

Strategic Line: 3. COMPETITIVENESS AND INNOVATION IN BUILDING ENERGY EFFICIENCY

Strategic measure: 3.3. Local integrated services for EE renovations

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1. OBJECTIVE OF THE MEASURE

- General objective(s) of the MARIE project more directly related to this measure:
 - To support local Mediterranean SMEs involved in energy efficiency of buildings with effects on both the energy renovation market development and the economic and employment growth in MED regions
 - Specific objective(s) of this measure to support SMEs:
 - to develop the market through a push strategy addressing demand (awareness campaign/demand marketing) ;
 - to encourage private economic agents to embed EE in any renovation works (pull strategy/offer marketing) ;
 - to be more competitive through better skills, costs optimization, working organization, marketing development ;
 - to develop new business models contributing to the development of the market and to the generalization of a global approach of renovation, necessary to reach the EU objectives.
-

2. STATE OF THE ART

2.1 Situation of services companies towards the energy renovation market and existing support measures

Supply gropes while demand is at a loss

In spite of incentive frameworks and regulations at national and European level, large scale refurbishment of the building stock hasn't really started and faces numerous drawbacks. The SMEs claim that they are in the process of training and preparing to take a leadership position on the energy efficiency renovation market (in PA.C.A. for instance, 45 billion euros expected turnover for building SMEs before 2050 and 14 500 jobs created per year) but that demand is still very weak. The expected huge and lucrative EE renovation market is not reflected in their order books.

To develop the *sleeping* energy renovation market, many supply actors and SMEs propose and test new commercial approaches. On the other side, demand is faced to overflowing and sometimes contradictory information. The "neutral" and "reliable" information developed by some public institutions or independent organizations doesn't reach enough people to be effective.

Business as usual : global renovations are still a minority

A recent study shows that the average amount of renovation works in homes goes from 3 to 4 k€, whereas an energy renovation consistent and in accordance with EU objectives should amount to 15 to 20 k€. This study, which explores only renovation projects involving design professionals (architects, engineers...), also shows that 40% of them don't include a preliminary thermal audit and more than 60% don't include energy efficiency objectives. A third of these professionals don't recommend a "bundle of works" that could lead to global energy renovation.

A complex and atomized market

Energy efficiency in buildings issues always involves a lot of actors whether on the demand side or on the supply side. Regarding supply, next to *traditional* actors, like architects, engineers and building SMEs, other actors operate such as ESCOs or energy management enterprises or wholesale companies. Moreover new actors are positioning themselves on the EE market as energy renovation experts, energy white certificates collectors...

They all propose their services at different levels but without real coordination or addition of complementary skills. And there is no *market leader* able to propose, organize and coordinate a global offer of EE Renovation.

Energy renovation is a complex process

This leads to numerous debates about the best methodologies to operate a massive energy renovation shift (i.e. should global EE renovations be made compulsory? Through means or through results objectives? Is a thermal audit always necessary or could it be replaced by a standard bundle of works, based on the standard building type?). Moreover, global EE renovation requires coordination before and during implementation between different actors, according to their skills. This is even more crucial when the renovation takes place in an occupied building. That coordination involves specific and maybe innovative organizations, far from the usual building professionals' habits.

In conclusion :

The future rise of energy prices and the evolving regulations about energy renovation will at the same time bring new opportunities and new threats on this market for which SMEs also have natural assets and strengths.

A lot of them lack the know-how and skills — either technical or more general (management, team-building...) — necessary for addressing the energy renovation market, and position themselves as proactive actors (participate to the awakening of the market/offer marketing) rather than reactive (wait for specific demand for EE).

The information gathered generally show that :

- many problems are socioeconomic and behavioural rather than technical or technological either on the demand side or the supply side ;
- because it is an emerging and promising market, and even though its awakening is still to be witnessed, a lot of initiatives aiming at preparing and supporting building SMEs have been identified. But, even large wealthy companies or other institutional bodies with high budget for action, meet difficulties to mobilize the building SMEs ;
- the emerging EE renovation market leads to emerging new professions and leads to the need for some drastic evolutions in existing professions.

Considering the state of the art on the demand side and the supply side, the strategic measure proposes to develop a methodology based on existing initiatives ; the main objective is thus to organize and coordinate them to help SMEs to develop the still sleepy market and to become more technically competent and economically competitive.

2.2 Best practices

In the framework of the WP5 RBA, some best practices of support for SMEs have been identified :

	TYPE	Description
1	Cooperative SMEs	SMEs find new ways for cooperation and/or coordinated work on renovation sites. This cooperative behaviour can be voluntary or drastically favoured by some organization body, which helps solving problems through various B to B services.
2	White certificates collection	Through the valorisation of white certificates, the SMEs are enticed to favour global renovations. The white certificates exchange market helps finance organizing bodies, SMEs networking and marketing tools. This type is still dominated by the ESCO's ("obliged") but new actors are gradually emerging.
3	Sole interlocutor services	The industrialized-new-built homes builders have found a horizontal diversification opportunity with the renovation market. Energy efficiency is part of their focus. Witnessing the demand for "sole interlocutor services", new professions are gradually emerging on the EE renovation market.
4	Local networks	Considering that the right scale for favouring demand and cooperative EE renovation works is local, some experiences are presently undertaken.
5	Clusters	Cooperation, especially vertical, can also be reached through clusters.

2.3 Barriers

The state of the art analysis helped identified major barriers, which the present strategic measure will aim at overcome.

STRUCTURAL

- Existing regulations are : (1) ill-known (information); (2) ill or not implemented ; (3) while enforcement and verification of compliance is almost non existent ;
- Fragmented structure of the supply side at all levels of the chain of value (no leadership).

TECHNICAL

- Most EE refurbishment projects are complex ones ; each case is unique, numerous variables must be taken into account ;
- Poor level of technical innovation (creation and dissemination of new processes and techniques) ;
- Lack of technical skills and know-how at all levels of the supply side ;
- Lack of generic skills and organized leadership among SMEs to address the refurbishment process.

FINANCIAL

- EE refurbishment implies the need for large(r) investments ;
- Current energy prices do not reflect the real (environmental and social) cost of energy, rendering energy efficiency less profitable ;
- Conventional financial instruments fail to making EE renovations feasible ;
- New/alternative financial models are still poorly developed ;

- Limited profitability of the sector.

KNOWLEDGE

- Users have no access to real-time, detailed information on their energy use ;
- Incomplete, unshared, unstable, spread or asymmetric information on EE issues, the best methodologies and solutions, available services providers ;
- Customers do not know/foresee the benefits of EE investments in the long run ;
- Misconception of the main climate and comfort challenges that the Med area buildings face.

BEHAVIOURAL

- Lack of users' motivation for energy efficiency. Customers do not value long term ROI of EE investments. The issues of aesthetics, bigger space, fashion and updating, well-being, reducing noise are the most important motivations for refurbishment. As a consequence, there is a distortion between public policies (focused on EE only) and consumer actual behaviour ;
 - Refurbishment works are intrusive, complex and annoying ;
 - Distortion between behavioural requirements for use of refurbished buildings and Med usual way of life (open windows, mobile sun protections, use of technologies like regulation...) ;
 - Reluctance for collaborative work within supply SMEs ;
 - Over-informed consumers are suspicious towards the supply which does not have the right marketing tools to convince and create faith ;
 - Lack of readability of all the measures targeting the supply SMEs which are at a loss ;
 - Low perceptual value of non-material and knowledge-based assets and services such as architecture, engineering, and consulting ;
 - EE global renovations change the existing technical and symbolic hierarchy between works and professions leading to high reluctance to change practices (but also new opportunities for new professions)
-

3. PILOT EXPERIENCE RESULTS

3.1 *Development of business services for local SMEs on two local Mediterranean territories : Pays Dignois and Frejus town*

The pilot action is deeply rooted in a founding paradigm which states that :

- faced with the energy and climate issues and the complexity of the energy market for private homeowners, no public or private actor **alone** has the capacity to boost the market for ambitious energy renovations ;
- drastically developing the EE renovations rate requires a major cultural shift of both demand (consumers) and offer (SMEs, artisans) but more generally of many other influential actors ;
- this cultural shift may be better started by considering consumers' and SMEs' habits (business as usual) and working on gradually changing them ; more specifically, aiming at embedding EE in any kind of renovation works, rather than focusing on sheer EE renovations is considered more effective ;
- while efficient EE renovations need global planning, they may be implemented "step by step" provided that the works which are done first don't alter the possibility for later improvements.

The pilot action was tailored so as to set up on conditions to boost the energy efficiency market, on a local territory, with a twofold strategy :

- a *push strategy* : inciting SMEs to generate and supply local demand for energy efficiency through support measures addressing their needs (existing and new ones if necessary). That strategy sought to develop an effective offer to help SMEs choose, among existing support measures and services, those most adapted to their own strategic goals and specific needs. New support measures for needs not fulfilled yet were developed and tested.
- a *pull strategy*, to boost local demand through innovative communication actions. These actions were designed so as to stick to users' actual motivations and embed EE in any kind of renovation project.

Two areas have been selected for this pilot action, on the basis of their characteristics which are representative of the Provence-Alpes-Côte d'Azur main issues regarding EE renovation (rural vs. urban, individual vs. collective...) :

- Pays Dignois, in the Alpes-de-Haute-Provence (04) ;
 - town of Fréjus, in the Var (83).
-

The pilot action, called **Rénover+**, allowed a large range of actions aiming at modifying the dynamics of the energy renovation market by creating more links between all kinds of actors : private homeowners, professionals, institutions, politicians, etc.

The operation has been designed in a spirit of "coopetition", especially between private actors. On a emerging and growing market (like that of EE renovation), the most effective strategy states that all actors should contribute to the growth of the market rather than compete for meagre market shares. Each private actor is thus encouraged to identify its priority targets, develop and test new offers and partnerships, contribute to a common communication effort.

Main implementation steps regarding SMEs support actions within pilot

- Identify, mobilize, invite, activate and coordinate public and private actors developing specific support measures for SMEs related to the EE market ;
- Develop the awareness of these existing measures and actions among SMEs, help them identify and choose those most adapted to their concerns and own strategy ; complement the existing support measures where and when necessary ; stimulate networking ;
- Stimulate the energy renovation demand using both push and pull strategies.

Ground work in both Pays dnois and Fréjus

In each pilot site, the action plan has been implemented by two field managers, working hand in had, one mostly devoted to actions on demand, and the other to actions towards SMEs.

The Skilled Crafts Chamber, of respectively the Alpes de Haute-Provence and Var, devoted two business development managers to the pilot. They were in contact, on a daily basis, with the building SMEs and their usual interlocutors : wholesalers, building materials merchants, contractors, trainers, professional organizations, etc.

Two territorial project managers respectively in Pays Dignois and in Fréjus were responsible for actions aimed at informing, directing and stimulating homeowners and mobilising the partners likely to take part in such actions, with various advisory locations, estate agents, asset managers and solicitors, banks, etc. Actions on demand were undertaken either directly or via local facilitators (EE information Agency, Agency for improvement of housing dealing specifically with social issues etc.).

Working in close collaboration and acting as privileged interlocutors for all partners in the scheme, they strived to facilitate convergences, encourage possible cooperation and find concrete solutions to the problems encountered.

At any time, the current partners but also the stakeholders and organisations wishing to join the scheme could get in touch with them to propose actions, seek forms of cooperation and contribute with their ideas and suggestions.

During the pilot, both territories worked closely together and shared best practices ; regular meetings including regional supervisors and consultants, have been organized.

3.2 *Actual actions and results*

3.2.1 - A *Rénover +* website

A website dedicated to the “*Rénover +*” experimentation is operational in each area. It serves as a tool for homeowners, trades and crafts firms and all the participants in the experiment. Produced in collaboration with the Club for Habitat Improvement (national reference actor), it offers local pages and provides more general information on renovation works.

This is one of the main tools to enable all the participants in the experiment to create awareness for their offers, recall their latest news and get essential information more widely known.

Locally: two keys for entry

The site works with two main entry keys to describe and communicate on all proposals and local actions.

The “Advice to Homeowners” strand highlights the following:

- B to C proposals for renovation and financial assistance offered by businesses who are partners in the area ;
- latest news e.g. events where advice and information can be found ;
- places where counselling and advice can be found ;
- information on regional and local financial incentives.

The “professional space” offers:

- B to B proposals addressing building SMEs : technical support, training, white certificates trading ;
- latest news, training sessions agenda ;
- commercial opportunities.

General information

The *Rénover +* site also offers a gamut of general information aiming to accompany homeowners as they think out how to go about works.

The pages dedicated to this information are organised in accordance with a logic that relies on four main motivations to undertake works:

- Taking advantage of works to make energy savings
- Improving comfort
- Reducing energy consumption
- Proceeding with ecological and healthy renovation

Developed, tested and improved continuously by the Club for Habitat Improvement, with initial support from PUCA (Plan Urbanisme Construction Architecture), this part of the site aims to make suggestions rather than impose the idea that (while getting on with works), it can also be extremely useful to think about energy, and do so with full background knowledge. It also brings with it all the provisions for common law assistance, although it applies to both experimental regions and elsewhere.

Web site adresse

www.renover-plus-en-pays-dignois.energissime.fr

www.renover-plus-a-frejus.energissime.fr

Impact indicator: from april to sept : around 5800 visits

3.2.2 - A long preparatory stage involving numerous contacts with professionals and businesses

For the organisers (Region Provence-Alpes-Côte d'Azur, Regional Skilled Crafts Chamber and local authorities), the main objective of this experimentation is to offer a space (virtual and human, through the local managers) that is amenable to initiatives of any nature aiming to stimulate and develop EE homes renovations, thus rousing the market in collaboration with all the actors on the market.

The *Rénover +* experimental scheme, that had been in gestation for several months before its public launch, has to date led to a hundred or so one-to-one meetings allowing the objectives and procedures for this operation to be introduced to all types of actors likely to contribute to its success: wholesalers, building material merchants, manufacturers, trades and crafts firms, contractors, firms specialised in housing renovation, energy suppliers, banks, advisory bodies, etc.

In return, the potential participants called “facilitators” were able to make their ambitions and constraints known and take time to think about what proposals fitted in with their operational objectives and their own strategy.

For some enterprises or organisations, this may involve playing on experimentation and taking advantage of *Rénover +* to test and put forward new proposals.

Innovative proposals, offering accompaniment throughout the decision-making chain from the initial diagnostic through to perfect completion of works, have been tested in the Pays Dignois and in Fréjus town.

It was also identified that existing offers had too low a profile or were not put into practice. This was the case for certain financial aids as with the provision of the zero interest eco-loan by the banks or making the most of white certificates by SMEs. The framework for experimentation, through encouraging dialogue and collaboration between various types of facilitators, may allow certain situations to be unblocked : raising awareness and providing training for account managers in a local bank with the help from the EE Information Agency ; proposal for a simplified system to value white certificates by a wholesaler or building materials merchant.

Some firms also offered financial assistance and targeted promotions on equipment and bundles of high-performance works.

Impact indicators :

- Following on from the preparatory phase, seventy of keen stakeholders have signed the partnership charter and offered specific proposals for *Rénover +* either in the Pays Dignois, or in Fréjus, or in both areas.
- More than one hundred face-to-face meetings with SMEs.
- Some new combined offers.

The list is not closed as the organisers of this experimental scheme want to put it on a more permanent footing. So, any keen organisation, enterprise or professional can at any time sign up to the operation and offer their collaboration and proposals.

3.2.3 – Mobilization of individuals – Communication plan

Press relations

Local by nature, the initiatives taken often lead to a follow-up from the local or regional media. That explains why the organisers of *Rénover +* have had a common and general press file drawn up, made up of various fact sheets that situate the scheme in its broader context in relation to the Med programme, the Marie European strategic project, actions by the Provence-Alpes-Côte d'Azur Region and the Provence-Alpes-Côte d'Azur Skilled Crafts Chamber in favour of energy management and the enterprises in the sector.

This press file is made available to the local sites in the form of customised fact sheets according to the actions they undertake and the messages to be put across.

Impact indicator : around thirty press articles on Rénover +

Nudge

new communication methods are now designed to be implemented on the territories to catch people leading renovation projects and give them the will to integrate energy efficiency in their project.

Cf the presentation of Renovate +, I agree (Rénover+, je m'engage)

Local events

several coordinated events on energy efficiency are organized to orientate owners and SMEs on the tools and accompaniment means proposed in the framework on renovate+

(cf press review)

National events

national communication is made in the same time to make known the experiment to companies whose headquarters are national

(cf press review)

Impact indicator : around 75 events and more than 2000 people met

3.2.4 - Specific tools to support the professionals

Mediterranean Protocol on energy efficiency (123 Réno)

This protocol declines and adapts national reference EE refurbishing solutions to the Mediterranean habitat types, climatic characteristics and ways of living. Developed in partnership with local stakeholders, the two neighbouring regions (Languedoc Roussillon – partner of ELIH MED project and Rhone-Alpes) and Effinergie, it suggests standard bundles of work to achieve a factor 4 energy efficiency.

Its main goal is to help skipping the “custom energy audit phase” which is time consuming, costly while no one is really ready to pay for it and requires skills that are not widely available on the market. Based on a locally documented typology of most of the housing buildings that can be found, the protocol helps combine many criteria linked with customers' motivations to undertake renovation and best EE solutions.

123 Réno can be used :

- as a shared tool for defining common criteria for intervention, technical assistance, technical directions, common incentives (prescribers, EIE ANAH operators, etc..)
- as a basis for the definition of a technical and commercial offer (craftsmen, manufacturers, materials suppliers, energy operators).

Shape: open source software supported by the Region and database to partners.

See : <http://www.123reno-med.eu/>

Impact indicator : from January to now : around 3000 visits

Training :

After the analysis of best practices at European level, which led Med-Marie partners to define *Most Impact Projects* and to identify the agents involved and the skills needed to have successful intervention on energy efficiency, new models of training have been implemented in the pilot action.

Some of them are directly in accordance with propositions for the road map of the European Build Up Skills project, co-financed by the Intelligent Energy in Europe program.

The two training actions tested in Frejus and Pays d'Ille-et-Vilaine are the following :

- complement of existing training courses for craftsmen with practical issues, local context and EE financing tools ;

- inter-professional courses for house operators, banks, real estate about the optimization of homeowners financing projects (larger budget, securing loan redemption by lower energy bills...) through a better knowledge of global EE renovations and the incentives which are related.

Advertising best practices

~~A COMPLÉTER AVEC UNE OU DEUX FICHES PRODUITES PAR ALEXANDRE ET PATRICK~~

http://www.renover-plus-a-frejus.energissime.fr/fileadmin/sites/frejus/documents/Fiche_Chantier_HCD_Client_ROMEO.pdf

http://www.renover-plus-a-frejus.energissime.fr/fileadmin/sites/frejus/documents/Fiche_Chantier_Harmonie_Concept_Decor_Saracino.pdf

http://www.renover-plus-a-frejus.energissime.fr/fileadmin/sites/frejus/documents/Agir_er_Renover_Region/Fiche_Chantier_HCD_Client_BERTHON.pdf

[Maison Richard](#)

Mis en forme : Espace Avant : 12 pt

Mis en forme : Espace Avant : 12 pt,
Sans numérotation ni puces

Mis en forme : Lien hypertexte

Code de champ modifié

Mis en forme : Normal

Mis en forme : Police :Arial

Mis en forme : Police :11 pt

Mis en forme : Espace Avant : 12 pt,
Sans numérotation ni puces

4. PROPOSAL

Mis en forme : Police :11 pt, Français (France)

4.13.3 Approach

The proposal for strategic measure 3.3 is to develop local “**Platforms for energy renovation**” able to create positive interaction and networking between all actors involved on demand or supply or both sides.

This proposal reaches the EU energy efficiency objectives (3 x 20) while favouring the development of local SMEs and jobs.

These platforms contain :

- a coherent framework in a specific limited area (existing territory of life and catchment area), involving political and socioeconomic actors giving visibility and capability to get actions coordinated to the public and private owners of buildings in one hand and private companies and SMEs in the other hand
 - specific means to lead and coordinate actions to raise the demand and support the SMEs to activate the demand and give qualitative answers to it
 - tools able to facilitate the crossing between demand side and supply side : support to technical propositions of renovation (see concept of renovation factory), communication issues, training courses
- ...

4.23.4 Detailed description of the proposal

4.2.13.4.1 Global framework of the platform

The following actors must be involved in the development of the platform :

- Regional Council or regional energy agency : they co-develop a global framework for action, which needs adaption to local context by the local authorities ; they build and provide tools that can help local platforms be quickly operational (internet tool for information and links between demand and professionals, protocol for renovation, communication guidelines...); these mutualised common tools also help reduce costs (learning curve and financial); they develop financing mechanisms and concentrate funds that can be delivered in accordance with the technical tools developed (framework for similar criteria shaping incentive policies).
- regional professional organizations (ex: Regional Skilled Crafts Chamber, Chamber of commerce, clusters...): they co-develop a global framework for action, which needs adaption to local context by the local professional organizations ; they elaborate guidance to support SMEs by local professional organizations.
- local authorities : they host the energy renovation platform and define the political objectives and priorities of the platform (main targets, quantitative and qualitative objectives) ; they coordinate the actions addressed to the demand and involve local Agencies (EE Information, home improvement, social affairs...).
- local professional organizations : they implement the support measures program for SMEs.
- the professionals facilitators are invited to participate to the platform and accept its rules (signature of a partnership charter) ; they take advantage of (and contribute to) a favourable field created by tools,

communication initiatives and local mobilisation to create and/or test what their offers, raise awareness for them, evaluate their relevance and competitiveness and improve them.

They can be :

- associations of trades and crafts sponsored by professional organisations : the Confederation of Trades and Crafts and SMEs in the Building Trade, The Federation of Cooperatives in Building and Public Works ;
- clusters dedicated to sustainable buildings or timber construction ;
- energy suppliers, their networks of tradesmen and/or their white certificates value system ;
- other groups of trades and crafts people (temporary shifts, Co-ops etc.) ;
- independent craftsmen ;
- building materials merchants (market platforms and trade and crafts people's clubs, white certificates traders, etc.) ;
- thermal engineering & renovator builders working on individual houses ;
- works brokers and business finders ;
- architects and contractors ;
- banks, etc.

The coordination of the local platform is assured by an operational task force, formed by local authorities, professional organizations and other actors (housing policies operators, local energy agency...).

The Regional Council or other regional authorities make links between all the platforms, facilitate best practices exchanges and facilitate access to funding mechanisms.

4.2.23.4.2 **Specific means for coordination and animation**

At least two local facilitators per territory are required. They act as "conductors".

Of these two operational Project Managers, one is entrusted with the supply side and the other with the demand side. They also have a mission to foster meetings between the participants for whom they act as main contacts.

They forge links with other potential influencers (banks, estate agencies, solicitors, etc.) and supervise the actions planned. They can then rely on local support with the housing improvement programs, advisors on architectural, urban planning and environment issues, local EE information agencies etc. They relay messages, actions and provisions of the regional levels.

4.2.3 Tools

- Internet tool (see details in pilot action description)
 - Communication actions (see details in pilot action description and SM 2.1)
 - Protocol for renovation (see details in pilot action description and SM 1.2)
 - Collective and B to B meetings between professional facilitators
-

- Training courses (see details in pilot action description and SM 2.2)

Deliverables: “MARIE platform tool package for local implementation”

All the tools proposed in the framework of this strategic measure and presented like a “platform tool package for local implementation” have been already produced during the pilot action 3.3. For development of platforms at Mediterranean area, tools must be adapted by regional authorities.

5.4. COST AND BENEFITS

- Definition of cost and benefits calculation method

Costs must be calculated by integrating :

- “platform tool package for local implementation” regional adaptation : 100 000 € per region
- specific means for animation at local level : 100 000 € per territory and per year (1 500 000 € for a region)
- development of local communication actions (see SM 2.1) : 50 000 € per territory (750 000 € per region)

Benefits are :

- environmental benefits : spare CO₂ emissions and kWh for energy renovation projects generated by the platform
- economic benefits : energy savings, growth of existing SMEs’ turnover, creation of new SMEs and peripheral activities, indirect turnover growth for other companies (material suppliers maintenance...)
- social benefits : reduction of expenses for low income families, creation of jobs

- Cost/benefit analysis in the framework of implementation in MED areas

6.5. RECOMMENDATIONS

The recommendations presented below propose to help Mediterranean Regions to develop platforms for energy renovation at local level.

At regional level :

The Mediterranean Region and professional organizations...

- Select the local territory “playfield” and activate the players and local partners
- Are the “guardian of the temple”. Create and reinforce the framework of the local support. Monitore compliance with the framework, in order to guide and support stakeholders.
- Develop facilitating tools for the proper functioning of the platform but also in order to facilitate the achievement of its objectives.
- Prospect the professionals’ facilitators at a regional level (sometimes national) and create conditions for “coopetition” between them.
- Promote the platform at a regional and national level
- Facilitate experience exchanges and feedback between all the platforms

At a local level,

The territory...

- Sets up the local framework and leads it (create the local steering committee, etc)
- Hires a team of facilitators (or contracts with organizations which may provide such profile and implement the associated services)
- Builds a demand marketing plan to complement SMEs’ push strategies
- Promotes the platform at a local level
- Provides support measures for SMEs and SMEs themselves
- Defines and test a “compass” for SMEs
- Facilitates networking between facilitators

7-6. ANNEXES [\(FRENCH VERSION\)](#)

- ANNEXE 1 [“Guide”](#): ~~Guide of~~ Key learnings of Réover +.
- ANNEXE 2 [“Platform of renovation”](#): Call to demonstration of interest, Road map of a platform of renovation, Doctrine
- ANNEXE 3 [“Video english version”](#) : [Presentation of the Platform of renovation called Réover +](#)
- ANNEXE 4 [“Awareness of MARIE project”](#) : [Summary of all communication actions of MARIE project in France](#)
- [ANNEXE 5 “Working group”](#) : [Massification of energy renovation on the private housing](#)