

Important to think of when you prepare 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 some 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 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*.





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

- 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.
- 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.
- Parts of the material can also be used to present the GEAR@SME project and the core elements of its methodology for a larger group.



Messages to convey on this training

Get the skills to support SMEs in working together to save energy

Learn how you can use your role as a Trusted Partner* for a group of SMEs to improve energy efficiency and use of renewable energy

Find inspiration for developing a way of working that is relevant to your own situation

* 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.

You may be 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.



Gear@SME
Saving energy together



Establishing Energy Collectives

Defining activities in a collective approach



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

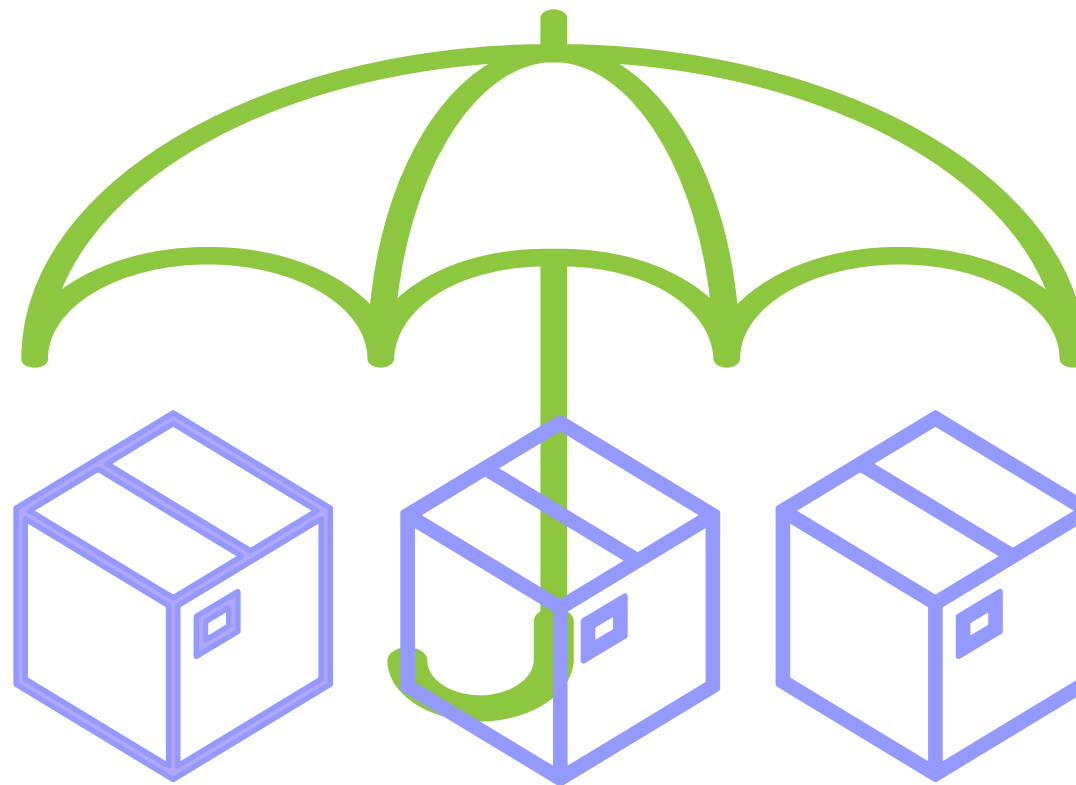




Saving energy together: Establishing Energy Collectives

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

Content

1. Generic and motivational needs of SMEs
2. Creating continuous motivation
 - Creating relevant services and activities
 - Demonstrating benefits of the collective approach
 - Involving experienced and knowledgeable stakeholders
3. Monitoring and following up



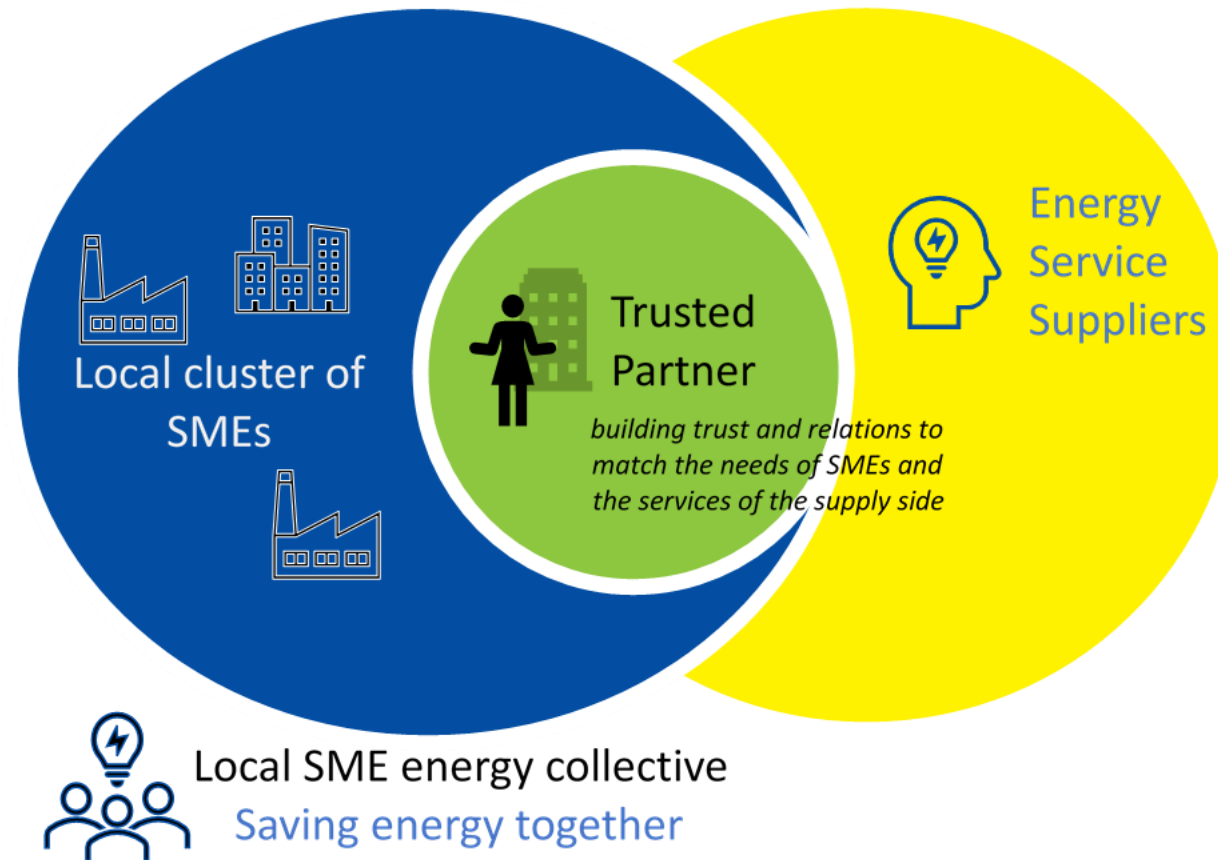
Who are we?

Insert your own
picture and
contact info



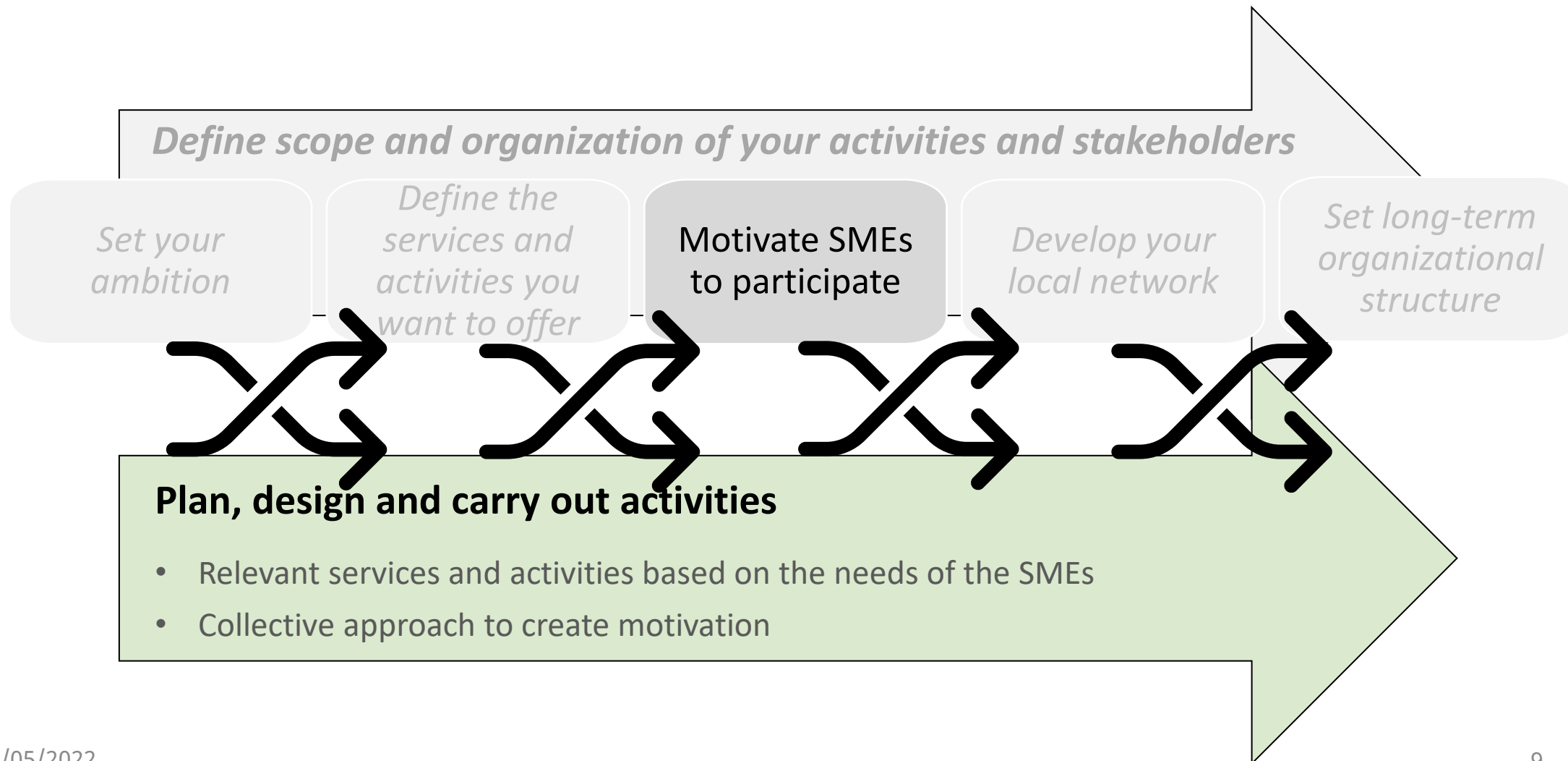
Trusted
partners for
SMEs

Local SME energy collective and its key stakeholders





Work together to





Four types of collective services and activities

Networking and knowledge building

Coordinated support to SMEs

Collective energy projects

Internal and external communication



Generic and motivational needs of SMEs





The collective activities that help saving energy together!

Provide info/increase
knowledge efficiently

- Seminars, newsletters – reaching a group of SMEs
- Providing coordinated energy scans/audits

Learn from each other
within cluster

- Local examples, study visits, frontrunners
- Interaction at seminars, workshops etc

Become inspired/triggered
by each other

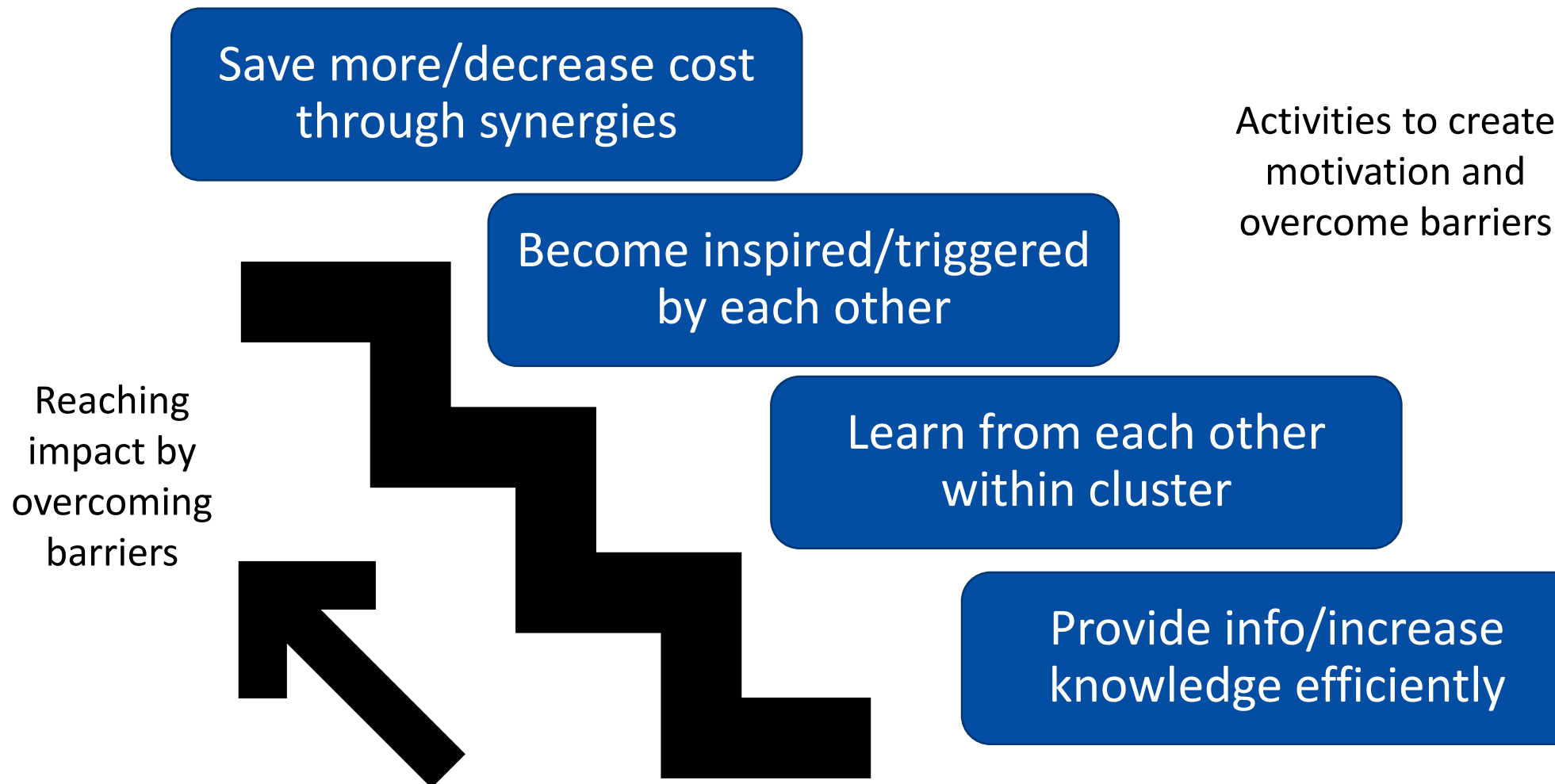
- Follow-up and share audit results, measures made
- Setting and communicating targets, competitions

Save more/decrease cost
through synergies

- Carrying out collective projects - purchases (LED fittings etc.) and measures (common solar panels etc.)



Collective approach to help overcome barriers





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

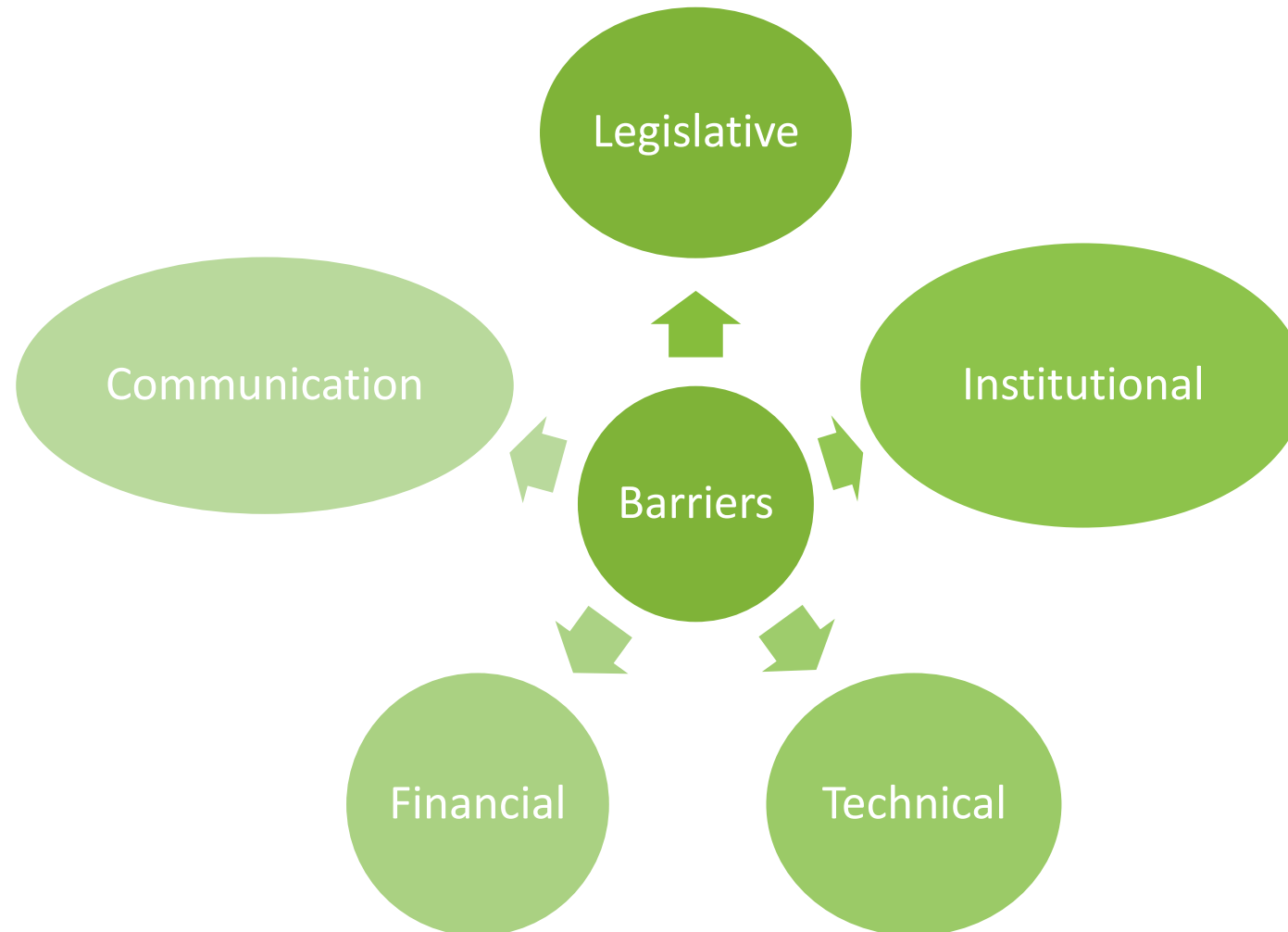
Examples of barriers

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

Types of activities
and services and
their content



Main barriers that SMEs overcome





General motivation





What does the beneficiary/the buyer want?

To risk as little as possible

Not having to worry

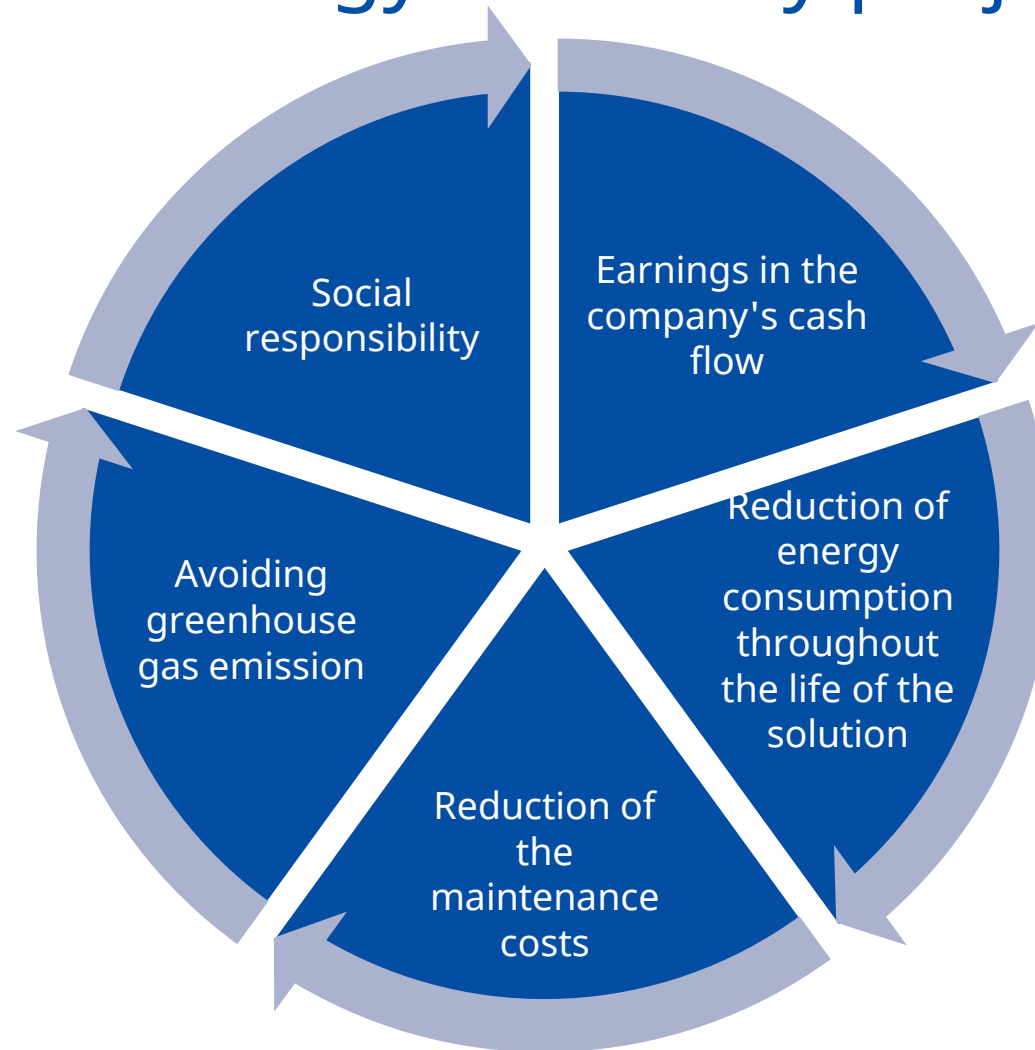
To be appreciated and rewarded

Have control over what he/she does

To have profit



The value of an energy efficiency project:





Creating continuous motivation





Creating relevant services and activities



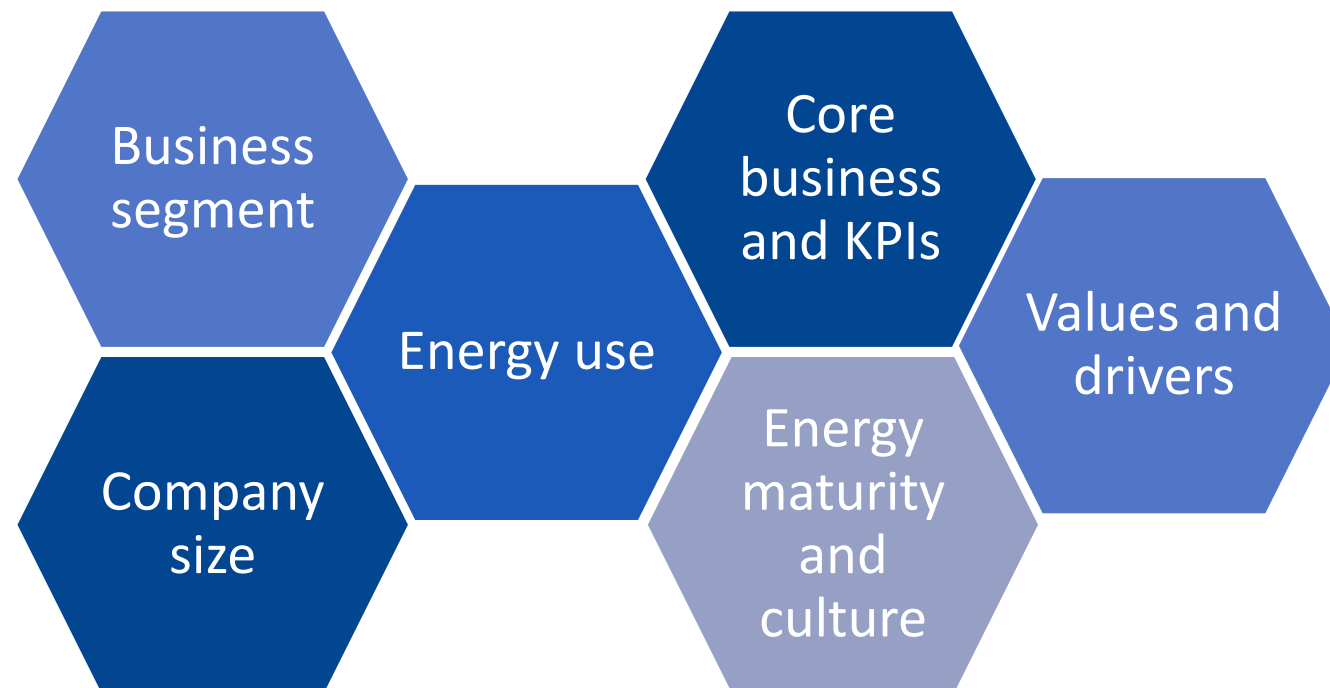


Recommendations

- Get to know the SMEs / group of SMEs by **personal interaction**
- Get insights into the interests and desires of the SMEs by **discussions, questionnaires, round tables**
- Inspire SMEs by involving them in **planning and performing activities**
- Use **multiple benefits** of energy efficiency for motivating the SMEs by connecting the multiple benefits to the SMEs' drivers



Get to know the SMEs/group(s) of SMEs!





Creating continuous motivation

Creating relevant services and activities

Demonstrating benefits of the collective approach

Involving experienced and knowledgeable stakeholders



Four types of collective activities and services

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

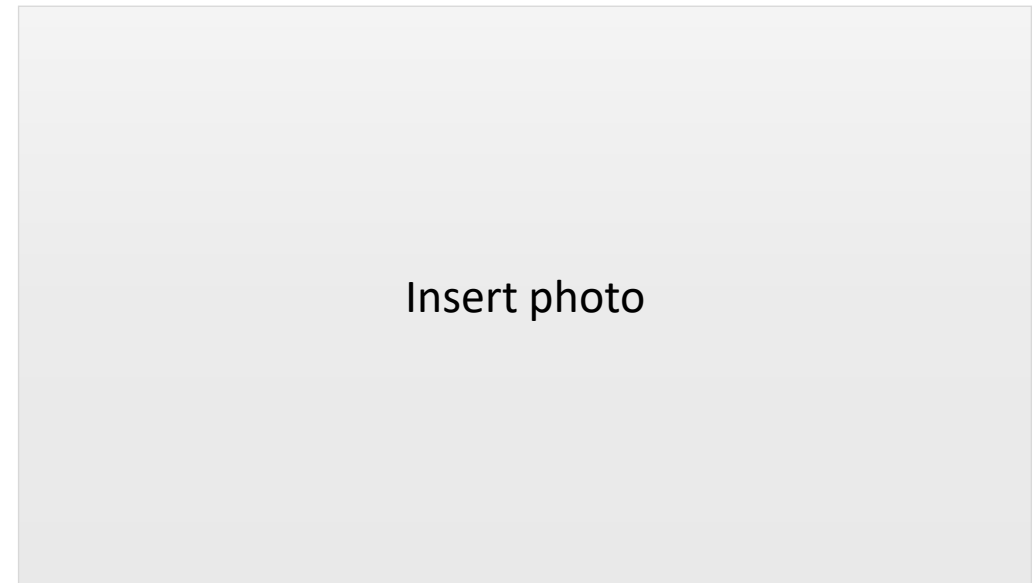
Internal and external communication

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



Example of services and activities in specific

- Seminars ...
- Network meetings ..
- Renewable energy projects ...



Example 1



How can barriers be overcome by Networking and knowledge building activities?

Examples of barriers...

...and how they are addressed by **network meetings** and **seminars with invited experts**

Lack of information
and knowledge

- Knowledge gained by hearing about experiences of others
- Training by invited experts

Challenges to find
expert help

- Recommendations about suppliers and consultants based on others experiences
- Possibility to ask experts invited to seminars and trainings

Lack of time

- Not having to find all information by themselves
- Learning from other's experiences to avoid mistakes

High perceived risks
vs. payback

- Risk perceived lower when hearing about successful results from similar SMEs
- Risks lower when access to lessons learned from others



Designing a network meeting for motivation - elements to include

- Presentation of a host company
- Networking element – e.g. structured discussions for exchange of experiences within a specific area or related to a specific issue
- One or two informational or training elements (e.g. related to a technology area, or methodology) with
 - lecture/presentation
 - questions/discussions
- Study visit to see the operations and activities of the host company
- Ample time for lunch and coffee breaks (to maximize further networking)



Examples of themes/topics for one or several meetings

- **Energy audits** – purpose, ambition levels, procedures, concrete examples
- Common **energy efficiency measures** and their **(multiple) benefits** – best practices
- Setting **energy targets** for energy efficiency and creating an **action plan for implementation of measures**
- **Evaluating and prioritizing energy efficiency measures** based on their multiple benefits and estimated profitability
- **Energy monitoring** – synergies with energy audits, follow-up and evaluation of implemented measures
- **Specific technology areas** – e.g. compressed air systems, heat recovery, ventilation systems, lighting, electric motors (pumps and compressors), cooling systems, transport and logistics
- Energy efficiency through changed behaviour, routines and engaged employees
- Working systematically with energy efficiency – **Basic principles of energy management**
- **Financing possibilities** for energy audits and energy measures
- Policy developments relevant to the energy area and to the SMEs of the collective



How can barriers be overcome by Coordinated support to SMEs? One example

Examples of barriers...

...and how they are addressed by **free or low-cost energy scans**

Lack of information and knowledge

- Energy scans and audits directly increase the SMEs' knowledge about their energy use and potential energy savings

Lack of time

- Providing energy scans as a service reduces the time needed for the SMEs to map the energy use themselves

Lack of financing

- Free or low-cost energy scans reduce (or eliminates) the cost for the SME to perform an energy audit

Lack of incentives

- An energy scan result in a list of potential energy efficiency measures with estimated benefits. The multiple benefits of the measures provide incentives for implementing such measures.

Low management interest

- An energy scan that show strategic benefits of energy actions in the company can help raise the interest of the management.



How can barriers be overcome by Collective energy projects? One example

Examples of barriers...

...and how they are addressed by **collective purchase of solar panels**

Lack of time

- The resources of the companies are combined and shared

Lack of capital,
high investments

- Collective purchasing increase the total budget, which provides opportunities to negotiate contracts and loans
- Companies can join their resources to apply for financial support

High perceived risks
vs. payback

- Risks are shared between the participating companies



How can barriers be overcome by Internal and external communication?

Examples of barriers...

...and how they are addressed by **newsletters, website, and other communication channels**

Lack of information
and knowledge

- Internal communication directly contributes to better (more targeted) information

Lack of incentives

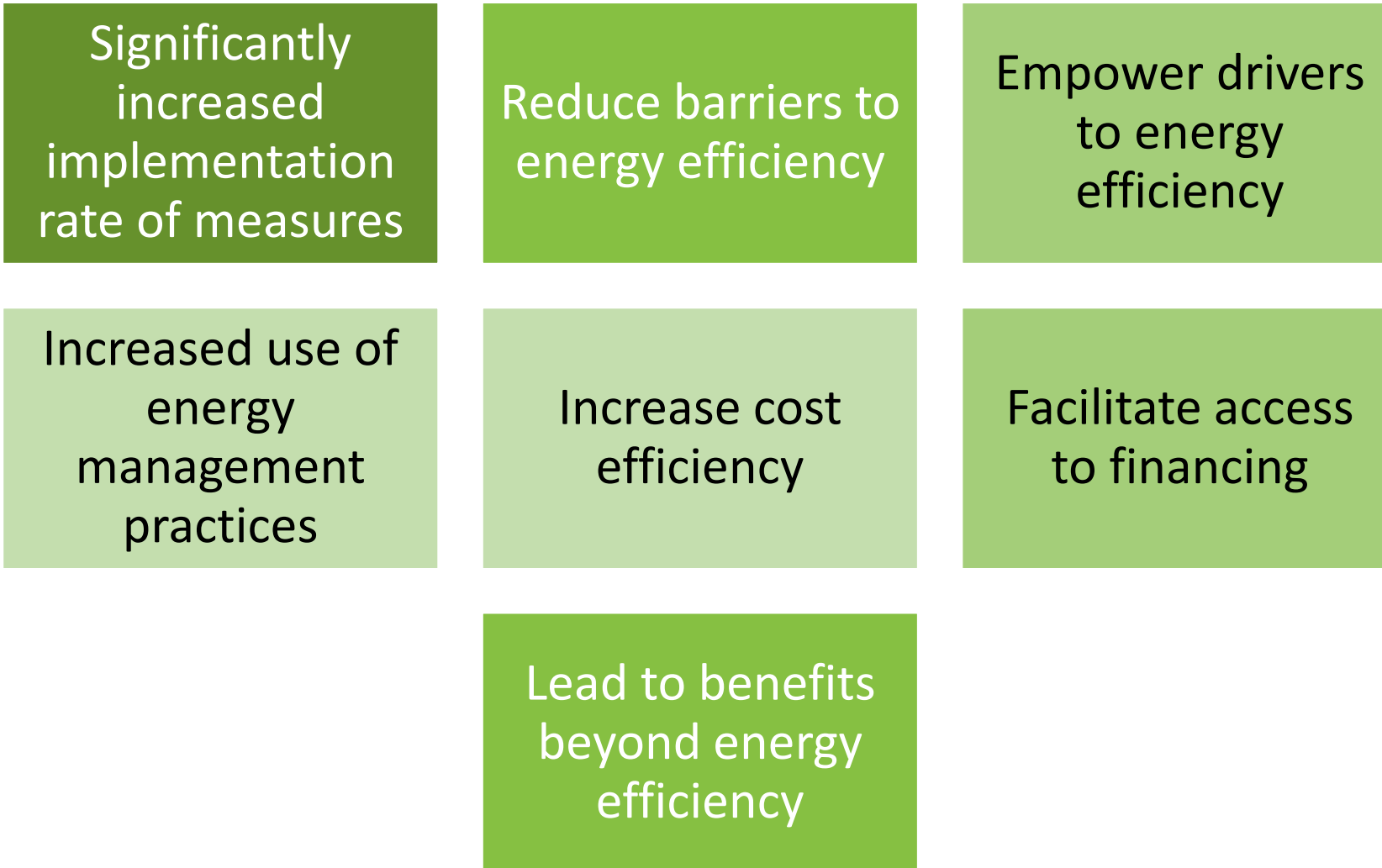
- Improved public image of the companies' ambitions and results
- Positive feedback on actions taking => incentives to keep improving

Lack of time

- Not having to look/search for information themselves



Demonstrating benefits of the collective approach





Involving experienced and knowledgeable stakeholders





Motivating SMEs

Collective activities and their benefits



SME need: ...



Relevant services and activities

- ...
- ...
- ...

Benefits of the collective approach

- ...
- ...

Involving stakeholders

- ...
- ...



Example: SMEs that struggle with financing of investments

Relevant services and activities

- Seminar serie: 1) Saving on Energy Efficiency without investments; 2) Funding opportunities for SMEs; 3) ...
- Providing financing advice, individual support with applying for financial subsidies
- ...

Benefits of the collective approach

- Communicate examples of how applications for funding made together increase possibilities
- Arrange discussions in a group of SMEs, sharing experience on financing solutions

Involving stakeholders

- Invite funding agencies to present opportunities
- Involve ESS that offer financing solutions together with measures



Tips and tricks for increasing the motivation

Carry out the activities in a way that

- Participants learn from each other
- Develop a sense of belonging
- Everyone gets credit for what they are doing

For instance

- Set common targets
- Follow-up on results – and communicate them
- Celebrate success together!





Monitoring and following up





Purpose of the monitoring

You have set an ambition for the collective

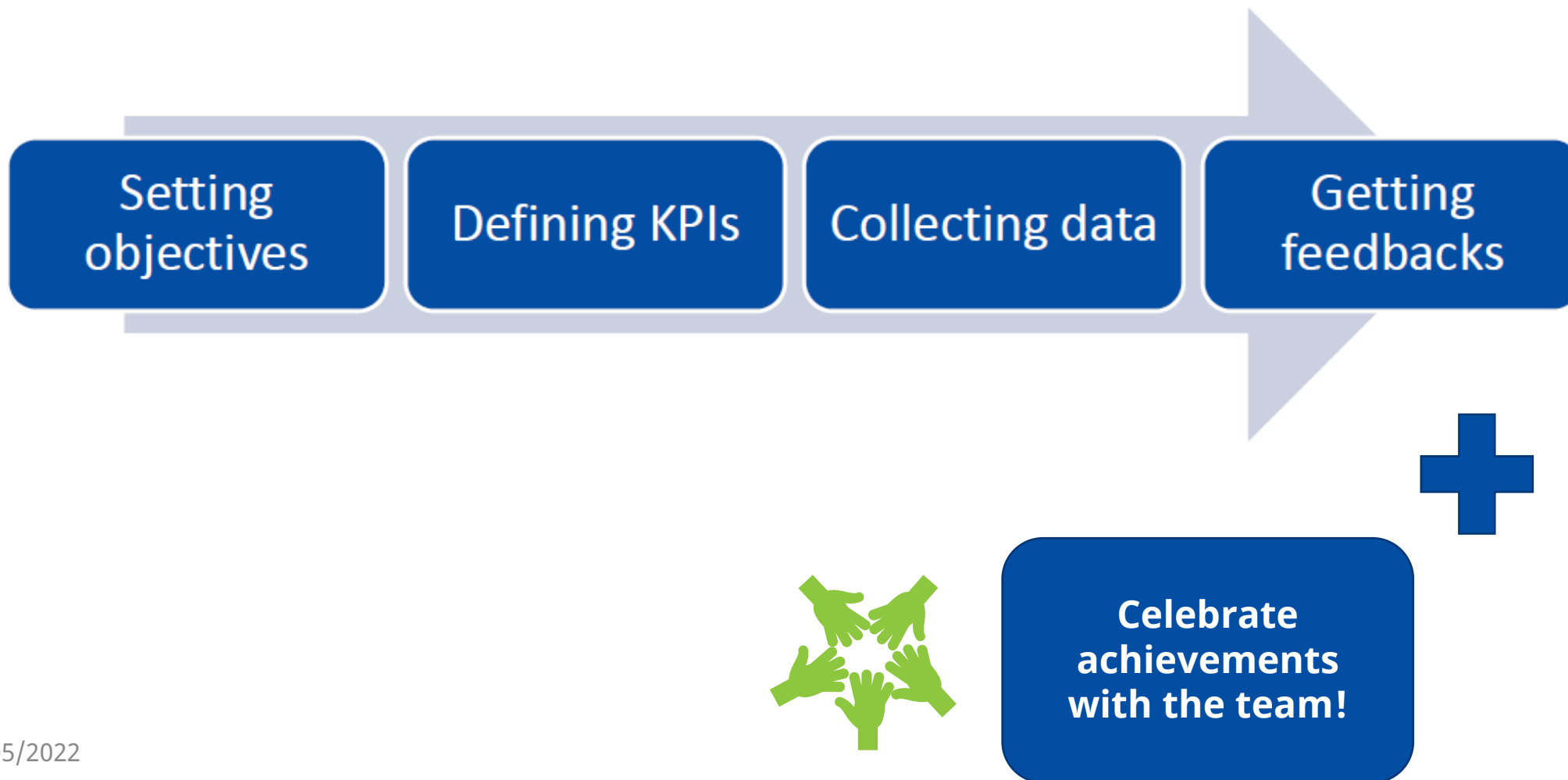
Concrete results and successful outcomes are a powerful tool that can be communicated and disseminated

Results should be verifiable for funding agency or useful for reporting obligations

Monitoring is essential to develop and improve your own work and services you offer



Monitoring and following up





Setting objectives

Specific

Measurable

Achievable

Realistic

Time-bound

Defining KPIs - examples

- Number of companies participating in the energy collective
- Number of collective workshops organized
- Number of networking activities and number of participants
- Number of energy audits carried out/ planned
- Number of SMEs monitoring their energy consumption
- Number of energy efficiency measures implemented since the initiative started
- Number of SME helped with finding funding
- Total energy consumption of the energy collective
- kWh final/primary energy saved per year
- t CO₂-eq emissions saved per year

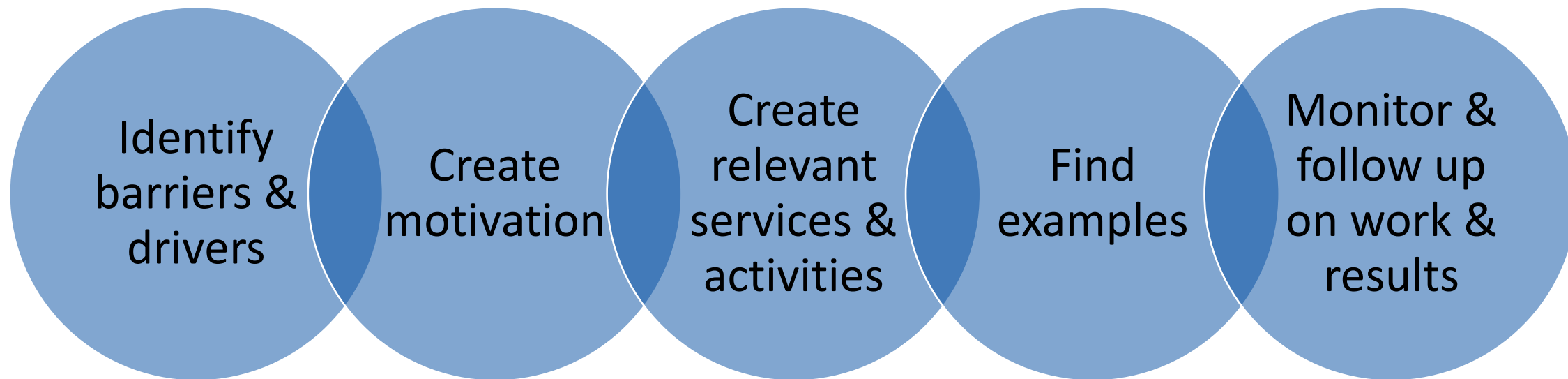


Collecting data

- Recruit the right team responsible for the collection
- Find responsible in each member SME
- Find the right tool
- Train the team to use the tool
- Do check-ups



Verification and 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.

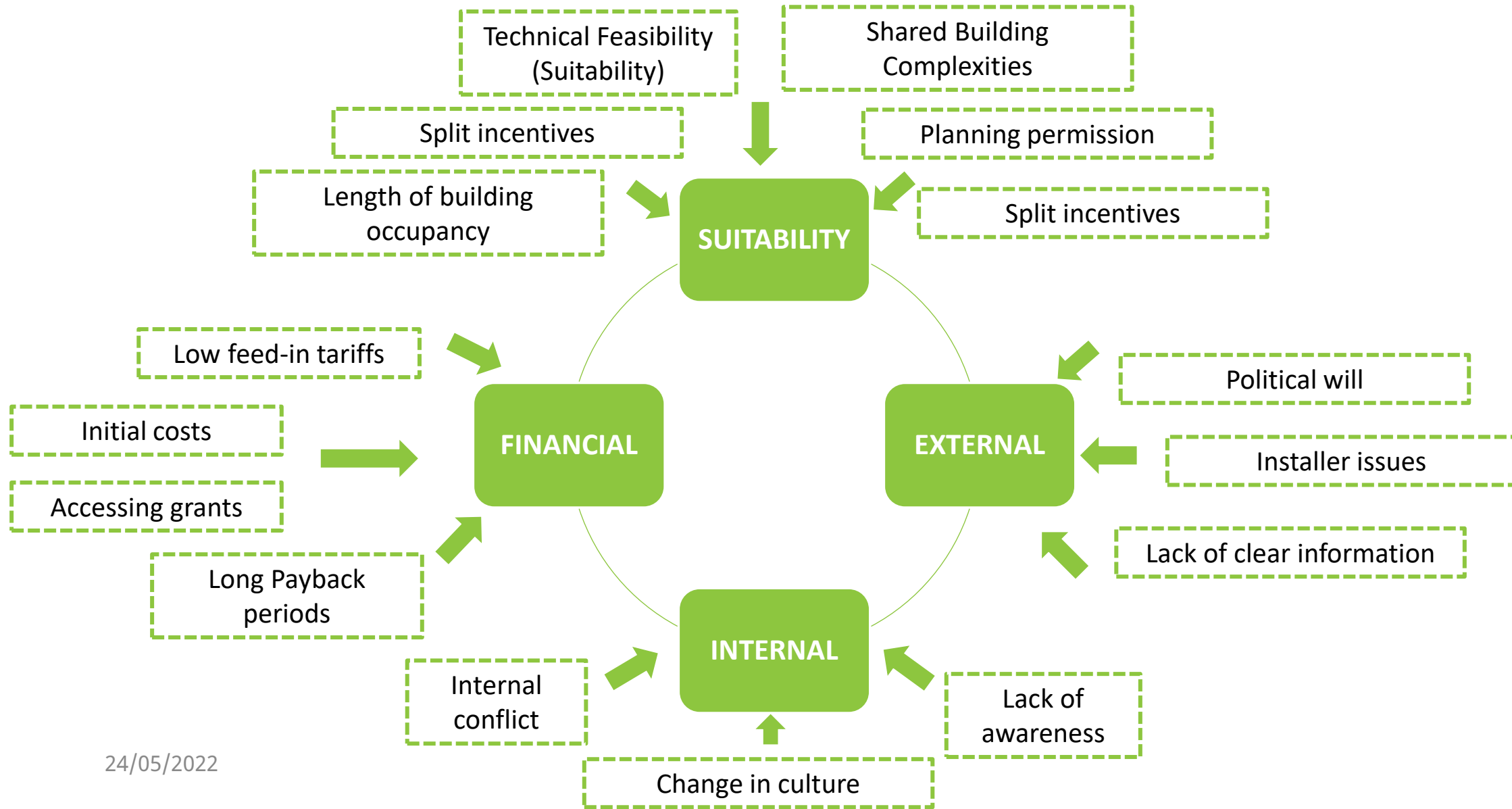
Examples and exercises will put the information into context.



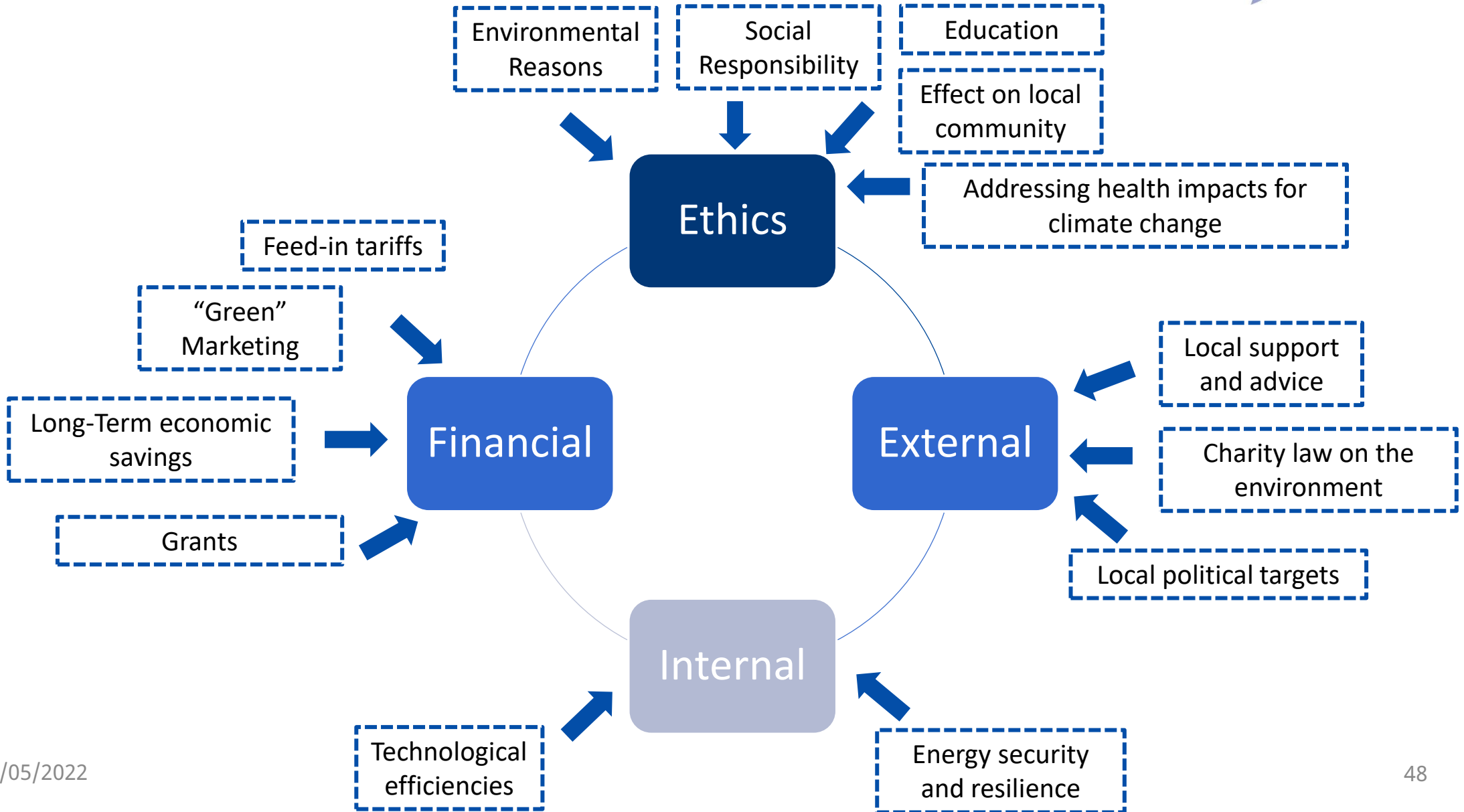
04 May Handbook for an integrated GEAR@SME methodology

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

Example: Barriers for microgeneration in SMEs



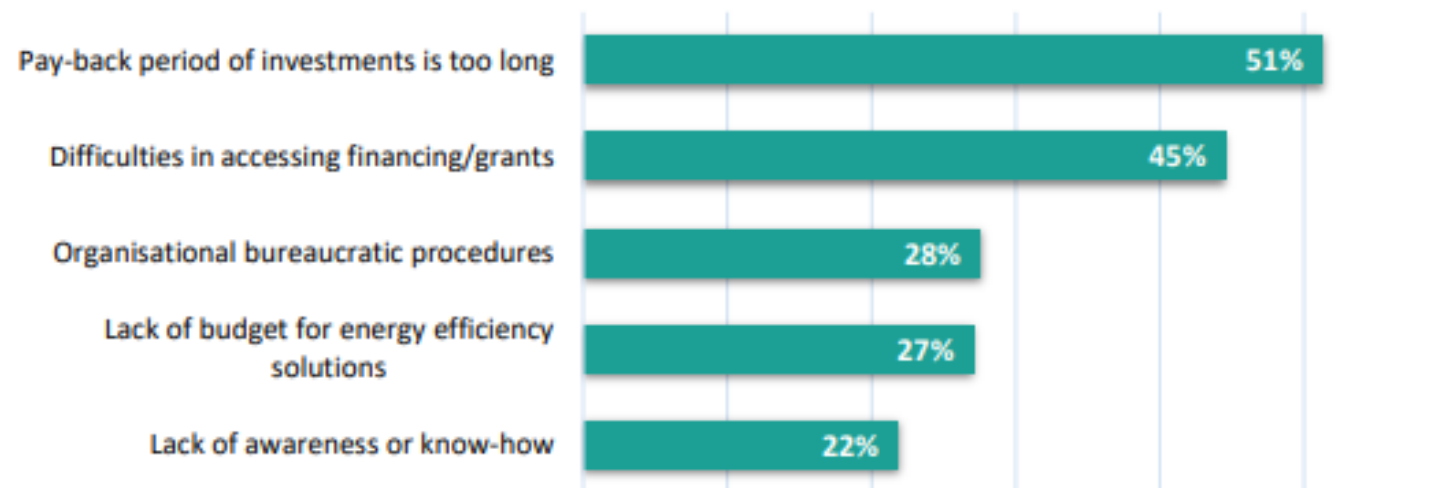
Example: Drivers for microgeneration in SMEs





How to identify relevant barriers & drivers of the SMEs

- ➔ Networking events: seminars, workshops
- ➔ Questionnaires
- ➔ Round tables
- ➔ Specialized literature
- ➔ Other



Example: Survey made in 8 countries within SEmPower Efficiency Horizon 2020 project: Which are the main barriers that hinder or limit investments in energy efficiency?

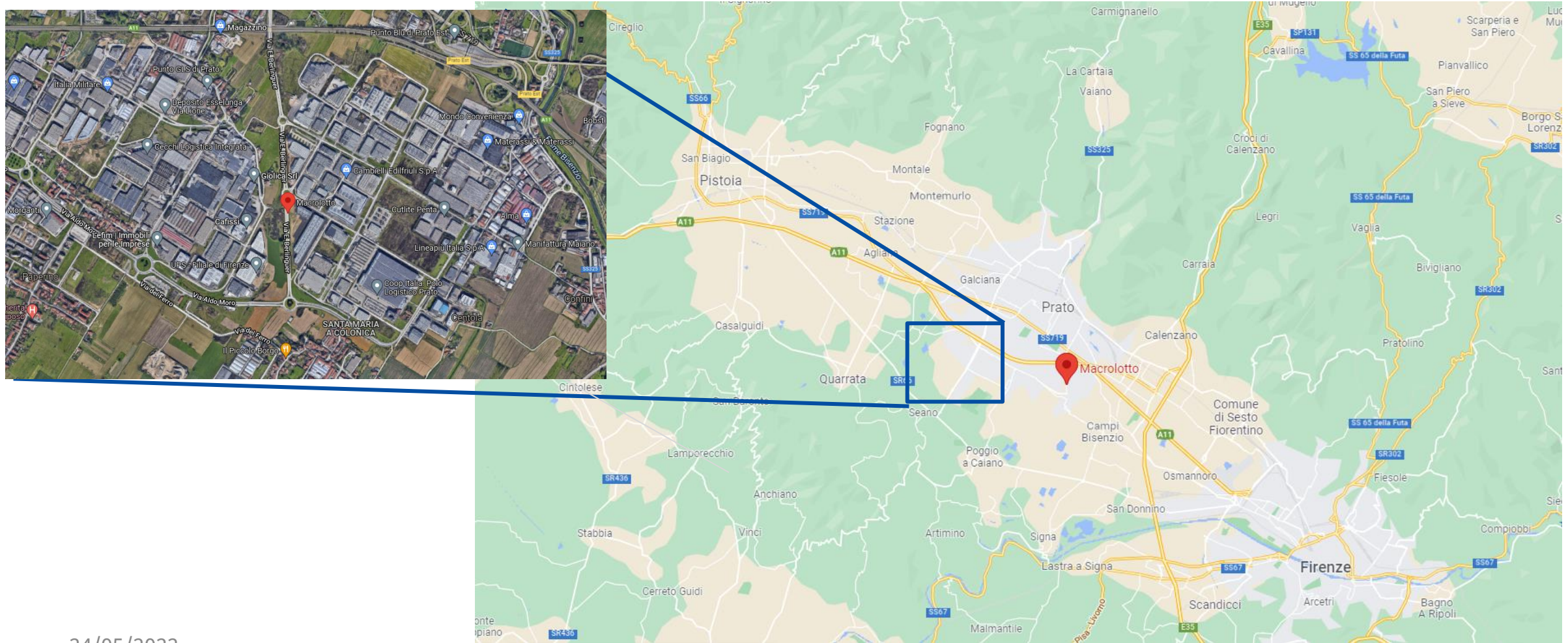
Source: [link](#)

Roveri Industrial district





Macrolotto of Prato



Oradea Industrial Platforms





Platform Ondernemend Meierijstad

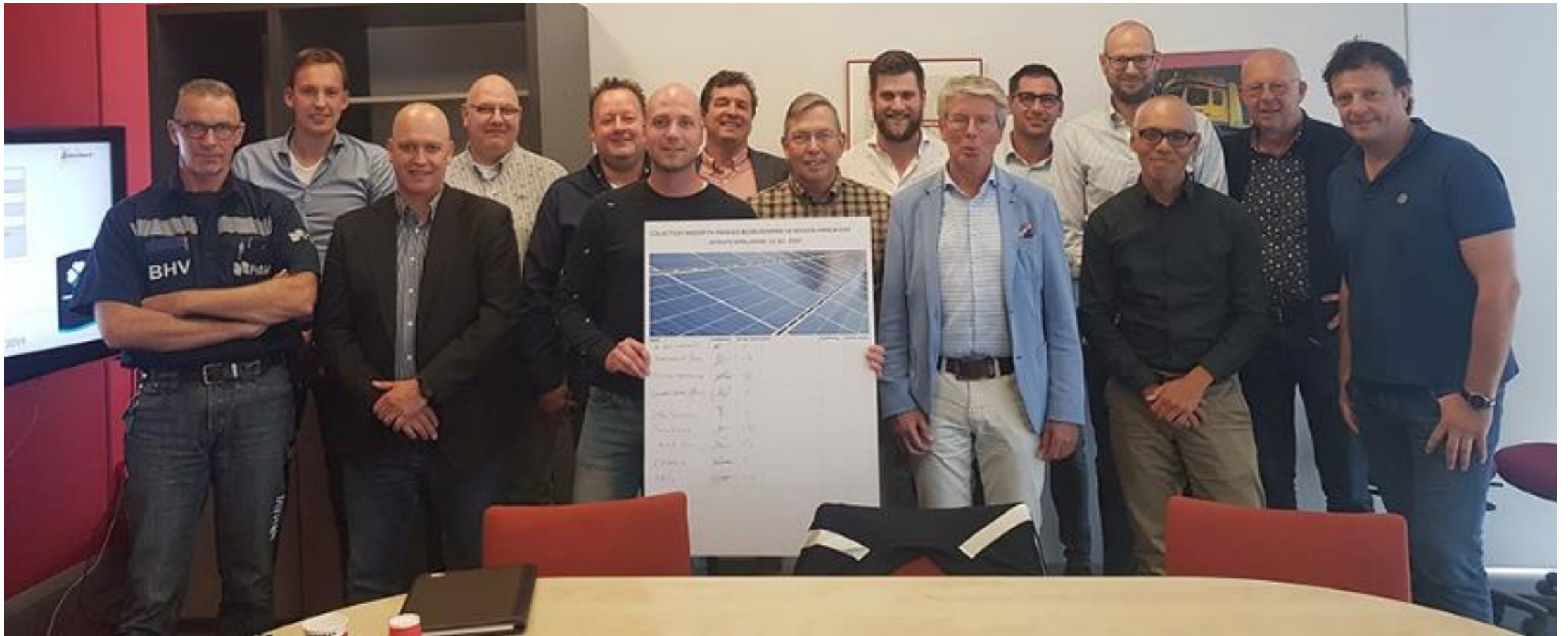




17.000 PV panels (& LED & 5 heat pumps) in Wateringen



Collective PV purchasing in Amersfoort





10.000 m² PV on Business Park Ijsselveld

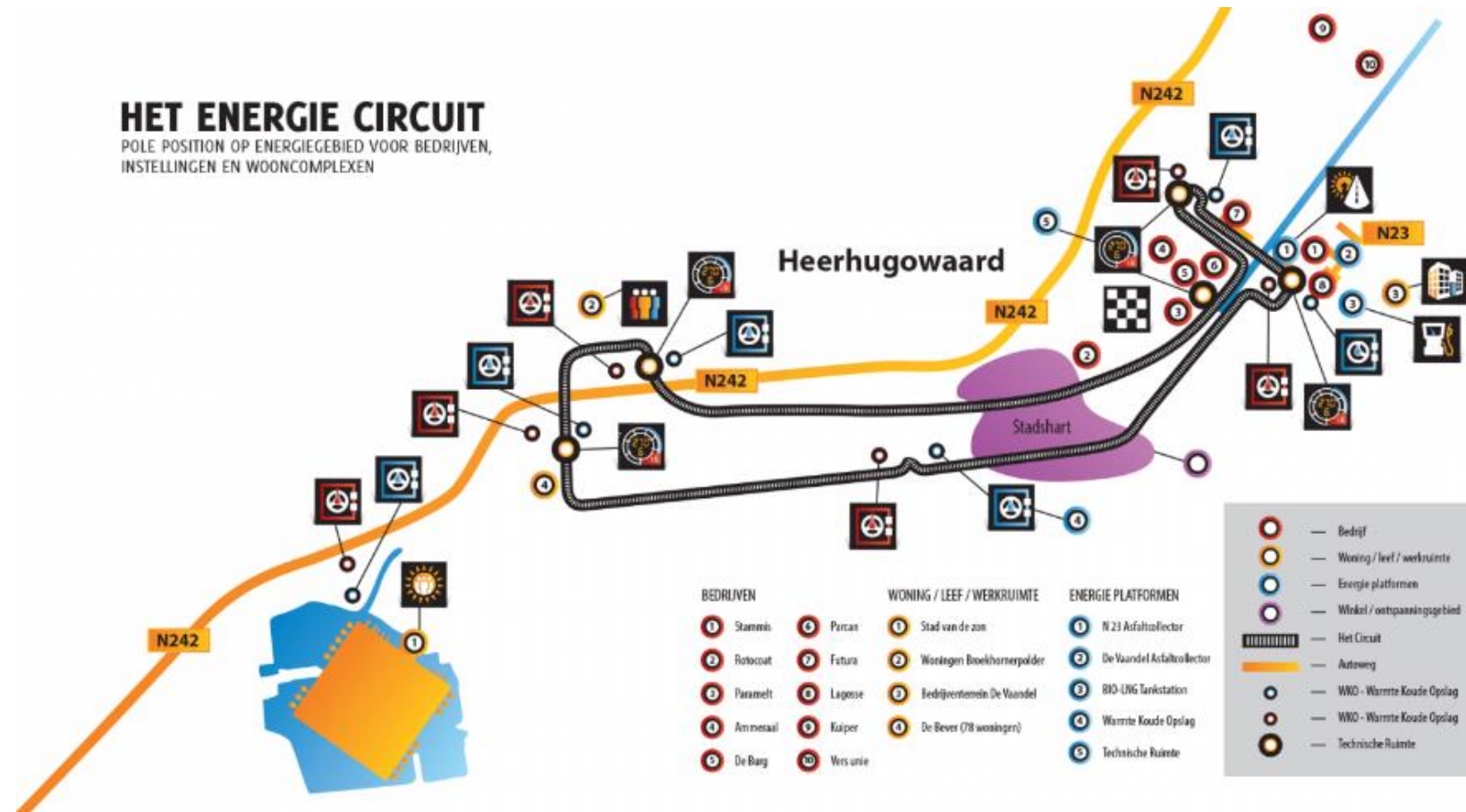


District Heating for new Business Area Schoterhoek II





Heat-cold exchange network in Heerhugowaard



Berlin Adlershof Science City



Null Emission Motzener straÙe



