



# FEASIBLE

Fostering Sustainable Living

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## D2.7 Action and Business Plan for the prosecution of the OSS after the end of the project (February 2023)

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# 1 INTRODUCTION

Following the experience acquired in FEASIBLE and thanks to the projects developed in various European realities, the One Stop Shop in Parma has evolved towards an IHRS (Integrated Home Renovation Services) model, which identifies in the "customer journey" the thread of the development of services to facilitate energy refurbishment in residential buildings. The various examples of IHRS, already reported in D.5.5, are well analysed in the article *"Towards large-scale roll out of integrated home renovation services in Europe"* (Milin, Bullier - ECEEE, 2021).

At national level, the end of the Superbonus<sup>1</sup> incentives, expected from the second half of 2023, radically changes the market situation and leads to necessary reflections about a different role of the OSS, always with the aim of facilitating the energy renovation of residential buildings. Actually, due to the tax incentive lever, there's an anomalous demand on the market that makes it difficult to choose, among all the possible actions, those to be taken to carry out the best intervention to redevelop condominium.

Paradoxically, after a period of interregnum due to the "exceptional" regulation of the Superbonus which focused only on the economic aspect of the redevelopment works, it is necessary to start building citizens' awareness of other values that are not just those of an economic advantage, such as energy saving, living comfort, the reduction of emissions from fossil sources and the increase in the economic value of their apartments.

The Energia&Condomini Helpdesk will therefore have to deal with a situation very different from the one initially faced by the FEASIBLE project - given the different reference legislative framework - but, at the same time, very similar if read from the point of view of the needs and barriers that affect the owners' decision to proceed towards the redevelopment of their Condominium apartments.

The experience of FEASIBLE has demonstrated the usefulness of the OSS as a point of reference for citizens, condominium managers and technicians to deal more effectively and free of charge with the problems related to redevelopment, both for its role of impartiality with respect to the players in the supply chain and for the possibility of dialogue with qualified personnel. The need to consolidate the role of the OSS is justified both by the regulatory complexity of the Superbonus measure and by the regulatory framework in progress which will certainly require facilitation tools to be able to deploy correctly.

However, the nature of the service, in this case totally public, imposes some reflections on its economic sustainability without strong support from public funding, be it European, national or local. This deliverable intends to contribute to this debate, which will become increasingly compelling in view of the transposition of the forthcoming EPBD.

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<sup>1</sup> This incentive make available to condominiums the 110% of the deep renovation costs, provided that this deep renovation allowed the buildings to increase their starting energy class by two steps. The incentive is mechanism based on a multi-year deduction from income taxes of the costs incurred to energy renovation of the building, but, allows also this tax credit to be transferred to the companies that carry out the works.

## 2 FROM FEASIBLE TO EASIER

The Business Model Canvas, developed with the involvement of FEASIBLE stakeholders, was used for the construction of a follow-up proposal of the activities of the Energia & Condomini Desk, entitled *EASIER: Integrated Quality Services for Home Renovation Roadmap*, submitted on the Call LIFE-2021-CET-HOMERENO and funded by the European Commission. The kick-off of EASIER took place on 21 November 2022.

EASIER upgrades the existing OSS, and intends to develop a **new public-private** model integrating local authorities competencies and market expertise to better meet all the renovation needs of householders. It proposes integrated services, for the owners and for the other players in the value chain of home renovation, with the goal to facilitate, simplify and to enable the necessary work to be carried out under transparent price conditions, with quality results and performing energy savings.

The Energia & Condomini OSS will offer its services to the entire provincial territory (450,000 residents). Services will have a wider geographical outreach and will also include online access and innovative digital services. In addition to a physical helpdesk, a virtual platform with guided access to the services offered by an Agreement market actor<sup>2</sup> (in accordance to the technical requirements and congruity) will be used. The traditional communication tools will be supported using innovative engaging tools (such as a gamification app) to be more effective towards citizens to:

- increase their awareness on the importance of individual behaviours;
- achieve the savings and transition goals set for 2030 and 2050
- increase the number of renovated houses.

The innovative aspects of this development proposal compared to FEASIBLE are:

- the identification of a customer journey through the engagement of all the local stakeholders in the value chain who transform themselves from stakeholders into partners;
- the construction of integrated services through the identification of local needs and opportunities with co-design
- the development of training actions, to strengthen the skills of all actors, professionals, businesses, and citizens.
- the experimentation of a public-private model with the involvement of all the players in the customer journey
- the construction of the market actor Agreement, to which the actors will have to adhere in order to be able to provide services within the OSS
- the direct involvement of citizens also through innovative communication tools (gamification apps)

The first step towards the self-sustainability of the OSS is the proposal of a public-private business model with the sharing of the operating costs of the OSS by local public bodies. In the next three years, completely private models may also be evaluated, providing for a fee for joining the Market Agreement by all signatories and any access fees to certain services for companies.

The evaluation of these 2 options and the final choice will be made, at the end of the EASIER project, together with the project partners when the integrated services will be fully implemented and fully operational. This, in fact, will make it possible to make the necessary changes to the services offered

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<sup>2</sup> The Agreement market actor is a tool that commits the signatories (within categories defined in the customer journey) to provide quality services, with the requirements established through co-design.

by the OSS, considering the economic aspects, the new needs that have emerged also in relation to general problems related to their implementation.

SERVICE OFFERED	SUSTAINABILITY METHOD IN A PUBLIC-PRIVATE MODEL	SUSTAINABILITY METHOD IN A PRIVATE MODEL
Information to citizens	Covered by public funds	Revenue from private sponsors
Training courses	Covered by public funds	Covered by public funds / Paid
Joining at the Market Agreement actor	Free	Membership fee
Online platform	Membership fee	Operator access fee
Integrated services of OSS	Membership fee	Paid for citizens

The Sustainability plan of the services offered by the OSS and outlined here, is developed with reference to the Business Model Canvas framework (Osterwalder et al, 2009), basing on the results of the lesson learnt, analysed in Deliverable 2.5, and taking into consideration the experience accrued during the FEASIBLE project.

## Business Model Canvas

## From FEASIBLE to EASIER and Beyond

Version:

1

### Key Partners

**SME Representative:** analysis of business needs; specialized training courses; able to involve other business associations and to provide some services of the OSS.

**Professional associations (technician, building managers, etc.):** analysis of the needs of professionals; relationships with all the actors who operate in the customer journey; specialized training activities; able to involve other professional associations and to provide some services of the OSS.

**Microcredit Representative:** analysis of existing financial instruments and services; formulate financial packages for energy renovation; Direct contacts with major financial institutions.

**Training body:** organization of training courses

**IT partner:** creation of a gamification App dedicated to energy savings and correct behaviours and of the online platform for integrated services.

**Public body Representative:** impartiality of judgement, participation of citizens, offer of free integrated services.

### Key Activities

**DEFINITION OF A CUSTOMER JOURNEY** for the redevelopment of a Condominium, through the analysis of problems, local needs and existing tools;

**ORGANIZATION OF THE TRAINING ACTIVITIES** necessary to strengthen the skills of the actors identified in in the Customer journey

**IMPLEMENTATION OF THE CO-DESIGN PROCESS,** identifying and involving the subjects interested in defining the contents of the Condominiums Agreement for the Climate and integrated services

**IMPLEMENTATION OF INTEGRATED SERVICES** through the enhancement of the activities of an online Desk. Creation of a matching platform (request/offer) to accompany the decision-making process of end users.

**IMPLEMENTATION OF A PILOT PROJECT:** testing of the Condominium Agreement for the Climate for the replacement of heat generators, aimed at energy-poor or low-income users.

Ongoing **COMMUNICATION** aimed at citizens and other services recipients. Community engagement through a gamification app with a section dedicated to domestic consumption and energy savings.

### Key Resources

- Qualified personnel for front and back office activities
- Service and Works Providers adhering to a specific agreement
- Online platform for accessing integrated services and for matching supply and demand
- Training packages designed and delivered by partners
- Gamification App

### Value Proposition

**PROMOTE ENERGY RENOVATION INTERVENTIONS:** provide consultancy and facilitation services to subjects involved in the energy redevelopment process of residential properties, in particular condominiums

**GUARANTEE TRANSPARENCY AND QUALITY TO CUSTOMER** of the subjects involved in the energy renovation process (economic operators, professionals, financial institutions) through the definition and sharing of standards and minimum requirements.

**INCREASE THE USER'S CONFIDENCE AND SUPPORT THEM IN THEIR CHOICES:** through the definition of a Condominium Agreement for the Climate and the creation of an online platform that accompanies the citizen step by step

**ENRICH THE EDUCATIONAL OFFER** through the organization of training courses aimed at all the subjects involved in the customer journey.

### Beneficiary Relationship

#### Direct Relationship

*In presence*

- public events
- helpdesk

*Online*

- subscription form downloadable from ATES platform
- social media dissemination
- mail
- Lead Generation

#### Indirect Relationship

- Self-candidature in response to public announcement for companies, economic operators, condominium managers

### Channels

- Helpdesk online and in presence
- Website/online specific platform
- Institutional channels of the Municipalities (website, Facebook page)
- ATES institutional channels (website, Facebook page)
- Material of dissemination (brochure, poster)
- Press announcements

### Customer Segments

- Condominium managers
- Technicians
- Companies and General Contractors
- Financial institutes
- Citizens interested in energy saving issues

### Cost Structure

- ATES and the partners staff costs for expected activities
- Specialist consultancies for energy assessments
- Gadgets purchase to reward the active participation of citizens
- Costs for communication
- Costs for training
- Consumables

### Revenue Streams

- Income from customers for the integrated services requested
- Income from partners for the integrated services provision
- Public funds (European, National, Local)
- Sponsorships of the private sector
- Contributions of public announcements (e.g. Foundations)