



## B: Defining scope and organizing stakeholders

This chapter is primarily relevant for you if you have the role of a **Trusted Partner** towards a cluster of SMEs and have the ambition to contribute to increasing energy efficiency in this cluster. A six-step guidance on how to define the scope of your work in terms of overall objectives, activities and services to offer, motivate the SMEs to participate, and organizing the stakeholders, is presented in sub-sections B.1 to B.6.

### B.1 Forming an Energy Working Group

You form a core group of persons who can support you in the development of the collective. The group could consist of representatives from SME frontrunners, energy associations, or other enthusiastic stakeholders.

### B.2 Setting your ambition

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. The ambition level can vary widely between collectives.

### B.3 Services and activities you want to offer

You tailor the services and activities of the collective to the needs of the SMEs. The focus varies between collectives and will develop, as the energy maturity of your SMEs grows. The offer is summarized in a value proposition.

### B.4 Motivating SMEs to participate

You get to know the SMEs and highlight how the services and activities offered answer to the specific challenges and business values of the individual SMEs that you contact. Ask questions and go back and adapt your offer if needed.

### B.5 Involving the right stakeholders

You identify and mobilize relevant stakeholders, such as Energy Service Suppliers or public organizations, that may play a role in the local energy collective and develop your network. The network stakeholders may be more or less involved, and in different roles.

### B.6 Setting organizational structure

You develop a long-term structure for the organization, ownership, membership and revenue flows of your collective. For less mature energy collectives, free participation for the SMEs might be preferable - as the collective evolves so does organizational structure, into more formal commitments.



Depending on your specific situation, all steps might not be equally relevant for you and your local energy collective – at least not right now. The idea is therefore to focus on the steps that currently seem most relevant to your own collective.

To illustrate potential outcomes of each step, two examples are provided in the table below.

	Example A	Example B
Energy Working Group	Trusted Partner with representatives from active SMEs	Trusted Partner with the municipality’s energy advisor
Impact Ambition	Achieving a sustainable business park – zero climate impact	Motivate SMEs to start thinking about energy
Value proposition	Focus on collective energy projects	Focus on offering free energy scans and free energy workshops.
Approach towards motivating SMEs	Kick-start a well-prepared first project to let its success motivate further actions	Focus on the needs of individual SMEs and target multiple benefits of energy efficiency
Network development	Detailed stakeholder analysis and long-term agreements with key Energy Service Suppliers.	Energy experts from Multiplier Organization engaged to lead the workshops.
Organization structure and revenues	A formalized long-term organization where SMEs are partners.	All activities included in Trusted Partners current role and funding