



Save the Homes

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Executive Summary

Investments in energy renovations in homes are vital for the environment, economy, and people’s quality of life. Europe is struggling with an aging housing stock where only 10% of buildings currently have A or B class energy performance certificates¹. Housing condition is increasingly related to health due to demographic and climate change. Living in unrenovated homes can have major implications for people’s health while improved housing conditions may save lives, reduce health risks and increase quality of lives². Residential building renovation presents an opportunity to achieve major improvements in health, comfort and well-being.

The **Sav€ the Homes** project aims to substantially contribute to an increase of an annual renovation rate of > 5% by offering attractive OSS services to homeowners, endorsed by municipalities, trustworthy entities for citizens. This is achieved by the implementation of OSS Citizen Hub concept, offering renovation offices, both as physical hubs and web-based virtual hubs at local level based on the concept of medium-sized cities and to maximize replicability, at national and EU level.

First, a market and stakeholder analysis are conducted to help identify each city’s needs and opportunities. Second, Citizen Hubs are set up to connect the renovation advisory, renovation products and services, finance opportunities and legal advice with a building owner at a single point. Such integrated service hub intends to provide an attractive, transparent and trustworthy offer to citizens, thus increasing the demand for renovation.

The ‘integrated home renovation services’ will be established within already established frameworks for OSS networks at the City of Eindhoven, the Netherlands, and Municipality of Valencia, Spain. The project builds upon existing energy targets and networks so far well established at the city levels where it brings a new method and mechanism on how to improve the existing interactions between the relevant organizations and stakeholders. It holistically connects renovation advisory, products and services, finance opportunities and legal advice with a building owner at a single point. By involving relevant EU umbrella organizations, the concept will be further promoted in other member states to come to a harmonized method applicable at EU level.

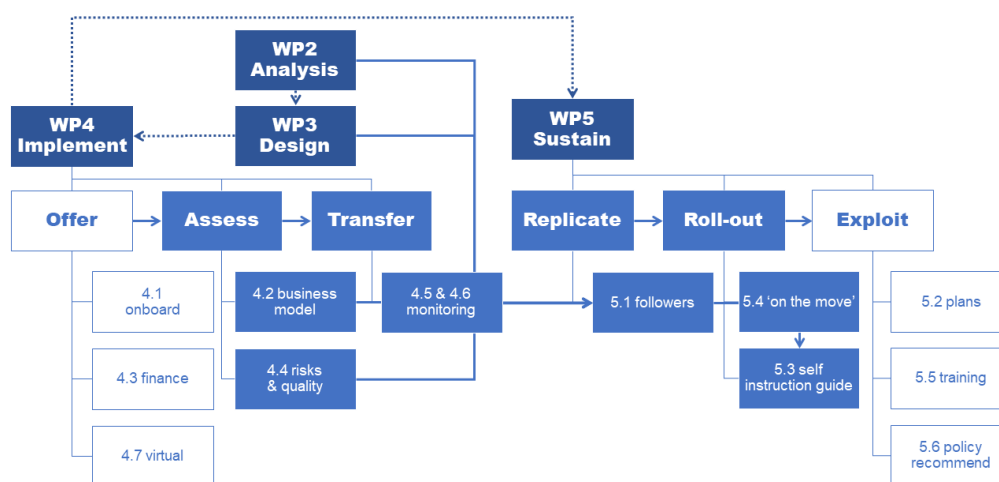


Figure 1.- WP5 activities workflow

1. **European Commission.** European Commission. *EU Buildings Database*. [En línea] 2020. https://energy.ec.europa.eu/index_en.
 2. **World Health Organization.** *WHO Housing and health guidelines*. Geneva, Switzerland : s.n., 2018.





The **WP5** objective is to ensure that the successfully validated Citizen Hub model (in WP4) is directly taken further and therefore ensures the increase of the renovation rates EU wide via the different networks on the following levels:

- The first level is a one-on-one, but tailormade **replication in two follower cities**, Sant Cugat and Ljubljana, both linked to the main pilots.
- The second level is the exploitation and **promotion on a regional and national level**, with a pivotal role for the Sav€ the Homes Advisory Board working groups and the pilot networks.
- The third level is the **exploitation on a EU wide scale** towards the Sav€ the Homes main target groups through the two European umbrella organizations: homeowners/landlords/condominiums via UIPI and municipalities via ICLEI.

In this **Task 5.3.** (*Development and testing of self-instruction guide for the Citizen Hub model and transferability protocol*) a self-instruction guide is developed, incorporating lessons from pilot and follower cities. This guide aims to ensure a smooth and efficient replication process of the Citizen Hub model.



Introduction

This document presents the outcomes of the Task 5.3. *Development and testing a self-instruction guide for the citizen hub model and transferability protocol*. It aims to provide a self-instruction guide for cities and regions interested in replicating the Citizen Hub model. It draws upon the lessons learned and recommendations from the Citizen Hubs in the two pilot cities (Valencia in Spain and Rotterdam in The Netherlands) and the follower cities (Sant Cugat in Spain and Ljubljana in Slovenia).

The document is based on the deliverable D4.9 (*Common Protocol to Evaluate the Transferability of the Citizen Hub Concept*), which establishes a **protocol for the transferability** of the Citizen Hub, i.e. the description of various stages of transferring the Citizen Hub model from the pilot cities to the follower cities. This report emphasizes the importance of different socio-economic contexts and regulatory frameworks in adapting this protocol.

Additionally, it relies on deliverable D5.1 (*Replication Guideline Based on the Lessons Learned from the Follower Cities*), which assesses the **replicability of the Citizen Hub for the follower cities** in two distinct ways:

- **Within the same country**, for the Spanish pilot and the follower city Sant Cugat, aiming to analyse the benefits of having the structure and services developed in the national language and based on national circumstances, legislation, culture, and habits.
- **Among EU countries**, where the Citizen Hub model fully deployed in the Dutch city of Rotterdam is replicated for the City of Ljubljana in Slovenia. The goal is to validate the effectiveness of the replication process among different EU countries.



Image 1. Pilot cities) and follower cities)

Beyond the feedback received from the follower cities regarding the transferability of the Citizen Hub (T5.1), the **discussions and conclusions from replication workshops and dissemination campaigns** (T5.2, 5.4, 5.5 or 6.5) are also integrated into the self-instruction guide, thereby aiming to enhance and facilitate replicability, creating efficient guidelines.

Following the transferability and replicability diagram of the Citizen Hubs, this represents the final stage, after the implementation of the pilot Citizen Hubs and the follower cities ones, and the

evaluation of both. This document is produced **to enable other cities and regions** interested in the model of **Citizen Hubs** for building renovation, to ensure the replication process as smooth and efficient as possible.

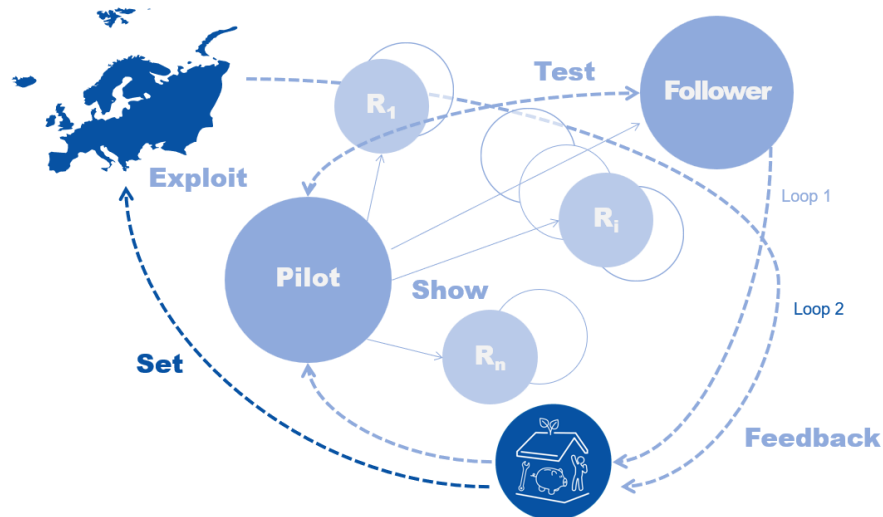


Image 2. Feedback loops to assess replicability: Setting the StH model

The final self-instruction guide integrating the feedback received on the OSS model and the replicability from the different stakeholders is integrated in this deliverable, which deploys the self-instruction guides in an organized and sequential way, compiling the documentation generated in various phases of the project in a single document.

In the deliverable, the first section presents the self-instruction guide for the Citizen Hub model, the second section includes the different materials for replicability produced in the framework of the project, and the last one is focused on the conclusions and feedback received from the follower cities and replication workshops regarding the OSS model and materials provided.

Self-instruction guide

The aim of this section is to present the Self-instruction guide, a table designed to link the different materials developed in the project that facilitate the transferability of the OSS model. It is presented in a format that allows the interested user to **replicate the Citizen Hub model autonomously**, following the different steps and sub-steps that set up the transferability protocol (for more details, see Deliverable 4.9 *Common protocol to evaluate the transferability of Citizen Hub concept*).

The **transferability process is divided into 5 steps**, each of which is divided into sub-steps.

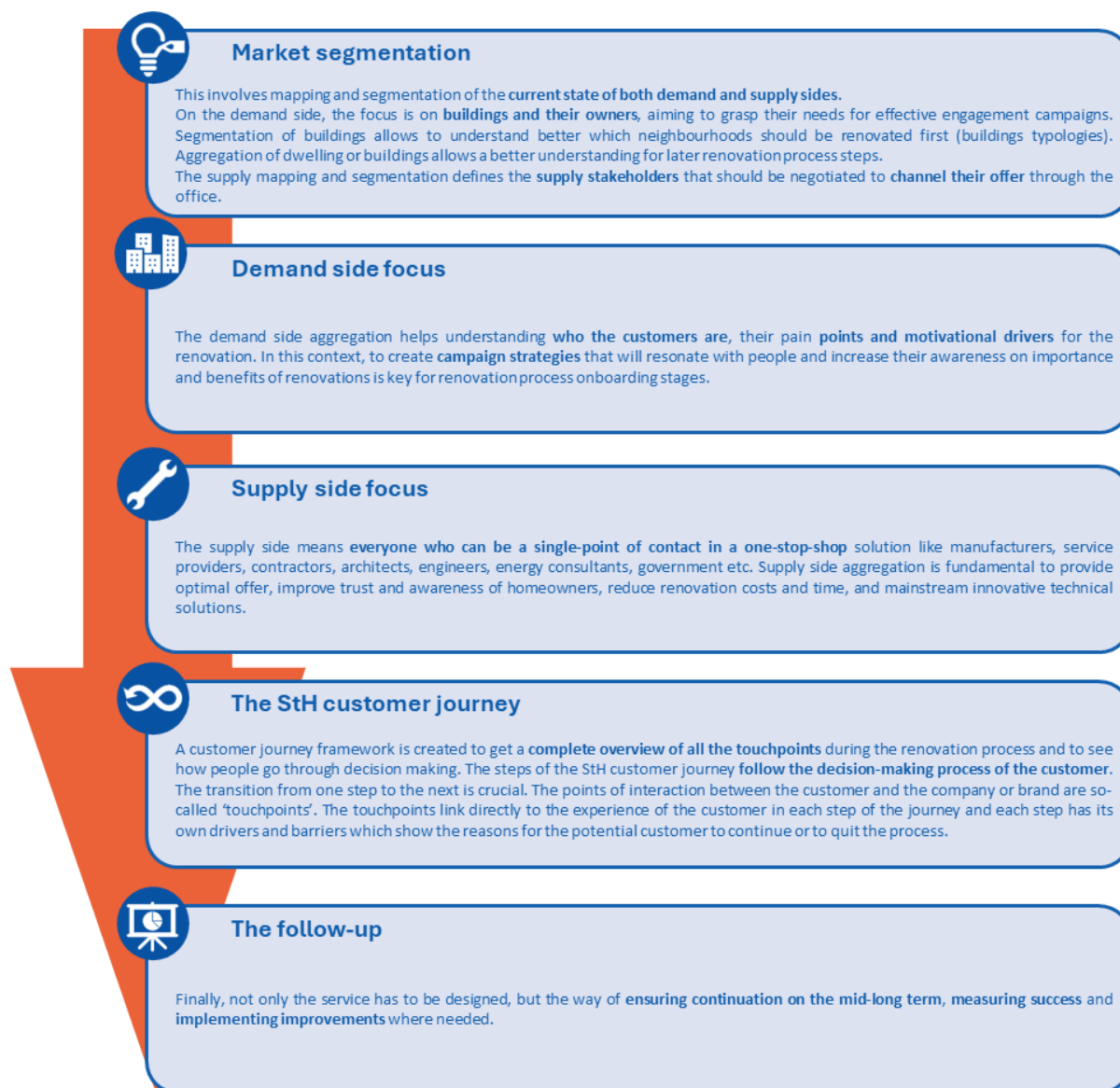


Image 3. Steps of the transferability protocol

The user can navigate the transferability protocol using the DIY templates developed across various project deliverables, consolidated in D.4.9, and other useful materials developed within project's framework. This document offers a simplified and more **intuitive approach for independent use**, enabling users to sequentially implement each step and sub-step of the project with **different documents** that have already been developed. It contains the following functionalities:

- By clicking on the step icon, the user can access the corresponding **DIY template**. These can also be found in the section Materials - C. The DIY Templates.
- Additional information** on each step of the implementation can be obtained by clicking on the folder icon, linked to the **deliverable** containing more detailed information on the sub-step. The list of deliverables corresponding to each sub-step can be found in Annex 1.
- Access examples of already completed **DIY templates for the city of Valencia**, which serve as a model. All the DIY templates, divided by step, are available in Materials – C. The DIY Templates.
- In each sub-step, the user can answer the **questions posed**. These questions, along with sample responses from the pilot and follower cities, can be found in the Materials - B section. The Citizen Hub blueprint & implementation script.
- Allows the user to **track progress** each time they complete a sub-step through a checklist. This not only helps to organise and monitor progress, but also motivates and guides users through the process.

The self-instruction guide is presented in A4 format ensuring that it is easy to print, allowing users to have a physical copy if they prefer.

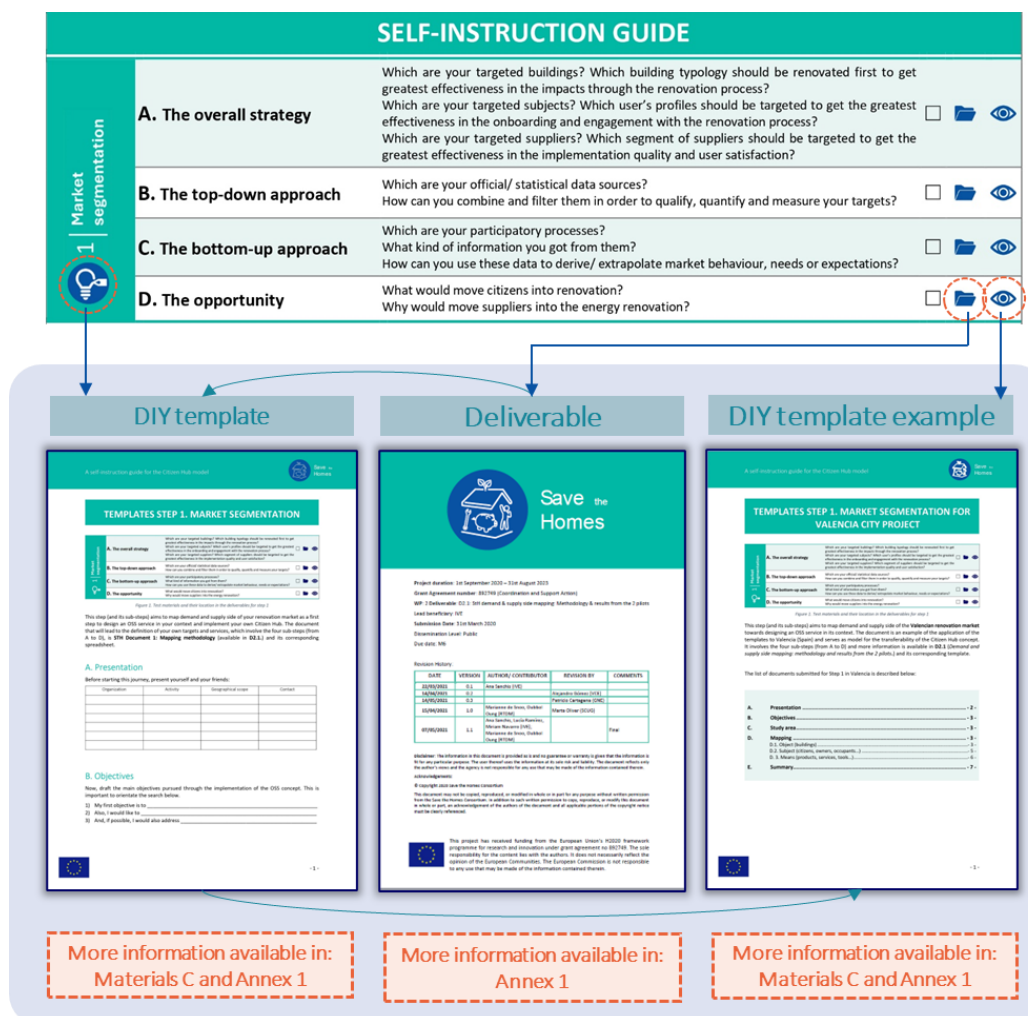


Image 4. Diagram on functionalities of self-instruction guide





SELF-INSTRUCTION GUIDE

| | | | | | | | | | | | |
|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--|--------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------|--|--------------------------|
| 1 Market segmentation | A. The overall strategy | 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? | <input type="checkbox"/> | | | | | | | | |
| | B. The top-down approach | Which are your official/ statistical data sources? How can you combine and filter them in order to qualify, quantify and measure your targets? | <input type="checkbox"/> | | | | | | | | |
| | C. The bottom-up approach | 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? | <input type="checkbox"/> | | | | | | | | |
| | D. The opportunity | What would move citizens into renovation? Why would move suppliers into the energy renovation? | <input type="checkbox"/> | | | | | | | | |
| 2 Demand side focus | E. The communication strategy | How to drive demand side motivation into the market opportunity? | <input type="checkbox"/> | | | | | | | | |
| | F. The motivation | 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? | <input type="checkbox"/> | | | | | | | | |
| | G. The marketing materials | Which are the correct marketing materials and activities to resonate with the different targets motivations and clearly deliver the message? | <input type="checkbox"/> | | | | | | | | |
| | H. The community | 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? | <input type="checkbox"/> | | | | | | | | |
| 3 Supply side focus | I. The collaboration strategy | How to drive supply side motivation into the market opportunity? | <input type="checkbox"/> | | | | | | | | |
| | J. The motivation | 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? | <input type="checkbox"/> | | | | | | | | |
| | K. The network | Which measures can avoid the current fragmented market and lack of coordination? How can a services network be built? | <input type="checkbox"/> | | | | | | | | |
| | L. The packs | Which packs of solutions are applicable in your context to ease the decision making and allow for a fair and reliable comparison? | <input type="checkbox"/> | | | | | | | | |
| 4 The StH customer journey | M. The assistance strategy | Which is your customer journey framework? Which functionalities do you intend to provide? | <input type="checkbox"/> | | | | | | | | |
| | N. The Services | 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? | <input type="checkbox"/> | | | | | | | | |
| | O. The tools | Which tools are required to solve each service? | <input type="checkbox"/> | | | | | | | | |
| | P. The Staff | Which are the objectives and target groups for the training programme of your OSS? | <input type="checkbox"/> | | | | | | | | |
| 5 The follow-up | Q. The Sustainability Strategy | Which type of OSS do you have regarding its engagement level? | <input type="checkbox"/> | | | | | | | | |
| | R. The Business Model | How can your OSS be self-sufficient? Which is its business model? | <input type="checkbox"/> | | | | | | | | |
| | S. The Risk assessment | Which are the potential risks of your OSS implementation? Which are their contingency plans? | <input type="checkbox"/> | | | | | | | | |
| | T. The Performance | <table border="1"> <tbody> <tr> <td>KPIs</td> <td></td> <td> <input type="checkbox"/> </td> </tr> <tr> <td>Dashboard</td> <td> Which are the main KPIs to monitor the success of your OSS implementations and the customer satisfaction? How are these KPIs gathered and monitored? </td> <td> <input type="checkbox"/> </td> </tr> <tr> <td>Value (Satisfaction)</td> <td></td> <td> <input type="checkbox"/> </td> </tr> </tbody> </table> | KPIs | | <input type="checkbox"/> | Dashboard | Which are the main KPIs to monitor the success of your OSS implementations and the customer satisfaction? How are these KPIs gathered and monitored? | <input type="checkbox"/> | Value (Satisfaction) | | <input type="checkbox"/> |
| KPIs | | <input type="checkbox"/> | | | | | | | | | |
| Dashboard | Which are the main KPIs to monitor the success of your OSS implementations and the customer satisfaction? How are these KPIs gathered and monitored? | <input type="checkbox"/> | | | | | | | | | |
| Value (Satisfaction) | | <input type="checkbox"/> | | | | | | | | | |

Materials

This section aims to bring together all the materials that have been developed within the project to make the **process of replicating the OSS models** as efficient as possible. The materials generated for the replicability of the Citizen Hub are as follows:

- The Show Materials** (Materials A)
- The Blueprint and Implementation Scripts** (Materials B)
- The DIY templates**. They consist of templates for each step of the implementation process.

These resources have been produced in the framework of Tasks 4.6. and 5.1 to establish a protocol and evaluate the process of transferability of the Citizen Hub from the pilot cities (Rotterdam and Valencia) to the follower cities (Ljubljana and Sant Cugat).

These materials ensure that cities interested in adopting the OSS model have access to a clear, structured, and practical information, thus enhancing their ability to **effectively replicate and adapt the model** to their specific contexts and needs.

A. The show material

The show material contains the **transferability protocol** summarized in **5 steps**. The objective is to guide the user through the n-steps of the transferability protocol and summarize the information generated in a simpler and more visually accessible manner on a single page.

This section includes both **the templates**, for use in regions and cities interested in replicating the OSS model, and an **application example from the Valencia pilot**, providing practical insights for effective implementation.

More information about ‘The Citizen Hub blueprint & implementation script’ can be found in deliverables **4.9. Common protocol to evaluate transferability of Citizen Hub concept.** and **5.1. Replication guideline based on the lessons learnt from the follower cities.**

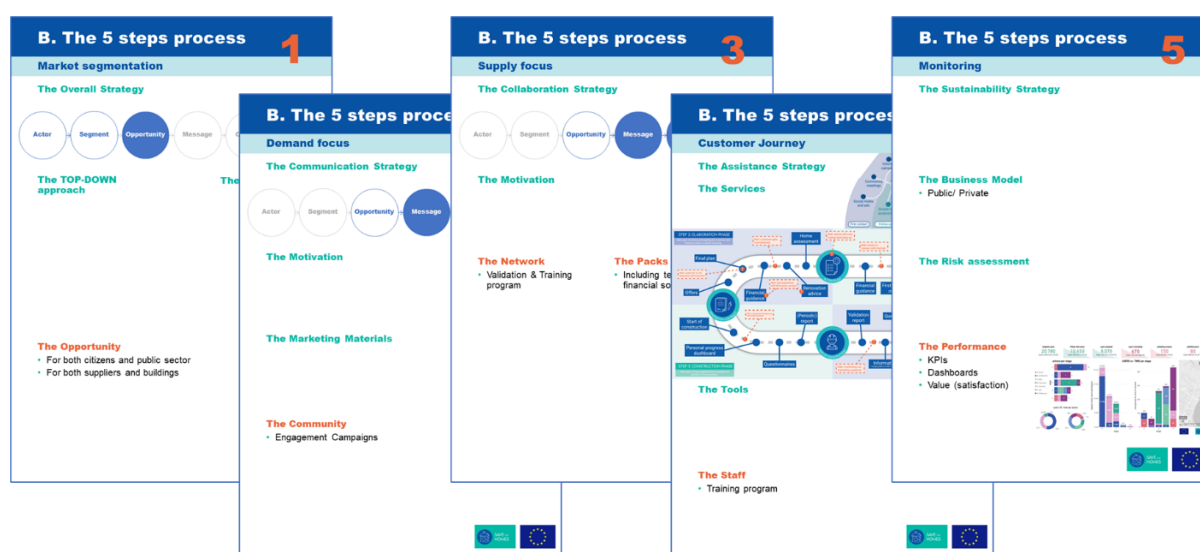


Image 5. The show material



C. The DIY templates

Five DIY templates corresponding to each step of the common transferability protocol have been developed in order to ease the replication process. An illustrative application **example from the pilot city of Valencia** is also provided. Cities and regions interested in implementing the Citizen Hub can make use of these templates to fill them in and the example of the pilot city to guide the implementation in their local context.

More information about ‘The DIY templates’ can be found in deliverable **4.9. Common protocol to evaluate transferability of Citizen Hub concept**.

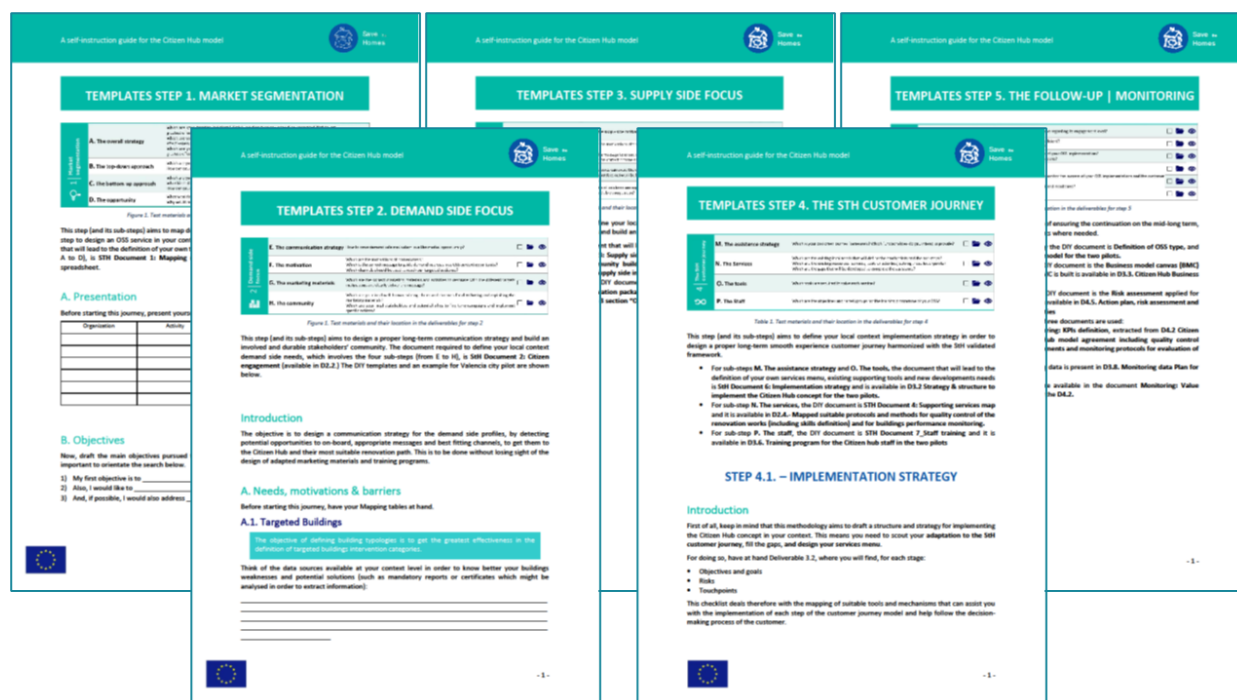


Image 7. The DIY templates





Tips & Considerations

The feedback received on the implementation of the OSS model is not only useful for guiding replicability in the follower cities, but also among other municipalities, cities and regions interested in the citizen Hub business model.

During the activities of the project exploitation process, feedback has been received on the OSS model and its transferability. The main conclusions drawn are as follows: A. From follower cities and B. From replication workshops.

A. From testing activities

The feedback received from the follower cities (Ljubljana and Sant Cugat) can be found in the deliverable D5.1. *Replication guideline based on the lessons learnt from the follower cities*, where the complete documentation of the testing carried out can be consulted. Once the OSS model was established in Ljubljana and Sant Cugat, following the *Citizen Hub common transferability protocol* (D4.9), it was possible to gather information and assess the transferability process regarding the documentation provided. The process has enabled key conclusions to be drawn about the transferability and analysis of possible barriers to replicability of each step and sub-step of the process.

As a summary, the feedback from both follower cities is collected in the same table (see Table 1), thus facilitating the comparison of the transferability between cities in the same country (Sant Cugat) and between EU countries (Ljubljana), analysing the difficulty, usefulness, and similarity.

In Ljubljana, the greatest difficulties were encountered in phases 3 (*Supply side focus*) and 5 (*The follow-up*). On the other hand, Sant Cugat experienced more obstacles in the first phases of the OSS model: 1 (*Market segmentation - supply and demand sides*), 2 (*Demand side focus*) and 3 (*Supply side focus*).

Both follower cities were positive about the materials provided throughout the project. However, Sant Cugat noted less usefulness in sub-phases D (*The opportunity*) and G (*The marketing materials*), although in general the materials were considered adequate.

Related experiences suggest that the replicability of the model is more straightforward for cities within the same country than between cities in different EU countries, probably due to the similarity of regulatory and administrative contexts.

The feedback received from the follower cities highlighted several **critical points to improve** the accessibility and usefulness of the resources provided. Suggestions included the need to make the materials simpler and easier to use, including short explanations, the importance of translating the content into several languages to broaden its scope, and the recommendation to be more specific when indicating the location of the DIY templates within each deliverable.

The feedback is incorporated in the improved transferability protocol of the Citizen Hub (see section *Self-instruction guide*). The DIY templates and all replicability materials are collected in a single document, allowing the user to use them autonomously. The presentation has been designed to be more attractive, simple, and user-friendly, allowing for efficient use.

In conclusion, **although each follower city encountered distinct challenges during the implementation of the OSS model, the overall positive reception of the project materials underlines the potential for successful replication.**





| | Difficulty for answering | | Useful materials | | Related experiences | |
|---------------------------------------------------------|--------------------------|----|------------------|----|---------------------|----|
| | L | SC | L | SC | L | SC |
| 1. Market segmentation – supply and demand sides | L | SC | L | SC | L | SC |
| A. Overall Strategy | 2 | 4 | 5 | 5 | 1 | 5 |
| B. The top-down approach | 1 | 3 | 5 | 4 | 4 | 5 |
| C. The bottom-up approach | | 5 | 5 | 5 | 2 | 3 |
| D. The opportunity | 1 | 3 | 5 | 3 | 1 | 4 |
| 2. Demand side focus | L | SC | L | SC | L | SC |
| E. Communication strategy | - | - | - | - | - | - |
| F. The motivation | 2 | 2 | 5 | 5 | 4 | 5 |
| G. The Marketing materials | 1 | 5 | 5 | 2 | 5 | 1 |
| H. The Community | 1 | 2 | 5 | 4 | 1 | 4 |
| 3. Supply side focus | L | SC | L | SC | L | SC |
| I. Collaboration strategy | - | - | - | - | - | - |
| J. The motivations | 5 | 5 | | 5 | | 2 |
| K. The networks | 3 | 5 | 4 | 4 | 4 | 2 |
| L. The Packs | 5 | 2 | | 5 | | 4 |
| 4. The StH customer Journey | L | SC | L | SC | L | SC |
| M. Assistance strategy | - | - | - | - | - | - |
| N. The services | 1 | 2 | 5 | 4 | 5 | 5 |
| O. The tools | 1 | 2 | | 4 | 1 | 5 |
| P. The staff | 2 | 5 | 4 | 4 | 1 | 3 |
| 5. The follow-up | L | SC | L | SC | L | SC |
| Q. Sustainability strategy | 2 | 1 | 5 | 5 | 5 | 5 |
| R. The business models | 2 | 1 | 5 | 5 | 1 | 5 |
| S. The risk assessment | 5 | 1 | 4 | 5 | 1 | 5 |
| T. The performance | 5 | 1 | 5 | 5 | 1 | 5 |

Table 1. Feedback on common transferability protocol from two follower cities





B. From replication & exploitation activities

The replication workshops, developed in the framework of task 6.5. *Dissemination campaign for the 'Save the homes on the move exploitation'*, have served as input for task T5.4 *Exploitation campaigns for 'Save the homes on the move' EU wide*. Key stakeholders, organizations and experts, who wanted to know more about the Citizen Hub, could provide feedback on the project's materials and their applicability in other European contexts. More information about these activities can be found in Deliverable 5.2. *Save the Home Exploitation and Replication Plan*.

The **three replication workshops** targeted different sides of the market: one with the demand side representatives, one with the supply side stakeholders, and one specifically targeted at existing OSS and EU funded projects. This segmentation of the audience has allowed the workshops to be customized according to the needs and barriers identified, ensuring tailor-made discussed topics for each market side. However, a common structure was maintained across all workshops, addressing the following points:

1. The OSS in the recast of Energy Performance of Building Directive
2. Save the homes project
3. Rotterdam and Valencia Citizen Hubs
4. Interactive phase

The activities presented the OSS concept developed during the project, highlighting it as a transversal and flexible approach, adapted to the local context in which it is implemented. In the last part of the meetings, participants were asked give feedback about the tools produced and whether they could be replicated. Finally, they were involved in a discussion on the potential replicability and the importance of each part for the stakeholders. The interactive discussions proved to be instrumental in enriching the process, fostering an open and constructive dialogue among actors involved in the renovation journey.

Some of the **tips from these workshops** on the implementation of SSOs are:

- **Secure long-term funding and sustainability**
Develop secure and sustainable funding mechanisms and political support, trying to ensure continuous backing for the success of One Stop Shops.
- **Boost homeowner's interest**
Actively involve homeowners in every stage of the process, from onboarding to monitoring. This will foster motivation and might attract new homeowners or building managers to raise awareness and promote new renovation procedures.
- **Highlight the Power of Collaboration**
Emphasize the importance of collaboration among various stakeholders throughout the process, with a specific focus on:
 - Encouraging both large and small suppliers to contribute to the success of OSS
 - Involving homeowners also during design stage.
- **Adress effectively local challenges**
Recognize and effectively **address local barriers** by tailoring solutions to the specific context. Identify **administrative and financial complexities** common or unique to the local setting and implement tools or solutions to streamline processes. Also, explore and attract new forms of sustainable financing to overcome these challenges.





- **Improve the visibility of OSS**

Both **physical and online OSS modalities** are useful in the customer journey; in particular, the stakeholders interviewed underline the importance of physical ones as key elements for building renovation.

The OSS should be an attractive element for stakeholders, being constantly updated and providing materials of interest, ranging from financial assessment to events and visits.





Annexes

Annex 1

The following tables list the **documents referred to in the Self-instruction guide**. On the one hand, table A contains the list of deliverables which provide more information for each sub-step, and on the other hand, table B contains the DIY templates to be filled in for each step, together with the application example for the Valencia pilot.





ANNEX 1. SELF-INSTRUCTION GUIDE DOCUMENTS

| | | | | | |
|------------------------------------------|---------------------------------------|----------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 1 Market segmentation | A. The overall strategy | | | | |
| | B. The top-down approach | | C1 Templates Step 1. Market segmentation.pdf | D2.1. Demand & supply side mapping: Methodology & results from the 2 pilots | C1V Templates Step 1. Market segmentation for Valencia city project |
| | C. The bottom-up approach | | C1 Templates Step 1. Market segmentation.docx | | |
| | D. The opportunity | | | | |
| E. The communication strategy | | | | | |
| 2 Demand side focus | F. The motivation | | C2 Templates Step 2. Demand focus.pdf | D2.2. Guideline for long-term citizen engagement | C2V Templates Step 2. Demand focus for Valencia city project |
| | G. The marketing materials | | C2 Templates Step 2. Demand focus.docx | | |
| | H. The community | | | | |
| | I. The collaboration strategy | | | | |
| 3 Supply side focus | J. The motivation | | C3 Templates Step 3. Supply focus.pdf | D2.3. Citizen Hub protocol for supply side community building and network creation | C3V Templates Step 3. Supply focus for Valencia city project |
| | K. The network | | C3 Templates Step 3. Supply focus.docx | | |
| | L. The packs | | | | |
| | M. The assistance strategy | | | | |
| 4 The StH customer journey | N. The Services | | C4 Templates Step 4. The StH customer journey.pdf | D3.2. Strategy and structure to implement the Citizen Hub concept for the two pilots | C4V Templates Step 4. The StH customer journey for Valencia city project |
| | O. The tools | | C4 Templates Step 4. The StH customer journey.docx | | |
| | P. The Staff | | | | |
| | Q. The Sustainability Strategy | | | | |
| 5 The follow-up | R. The Business Model | | | D3.3. Citizen Hub business model for the two pilots cities | C5V Templates Step 5. The follow up for Valencia city project |
| | S. The Risk assessment | | C5 Templates Step 5. The follow up.pdf | D4.5. Action plan, risk assessment and quality assurance of the renovation activities | |
| | T. The Performance | KPIs | C5 Templates Step 5. The follow up.docx | D4.2. Citizen Hub Model Agreement | |
| | | Dashboard | | D3.8. Monitoring Data Plan for the two pilots | |
| | | Value (Satisfaction) | | D4.2. Citizen Hub Model Agreement | |