire systems maintenance.

BUNDLE EFFICIENT

The **services** present in the **efficiency subscription** are the following:

- Energy management systems (periodical consumption reports + 24/7 consumption monitoring), simple energy efficiency auditing, training in energy efficiency and designated employee.

There are also **other advantages** – discounts in:

- Complete energy efficiency auditing, projects, and energetic performance contracts (ESCo).

NEXT STEPS

1. Analyse **Galp's services portfolio** to understand what services exist, need to be developed or are already under consideration;
2. Establish the **cost drivers** for **each service** and the correspondent **margins**;
3. Understand **development costs** for each non-existent service and analyse the **possibility of having a partner** to provide some of those;
4. Set a **competitive price** for **each subscription set,** considering all development costs, drivers and market prices.

RATIONALE: By creating **two different service sets**, one regarding convenience services and other efficiency ones, Galp would be able to **target customers with a differentiated offer,** according to their specific needs, enabling an **increase in customer satisfaction**. Furthermore, having a monthly subscription would provide Galp with a **predictable recurring revenue stream**.

Source: Team based; Chen 1997; Lassila 2006; Vodafone Business n.d.

Consult Appendix 6

One of the digital features included in the Bundle Standard is a comparative index enabling the monitorisation and comparison of a given set of criteria with other companies from the sector

6 | Recommendations | Bundling

3. INCORPORATE DIGITALIZATION THROUGH THE CREATION OF A SECTOR COMPARATIVE INDEX

Tackles (S1| O2) and (W2+W5 | O2) from slide 31

WHAT

- The sector comparative index would allow **clients** to be **classified according to a set of pre-defined parameters** and receive proposed **action plans** identifying what they could **improve**, in a gamified way.
- The criterion used should vary from **efficiency, security and sustainability**, among other relevant subjects.
- By being able to **compare to other companies**, clients could better **monitor and develop** their business.

HOW

- Clients would get a **classification from 0 to 100 for each of the criteria**, by providing the required information to Galp through a customised **form.** Some of the information required may also be extracted from **Galp's internal database** on product consumptions and related variables.
- After aggregating the information, clients' data would be processed and a **score** would be **attributed in each of the pre-defined criteria,** in a standardised manner. Additionally, clients would have access to **average sector scores** and **sector scores' distribution** in each criterion.
- Initially, three energy products would be considered in the index: **electricity, natural gas and fuel**.
- Based on the results, **personalised recommendations** would be given to each client, in the platform and by the designated employee.*

Exhibit 13 – Index Representation

NEXT STEPS

1. **Definition** of the different **comparative criteria and their respective parameters**, ensuring that they are standardised to allow for general comparison;
2. **Collection of data** from clients regarding the pre-defined parameters or **purchase of an external database;**
3. **Development** of the **dashboard** within Galp's B2B client portal;
4. Creation of **relevant and actionable recommendations** to clients based on their scores.

RATIONALE: By allowing the **monitorisation and comparison** of several relevant subjects, the index feature increases the **added value from being an integrated offer client**, increasing the bundle adherence and retention rates, thereby increasing customer satisfaction, and contributing simultaneously to the **creation of new leads.**

Source: Team based; Vodafone Business n.d.

* Integrated offer clients would have access to personalised accompaniment from a designated employee

Sharing projects' success cases from the customer portfolio raises awareness about Galp's services and its expertise, allowing clients to recognise the additional value in contracting its services

6 | Recommendations | Bundling

4. CREATE SUCCESS CASES WITH CLIENTS' TESTIMONIALS AND IMPROVEMENT SUGGESTIONS

WHAT

- The **success cases** would allow clients to access other **companies' testimonials** from past projects, whilst providing **suggestions for improvement** that can be applied to others.

HOW

- Success cases would be **constructed based on client data** identified by Galp during the implementation of **new projects** or in the analysis of **past projects**.
- While **integrated offer's clients** would receive success cases with **implementation details, suggestions and key takeaways** through **email marketing newsletters**, the rest of Galp's clients would only have access to excerpts of the cases online.
- Therefore, **all success cases** would be **posted on Galp's social media and website**, however Galp's **integrated offer clients** would have **exclusive access to a library** of these cases **in full**.

Exhibit 14 – Success Cases Representation

NEXT STEPS

1. **Search Galp's database for projects** already **implemented** which could be subject of a "success case" story;
2. **Contact clients** which projects have been selected to **check if they approve** their story to be shared and to co-create the content;
3. **Define KPIs** during the projects to make sure that the **impact is measurable**;
4. Understand through data analysis which are the **best channels and the best frequencies to share** the cases.

RATIONALE: The main benefits from this feature include an **increase in customers' trust** in Galp's services, the **promotion of Galp's expertise** and diversified cross-sectional solutions, as well as the rise in **company services' awareness**. Moreover, by **learning from others**' experiences, companies could **develop faster**, with **less hassle and learning hazard.**

Source: Team based

By having the possibility of adding Green services to their integrated offer, clients benefit from a complete assistance to their energy transition, while Galp stands out from the competition, directly targeting market trends

6 | Recommendations | Bundling

5. PROVIDE SUSTAINABLE SERVICES FOR COMPANIES AIMING TO INITIATE AN ENERGY TRANSITION

Tackles (S5 | O3+O5+O6) and (S3+S4 | T1) from slide 31

WHAT

- The **Green Add-Ons** are a set of **services related to sustainability**, development of carbon offset, as well as **decarbonisation** solutions, aimed at assisting clients transitioning into greener operations.
- These **services** are meant to be **sold individually**, according to the client's needs, requests and strategic objectives.

HOW

- Each **service** would be **sold individually**, with the possibility of selecting one or more, depending on the operational necessities of the company.
- As **Galp only provides some services**, the company might **rely on partners** to help with the operationalisation of the other ones. The services offered would be as follows:
  - **Solar panels viability diagnosis** – diagnosis to the client's sight to understand the viability of solar panels installation (currently provided by Galp);
  - **Solar panels installation** – installing solar panels on the client's site (currently provided by Galp);
  - **Sustainability certificate** – sustainability certification for companies to have a stamp for certain parameters (would need to be outsourced, for example, to Ecofye [1]);
  - **Decarbonisation Plan** – designed for companies to follow as a roadmap to decarbonisation, changing certain operating systems to more sustainable ones (currently, Galp provides a few suggestions that could be further developed by partnering with Ecofye [1] or Carbon Analytics [2]);
  - **Emission compensation scheme** – system that allows companies to compensate their carbon emissions by paying a certain fee (would need to be outsourced, for example, to Ecofye [1] or Carbon Analytics [2]).

NEXT STEPS

1. Establish **criteria to define the partner companies** (such as geographic coverage, brand reputation and service quality) and **identify targets;**
2. Analyse identified targets' **willingness to adhere to the green services** of the integrated offer and **assess risks;**
3. Align **bureaucratic procedures** with partners related to the services and their operationalisation, as well as customer support and complaints handling;
4. Run a **pilot test** to understand if the partnership works effectively;
5. **Train client support** to address issues related to these services.

RATIONALE: The Green Add-Ons could **benefit Galp** in the sense that they would include **assistance in fulfilling mandatory** by law **parameters**, meeting **client's demands** and **alignment with market trends**, such as decarbonisation and decentralisation.

Source: Team based; (1) Ecofye n.d.; (2) Carbon Analytics n.d.

The possibility of adding Mobility services to personalise each client's energy offer would also enable them to have a more versatile solution, signalling that Galp is on top of market trends

6 | Recommendations | Bundling

6. PROVIDE ADDITIONAL MOBILITY SERVICES FOR COMPANIES WITH LARGER FLEETS

Tackles (S1+S4+S5 | O4+O6) from slide 31

WHAT

- The **Mobility Add-Ons** are a set of services related to **fleet management solutions,** aimed at assisting clients which have large fleets.
- These **services** are meant to be **sold individually**, according to the client's needs, requests and strategic objectives.

HOW

- Each **service** should be **sold individually**, with the possibility of selecting one or more, depending on the operational necessities of the company.
- As **Galp does not provide any of the suggested services**, either the company needs to develop them internally, or **partner** with companies which already provide them. The services offered would be as follows:
  - **Telematics** [1,2,3,4] – connecting a tool to a vehicle for key data collection, including vehicle tracking (current position and journey history), fuel consumption (per vehicle and per driver), driver performance (acceleration, idling time and braking events) and vehicle performance (insurance risk assessment, maintenance reminders, engine error codes);
  - **Express Repair Services** [4] – sending a fully equipped van and a trained technician to wherever the vehicles are for repair services;
  - **Driver Training** [2,3] – fatigue and well-being, road safety, driving skills, training to lower fuel consumption;
  - **Truck Parking** [3] – connecting "vehicles and drivers with safe, available parking spaces". App to select and book suitable parking locations.

NEXT STEPS

1. Analyse identified targets' **willingness to adhere to the mobility services** of the integrated offer and **assess risks;**
2. **Develop,** internally or outsourced, the **mobility services** to be offered;
3. Run a **pilot test** to understand if the services work effectively;
4. Have **client support training** to address issues related to the services provided.

RATIONALE: The **main benefits** of Mobility Add-Ons would include the provision of **additional versatile solutions** for companies with large fleets to be able to choose from, **customizing their** integrated **offer even further,** whilst allowing the **enlargement of Galp's current offering.**

Source: Team based; (1) BP n.d.; (2) MAN n.d.; (3) Shell n.d.; (4) Ford n.d.