

Task 4.1

One-Stop-Shop Concept – Berlin

Support for energy renovation - A service for condominium owners' associations in Berlin

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1 March 2022

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 894189. The sole responsibility for the content of this publication lies with the ProRetro project and does not necessarily reflect the opinion of EASME or other EU agencies or bodies.

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Executive summary

The Berlin One-Stop-Shop

The One-Stop-Shop offers condominium owners' associations individual advice and comprehensive support for their building renovation project.

The Berlin Energy Agency (BEA) is developing a One-Stop-Shop (OSS) for the energy renovation of residential buildings as part of the project ProRetro funded by the European Commission. The aim of the One-Stop-Shop is to offer building owners a service that accompanies and documents the entire process of the renovation project and provides customers with individual support with their project. This should significantly simplify the entire process of renovation for owners. The goal is to implement high-quality energy efficiency renovation that are financially attractive to customers, make a sustainable contribution to climate protection and set an example through innovative methods and technologies.

Berlin's residential building stock has an urban structure. Around 90 % of residential units are in apartment buildings. Due to the high average age of buildings and the low rate of refurbishment, there is a very high need for refurbishment in this segment. The refurbishment of multifamily buildings is thus a key challenge in meeting climate protection targets in the building sector. Due to changes in the real estate market, the number of owner-occupied apartments and thus the number of condominium owners' associations is continuously increasing in Berlin. When it comes to energy renovations, owners face a difficult and complex challenge. The decision-making process requiring agreement from a majority of condominium owners and organisation of the renovation is often a difficult task due to a lack of professional know-how. Property management companies are also often unable to provide the necessary support due to a lack of know-how and personnel capacity.

So far, there is no advice service in Berlin that supports condominium owners' associations in the energy renovation of their building. The BEA's future Berlin One-Stop-Shop will therefore specifically target condominium owners' associations and their property management companies. The concept envisages that the One-Stop-Shop will accompany owners throughout the entire refurbishment process and provide support with technical issues and coordination of the individual steps. The concrete services, such as energy advice and the planning and implementation of the renovation, will be carried out by service providers and specialist companies commissioned by the customers. Customers can contact the One-Stop-Shop advisers at any time if they need support. The advisers will check in with the customers at regular intervals on the current status in order to prevent frequently occurring problems and errors. After the renovation, the quality of the construction work will be reviewed by the adviser and customer satisfaction with the process and outcome will be evaluated and documented.

The service of BEA's One-Stop-Shop will be free of charge for the customers in order to generate an offer that is as low-threshold as possible. The BEA will contribute with its large network of relevant actors and institutions to address the defined target groups and to support the search for suitable service providers and specialized companies.

1 Introduction

This report describes the initial state and results of the design phase during the first half of the ProRetro project. The goal was to develop the business model for a One-Stop-Shop for Berlin offered by BEA. In the course of this process, fundamental decisions had to be made regarding the service configuration and target groups of the offering and the strategic as well as organizational structure of the One-Stop-Shop.

2 Self-description (state of the art before the project)

The Berlin Energy Agency (BEA) is a modern energy service company. It is rooted in Berlin but is also active on national and international markets. Founded in 1992 on the initiative of the Berlin House of Representatives, BEA has since been actively contributing to more energy efficiency, renewable energy and climate protection.

BEA develops and implements practical, innovative solutions for its customers to reduce energy costs and CO₂ emissions. It contributes its know-how to energy-related renovation measures in buildings and urban districts. And it implements information campaigns and consulting projects in the field of climate protection, either alone or together with partners.

With its more than 150 decentralized generation plants for electricity, heating and cooling as well as its consulting services for the public sector, companies in industry and commerce and private households, BEA contributes to achieving the goal of "Climate Neutral Berlin 2050" as well as supra-regional climate protection obligations.

On behalf of individual customers or in cooperation with partners, the BEA implements projects in the field of consulting for energy efficiency and the use of renewable energies. From the feasibility study for a solar thermal plant to project management for energy-saving contracting and a nationwide information campaign on saving electricity.

Our experts have the necessary know-how and prepare well-founded information within the framework of projects and make it available to target groups. Workshops and training courses provide multipliers with the necessary tools to implement measures to increase energy efficiency and use renewable energies. The BEA advises the public sector, companies and also private households on how they can optimize the energy efficiency of their buildings or appliances through technical modernization, professional control or changed user behaviour and thus make them more efficient.

The BEA implements information events, campaigns and marketing initiatives on the topics of climate protection, energy saving, renewable energies and innovative technologies. From the initial idea to the complete organization, we offer full service from a single source. In cooperation with renowned organizations, we provide our expertise in seminars and lectures, also internationally and also offer training on selected energy and climate protection topics.

Table 1: OSS-tasks performed before the project

Scope	Tasks performed before the project
Marketing	The BEA has a department for corporate communications
Preliminary proposal	Conception of building energy concepts and renovation measures, especially for housing companies and (public) property managers
Building inspection and energy analysis	Standard service of the BEA
Renovation planning	None
Financing	None
Renovation	None
Quality assurance	Examination of renovation roadmaps within the framework of funding programs
Commissioning and follow-up	Within the scope of energy-saving contracting measures, BEA also accompanies construction acceptance for the customer, own construction acceptance within the scope of energy supply contracting.

3 Service configurations and target groups

The Berlin One-Stop-Shop is aimed specifically at homeowner associations of residential buildings, with a focus on multi-family houses. A condominium owners' association is the totality of all condominium owners within a condominium or building. The focus on these target groups is the result of intensive research and analysis of existing advice services, the ownership structure of Berlin residential buildings, the associated renovation potential and the main needs of owners. Existing advice services and campaigns such as "Zuhause in Berlin"¹ primarily address owners of one- and two-family houses. There is no specific offer for condominium owners' associations in Berlin. Due to new construction and conversion, the number of owner-occupied apartments in Berlin is increasing annually, and with it the number of condominium owners' associations in apartment buildings. From 2011 to the end of 2019, the number of owner-occupied apartments increased by 37% from approximately 380,000 to 520,000. Due to the high range of building age classes and a low refurbishment rate of less than 1%, multifamily buildings in Berlin have an above-average refurbishment potential. Energy-efficient renovation measures not only make sense from an ecological point of view, but are often economically attractive as well, as they can lead to a considerable reduction in energy costs.

The BEA was awarded the contract to set up and operate a building information centre in Berlin. The project is financed by the state of Berlin and will run for three years. The Building

¹ <https://www.zuhause-in-berlin.de/>

Information Centre will focus on providing advice to private owners of single-family and multi-family homes on sustainable building and renovation. The One-Stop-Shop is ideally complemented by services that will not be part of the Building Information Centre and whose implementation is being developed within the framework of ProRetro.

- Accompaniment and expert support of condominium owners' associations in the implementation of energy efficiency refurbishment following initial advice
- Development of a Berlin refurbishment guide for condominium owners' associations and property managers
- Events for and with representatives of the target groups
- Continuous exchange with good practice examples on federal and EU level

In order to take different perspectives into account during the design phase, an intensive exchange with key players was sought early on, such as the Chamber of Architects, energy advisers, condominium owners' associations, real estate industry associations, property management companies, and the Senate Department for the Environment, Transport and Climate Protection. In these discussions, it was always emphasized that there is a very high potential for renovation in the area of multi-family houses and thus a great deal of leverage for achieving the climate protection goals of the state of Berlin in the building sector. However, complex ownership structures in homeowner associations often make it difficult to implement comprehensive renovation measures. In this case, it is always necessary to develop, decide on and consistently implement a sustainable and concept that is supported by a majority of homeowner association members in a transparent joint process involving all owners and the property management. In the case of buildings built earlier than or in 1940, aspects of monument protection must also be taken into account in most cases. A large proportion of owners are overburdened with this demanding task. Property managers also often lack the necessary expertise and personnel capacities. Up to now, there has been no independent service in Berlin that can deal with these issues in a qualified manner. The One-Stop-Shop therefore aims to provide targeted support for this target group in implementing a high-quality energy efficiency renovation of their building. The coordination and accompaniment through the entire process is intended to overcome obstacles and avoid common problems, such as mistakes in applying for subsidies. Clients can individually determine the scope of the support provided by the One-Stop-Shop and compile the services from individual modules.

Service modules:

- Initial advice on the planned project: In the course of an initial meeting, the customer's initial situation is explained, the concrete need for support is analysed, and the next steps toward renovation are planned in the form of a roadmap. Customer support is provided by a specialist from the Berlin Energy Agency engineering team in the role of a guide.
- Participation in owners' meetings: It is possible for the guide to attend owners' meetings where the refurbishment project is on the agenda. The aim is to provide the owners and the property management with an initial technical expertise and to suggest a possible way forward. In the course of the project, a guideline will be developed that will serve as

a recommendation for action and orientation for renovation measures, especially for homeowner associations and property management companies.

- Assistance with the overall coordination of the project: The One-Stop-Shop supports the homeowner association in organizational as well as technical questions and serves as a contact during the entire project. The One-Stop-Shop can assist in the search for and procurement of service providers and specialist companies via the BEA's comprehensive network.
- Accompanying the refurbishment project: The guide accompanies the refurbishment project and intervenes in the process if necessary. The main focus is on ensuring that the processes run harmoniously and that frequent mistakes by building owners are avoided.
- Quality assurance and monitoring of the refurbishment: The course of the process is systematically documented and subjected to comprehensive monitoring by the project coordinator. Clients are followed up beyond the completion of the refurbishment project in order to evaluate the quality and satisfaction with the implemented solution.

4 Basic OSS concept

The basic business model of the Berlin One-Stop-Shop is based on "Model 2 - coordination (medium support)" from the typology developed within the INNOVATE project (Cicmanova et al., 2020). The BEA acts as the initiator of the One-Stop-Shop and supports the owners in coordinating the various actors involved in the renovation.

In Berlin, there is a very diverse and highly specialized field of service providers and specialist contractors in the areas of construction, refurbishment and energy supply. In order to meet the individual needs and challenges of each refurbishment project, we have opted for a One-Stop-Shop structure that is as flexible as possible. The specific refurbishment services are therefore not offered as part of the One-Stop-Shop, but rather condominium owners are supported in developing as individual a solution as possible with external specialist companies. Cooperation with relevant stakeholders is ensured through the use of existing partnerships of the BEA and favours the development of new collaborations.

Against the background of the shortage of skilled workers in the construction industry and the high utilization of all service providers and specialist companies, this concept offers the greatest possible flexibility in the selection and commissioning of service providers.

The chosen business model also reduces financial and legal risks, as no liability or warranty has to be assumed by the One-Stop-Shop for the quality or performance of the renovation measures.

5 Decision on “make-or-buy”

A key aspect of the design process was to define the roles and responsibilities to the tasks of the One-Stop-Shop. The following table shows the providers for the scopes and tasks within the One-Stop-Shop.

Table 2: Scopes and tasks of the ProRetro OSS

Scope	Tasks	Make-or-buy
Marketing	Advertising the benefits of energy efficiency renovations to potential customers	Provided by the One-Stop-Shop. Marketing measures of cooperation partners and network partners are also used.
Preliminary proposal	Outline possible actions based on general information about the potential customer's building, make the benefits of an investment conceivable	Provided by the One-Stop-Shop.
Building inspection and energy analysis	On-site-visits, identifying requirements for energy renovation (with the target of deep renovations), development of a long-term individual building roadmap for energy renovations to avoid lock-in effects (see e.g., the iBRoad project)	External energy advisers contracted by clients.
Renovation planning	Planning the concrete project, e.g., quotations, permits etc. Legal aspects (informing tenants etc.)	Planning and architectural offices commissioned by clients.
Financing	Calculating investment costs, funding application, loan agreements, comparing quotations, estimating permissible rent increase (in case of landlords)	Funding is provided through Berlin and federal grant programs and clients' personal resources. The One-Stop-Shop helps with the application for subsidies by giving advice.
Renovation	Coordination of contractors, solving unexpected problems, communication with building owner and tenants	The renovation is performed by specialised contractors hired by the clients or the design firm. Clients are assisted by the One-Stop-Shop in coordinating contractors and resolving unexpected problems.

Scope	Tasks	Make-or-buy
Quality assurance	On-site-visits, (if needed) contracting authorised experts, (if needed) instructing reworks	Energy advisers provide support within the framework of subsidy programs. Additional verification of the services by the One-Stop-Shop is possible.
Commissioning and follow up	Training of residents/tenants, explain use/operation Adapt contracts (gas supply contracts, service charges) Legal aspects (e.g., increase rents)	Accompaniment and monitoring of the measures beyond the renovation measures by the One-Stop-Shop.

6 Legal form of the One-Stop-Shop and contractual agreements

6.1 Legal form of the One-Stop-Shop

The One-Stop-Shop is operated as an advice service of the BEA. It is not necessary to create a new project-specific legal form.

6.2 Contractual agreements

An agreement is concluded with the customer in which the performance limits of the One-Stop-Shop are clearly defined. This means that any subsequent liability claims on the part of customers can be ruled out. Customers must agree to the use of their personal data in accordance with data protection regulations. The One-Stop-Shop service is free of charge for customers.

7 Setting up the One-Stop-Shop's network

For a successful operation of the One-Stop-Shop, a comprehensive network of relevant stakeholders and cooperation partners is necessary.

In the course of the proposal phase, we received letters of support from the following partners:

- Berlin Senate Department for the Environment, Urban Mobility and Climate Action
- IBB: Business investment bank of the federal state of Berlin
- BBU: Association of housing companies in Berlin and Brandenburg

In the course of the design phase, we held a number of discussions with long-standing network partners and stakeholders with whom there had previously been little overlap. These included professional associations, the Chamber of Crafts, the Chamber of Architects, condominium owners' associations, the consumer advice centre, property management companies and

energy advisers. The result was that there is a high need for support, especially for condominium owners' associations, in the renovation of their buildings.

In the context of the following projects implemented by the BEA, relevant networks already exist or are currently being established. These can be used for the One-Stop-Shop.

Parallel to the One-Stop-Shop, a new Building Information Centre is currently being set up in Berlin, which will offer private property owners a wide range of services on aspects of sustainable building and renovation. The centre will also act as a networking platform for exchange and information and address participating stakeholders with various communicative formats and events. The One-Stop-Shop will take advantage of this network to deepen and expand existing partnerships and collaborations. A cooperation agreement has not yet been concluded.

The BEA also operates the Service Agency for Neighbourhood Energy Development as a neutral point of contact for the state of Berlin to develop integrated climate protection strategies for Berlin's urban neighbourhoods. The network within this project can also be used for the One-Stop-Shop.

8 One-Stop-Shop business model

To develop the business model, a business model canvas was created early in the design phase, which divides the business model into nine building blocks, visualizes them, and outlines them in bullet points. Many areas could already be described at an early stage in the project. Experience and findings from the implementation phase are required to specify other aspects. The following figure shows the business model canvas for the Berlin One-Stop-Shop.

Business Model Canvas for an OSS in Berlin

8. Key Partner	7. Key Activities	2. Value Proposition	4. Customer Relations	1. Customer Segments
Berlin Senate Departments Department for Environment, mobility and climate (SenUVK) action (BEK, information center for building and restoration) Department for city development and housing Business organisations EaD Guild and chambers Chamber of handcrafts Chamber of architects Real estate organisations Haus und Grund BBU Property management Finance IBB Berlin investment bank Tax consultants	<ul style="list-style-type: none"> Addressing target group Promoting services via channels Local presence Using synergy Defining quality standards Setup platform for exchange of experiences pop-up store with varying location 	Service <ul style="list-style-type: none"> Independent consulting Planning and coordination of further steps towards restoration Mediation of relevant service providers Quality management Value for customer <ul style="list-style-type: none"> Individual support Reduction of constraints und uncertainty Support for decision-making by best practice examples High-quality and sustainable solutions Transfer of knowledge and know-how One-stop service 	<ul style="list-style-type: none"> Individual and personal support Support throughout the whole project Coordination and direct contact Restauratation without worries 	Property owners / homeowner communities Interested in or need for restoration <ul style="list-style-type: none"> Young and new owners Long term owners Property Management supporting homeowner communities
9. Cost Structure		3. Channels		
<ul style="list-style-type: none"> Setup and operation of OSS(website) Staff coaching Events (equipment and logistics) Public relations (material und staff) 		5. Sources of Income <ul style="list-style-type: none"> Funding by Berlin program for energy and climate protection BEK 2030 (SenUVK) Funding by European Union No extra costs for customers 		

Figure 1: Business model canvas OSS Berlin

8.1 Customer segment

The One-Stop-Shop is aimed at homeowner associations and property management companies.

8.2 Value propositions

The One-Stop-Shop offers assistance with the complicated decision-making process in the run-up to refurbishment measures. It establishes a structure for continuous support throughout the individual stages of an energy renovation while involving homeowner associations closely. Support is provided up to the time after the renovation has been completed.

8.3 Channels

The One-Stop-Shop communicates via a variety of channels in Berlin. Customers and potential cooperation partners are made aware of the offer in personal conversations, workshops, seminars, and events. Multipliers such as the City of Berlin, industry associations and societies will be integrated into the communication structures. Events and the network of the future Building Information Centre in Berlin will be used as a platform for promoting and activating customers in specific target groups and events.

8.4 Customer relationship

BEA's team of advisers values personal customer relationships. Each client is assigned a specific contact person for the duration of the entire renovation process. Through direct and personal contact, the aim is to achieve a worry-free renovation process.

8.5 Revenue streams

The pilot project of the One-Stop-Shop is fully financed by ProRetro. The aim is to make the service permanent through funding from the state of Berlin or the federal government. Target group representatives signalled that owners willing to renovate would also be willing to pay for the service.

8.6 Key resources

Key resources include the BEA's many years of experience and expertise in the fields of consulting, energy efficiency and energy supply. In addition, the BEA has a large supra-regional network with relevant stakeholders. BEA is already involved in a large number of publicly funded projects on energy efficiency and refurbishment in Berlin and maintains good relations with the Senate administration.

8.7 Key activities

The activities include the targeted approach of owner communities via all available channels. The guide to be developed will serve as an aid for condominium owners' associations and property managers in renovation projects. Synergies with other Berlin projects such as the Building Information Centre, the Service Centre for Energy Efficient Neighbourhood Development or "ZuHaus in Berlin" will be used and expanded in a targeted manner. The

cultivation of bilateral partnerships and cooperation in the area of specialist companies, service providers, professional associations and chambers of commerce ensures the stakeholder environment required to carry out the refurbishments. A marketing concept is being developed to reach target groups and generate interest in the services of the One-Stop-Shop.

8.8 Key partnerships

The organisations that have signed Letters of Support for ProRetro, real estate industry associations, owner associations, chambers, professional associations of architects, engineers and energy advisers, and the Berlin Building Information Centre are particularly eligible for partnerships.

8.9 Cost structure

The cost structure cannot be reliably determined at the present moment. One of the goals of the implementation phase is it to learn more about the cost structure of our On-Stop-Shop business model.

9 Marketing concept

The goal of the marketing concept is to inform the target groups, condominium owners' associations and property management companies, about the One-Stop-Shop's offer and to activate them to make initial contact. For this purpose, the One-Stop-Shop will primarily use the channels of network partners of the BEA and relevant actors and multipliers, such as associations of the real estate industry, owner associations and experts on construction and energy efficiency. The future Building Information Centre will bundle existing and new services from the topic area of construction and renovation and provide a networking platform for relevant stakeholders. It is planned that the One-Stop-Shop will actively participate in the Building Information Centre and link its services to it.

10 Customer experience

Customers should perceive the One-Stop-Shop as a low-threshold offer where their needs are addressed and they receive professional and qualified support for their renovation project. The One-Stop-Shop is advertised as a free offer within the framework of an EU research project, which is intended to emphasize its non-commercial and independent character.

Owners learn about the offer, for example, in the course of an advice appointment at the future Berlin Building Information Centre, where they are advised on technical aspects and options for building renovation. Once contact with the One-Stop-Shop has been made, an initial meeting is arranged with the owners. The appointment can take place digitally or at the BEA's premises. The participation of the BEA adviser in an owners' meeting is already possible at this time. In the appointment, the status quo is determined and what activities have already been undertaken regarding the redevelopment and who the contact persons will be in the future course. Based on this, the next steps, such as conducting an energy advice, will be outlined. The adviser will assist the client in finding and engaging necessary service providers or specialist companies, such as energy advisers or architects. The adviser will contact the client

at regular intervals to check on the current status of the project. The contact person will ask about current support needs regularly. During the work, the adviser will visit the site at least once with the client and document progress. Upon completion of the work, the adviser will review the construction acceptance documents, inspect the building, and document the results. At the conclusion, customers will receive a brief report summarizing the adviser's activities and the progress of the renovation project.

References

Cicmanova, J., Eisermann, M., & Maraquin, T. (2020). *How to Set Up a One-Stop-Shop for Integrated Home Renovation? A Step-by-Step Guide for Local Authorities and Other Actors*. https://energy-cities.eu/wp-content/uploads/2020/07/INNOVATE_guide_web.pdf



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