

Important to think of when preparing for this training (1/2)

- The training material is prepared primarily as a physical training opportunity for a group of 6-15 persons that, ideally, represent 4-8 different SME clusters.
- It can also be carried out as a trainer-led online training event for the same type of group. Suggestions for how to adapt interactive elements in such a case are included, but further adaptations may be needed.
- The **target group** include Trusted Partners (or potential new Trusted Partners) but also other stakeholders that may be involved in the activities of local energy collectives, e.g. energy auditors, energy experts, local energy advisors, etc.
- The **training should be interactive** – with the aim that participants will actively contribute and learn both from you and each others' experience.
- **Interactive elements** are marked with the symbol at the right. Sometimes alternative options are given. Choose and adapt, so that you do it in a way you are comfortable with, and that best suits the group.
- You are encouraged to complement or replace the **examples** included in the presentation with your own case studies and success stories, which are representative for local conditions and your target group.



Important to think of when preparing for this training (2/2)

- You will find explanatory notes about the content of the slides in the **notes** of this presentation, as well as extra material to read. Some specific notes on how to lead the training are added with the mention *Instructions to trainer*.
- Do not forget to fill out the **Template Monitoring Training** and to **ask participants for feedback** with the prepared form (included in the document Template Monitoring Training).
- You will find all information about the training in the **Training Unit Information** (duration, target group, goal, etc.).
- **NOTE** that this material is completely open, and that you are generally free to adapt and change the training material as you find appropriate – change the order or extract parts of it that you find useful.



Messages to convey in this training

Get the skills to get started defining scope and organizing stakeholders in a local SME energy collective

Learn how you can – as a Trusted Partner* - start developing a local SME energy collective that is relevant to your own situation, by defining the scope and organizing the stakeholders

* This training is relevant to anyone who have/will have a coordinating/supporting role in relation to a local cluster of SMEs (a Trusted Partner) and want to address energy efficiency and sustainability in that role.

This can be people working with business park management, a local industry association climate and energy advice, municipal business development etc.

The training material combine theory on specific topics with concrete examples and interactive activities based on your own experience.

Establishing Energy Collectives

Getting started: Defining scope and organizing stakeholders



This project has received funding from the European Union's H2020 Coordination Support Action under Grant Agreement No. 894356.

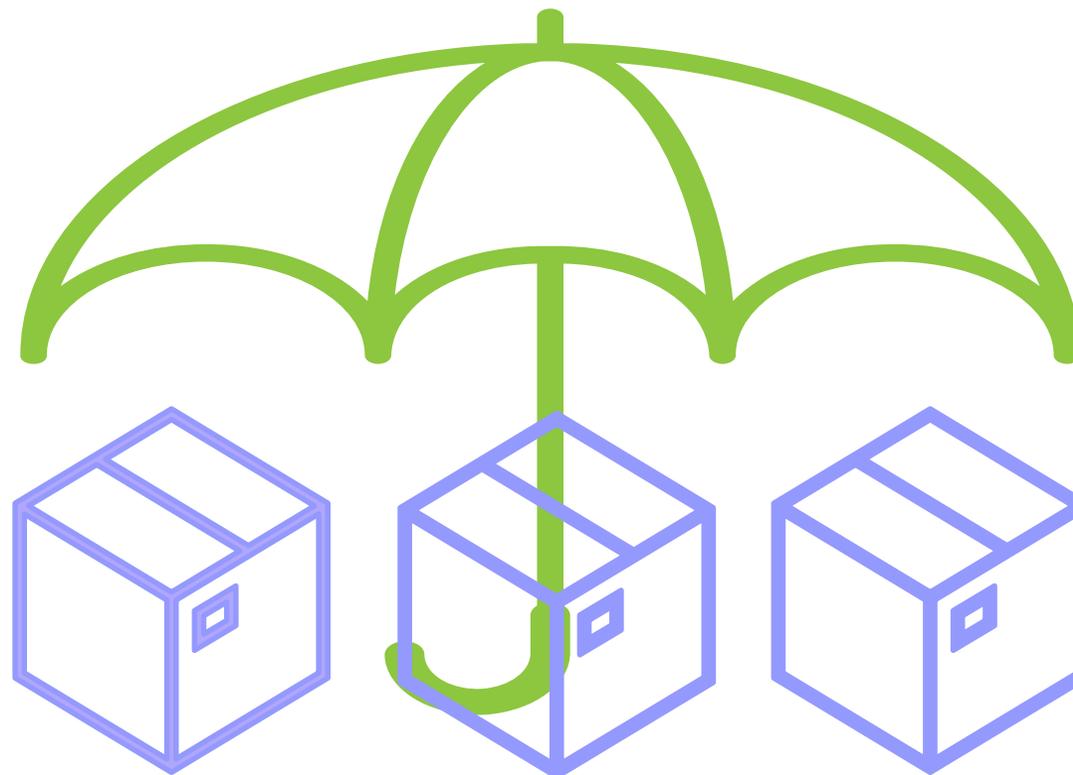




Saving energy together: Establishing Energy Collectives

Saving energy together: Why
Overview of steps and activities

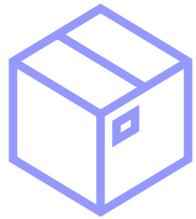
Saving energy together: How
Organizing and activating SMEs in a cluster



Getting started:
Defining scope
and organizing
stakeholders

Defining
activities in a
collective
approach

Organizing a
collective and
providing
continuity



Getting started: Defining scope and organizing stakeholders

WHY it is important and **HOW** you can do to

- Set your ambition and focus
- Define the services and activities you want to offer
- Motivate SMEs to (start) participating
- Involve the right stakeholders



By working with others!



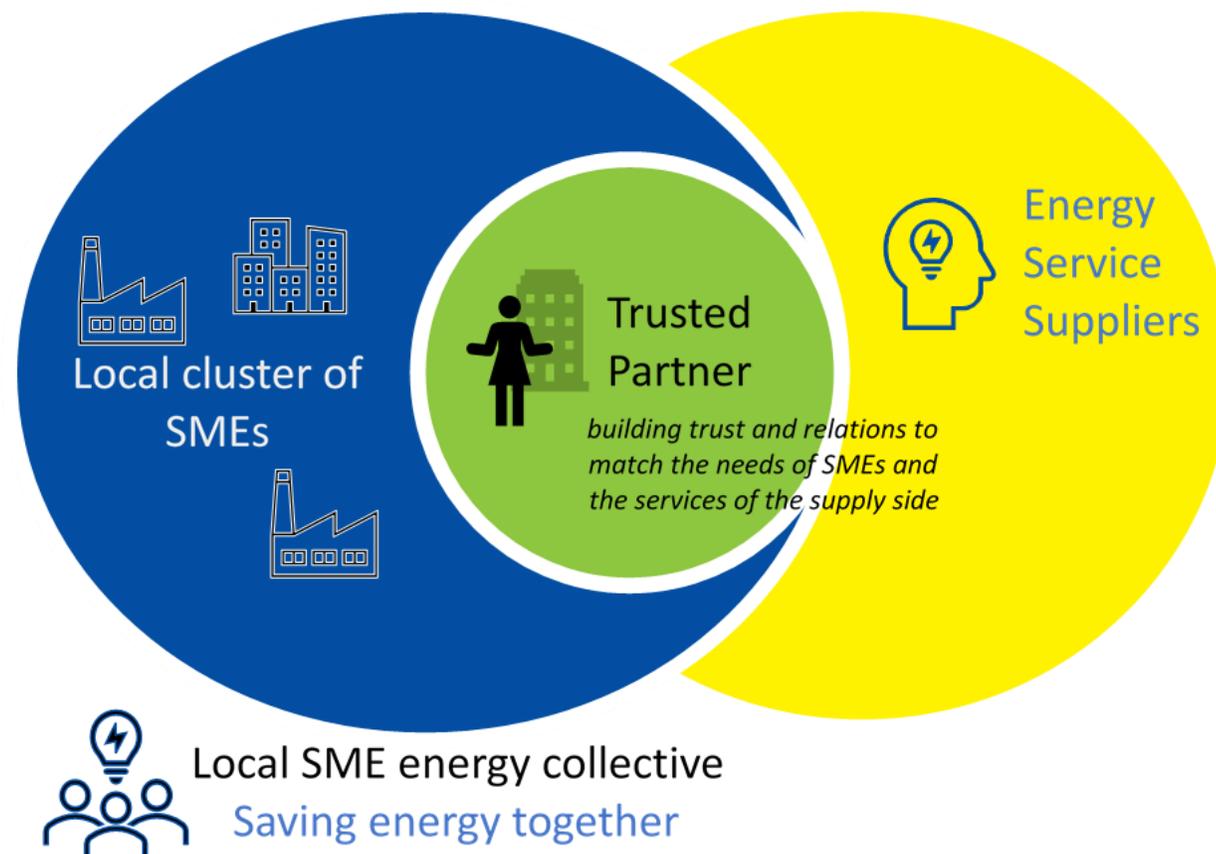
Who are we?

Insert your own
picture and
contact info



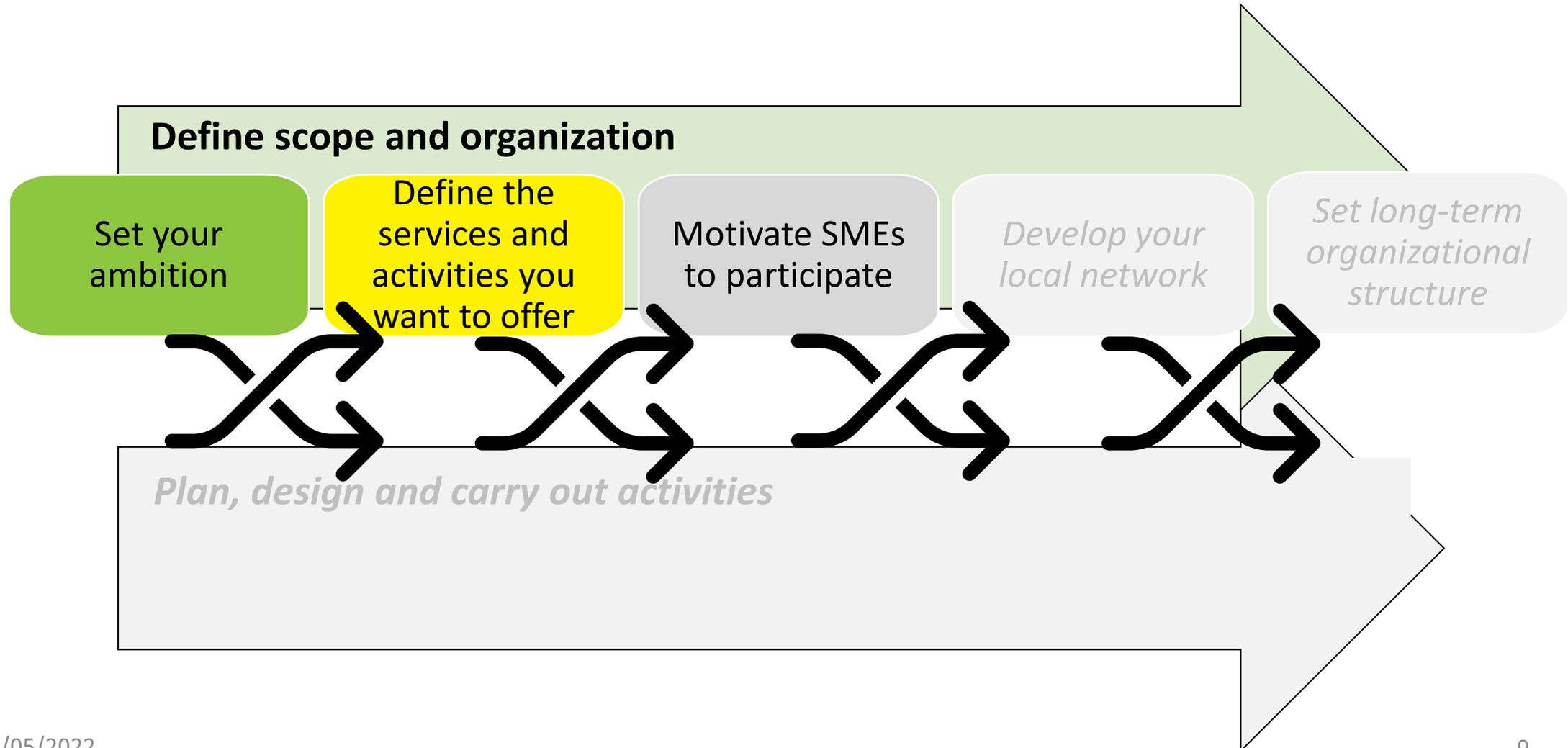


A local SME energy collective





Work together to





Trusted Partner



"Energy Working Group"

Network of SMEs

Trust!

Work with others!



Set your ambition

WHAT

- Intended outcome – in concrete terms (not a vision)
- How, for whom, where, when ...

WHY

- To concretize what you are doing – for yourself and others!
- Starting point for planning
- Needed to get support (and financing ...)

Impact ambitions can be about

- A sustainable business park
- Net-zero climate impact
- Increase energy efficiency
- Reach a specific number of energy efficiency measures
- Install x MW of renewable electricity production

The underlying needs behind these ambitions can be increasing business viability, sustainability, reduce risk, comply with regulations ...



Impact ambition development

What?

How?

For whom?

Where?

How many?

By Whom?

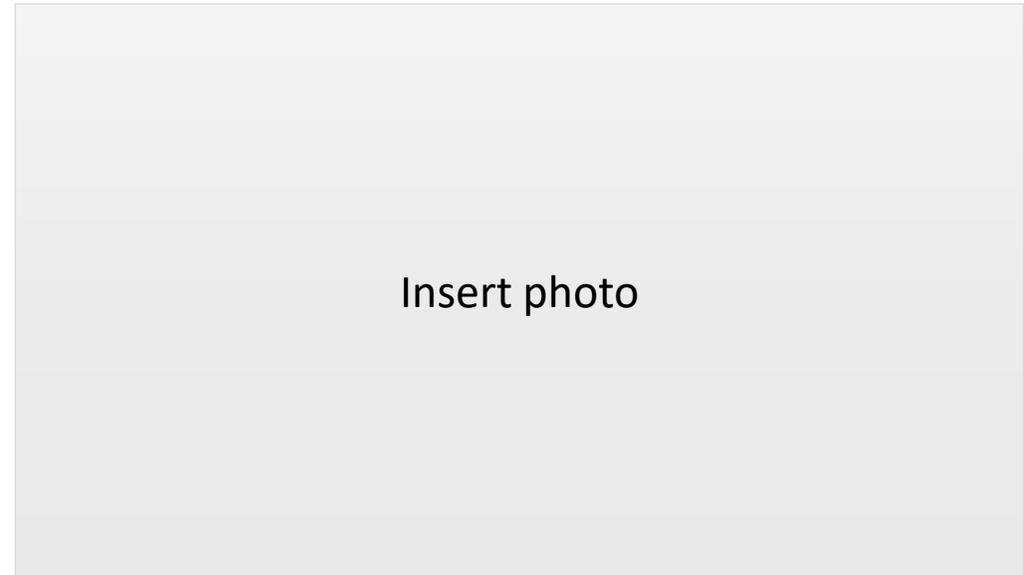
When?

Why?



Example of impact ambition

- Reduce carbon emissions by xx% by 20xx
- Increase energy efficiency by ...
- Produce xx GWh of renewable electricity by ...
- Develop a strong sense of community ...



Example 1



Impact ambition development tool



What?	• Our intended outcome is ...
How?	• We aim to reach our intended outcome by ...
For whom?	• Our target group is ...
Where?	• Our invention area is ...
How many?	• Size of the target group aimed for ...
By Whom?	• The leading organizations are ...
When?	• The time to reach the desired outcome is ...
Why?	• The social change we contribute to is ...



Set your
ambition

**Define the
services and
activities you
want to offer**

WHAT

- Define activities you want/need to engage in to reach the impact ambition
- Identify support to SMEs to help them overcome barriers

WHY

- To be able to communicate the “offer” to SMEs in the cluster and other stakeholders
- To start doing the first activities!



Adapting to the SMEs

Examples of needs

- Comply with environmental standards
- Improve sustainable image
- Reduce energy cost

Examples of areas of interest

- Own electricity production
- Mobility solutions
- Compressed air
- Heating of the buildings

Examples of challenges

- Lack of knowledge
- Lack of capital and financing solutions
- Lack of time/no support

Types of activities
and services and
their content



Four types of collective services and activities

Networking and knowledge building

- Meetings for exchange of experiences and best practices
- Seminars with expert presentations
- Trainings on how to carry out energy efficiency projects, tools etc
- Study visits

Coordinated support to SMEs

- Free or low-cost energy scans
- Channel energy advice, contacts with Energy Service Suppliers
- Support with steps needed for energy efficiency projects, tools etc
- Support funding applications

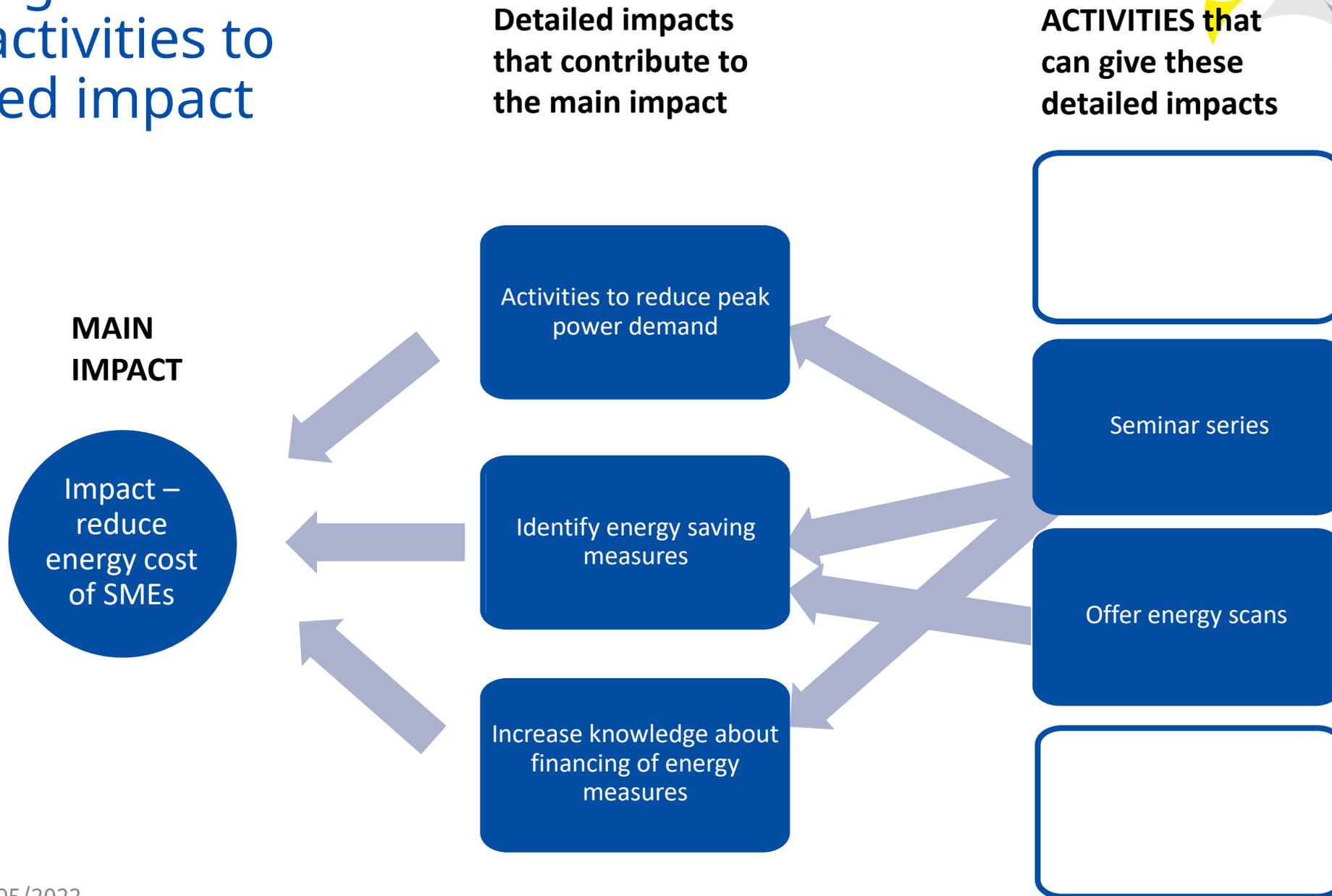
Collective energy projects

- Collective contracting
- Collective energy projects, e.g. solar panels

Internal and external communication

- Newsletters, website, group emails
- Communicate achievements via website, local news channels and directly to your network

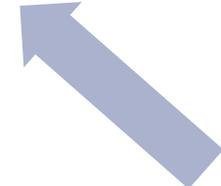
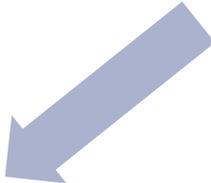
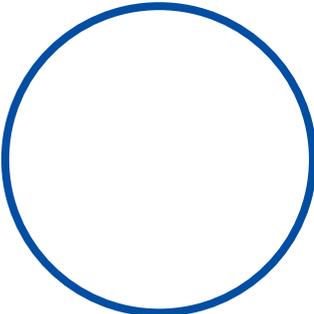
Linking services and activities to desired impact



Linking services and activities to desired impact



**MAIN
IMPACT**



**Detailed impacts
that contribute to
the main impact**



**ACTIVITIES that
can give these
detailed impacts**



Gear@SME
Saving energy together

**More DETAIL on
content/focus of these
activities**



Summarize services and activities in Value Proposition

A Value Proposition is:

A statement which identifies clear, measurable and demonstrable benefits that SMEs get when joining and participating in the collective

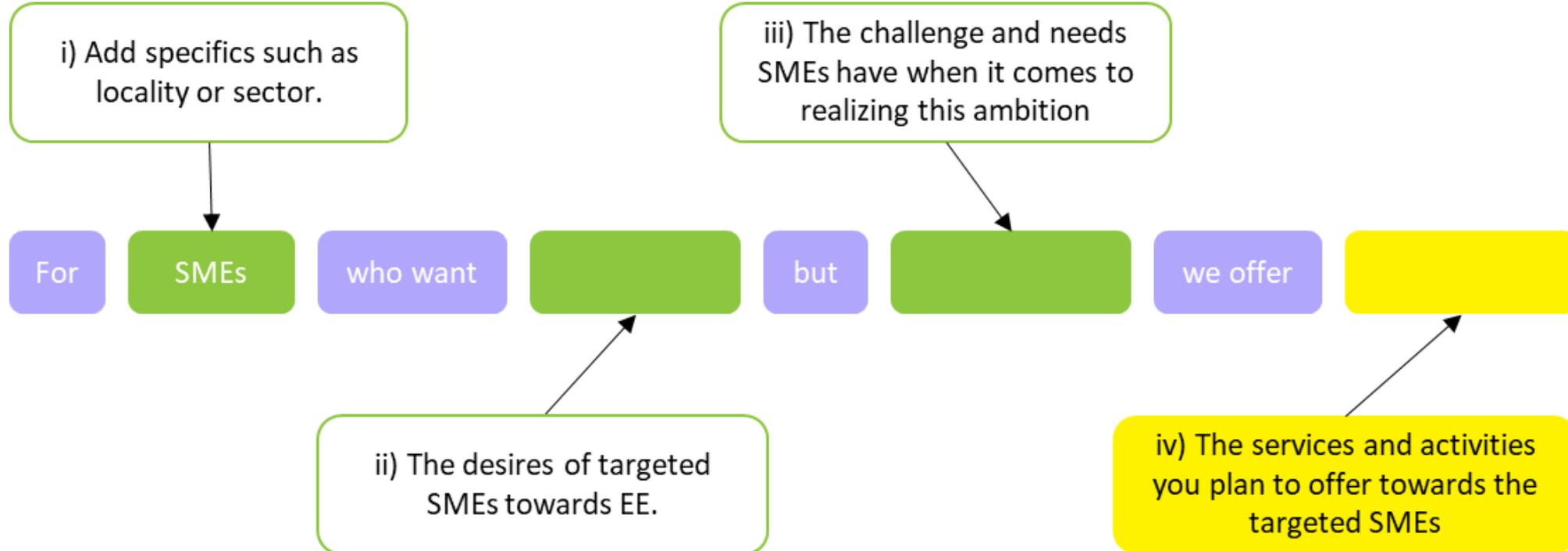


Example of a Value proposition

For Boekelermeer SMEs in the Netherlands, who want to invest in solar PV but do not have the time and knowledge for acquisition and supplier selection, we offer collective solar PV purchasing services that result in a good quality product and obtain quantity discounts

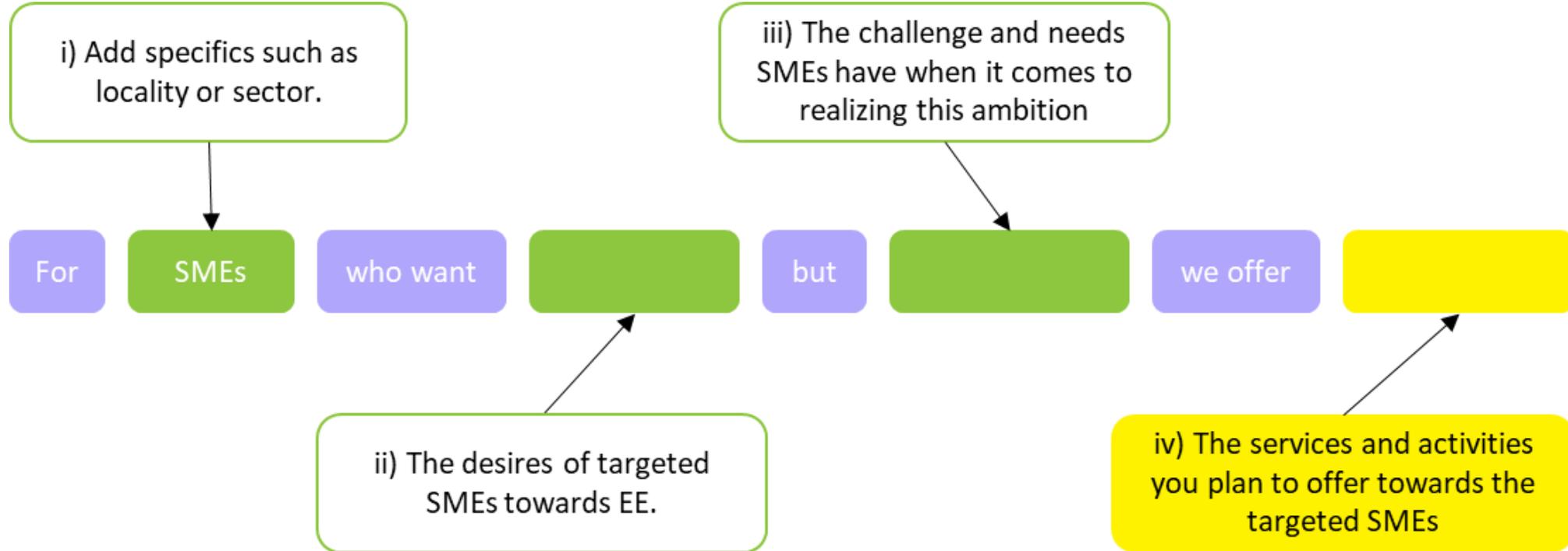
The Boekelermeer initiative, a part of the Dutch BE+ initiative

Value proposition





What could be your value proposition?



Motivate SMEs to participate



Set your
ambition

Define the
services and
activities you
want to offer

**Motivate
SMEs to
participate**

WHAT

- Clarify what it means to participate
- Ensure relevance of Value Proposition to the SMEs
- Contact the SMEs

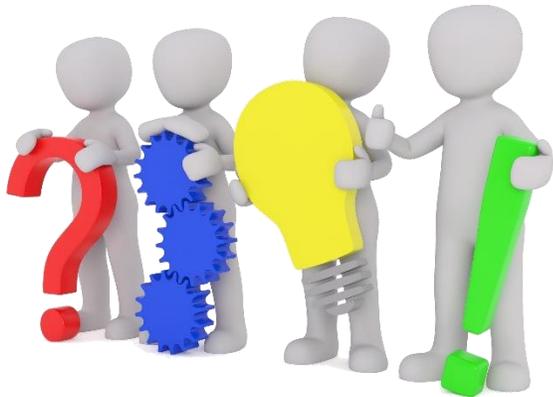
WHY

- Without SMEs no energy collective, no impact ...



Motivating SMEs to participate

Starting point: A value proposition that is relevant to the SMEs in your cluster! ✓



Key actions, next

1. Make it clear what it means for the SME to join/participate
2. Adapt your arguments for participating to the situation of the individual SMEs/group of SMEs
3. Identify relevant contacts and contact them!



Make it clear!

Examples of participation with different degrees of commitment



Come to a meeting
Register to a newsletter
Accept a visit
...



Sign up for a free/low-cost energy scan
Commit to participating in a series of workshops
Offer study visit
...



Take part in discussions about a collective project
...



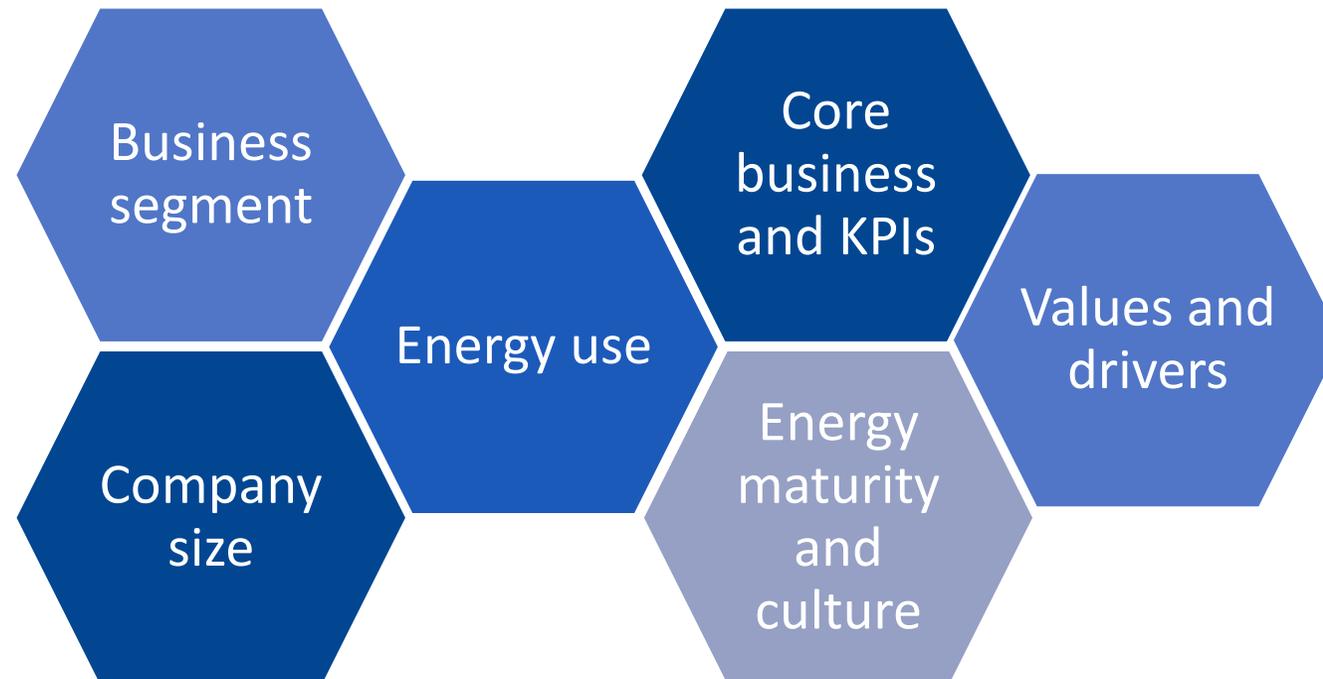
Enter into a contract
Contribute with a member fee





Motivate SMEs – Adapt your arguments

Key characteristics of an SME that may affect your choice of arguments





Adapt your arguments – Example A

Approaches to motivating the SMEs to get involved

Value proposition focused on **energy efficiency in individual SMEs**

Show examples of successful energy efficiency measures in similar companies, including multiple benefits

Provide examples on how networking and support through the collective make it easier to take action

Ask about results from previous work with energy efficiency and plans for next steps.
Find connections to the ambition for the collective

Offer the first activities without requiring formal commitments



Adapt your arguments – Example B

Approaches to motivating the SMEs to get involved

Value proposition focused on **collective energy projects**

Show examples of successful collective energy projects from other business parks, including multiple benefits

Highlight the benefits of reduced time, resources and risks for the individual SME – and indirect benefits in terms of e.g. extended network

Ask about results from previous work with energy efficiency and plans for next steps. Find connections to the ambition of the collective project

Start with involving, informing and interacting – but be prepared also to offer concrete financial information on the expected commitment (and returns)



Take contact





WHAT

- Identify the stakeholders around you
- Link to your needs and ambition

WHY

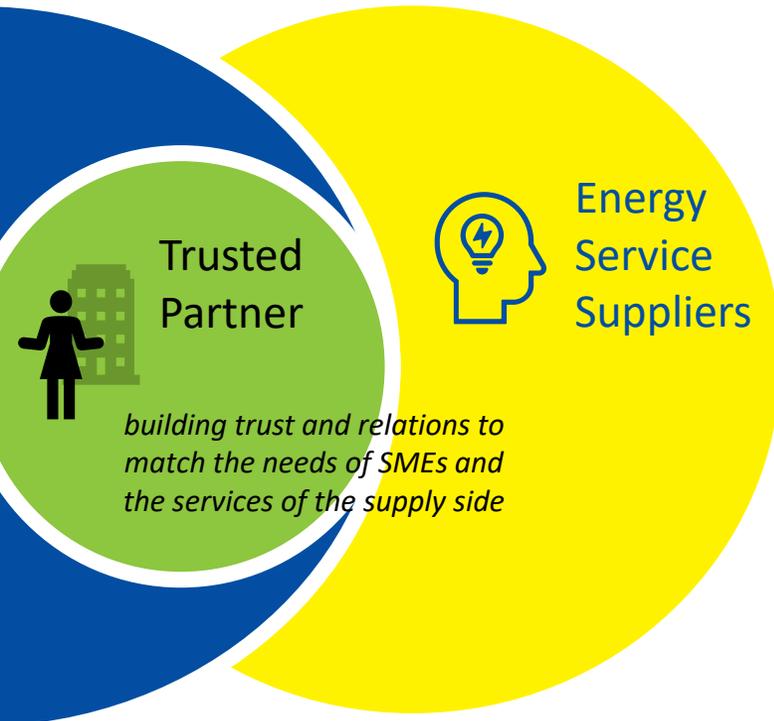
- Stronger together!

Develop your
local network



Involve relevant stakeholders

For example: Energy Services Suppliers



- Energy consultants
- Municipalities
- Funding agencies
- Energy auditors
- Energy service companies
- SME associations
- Technology suppliers
- Public energy advisors
- Grid operators
- Industry sector organizations

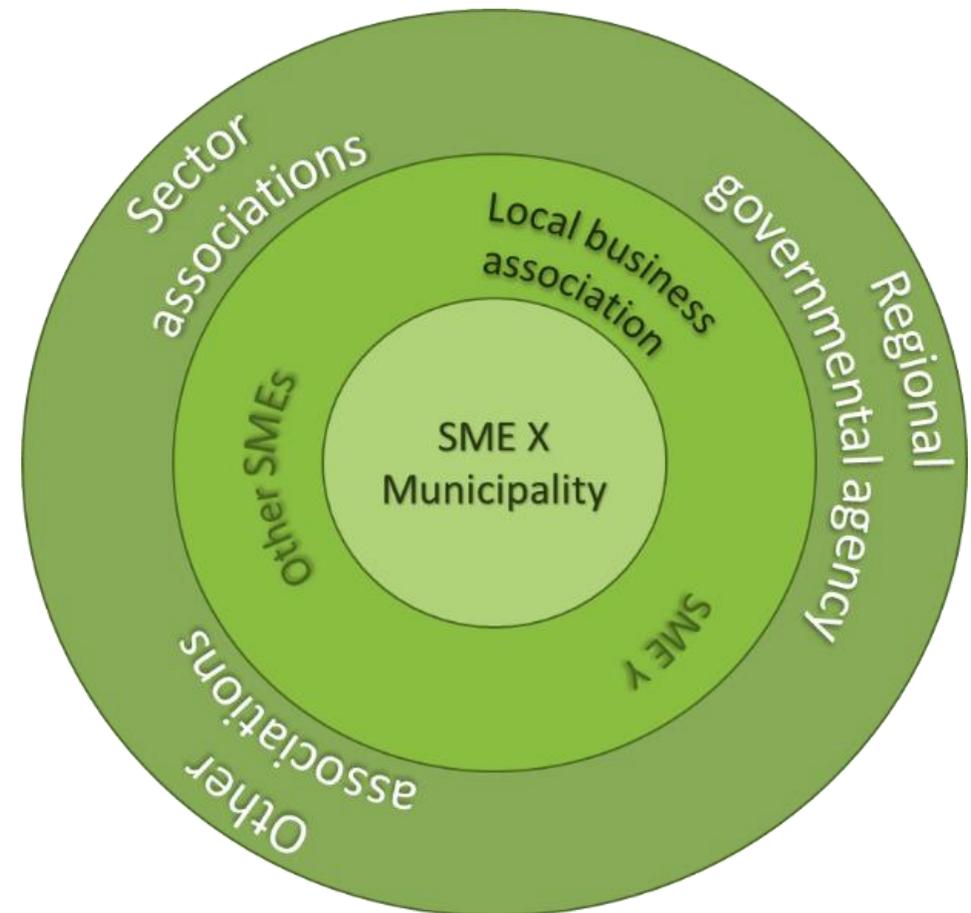


Simplified stakeholder analysis

- Identify relevant stakeholders in your network/stakeholders that you know of
- How relevant/central are they for your collective?
- How can they support with needed resources?

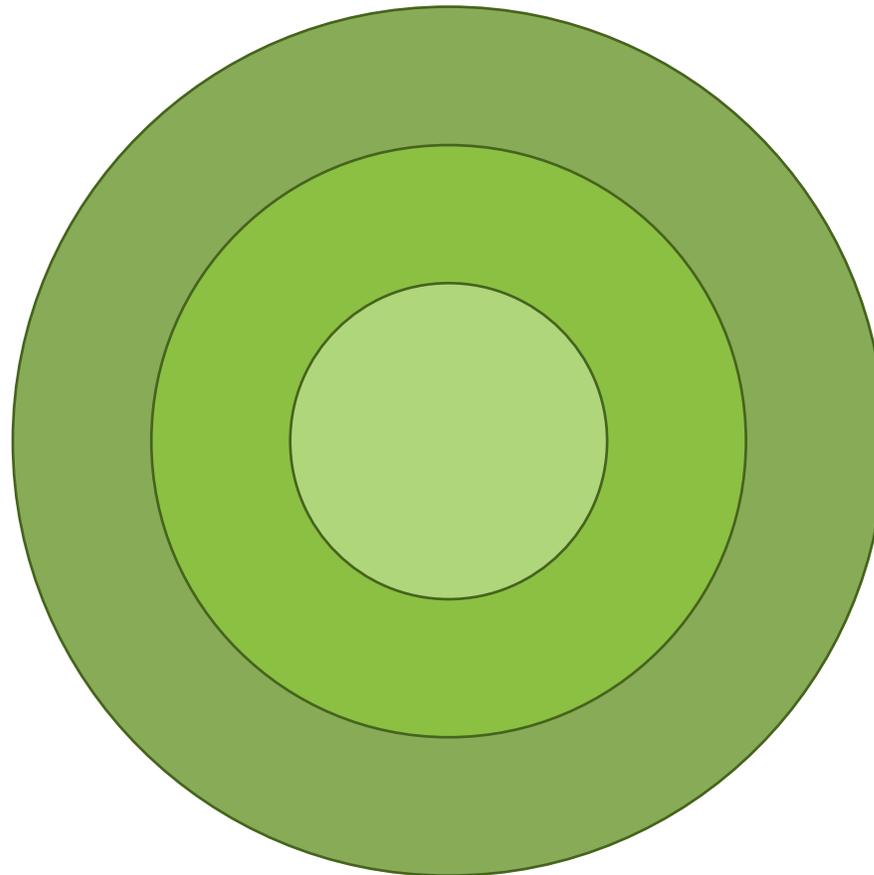
Examples:

enthusiastic SMEs, larger companies, Energy Service suppliers, municipalities, business associations, non-commercial agencies, grid operators ... etc.



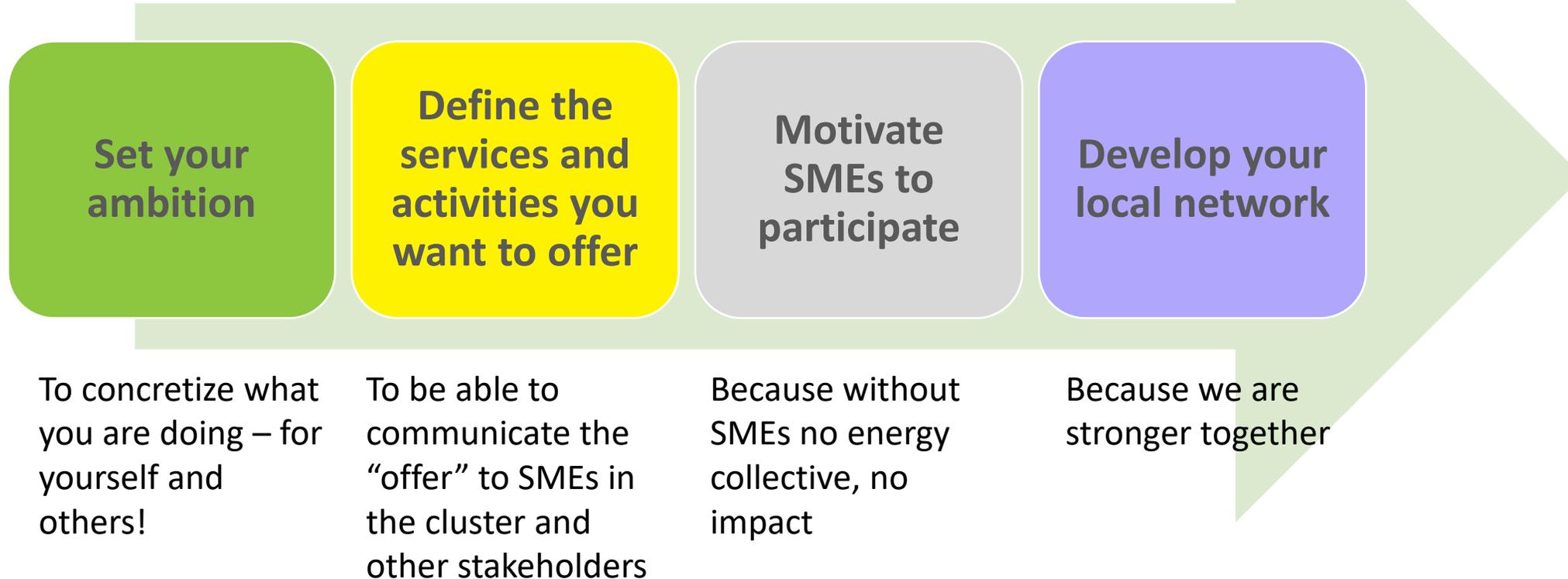


Exercise – Fill out the stakeholders for your business area





Key take aways





Questions & Feedback



Thanks for your attention!





Main source of information

The handbook describing the GEAR@SME methodology is the main source of information in this training, especially for the lectures.

The handbook is extensive and the training will guide you through the most important parts on an overall level as well as give you details in certain areas.

Examples and exercises will put the information into context.



04 May Handbook for an integrated GEAR@SME methodology

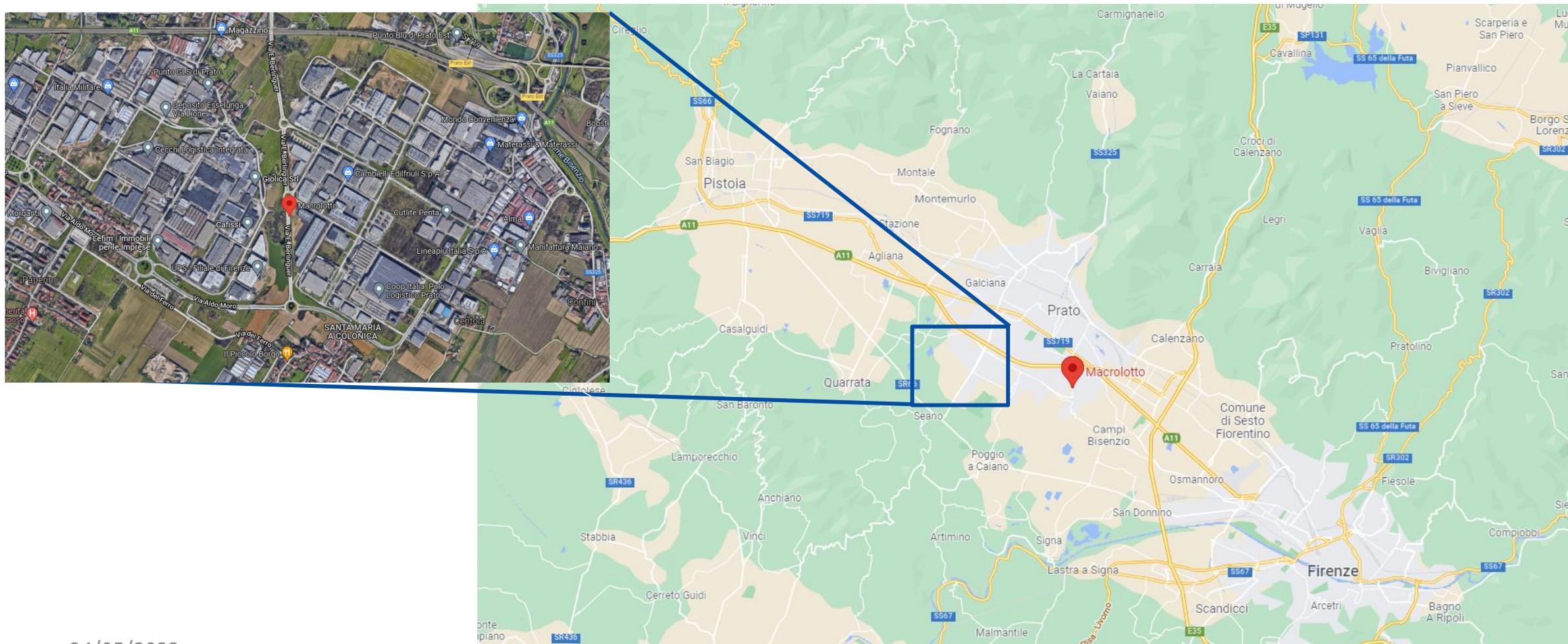
The “Handbook for an integrated GEAR@SME methodology” is available for download now!

Roveri Industrial district





Macrolotto of Prato



Oradea Industrial Platforms





Platform Ondernemend Meierijstad





17.000 PV panels (& LED & 5 heat pumps) in Wateringen



Collective PV purchasing in Amersfoort



10.000 m² PV on Business Park Ijsselveld

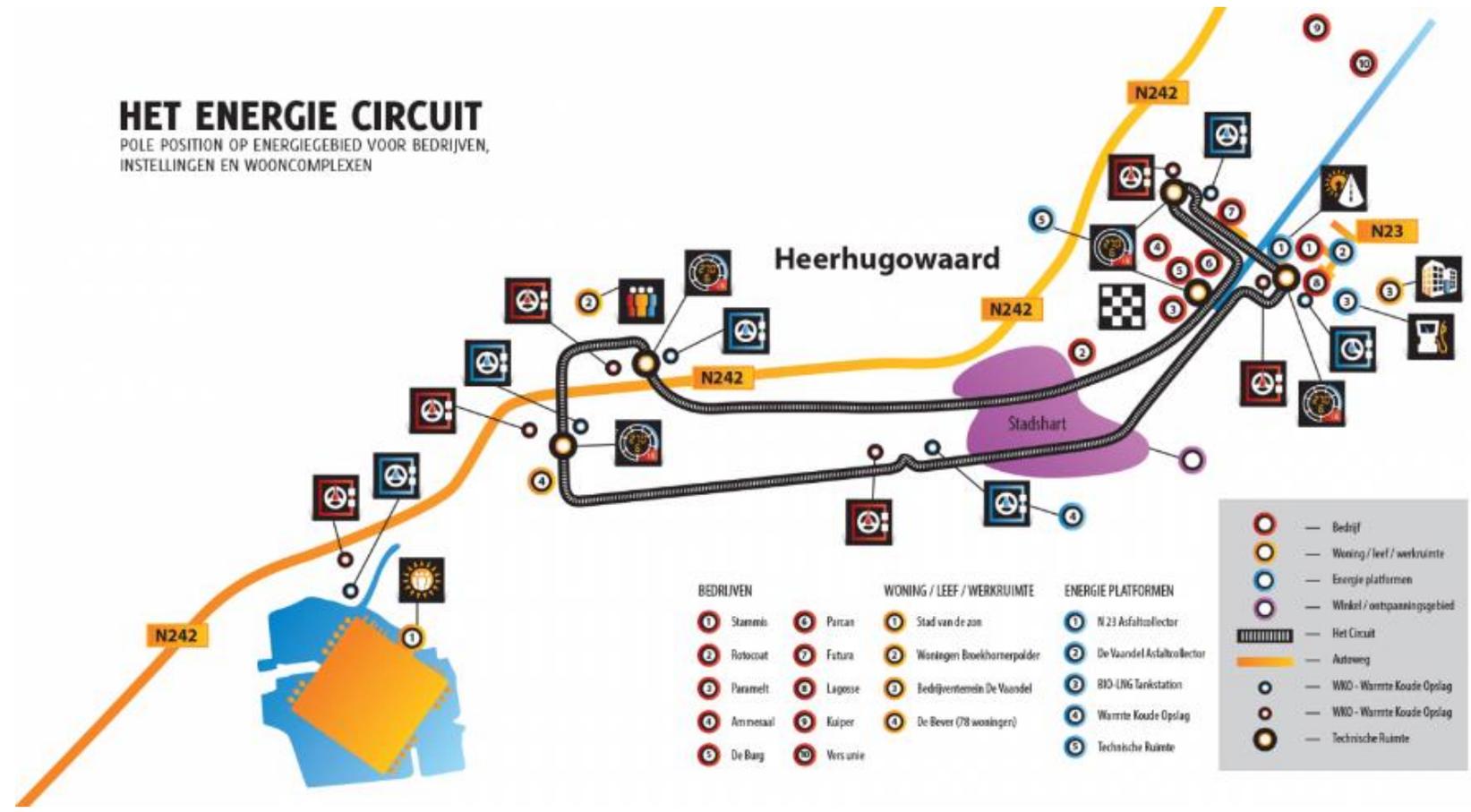


District Heating for new Business Area Schoterhoek II





Heat-cold exchange network in Heerhugowaard



Berlin Adlershof Science City





Null Emission Motzener straÙe



