

SMARTFLOWER

# CASE STUDY

01

Business Strategy for India





# Company Profile

02

## About

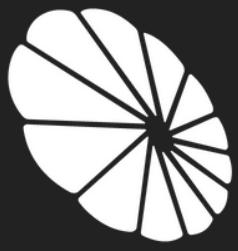
Smartflower was founded in Austria. It was acquired by Energy Management Inc. in 2018 and is currently headquartered in Boston, USA.

## Products

- Smartflower
- Smartflower EV
- Smartflower +

## Technical Specifications

- Nominal Output: 2.5 kWp
- Annual Output: ~4000 to 6000 kWh/Annum
- Module Performance Warranty: 25 years
- System Warranty: 2 years



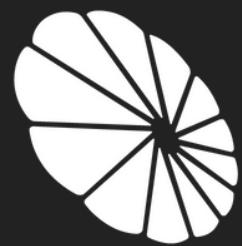
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03

# Problem Statement

Smartflower plans to expand their business to India but Indian companies prefer using existing rooftop solar systems



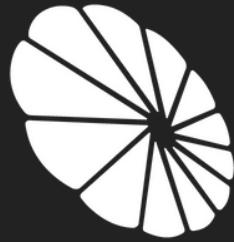


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04

# Goals

- Customer Aquisition
- Customer Engagement



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# Challenges

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## Cost

The price of the product (\$27000) is very high compared to that of rooftop systems of equivalent specifications. Once the customs duty and taxes required are included, the selling price increases drastically

## Maintenance

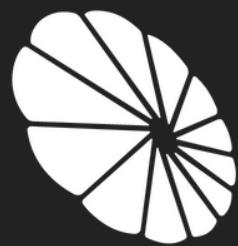
The product needs certified professionals to perform maintenance operations. Work performed by uncertified professionals on the product may lead to breakdown of the system

## Warranty

The module performance warranty for 25 years and 2 years for the system but competitors provide 10 year warranties for ground mounted tracking system

## Lack of Space in Cities

Most companies and residences in metropolitan cities are densely constructed areas without space for ground mounted systems. One of the reasons why rooftop systems are preferred in India



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# Favourable Factors

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06

## Aesthetics

Smartflower design is unique to all other existing Solar PV Systems

## Efficiency

The Smartflower module's efficiency is 40% more than that of existing rooftop systems.

## Smart Functions

The Smartflower system's safety functions against higher wind speed in order to protect itself will be useful during windy days

## All in One design

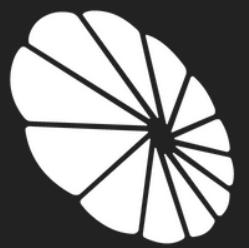
Smartflower's capability to have in built inverter and battery along with the panel at its base is space saving and safer than existing rooftop systems

## Ease of Installation

Smartflower's design ensures installation and uninstallation within 3 hours which is helpful to provide temporary power supply during supply failure

## Large Sales Opportunity

Since India is moving towards increasing renewable energy, the government has introduced subsidies. This encourages companies and citizens to install Solar PV Systems



# Suggested Strategy

## 1. Establish as an LLC

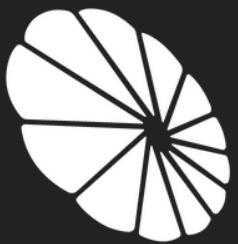
Partnering with an Indian partner to enter the Indian Market can enable Smartflower to take advantage of India's business friendly laws and comprehensive tax treaties

## 2. Manufacture Smartflower in India

India's cheap labour market and Make in India program are opportunities that enable Smartflower to reduce the cost of their product in the Indian market and this provides opportunity to train professionals for maintenance of this product

## 3. Promote Smartflower

Due to Smartflower's aesthetics customers range from large Infotech firms to University Campuses that may install the system for endorsing green energy, to increase beauty of their buildings (which appear in films). This helps achieve customer engagement. Approach such clients directly to garner attention. Once the product has made its mark, other customers will follow



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# Effect of Price

08

# Energy on Demand

Cost is a major factor in India. Considering a 2 year system warranty compared to 10 year provided by competitors, a high price is a turnoff for Indian customers. The estimated customs duty of 20%, which will replace the existing 15% expiring July 29, 2020, along with the charges for cargo shipping will raise the product's selling price.

Manufacturing Smartflower locally in India will avoid customs duty and reduce cost. Price is a driving factor in customer acquisition while existing rooftop solutions are cost effective

Smartflower can provide an Energy on Demand service during power supply failures. This is possible by its design which enables it to be transported easily. Hospitals may use this service to provide themselves with energy during power supply failure. Event planners may use this service to facilitate their event in scenic or remote areas where power supply is unavailable and Smartflower will be preferred over conventional generator due to its aesthetic appeal

# What are people saying about the brand

09

**Sam Stoner**

Sustainability Coordinator at Mary Baldwin University

When students and other members of the community walk by, they'll see that we have an innovative, tangible example of our campus commitment to sustainable energy sources.

**Scott D. Miller**

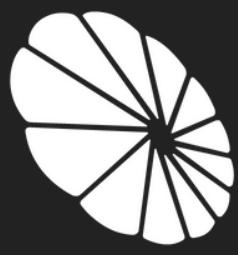
President of Virginia Wesleyan University

Our Smartflower will serve as a symbol for the University's commitment to the environment while demonstrating our role as a leader in bringing the latest in solar technology to the region.

**Michelle Moore**

CEO of Groundswell

Deploying solar and storage installation at schools and community centers is a beautiful way to demonstrate how a sustainable energy future connects with educational and economic empowerment for everyone.



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10



Thank  
You

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