



Promising models for new business cooperation uptake for nZEB renovations

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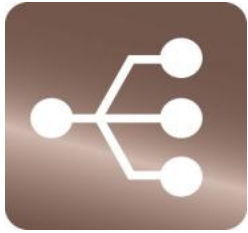
Agenda

- What's been done
- Experiences from the processes
 - Characteristics of the models
 - Results
- Preliminary learnings & recommendations



Cohereno – business models

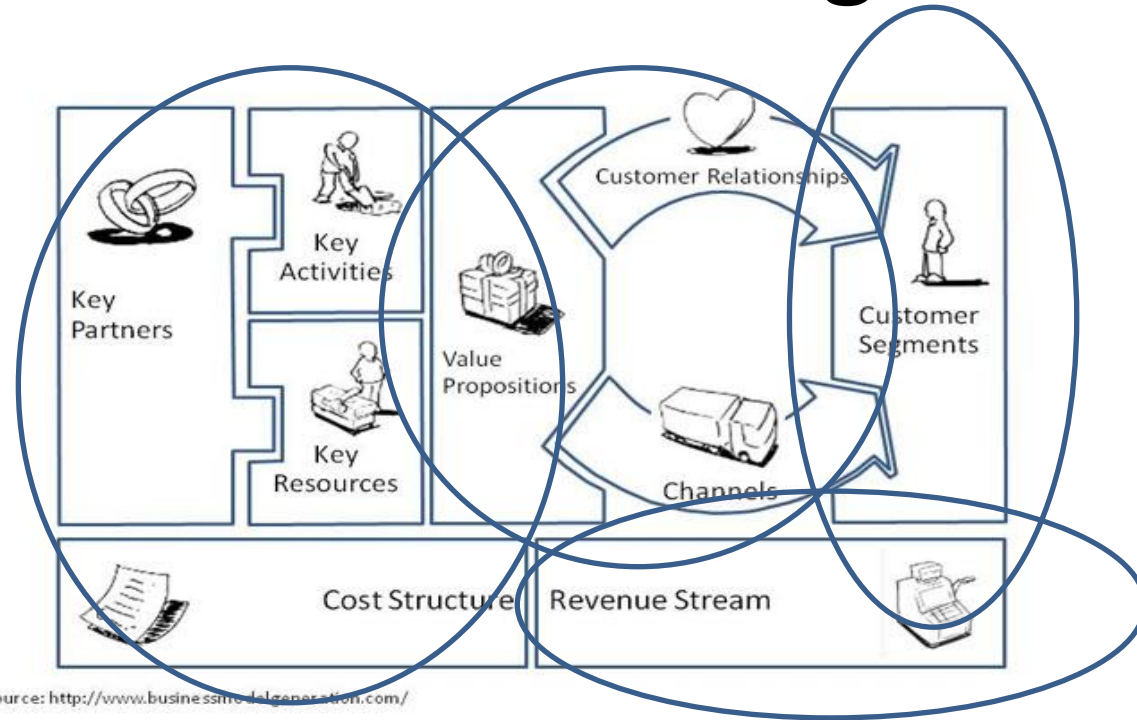
- Status:
 - Norway: 5 groups completed
 - Germany: 3 groups completed
 - Austria: 2 groups completed
 - Belgium: 3 groups completed
 - Netherlands: 3 groups completed



Business modelling

Define your:

- Customers & needs
- Your unique service
- How to process your service
- How to generate cash flow



Norwegian groups

1. Lofoten, Ureberget

- Small contractor (6 employees)

2. Trondheim, Timberbygg

- Contractor (15 empl.), architect company (7), electrician company (27), plumber(9) and a ventilation company (19)

3. Trondheim, A&B

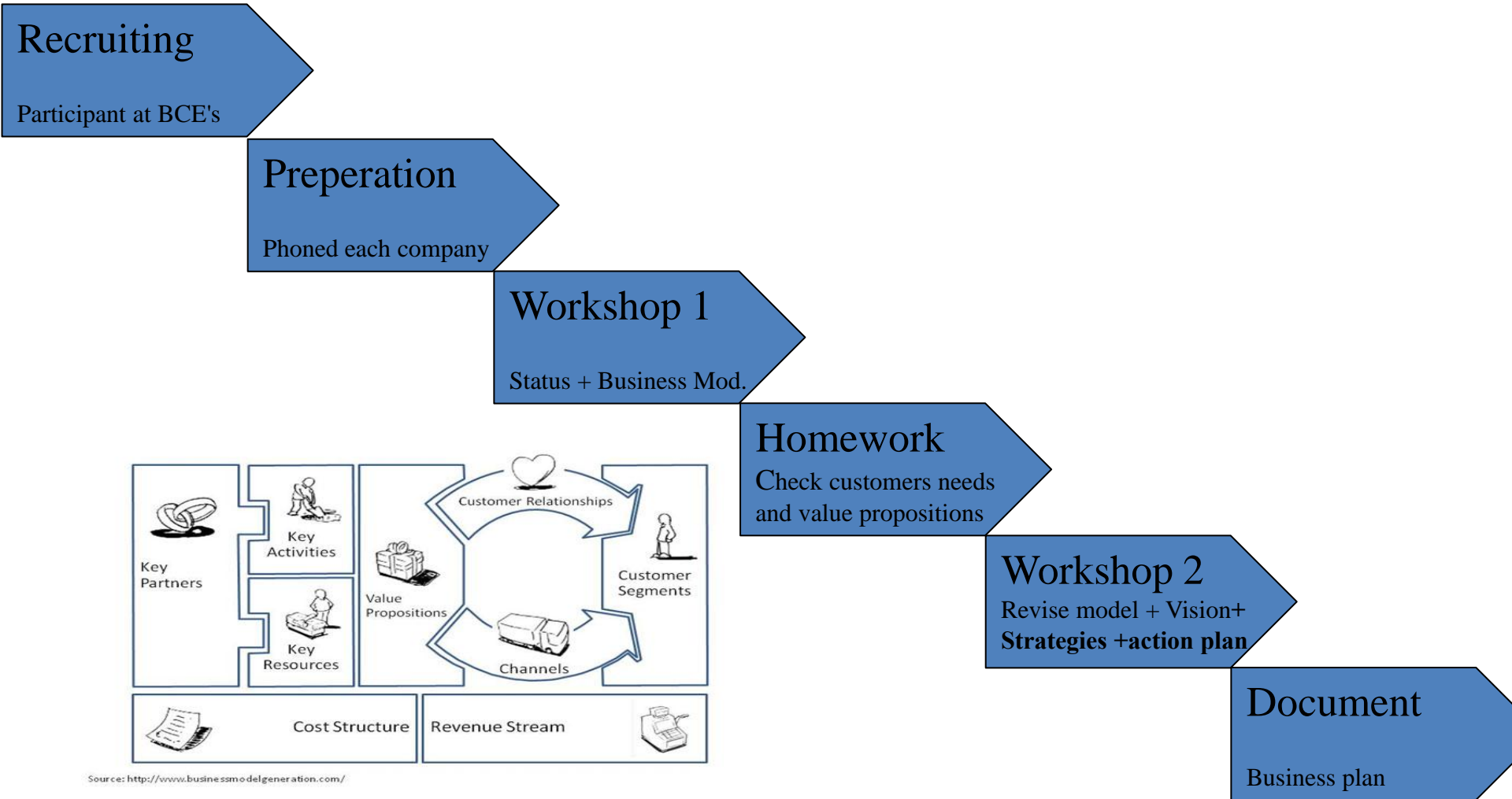
- Contractor (13), project planning (3), total technical contractor (2277) and a hard ware store (62)

4. Hønefoss, Energikanalen

- web portal (1), contractor (8 employees), plumber company (6), electrician company (6)

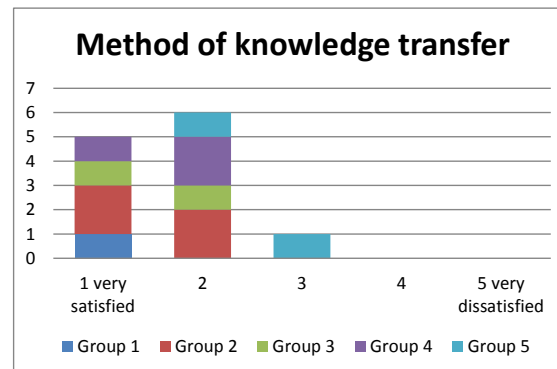
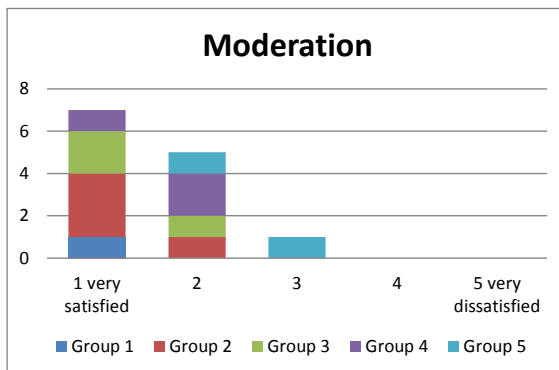
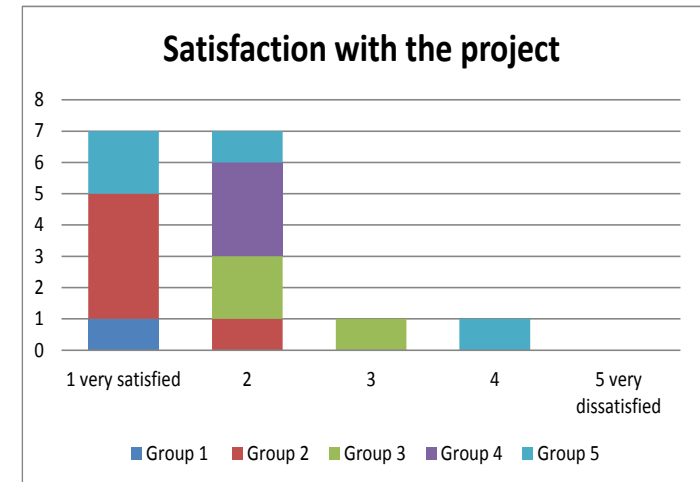
5. Drammen, Energisparhus

What's been done in Norway



Experiences from the processes in the Norwegian groups

- Very satisfied participants
 - But was too little time
 - Chairing the WS:
 - One process consultant
 - One technical expert



Characteristics of the models (1)

- Customer segments:
 - Single family home owners with good economy and with houses built in these periods:
 - » 1950-1990; 1945-1985; 1960-1985'ies
 - Customer needs
 - Starting points
 - need a facelift, defaults to be repaired or change in life situation
 - Other needs:
 - good process; from decision to construction
 - "soft factors" such as improved comfort, get a modern house and easier to use
 - reduced operational costs and get documented quality
 - being able to live in the house during retrofitting

Characteristics of the models (2)

- Value propositions to ease the "journey"
 - "Soft" factors:
 - Better indoor comfort
 - Contribute to climate change/good conscience
 - More home security
 - Reference customers to confirm credibility
 - "Hard" factors:
 - Improved aesthetics and functions
 - Increased value of the house
 - Tidy construction site
 - Sound economy for the whole process
 - Maintenance-free home for many years
 - Lower operating costs
 - Documentation
 - Some included assistance with financing and grants



Characteristics of the models (3)

- How to build confidence through customer relationships
 - Good communication & follow up
 - After sales guarantee/service and control
 - Make the owner proud of his home
 - Honesty and predictability
 - Credibility by using known brands and references

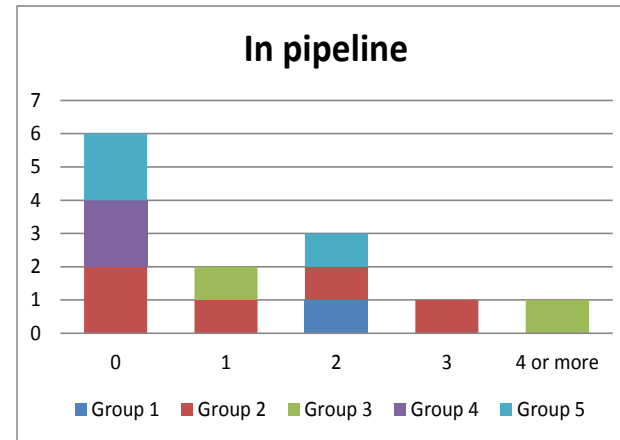
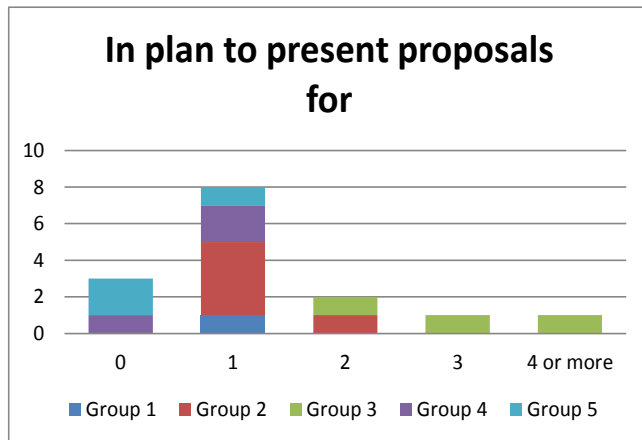


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Results in Norway

- 5 business models have been formed
- The groups are targeting the market:



- An implementation program is to be started!
 - Funding from Innovation Norway for three groups

Experiences from NL

- Existing collaborative structures that offer **integrated nZEB solutions** to the owner-occupied market
- Integrated solutions are seen as a threat (not known by the public) and seen as an opportunity
- **Channels and customer relationships** are the most problematic puzzle pieces
- Independent advice is considered as important, but conflicts with the business ideas
- Involvement of especially small contractors (larger contractors are more interested in more profitable markets)

Experiences from Belgium

- All groups focused on a higher end of the market
- All groups develop a client oriented approach:
 - All groups put an energy audit as the first step of their offer
 - All groups want to offer a single point of contact and unburdening
- All groups focus on internal communication and quality control
- All groups included an architect:
 - An architect in the collaboration can be a real added value, but legally this is a challenge (in Belgium)
 - Selecting a customer segment is common practice for businesses, but less so for architects
- Make groups with partners of compatible size



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Experiences from Austria

- Existing strong collaboration structures in the field of analysis, planning, (contracting), quality assurance
- Lack of routines / collaboration on advertising, marketing activities, distribution
- Get real estate agencies/broker and banks on board of the collaboration
- Even frontrunners haven't found a strong business model yet (clients are enthusiastic idealists)
- Solutions: From SFH to MFH, Generation 50+, multi-generation solutions, buy old instead of build new, retrofit as solution as well

Experiences from Germany

Most important experiences

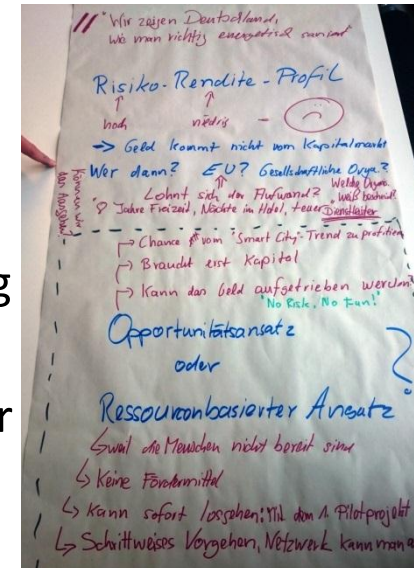
- Three collaboration structures have been established.
- One group in **Hamburg** (Bauteam) starts the work soon, having projects in pipeline. Starting @ the beginning of 2016.
- Two Groups in **Kassel** have been activated. Need more time for discussions and decisions.

Goals group 1:

- establish a regional renovation network in the city of Kassel and neighbourhood
 - carry over the accompaniment of the process via round tables

Goals group 2:

- stabilisation of the network
 - establish the network within the next two years on the local market and later throughout Germany



Learnings & Recommendations (1)

- Learning from identified weaknesses:
 - Establishing a tight cooperation takes time to build trust between the partners and find the "right" model for the group
 - Important to get the first pilot project short time after the business model development
 - All partners in the group must put high priority on this development work
 - Make sure that all needs defined for the targeted customer segment is well responded in the value proposition and the rest of the business model
 - QA should have a strong focus during the whole process

Learnings & Recommendations (2)

- Checklist for new groups (1):
 - Clear idea of target groups
 - A strong holistic perspective
 - One contact point and sender of invoices
 - Check their ideas towards existing customers
 - Make use of existing reputation
 - Good starting point is cooperation with companies you already know
 - Including hardware store into the group opens a broader marketing channel

Learnings & Recommendations (3)

- Checklist for new groups (2):
 - Make a strong commitment with each other within the group, for example by establishing a separate company together
 - Open calculation model build confidence and distribute risk in a fair way between the group and the customer
 - Find new type of partners as for instance WEB portals addressing this issue and cooperation with local municipalities
 - Include assistance in how to achieve funding and financing of upgrading projects



Thank you for your attention !

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