



## Finding Competitive Advantage in Tomorrow's Markets: Next Steps and Opportunities to Collaborate

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### **Making the Case for Next Practices: using megatrends to catalyze sustainability innovation.**

In January, WRI will be working with a select group of companies to test and refine a toolkit to help identify business risks, innovation opportunities and collaboration priorities in a changing climate.

For more information, contact Eliot Metzger ([emetzger@wri.org](mailto:emetzger@wri.org)).

### **Innovations for Net Zero Energy Buildings.**

WRI is exploring three possible projects that would create opportunities for net zero energy buildings:

- *Distributed Generation at Critical Mass*: Undertake a study of the value drivers of distributed generation (DG) and demand response (DR), considering how they will change in the future in order to characterize the value of energy resources provided by buildings to the grid. Equip companies with a platform to explore the value proposition of DG and demand response together with other neighboring buildings at critical mass.
- *Bridging the Capex and Opex Divide*: Test new budgeting strategies that bridge the capex and opex budget divide, and combine budgets to yield the best lifetime value for buildings. Share insights about how to modify building budgeting processes and document the net financial benefits of doing so.
- *Clarifying Off-Balance-Sheet Finance*: Help to scale up the ESCO industry and other product-as-a-service business models by clarifying the criteria for contracts to be considered off-balance-sheet agreements. Work with ESCOs, customers, and auditing firms to develop guidelines that describe off-balance-sheet financing solutions, and explore additional strategic opportunities in product-as-service innovation.

To learn more about these projects, please contact Jenna Goodward ([jgoodward@wri.org](mailto:jgoodward@wri.org)).

### **Creating Easier Access to Financing for Next Practices.** Upcoming activities will include:

- Convening companies to explore the value created by past sustainability investments.
- Collaborating to explore financing approaches that could unlock more of this value for future investments.
- Communicating the findings in a compelling way that resonates with key audiences outside the sustainability teams.

To learn more about the financing work, contact Alex Perera ([aperera@wri.org](mailto:aperera@wri.org)).