

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** includes Trusted Partners who have been working with a collective approach to save energy and want to take the next steps. Thus, we assume that you have had earlier trainings or more extensive contacts with the group of trainees beforehand. We therefore recommend that you take direct contact with the participants before the training session and ask them
 - a) if they have specific areas that they want to go deeper into during the training and
 - b) to prepare a five minute presentation of their collective in the introduction of the training, it's main ambition, participants and activities.Then you will be able to adapt the training to the group and potentially include some specific elements from units or modules in the GEAR@SME training program
- The training should be **interactive** – with the aim that participants will actively contribute and learn both from you and each others' experience.



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

- **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. Some further adaptations may be needed in case of online training events.
- 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.
- 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

Take the next steps to support SMEs in working together to save energy

Learn how you, in your role as a Trusted Partner* can further develop your local SME energy collective, and take the next steps to organize it for long-term viability.

This training is directed to you who have been working for a while with a collective approach to save energy and want to take the next step.

* This training is relevant to anyone who has a coordinating/supporting role in relation to a local cluster of SMEs (a Trusted Partner) and addresses 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.





Gear@SME
Saving energy together

Establishing Energy Collectives

Organizing a collective and providing continuity



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

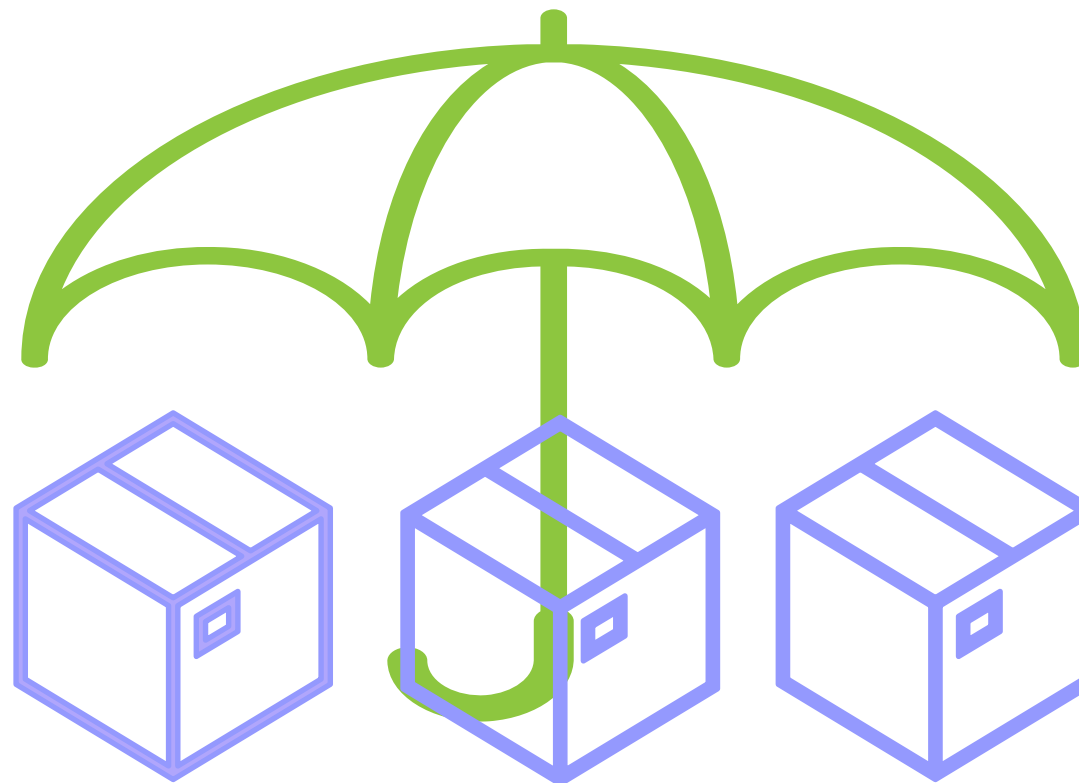




Saving energy together: Establishing Energy Collectives

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



Organizing a collective and providing continuity

Long-term development of a local SME energy collective, specifically on **HOW** you can

- Develop your local network by
 - Utilize a Value Creation Canvas to assess needs and resources
 - Make a systematic stakeholder analysis
- Evaluate alternative organizational and revenue flow models



By working with others!



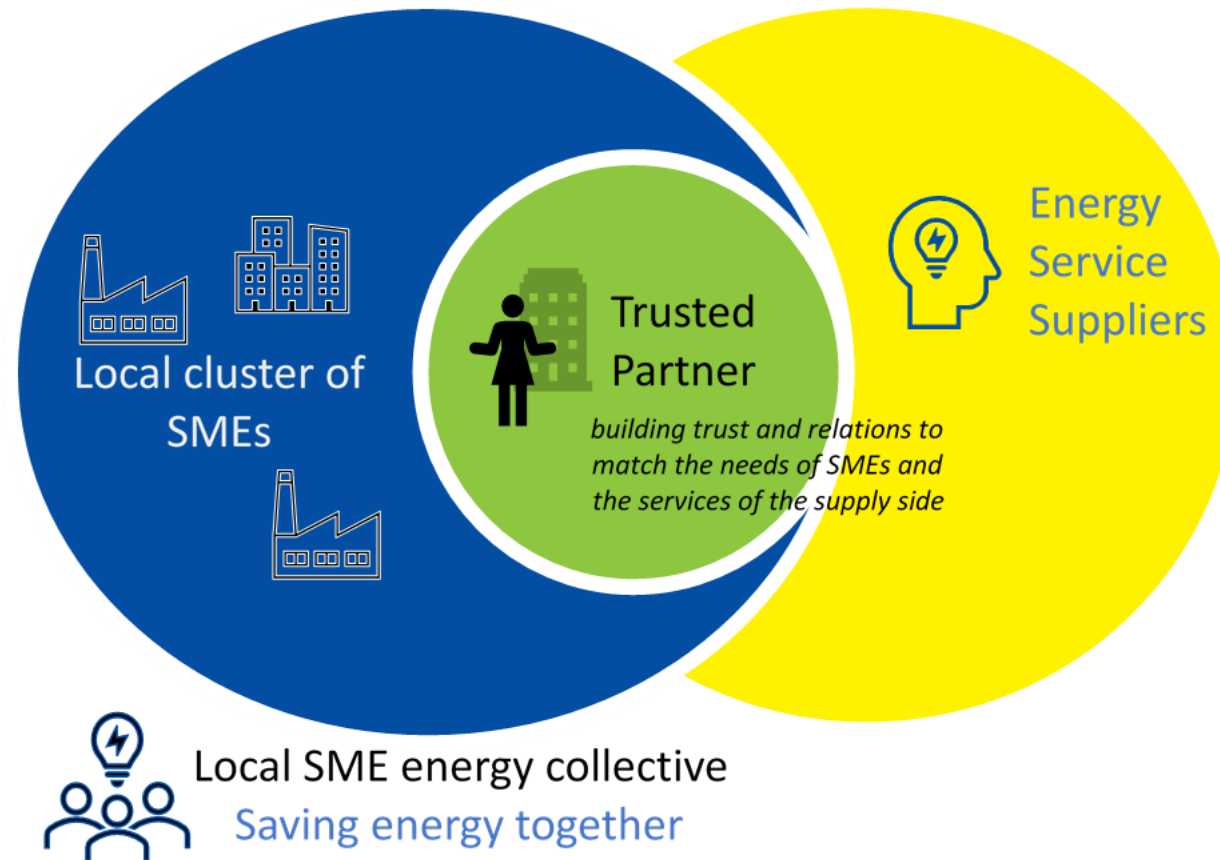
Who are we?

Insert your own
picture and
contact info





A local SME energy collective





Work together to





WHAT

- Make a systematic analysis of your needs and resources
- Identify stakeholders that complement your own capabilities

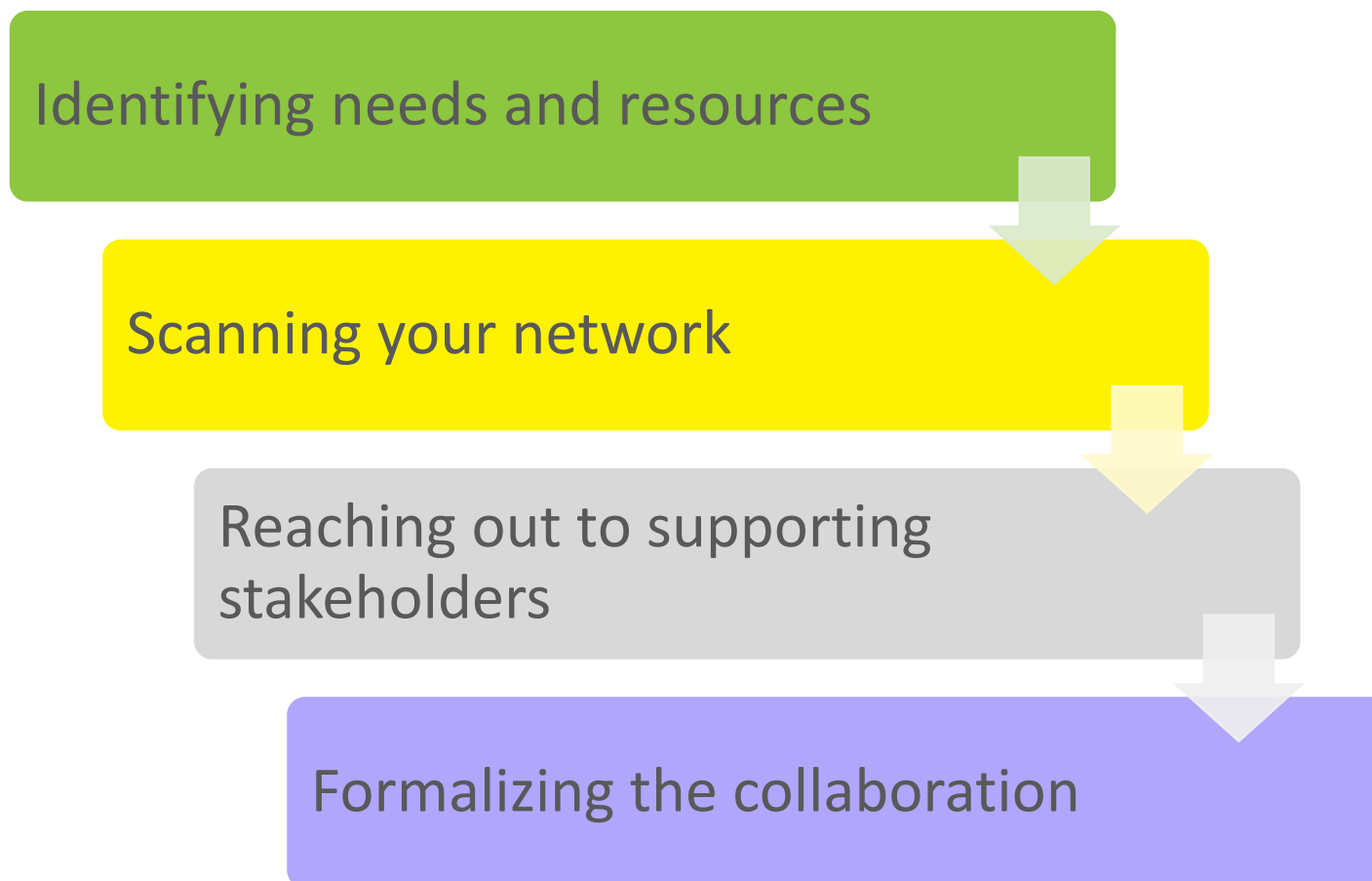
WHY

- Strengthening the collaboration
- Improving the offer to the SMEs
- Increasing the impact and long-term viability of the collective!

**Develop your
local network**



Involving the right stakeholders





Identifying needs and resources





Capabilities and resources needed

Collaborative

- Build a strong network, find partners and exchange information

Innovative and technical

- Implement energy projects, knowledge about energy efficiency and renewable energy measures

Strategic capabilities

- Keep track of changing needs and individual ambitions of the SMEs, multiple benefits of energy projects (re-phrase?)

Leadership

- Be inspiring and create long-term vision for the local SME energy collective and SMEs



Capabilities and resources needed

Mediating

- A trustworthy intermediary between SMEs and Energy Service Suppliers and between different stakeholders

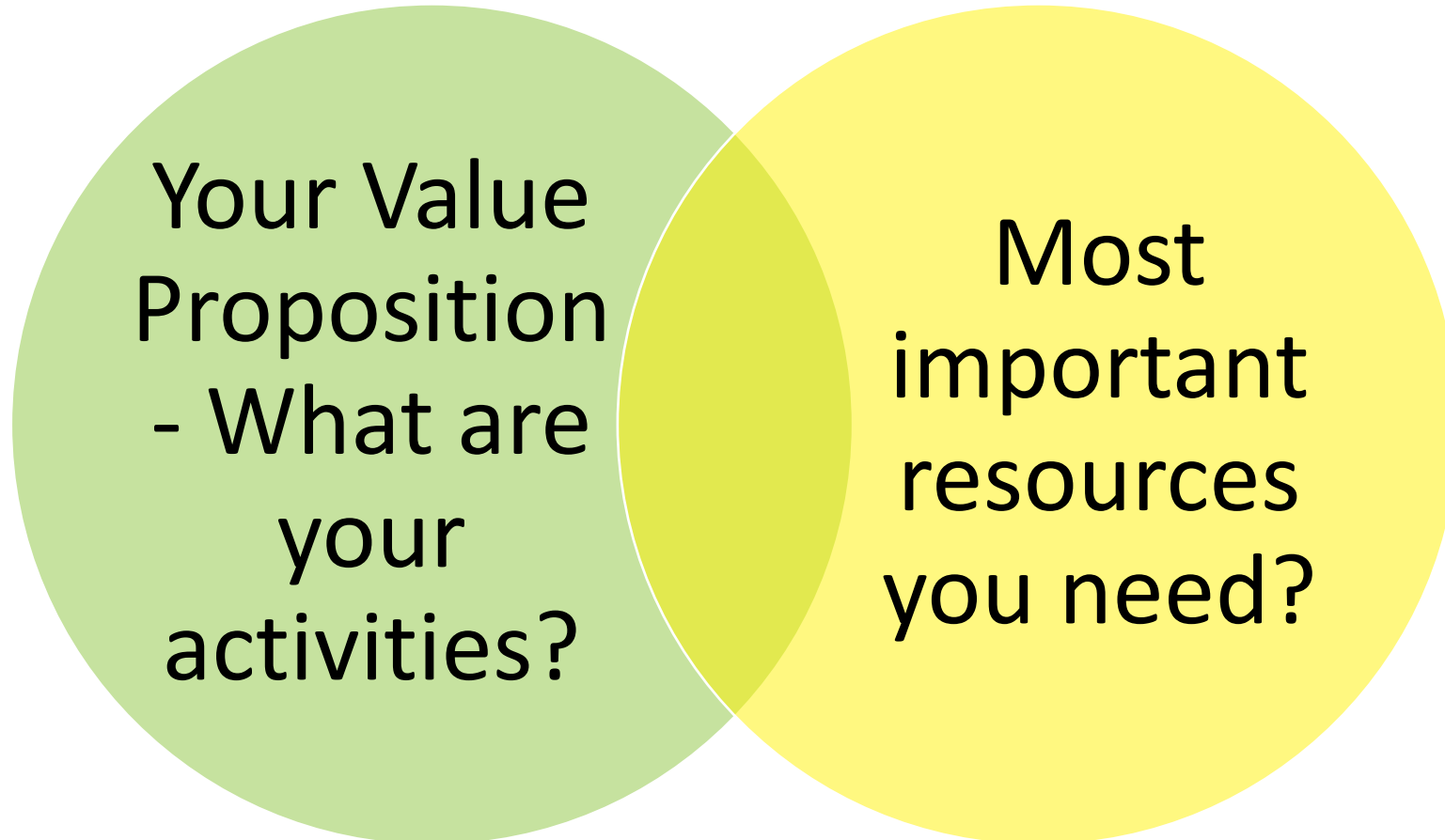
Financial

- Financing of the local energy collective, and ... the finances

Organizing and communication

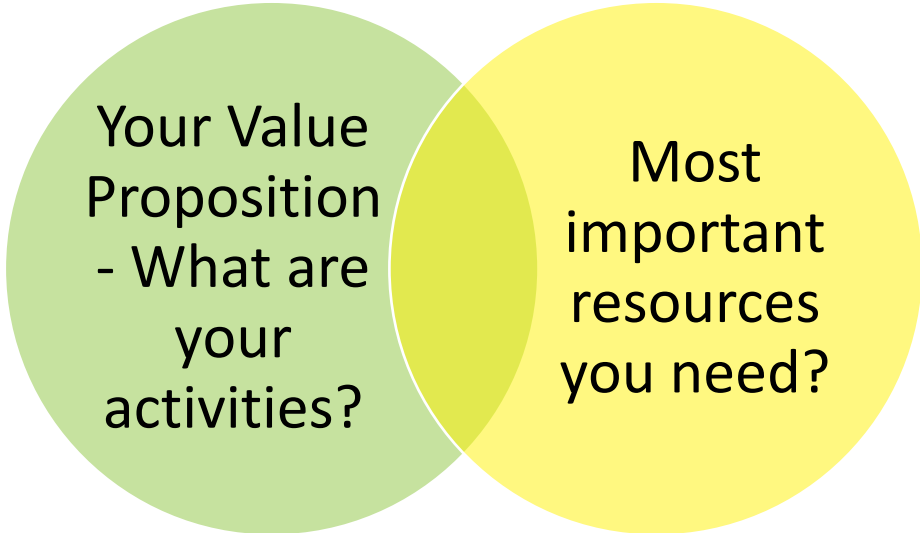
- Organizing network events, planning and... knowledge, creating promotional materials

Support from your local government
Other specific resources for your VP?





Resources and activities that you have/will do yourself?



Resources and activities that you need from others!



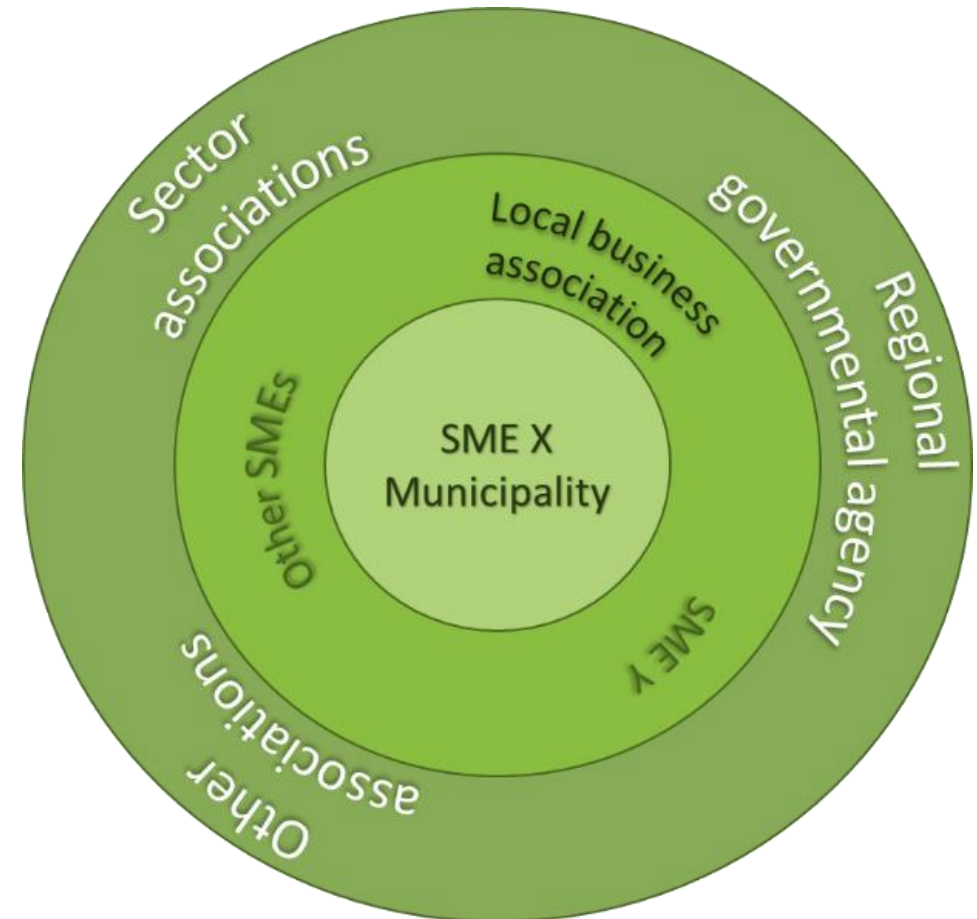
Stakeholder analysis

Stakeholder	Name	Interest	Influence	Resources / possible role
Sustainability department in municipality	Name	Very high	High	Network of SMEs and local service suppliers, access to finance
Chair of entrepreneurial organization	Access to SMEs, initiating the idea to the SMEs
...				Specialist in renewable energy
				Access to data on energy consumption



Varying stakeholder roles

- Part of your Energy Working Group – planning and developing the collective together with you
- Long-term relation, contractual part of the collective
- Direct involvement in specific projects
- Funding possibilities
- Invited as expert presenter at a network seminar
- Etc.





Link here to the resource needs identified – which of the stakeholders you identified can answer to your need?

Extend your collaborations!

Stakeholder	Name	Interest	Influence	Resources / possible role
Sustainability department in municipality	Name	Very high	High	Network of SMEs and local service suppliers, access to finance
Chair of entrepreneurial organization	Access to SMEs, initiating the idea to the SMEs
...				Specialist in renewable energy
				Access to data on energy consumption

Find inspiration for new services and activities => revising your value proposition!?

Tips for approaching stakeholders

- Establish personal contact, indicate “what's in it for them”
- Ideally a mix of a few (very) positive attitudes, and a negative (critical) attitude
- Define roles together with stakeholders > complementary roles
- Shared vision on purpose of the collaboration



What's in it for them? For example ...

Energy Service Suppliers

- Raising awareness and contributing to energy savings
- Benefits of scale due to the collective approach
- SMEs have expressed need for its services, so involvement will give positive PR
- Increased network with other entrepreneurs
- Good examples of supplier involvement in similar ongoing or earlier initiatives

Municipality/region

- Helps achieving local/regional targets or climate ambition
- Contributes to viability of small businesses in the area – employment opportunities
- Contributes to the innovative and forward-looking “image” of the region
- Contributes to local environment



Set your
ambition

WHAT

- Evaluate alternative options for long-term organization
- Explore options for creating revenues

WHY

- Develop a viable business model – that functions long-term
- Financial resources are needed for impact

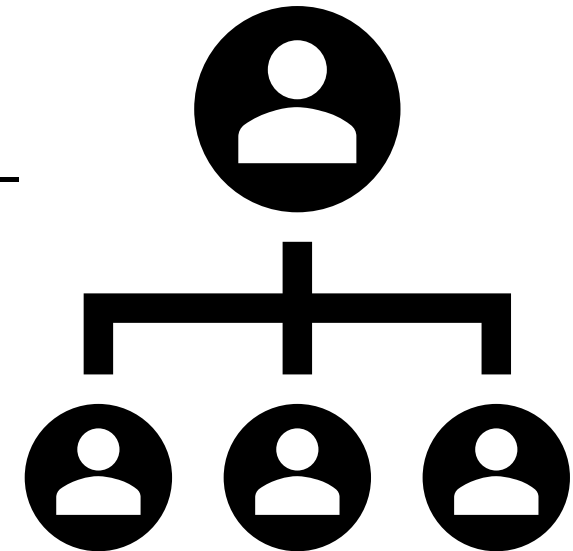
Build your
network

**Set long-term
organizational
structure**



A long-term organizational structure can

- Formalize the collaboration – creates clarity about purpose, roles, point-of-contact and economic responsibilities.
- Facilitate signing contracts, applying for funding, etc. – on part of the collective
- Ensure commitment from involved SMEs and other stakeholders
- Be part of an existing organization or be formed as a new/separate entity



Requires resources – and a solid group of motivated partners



Long-term organizational structure – depends on

- Your own organization/affiliation and your own role
- The type of business park/the SMEs involved
- Other stakeholders involved and their role
- The ambition of the collective
- The type of activities and services offered
- The local/national situation
- Available funding options – and requirements from financing sources
- Etc, etc ...





Alternatives for formal or legal statuses

Association

Cooperative

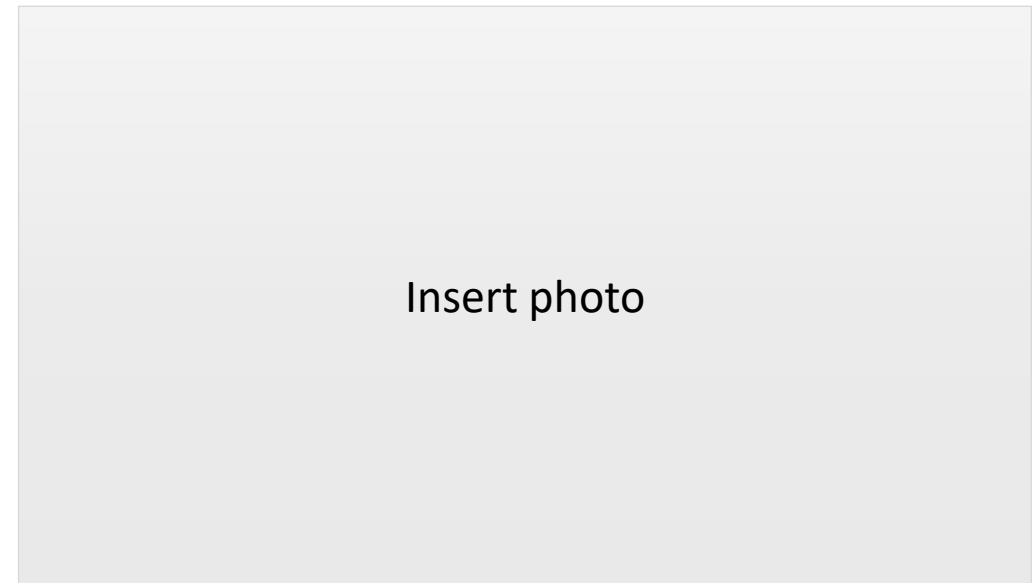
Private
company

Foundation

...Or no legal
entity
(possibly with a
collaboration
agreement)



Examples of organization of a collective



Example



Balancing costs and revenues

Potential costs

- Labour – work hours!
- Communication and marketing
- Building rental/mortgage
- Utilities (energy, water, internet)
- Material supplies
- Tax and insurance
- Activity or service specific costs (e.g. meeting rooms)

Potential revenues

- Membership fee
- Payment for activities
- Subsidy/funding from European, national or regional governments
- Subsidy/funding from local or national entrepreneurial organizations
- In-kind contributions
- Energy savings rewards

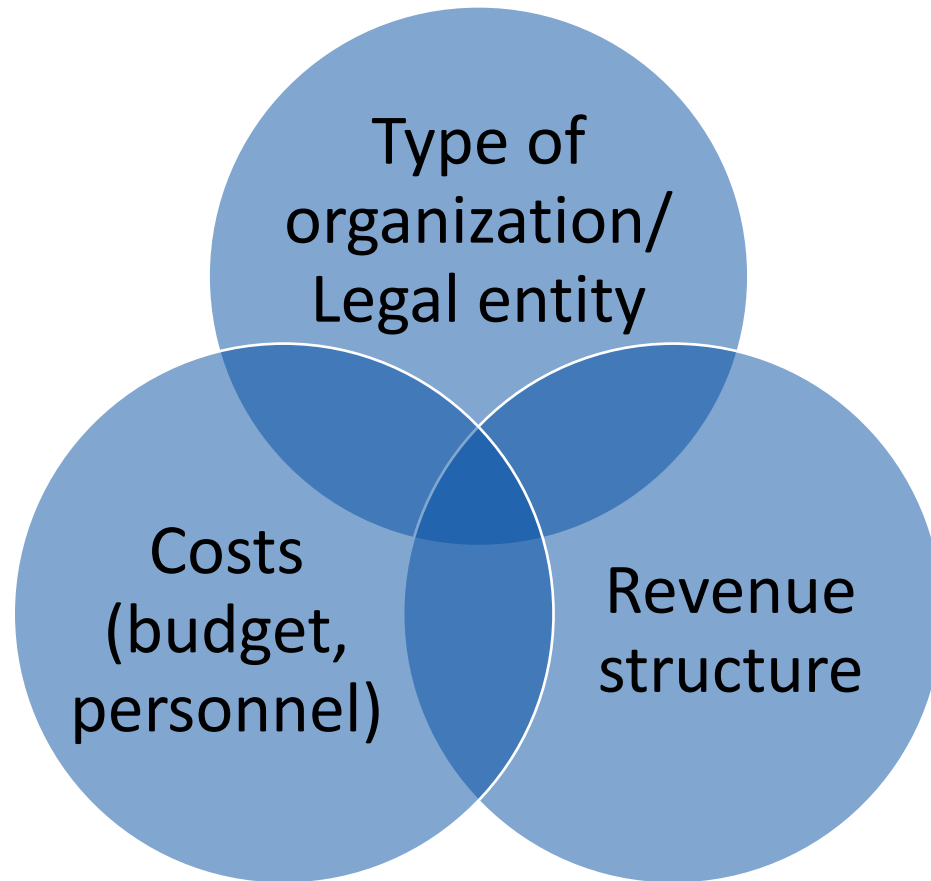


Revenues from SMEs

Revenue type	+	-	Legal entity
Membership fee	Motivational – create a sense of “us” as members	Barrier if too high or added value not clear	Association or cooperative
Payment per activity/service	You pay for what you got ...	Barrier to participation (in each activity!)	Works for any legal entity
Percentage of EE savings	Payment only if actual results	May decrease motivation to act?	Works for many legal entities
No revenue from SMEs – free participation	Low barrier for SMEs to participate	Less continuity and commitment - sense of “collective approach”	Not necessary



What is your organizationl structure?



Challenges
for the
future!?



Key take aways

- By systematically analysing your own needs and available resources, you can identify how other stakeholders and collaboration partners can complement your own capabilities and provide resources that you are lacking.
 - This can improve the offer to the SMEs...
 - ...and thereby increase the impact and long-term viability of the collective!
- To develop a long-term, viable, business model for the local energy collective, you will likely need to evaluate options for long-term organization and further explore potential revenue streams.
 - This can be a challenge...
 - ...but ensures that you can keep reaching impact!



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!



Stakeholder analysis for development of network

In-depth steps

1. Identify which stakeholders play a role in your initiative
2. Map out what you know of these stakeholders
3. Select the stakeholders you want to collaborate with
4. Determine the intended role for each stakeholder

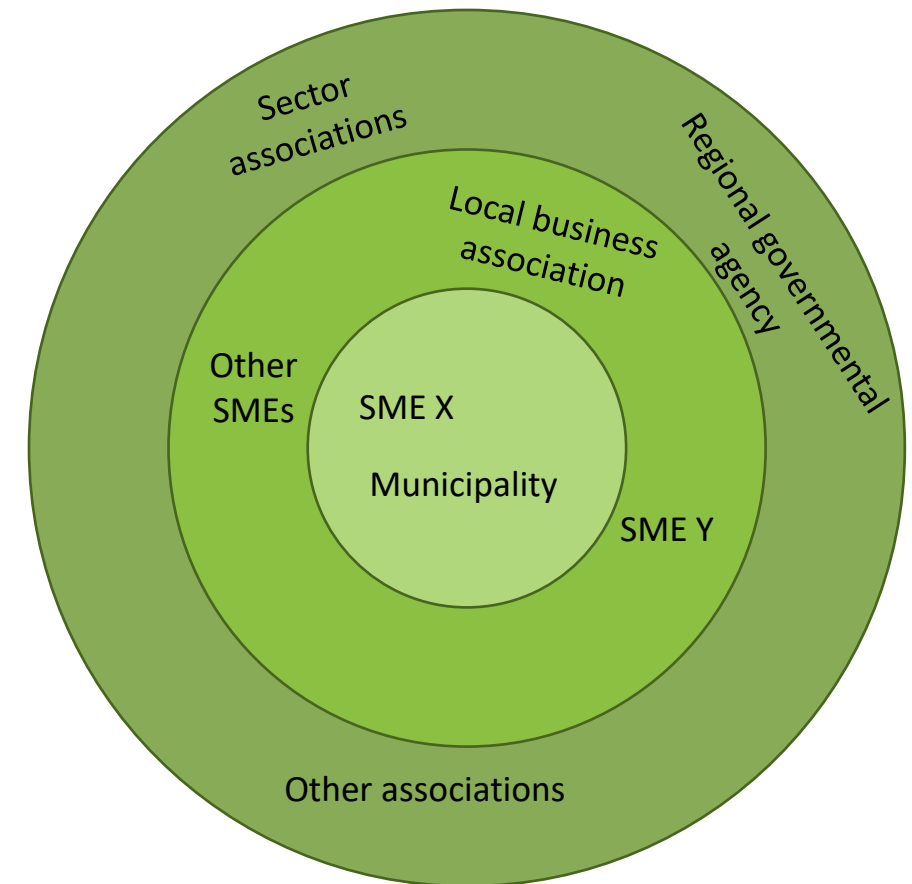




A.1 Overview of stakeholders, an example

Scanning your network

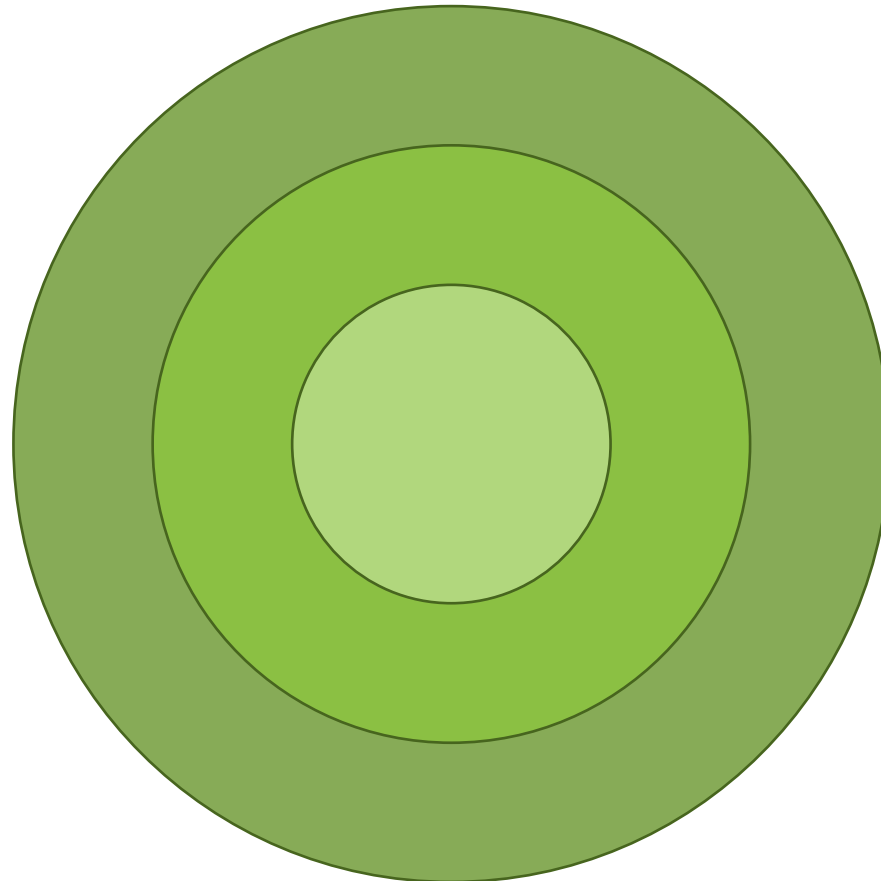
- Identify relevant stakeholders in your network/stakeholders that you know of (longlist)
- How relevant/central are they for your collective? (the more central in the circle, the more relevant/involved)





Exercise – Fill out the stakeholders for your business area

5 min





A.2 Mapping out knowledge on the stakeholders

1. Name	2. Current role	3. Attitude	4. Influence	5. Knowledge	6. Skills	7. Collaborate?
Thomas Bricks	Chairman of the business area	Very positive	Large	Knows the entrepreneurs well, big network	Knows how to enthusiaze people	<i>Will follow at the next step</i>
Anna Simons	Directors of Bubbles (biggest organization in the business area)	Critical	Average	Knows a lot of technical measures		
Chrisy Christens	City councilor	Positive	Small	In connection with regional government	Is good at communication a vision	



Exercise – Fill out for your business area

10 min

1. Name	2. Current role	3. Attitude	4. Influence	5. Knowledge	6. Skills	7. Collaborate?
						<i>Will follow at the next step</i>



Round-the-table discussion

- What stands out about the overview of stakeholders?
- To what extent do you have sufficient insight into the attitude, influence, knowledge and skills of the stakeholders?



A.3 Select stakeholders for collaboration

2 min

- Determine which stakeholders you want to collaborate with now.

1. Name	2. Current role	3. Attitude	4. Influence	5. Knowledge	6. Skills	7. Collaborate?



A.4 Determine intended role for the stakeholders

Think of the roles that are needed within the group, and the power that people have, for example:

- Trusted Partner: Spur enthusiasm/ (initial) Project leader
- Municipality: advisor
- Board of the business park association: support
- Work group chairman
- Role model/Figurehead
- Financial advisor
- ...

** Take into account your own role and level of involvement **

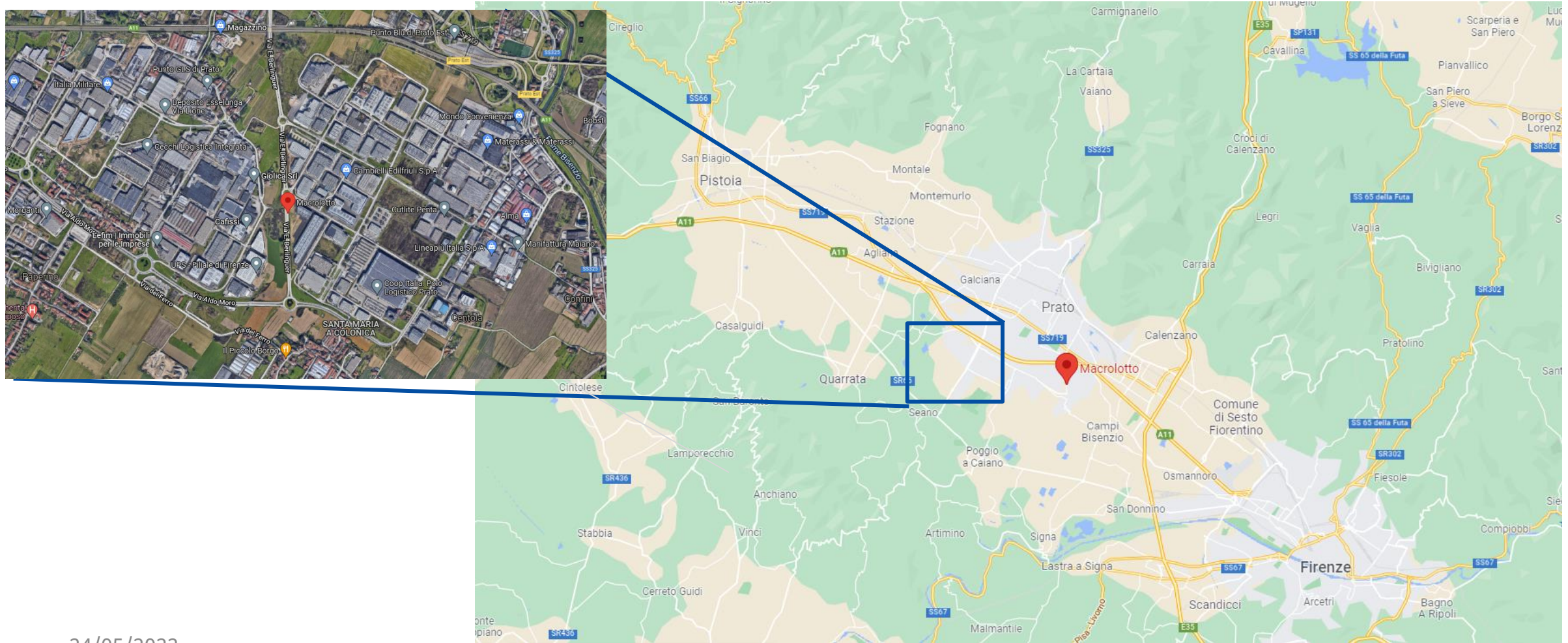
Stakeholder	Current role	Ask for Energy Team?	Intended role	How will we collaborate?
Thomas Bricks	Chairman of the business area	Yes	Figurehead	Monthly meetings
Anna Simons	Directors of Bubbles (biggest organization in the business area)	No	Advisor (external of Energy Team)	Discussion before decision moments
Chrisy Christens	City councilor	No	Support, subsidies (external of Energy Team)	Create a vision together

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

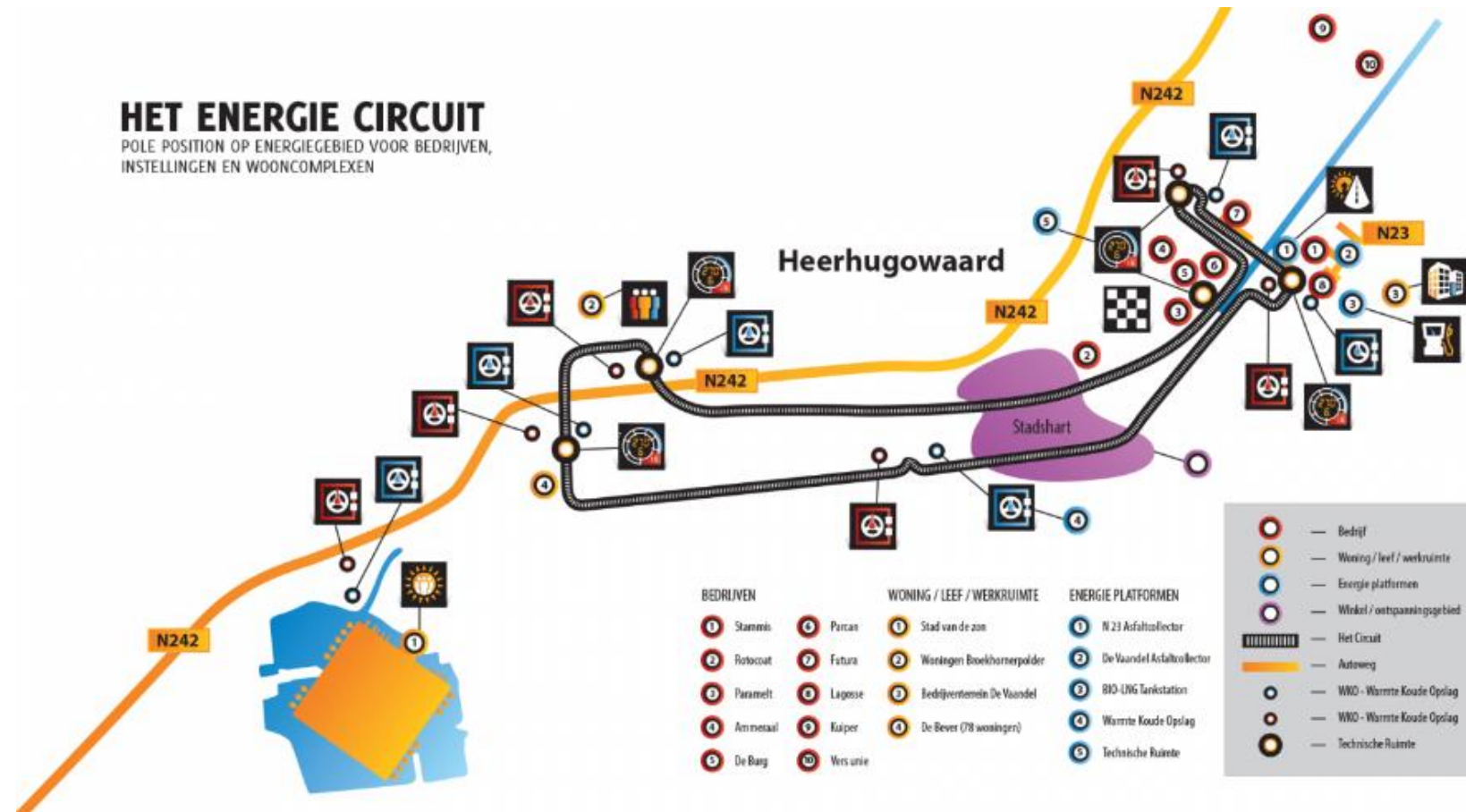


District Heating for new Business Area Schoterhoek II





Heat-cold exchange network in Heerhugowaard



Berlin Adlershof Science City





Null Emission Motzener straÙe



