



B.2 Setting your ambition

Short description	You set and formulate the ambition and focus of your local energy collective – together with your Energy Working Group – and with the needs and priorities of the SME cluster in mind.
Tools provided	Impact ambition development tool (see Figure 1)

When initiating a local energy collective, a good starting point would be to describe the goals you want to achieve: the impact ambition. Below, you will find two examples.

Example: Impact ambition for a local energy collective focusing on energy auditing and energy management in an industrial district of 200 SMEs

The Impact Ambition, set with a time horizon of 5 years:

- Conduct energy scans with at least 100 SMEs
- At least 50 SMEs purchase a full energy audit, out of which 20 through collective purchases
- At least 30 SMEs implement at least some type of energy efficiency measure, in accordance with a supplier
- At least one collective purchase of some type of service/technology is performed
- At least one SME is certified with ISO 50001

Example: Impact ambition for a Zero Emission industrial park

In the framework of the NEMO project in Germany (see also example in A.1), SMEs of the Industrial Park wanted to show that voluntary environmental initiatives by companies are possible – instead of via government requirements. A systematic initial assessment of the potential was carried out with the objective of reaching 80-95% CO₂ savings by 2050 (in comparison with 1995), which can be seen as the overall impact ambition. This was then broken down into smaller steps, where the first aim was to determine the necessary measures for the next 10-15 years focusing on savings in the joint purchase of fuel oil and photovoltaic panel project and central heating system.

The impact ambition helps you understand what should be included (and not) in your local energy collective and to what extent you should get involved in certain activities. It also helps to create support from others for your goal. Your impact ambition determines how you create impact, in other words, which approach your local energy collective uses to create value for the SMEs. Collectives with a clear impact ambition are more successful, since they are able to select activities that directly contribute to the goal they aim to achieve.¹

¹ See e.g. Bauwens et al (2020), Han and Shah (2020), Jacobs et al. (2018) and Schut et al. (2020).



An impact ambition is aimed at a positively formulated outcome, it might be ‘the whole business park energy neutral before 2030’ or ‘95% of SMEs in this cluster have performed an Energy Audit by 2025’. Your impact ambition does not directly focus on the challenges experienced by SMEs. These are addressed when designing activities and services needed to achieve the ambition (see Section B.3).

You can formulate the impact ambition by answering seven simple questions (see Figure 1). If you already have or are assembling an Energy Working Group (see Section B.1), setting and formulating the ambition can be a good team exercise. If you already have ideas for additional potential partners for the local energy collective, you could also involve them. Finally, you can also look for other types of support or background information to shape your impact ambition. For example, insights in challenges and drivers of SMEs towards energy efficiency, alignment with national impact ambitions or alignment with existing business driven impact ambitions might be helpful.

If an impact ambition is supported by (potential) partners, this will result in clear guidance on what type of activities and services to focus on. It will also help to evaluate in later stages if the activities conducted by the local energy collective have actually led to the intended impact.

Figure 1 shows the impact ambition development tool, consisting of seven questions. If you want to use (potential) partner input, every partner first answers these questions individually, after which the outcomes are shared and discussed to create consensus. The answers to these seven questions together form your impact ambition.

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 ...

Figure 1. Impact ambition development tool.



Once your impact ambition is well defined, you can use it to follow up on the results of your work. This might require that you break down the overall impact ambition into several, more specific objectives, which should be measurable and time-bounded so that they can be monitored and followed-up. Chapter D gives more guidance on how to define SMART objectives for monitoring.

Example: BE+ (business parks energy positive, the Netherlands)

The Impact Ambition: Making 250 business parks energy positive before 2030, by facilitating and supporting local approach/initiatives with mutual contacts, deployment of specialists and the development of generic instruments.

What? Our intended outcome is... to make 250 business parks of SMEs energy positive.

How? We aim to reach our intended outcome by... facilitating and supporting local approach/initiatives with mutual contacts, deployment of specialists and the development of generic instruments.

For Whom? Our target group is... business parks consisting of SMEs

Where? Our invention area is... the Netherlands

How Many? Size of the target group aimed for... is 250 business parks consisting of SMEs

By Whom? The leading organizations are... BE+ together with local initiatives

When? The time to reach the desired impact is... within 10 years (by 2030)

Why? The social change we contribute to is... to make the Netherlands more sustainable by achieving a total energy saving of 32PJ, which is 33% of the Energy Agreement in one swoop (according to calculations by TNO)

References

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