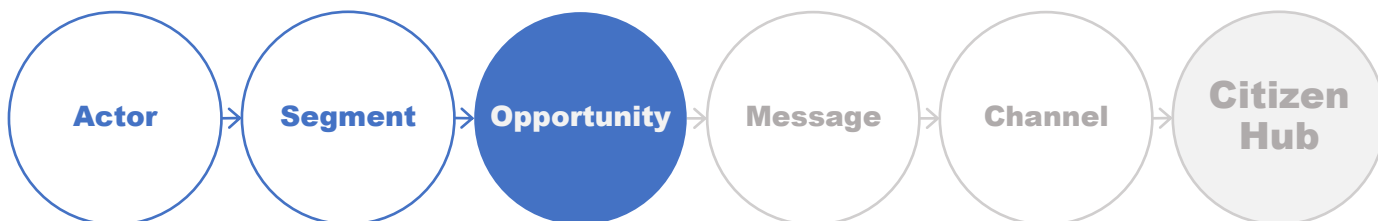


B. The 5 steps process

1

Market segmentation

A. The Overall Strategy



B. The TOP-DOWN approach

- Official standardized massive statistical sources

→ **Sources:** INE, cadastre, ICV, Valencia statistics...

→ **Results:**

- 50 years old multifamily building with legal obligation to renovate
- families with children
- managed by property administrator
- Big enough

C. The BOTTOM-UP approach

- Participatory approach

→ **Sources:** workshops, questionnaires and surveys

→ **Results:**

- Feedback from energy office users, property administrators, citizens and professionals.
- selection of a series of attributes which were affecting the renovation market

D. The Opportunity

- For both citizens and public sector

What would move citizens into renovation?

How can public sector facilitate it?

- For both suppliers and buildings

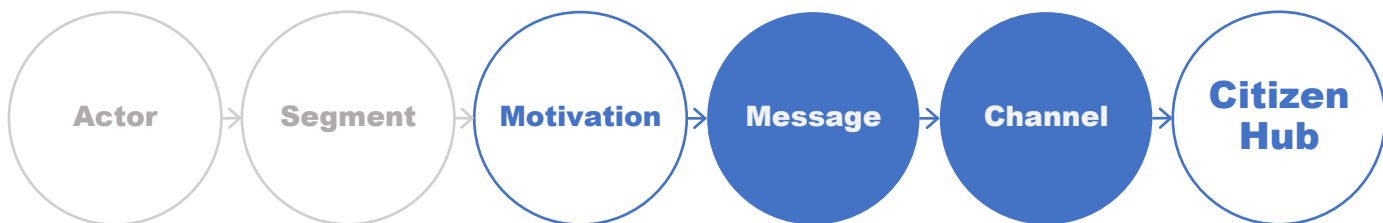
Why would they move their business into the energy renovation?

Which building stock characteristic makes them attractive?

→ **Subsidies**

Demand focus

E. The Communication Strategy



F. The Motivation

- Message to guide demand to OSS opportunity
- Correct channels.
- **Message:** “including energy renovation, maintenance renovation is cheaper”
- **Channel:** massive communication campaign with examples and simulation tool

G. The Marketing Materials

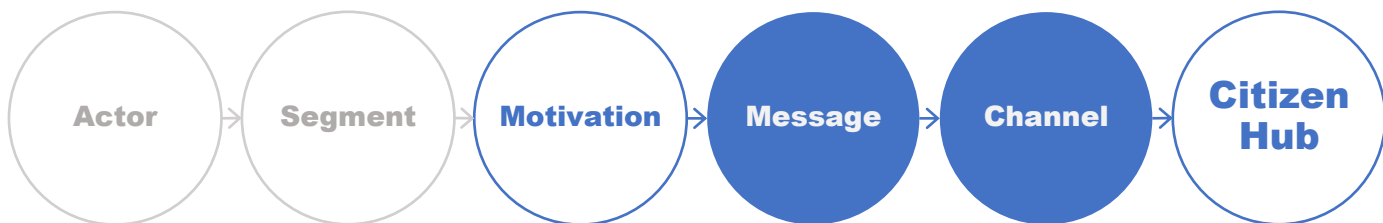
- Different targets motivations and clear messages
- **Engagement strategy:**
 - Targeted buildings: Solutions factsheets, solution zoning
 - Targeted population: appointment letters, professional’s training programmes, on-line self-operated tools

H. The Community

- Identify local well-known existing places/channels: websites, social media, events, trainings, workshops, personalized letters/appointments, information in the OSS.
- Membership, influence, reinforcement and emotional connection
- **Community building:** Targeted stakeholders: Demand side Advisory Boards activated: Private AB, Public AB and Financial AB

Supply focus

I. The Collaboration Strategy



J. The Motivation

- Map supply profiles' characterization and motivation to assign opportunities and drivers for engaging in the OSS.
- **Motivation:** Informal, freelance and SME profiles → secure, better, more work. Big companies → subsidies opportunity
- **Message:** “be prepared, be on the list!”
- **Channels:** professionals and business associations and field campaigns

K. The Network

- Avoid fragmented market and lack of coordination
- Validation & Training program
- **Renovation agent or manager** is required to apply for subsidies.
- Set of an official **registry**
- **Training program** with validation exam to access registry
- Connected through a **forum**

L. The Packs

- Most efficient interventions and their reliable comparison to ease the decision making
- With technical & financial solutions
- **renovEU:** 9 renovation scenarios combining 4 measures, their energy, CO2 and comfort improvement and their cost with and without subsidies through an online simulation tool connected to the supplier's registry.

B. The 5 steps process

4

Customer Journey

M. The Assistance Strategy

5 steps: onboarding, design, elaboration, construction and use

N. The Services

- Needs (sub-steps) defining touchpoints

- Existing resources solving the touchpoints

- Gaps: new resources needed

→ Need for awareness for the problem and existing solutions. Services focused on the possibilities through success stories and predefined solutions.

→ **Result:** services oriented to the first stages (onboarding and design)

O. The Tools

- Resources to solve each service. First analyse existing resources, then design the new ones.

- Mandatory: physical office

→ Existing Energy Office and 2 new offices, online tool for auto diagnosis, professionals' validated registry, training courses for property administrators and mediation for problems during renovation works.

P. The Staff

- Training program including the context, regulations and tools.
- The objectives, target groups, requirements, modalities, evaluation and certification of the training program is defined

→ Training program for the energy office staff, problem solving forum and technical training for property administrators..

B. The 5 steps process

5

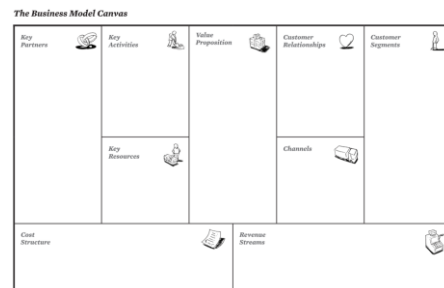
The follow-up | Monitoring

Q. The Sustainability Strategy

- Operational approach: from low-touch to high-touch approach
A: advice | **C:** contracting | **F:** financing | **S:** subsidies

- 1. Low-touch: **F or A+S**
- 2. Medium-touch: **A+C+S or A+F**
- 3. High-touch: **A+C+F(S)**

→ Valencia model is **3. High-touch**



R. The Business Model

- Business Model Canvas: Key partners, Key activities, Key resources, Value proposition, Customer relationships, Channels, Customer segments, Cost Structure, Revenue streams.
 - Important: economic model of income: Public/ Private
- Valencia OSS based on **public** funds and NG EU funds

S. The Risk assessment

- For each stop and sup-stop: services offered, actors and roles, delivered quality, risks, way to detect them, solutions.
- **Risks:** lack of awareness, overwhelming process, lack of trust.
- **Solutions:** awareness campaigns, website, pop-up office, Citizen's school for renovation, best practice map, auto-diagnose tool, personal meetings, tool for subsidies, offers comparison, registry of professionals and contractors.

T. The Performance

- KPIs: economic, environmental, social, performance monitoring
- Updated CRM
- Dashboards
- Value (satisfaction)

→ Unique dashboard to avoid fragmentation

