

OVO Energy: Project Go Green

Product strategy and roadmap to increase adoption of green energy products

MBA Consultancy Project, University of Glasgow, 2025

Role	Product Manager (strategy, discovery, product design, roadmap, commercial case). Owned the work end to end within a team of five.
Client	OVO Energy, UK energy supplier: about 5 million customers, 13% market share
Scope	Discovery, prioritisation, product concept, phased roadmap, pricing and market expansion, risk plan, success metrics
Methods	Market and competitor analysis, personas, customer experience matrix, benefit vs feasibility prioritisation, phased roadmapping, scenario-based revenue modelling
Outcome	Recommended programme, "Project Go Green", with projected 15–30% ROI over 3 years (projection, not a delivered result)

1. Client brief and challenge

OVO sells decarbonisation products (solar panels, EV chargers, heat pumps, smart energy systems) but wanted to unlock more adoption. The brief: *how can OVO make its green products affordable, accessible and relevant so that everyone can be part of the journey to net zero?*

I framed six barriers:

- Low adoption rates
- Affordability barriers
- Awareness and trust issues
- Post-installation complexity
- Strong market competition
- Scalability constraints

2. Discovery and insight

- **Market:** UK renewable generation up over 40% since 2018; households are the largest single consumer group (34% of electricity); commercial and industrial users account for about 60%. Public support for renewables stays at 82–88% (DESNZ tracker).
- **Product landscape and competitors:** reviewed the four product lines and benchmarked OVO against competitors on differentiators.
- **Customers:** built audience personas and a Customer Experience Matrix (concerned vs not concerned, satisfied vs not satisfied) using Trustpilot reviews from 2024–25, with a recommended action for each quadrant.
- **Key insight:** 64% of the UK population cares about climate, yet 42% lack awareness. Intent is high; the gap is awareness, trust and affordability.

3. Ideation and prioritisation

I generated seven options and scored each on benefit and feasibility. Only Project Go Green rated high on both, so it became the recommendation.

Option	Benefit	Feasibility
Project Go Green	High	High
Green tariff bundles for SMEs	Medium	High
Aggressive multi-channel marketing	Medium	High
Virtual Power Plant investment	Medium	Low

Option	Benefit	Feasibility
Grid flexibility investment	Medium	Low
Employee engagement toolkit	Low	Medium
Community energy projects	Low	Low

4. Product solution

Built around OVO's existing Beyond app, so customers move from passive bill payers to engaged participants.

- **Energy savings comparison dashboard:** shows how much a customer could have saved with OVO's green products, using the last three months of usage.
- **Consumption forecasting:** hourly, daily, weekly and monthly predictions to help customers shift usage to off-peak or greenest hours.
- **Opt-in / opt-out toggle for green energy:** clear in app registration, profile settings and offline forms; green as the default but never mandatory, for transparency and informed choice.
- **Six-tier engagement programme:** Curious, Committed, Connector, Challenger, Climate Conscious Citizen, Climate Champion. Points, streaks of green usage, referrals and community actions unlock rewards from digital badges and green credits to a free month of green tariff.
- **One Customer = One Tree:** in-app carbon impact linked to customer actions, for an emotional connection to the brand.

5. Roadmap: from prototype to scale

The deck delivered concepts and a phased plan, not a shipped product. The phasing is how I would take it from prototype to production, with a pilot gate between phases.

Phase	What ships	Purpose / gate to next phase
Short term	Savings dashboard, forecasting, opt-in/opt-out toggle in the Beyond app	Prototype and test with users; prove engagement before wider rollout
Medium term	Tiered programme, 'Climate Conscious Citizen' campaign, One Customer = One Tree, upskilled support team	Pilot the programme; track tier progression and repeat support contacts
Long term	Volume-led pricing strategy; B2B expansion into universities and commercial buildings	Scale once engagement and unit economics are proven

Market expansion logic: about 260 universities (roughly £200M annual energy spend; many targeting carbon-neutral campuses by 2035), about 2.1 million commercial properties and about 3.8 million homes in housing societies. I costed the additional investment: a B2B sales team, compliance, feasibility assessments, custom billing and dashboards, a business helpdesk, partnerships and vendor expansion.

6. Risks and mitigations

Risk	Mitigation
Low uptake of opt-in and tree features	Gamified storytelling, transparent opt-out messaging, A/B testing, in-app rewards
Education fatigue	Bite-size tips, expert-led sessions, Beyond app as learning hub
High upfront cost for customers (solar, batteries, heat pumps)	Leasing, Green PPAs, government-backed financing
Pilot failure damaging the green reputation	Feedback loops, partnerships with trusted institutions such as universities

7. Success metrics and projected impact

Engagement metrics I would track: opt-in rate for green energy; monthly active use of dashboard and forecasting; tier progression and green-usage streaks; NPS; repeat support contacts; retention.

Projected impact (modelled, not delivered):

- Financial: 15–30% ROI over 3 years from strategic pricing plus B2B expansion
- Customer: acquisition up by as much as 15% and retention up 20–25%
- Environmental: about 11.5 million tonnes CO₂ reduction through upgrades across UK universities and commercial buildings

8. What I would do next

- Run a usability test on the dashboard and toggle before any build
- Pilot the tier programme with one customer segment and an A/B control
- Validate the pricing assumptions with real margin data before expansion

Sources: DESNZ Public Attitudes Tracker (Spring 2024); gov.uk and ons.gov.uk datasets (2023–24); Trustpilot OVO Energy reviews (2024–25).