



RESEARCH REPORT

Executive Summary:

Navigant Research Leaderboard: Home Energy Management

Assessment of Strategy and Execution for 14
HEM Software Platform Providers

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Paige Leuschner
Research Analyst

Casey Talon
Research Director

Section 1

EXECUTIVE SUMMARY

1.1 Market Introduction

Home energy management (HEM) is a broad market of technologies and services that consumers use to better manage and control their home energy consumption and production. With the development of the smart home, energy management has become a critical part of the digitization of the home. An unprecedented number of connected devices exist in the home today. Stakeholders have moved beyond the deployment of hardware, like in-home displays (IHDs), smart meters, and smart thermostats, to focus on the insights that can be derived from the data these devices deliver. This trend has led to the dominance of software platforms and energy monitoring solutions in the HEM space. Such solutions focus on increasing customer engagement and satisfaction, supporting utility demand-side management (DSM) programs, and enhancing the control, automation, and optimization of home energy production and consumption.

This *Navigant Research Leaderboard* examines 14 HEM software platform and energy monitoring providers. The various types of companies covered in this *Leaderboard* reflect market maturation, company development, and the emergence of startups. Several software providers have established themselves as significant players by further refining products and moving beyond the pilot stage to full deployments with larger customers. Yet, there has also been a resurgence of smaller startup companies trying to capture the energy insights market through more granular data. Note that this report excludes energy management hardware providers, such as thermostat manufacturers, as this market segment warrants its own report.

1.2 Criteria Overview

The criteria by which manufacturers are compared in this *Navigant Research Leaderboard* include the following:

- Vision
- Go-to-Market Strategy
- Partners
- Technology
- Geographic Reach
- Sales & Marketing
- Product Performance
- Product Portfolio & Integrations

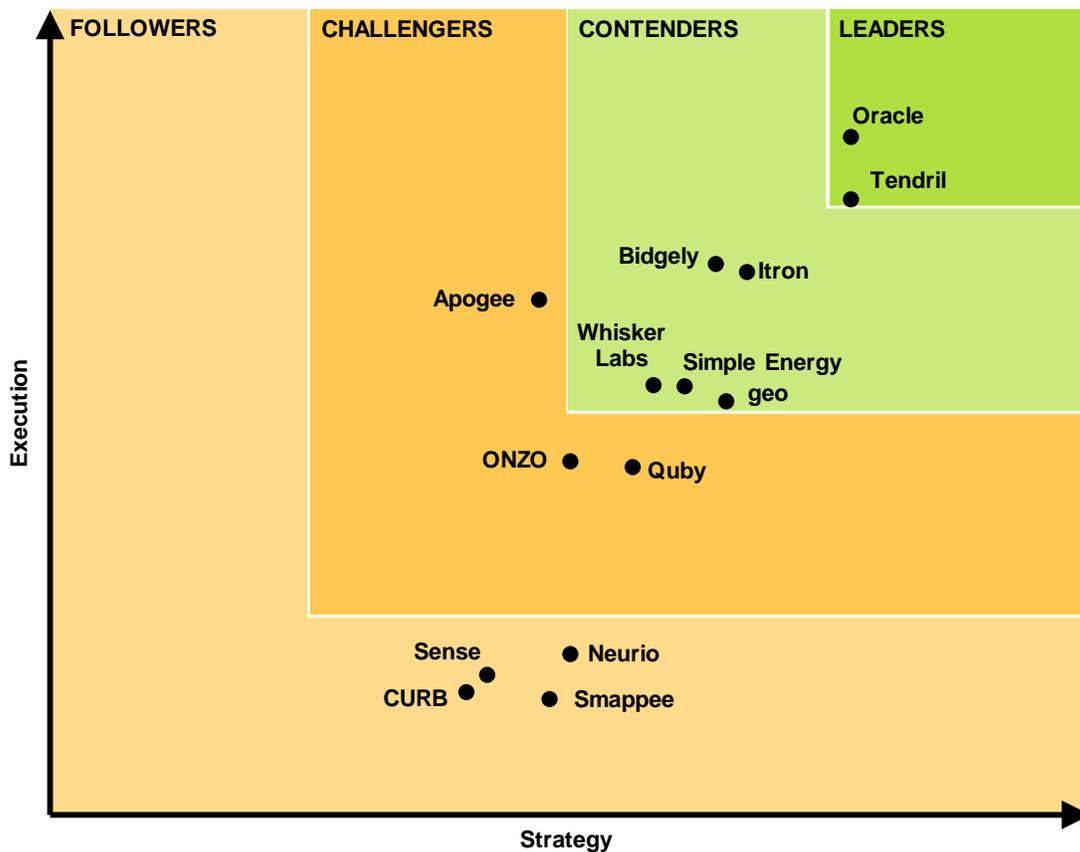
- Pricing
- Staying Power

Detailed descriptions of each criterion are provided in the “Criteria Definitions” section of this report.

1.3 The Navigant Research Leaderboard Grid

Two companies achieved Leader status in this report: Oracle and Tendril. Each company stands out from the competition because of their ability to scale to meet the needs of clients as well as deliver impactful reductions to the energy consumption of end customers. While both also offer solutions that cover a range of HEM applications, Oracle leads in this market due to its substantial market share.

Chart 1-1. The Navigant Research Leaderboard Grid



(Source: Navigant Research)

Five competitors have achieved a Contender ranking: Itron, Bidgely, geo, Simple Energy, and Whisker Labs. Each offers innovative, advanced HEM solutions, and each has managed to penetrate the market and gain traction among clients with their products and services. They have a solid base to become Leaders in the HEM space.

Three players have earned the rank of Challenger: Apogee, Quby, and ONZO. These players are lacking in either Execution or Strategy ratings. For example, Apogee has significant market share among US utilities, but its solution is lacking in innovation and advanced functionality compared with other competitors. Quby and ONZO have unique solutions, but have yet to gain substantial market traction and are still scaling up.

Finally, four players rank as Followers: Neuroio, Smappee, Sense Labs Inc., and CURB. These startup companies all offer energy monitoring solutions and are in early stages of execution. They are still working to increase scale, refine their solutions, and secure additional customers to become more significant players in the HEM and related markets.

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Section 8

SCOPE OF STUDY AND METHODOLOGY

8.1 Scope of Study

Navigant Research has prepared this report to provide participants in the HEM market with an analysis of the current competitive landscape. The report is intended to help providers in this market understand how companies and brands fit into the overall global market landscape.

The major objective of this *Leaderboard* is to provide a timely overview of the companies involved in the HEM market, as well as their Strategy and Execution in developing, marketing, and delivering HEM solutions. Company ratings capture the vendor's standing at the time of the report and are not a retrospective of past accomplishment or an indication of future success. In this market, ratings are likely to shift as companies consolidate and switch focus and HEM applications continue to evolve.

8.2 Sources and Methodology

Navigant Research's industry analysts utilize a variety of research sources in preparing Research Reports. The key component of Navigant Research's analysis is primary research gained from phone and in-person interviews with industry leaders including executives, engineers, and marketing professionals. Analysts are diligent in ensuring that they speak with representatives from every part of the value chain, including but not limited to technology companies, utilities and other service providers, industry associations, government agencies, and the investment community.

Additional analysis includes secondary research conducted by Navigant Research's analysts and its staff of research assistants. Where applicable, all secondary research sources are appropriately cited within this report.

These primary and secondary research sources, combined with the analyst's industry expertise, are synthesized into the qualitative and quantitative analysis presented in Navigant Research's reports. Great care is taken in making sure that all analysis is well-supported by facts, but where the facts are unknown and assumptions must be made, analysts document their assumptions and are prepared to explain their methodology, both within the body of a report and in direct conversations with clients.

Navigant Research is a market research group whose goal is to present an objective, unbiased view of market opportunities within its coverage areas. Navigant Research is not beholden to any special interests and is thus able to offer clear, actionable advice to help clients succeed in the industry, unfettered by technology hype, political agendas, or emotional factors that are inherent in cleantech markets.

8.2.1 Vendor Selection

The companies evaluated in this *Leaderboard* are providers of software-based HEM solutions focused on increasing customer engagement and satisfaction, supporting utility DSM programs, and enhancing control, automation, and optimization of home energy production and consumption. Energy management hardware providers are excluded, though energy monitoring companies that offer a primarily software-based product, but with a hardware component, are included in this report. Target customers include consumers, businesses, utilities, installers, and retailers. These companies have a distribution target of either regional or global sales.

8.2.2 Ratings Scale

Companies are rated relative to each other using the following point system. The ratings are a snapshot in time, showing the current state of the company. These scores are likely to be fluid as new competitors enter the market and customer requirements evolve.

- Very Strong 91 – 100
- Strong 76 – 90
- Strong Moderate 56 – 75
- Moderate 36 – 55
- Weak Moderate 21 – 35
- Weak 11 – 20
- Very Weak 1 – 10

8.2.2.1 *Score Calculations*

The scores for Strategy and Execution are weighted averages based on the subcategories. The overall score is calculated based on the root mean square of the Strategy and Execution scores.

8.2.3 Criteria Definitions

8.2.3.1 *Strategy*

- **Vision:** Measures the company's stated goals in designing market solutions against the actual needs of customers based on the entire environment in which they will operate. In this case, companies with a vision for transforming the home into a dynamic grid asset receive higher scores. Clear and compelling visions that are effectively communicated to the industry also result in higher scores.
- **Go-to-Market Strategy:** Evaluates the company's strategy for reaching the target market, including the sales and marketing channels used, as well as the processes for informing the target market about brand differentiation and product value. Higher scores are the result of companies going to market through multiple channels to reach a variety of industries and forming partnerships with key organizations.

- **Partners:** Measures the company's established partnerships with key organizations that will provide an advantage in financial backing, sales, business, and product development. Higher scores are given to companies that have established partnership networks or are operating within an ecosystem that furthers the traction of their offering.
- **Technology:** Evaluates whether the company has developed and/or patented technology that provides a significant business advantage over competitors that is likely to have an enduring effect on its success. Higher scores are given if the company's technology is already a proven market success or delivers unique product attributes.
- **Geographic Reach:** An evaluation of companies' ability to reach national and international customers through networks of distributors, partnerships, and other resellers. Scores are lower if the company does not have a sales or dealer strategy for multiple regions.

8.2.3.2 Execution

- **Sales & Marketing:** Evaluates the company's marketing and sales performance and current distribution channels. Higher scores are given to companies with brand recognition and significant sales.
- **Product Performance:** Evaluates the competitive performance of the company's HEM solution. Higher scores are given to companies with higher customer satisfaction and energy savings results.
- **Product Portfolio & Integrations:** Addresses the company's breadth of offerings related to HEM. Companies that score highly in this category have products that address a variety of HEM applications and have integrated with third-party solutions to offer more comprehensive solutions.
- **Pricing:** Determines the suitability of product pricing based on its cost-effectiveness, whether products are available at multiple price points, and how pricing compares to that of competitor products.
- **Staying Power:** Evaluates whether the company has the financial resources to withstand the strains of an emerging market and increasing competition. Also measures the maturity of a company's solution, including how long it has been present in the market. Higher scores are given to companies that are more likely to persist in the future.

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1375 Walnut Street, Suite 100
Boulder, CO 80302 USA
Tel: +1.303.997.7609
<http://www.navigantresearch.com>

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Navigant Research Leaderboard: Home Energy Management

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