



Minutes of 2nd workshop

Greece
English language

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Public



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Content

2 nd workshop: Business model development.....	4
a) General information	4
b) Agenda of meeting	5
c) Questions to be answered	5
d) Conclusions and next steps	7
Annex: 2 nd workshop	9
List of participants and signature	10
Memorandum of Understanding	11

2nd workshop: Business model development

a) General information

Title of the event: Development of Business Model of the SPIN

Organized by: Centre for Renewable Energy Sources

Date: 4th November 2015

Duration: 15:00 – 18:00

Location: [REDACTED]

SPIN partners – workshop participants:

- [REDACTED] (SPIN partner)

Participants: [REDACTED]

Specialization of company: Energy Services Company

- [REDACTED] S.A. (SPIN partner)

Participants: [REDACTED]

Specialization of company: Engineering consultants specialized in indoor and outdoor lighting

- **Enerengineering Ltd (SPIN partner)**

Participants: [REDACTED]

Specialization of company: Engineering consultants specialized in heat pumps and industrial waste heat recovery applications

- **Centre for Renewable Energy Sources and Energy Saving (Facilitator)**

Participant: Aristotelis Botzios-Valaskakis, In-house consultant

Specialization of company: National Research Centre for Renewable Energy Sources and Energy Saving

- **Hellenic Confederation of Commerce and Entrepreneurship (Facilitator)**

Participant: George Tsolakis, In-house consultant

Specialization of company: Hellenic Chamber of Commerce and Entrepreneurship

b) Agenda of meeting

1. Update on the progress of the EPC+ project (CRES)
2. Review and repeat the outcomes of the last workshops (SPIN members - discussion)
3. Development of Business Model (SPIN members - discussion)
4. Signing of Memorandum of Understanding (SPIN members - discussion)
5. Conclusions and next steps (SPIN members - discussion)

c) Questions to be answered

Value Proposition Canvas => How will you earn money?

- Red Circle
 - Who is your target group? The SPIN has decided to target two different types of customers.
 - The primary target group (Target Group 1) is small, commercial enterprises. This includes all types of commercial enterprises (e.g. clothes shops, bakeries, jewelry stores, pastry shops etc.). Although this target group has relatively small energy consumptions, the sheer multitude of the group members make it a very attractive target. In order to help the SPIN to contact as many of these enterprises as possible, CRES, who is participating as facilitator in the specific SPIN, will subcontract the Hellenic Confederation of Commerce and Entrepreneurship (HCCE) of which all the potential target customers are members. The measures that will be implemented in the enterprises will mainly concern low-cost internal lighting and HVAC solutions with short payback periods. Special attention will be given to the internal lighting measures in order to ensure that they increase the visual comfort of the enterprise, thereby making it more pleasant and attractive to its customers. This is of significant added-value to these enterprises, although this factor may not directly affect the energy savings.
 - The second target group (Target Group 2) is SME industries of the food and drinks sector. The measures that will be implemented in the enterprises will mainly concern waste-heat recovery solutions with short payback periods.
 - If the implementation of a pilot project in both of these target groups proves to be impossible, a third possibility could be the implementation of an energy-saving solution in an office building of a financial institution (preferably, within the premises of the financial institution that may finance the pilot project with Third-Party Financing techniques).

- About the organizational tools in detail
 - What is the final focus area of the SPIN? The SPIN has decided to target two different types of customers. The primary target group (Target Group 1) is small, commercial enterprises. The second target group (Target Group 2) is SME industries of the food and drinks sector.
 - Which type of SPIN (simple, complex, complicated) are you going to choose? During the 1st workshop, the initial idea was that the SPIN was to be a complex SPIN. However, following informal discussions during the time period between the 1st and 2nd workshops, it was finally decided that the SPIN is to be a SIMPLE SPIN.
 - What are the final roles of each partner? ██████████ S.A will be the Principal and ██████████ and ██████████ will be associates/subcontractors. CRES and HCCE's role will be that of facilitators.
 - Who is the first contact person? The CEO of ██████████, will be the first contact person.
 - Who is going to approach the client? ██████████ will approach all new clients. However, in those cases where the potential client has been a client of the associate partners in the past, the approach will initially be conducted by the associate partner that is acquainted with the client.
 - Is there a common understanding on the SPIN contract (i.e. risk sharing, know-how sharing, remuneration sharing). Common understanding of all of these issues has been achieved and, towards this effect, a Memorandum of Understanding (MOU) has been drafted by ██████████ and signed by all the partners during the duration of the 2nd workshop (see Annex).
 - How can costs and invoices be dealt with (i.e. delayed payments, partly payments, covering retentions)? This issue has not been resolved yet.
 - What are the requirements regarding competence-protection between SPIN-partners? ██████████, as principal partner of the SPIN, will subcontract to the associates accordingly.

d) Conclusions and next steps

The following conclusions were derived during the workshops:

1. It is important to locate the best candidates for the implementation of the pilot projects. In order to do this, HCCE should initially provide the SPIN with general information regarding its members (i.e. size and type of enterprise, geographical location). Furthermore, information that HCCE has already obtained in previous national energy projects and concerns energy consumptions or the implementation of energy saving measures already made by these enterprises, should be made available to the SPIN. These actions should be concluded by the end of November 2015.
2. The SPIN shall then pre-filter the general information given by HCCE and send questionnaires, via HCCE, to those enterprises that they deem may be interested. This questionnaire should be easy to complete (max. 1 page) and should not contain difficult technical questions. This should be sent to the enterprises within the first few days of December 2015.
3. Following the receipt of the answered questionnaires, a final list of enterprises will be chosen and contacted by the end of the year.

4. The final choice of enterprises for the implementation of the pilot project should be finalized by March 2015 and meetings with the enterprises conducted. During these meetings, the SPIN representative shall inform the enterprise of the EPC+ project and the SPIN's activities and should also collect further technical information.
5. The sources of financing for the implementation of the pilot projects shall then be sought. If no financial institution is willing to finance a pilot project, then the SPIN shall have to find a client willing to self-finance the project. Alternatively, the SPIN is currently contemplating self-financing a few small projects in order to showcase the procedure to financial institutions. All pilot projects should have simple payback periods < 3 years. According to the SPIN, the function of these "showcase" pilot project is to act as "stepping-stones" for larger projects and the possibility of financing from financial institutions after having seen the successful implementation of the pilot projects.
6. Main aim is to sign an EPC+ contract with the pilot enterprises by the end of 2016 so as to implement them in the first months of 2017 and subsequently monitor and verify their energy savings by the end of the project.

Annex: 2nd workshop

List of participants and signature

Memorandum of Understanding