



B. THE CITIZEN HUB BLUEPRINT AND IMPLEMENTATION SCRIPT		PILOT CITIES		FOLLOWER CITIES	
		VALENCIA	ROTTERDAM	LIUBLJANA	SANT CUGAT
1 Market segmentation	<p>A. The overall strategy</p> <p>Which are your targeted buildings? Which building typology should be renovated first to get greatest effectiveness in the impacts through the renovation process? Which are your targeted subjects? Which user's profiles should be targeted to get the greatest effectiveness in the onboarding and engagement with the renovation process? Which are your targeted suppliers? Which segment of suppliers should be targeted to get the greatest effectiveness in the implementation quality and user satisfaction?</p>	<p>50 years old multifamily buildings with a legal obligation and maintenance to do, where families with children live, organized under the coordination of a professional property administrator, and big enough to be attractive to capable renovation companies.</p>	<p>The most favourable neighbourhood meets the following criteria: >1 terraced house, >80% owner-occupied, building period before 1990, >50% of residents are between 15 and 65 years old, >50% of households are larger than 1 person</p>	<p>One or two family buildings, built after 1964 (seismically safe). working population (retirees do not see the point in renovations).</p>	<p>Like Valencia, our primary focus is on multifamily buildings where families are managed by professional property management services. Currently, we have limited information regarding suppliers specializing in refurbishment within the city. However, we do have a better understanding of solar energy companies. It's worth noting that renovation projects in multifamily buildings are currently proceeding without the need for city council permits.</p>
	<p>B. The top-down approach</p> <p>Which are your official/ statistical data sources? How can you combine and filter them in order to qualify, quantify and measure your targets?</p>	<p>Cadastre, National Statistics Institute, Regional government databases and IVE studies on Residential buildings.</p> <p>Translation of available real data into characterized archetypes/ personas in the geographic scope, to which apply ratios, behaviours and other results from scientific/ official studies</p>		<p>RS statistical office https://www.stat.si/StatWeb/en and CoL Local energy concept https://www.ljubljana.si/sl/moja-liubljana/varstvo-okolja/energetska-ucinkovitost/novice-energetsko-napredni/lokalni-energetski-koncept-mol/</p> <p>Some filtering is possible, what is not possible is done manually with the help of excel tables</p>	<p>We utilize the Open Sant Cugat GIS tool to access a range of valuable geographical data sources, including the Cadastre, Energy Efficiency building maps, ICGC heat leaks map of the buildings, and information on the suitability of roofs for PV (photovoltaic) systems within the city. We engage in data translation to integrate various datasets into GIS for diverse analyses. To effectively blend this data, we rely on GIS experts with the necessary skills. Additionally, we leverage information obtained from past official studies conducted within the city or region</p>
	<p>C. The bottom-up approach</p> <p>Which are your participatory processes? What kind of information you got from them? How can you use these data to derive/ extrapolate market behaviour, needs or expectations?</p>	<p>Feedback from energy office users through surveys and periodic reports, property administrators' feedback from workshops and citizens and professionals' feedback through questionnaire disseminated by IVE.</p> <p>Selection of a series of attributes which were affecting the renovation market.</p>	<p>Information was obtained from an already convinced community to find out which parts of the process could be extrapolated.</p>	<p>Feedback from head of energy advisor office in Ljubljana. Information what are the problems when deciding to renovate</p>	<p>We offer a variety of engagement opportunities, including workshops, activities during Energy Week, and activities geared towards the Community Energy sector. Additionally, we assist citizens in applying for solar energy subsidies through the city council, a service that often attracts homeowners interested in renovation projects</p>



	<p>D. The opportunity</p> <p>What would move citizens into renovation? Why would move suppliers into the energy renovation?</p>	<p>The big number of available (and not spent) subsidies</p>	<p>The repetition of building components in Dutch building stock to facilitate the implementation and organising collectives around this repetition.</p>	<p>Buildings connected to district heating – lowering the temperature of heating media</p>	<p>Subsidies, tax incentives, and energy reduction initiatives motivate citizens to embark on renovation projects. To further stimulate the energy renovation sector, increased efforts are needed in supplier engagement, including training on subsidies application and navigating city council renovation permits</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2 Demand side focus</p>	<p>E. The communication strategy</p> <p>How to drive demand side motivation into the market opportunity?</p>				
	<p>F. The motivation</p> <p>Which are the motivations of homeowners? Which is the correct message to guide demand interests into OSS context opportunity? Which channels should be used to reach our targeted audience?</p>	<p>Motivation: It was joined the families in old multifamily buildings motivation (only necessary -cheap-maintenance) with the regional government opportunity: subsidies and legal obligations) Message: Including energy renovation, maintenance renovation is cheaper (subsidies) Channel: massive communication campaign with examples and simulation tool</p>	<p>The first pilot, initiated by an active homeowner, can be exploited as a first success. Channel: Alex Energie entity and Ikwoon as a digital way to show the benefits.</p>	<p>Message: get a subsidy for renovation and reduce your energy costs Channel: massive communication campaign with <u>examples and simulation tool</u></p>	<p>Homeowners are driven to undertake renovations by factors such as low maintenance requirements, the positive economic impact, and the enhancement of overall comfort. Similar to Valencia, the focus here is on improving the quality of life while spending less. Message: Say goodbye to renovation headaches. Our One-Stop-Shop handles it all – from start to finish. Enjoy a hassle-free, cost-effective transformation of your space. Discover the convenience today! To reach our target audience, we could use various channels including websites, social media apps, local magazines, as well as radio and TV broadcasts</p>
	<p>G. The marketing materials</p> <p>Which are the correct marketing materials and activities to resonate with the different targets motivations and clearly deliver the message?</p>	<p>Awareness campaigns with videos with benefits of energy renovation, solutions factsheets, funding options brochures, mass media materials and appointment letters for users “forced” to an intervention, professional’s training programmes, on-line self-operated tools.</p>	<p>The targeted area is small, so first they focused on the renovations that were taking place, collecting stories and the needs/experiences.</p>	<p>As Valencia</p>	<p>We are using flyers and instagram/twitter for LA TEULADA,our actual solar energy office. We’ve noticed if we inform in the streets (formal stand giving flyers) we increase visitors to the OSS.. Cost-Conscious Customers: Materials: Highlight budget-friendly options. Activities: Share cost-saving tips and success stories. Convenience-Seeking customers: Materials: Showcase seamless processes.</p>



					<p>Activities: Offer virtual tours and easy booking options.</p> <p>Quality-Driven Customers: Materials: Spotlight quality materials and workmanship.</p> <p>Activities: Conduct workshops on quality choices.</p> <p>Sustainability-Minded Customers: Materials: Emphasize eco-friendly options.</p> <p>Activities: Host green-themed events and share tips.</p> <p>Community-Engaged Customers: Materials: Show community involvement.</p> <p>Activities: Participate in local events and sponsorships.</p> <p>Tech-Savvy Customers: Materials: Highlight tech tools.</p> <p>Activities: Offer virtual tours and tech webinars.</p>
<p>H. The community</p>	<p>Which are your local well-known existing places and channels for distributing and exploiting the marketing materials? Which are your local stakeholders and potential allies to fine-tune campaigns and implement specific actions?</p>	<p>A community started around the physical premises of the OSS (such as Citizens school), the presence of the OSS in social media and the virtual channels for problem solving and participation. Local organizations in touch with targeted population were involved (Demand side Advisory Boards), and a set of activities planned.</p>	<p>Alex energy is an actual community. Members receive advice and can benefit of advantages such as collective purchases.</p>	<p>Web page of Ekofund https://www.ekosklad.si/</p>	<p>Promoting our services through well-established local channels: Flyers and ads in Neighbourhood Entities, sports venues, schools, and cultural public buildings. Leveraging the power of social media and engaging with users at OLH (Local Home Office). Also, spotlighting Local Heroes who have successfully implemented community PV systems in multifamily buildings. Collaborating with local stakeholders and potential allies to enhance and fine-tune our campaigns for maximum impact. Our partnerships with community energy organizations, city council, environmental groups, local businesses, and renewable energy advocates ensure that our initiatives are tailored to meet specific goals and resonate with the target audience</p>
<p>3 Supp</p>	<p>I. The collaboration strategy How to drive supply side motivation into the market opportunity?</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>



	<p>J. The motivation</p> <p>Which are the motivations of the supply side profiles for engaging in the OSS renovation services network? Which is the message to orient supply capacities within the OSS context opportunity? Which are the correct channels to ensure their participation?</p>	<p>Motivation: (1) Informal, freelance and SME profiles: secure, better, more work. (2) Big companies: subsidies opportunity Message: "Be prepared, be on the list!" Channels: professionals and business associations and field campaigns</p>	<p>A renovation coordinator is needed to coordinate the work of several self-employed partners. More training is needed. Building sector is a booming business.</p>		<p>We would need collaboration from other experts in the city council to achieve this information. We have supramunicipal entities as AMB or DIBA that are engaging this areas for all region. Also a technical office in the property association of Barcelona region.</p> <p>Message: Boost Your Business with Our OSS Renovation Network! Join us to expand your supply capacities and gain exposure to a wide range of renovation projects. Collaborate seamlessly, simplify sales, innovate, and champion sustainability with us. Together, we're reshaping the future of renovation. Embrace the opportunity today</p>
	<p>K. The network</p> <p>Which measures can avoid the current fragmented market and lack of coordination? How can a services network be built?</p>	<p>Renovation agent or manager is required to apply for subsidies. Set of an official registry with a training program and validation exam to access. Agents connected through a forum.</p>	<p>Although there is a need for a renovation coordinator figure, the market is not as far to be able to set up a list of renovation contractors or renovation agents.</p>	<p>Many small contractors. The steps for some sort of qualification/coordination needed</p>	<p>Renovation agent would be very useful for subsidies applications and legal renovation work permits. Centralized Platform: Create a central digital platform for all renovation stakeholders to coordinate and communicate.</p> <p>Standardize Processes: Establish industry-wide best practices to streamline operations.</p> <p>Certification and Training: Implement certification programs and training to ensure quality and consistency.</p> <p>Collaborative Tools: Use project management tools for real-time tracking and communication.</p> <p>Community Building: Foster a sense of community with regular meetings and networking events.</p> <p>Incentives: Provide incentives for active collaboration among stakeholders.</p>



	<p>L. The packs</p> <p>Which packs of solutions are applicable in your context to ease the decision making and allow for a fair and reliable comparison?</p>	<p>Online tool 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.</p>	<p>Three routes: A. Individual path: its own path but they have to do all the work. B. Collective approach with simple measures: More people reached but low ambitions. C. Collectives organizations: higher ambitions, more people reached and HUB efforts more efficient.</p>		<p>As Valencia, RenovEU scenarios are very useful. The are different solutions depending on single or multifamily buildings.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">4 The StH customer journey</p>	<p>M. The assistance strategy</p> <p>Which is your customer journey framework? Which functionalities do you intend to provide?</p>				
	<p>N. The Services</p> <p>Which are the existing local needs that will define the touchpoints and the sub-stops? Which are the existing resources (services, tools or activities) solving these touchpoints? Which are the gaps that will be developed to complete the assistance?</p>	<p>Need for awareness for the problem and existing solutions. Services had to be focused on the possibilities, availability, cost and benefits through success stories and predefined solutions. Result: services oriented to the first stages (onboarding and design)</p>	<p>Previous pop-up shops experiences. Now it is needed more local orientated actions in specific neighbourhoods. Focused on bottom-up initiatives and grow them to neighbourhood wide-activities.</p>	<p>As Valencia</p>	<p>We've identified local needs in solar energy systems for domestical uses through the implementation of subsidies (more than 2000 installed systems in 4 years)- We've implemented LA TEULADA energy office to assess about this PV systems. Service focused on onboarding and design. Half of the assessments are physical, 7% email, 7% WhatsApp, 12% phone call and 20% videocall.</p>
	<p>O. The tools</p> <p>Which tools are required to solve each service?</p>	<p>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>	<p>Existing local organization Alex Energie. They use municipal buildings for community meeting. Members receive training. 'Buurmensen': Actual neighbours explain you the possibilities.</p>	<p>digitalisation of existing energy office</p>	<p>Existing La TEULADA OSS service for PV systems, online tool RENOVEU for autodiagnosis in energy efficiency interested and link to community energy participation.</p>
	<p>P. The Staff</p> <p>Which are the objectives and target groups for the training programme of your OSS?</p>	<p>Training program for the energy office staff with mandatory credits and problem-solving forum and technical training for property administrators.</p>	<p>No training program defined because Alex Energie is a voluntary based organization with no staff, only volunteers.</p>	<p>the staff already has the required education and experience</p>	<p>No training program defined yet. We could use other programs from AMB or DIBA if needed. We would ask for a very experienced and technician staff in the OSS service tender.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">5 The follow-up</p>	<p>Q. The Sustainability Strategy</p> <p>Which type of OSS do you have regarding its engagement level?</p>	<p>Medium-touch OSS: A: Technical advice C: Contracting advice S: Subsidies advice</p>	<p>High-touch OSS: A: Technical advice C: Contracting advice F: Financing S: Subsidies advice</p>	<p>Medium-touch OSS: A: Technical advice C: Contracting advice S: Subsidies advice</p>	<p>ACS-technical, contracting and subsidies advice.</p>
	<p>R. The Business Model</p> <p>How can your OSS be self-sufficient? Which is its business model?</p>	<p>Valencia OSS based on public funds and NG EU funds. The subsidies entailed in the funds are supposed to trigger the demand, stimulate market</p>	<p>The Hub will leverage on strategic partnerships in the short term to cater for the HO's demands. The business model must address the adaptations</p>	<p>it will probably be financed from public funds</p>	<p>Sant Cugat OSS would be financed on public funds and NG funds too.</p>



		<p>actors and implement a set of networks of OSSs across a target region or location.</p>	<p>needed for the transition from a volunteer basis to a professionalized one</p>		
<p>S. The Risk assessment</p>	<p>Which are the potential risks of your OSS implementation? Which are their contingency plans?</p>	<p>Three main risks: - Lack of interest: solved by awareness campaigns, website, pop-up mobile energy office, Citizen's school, "best practices" map. - Overwhelming: solved by online diagnosis tool, personal appointments, subsidies comparison and advice, offers comparison. - Lack of trust: solved by a registry of validated professionals and contractors, Citizen school.</p>	<p>TBD</p>	<p>Lack of interest Lack of funding Lack of trust</p>	<p>Lack of human resources and budget. Change in local government and politicians. Lack of interest from the citizens. We could engage people with local tax reduction if they reduce their energy consumption. Bes local heroes in town showing their efforts in their community.</p>
<p>T. The Performance</p>	<p>Unique dashboard to unify data sources with a form addressed to the different actors in the data collection.</p>	<p>Unique dashboard to unify data sources with a form addressed to the different actors in the data collection.</p>	<p>Rotterdam has no standard monitoring system. Lesson learned: monitoring should be a mandatory part of setting rules with other parties,</p>	<p>KPI to follow the users interactions with the OSS. Cross the information with real renovation work permit demand in the city council To track user interactions with your OSS and cross-reference this with renovation permit demand at the city council, focus on two key KPIs: User Engagement Rate: Measure how actively users interact with your OSS, indicating their interest and involvement. Permit Application Correlation: Analyse whether user interactions align with the timing, location, or types of renovation permit applications submitted to the city council. By monitoring these KPIs, you can gain insights into user behaviour and their impact on renovation projects in your city While Customer satisfactions is a critical KPI, it's essential to track a combination of KPIs to gain a comprehensive view of your OSS's performance. Other KPIs, such as project completion rate, cost efficiency, and supplier satisfaction, are also important in assessing different aspects of your OSS's success</p>	