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**COHERENO**  
**Collaboration for housing nearly zero-energy renovation**

## **D5.5 Evaluation report**

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**Evaluation report of the Business Collaboration Events, focusing  
on opportunities and barriers for strengthening collaboration  
including the evaluation questionnaires**

**17.07.2015**

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## 1 Introduction

This report is part of an Intelligent Energy Europe project, entitled “COHERENO - Collaboration for housing nearly zero-energy renovation” ([www.cohereno.eu](http://www.cohereno.eu)). The main objective of this project is to strengthen the collaboration of enterprises in innovative business schemes to develop nearly Zero Energy Building (nZEB) renovation in owner occupied single-family homes.

In order to counter the fragmentation of market players on the supply-side and to encourage collaboration along the supply-chain, Business Collaboration Events have been implemented. The events were intended to fulfil two main objectives: They should pave the way for the uptake of new business models (WP6) and furthermore they should have the potential to be a starting point for a long term B2B networking initiative - even beyond the COHERENO project - that is dedicated to the widespread offer of integrated, collaborative services for nZEB housing renovation across Europe, increasing both the quantity and quality of single-family housing renovations.

In order to assure a comprehensive exploitation of the results of the Business Collaboration Events in the context of the documentation report, but also as a starting point for the uptake of new business collaboration models (WP6), the participants and the result of the events are analysed. Special attention is paid to the experiences gained from the overall conception, preparation and organisation of the events from both the moderators taking part in the project and participants at the events. Relevant for the evaluation are also the interactive web-based matchmaking platform (b2match) and the briefing of moderators (documents, templates and webinar session).

With regard to the following work package (WP6) the resulting business models created at the events are linked to Task 6.1 which provides an analysis of potential models to be developed. Hence the last section of this report will refer to this special output of the events and combine D5.5 and D6.1.

## 2 Evaluation of the preparation for Business Collaboration Events

### 2.1 Briefing documents for moderators

The interactive Business Collaboration Events need to be guided by well prepared moderators. To guarantee the knowledge transfer, briefing documents were prepared and a webinar was held. A total of 24 moderators (6 in BE, 5 each in AT, NO and NL, 3 in DE) participated in and guided through the Business Collaboration Events. Generally, the briefing documents were found a sound basis for the preparation especially when it comes to content and structure of the documents. In Belgium, the content was rather seen as not satisfying or the question not filled out. This might result from the fact, that agendas in the participating countries slightly differed leading to a confusion by moderators.

Length and the supporting templates for the interactive group sessions were reported mostly as satisfying and helpful. In Germany, the length of the documents was experienced as too long causing more effort and preparation before the events than expected.

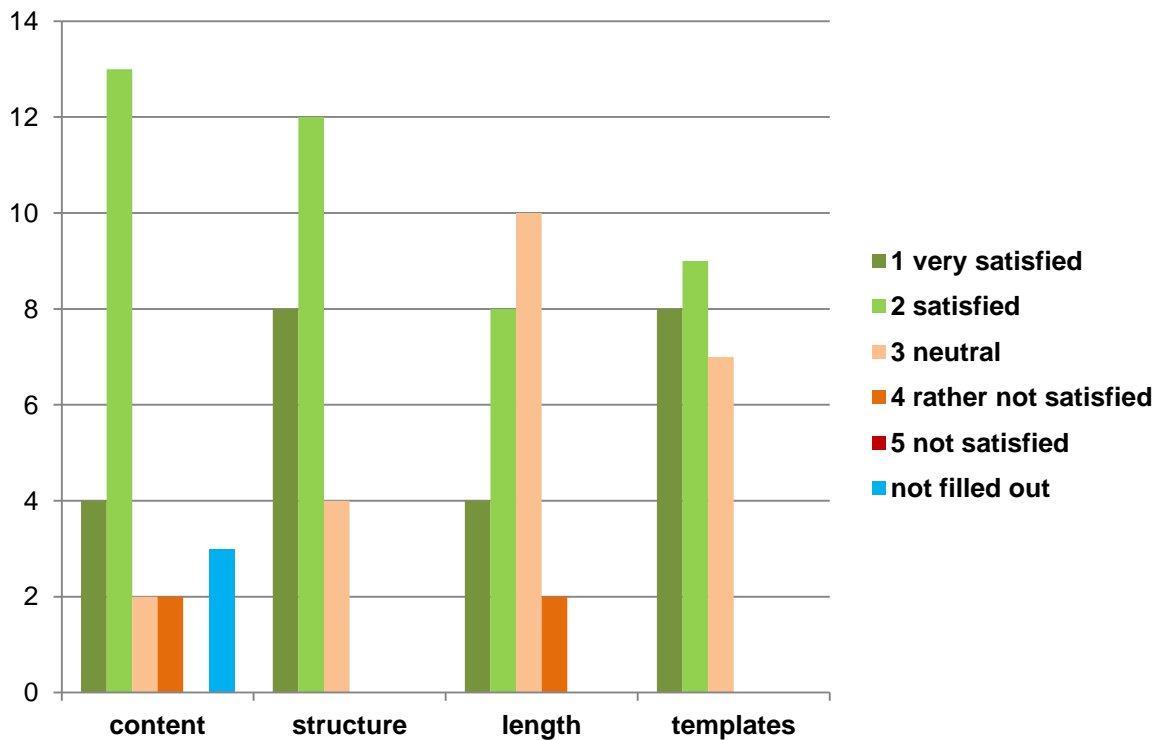


Figure 1 – General moderator's satisfaction with the briefing documents

#### 2.1.1 Insights from partner countries

##### Austria

The briefing documents for the preparation and training of moderators in Austria were much appreciated. The five moderators found the material very helpful in order to get useful information what is going to expect them at the events. The preparation for every single step was described quite clearly and easy to follow. In addition to the briefing materials moderators a training session was offered to moderators where all remaining questions were answered.

In addition to that moderators received a printed flowchart including necessary information about the duration, detailed description and moderation materials of each task.

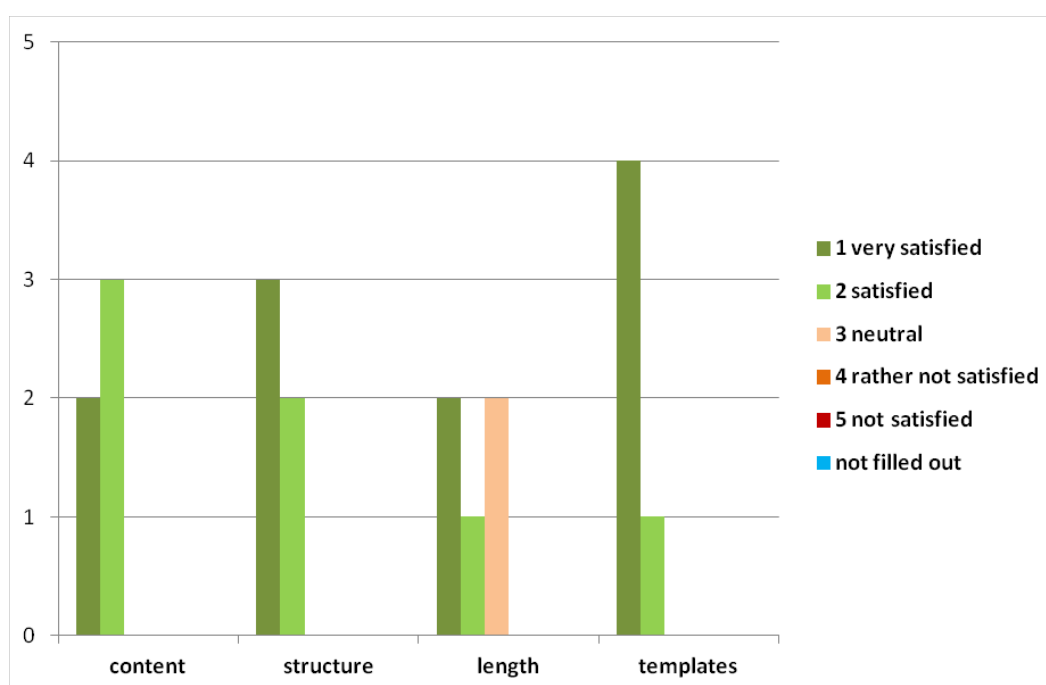


Figure 2 – Moderator's satisfaction with the briefing documents

##### Belgium

The briefing documents for the moderators in Belgium were in general appreciated, though for the first session in Brussels, the general agenda in the document did not match the specific agenda from the Brussels event. This caused some confusion, but was easily resolved by some minor changes to the documents, and that new version was distributed amongst the moderators. All moderators used the document to prepare for the events. This was complemented by a small 1 hour session just before the actual events, to discuss the programme and structure of the day, and to answer all questions by the moderators. These sessions were led by Erwin Mlecnik, already an experienced Business Modelling Canvas moderator.

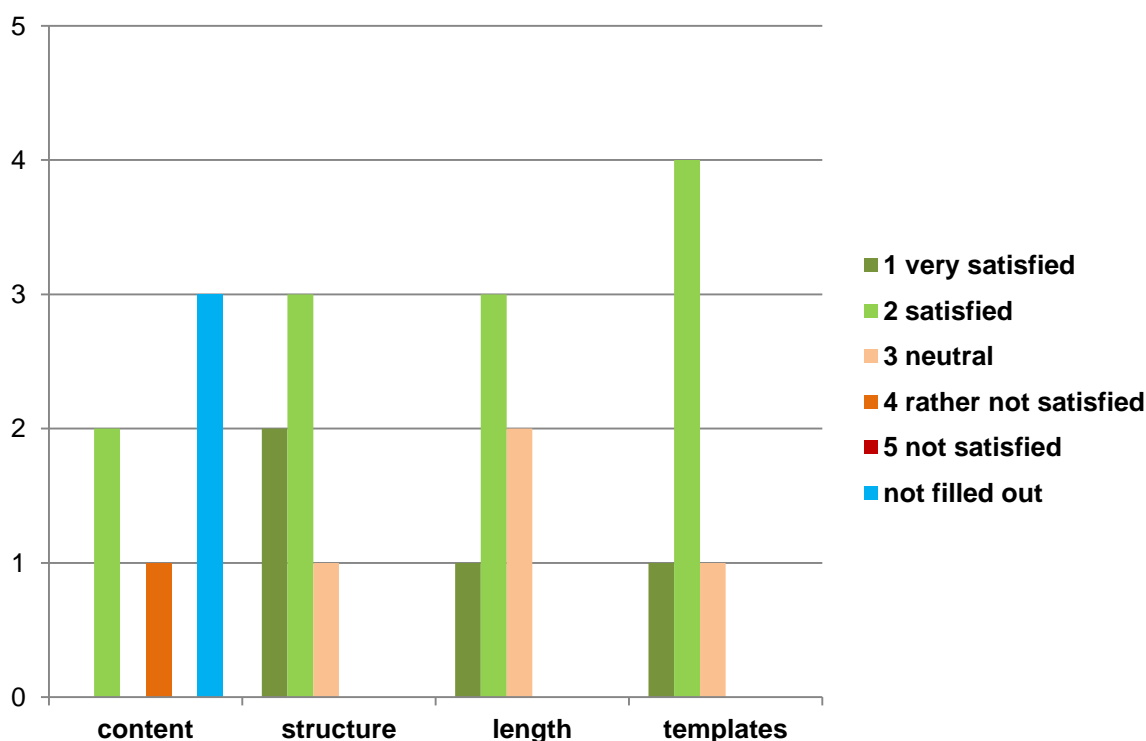


Figure 3 – Moderator's satisfaction with the briefing documents (Belgium)

### Germany

The briefing documents for the preparation and training of moderators in Germany were appreciated. The three moderators found the content helpful in order to get useful information about the procedure of the events in detail. Every part of the event was explained. It has been done clearly and was easy to follow.

The length of the briefing material was a negative aspect. In this respect it was a lot to read before the events.

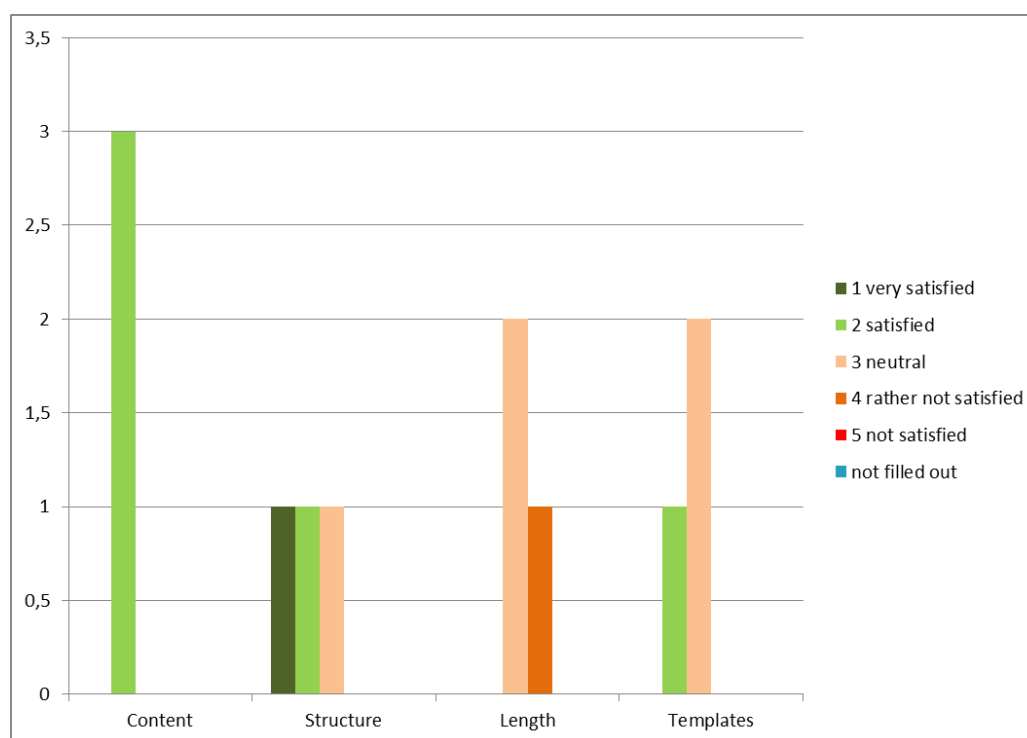


Figure 4 - Moderator's satisfaction with the briefing documents (Germany)

### The Netherlands

The briefing documents for the preparation and training of moderators in the Netherlands were appreciated. The three moderators, (moderators of the Dutch COHERENO project team itself are not included) were critical about the structure, templates and especially the length of the briefing material.

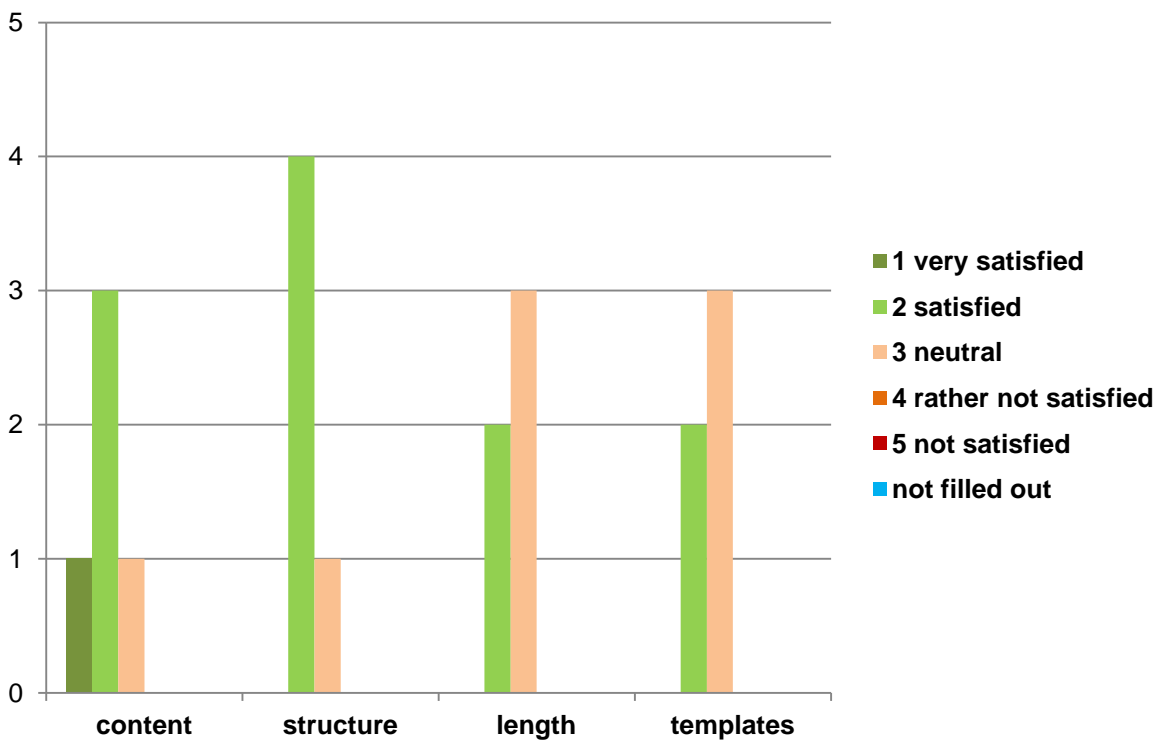


Figure 5 - Moderator's satisfaction with the briefing documents (The Netherlands)

### Norway

The briefing documents for the preparation and training of moderators in Norway were much appreciated by the better part. In general the five moderators found the template material most helpful in order to get useful information on what is to be expected of them at the events. The structure of the briefing documents, including the preparation for every single step, was described quite clearly and easy to follow. It was pointed out that both the content and the length could have been shortened. A training session was offered to the moderators, as a part of the webinar, where all remaining questions were answered.

In addition moderators had a brief walk-through of the nine parts of the Business Model Canvas, in order to prepare the coming moderator with example questions to ask the groups at different steps, before each event.

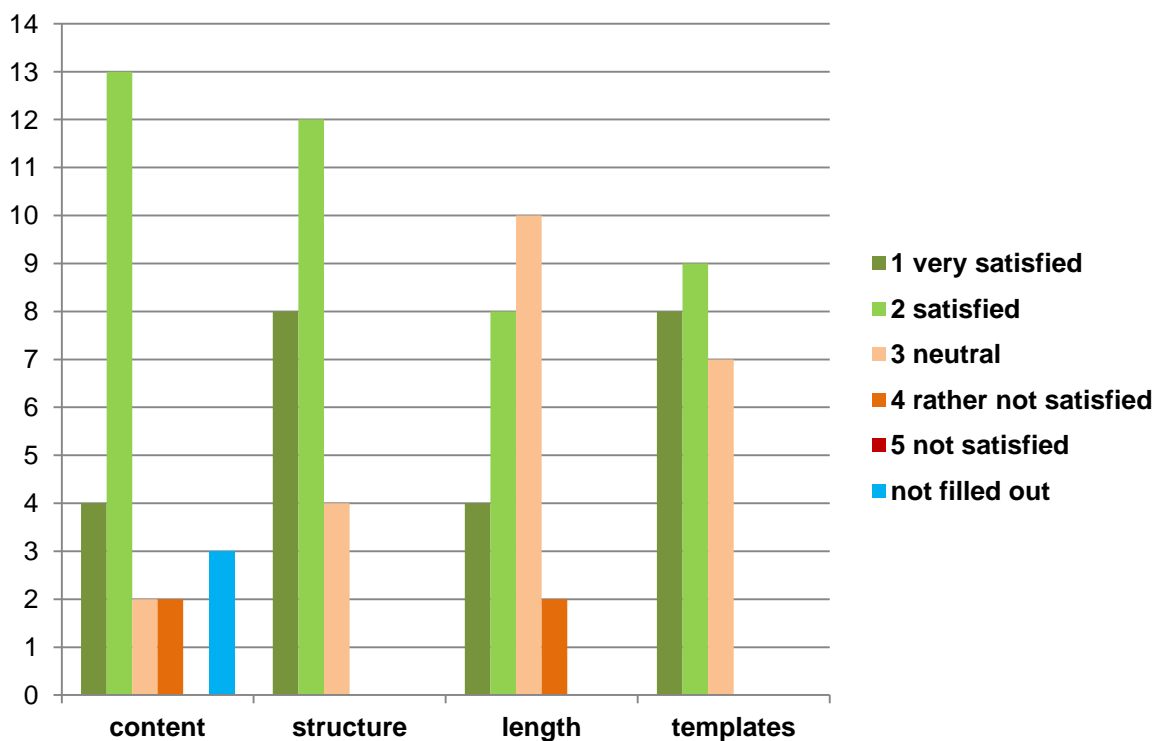


Figure 6 - Moderator's satisfaction with the briefing documents (Norway)

## 2.2 Webinar session for training moderators

21 people successfully registered for the webinar session using the software GoToWebinar (Citrix). At the webinar, 17 people actively participated and followed the presentations given by the two speakers (Hannes Warmuth and Mihaela Thuring). The satisfaction regarding the software, the duration and the presenters is mixed. In Germany, only one moderator could participate in the webinar session.

The information provided in the webinar could have been more helpful, especially in terms of practical instructions for the events and concrete assistance. Instead, it was found rather not satisfying to present the presentations which later would be given at the events. In The Netherlands, the majority of moderators did not fill out the question "software" which could lead to the conclusion that they did not participate in the webinar.

The “question and answers” as well as the “recording” of the webinar was reported to be sufficient. In some countries, special preparation for the events was done by country partners due to the different agenda or to provide a deeper preparation including a storyboard (Austria) for the events.

To sum up, the webinar session could be more targeted in terms of information provided in the briefing documents, useful instructions for the events, a storyboard including resource to be committed and a description of expected results. Presenters should undertake a closer preparation of actions required to deliver the results and an easy-to-follow guideline for the events, more than just explain the content of the presentations held at the BCEs.

It must be noted that the different design of events (schedule, presentations and topics) in participating countries did not allow a consistent and standardised preparation. Therefore it is crucial to have a short special training session some days before each event with the involved moderators. They have to have a good understanding of the canvas model and the importance of the different building blocks.

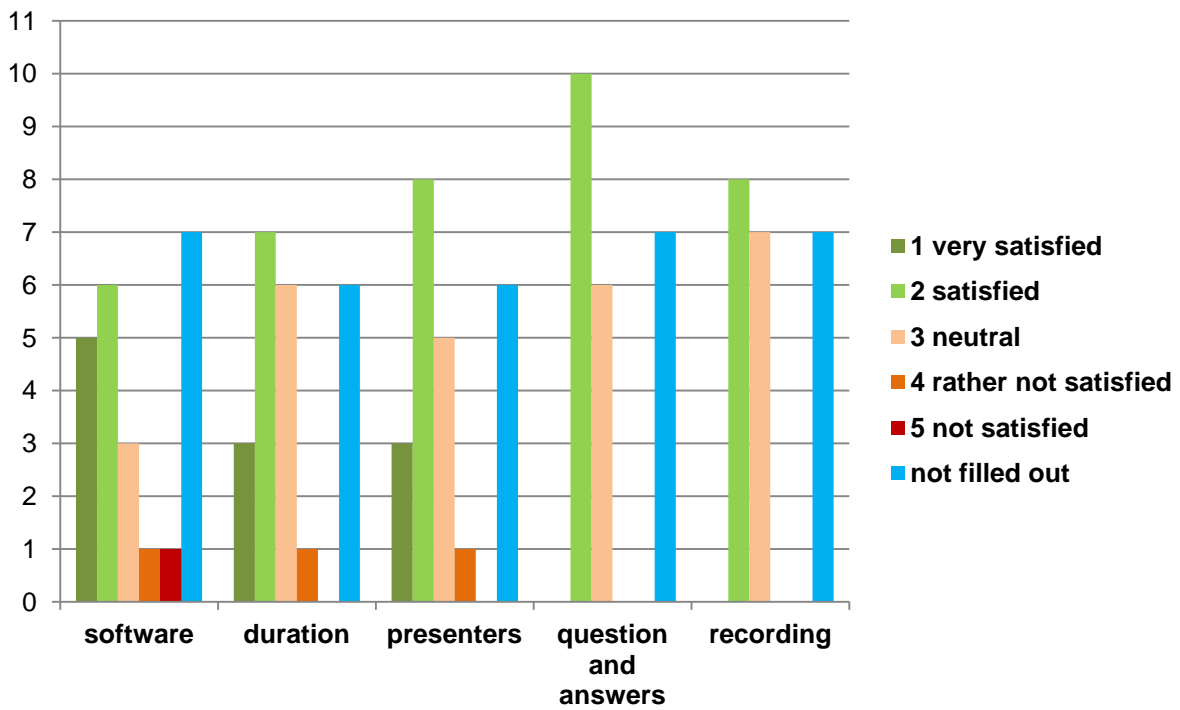


Figure 7 – General satisfaction with the webinar session

### 2.2.1 Insights from partner countries

#### Austria

Only two Austrian moderators could take part in the webinar. However the software used for this purpose, the duration and the presentation were perceived as very helpful and convincing. Due to the fact that an additional training session for moderators was carried out in Austria, the recorded webinar was not requested by moderators.

It was stated that the webinar contained too much information in such a limited time which made it sometimes hard to follow.

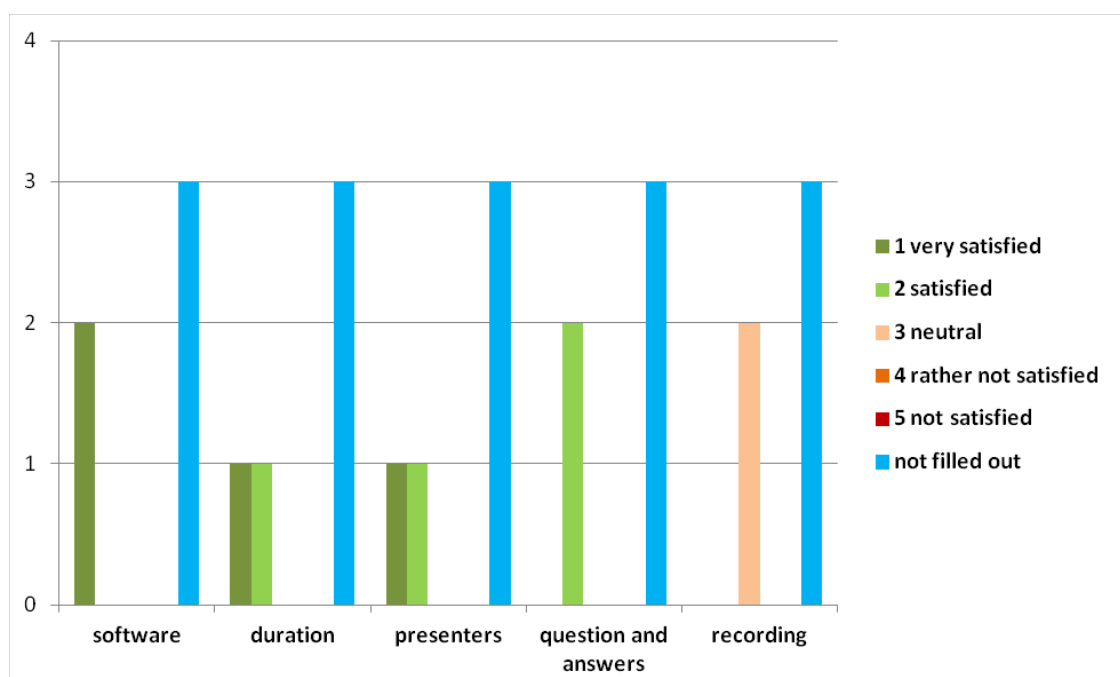


Figure 8 – Satisfaction with the webinar session (Austria)

#### Belgium

For Belgium, most moderators were part of the partner organisations PHP, VITO or VCB. Only one external person (Ann Verlinden from Innocatiecentrum Limburg) was asked, and she followed the webinar. Generally, the feedback was positive, though a remark was that



the session did not really explain the Business Model Canvas, but explained more the general structure and approach of the Business Collaboration Events. The used software and recording quality was well received.

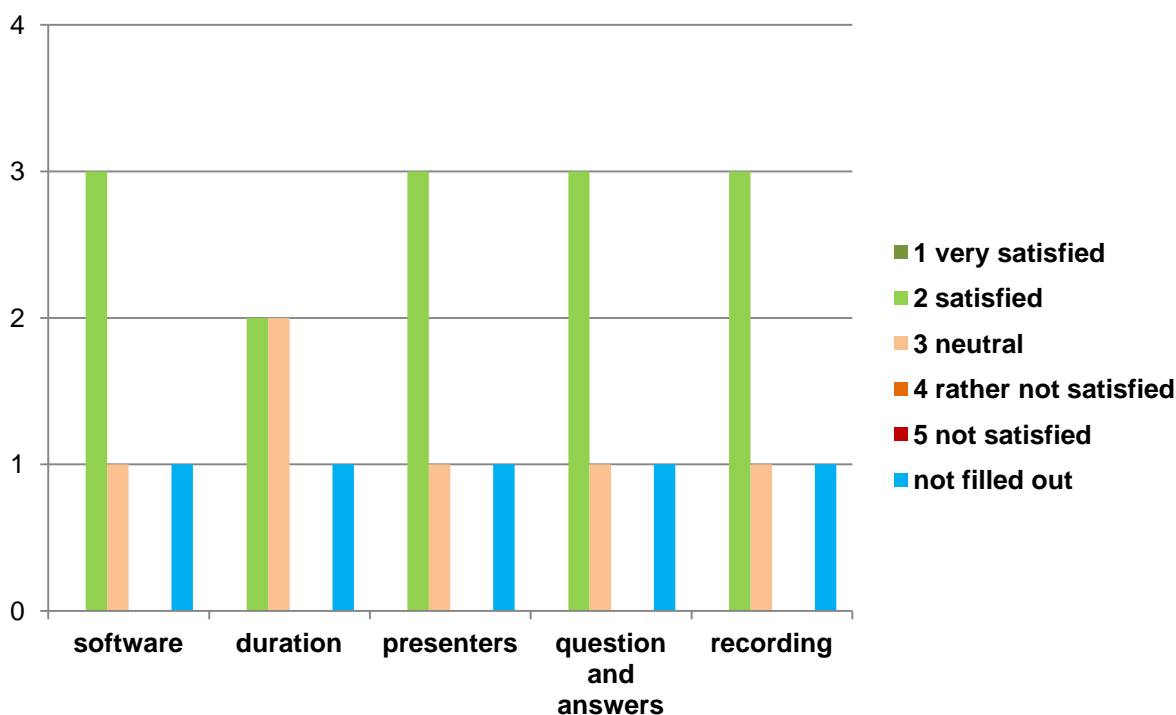


Figure 9 – Satisfaction with the webinar session (Belgium)

### Germany

Only one German moderator participated live at the webinar, but it was possible to follow the webinar time-shifted again via internet for the others. The moderators agreed with the duration of the training session. Also the presenters and the possibility to (mostly listen because of the time-shifted participation at the webinar) ask questions and get answers had been perceived as good.

Moderators were disappointed to get only a presentation of the presentations of the BCEs. They expected a training session with additional information for the procedure of the events which is important for moderators. It would be helpful to get the content of the briefing documents as well in the webinar session.

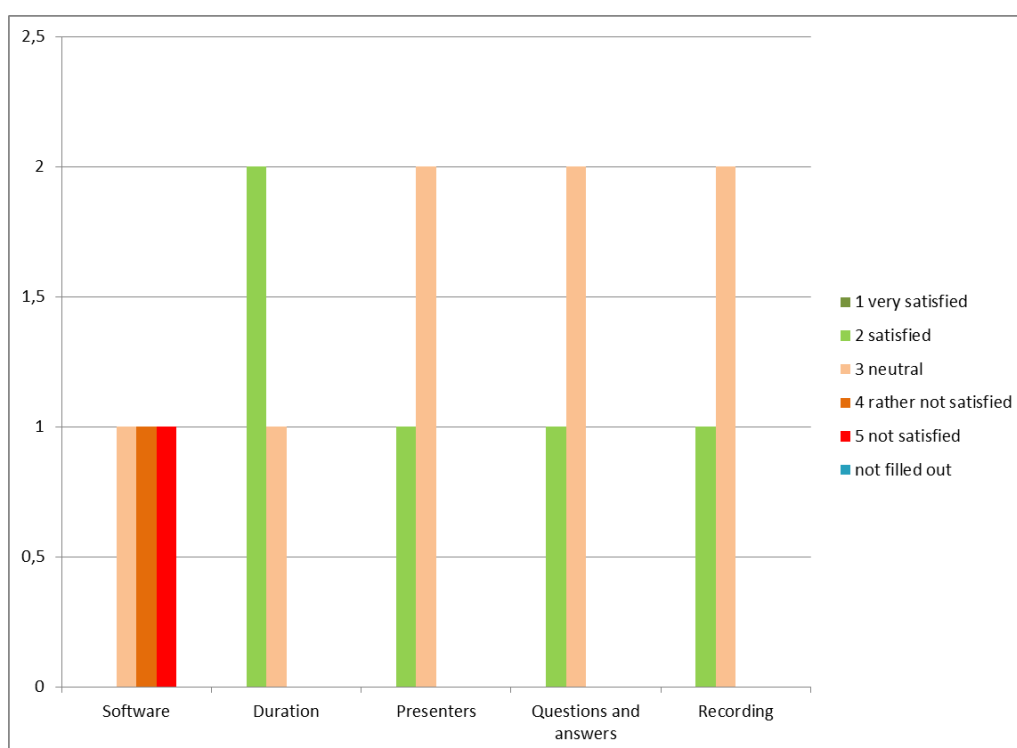


Figure 4 – Satisfaction with the webinar session (Germany)

### The Netherlands

For the Netherlands, most moderators were part of the Dutch COHERENO project team. Only three external persons followed (partially) the webinar. Generally, the feedback was positive, though a remark was that the session did not really explain the Business Model Canvas, but explained more the general structure and approach of the Business Collaboration Events.

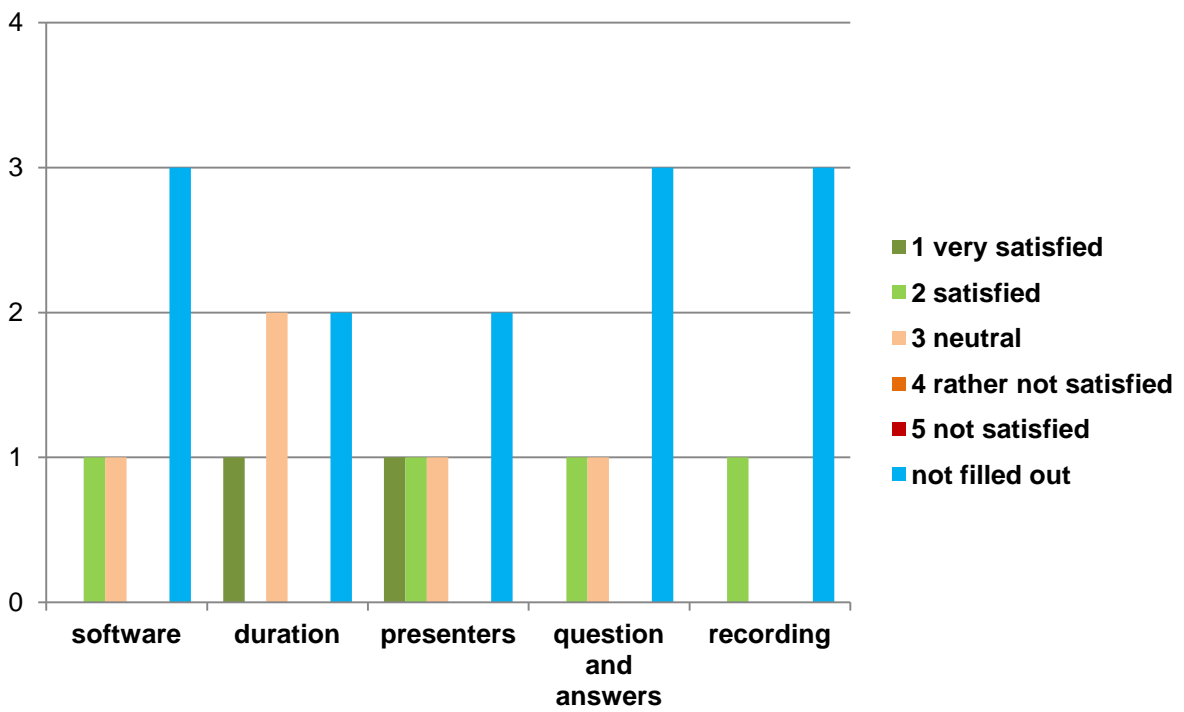


Figure 10 - Satisfaction with the webinar session (The Netherlands)

### Norway

All five moderators attended the webinar. The satisfaction due to software used for this purpose was high, and the moderators felt they had all their questions answered. The duration and the presenters had a more varying satisfactory rate among the moderators.

It was stated that the webinar contained too much information in such a limited time which made it sometimes hard to follow.

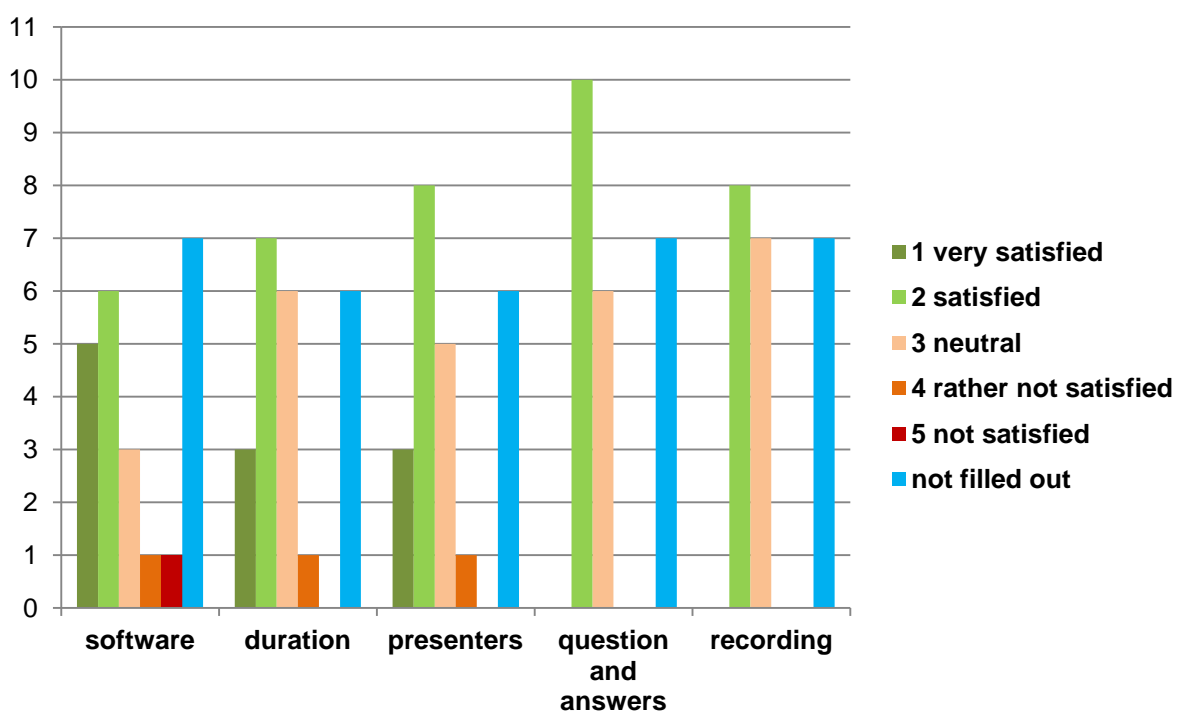


Figure 11 – Satisfaction with the webinar session (Norway)

### 3 Evaluation of the Business Collaboration Events

#### 3.1 Channels to reach the target group

Looking at the channels to reach the target group, the most target-oriented and successful channel was E-mail invitation (41%), followed by national newsletters (20%) and other channels such as interest groups, building fairs or word of mouth of colleagues.

Instead, flyers (1%), the matchmaking website (3%) and websites (8%) did not turn out as successful channels. As an explanation, the the matchmaking website started in spring 2014, primarily aiming to establish a networking platform and to register for the events. The intention to use the platform as a dissemination channel was secondary.

Due to the registration process via the matchmaking platform, flyers could not serve as a major channel to reach the target group. The printed leaflets were placed at several events and attached to direct emails. Using an online platform for registration requires a special dedication to online marketing and dissemination channels as well. It can be noted that sharing the online platform on new social media channels (e.g. twitter) was more successful than placing flyers.

Finally, direct channels such as e-mail or word to mouth to reach out for participants are a promising way to attract attention by the target group. Therefore, far reaching network activities and comprehensive contact databases maximise the number of participants. Furthermore it is important to have co-organizers with an additional network to the target groups.

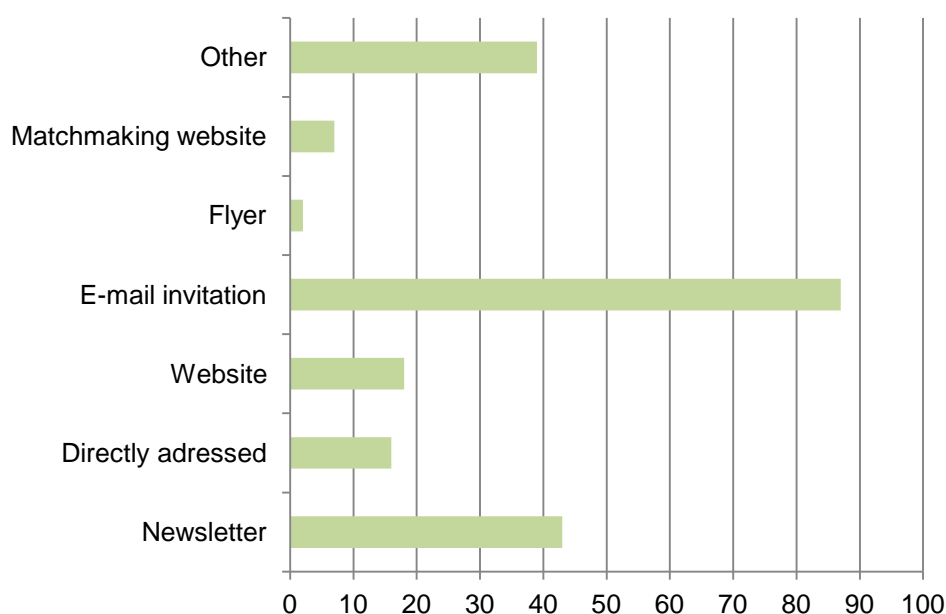


Figure 12 – Channels to reach the target group

##### 3.1.1 Insights from partner countries

###### Austria

In Austria, a total of 26 people participated in the Business Collaboration Events, which took place in Vienna and Graz. Despite 61 people registered at the matchmaking platform in advance, the number of participants was unexplainably low.

However, the most successful channels to reach the participants were direct E-mail invitations (12 out of 26), followed by the announcement in Newsletters (6). People also called attention by information published on websites (2). Another two people were directly contacted at other events or by telephone. Flyers and the matchmaking website did not reach participants at all.

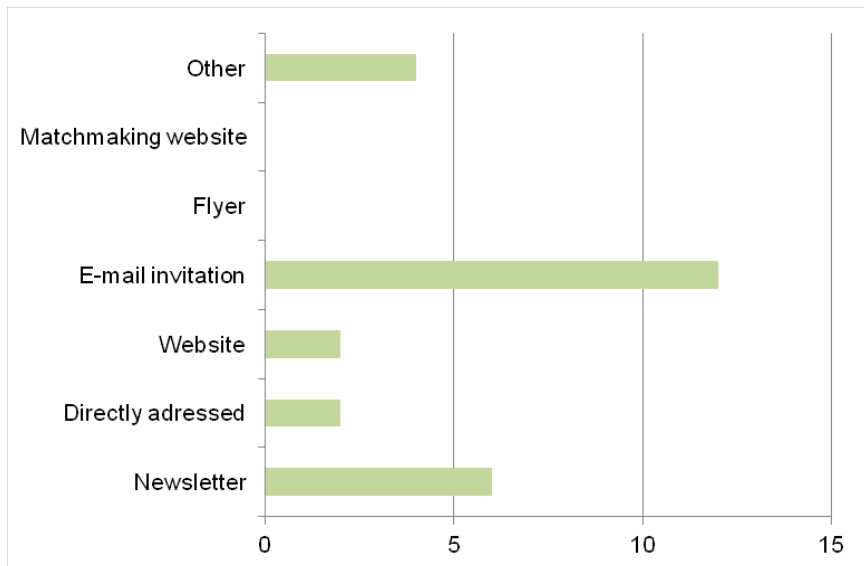


Figure 13 – Channels in Austria to reach participants for BCEs

It can be drawn the conclusion that more channels should be used to reach potential companies. The function of the matchmaking platform is more an interactive cooperation platform than a channel to reach potential participants. Communities of interest, such as “IG Passivhaus” (passive house association), proved as effective communication channel and is hiding behind the category “Other” (3 out of 4).

### Belgium

In Belgium, a total of 65 professionals participated in the Business Collaboration Event, 25 in the Brussels and 53 in the Antwerp event. This number was lower than the original number on the b2match website (37 for Brussels and 62 for Antwerp), especially for the Brussels Event. This can be explained partially by the free and open structure of the event: with no subscription fee nor a cancellation fee, participants were in no way obliged to participate. So more than half the participants did not show up. This was compensated slightly by 4 extra participants who subscribed on the spot, originally only visiting the Passivehouse Building fair. In Antwerp the difference was much smaller, due to a no show fee that was introduced (as a lesson from the Brussels event).

Personal email invitations, as well as newsletters, were the main source of subscriptions. Other channels included the partners or COHERENO website and also the matchmaking website. In the category Other, the majority found the BCE through the Passivehouse Fair.

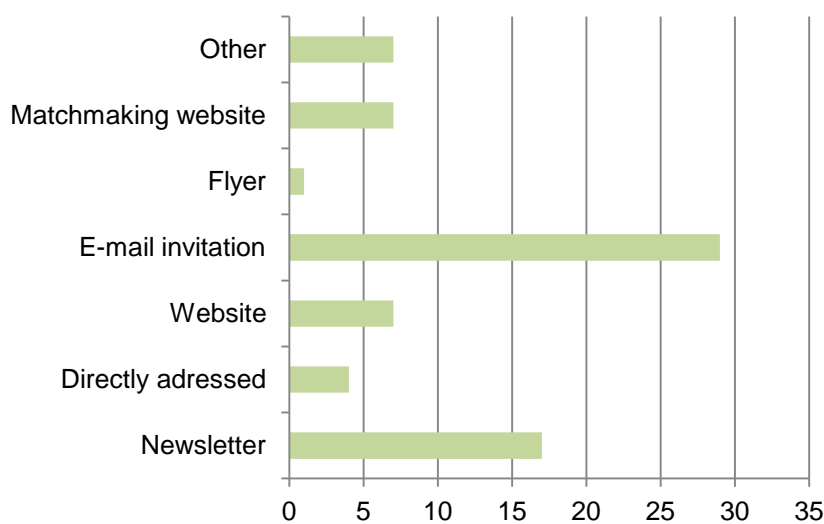


Figure 14 – Channels in Belgium to reach participants for BCEs

### Germany

In Germany, a total of 52 people participated in the Business Collaboration Events proceeded in Erfurt and Naumburg/Hessen. Attendees in addition to the participants of every event were four speakers and three members of dena. All in all 69 people registered for the workshops in advance. Some others wrote e-mails or phoned dena expressing their regret that they cannot participate, but are interested in the ongoing of the project and further workshops.

Unfortunately the feedback questionnaire for participants has not been fulfilled by every participant, so only 43 persons gave their feedback to the events and its organisation.

The most successful channels to reach the participants were direct e-mail invitations (16 out of 43), followed by the category other (14). Participants specified “Other”: It means colleagues and the reception of a letter. Seven participants heard of the event because they were directly addressed – possibly they made their cross at this place because they reached a letter of dena, too. Another five participants saw the announcement for the events in a newsletter of dena. Only one person had been informed by the events by a flyer. But nobody got to know from the events via websites.

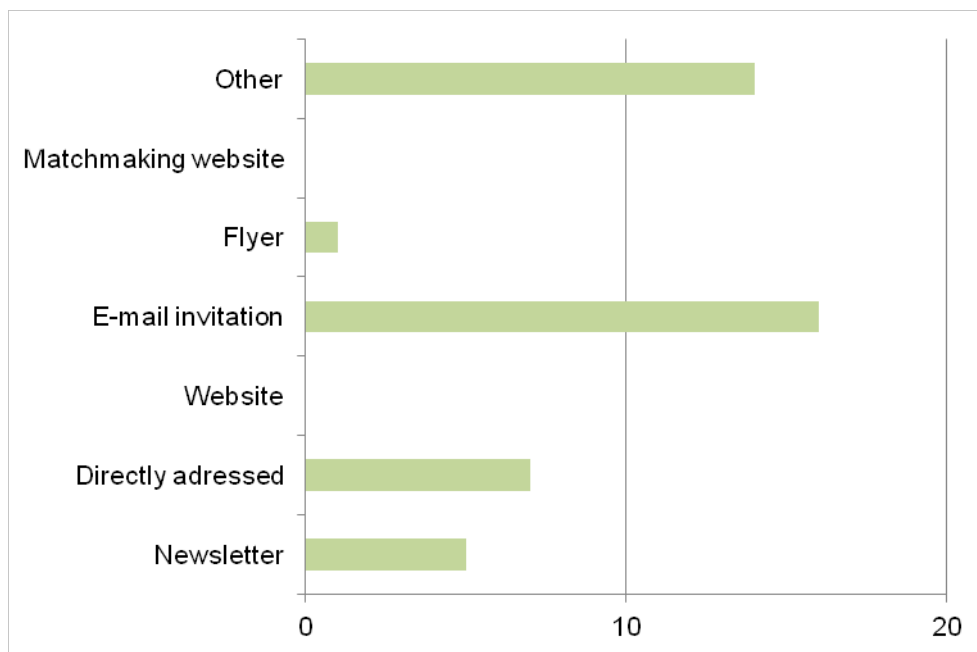


Figure 6 – Channels in Germany to reach participants for BCEs

To conclude it is important to use direct contacts and the help of multipliers. Email invitation, letters, newsletters and colleagues – all these channels are personal ones. It is interesting that the announcement of the events in several professional journals did not lead to registrations.

### The Netherlands

In the Netherlands, a total of 58 professionals participated in the Business Collaboration Event, 19 in Arnhem and 39 in The Hague. This number was lower than the original number of registered professionals (28 for Arnhem and 48 for The Hague). The low number of participants in the first event can be explained partially by the fact that it was presented as a side workshop on a larger event. On the other hand, we noticed that professionals also kept registering in the b2match website after the events.

Personal email invitations, as well as newsletters from TU Delft and co-organizers, were the main source of subscriptions. Other channels included the partners or COHERENO website and also the matchmaking website itself.

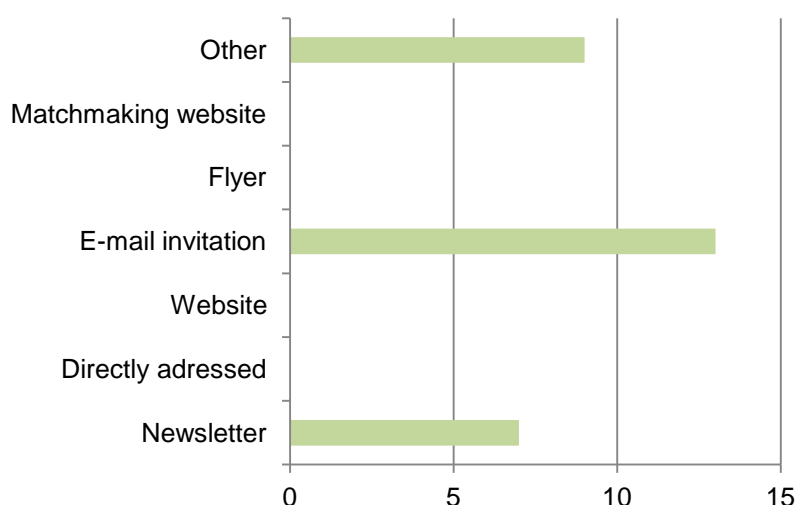


Figure 15 - Channels in The Netherlands to reach participants for BCEs

### Norway

In Norway, a total of 58 people participated in the Business Collaboration Events, which took place in Drammen and Trondheim. 69 people registered at the matchmaking platform in advance. 32 people participated out of 41 registered in Drammen, giving an expected show-rate level. However, in Trondheim there was an unexpected high rate of participants compared to the number of registered people; 26 out of 28 registered participated.

The most successful channels to reach the participants were direct E-mail invitations (17 out of 42), followed by information and articles promoting the events at different websites, addressing the target groups (9 out of 42). Another three people were directly contacted at other events or by telephone. Flyers and the matchmaking website did not reach participants at all.

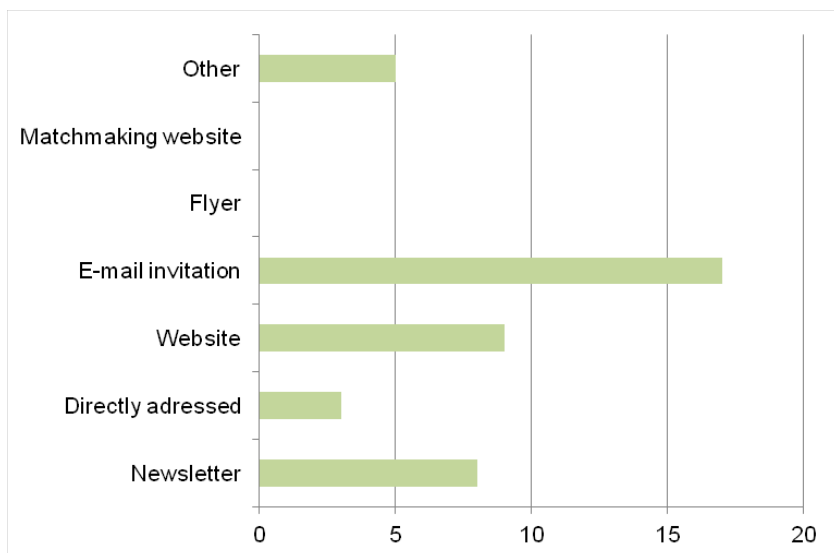


Figure 16 - Channels in Norway to reach participants for BCEs

Based on the results of different channel, the most effective way of addressing the target group and getting their attention seems to be direct personal invitations and other trustworthy channels, as trade-organization websites (VVSforum.no) and neutral information websites (enova.no and sintef.no).

### 3.2 Actor categories participating in the events

Most of the participants participating in the dedicated Business Collaboration Events have their professional background in energy advice and planning. The main actor category can be identified in “energy advisors” (52 participants), followed by “architects” (38). This trend can be noted for each of the respective countries.

To a lesser extent, the main target group of “contractors” participated in the events. One reason could be that this actor category was not sufficiently addressed prior to the events; another one is that contractors are not as flexible in their day-to-day business as planning actors. In contrast to Austria and Germany, the level of contractors participating at the events was quite high. This fact can be explained by the composition of channels represented by partners. VCB and PHP are strongly involved in the contracting and consulting business. Whereas in Austria, the collaboration partner IG Passivhaus (Interest group for the promotion of passive houses) is more focused on the planning and consulting business.

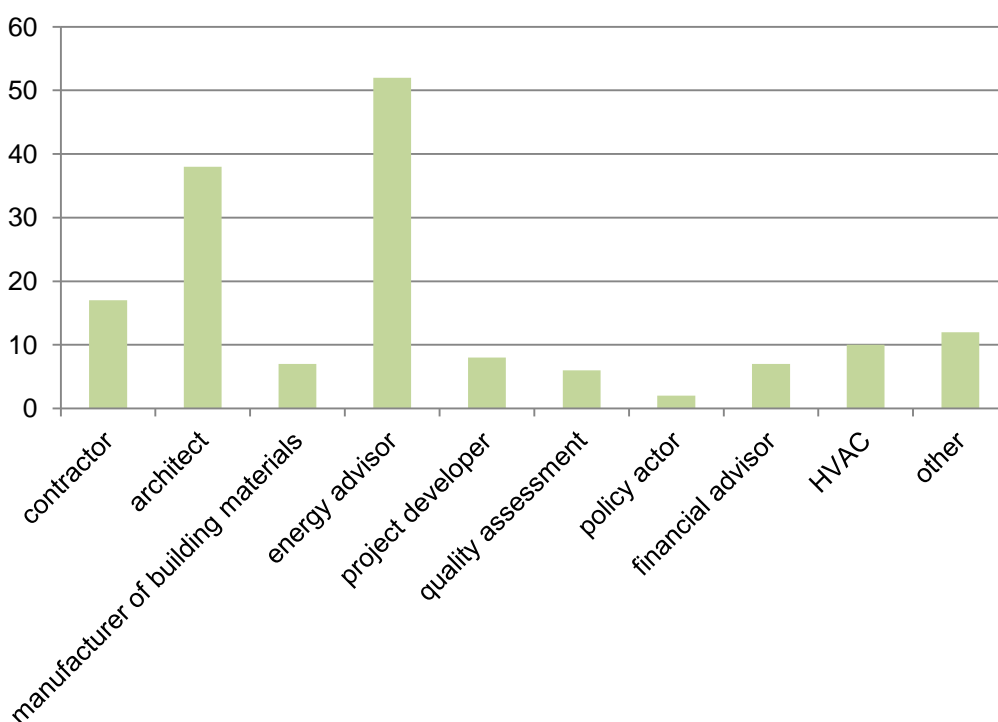


Figure 17 – Types of actors<sup>1</sup> participating in the Business Collaboration Events

#### 3.2.1 Insights from partner countries

##### Austria

Most of the participants have their professional background in the building analysis (energy advice) and planning (architects), as can be seen in Figure 18. Interestingly, the third biggest share of participants is held by financial advisors, mainly in Vienna.

The desired target group of “contractors” and “project developers” were underrepresented, which may result from the time and location of the events. If there is an optimal season to organise an event for companies directly involved in renovations then it is winter when most

<sup>1</sup> Data from Austria, Germany and Belgium. In Norway and The Netherlands this question was not asked in the questionnaire.

the construction sector is forced to stop working due to the climatic conditions in Austria. In autumn, especially after the summer break, many companies are facing a lot of work which makes it hard to attend a workshop. In addition to that, the events took place in the city centre of the two biggest Austrian cities (Vienna and Graz), which put in favour actor categories like financial and planning actors which are located more in this area. Executing companies in the single family-homes market can be reached more likely in regional areas.

No participants of the categories “quality assessment” or “policy actor” took part in the events. Five participants also expressed that none of the pre-defined actor categories fit to their type of profession.

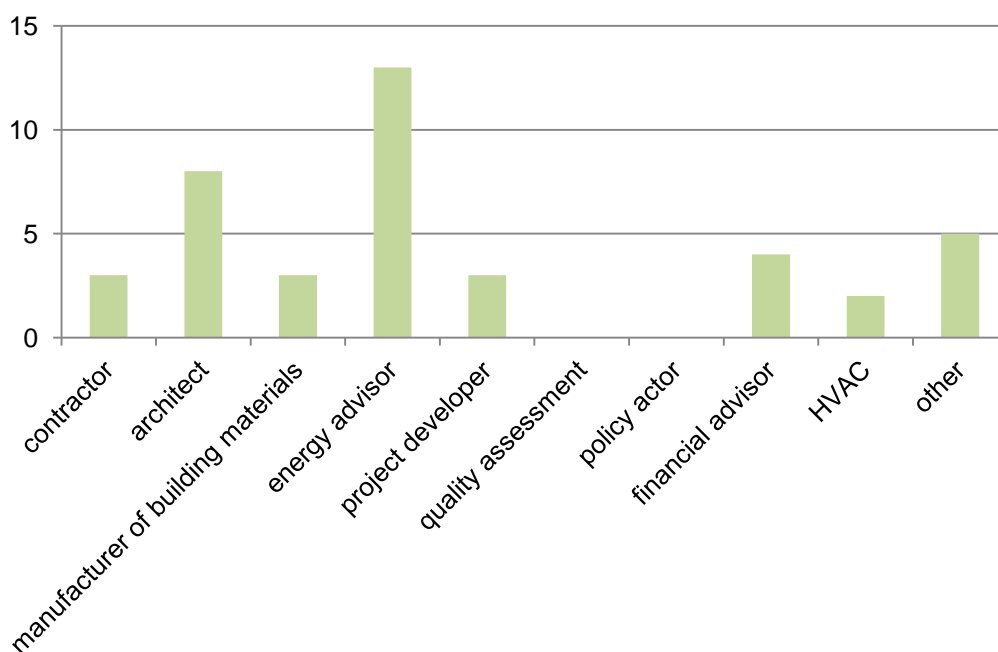


Figure 18 – Types of actors participating in BCEs (Austria)

## Belgium

The composition of the participants was quite balanced for the major categories. The consulting actors were most frequently represented, with 13 architects and 11 energy advisors. As for the contracting actors, 10 contractors were present and 4 HVAC installers. Also 6 quality assessment providers took part, mainly active in blower door testing (a category of actors that is growing fast since new construction focusses partially on air tightness). Informing, financing or policy actors were only marginally present. Remarkably, no project developer participated.

This composition reflected well the channels of the partners: VCB is aimed mainly at contractors, and PHP is mainly focussed on frontrunners (contracting and consulting). The good balance in attending categories allowed for a good mix in the groups that were formed for the Business Canvas Exercise.

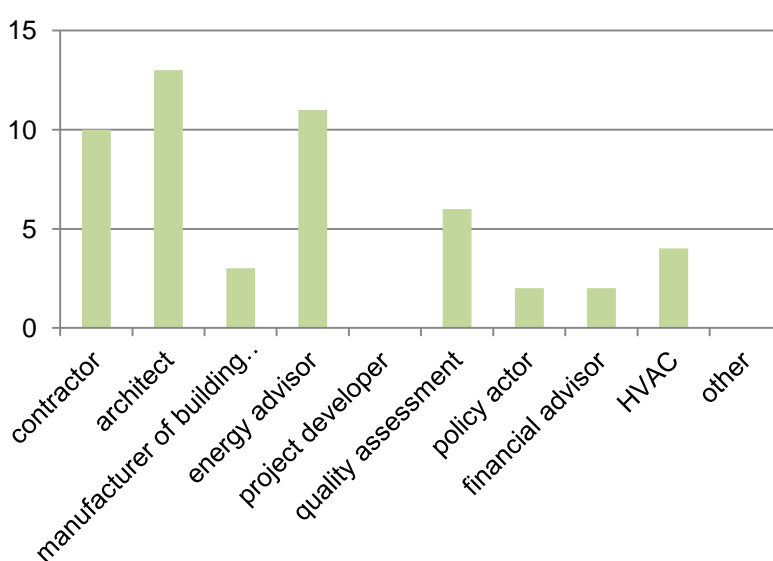


Figure 19 – Types of actors participating in BCEs (Belgium)

## Germany

Most of the participants have their professional background in the building analysis (energy consulting) and in planning (architects, engineers).

In comparison to them the target groups of “contractors” and “project developers” were underrepresented, although both events took place in autumn and one also in a more regional area. Perhaps it would be helpful to involve more deeply the chamber of crafts of the region where the event took place.

The categories “quality assessment” and “policy actor” had not been part of the questionnaire. Seven participants expressed that none of the pre-defined actor categories fit

to their type of profession: They are experts for quality assurance, coordinators, sales manager.

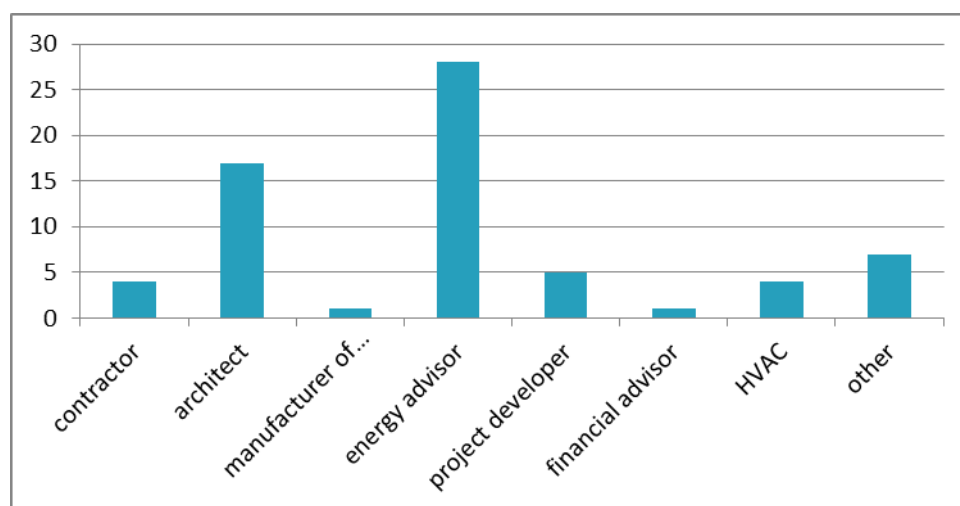


Figure 20 - Types of actors participating in BCEs (Germany)

### The Netherlands

Most of the participants have their professional background in advice and consultancy (process and project management, energy consulting) and planning and design (architects).

In comparison to them the target groups of “contractors” was underrepresented, although both events took place late in the afternoon and evening and all efforts made especially to address the construction sector. Direct involvement of market sector organisations in the organisation of such events is necessary to interest contractors and installers.

Another reason might be that contractors and installers already find their way to homeowners for nZEB SFH renovations, see for example the results of WP3.1. In about half of the nZEB SFH cases architects and energy experts were not involved, so these target groups are possibly seeking more actively an entrance in this market segment.

### Norway

The participants had a wide range of professional backgrounds, covering all the three target groups. However, a slightly higher number of energy consultants were represented. This made it possible to have a great variation of professional backgrounds in each group.

A high rate of the participants covered several professional sectors. Architects also work as energy consultants, and energy consultants also work with construction and HVAC and project management. This makes it difficult to give a precise indication of the professional backgrounds of the participants.

## 3.3 Satisfaction with the organisation and design of the events

Asked by their general satisfaction with the organisation of the Business Collaboration events, participants were quite satisfied. Especially, the appointed time and duration of the events were found “very satisfying” or “satisfying”.

According to respondents, the one thing that should be improved is the registration and organisation of the matchmaking website. A considerable number of participants did either not fill out this question or were “neutral” about this issue which can be explained that some of the participants did not register via the matchmaking platform but by direct contact (mail, phone). The administration (e.g. language) of the website as well as the dedicated aim of the website is not obvious to participants. To participate in the BCE there is not necessarily the need to have a profile published on the platform. Most of the companies are frontrunners in the renovation sector and know already each other locally and obviously don’t see the need for finding other companies via a platform. Nevertheless organizers should make sure to involve experienced and less experienced actors as well. Special attention (collaboration, networking, actor’s list) will be needed in order to use the platform in the long-term.

The half-day plus format was very much appreciated by participants leading to a high satisfaction and willingness to participate in follow up workshops (see section 4.2). According to respondents moderators were well prepared and confidently guided through the interactive group sessions. Given the evaluation of moderators of the preparation of the events (summarised in section 2), the evidence based evaluation shows a high level of satisfaction.



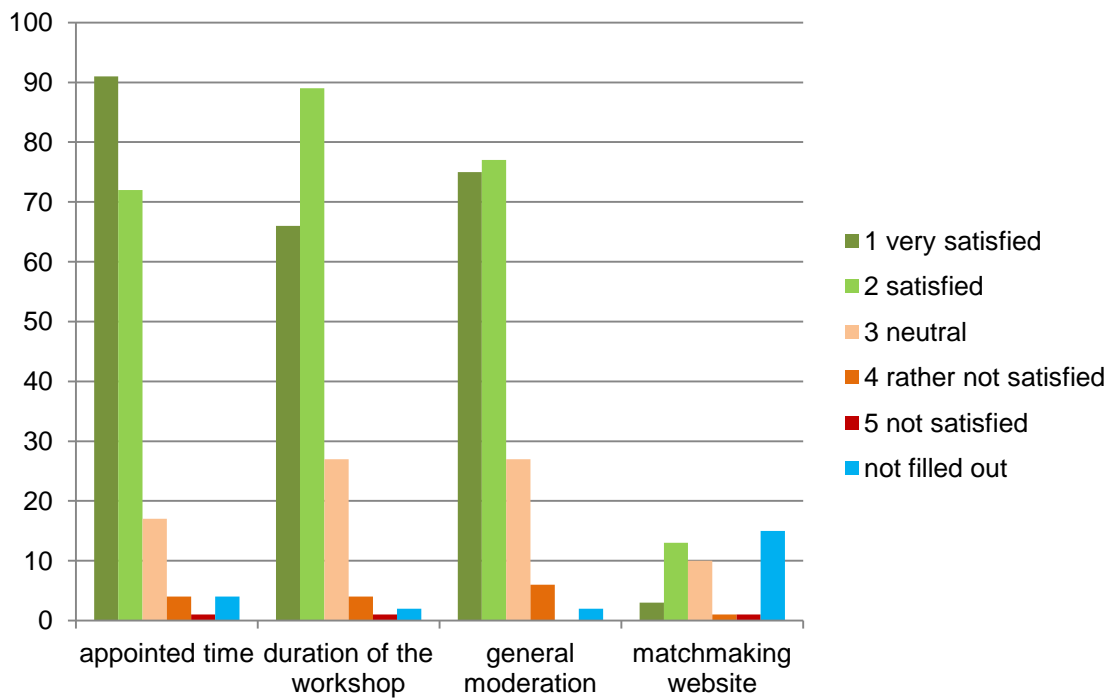


Figure 21 – General satisfaction with the organisation<sup>2</sup> of the events

Moderators also appreciated the appointed time, the duration and the moderation material provided in advance of the events.

The method of knowledge transfer was assessed differently by moderators and participants. Moderators were generally satisfied with the method and practicality of the Business Model Canvas. To a lesser extent, the building blocks were felt as redundant, especially with progress in the model (activities, key resources and partners).

In Austria and Germany, participants perceived the Business Model Canvas as comprehensible and very helpful to develop a business model, however the time spent on processing the model was too long for this initial workshop. In some cases the last building block(s) of the Canvas model was not answered adequately due to the time pressure set by other groups. In Belgium the interactive business modelling session was evaluated very well which may be a result of the moderators experience in handling the business model development.

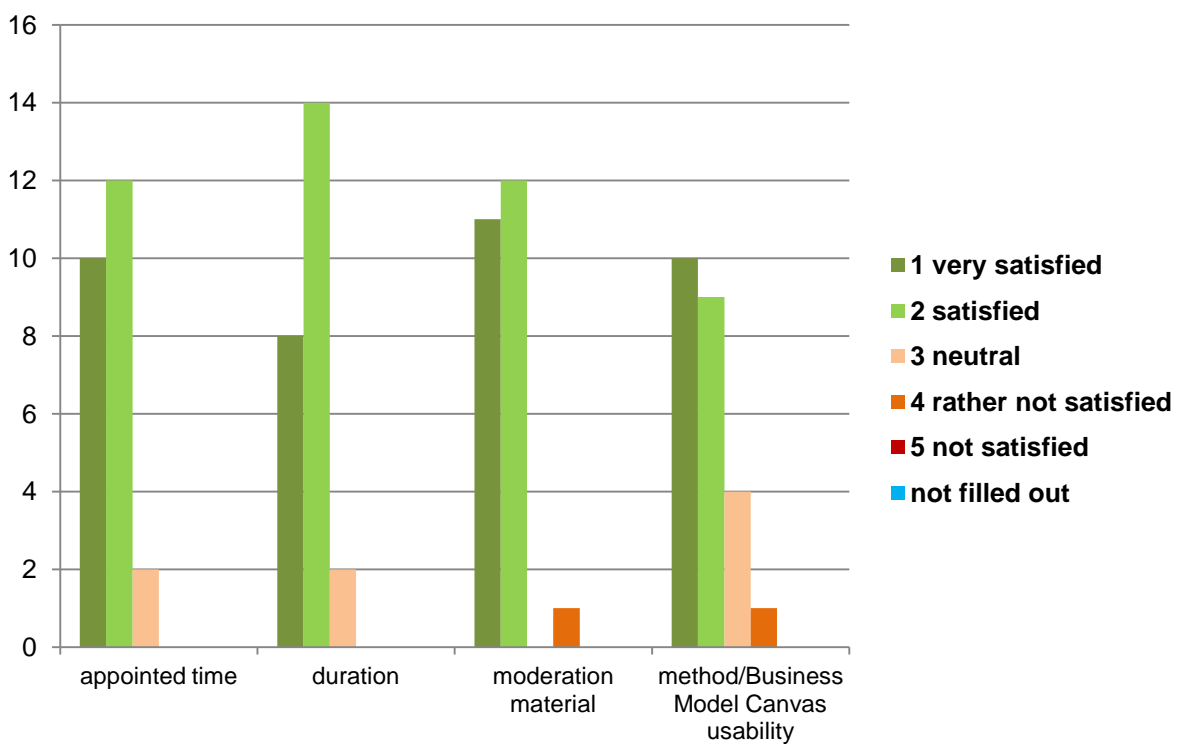
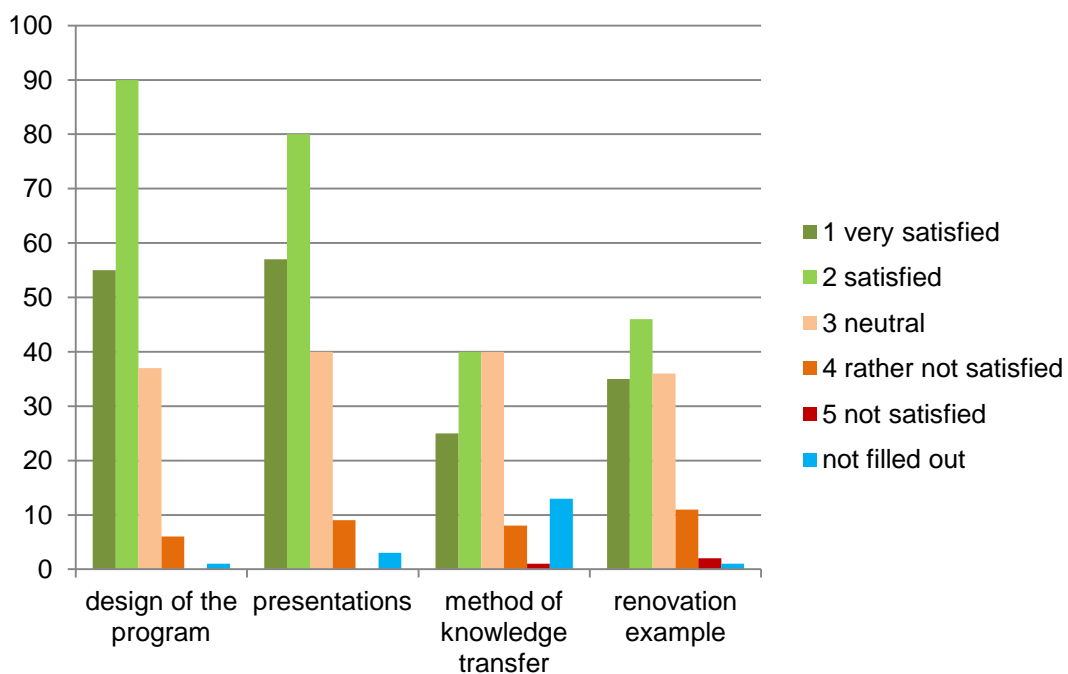


Figure 22 – Moderator's satisfaction with the organisation of the BCEs

<sup>2</sup> Satisfaction with the matchmaking website not asked in Germany and The Netherlands



**Figure 23 – Participant’s general satisfaction with the content of the Business Collaboration Events**

The fact that in Norway and in The Netherlands no renovation example was used to describe the initial situation of the business model has reduced the number of answers in Figure 23 (renovation example). There, participants discussed and agreed on the initial situation (customer segment and value proposition) whereas in other countries these building blocks were prescribed in order to facilitate the process.

### 3.3.1 Insights from partner countries

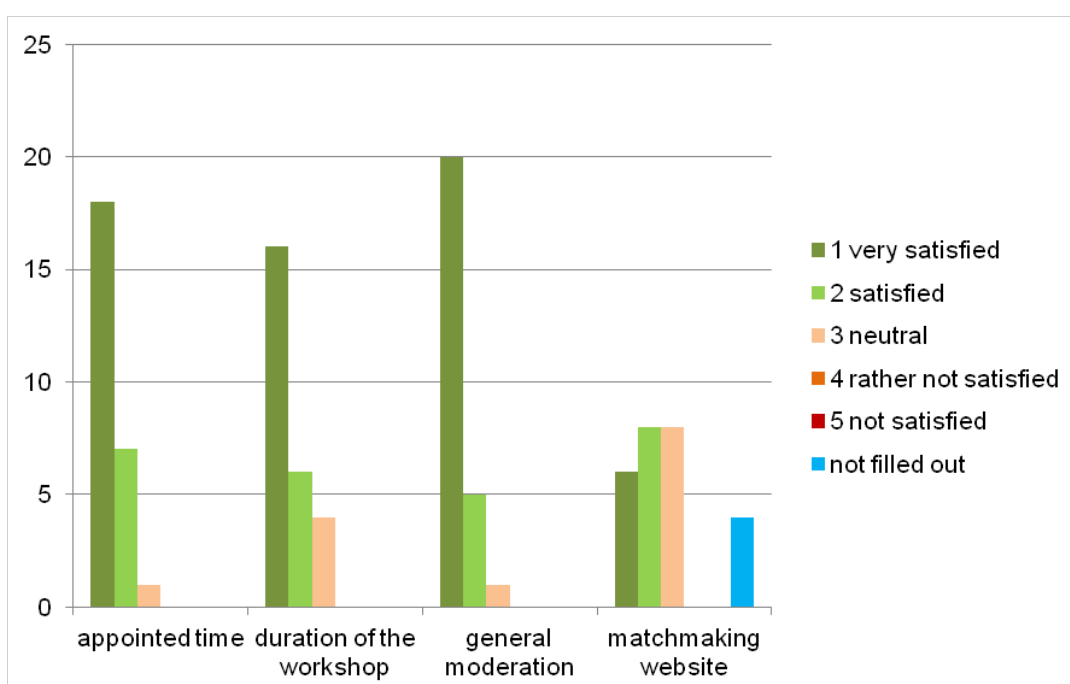
#### Austria

Asked by the satisfaction of the organisation of the Business Collaboration

Events, participants generally were “very satisfied” or “satisfied” (shown in Figure 24).

The appointed time was considered appropriate by participants, both in Vienna and Graz. In Vienna the event took place on Friday morning starting at nine o’clock. The second event in Graz took place on Wednesday morning and was carried out also in the city centre. The format as “half-day plus” events was evaluated by many participants as very satisfactory. Only one participant mentioned that the event could take longer because the time will be taken off anyway.

The vast majority of participants were “very satisfied” with the moderation of the whole event including the general moderation, the work session in different groups as well as presenting the pitch presentations.



**Figure 24 –Satisfaction of Austrian participants with the organisation of the BCEs**

Moderator’s experiences with the organisation of the Business Collaboration Events were very satisfactory (Figure 25). Both the appointed time and the duration of the events were appropriate and not too long. The moderation material provided at the events ensured a fluent process and staked out all responsibilities and tasks. The usability of the Business Model Canvas caused some minor difficulties, especially explaining it in such a short time to all participants and to keep the attention high during the whole business modelling. Participants who answered the question earlier than others started talking to each other.

It was mentioned by one moderator that there was no time left to summarize the business model after the session due to time pressure. People critically questioned the model and wanted also some feedback from other groups. Some parts of the Canvas especially the last parts were perceived kind of redundant or not quite clear to moderators. For the next time there should be considered enough time a) to explain and repeat the aim of each building block and b) summarize the whole model in order to get a general picture.

Some groups finished their model earlier than other groups and then started talking which caused some disturbances.

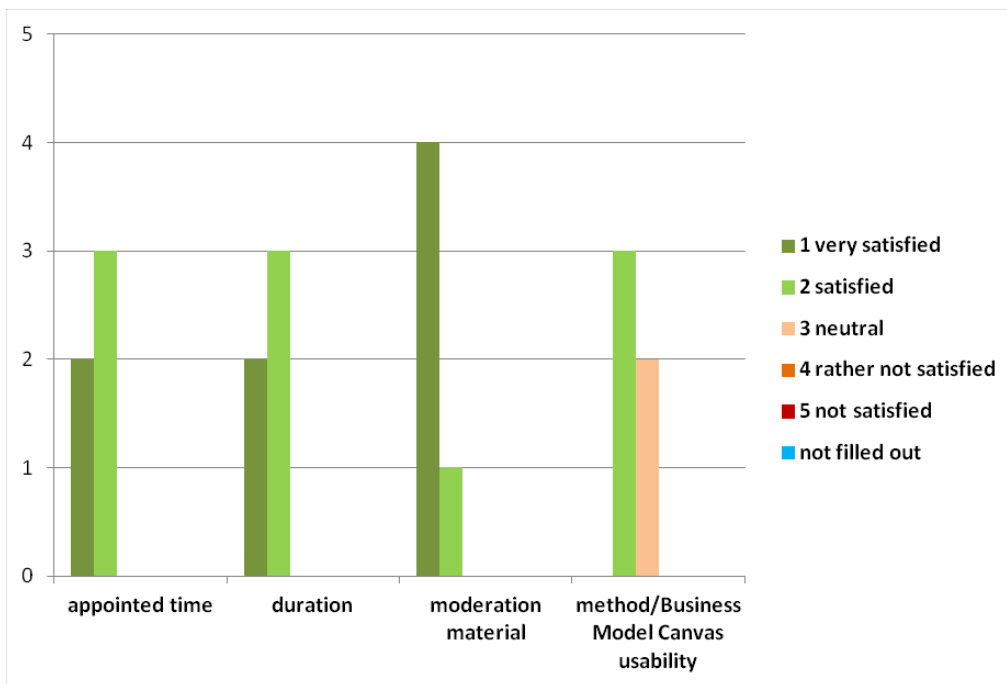


Figure 25 – Moderator's satisfaction with the organisation of BCEs

The matchmaking platform was not seen as very helpful dealing with the general registration process and aiming to foster actor's collaboration. Building professionals basically find it difficult to set up a personal profile in English. The expectations to a standardized web-platform are that it is easy to enter and support the exchange of experiences as well as finding potential partners. About half of Austrian participants were neutral or rather not satisfied using the matchmaking platform. 4 participants skipped filling out this point in the questionnaire, mainly because they did not use the platform (active profile) at this time.

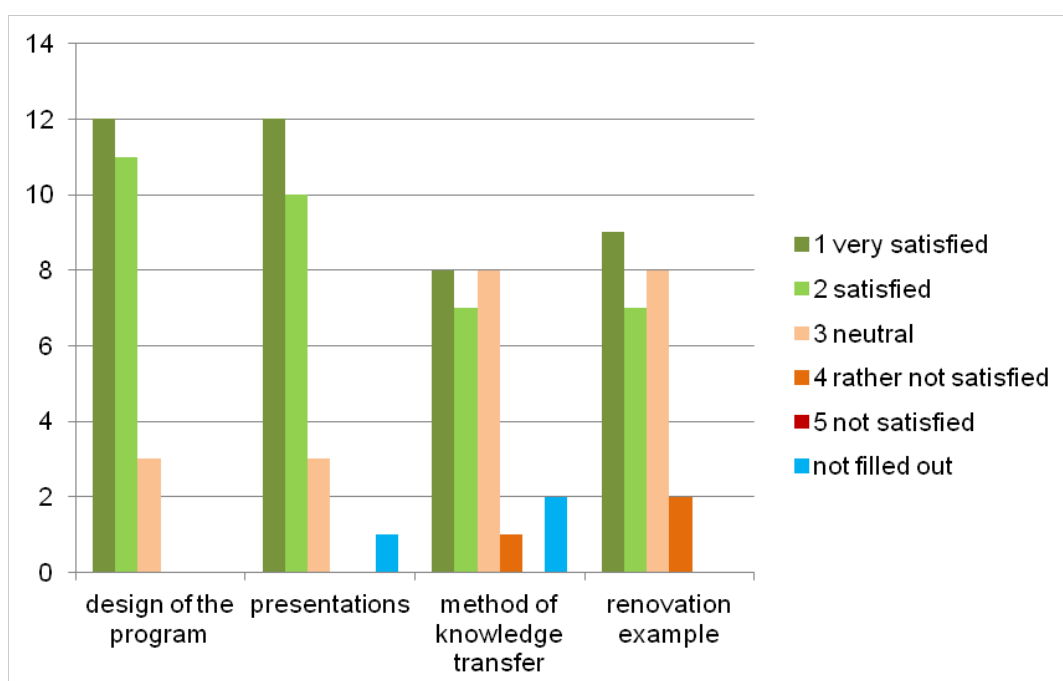


Figure 26 – Satisfaction of participants in Austria with the design of the events

As shown in Figure 26, the satisfaction of participants in Austria with the design of the event is different but mainly high. In detail, the design of the events and the best practice presentations were highly appreciated by a vast majority of participating actors (about 90% respectively). The design of the program consisted of the presentation on quality assurance mechanisms in order create customer confidence and the pitch presentations on best practice renovation examples as well as collaboration structure.

The method of knowledge transfer was perceived by many participants as comprehensible and very helpful to develop a business model, however the time spent on processing the business model Canvas was too long for this initial workshop. In some cases the last building block(s) of the Canvas model was not answered adequately due to the time pressure set by other groups. Participants also pointed out that some of the building blocks were perceived redundant, such as "key resources", "key activities" and "key partners".

At the Business Collaboration Events in Austria, three renovation examples were introduced before the business modelling in order to support the first steps of the building blocks and to

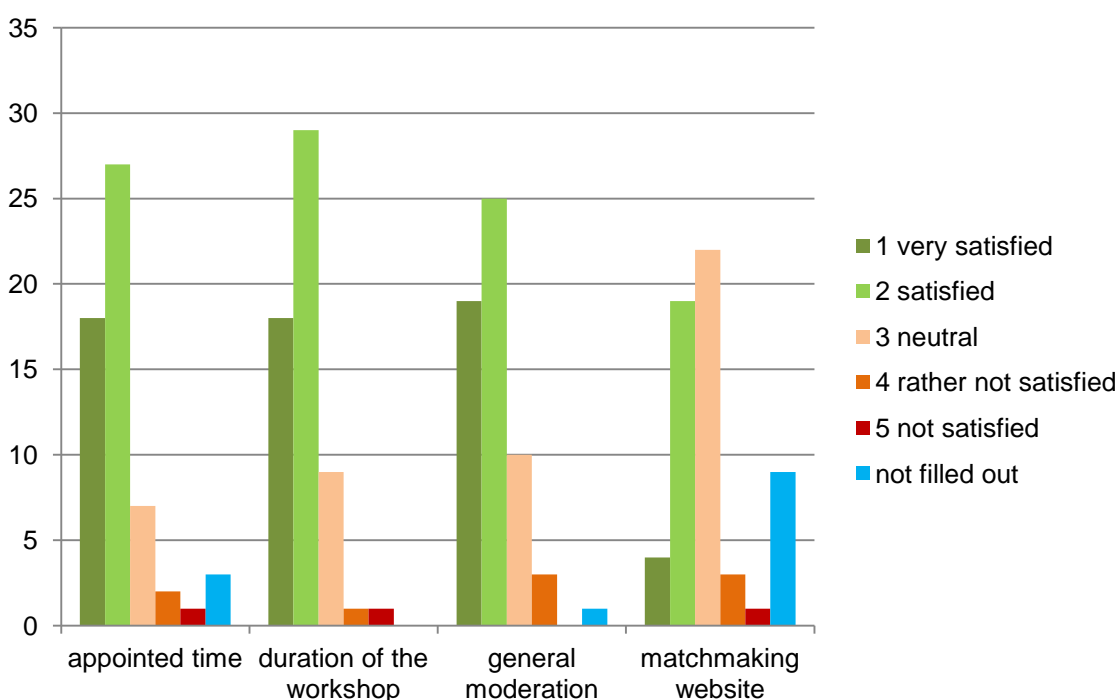
work effectively on realistic role models. Participants were not fully convinced about the adopted values and initial situation, which may lead to discomfort in the evaluation. One participant pointed out to provide more renovation examples in advance. However, the chosen approach to start the business model session was accepted by many participants (58%).

## Belgium

The general feedback from the participants in Belgium was positive. When discussing the appointed time, the majority of participants were satisfied or very satisfied. The response “not satisfied”, as well as one of 2 rather not satisfied, and 2 out of 5 neutral answers all came from the 17 responses for Brussels. But at the same time, 8 out of 17 answered they were very satisfied for Brussels. This gives a quite mixed response. Organising the event on a Friday afternoon, during the PassiveHouse building fair can explain both positive and negative reactions. Some maybe preferred to visit the fair a little bit longer, the majority saw this as an interesting combination.

The moderation of the events was also evaluated satisfactory. Here the neutral results all but one came from the 41 Antwerp responses. Since this event had 8 groups and thus 8 moderators, not all 8 moderators had a lot of experience. But the briefing document and in particular the 1 hours training session just before the event in Antwerp made sure that the average evaluation of the Antwerp event was satisfactory (9 participants indicated to be very satisfied with the general moderation).

The evaluation of the matchmaking website was neutral to positive. The Belgian partners really pushed the matchmaking platform, inviting people to make a good profile even if they would not participate. The platform being in English is not expected to be the main reason in Flanders – Belgium, since most people understand English well enough. But the website being a matchmaking site used as a registration tool that also allows people to publish a profile, was too much a mixed message for participants.



**Figure 27 –Satisfaction of Belgian participants with the organisation of the BCEs**

The evaluation of the moderators was in general positive. Some moderators pointed out that it was difficult for their group to make choices, so the discussion stayed on the safe side, using known solutions or answers. The architects for example did not understand why they should target only one specific customer segment. Other actors did see the value in choosing. The appointed time and duration were regarded mainly as satisfactory, and overall all groups had no trouble following the provided time schedule. One person was assigned as a time keeper, informing all moderators each 8 minutes that they should start on the next building block of the Business Model Canvas. Additionally, the canvasses were prefilled with answers that came from the WP3 research as well as the WP4 hands-on recommendations. These suggestions could be removed, but provided some general direction to the discussion.

When considering the moderation material, 1 moderator was not really satisfied because his group ran short of post-its during the Antwerp event. The methodology and the Business Model Canvas itself were generally evaluated very well.

The general evaluation of the event was positive. Only 2 out of 58 people indicated they were rather not satisfied, one for each event. In Brussels, this was a French speaking contractor who hoped to have been able to exchange more experiences on energy efficient renovation with colleagues. But since only 4 French speaking actors showed up for the event, he was in a group with actors from the consulting group, minimizing the possibility to exchange

practical experience. In Antwerp, the rather not satisfied person did not indicate his or her role as an actor, and did not leave any remarks or comments.

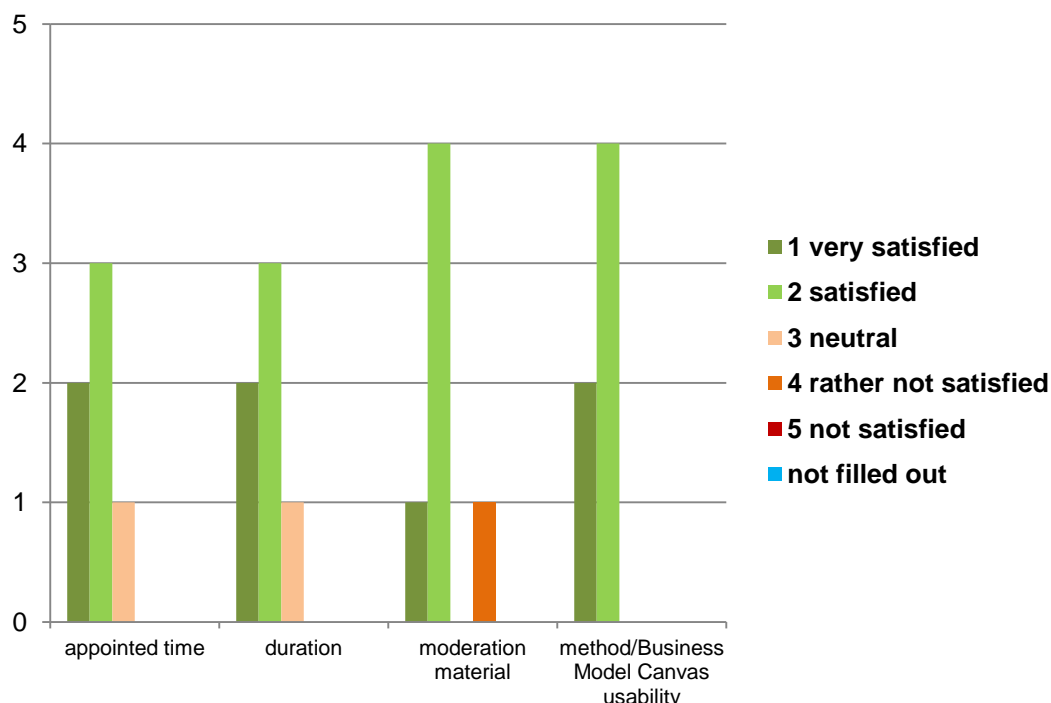


Figure 28 – Moderator's satisfaction with the organisation of BCEs

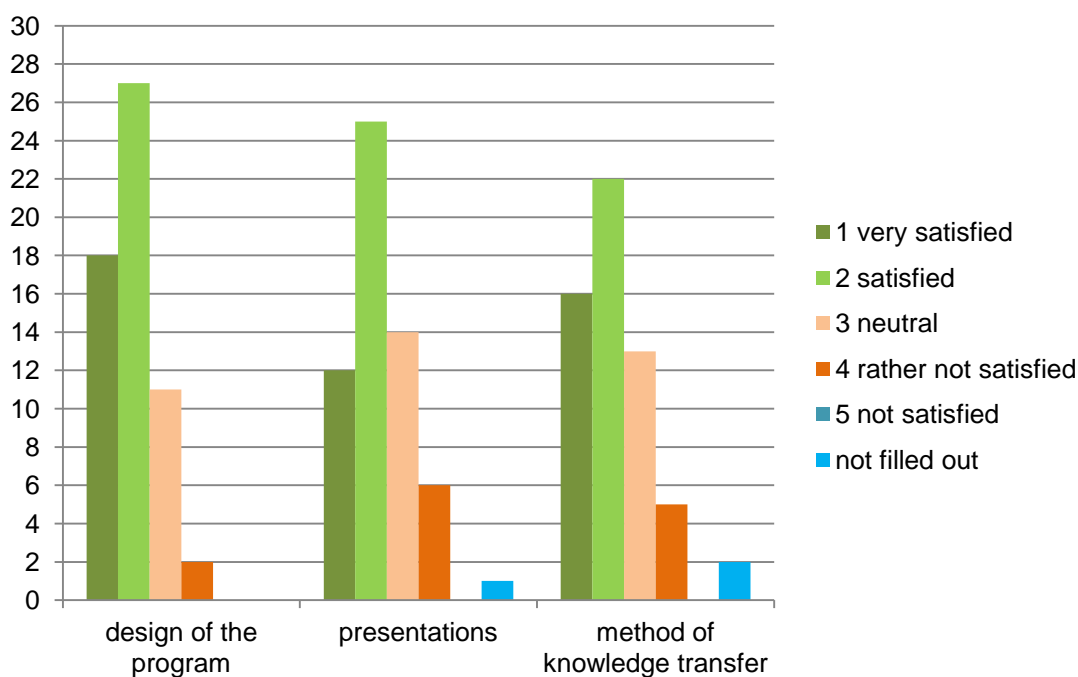
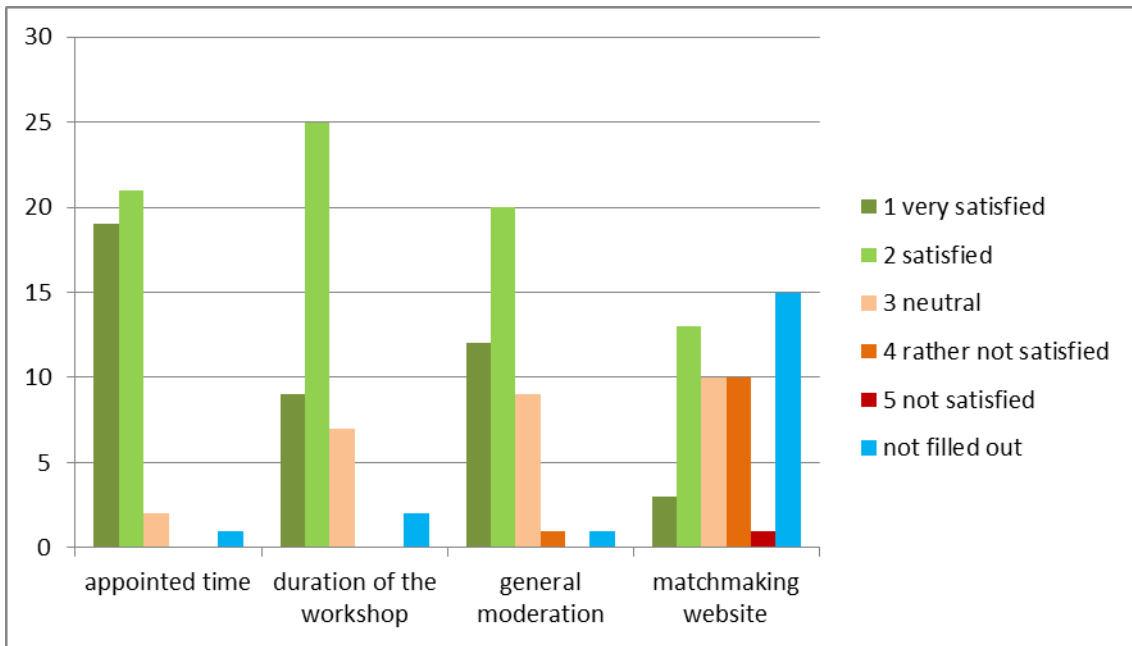


Figure 29 – Satisfaction of participants in Belgium with the design of the events

### Germany

Participants were generally “very satisfied” or “satisfied” with the organisation of the events. The appointed time was considered appropriate by participants. Both events started at 10:00 am, so that participants could work before or those living far away could reach the events’ place.

They agreed with the duration of the events: a nearly whole day format ending at 17:00 pm. The moderation was alright, too. It contains the general moderation in the assembly as well as the work session in different groups. Only the opinions about the matchmaking website differ: A third of the participants were “satisfied” or “very satisfied”, another third was “rather not satisfied” or “not satisfied”. Many persons did not fill out this question, because they did not know about this platform. An interesting point is, all in all only seven participants of the events in Erfurt and Naumburg/Hessen used the matchmaking website to subscribe for the events, but 16 participants appreciated the platform like “satisfied” and “very satisfied”.

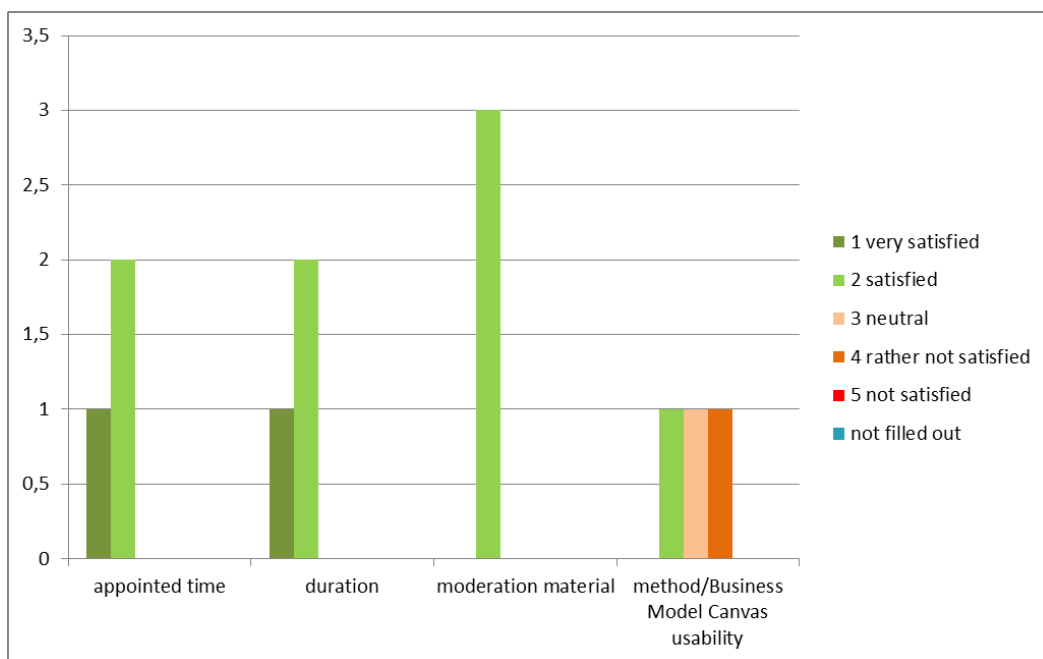


**Figure 30 - Satisfaction of German participants with the organisation of the BCEs**

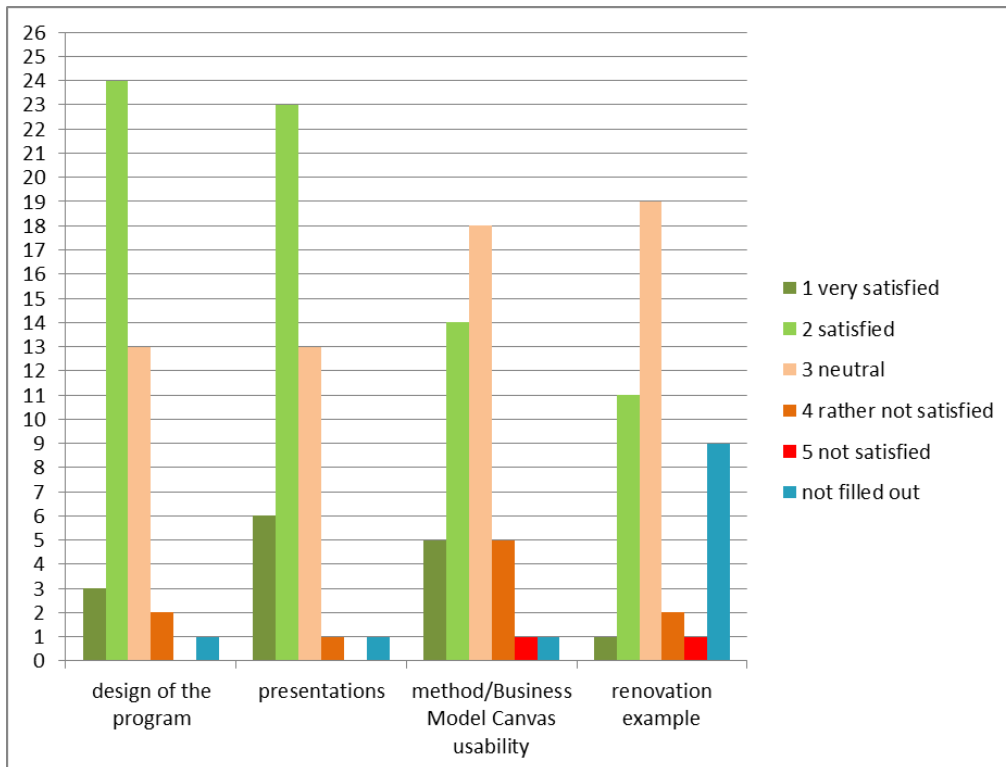
In comparison to the participants the moderators were really satisfied with the organisation of the events, too. Appointed time and duration of the events were appropriate and not too long. The moderation material provided at the events ensured a fluent process and an easy managing of tasks. The explanation of the Business Model Canvas caused some discussions with some participants in Erfurt. They criticized the model as something for founders of new companies and start-ups – for beginners –, which is not an issue for people with a lot of working experience.

One moderator would like to have some more input for the processing of second group work session. The reason was that it was not clear if the example for a business model canvas is made for a) the current collaboration structure b) a special example oriented at the fictitious house and home-owner made by the kit or c) an imaginable network for the future.

All in all it was noticeable for moderators that it was difficult for participants to think beyond the general ways and possibilities of current collaborations. But perhaps this task could be too complicated for the first get together with business model canvas.



**Figure 31 - Moderator's satisfaction with the organisation of BCEs in Germany**



**Figure 32 - Satisfaction of participants in Germany with the design of the events**

The satisfaction of participants in Germany with the content and design of the event is – similar to Austria – different but mainly high.

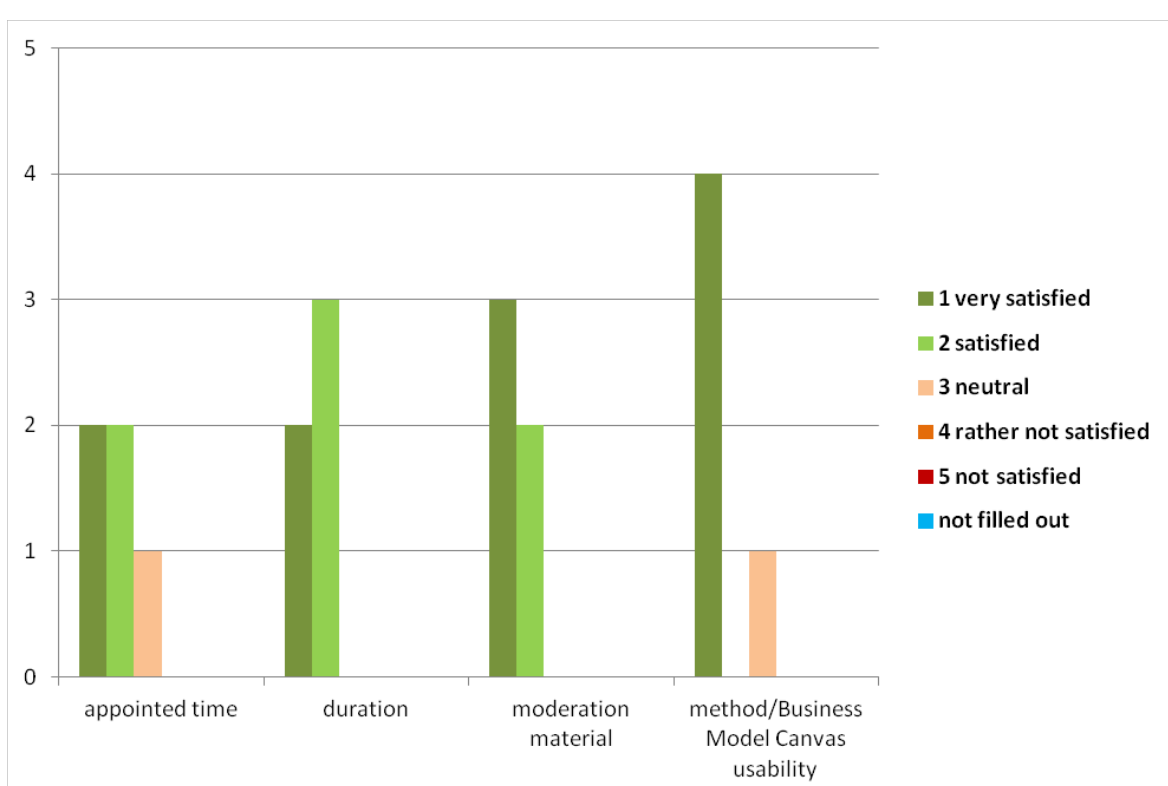
The design of the program and the presentations were highly appreciated by a majority of participating actors. Unfortunately some participants had been disappointed about these two aspects; they were “rather not satisfied”. Moreover a quarter of participants were “neutral” to the design of the program and the presentation.

A majority of participants agreed with the method of knowledge transfer, but there were also some people “(rather) not satisfied” with the Business Model Canvas Usability. The time spent on the model was (in some groups) too short, so they could not find an answer for all parts. The discussion showed that these BCEs were a possibility to get to know the Canvas Model, but only as an introduction. To conclude with real business models you need more time and concrete partners for collaboration.

At the beginning of the events three renovation examples and different forms of collaboration structure had been presented. Most participants agree with these pitch presentations, but a big part (nine persons) did not fill out this aspect of the questionnaire.

### The Netherlands

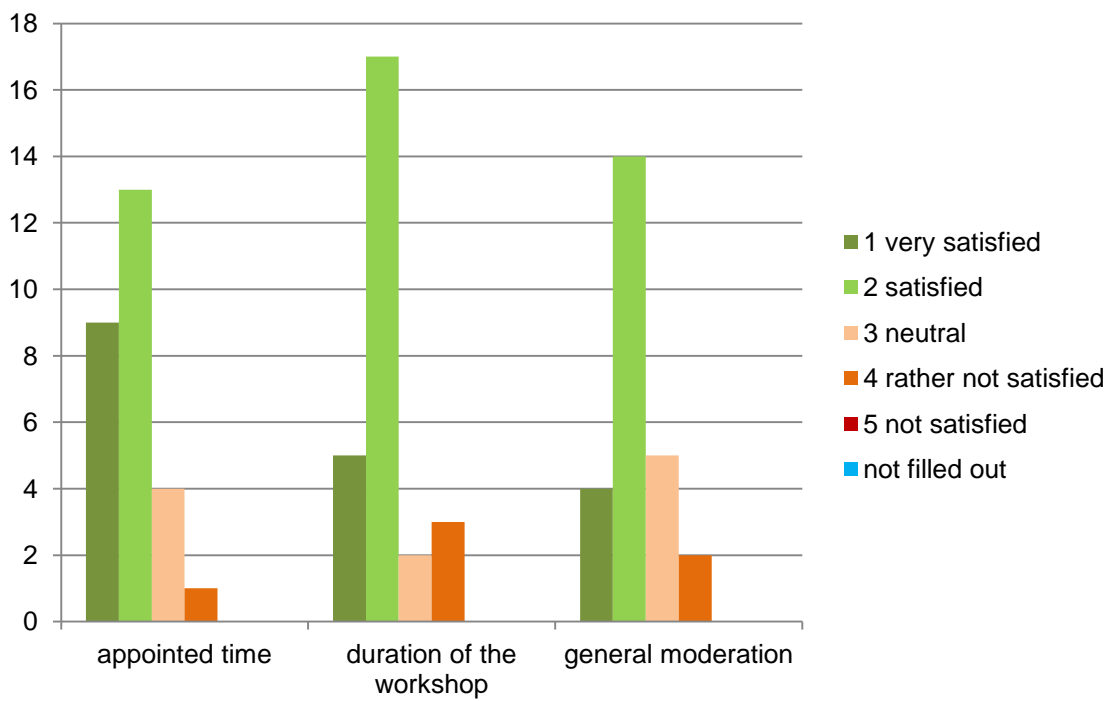
When considering the moderation material and process, the moderators were generally satisfied. The methodology and the Business Model Canvas itself were generally evaluated positively.



**Figure 33 - Moderator's satisfaction with the organisation of BCEs in The Netherlands**

Participants were generally “satisfied” with the organisation of the events. The appointed time was considered appropriate by all participants, except one. Only three participants were not

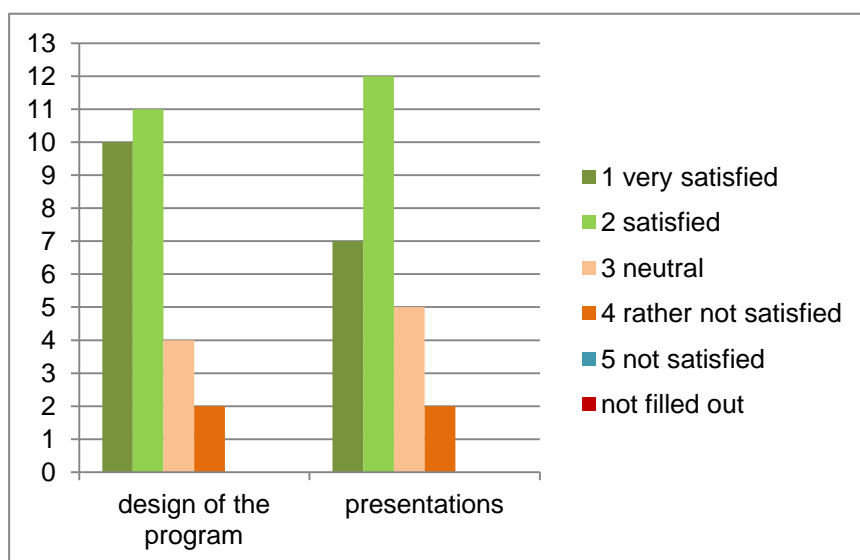
so satisfied with the duration of the events and two participants were not so satisfied with the moderation. The perception of the duration in the first event was influenced by the fact that the event was framed in a whole day event for the regional construction sector. It is possible that some moderators were not so confident with working with the business model, so this can influence the evaluation in certain groups.



**Figure 34 - Satisfaction of participants in The Netherlands with the design of the events**

The satisfaction of participants in the Netherlands with the content and design of the event was mainly high.

The design of the program and the presentations were highly appreciated by a majority of participating actors. Only one participant on each event was disappointed about these two aspects; they indicated “rather not satisfied”.



**Figure 35 - Satisfaction of participants in the Netherlands with the design of the events**

### Norway

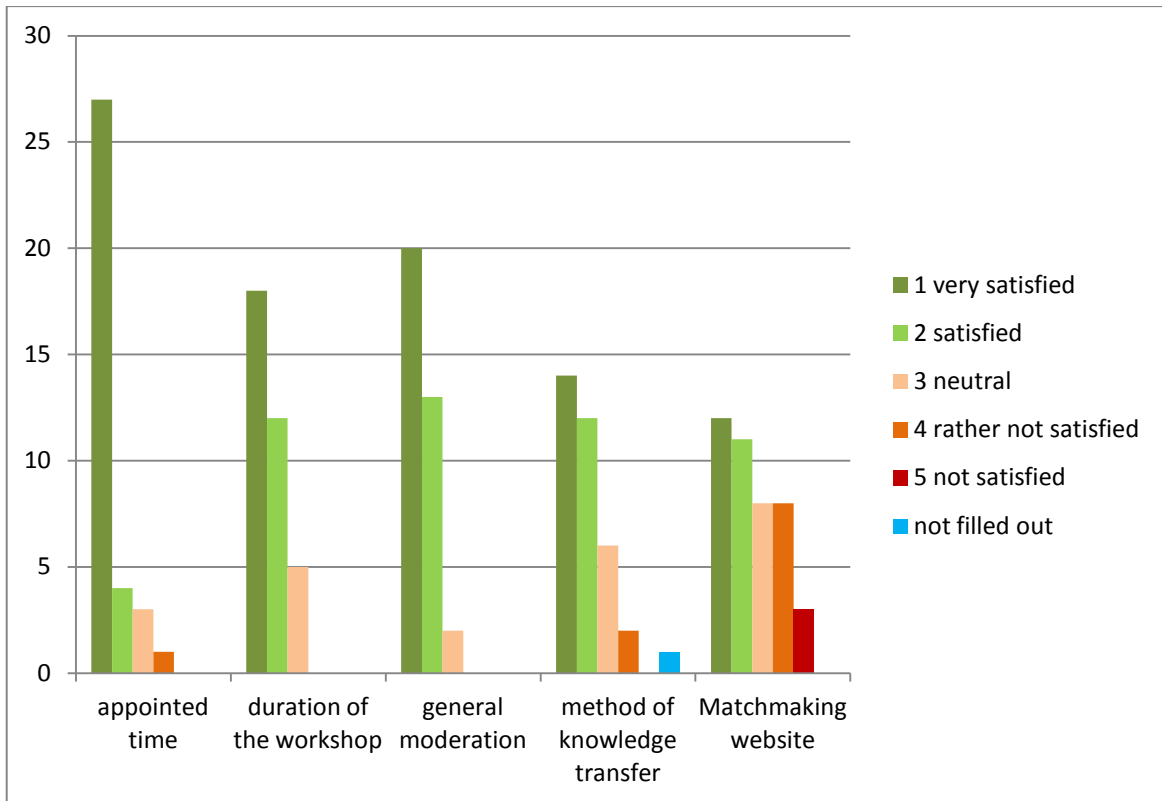
Asked by the satisfaction of the organisation of the Business Collaboration Events, participants generally were “very satisfied” or “satisfied” (shown in Figure 36).

The appointed time of the events were considered appropriate by participants, both in Drammen and Trondheim. In Drammen the event took place on Tuesday afternoon the 23<sup>rd</sup> of September, starting with lunch and mingling at 12:00. The second event in Trondheim took place on Thursday afternoon the 2<sup>nd</sup> of October. Both events lasted for 6 hours including lunch. The format as “half-day plus” events was evaluated by many participants as very satisfactory.

Several participants at the first event in Drammen expressed that they would have liked to have more time to mingle with other people, both to get to know potential work-partners but also to discuss the need of more quality assurance and collaboration in the rehabilitation of single-family house segment in a less organized way.

The vast majority of participants were “very satisfied” with the moderation of the whole event including the general moderation, the work session in different groups as well as presenting the pitch presentations. Several pointed out the “case-session” as very interesting, giving them a perspective of other professionals.

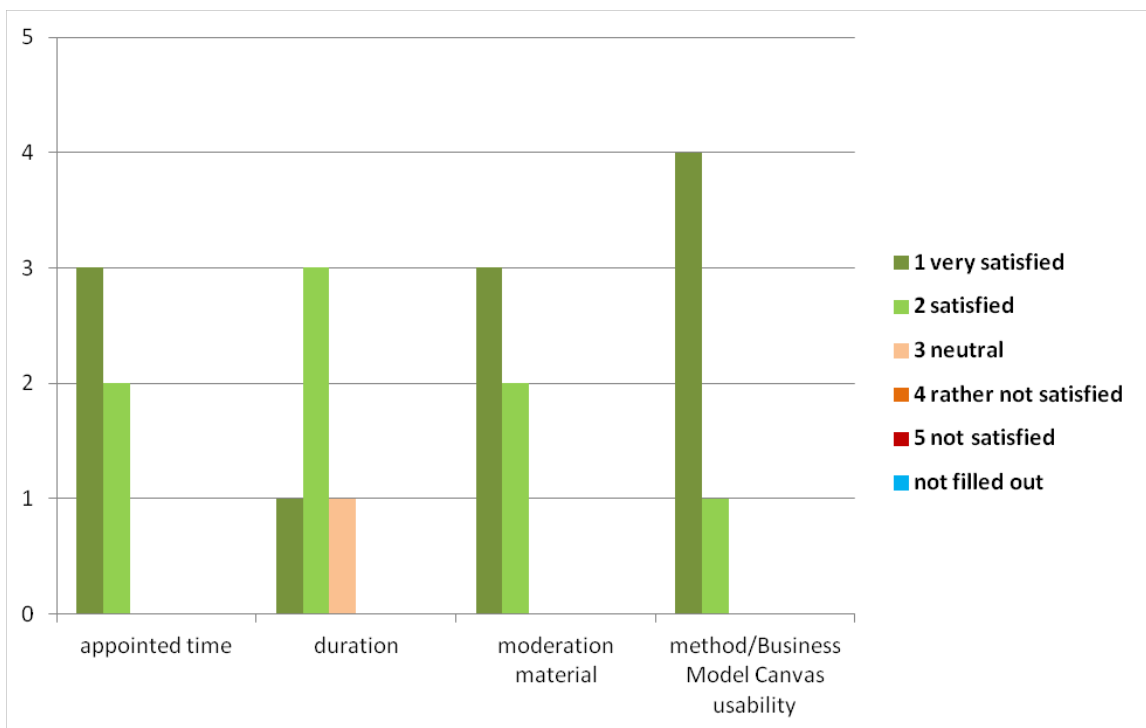




**Figure 36 - Satisfaction of Norwegian participants with the organisation of the BCEs**

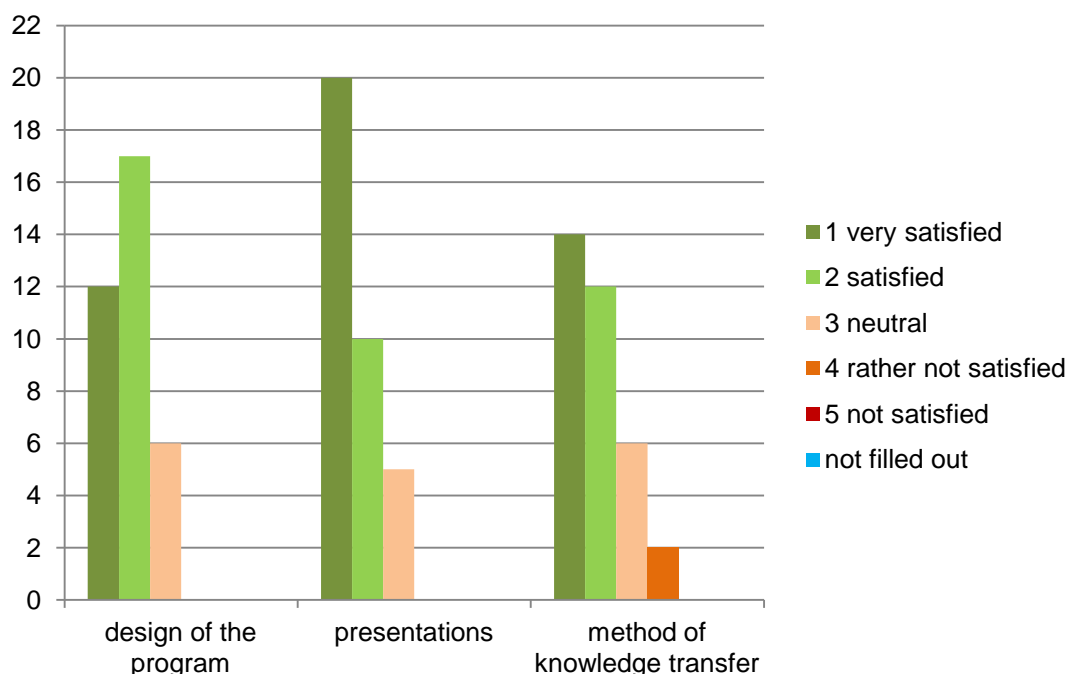
The moderators were in general satisfied with the organisation of the Business Collaboration Events. Both the appointed time, duration of the event and the moderation material were satisfactory.

The events could have been shortened in time, since it is difficult to maintain a high level of interest and engagement for 5 hours. Still, the level of interest and engagement was rather high throughout the intensive events.



**Figure 37 - Moderator's satisfaction with the organisation of BCEs in Norway**

The matchmaking platform was not seen as very helpful dealing with the general registration process and aiming to foster actor's collaboration, as foreseen. Building professionals basically find it difficult to set up a personal profile in English. The expectations to a standardized web-platform are that it is easy to enter and support the exchange of experiences as well as finding potential partners.



**Figure 38 - Satisfaction of participants in Norway with the design of the events**

As shown in Figure 38, the satisfaction of participants in Norway with the design of the event was high. 82% of the participants were satisfied or very satisfied with the overall program of the event. Both the presentations on quality assurance and the pitch presentations on best practice renovation examples from different actors were highly appreciated.

Norway had a slightly different structure at the events, compared to the other partner countries. In the first workshop at the event, the groups were presented with a real renovation case from a house owner. The method of knowledge at this part was a role-play, making different actors go about the case and tell how they normally approach a similar case, following by a group discussion. Participants gave good feedback to this part, learning from other actors with different professional backgrounds how they think and respond to house owner needs.

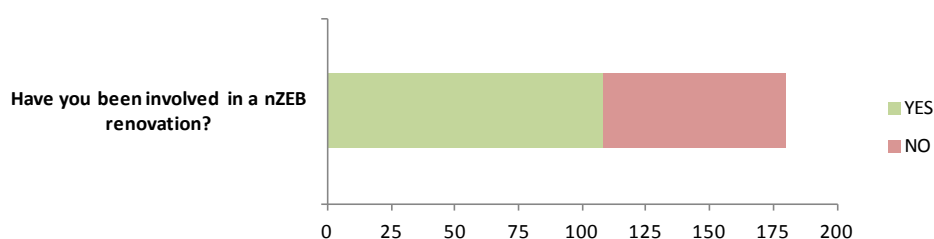
The business model canvas also got very good feedback from the participants, learning about important aspects of the business. The first event, in Drammen, the time spent on the canvas was a bit too long, which was adjusted to the last event in Trondheim. In the last event the last three blocks were just walked through by the moderators, leaving them out of the work session to shorten down the session.

### 3.4 Actors experiences in nZEB renovation

From all participants who handed in the filled-out questionnaire, more than half (58%) of the respondents indicated that they have already been involved in an ambitious renovation of a single family home towards nZEB.

The level of experienced actors in Austria, Norway and The Netherlands is strikingly high; the vast majority in these countries has already been involved in nZEB renovation according to the national definition. It can be speculated, if the level of experienced actors is linked with the historically distribution of highly efficient building standards (like the Passive House) and the gained experiences over time.

Taking into consideration the deviating national definitions of nZEB standard, a meaningful interpretation between countries cannot be undertaken. However, the trend shows that the Business Collaboration Events specifically attracted experienced frontrunners and offered a starting point for collaboration across different actor categories.



**Figure 39 – General experiences with nZEB renovation**

#### 3.4.1 Insights from partner countries

##### Austria

As shown in Figure 40, the vast majority of participants were already involved in at least one representative nZEB renovation according to the national definition applied within the

COHERENO<sup>3</sup> project. 77% of the participants indicated their involvement in an nZEB renovation and specified the actual example. 4 participants renovated their own single family home towards nearly zero-energy and achieved an energy performance indicator between 20 and 40 kWh/m<sup>2</sup>a. One participant was involved in the highly ambitious renovation of two non-residential buildings in Austria (University Innsbruck and municipal offices of Bruck/Mur) but also has some experiences in the single family housing sector. It turned out that participants taking part in the event in Graz had more experiences than participants in Vienna. A representative of a manufacturer of windows, which has specialised in the production of passive house windows, has been involved in several renovations towards nZEB standard.

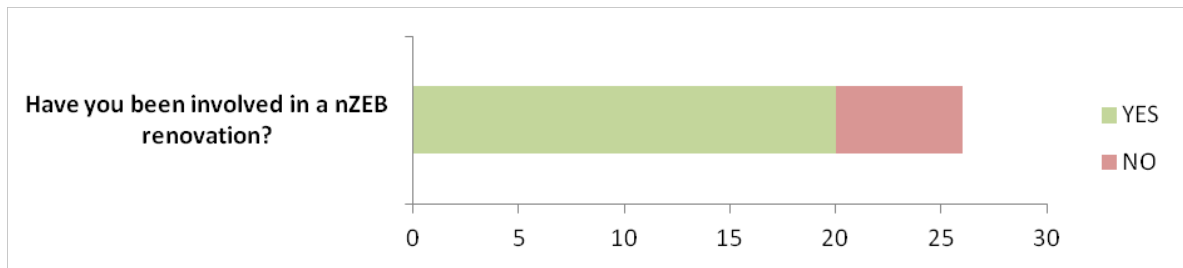


Figure 40 – nZEB renovation experiences of participants in Austrian BCEs

### Belgium

Only half the participants in Belgium indicated they already had been involved in an nZEB renovation, and out of those some actually had experience in new passive or low energy construction instead of renovation. Only 11 participants indicated having worked on a renovation project, 6 mentioned experiences with new passive construction, and 11 other experiences, like general hands-on renovation, advise, techniques, new collaboration scheme's (within other research projects), ecological architecture, or experience with convincing the home owner.

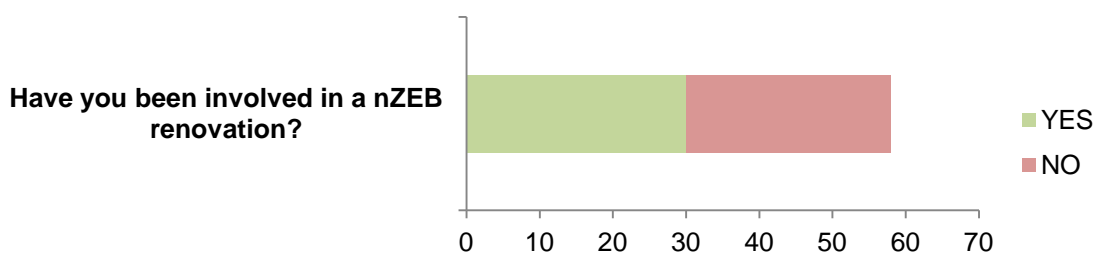


Figure 41 – nZEB renovation experiences of participants in Belgian BCEs

### Germany

Nearly half of the participants has been involved in a nZEB renovation according to the German nZEB-definition within the COHERENO project. Some of them underlined that those renovations took place in single- and two-family-houses. They were responsible for the planning and the whole coordination of the renovation process. One participant explained renovations of old buildings of the “Wilhelminian Era” (Gründerzeit). Another person outlined that he works together with construction cooperatives in Kassel and Hamburg.

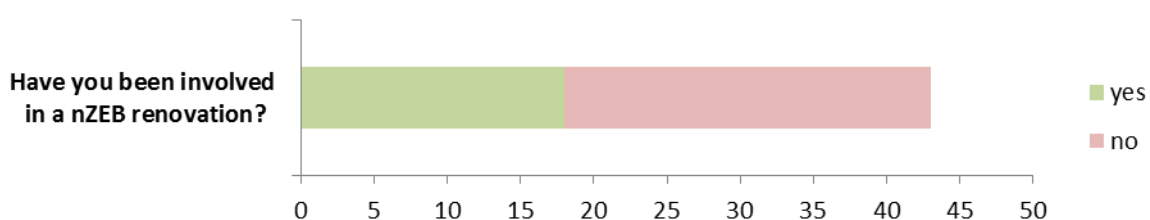


Figure 42 - nZEB renovation experiences of participants in German BCEs

### The Netherlands

More than half of the participants in the Netherlands indicated they already had been involved in an nZEB renovation, and out of those some had experienced working on new passive houses, low energy renovations or even passive renovations. Some actors had specific experience with the development of ‘energy bill = 0’ concepts or renovation stores. The high involvement of frontrunners is possibly due to the fact that frontrunners – also these detected in WP2 - were personally addressed with an invitation. On the other hand, early adopters registered in the hope of finding new business opportunities.

<sup>3</sup> minimum requirements: heating energy demand ≤ 51 kWh/m<sup>2</sup>a; primary energy demand ≤ 200 kWh/m<sup>2</sup>a; CO<sub>2</sub>-emissions ≤ 32 kg

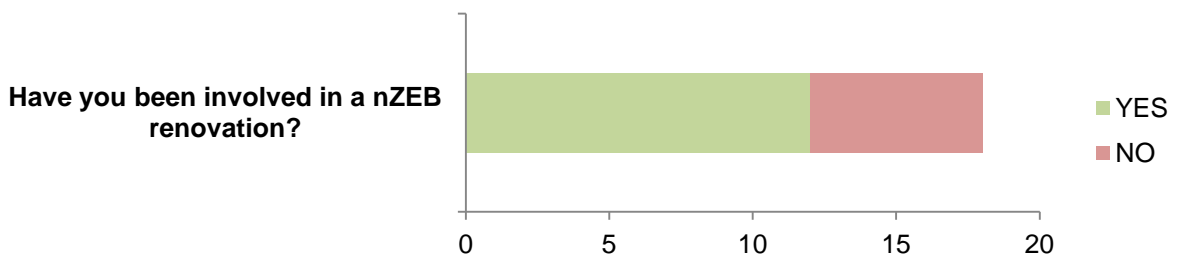


Figure 43 - nZEB renovation experiences of participants in Netherlands BCEs

### Norway

20 out of 28 participants who handed in the filled-out questionnaire had already been involved in one or several deep-renovation projects of both SFH and other types of buildings (schools, larger dwelling complexes, university etc.). It turned out that participants in Drammen had some more experience in the single-family housing segment (deep renovation).

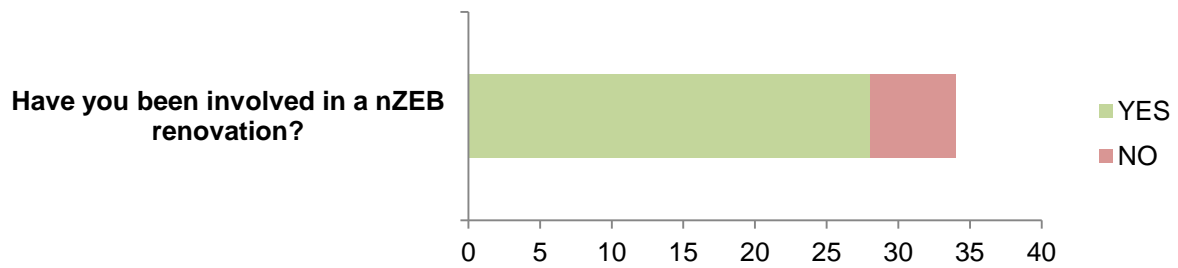


Figure 44 - nZEB renovation experiences of participants in Norwegian BCEs

## 3.5 Potential collaboration partners

Given the fact that the majority of participants represented the categories “energy advisor” and “architect”, the most interesting collaboration partner respondents are looking for are “contractors”, followed by “energy advisers” and “financial advisers”.

It can be noted, that there is distinctive interest in collaborate with a quality assessment actor which may occur from the fact that they already cover quality assurance issues as a service or quality assurance is not seen as focal point in a collaboration structure. Taking into consideration the result of previous work packages within this project, quality assurance is a critical point in ensuring the expected results.

The collaboration with manufacturers of building materials is not of strong interest. One may argue that this is because planning actors would like to reserve the freedom of choice for themselves and not being dependent on one supplier. Another reason could be that manufacturers were underrepresented in the events not making a point of potential advantages in a collaboration structure.

In contrast, financial actors were quite well represented at the events (in Austria and Norway the events were supported or hosted by banks), providing another perspective to the renovation business. This could be a reason why planning and contracting actors would like to see a financial advisor on board of their collaboration structure.

Policy actors only play a minor role in the building renovation process; the national and regional conditions are quite difficult to influence and mostly given.

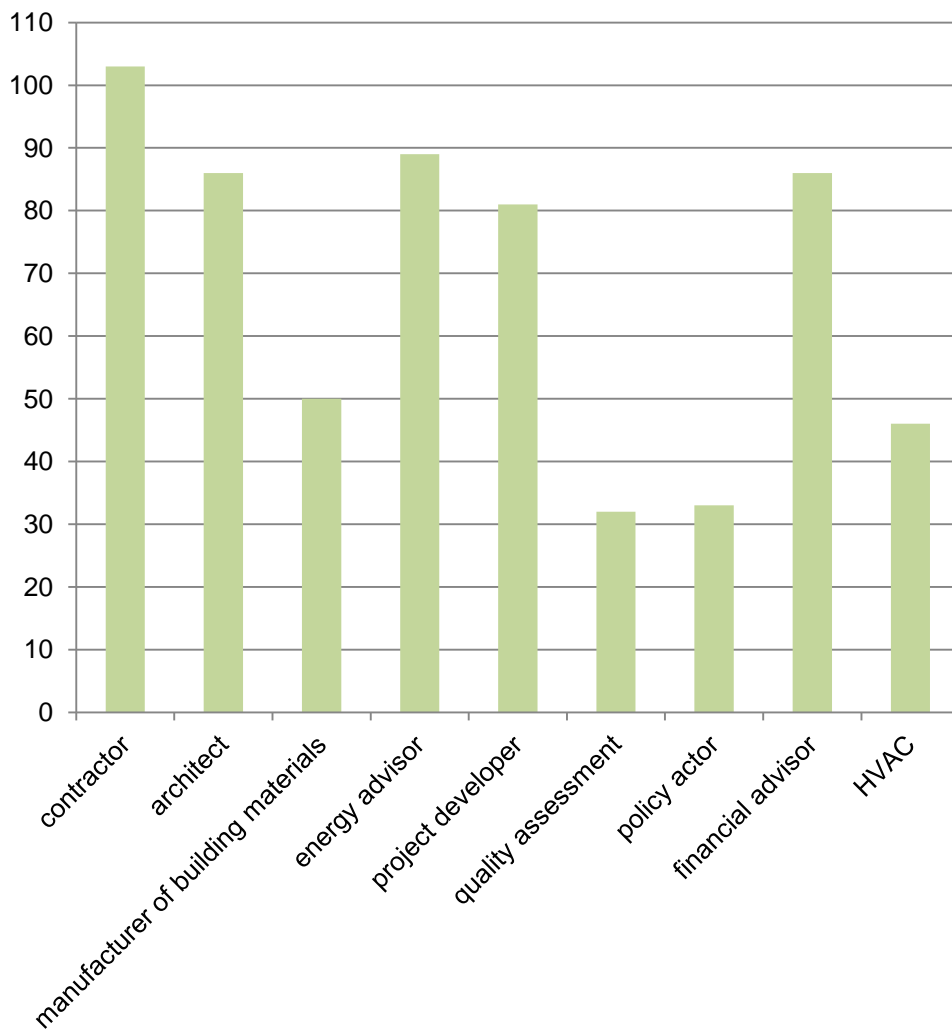


Figure 45 – Potential collaboration partners (General)

### 3.5.1 Insights from partner countries

#### Austria

Asked by their interest in potential partners for business collaboration, participants indicated one or more actor's categories. According to their professional background they were looking for complementary partners, of which architects, contractors and financial advisors were referred to most likely. Interestingly, the collaboration with financial actors is strongly desired and not as common as the cooperation between planning and executing companies so far. Compared to the professional actor categories who attended the events (see section 3.2), there can be noticed a fundamental gap in the category of "contractor" (3 participants/16 cooperation wishes) and "HVAC" (2/10), followed by "project developer (3/15).

The role of quality assessment, policy and manufacturer of building components in cooperation networks is of less importance according to the participants and therefore demanded as partners to a lesser extent.

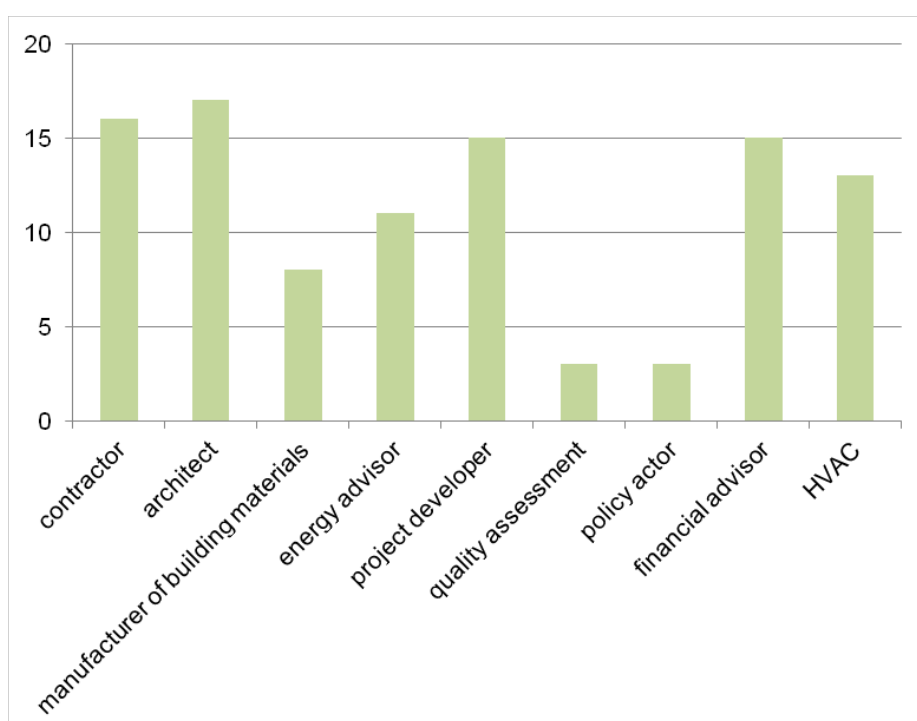


Figure 46 – Potential business collaboration partners (Austria)

#### Belgium

The good mix in participants' categories reflects in the collaboration partners sought: contractors, energy advisors, architects are the most sought for. Remarkably, almost half the participants indicate that project developers are a party they want to collaborate with as well, even though no project developer participated. Other actors mentioned are financial advisors

and quality assessment actors. Manufacturers score quite low, as do policy actors, though still more than 10 out of 60 participants indicated looking for collaboration with them.

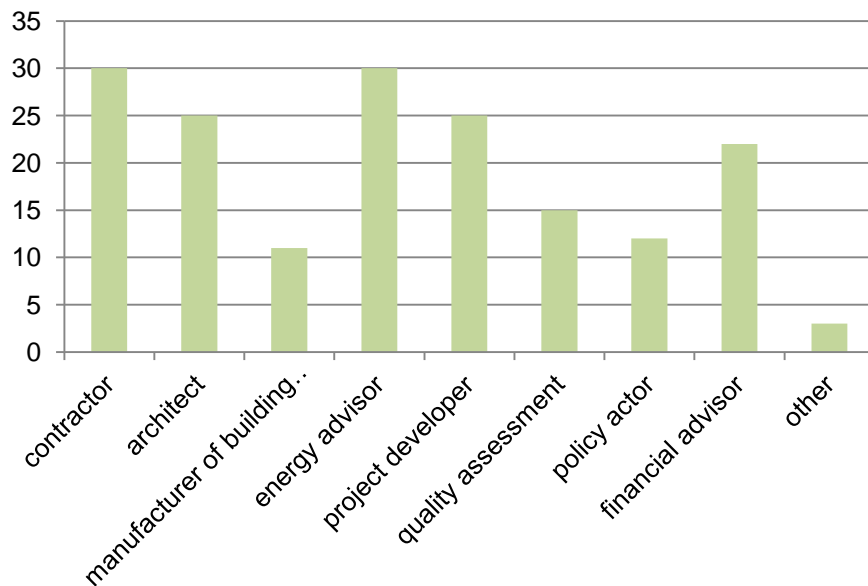


Figure 47 – Potential business collaboration partners (Belgium)

### Germany

Participants had the possibility to choose and indicate more than one desired partner for collaborations in future. Most participants are looking for contractors and HVAC-craftsmen. Although many participants had a background of architecture, energy consulting and planning, some persons are looking for partners in this field. Perhaps they want to exchange experiences with other professionals.

A quarter of participants are looking for manufacturers of building materials. This proves the importance of a complete sustainable circle of an energy-efficient renovation and of technical progress.

No persons are looking for further contact to actors of quality assessment and policy.

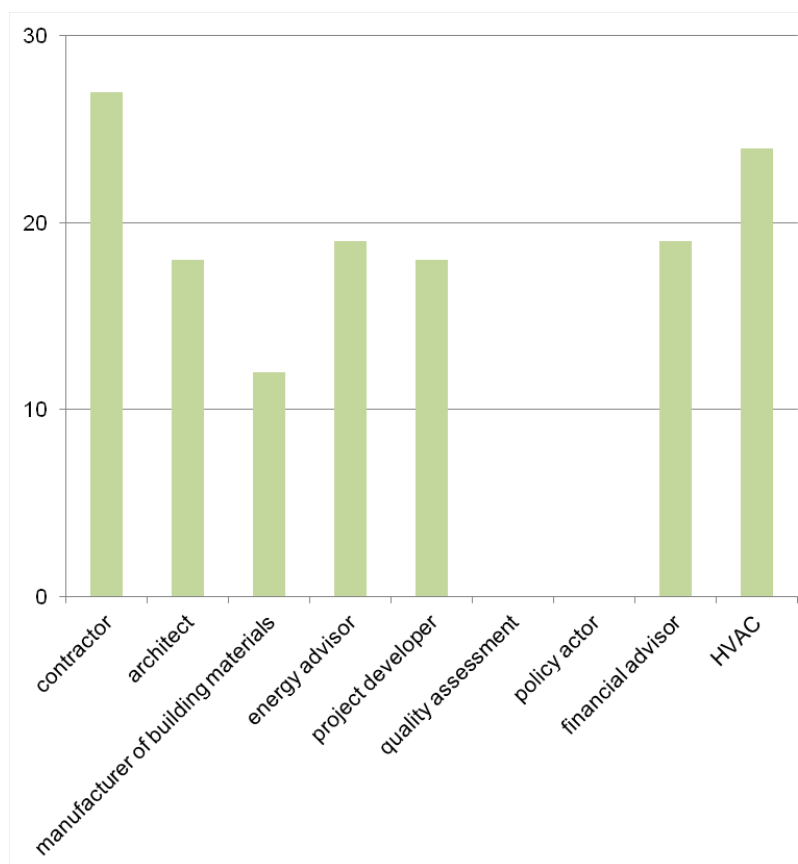


Figure 48 - Potential business collaboration partners (Germany)

### The Netherlands

Asked by their interest in potential partners for business collaboration, participants indicated one or more actor's categories. Given the relatively large amount of consulting actors on the event, contractors were strongly desired for collaboration. Furthermore, professionals looked for partners according to their professional background and complementary competencies. As in other countries, the collaboration with financial advisors is also strongly desired. Quality assessors and brokers got the lowest request for collaboration.

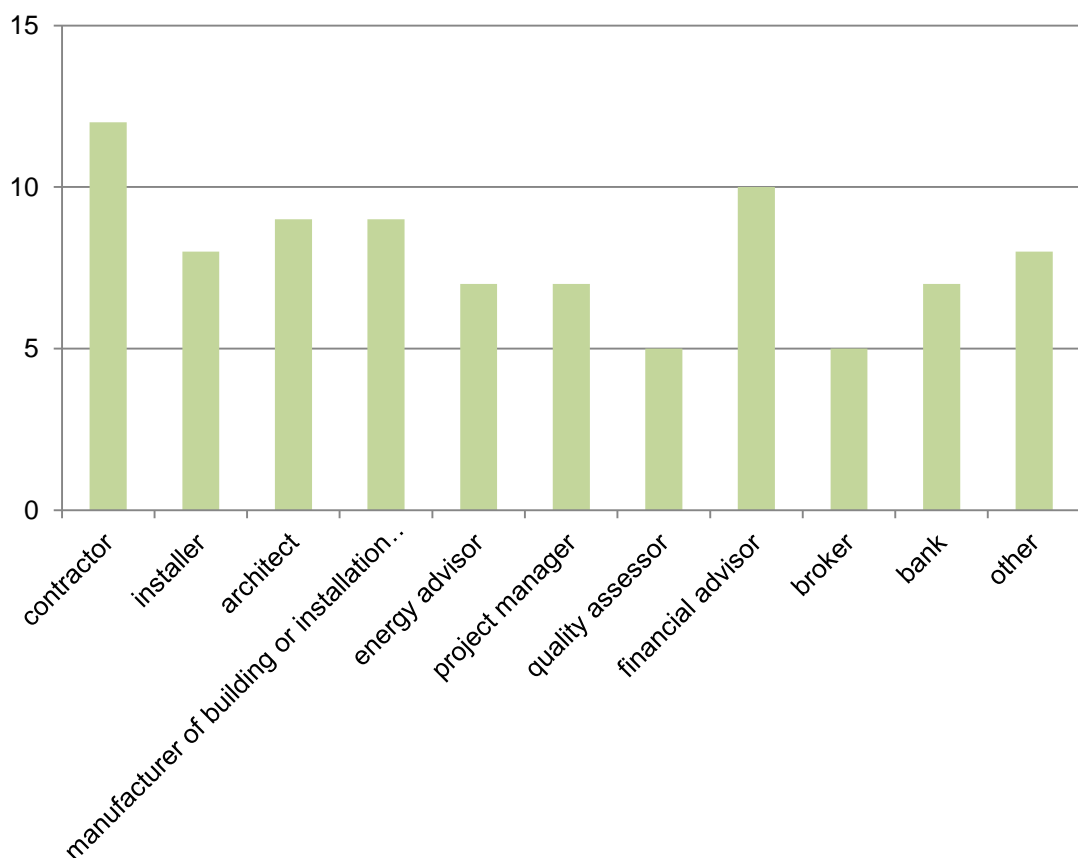


Figure 49 - Potential business collaboration partners (The Netherlands)

### Norway

25 out of 28 answered the question about potential partners for business collaboration, where one or more actor's categories were indicated. According to their professional background they were looking for complementary partners, of which contractors, policy actors, architects and energy advisors were referred to most likely.

Interestingly, the wish for collaboration with financial actors is strongly desired and not as common as the cooperation between planning and executing companies so far.

Quality assessment and manufacturer of building components in cooperation networks are a little less important to the participants in a network collaboration.

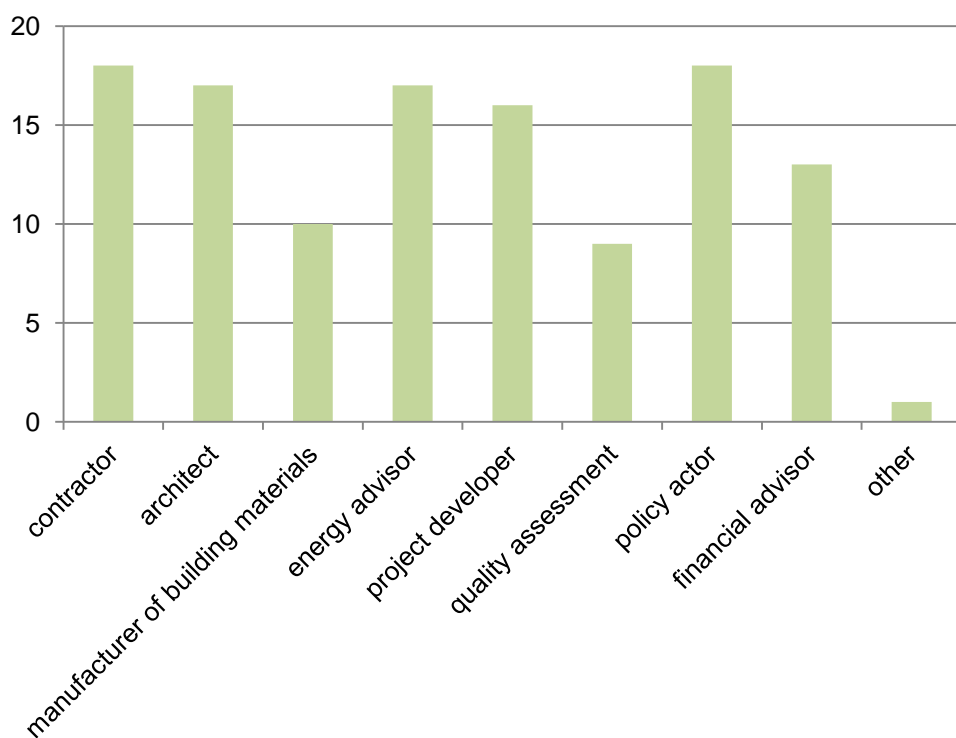


Figure 50 - Potential business collaboration partners (Norway)

## 3.6 Overall satisfaction

Participants were quite satisfied with the organisation, presentations, interactive group sessions and results of the introduction to the business modelling. Only a small percentage disagreed.

It was suggested that the business modelling should start with an empty model where people can decide for them what renovation example and customer segment they want to work with. The expectations of some participants maybe were too high for this special event referring already to the follow-up workshops which are implemented in spring/summer 2015. The communication and promotion in advance of events should stress more clearly, that the business collaboration event is an appetizer for real business modelling later on. Besides make clear, that the groups attending the Collaboration Events are very often not the groups

to continue with further business modelling. Typically, based on one participant at the event, a new group is formed based on his local network.

The time to accurately introduce and explain the different building blocks was felt quite limited. Most groups ran out of time at the end of the events to finish the model and to come to a conclusion. Using filled-in post-its based upon information about target groups, collaboration structures and customer confidence (the output of WP2, WP3 und WP4) is a possibility to focus the discussions (practiced in Belgium and Netherlands). One could also offer a limited number of detailed described use cases to chose (practiced in Austria) or invite home-owners to the events an link to their real cases to start the business modelling (practiced in Norway). The feedback was provided before the documentation and exploitation of the single events was carried out leaving some irritations which precipitated in the feedback questionnaire. However, the vast majority of participants were confident and interested in following workshops, which will be part of the next session in this report.

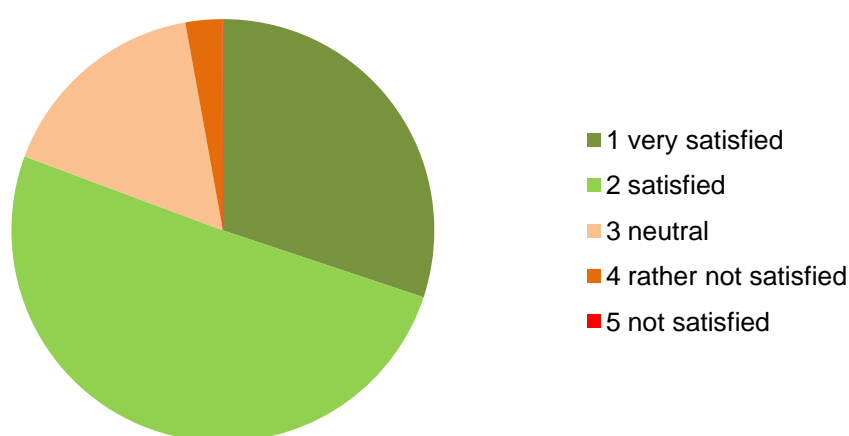


Figure 51 – Overall satisfaction with the Business Collaboration Events

### 3.6.1 Insights from partner countries

#### Austria

The overall satisfaction of Austrian participants with the Business Collaboration Event can be assessed quite positive. In total, 88% very either “very satisfied” or “satisfied” with this kind of event format. Asked for feedback, participants mentioned that the people divided into groups and placed at different tables should network more and share their experiences. Another participant wanted a more detailed summary of the moderators after modelling the business concepts.

It was also mentioned that so far COHERENO is rather a networking platform than a project to create innovative business models. However, it can be noted that the specific aim of the Business Collaboration Events actually was to increase networking activities and just introduce the business model Canvas. A more detailed business modelling will be aim of the following workshops in WP6.

Other participants really could find some interesting partners or just get “another perspective” from other actor’s categories. The format was assessed as “constructive, inspiring and well moderated.

Another valuable feedback given by a participant included the suggestion to extend the duration of the event because the day will be taken off anyway. A whole day event will be also subject to the following workshops in WP6.

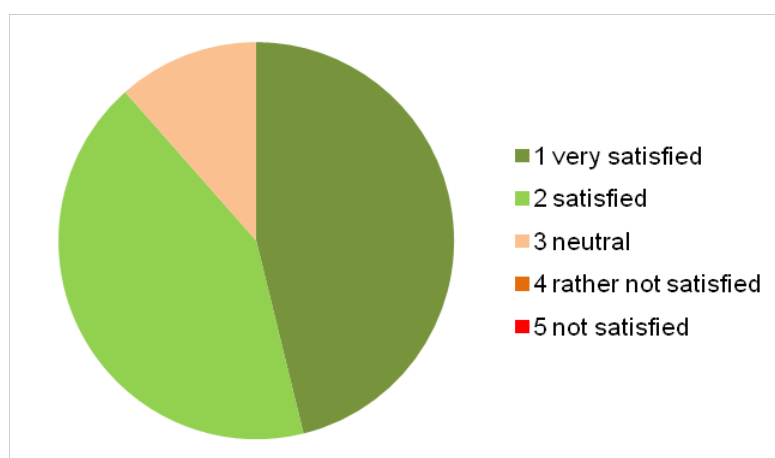


Figure 52 – Overall satisfaction of participants (Austria)

Moderators also appreciated the Business Collaboration Events very much. The format of this kind of event was very informative and the business modelling a new experience. The good mix of participants led to inspiring discussions and kept the attention during the event high.



As pointed out by one moderator the approach would probably make more sense if participants are really searching for cooperation as the discussions were a little bit conceptual.

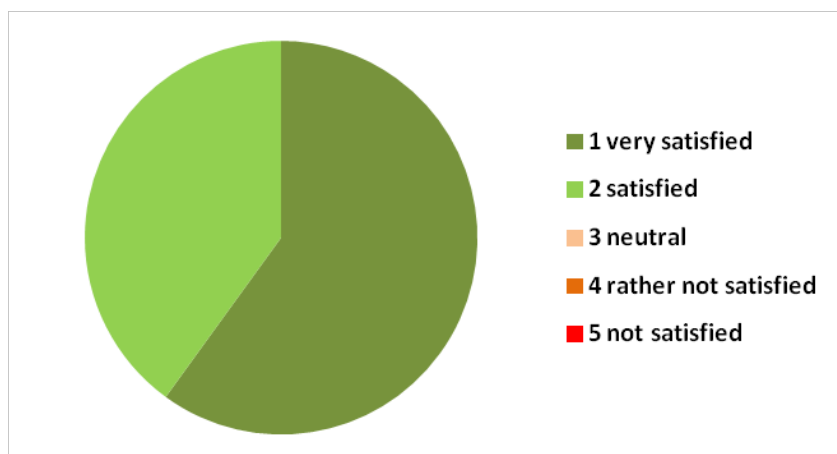


Figure 53 – Overall satisfaction of moderators (Austria)

## Belgium

With 32% of participants very satisfied and 50% satisfied, the events were in general perceived as successful. 13% evaluated the events as neutral, and 5 percent was not satisfied. Having the possibility to exchange thoughts with other professionals was seen as a strong point.

One participant that was not satisfied remarked that the group was dominated by a turn-key company with lots of experience in marketing. His impression was that the company was mainly looking for new professional clients, and not really interested in exchanging experiences or starting a collaboration. Strikingly, this concerned the only turn-key company participation in the two events.

Other remarks in Brussels considered the languages used. Translation would have been ideal, but the costs were deemed excessive for the expected number of participants.

One participant remarked that he would have preferred an empty Business Model Canvas to start with, but the general experience was that pre-filling the Canvasses was a very positive thing to do. It allowed for better focus and a quicker process, compared to previous Business Model Canvas exercises like the one during the One Stop Shop Business Zoo in Antwerp. There, no single group did completely finish the Canvas, and now all groups from both Business Events did manage to complete the Canvasses.

Another participant suggested maybe doing a session with all participants from the same profession, to maybe deepen the discussion. Though a good strategy when looking at solutions for that one profession, it would most certainly not lead to integrated solutions where different professions would be included.

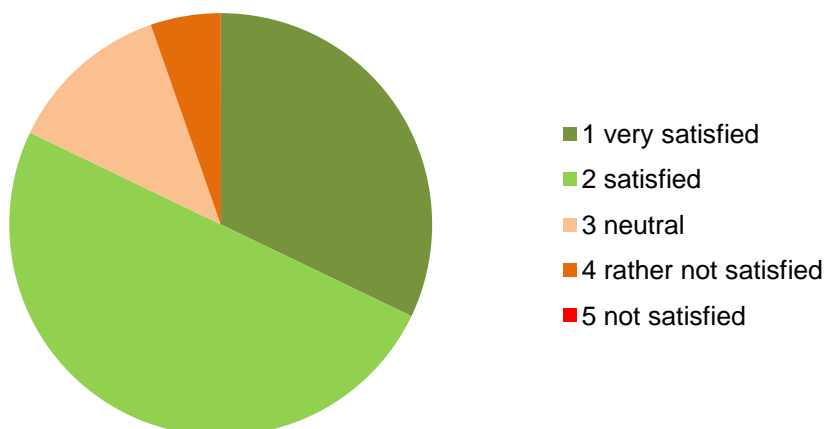


Figure 54 – Overall satisfaction of participants (Belgium)

As for the moderators, everybody was satisfied or really satisfied. One moderator stressed the positive dynamics of the events, with good discussions during and good networking after the events. One moderator wished the WP6 follow-up should maybe have been communicated more explicitly at the end of the Antwerp event. But all participants received a follow-up mail with the presentations, resulting in good interest from participants after the Business Collaboration Events in the WP6 follow-up.

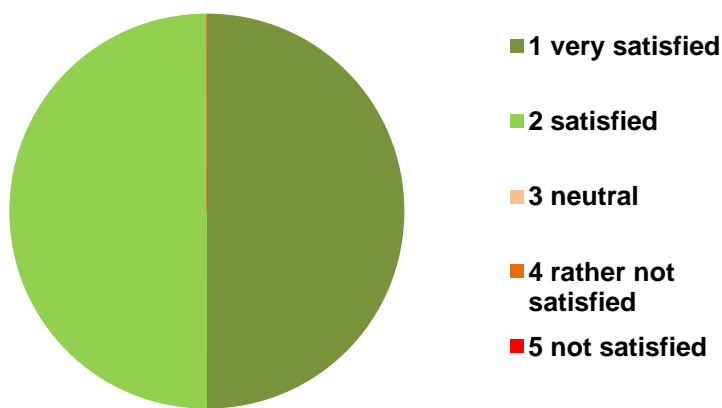


Figure 55 – Overall satisfaction of moderators (Belgium)

### Germany

Mostly participants were “satisfied” or “very satisfied” with the events. Nearly a quarter was “neutral” and one person was “rather not satisfied”. Participants in Erfurt criticized that only architects and energy consultants went to the workshop. They were looking for potential partners and could not find them because of the missing mixture of actors.

Others were asking for more information material about energy efficiency and renovation tips – but this was not the focus of the event.

Participants praised the input and the exchange of experiences so that they know more about how to deal with a loose network and change it into a stronger one.

The theme and method was too abstract and theoretical. People need more input of marketing and customer acquisition, because this is important for business models and for identify new customer channels. The professionals need a better summary of results.

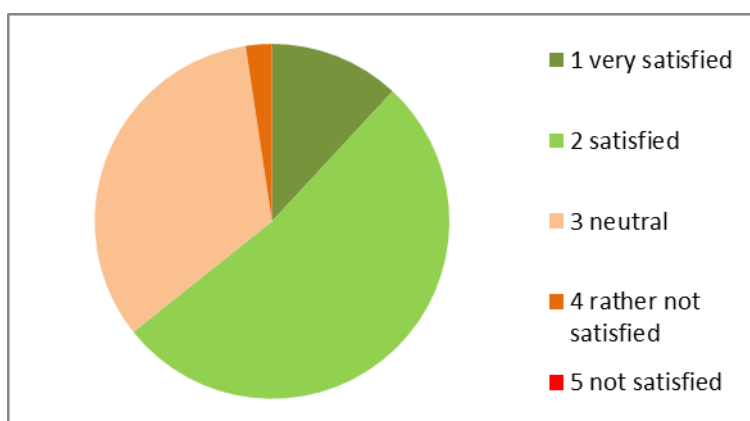


Figure 56 - Overall satisfaction of participants (Germany)

Moderators also appreciated the Business Collaboration Events. The format was new and a mixture of information and self-thinking and-working for participants in addition to theoretical input. The business modelling was a new experience for participants as well as for moderators.

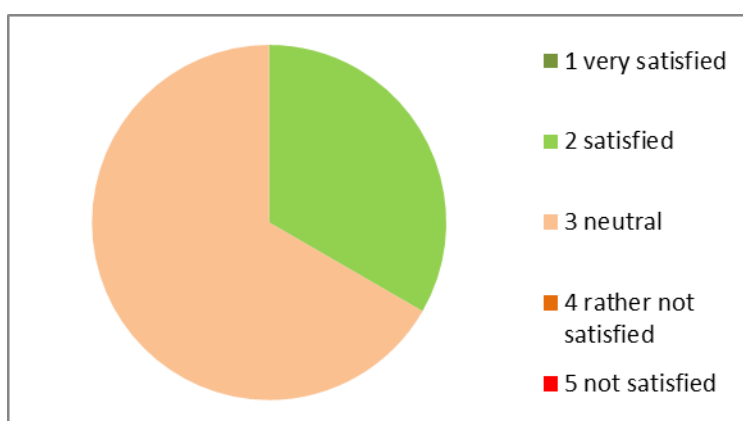
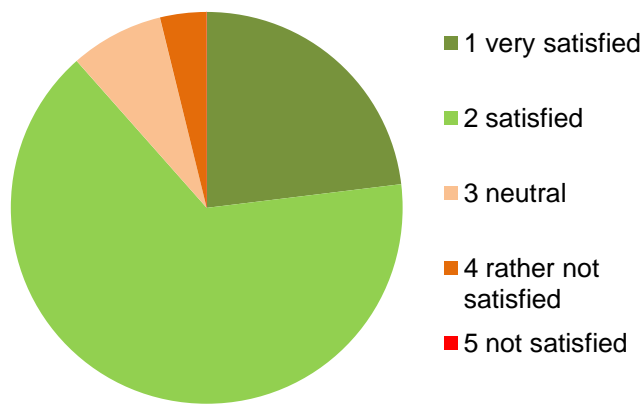


Figure 57 - Overall satisfaction of moderators (Germany)

### The Netherlands

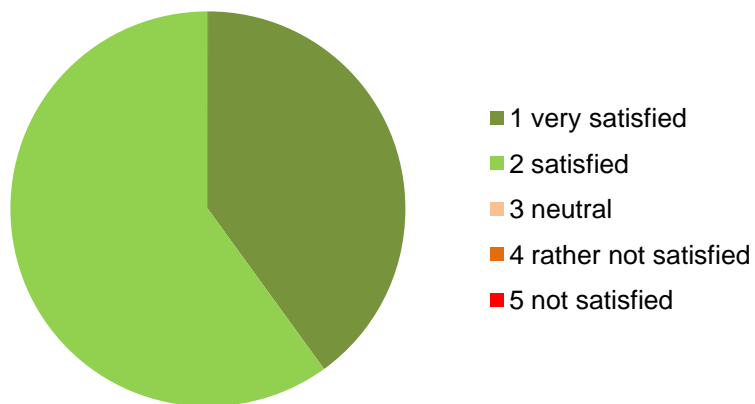
Mostly participants were “satisfied” or “very satisfied” with the events. Participants remarked the lack of contracting and financial actors in various groups. On the other hand, they also understood the working of the day and used the event to (re-)assess potential partners and make acquaintance with new (regional) actors they did not know yet.

Participants praised the format and the exchange of experiences. Some participants would have liked more time for networking, which was low in the Arnhem event due to the embedding in a general event: soon after the BCE participants were requested to follow other sessions.



**Figure 58 - Overall satisfaction of participants (The Netherlands)**

Moderators also appreciated the Business Collaboration Events. The format was generally considered inspiring. Some moderators used it for exploring their own possibilities for developing regional business collaborations or for gaining field experience in addition to



research work.

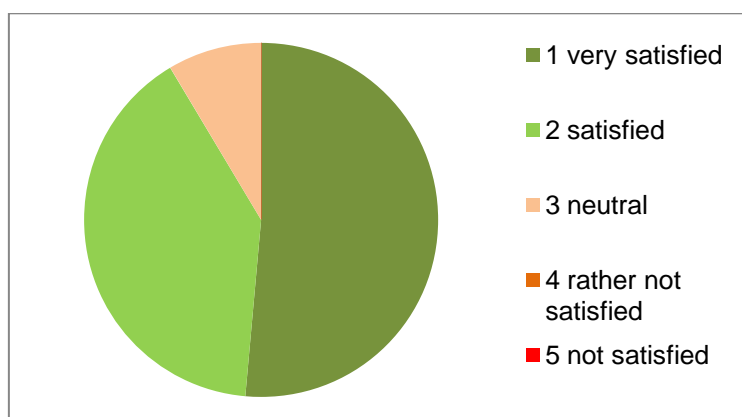
**Figure 59 - Overall satisfaction of moderators (The Netherlands)**

### Norway

The overall satisfaction of the Business Collaboration Event given by the Norwegian participants can be assessed as positive. In total, 91% answered that they were either “very satisfied” or “satisfied” with this kind of event format. Participants asked to get the access to the presentations afterwards, which was put out on the national website after the last event in Trondheim.

Feedback from participants was more time to mingle and discuss with other actors in the same segment, which was adjusted for the last event in Trondheim.

Several participants indicated their interest in the workshops in WP6 already at the end of the events.



**Figure 60 - Overall satisfaction of participants (Norway)**

Moderators also appreciated the Business Collaboration Events very much. The format of this kind of event was very informative and the business modelling a new experience for half of the group. There was a good mix of participants which led to inspiring discussions and during the event.

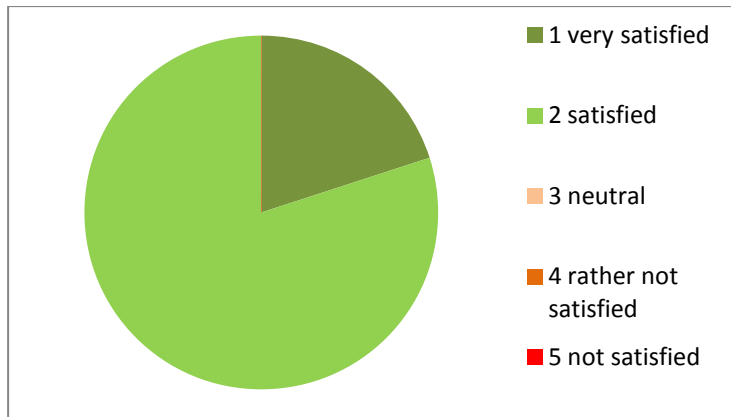


Figure 61 - Overall satisfaction of moderators (Norway)

## 4 Outlook to the follow-up workshops in WP6

### 4.1 Networking Platform

The networking platform b2match.com, established for the special purpose of the COHERENO project plays a major role in encouraging collaboration along the renovation supply side chain. The platform enables interested actors to create their profile and to get in touch with other experienced actors (frontrunners). The initial aim of this platform to register and handle the administration of participants attending the Business Collaboration Events will be adapted in the remaining project duration as a starting point for potential collaboration.

The design and content of the website will be changed consistently, without losing information already provided at the existing platform. The interaction with the main website [www.cohereno.eu](http://www.cohereno.eu) will be clarified leading to coherent and delimited tasks of each website.

The adaptations will be made as soon as the full documentation of all Business Collaboration Events is made.

### 4.2 Potential business collaborations

4 out of 5 participants (80%) stated that they would like to participate in the follow up of the project - dedicated workshops for the uptake of potential business collaborations. The majority of participants could find some promising starting points and ideas in using the Business Model Canvas for the development of concrete business plans. The exchange of experience and sharing ideas together with mind-liked people were very much appreciated. If the groups, randomly combined at the events, will collaborate and find a common basis cannot be estimated to this point. However, the momentum created at the events needs to be fully exploited by implementing the follow up workshops in a time frame of maximal three to four months.

The business models created at the events can be linked to WP6 and further developed to concrete models. In this respect, the outcome of the WP5 events will be directly used for Task 6.1 which analyses and discusses the business models.

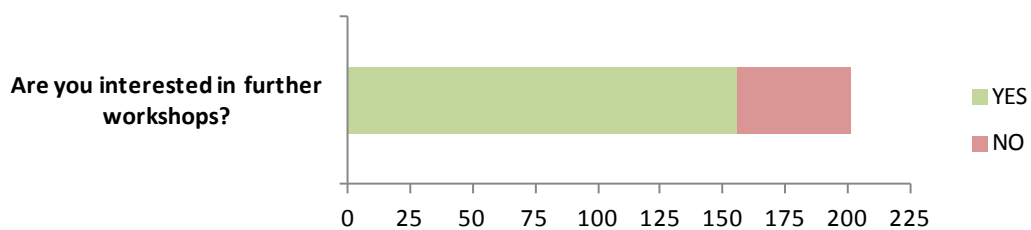


Figure 62 – Potential interest of participants in the follow-up workshops (WP6)

#### 4.2.1 Insights from partner countries

##### Austria

Most of the participants who attended the Business Collaboration Events in Vienna and Graz are interested in further workshops to create their concrete business model with selected partners. 4 out of 5 participants are searching for potential partners bringing his experiences and skills into the collaboration structure (Figure 63).

The renovation experiences offered by the participants range from energy advice, consulting, project coordination, coaching, planning services, financial advice and the calculation of profitability.

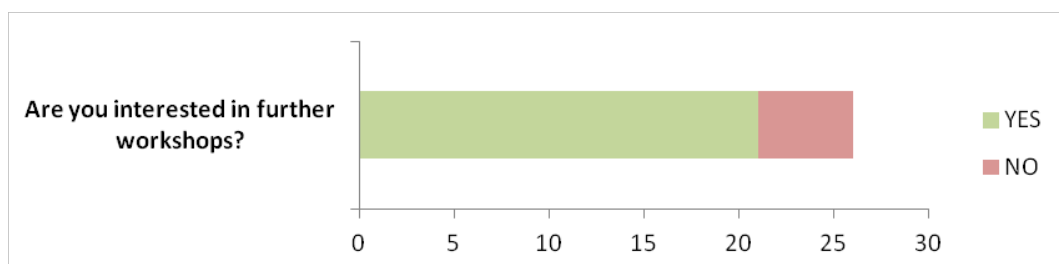


Figure 63 – Interest in Follow-up workshops (Austria)

##### Belgium

The majority of the participants indicated they were interested in further workshops. Considering the fact that only half of the actors indicated already having experience with a concrete nZEB renovation, this illustrates the potential of nZEB renovation in Belgium, something that is reflected in lots of other studies or surveys.

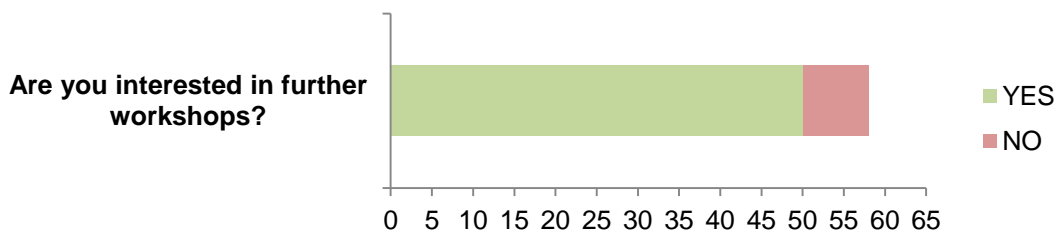


Figure 64 – Interest in Follow-up workshops (Belgium)

### Germany

Two third of the participants are interested in continuing business modelling in follow-up-workshops.

The renovation experiences offered by participants varied in between energy consulting, planning, coordination, disposal of windows and doors, insulation, networking coordination.

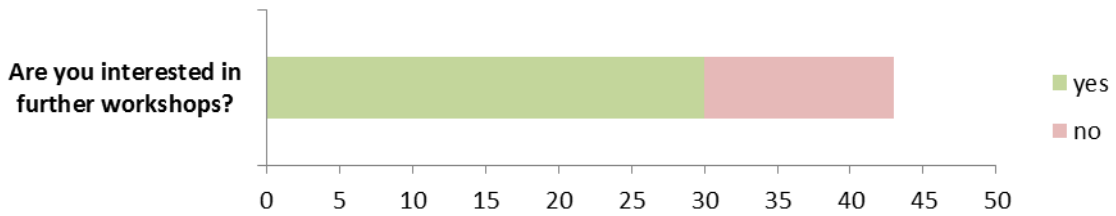


Figure 65 – Interest in Follow-up workshops (Germany)

### The Netherlands

The majority of the participants indicated they were interested in further workshops. Considering the fact that a majority of actors indicated already having experience with nZEB renovation, this illustrates a large potential for improving business models for nZEB renovation in the Netherlands.

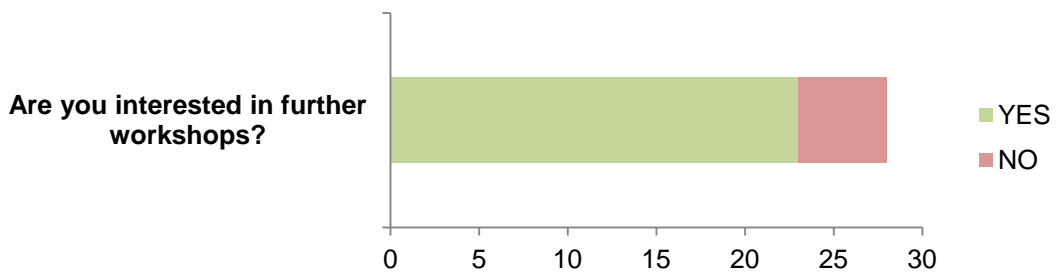


Figure 66 - Interest in Follow-up workshops (The Netherlands)

### Norway

Several of the participants who attended the Business Collaboration Events in Drammen and Trondheim were interested in further workshops to create their concrete business model with selected partner.

## 5 Recommendations and conclusions

The primary aim of Business Collaboration Events is to encourage the qualitatively high collaboration along the supply-side chain in the construction sector. Within the scope of COHERENO two regional business events were organised in each of the participating countries as a starting point. In addition to strengthen the collaboration success factors and recommendations for increasing customer confidence were actively promoted and exchanged. The special focus on deep renovation of single family homes

For countries not participating in the project the next paragraphs summarise the most striking recommendations when organising and performing a Business Collaboration Event. The chosen approach and the work carried out within the project offers both a methodological framework within which to undertake the preparation and organisation of Business Collaboration Events and a model to frame results and findings (Business Model Canvas). However, in keeping with the basic approach, the **preparation** of the events

- require a careful and early preparation, preferably supported by briefing documents and templates. Understanding the business modeling and the ability to adopt the method is central to the success. (see WP5 deliverables of this project)
- The selection of moderators is crucial for a successful event. On the one hand moderators should bring some knowledge about nZEB buildings and the construction sector, on the other hand they should be familiar in working with the Business Model Canvas
- Webinars can be a useful method to prepare moderators. A webinar offers to get in direct contact with moderators, it gives the opportunity to continue to reach them when the broadcast is over (recording), allows interaction by a dedicated ‘question and answers’ session and they save time, provided this is done in a common framework (standardised documents and agenda)
- It is crucial to have a short special training session some days before each event with the involved moderators.

The next step in a successful implementation of a Business Collaboration Event is a careful **organisation** of the event itself. The following recommendations can be therefore taken into consideration.

- The specific target group of contractors, consulting or informing actors, manufacturers and policy actors has been reached best by direct email invitations. Personal contacts within a broad network pay dividends. Furthermore it is important to have co-organizers with an additional network to the target groups. Organizers should make sure to involve experienced and less experienced actors as well.
- Time and location of the venue are of essential criterion in order to attract the main target group. Contractors are not easy to attract, especially when they are intended to be frontrunners in their field of profession. The event should not be organised in busy periods, even Saturdays can be appropriate if the interest is shown. Although planned as half-day plus event, the target group was also willing to spend a full day. The location could be linked to a fair or other event closely related to the sector. This increases the participation rate.
- The use of a networking platform in connection with the registration of events has not been practical to ensure a simple and collaborative approach. First, the different language in order to create a profile and to enter a personal profile causes some confusion and misunderstanding. Secondly, handling a series of events in one website has also causes some confusion. The willingness to enter a profile has been reserved and/or has not been explained properly. Thirdly, registering on a website may create the impression that it is not mandatory, i.e. can always be revoked. Personal contact which has been the main communication channel to attract participants supports this thesis.
- Starting the business modelling at the events, one could involve real homeowners as well as to introduce prepared renovation examples before the business modelling in order to support the first steps of the building blocks and to work effectively on realistic role models. The events are appetizer for the real business modelling at a further stage. Be aware that the working groups at the events are very often not the groups to continue with the work. Typically, on one participant at the event a new group is formed based on his locally network.

Generally, the participant’s experience with nZEB renovation was quite high (58%). The events specifically attracted experienced frontrunners, especially in Austria, Norway and The Netherlands. The ‘most desired’ collaboration partners stated by participants are contractors, followed energy advisors. It can also be noted, that there is distinctive interest in collaboration with a quality assessment actor, which gives an indication of the importance of quality assurance in such projects. As a matter of fact and investigated in previous work packages quality assurance mechanisms are key instruments for increasing the

competitiveness of businesses in energy renovation and offer a unique selling proposition. The customer-oriented focus of the Business Model Canvas was highly appreciated by participants.

Meeting the challenge to develop innovative, collaborative business models in the next project phase will require much more focus to find and select suitable partners willing to enter the customer segment of highly ambitious single family home renovations. The ten Business Collaboration Events organised in the framework of this project constitute the starting point for actor's collaboration and first experiences in working with the established method of the Business Model Canvas. Nevertheless, the potential interest (4 out of 5 participants) which has been raised by the events has created the momentum which needs to be taken along.