



# Business plan International EPC+ platform continuation

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[www.epcplus.org](http://www.epcplus.org)

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## 1. Introduction

The EPC+ project aims at developing and promoting new business models for the implementation of energy efficiency services through cooperation between Small and Medium-sized Enterprises (SMEs).

Through cooperation innovative energy efficiency services (EES) can be offered. Cooperation enables SMEs to offer novel and high quality energy services which they could not provide as stand-alone companies. Such services are serious alternatives to standard energy efficiency services provided by large energy service companies (ESCOs) and may provide promising opportunities in terms of innovation and services.

The cooperation of SMEs with the aim to offer joint EES to the market is described as a SPIN.

A SPIN (SME Partnership for Innovative Energy Services) is an organized cluster of independent companies, mainly SMEs, that jointly supply energy efficiency services and that have a structured long-term collaboration with commonly agreed objectives.

One of the objectives of the EPC+ project was the development of an international EPC+ platform.

The international EPC+ platform is an international '**market place**', where - **according to commonly agreed rules** – its members can safely **exchange valuable know-how** and **develop EPC-models and SPIN-concepts**.

The international EPC+ platform started in July 2015 using the “Energy Efficiency Network Europe” as a more commercial name. “Platform” and “network” are used in this report as synonyms.

Fifteen energy efficiency services providers have joined the network (May 2016), covering 16 European countries.

Members of the platform started in November 2017 a discussion about the future of the network after the end of the EPC+ project (31 March 2018).

In February 2018 it was decided to continue the network. In this report an overview is given of the services and organisation of the platform after the end of the H2020 EPC-plus project.

## 2. Current status of the EPC plus platform

### 2.1. Members

Members are all consultancies or/and ESCO's, active in Energy Efficiency Services. From the 16 members 7 are also a partner in the EPC-plus consortium. Some members are also active in more than one country, although almost all partners are involved in international assignments in and outside the European Union.

Member	EU Country
Graz Energy Agency	Austria
e7 Energie Markt Analyse	Austria
Factor4	Belgium
	The Netherlands
Aren	Bulgaria
Energy & Beyond	Cyprus
SEVEN	Czech Republic
Motiva	Finland
	Estonia
Winergia	France
Steinbeis-Transferzentrum EGS	Germany
Helesco	Greece
AEMS	Ireland
	UK
ESCO Italia	Italy
FEDABO	Italy
Ekodoma	Latvia
S317 Conculting	Portugal
Escan	Spain

## 2.2. Current value proposition

The main value proposition of the network is the creation of business opportunities for its members by the facilitation and support of bilateral and multilateral business contacts between members.

To initially attract Energy Service Providers to join the international EPC plus platform the value proposition in the first year was based on the development of a shared capacity to serve international clients with mandatory energy audits in a large number of EU members states. Many of the Energy Service Providers that are within the target group of the network, including several EPC plus consortium partners, are also conducting (mandatory) energy efficiency audits and have large international enterprises as (potential) clients.

As from the beginning of 2016 the main focus of the network has shifted to Energy Performance Contracting, related services and other innovative concepts.

## 2.3. Providing added value to members

The added value that has been created by the network is coming from (1) shared information, (2) concrete business opportunities, (3) supporting arrangements and tools, (4) promotion and (5) innovation.

### Information

The network is an excellent platform to share information about energy performance contracting and related or other energy efficiency services. Information about services and solutions offered by members can help other members in the development of their own services. Trends in more advanced markets can be used to assess market developments in other countries. Information can help members to take decisions and to adopt a more pro-active business approach.

At each monthly webmeeting one or two members presented their company and services or/and give a more detailed explanation about one of their services or concepts.

Information on local market developments and trends are shared at monthly meetings.

Interesting information such as reports and guidelines from other sources (e.g. from the International Energy Agency, the Joint Research Centre, funding opportunities etc.) are stored in the shared Google drive and are available to members.

### Common business opportunities

The main goal of the network is to stimulate and support international collaboration between members in the field of EPC and related services.

A good insight in the expertise and services of other members is important for each member to understand the potential added value of other members to their business. In addition to the monthly meetings where one or two members present their company and services and the availability of this information on the

shared Google Drive, a matrix overview has been developed with information per member of their fields of expertise, certificates and involvement in European or other co-funded programmes.

Members are encouraged to contact other members directly. Members can contact other members to get a quotation, to subcontract energy audits or/and to collaborate in other fields.

### Supporting arrangements and tools

A number of common documents or tools useful for members to support business transactions were developed at the network level.

An example of this is an Excel spreadsheet that has been developed to exchange information about a clients' profile, activities, locations and energy use. This information facilitates information exchange between members and is helpful to assess the workload to conduct energy efficiency audits for international clients and to make a commercial proposal.

Common arrangements helped business transactions between members. An example of an arrangement is a not binding agreement on the level of a commercial finders' fee for members as an alternative to subcontracting.

### Promotion

Additional added value of the network to members is the common promotion of the network and of the individual services of each member. While the objective of promotion is in the first place to generate publicity for each member it also helps in the acquisition of additional members.

The following promotional tools were used:

- Common website [www.energyefficiencynetwork.eu](http://www.energyefficiencynetwork.eu)
- Information on the network in the external communication of each member.

### Innovation

The generation of innovative ideas that can be integrated into business opportunities is one of the objectives of the network. The exchange on innovative ideas can be done at the network level and at the level of a more limited number of members.

Members can present their business ideas to all other members at specific meetings followed by evaluations and suggestions by participants or can approach one or more specific members to discuss business ideas.

The variety of members in terms of expertise, knowledge, markets etc. facilitates discussion on new ideas and the potential transition of ideas in concrete business opportunities.

## 2.4. Preferences of members with regard to the future network

Members were asked to indicate their preference on the future network based on five options.

Option	Services
(1) Minimum Association	<ul style="list-style-type: none"> <li>• Updated information on members, etc.</li> <li>• Few web meetings a year</li> <li>• Common Website</li> </ul>
(2) Association +	<ul style="list-style-type: none"> <li>• Updated information on members, etc.</li> <li>• Few web meetings a year</li> <li>• Common Website</li> <li>• Common brochure</li> </ul>
(3) Association ++	<ul style="list-style-type: none"> <li>• Updated information on members, etc.</li> <li>• Regular web meetings a year</li> <li>• Common Website</li> <li>• Common brochure</li> <li>• Common promotion (newsletter, ...)</li> <li>• Annual meeting</li> <li>• Common business development initiatives</li> </ul>
(4) Association +++	<ul style="list-style-type: none"> <li>• Updated information on members, etc.</li> <li>• Regular web meetings a year</li> <li>• Common Website</li> <li>• Common brochure</li> <li>• Common promotion (newsletter, ...)</li> <li>• Annual meeting</li> <li>• Common business development initiatives</li> <li>• Common marketing and sales</li> </ul>
(5) New legal entity	<ul style="list-style-type: none"> <li>• Updated information on members, etc.</li> <li>• Regular web meetings a year</li> <li>• Common Website</li> <li>• Common brochure</li> <li>• Common promotion (newsletter, ...)</li> <li>• Annual meeting</li> <li>• Common business development initiatives</li> <li>• Common marketing and sales</li> <li>• Own legal entity</li> </ul>

Most of the members preferred option 3 and this option was also accepted at the web meeting in February 2018.

### **Updated information**

The network is an excellent platform to share information about market developments, (new) services, funding programmes, members etc. Interesting information such as reports and guidelines from other sources (e.g. from the International Energy Agency, the Joint Research Centre etc.) are stored in the shared Google drive and are available to members.

Information about services and solutions offered by members can help other members in the development of their own services. Trends in more advanced markets can be used to assess market developments in other countries. Information can help members to take decisions and to adopt a more pro-active business approach.

The common Google Drive will be continued.

Information on local market developments and trends are shared at monthly meetings.

### **Regular webmeetings**

The frequency of regular webmeetings will be reduced to 6 per year. Additional webmeetings can be organised to discuss specific topics or business opportunities.

### **Common website**

The common website will be continued.

### **Common brochure and promotion**

Promotion will be organised via the members using common information (information on EENE, information from other members, etc) that will be available to members. This approach is also adopted for a brochure that can be adapted by each member and integrated in the commercial and promotional policy of each member.

### **Annual meeting**

The annual meeting organised in November 2017 was considered as very positive and helped members to know each other better. On top of webmeetings, one face to face meeting will be organised each two years.

### **Common business development**

The main goal of the network is to stimulate and support international collaboration between members with the objective to generate common developments of new services, common business opportunities and business collaboration.

Also in the future, members will be encouraged to contact other members directly to get a quotation, to subcontract work and to collaborate in other fields.

### Opening the network to other consultancies

It has been decided to open the network to companies active in other energy efficiency domains than buildings (transport and processes) and to expand the network with additional members in EU countries not yet represented in the network. Current members will support the coordinator in finding additional members.

The acceptance of new members in countries already covered by current members are subject to acceptance by the current member(s) in that country to preserve the interest of current members

### Coordination of the network

Factor4 has accepted to continue its coordinating role of the network.

## 2.5. Budget

### Annual running cost of the network

Description	Euro per year
Coordination	2080
Prospection of additional members	2400
Common promotion material	960
Annual meeting	960
Website	400
<b>Total</b>	<b>7000</b>

### Annual income of the network

Description	Euro per year
Membership fees	5000
% of income generated by assignments based on bilateral or multilateral collaboration between members	2000
<b>Total</b>	<b>7000</b>

The income to run the network will come from an annual membership fee of 350 Euro and from a variable remuneration of 3% on income generated by collaboration between members in the network.