



Miller Center
for Social Entrepreneurship

Executive Summary

ONergy sells and services a wide range of solar energy products to both rural and urban customers in Eastern India. Most of ONergy's customers live in rural areas, and previously suffered from unreliable forms of energy. ONergy utilizes partnerships with various institutions to reach those who can benefit from its products the most. The company's diverse product portfolio allows it to create value for a wide variety of customers. ONergy is focused on delivering various forms of affordable, clean energy technologies to rural customers, yet the enterprise recognizes the need to develop new markets as the electricity grid in India expands and improves. To support growth and expansion, ONergy requested action research to profile its innovations in written and video case studies, identify additional funding opportunities, and enhanced human resource materials.

We collected data on the social impact of ONergy's products and observed ONergy's operations in its offices and in the field. During our research, we captured qualitative and quantitative data through pictures, videos, and detailed field notes of our observations and conversations. We conducted 47 semi-structured interviews with ONergy customers, partners, and employees in cities and villages throughout West Bengal and Odisha over the course of 7 weeks. Interviews with customers captured how ONergy's products impact their lives. Customers commonly cited financial savings, increased study hours for children, and ease of use for cooking and other productive activities as benefits to solar technologies. Interviews with employees and partners disclosed company values and allowed us to better understand ONergy's business model. These interviews validated ONergy's belief that partnerships will help to effectively serve its end-beneficiaries.

We completed five case studies focused on ONergy's innovative products. These case studies detail customer experiences and showcase the social impact of ONergy's solar rooftop installations, irrigation pumps, microgrids, and lanterns. To communicate these findings in a compelling way, we created an investor-targeted video that focuses on ONergy's use of a dynamic business model to fight energy poverty. This video is complemented by two customer-oriented videos demonstrating the benefits of solar



Santa Clara University

Miller Center for Social Entrepreneurship
500 El Camino Real, Santa Clara, California 95053-0639
408-551-6043 | www.scu.edu/millercenter | millercenter@scu.edu

irrigation and solar school rooftop installations. We also developed a list of potential investors for ONergy to approach for funding. This document contains notes describing each fund's approach and possible ways to connect with them. Finally, we constructed a Human Resources pamphlet that communicates the company values we observed.

ONergy could benefit from distributing these case studies and videos to potential customers and potential investors because these communicate the specific social benefits its energy products provide. We recommend ONergy work with new and existing employees to reflect upon the organization's values, and thus deepen their collective commitment to its mission.



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