

Task 4.2

„One-Stop-Shop“ Business Model in Hanover Region – Residential Building Refurbishment from a Single Source

Development of a „One-Stop-Shop“ Business Model within the framework of “ProRetro”

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1 Introduction

Reducing greenhouse gas emissions in the building sector is an important goal of the German and European energy and climate policy. Buildings account for around 40 percent of the total energy consumption in the European Union (Fabbri et al., 2020, p. 7). This energy consumption is also associated with greenhouse gas emissions in the building sector, which must be reduced in the course of ambitious climate protection.

To this end, energy efficiency in buildings is a *"crucial lever for achieving Germany's climate targets"* (Stede et al., 2020, p. 770). At the European level, too, particular importance is attached to the building sector as part of the Green Deal with the "renovation wave" (Stede et al., 2020, p. 771). The heating energy demand in two-family and multi-family houses may have decreased between 2010 and 2019. However, this was less due to increased energy efficiency in residential buildings than to mild winter temperatures. Thus, the temperature-adjusted heating energy demand is stable (Stede et al., 2020, p. 774).

Particularly in the residential sector, there is further potential for energy-efficient renovations as the share of energy-efficient renovations hardly increased between 2010 and 2019 (Stede et al., 2020, p. 778). This allows private homeowners and housing associations to save heating costs, which encourage investment (Schulmeister, 2020, p. 814). To increase the renovation rate in Germany, it is necessary to make the renovation process as simple as possible for private homeowners but also contractors. So-called "One-Stop-Shops", which already exist in other European countries, offer the potential to bring together the scattered and fragmented contact points and providers. The Region of Hanover as a management structure of 21 independent municipalities offers a wide range of advisory services, so that a bundling seems to make sense.

The refurbishment and optimization of the existing building stock has a greater priority in Hanover Region, as comparatively little building land is available in the region for new construction. Hanover Region is a relatively densely populated area and has little building land as a percentage of the total area. Therefore, refurbishment plays an even more important role in this region (Baba et al., 2019, p. 113).

2 Preliminary considerations and motivation

In order to meet the European and German energy and climate protection targets, the refurbishment rate has to increase significantly in the Hanover Region. The aim is to ensure that energy-efficient renovations are carried out as ambitiously as possible in order to achieve a significant reduction in greenhouse gas emissions through lower energy consumption for heating. To this end, energy advisers and service companies must motivate and support homeowners in the interest of climate protection. An institution that accompanies its customers from the beginning of the renovation project to the final acceptance of the energy measures could have a positive impact.

Such an institution, which already exists in other European countries, is called a "One-Stop-Shop". One-Stop-Shops (OSS) are defined as facilities, institutions or services that offer support for energy efficiency renovations from a single source, including energy advice, identification of

renovation measures, financing and funding offers, implementation and quality inspection. The business objective of a One-Stop-Shop is to recommend the most energy-efficient renovation variant to homeowners, to set it as the default and, on the other hand, to relieve the customer of as much organization and work as possible.

As preliminary consideration for the Hanover Region the main goal is to ensure that those interested in renovation implement many renovation measures and give priority to deep renovations (cf. Appendix 1). In order to achieve a reasonable and ambitious combination of individual measures for homeowners, however, renovation roadmaps (known as: Individueller Sanierungsfahrplan - iSFP) also play an important role. The federal subsidy for efficient buildings rewards the use of individual renovation roadmaps (iSFP) with additional subsidies in order to offer building owners a low-threshold access to the renovation process and to provide incentives to implement individual measures step by step.

In addition to the clear and pleasant support of the clientele through a comprehensive service, digital visualizations of buildings can also create transparency. A digital building file, such as the one implemented as an app in the renovation navigator of the KEA in Baden-Württemberg, shows key data of a building, renovation needs and energy saving potentials.¹ This is beneficial to homeowners and partners such as energy advisers.

An important lever for increasing the renovation rate is achieved primarily through good customer loyalty and the simplifications for customers. The objective of a One-Stop-Shop institution in Hanover Region is a significant contribution to the heat transition. The building stock has a potential for refurbishment that many homeowners must exploit.

2.1 Energy-efficient heating – replacement of oil heating systems

The personal contribution of homeowners to the transition to an energy-efficient building stock plays an important role. This means that, in perspective, the entire building stock must be considered. Building shells must be insulated and heating systems replaced. Fossil fuels in particular must be replaced by renewable energies to reduce greenhouse gas emissions.

While heating oil was still a widespread resource for heating in 1995, its share in the housing stock as energy source for heating is lower in 2020 (BDEW Bundesverband der Energie- und Wasserwirtschaft e.V., 2021). Heating systems older than 30 years have been banned from operation in the Building Energy Act (Gebäudeenergiegesetz - GEG), so they must be replaced. From 2026, oil heating systems may only be installed if they are combined with renewable energies. The GEG also regulates further exceptions, so that there is no general ban on operation yet.

A climate-friendly heat supply and sustainability in the building sector, on the other hand, can only be achieved through energy efficiency and renewable heat. Besides the renovation of the building envelope, an actual contribution to emission reductions is possible by replacing an oil heating system. If regulatory policy has little effect at this point, one of the things to do is to use the One-Stop-Shop to provide incentives for replacing oil boilers.

¹ <https://www.zukunftaltbau.de/fuer-experten/sanierungsnavi/>

The acute question is therefore how private homeowners can be persuaded to replace their oil heating systems. Homeowner not only need to be motivated to change their heating systems but to replace it. The core of a potential One-Stop-Shop in the Hannover Region is therefore to put the heating system of buildings to the test and to replace fossil fuels with energy-efficient heating technologies.

3 Self-description in Hanover Region (state of the art before the project)

3.1 Advice services

The citizens of Hanover Region are in the comfortable situation of having access to many sources of funding and advice. Various public and private organizations and institutions offer energy advice for private homeowners. These offers, some of which are free of charge and widely accepted anyway, will enjoy an additional boost in 2021 with the new Building Energy Act (GEG) that came into force on November 1, 2020. Since then, receiving energy advice has been mandatory throughout Germany when buying or renovating a building if it is offered free of charge locally. Homeowners must be informed of this obligation by the refurbishment company if energy balance calculations are to be carried out as part of the refurbishment. In the case of home purchases, the GEG stipulates that homebuyers must receive mandatory advice after the energy performance certificate has been issued.

"Advice" is not a protected term in the GEG either: although the term points out the obligation to provide advice, it is up to the homeowner to decide which offer to choose. Thus, the providers of energy advice in the Hanover Region are very diverse: There are professional, certified energy advisers in the classical sense that they offer their service for public agencies as well as private providers, about whose quality no information is available.

Hanover Region creates a free advisory service through the cooperation of the Climate Protection Agency Hanover Region (Klimaschutzagentur Region Hannover) and the Lower Saxony Consumer Advice Centre (Verbraucherzentrale). Initial advice, which lasts one to two hours, give homeowners a simple introduction to the topic of energy efficiency renovation (Klimaschutzregion Hannover, 2021b). Implementation evaluations of the Climate Protection Agency Hanover Region have already shown that this offer triggers investments in energy efficiency renovations that homeowners had not planned before. In addition, both the Climate Protection Agency Hanover Region and proKlima - Der enercity-Fonds offer events on energy efficiency building renovation, such as the series of events "Mach Dein Haus fit" (Klimaschutzregion Hannover, 2021a). Parallel to this offer of the Climate Protection Agency Hanover Region and the Consumer Advice Center Lower Saxony, the City of Hanover offers advice on how to use solar energy (Landeshauptstadt Hannover, 2021).

proKlima - Der enercity-Fonds has an additional range of advice offers for their customers from the proKlima area, which consists of the state capital Hanover, Langenhagen, Seelze, Hemmingen, Ronnenberg and Laatzen. Homeowners from six of the 21 municipalities in the Hanover Region thus benefit from this offer. *EnergieLotsen*, *HeizungsLotsen* and *PV-Lotsen* support homeowners in their respective refurbishment projects. Individual contracts are signed

between the consultants and their clients, which determine the intensity and duration of the advice and support according to their needs. This advice service is also supported by proKlima and is regularly part of their support programme of the climate protection funds (proKlima – Der enercity-Fonds, 2021).

In addition to the on-site advice services offered by the Climate Protection Agency and Lower Saxony Consumer Advice Centre, the Lower Saxony Consumer Advice Centre offers stationary advisory services at many locations in the whole of Germany. Some municipalities, such as Ronnenberg, also provide advice via telephone for homeowners through their climate protection managers, thus supplementing the region-wide offer (Stadt Ronnenberg, 2021).

Hence, there is an imbalance of offers between all municipalities in the Hanover Region. So far, only homeowners in the proKlima area receive more intensive support from neutral, manufacturer-independent advisers.

3.2 Subsidies

The subsidy landscape has different facets and, in addition to the programmes that apply nationwide, also offers very different regional offers – depending on which municipality is involved.

The federal subsidy for efficient buildings (Bundesförderung für effiziente Gebäude - BEG), which includes subsidies for residential and non-residential buildings, is uniform throughout Germany. The BEG is handled by the Kreditanstalt für Wiederaufbau (KfW) and the Federal Office for Economic Affairs and Export Control (Bundesamt für Wirtschaft und Ausfuhrkontrolle BAFA). Thus, at the beginning of 2021, a new administrative structure was implemented in Germany, which offers many advantages for homeowners. In addition to the higher level of subsidies, the simplification of subsidy applications also provides incentives. For example, applicants have the option of requesting grants and loans for measures around their home from one institution. This includes individual measures on the building envelope, the procurement of system technology (technology that links different systems in a building), heating optimization, renewal of heating systems and specialist planning (Bundesamt für Wirtschaft und Ausfuhrkontrolle, 2021).

Hanover Region basically offers regional funding, which can be cumulated with federal funding. A currently prominent funding guideline of the Hanover Region creates incentives for energy efficiency renovation of buildings in combination with the installation of a solar system – whether photovoltaic or solar thermal. In addition to municipalities, associations and companies, private homeowners are also eligible to apply for these subsidies (Landeshauptstadt Hannover, n.d.).

proKlima, as a regional climate protection fund in the state capital Hanover and the surrounding municipalities of Langenhagen, Laatzen, Seelze, Hemmingen and Ronnenberg, provides funds with the Energy Turnaround funding offer if increased requirements for federal funding are implemented. These funding offers, which range from support for consulting services to subsidies for projects that aim for an ambitious energy performance standard, are attractive (proKlima – Der enercity-Fonds, 2021). Some municipalities complement this offer with municipal support programmes, such as the city of Hemmingen, which subsidises photovoltaic systems with an additional 200 Euros (Stadt Hemmingen, 2021).

3.3 Netzwerk Modernisierungspartner (NeMo - English: Network of Modernization partners) as an important institution

A well-known institution in the Hanover Region is the Network of Modernization Partners (Netzwerk Modernisierungspartner (NeMo)). The Modernization Partner Network is "a cross-sector association of craft companies, architects and engineers as well as other service providers for energy-efficient construction and renovation" (Netzwerk Modernisierungspartner n.d.). A list of quality-controlled companies, which is issued annually, helps homeowners in Hanover Region to obtain quotes and commission qualified contractors.

In this way, the Network of Modernization Partner bundles competencies and resources in Hanover Region that are needed for the modernization of buildings. Forty-four partners join forces in the areas of energy advice and issuing documents needed when applying for soft loans or grants, building planning and urban land use planning, building envelope, building technology, analysis, expert opinions and quality assurance, trade as well as financial services and contracting (Netzwerk Modernisierungspartner, 2021b). This network is a peculiarity of Hanover Region because it is specifically committed to energy efficiency and climate protection and undergoes quality control annually. The climate protection code (Klimaschutzkodex), which all partners identify with, is both an obligation and a trademark of the network (Netzwerk Modernisierungspartner, 2021a). It includes, among other things, a focus on energy-efficient and ecological construction methods and cross-sector cooperation. This commitment to climate protection makes NeMo interesting for ProRetro and a potential One-Stop-Shop.

The project team's proximity to the Network of Modernization Partners is due not only to professional collaboration but also to institutional ties. The Climate Protection Agency Hanover Region is in charge of managing the office. proKlima - Der enercity-Fonds sits on the advisory board of NeMo and performs the annual quality audit of the network together with other board members.

3.4 Challenges of the refurbishments

For various reasons, the goal of deep renovation of the building stock is difficult to achieve in the region as well as nationwide. The already described variety of offers on site, which is supplemented by private providers and independent energy advisers, architects and planning offices, can in some cases unsettle laypersons and inhibit their decision-making.

In addition, the shortage of skilled workers is also pronounced in the Hanover Region, and the strong demand and the already large number of orders among contractors further aggravate the situation for property owners. According to its own information, the network of modernization partners is also not protected from this.

The financial situation of the house owners is the most drastic factor, which can block a deep renovation. Real estate prices have risen sharply, so that ultimately only well-off people can finance the purchase and renovation of a property. Or they are heirs who may have capital available to finance a deep renovation.

4 Residential Building Refurbishment from a Single Source

"One-Stop-Shops" are already well-known institutions in the United States that act as a one-stop store to a specific end. In terms of energy-related building refurbishment, One-Stop-Shops (OSS) are institutions that can provide a homeowner with all the refurbishment services he or she needs. From consultation to final inspections, One-Stop-Shops can provide services along the entire retrofit process. Their level of service and responsibility to customers can vary.

4.1 Different One-Stop-Shop-Models

The range of services provided by One-Stop-Shops for energy-efficient building retrofits can be clustered. Innovate, an EU project in which 11 partners investigated deep energy-efficient retrofits, presented four models of One-Stop-Shops (Cicmanova et al., 2020, p. 9). Four different business models demonstrate how differently One-Stop-Shops can operate.

The *facilitation model* ascribes One-Stop-Shops the role of primarily drawing attention to the topic of energy efficiency and energy-related building refurbishment. A One-Stop-Shop particularly emphasizes the importance of energy-saving measures and provides initial guidance on how to get started. Apart from providing information, the One-Stop-Shop does not take any further action in this regard. The *coordination model*, on the other hand, cares that homeowners can take advantage of all the services offered by a One-Stop-Shop. While it does not assume responsibility for the outcome of a retrofit, it does coordinate and bring together all market actors. An *all-inclusive model* goes even further. It offers homeowners the full range of renovation measures and likewise assumes responsibility for the entire renovation process and outcome. In this model, homeowners can thus hand over the entire responsibility to a One-Stop-Shop. Only the *ESCO-type model* goes beyond this: in this model, the One-Stop-Shop takes responsibility not only for the implementation of the renovation measure but also for the result and the overall customer satisfaction. Guarantees are given for energy savings (Cicmanova et al., 2020, p. 9).

Business model	Roles & responsibilities	Practical example of what the one-stop-shop offers to homeowners
1 Facilitation model	<ul style="list-style-type: none"> • Raise awareness on energy renovation benefits • Provide general information on optimal renovation works • First advice at the 'orientation stage' 	It advises on how to renovate your house and can provide you with the list of suppliers.
2 Coordination model	<ul style="list-style-type: none"> • Coordinate existing market actors (suppliers) • Make sure all one-stop-shop services are offered to homeowners • No responsibility for the result of renovation works (only overlooking the whole process) • No responsibility for the overall customer journey (just the first part) 	It advises on how to renovate your house and will push suppliers to comply with their promises. Suppliers remain responsible for the final result.
3 All-inclusive model	<ul style="list-style-type: none"> • Offer a full renovation package to homeowners • Bear responsibility for the result of renovation works • Bear responsibility for the overall customer journey 	The one-stop-shop is a contractor that sells you the whole service package and is your main contact point in case something goes wrong with suppliers.
4 ESCO-type model	<ul style="list-style-type: none"> • Offer a full renovation package with guaranteed energy savings to homeowners • Bear responsibility for the result of renovation works • Bear responsibility for the overall customer journey 	The one-stop-shop sells you the renovation package and guarantees the energy savings for the contract duration. The one-stop-shop is paid through energy savings achieved.

Figure 1: One-Stop-Shop Models in comparison (Source: Cicmanova et al., 2020, p. 9)

4.2 Preference of a model for Hanover and motives

Numerous activities in the Hanover Region are already taking place for energy efficiency building renovation (cf. chapter 2). According to the categorization of Innovate 2020, both proKlima - Der eneracity-Fonds and the Climate Protection Agency Hanover Region fulfil the criteria and objectives of the first two models to a large extent. Both proKlima and the Climate Protection Agency have numerous offers that serve to raise awareness among homeowners. The initial advice of the Climate Protection Agency Hanover Region and the "Lotsen" (pilote) advice of proKlima provide first guidance. These individual orientations, which are given locally, are supplemented by region-wide events like public lectures or trips.

With the publication of the list of companies of the Network of Modernization Partners and the range of events offered by the Climate Protection Agency as well as proKlima, different threads are brought together and market actors are coordinated.

The result for the Hanover Region is that there is no need for the development of One-Stop-Shops according to the first two models. Rather, the ambition is to strengthen the existing activities and offer homeowners additional services and thus benefits to eventually become the all-inclusive model according to Innovate. With this model, the comfort level in the energetic

building renovation increases for homeowners. The extent to which they have a need for a comprehensive service will be determined by looking at the target group.

5 Exploration of the target group

Homeowners are an important but not homogeneous target group. With or without intensive data analysis and market study: the definition of the target group is a fundamentally important aspect of the business model of a One-Stop-Shop. Knowing who the One-Stop-Shop wants to reach ultimately informs the communication channels and appropriate marketing strategies. The target group should be broken down as much as possible and be vividly imaginable. A "mega target group" is not easy to grasp and address (Häusel & Henzler, 2018, p. 13).

Since the services of a potential Hanover One-Stop-Shop are to be paid by homeowners, the project team from the Hanover Region relies on homeowners who are already willing to renovate. There are no plans to persuade them to renovate their buildings.

5.1 Buyer Persona

An even more accurate picture of the target group can be achieved through buyer personas. "Buyer persona" is a term for "customer", which is distinct from "buyer" and "target group". Different from "buyer group," which merely describes who a service or product is purchased from, the persona gives a more impressive look into the characteristics of the potential clientele. This goes beyond socio-demographic factors. "Buyer group" describes the current demand. "*Target group, on the other hand*" makes clear the desired target group (Häusel & Henzler, 2018, p. 18ff.). With a persona, characteristics such as bonding to the house are listed in addition to general characteristics in order to gain more insight into the potential dealings with the clientele in addition to their interest. The development of buyer personas serves the emotional understanding of the target group, so that suitable products and services can be developed from empathy (Häusel & Henzler, 2018, p. 10).

5.2 Buyer Persona interested in residential building refurbishment

Aspects that contribute to the development of the target group and finally the buyer persona are the age of the person, the family circumstances, the occupation, the net annual household income, the question of an already existing loan, the year of construction of the residential property, the commitment to the house and also its condition (cf. Table 1).

What all developed personas of the project team have in common is the assumption of an oil heating system for heating and hot water since there are still a large number of oil heating systems installed and replacing them is subsidized with 45% of the costs of a renewable heating system. In some cases, the oil heating system is still in a good technical condition, so that the households do not even focus on the topic of heating replacement. The aim is to motivate customers to replace their oil heating systems by offering advice, high subsidy incentives or combined products. For this purpose, it is important to know what motivates the customer and what the respective goals are for the building. This consideration is defined here as a "trigger" (see Table 1). When "triggers" exist as key moments in the life of a building, measures on the building are less disruptive and more economically beneficial than at other

moments. Practical circumstances such as renovations that are taking place anyway or personal circumstances such as a retirement or children moving out represent helpful windows of opportunity (Fabbri et al., 2020, p. 27).

Owners of one- and two-family houses are considered as a priority target group. Especially for the development of a One-Stop-Shop, it is helpful if the tasks can be clearly defined and the processes remain manageable. In comparison, homeowners' associations are very sluggish in their decision-making structure and projects can drag on for several years.

Therefore, three buyer personas, or fictitious, exemplary households, were developed to give the future customers of the OSS a face, a character, and potential behaviours. These three households differ not only in their age, occupational situation, and redevelopment interest, but also in the degree of process support they desire (see Table 1). We examine their customer journey and their connection to a One-Stop-Shop in Chapter 6.

Table 1: Establishment of three self-developed buyer personas as clientele of the One-Stop-Shop

	Hans Möller (and Beate Möller)	Thea and Jan Baum	Sabrina Schulz
Age	62 years	33 and 37 years	42 years
Family relationship	Married, but only Hans Möller is responsible for the house and technology, children are grown up and out of the house	Married, wife pregnant	Divorced, one child (7 years)
Profession	Both employed, wife part-time	Both still full-time, soon reduction	Self-employed psychotherapist
Net annual household income	60,000 Euro	60,000 Euro	35,000 Euro
Existing loans	No	Yes	Yes
Construction Year	1995	1960	1972
Building Type	Single family house	Single family house	Single family house
Commitment to the house/duration of residence	Built the house himself in his early 30s	Fresh house purchase, still a long time ahead	House purchase 2 years ago, at least 15 years of residence left

	Hans Möller (and Beate Möller)	Thea and Jan Baum	Sabrina Schulz
Condition of the house (what needs to be done)	Maintained, energy performance on the level of the year of construction	In need of renovation	In need of renovation, medium-term renovation and repair necessary
Oil heating	Yes	Yes	Yes
Motivation for refurbishment	Additional income	Energy saving and comfort	Repair, conversion of the attic for rent
Interest	Photovoltaic systems	Complete renovation, replacement oil heating	Roof insulation
Time allocation	Currently low, will have more time in 5 years	No time	No time
Current technical know-how	Outdated knowledge	Low	Low
Willingness to pay for OSS	Low	Middle	Middle
Trigger	In the course of installing a PV system, also convert to a heat pump in order to increase consumption of electricity generated on-site and achieve better utilization of electricity yields.	Switch to renewables as part of complete modernization to achieve a higher energy performance standard.	As part of the roof renovation / expansion, install a PV system and design heating surfaces so that a heat pump can work effectively.

6 Customer journey and product offerings to homeowners

In our One-Stop-Shop, homeowners represent customers who act differently and have different needs. Potential One-Stop-Shop customers are on the verge of making a purchasing decision with their planned renovation. The steps to this decision consist of awareness, consideration and decision and are considered for the self-developed buyer personas.

6.1 Buyer phases

Hans Möller and his wife, who is not involved in renovation projects, would like to install a photovoltaic system on their roof (**awareness**). Their consideration is to have an additional income with the self-produced electricity, so they decide to install and look for more information (**decision**). Here the One-Stop-Shop has a different role than for the Baum family. The Baum couple, who are expecting a new family member soon, consider their home to be in particular need of renovation and perceive it as a good window of opportunity right after they bought and before they move in (**awareness**). They are aiming for a complete renovation (**consideration**), for which they would like to hire support (**decision**). In the case of Sabrina Schulz, a single homeowner the possibility of additionally renting out the attic represents **awareness**. However, since the attic does not seem rentable in its current state (**consideration**), the roof should definitely be insulated (**decision**) (cf. Figure 2).

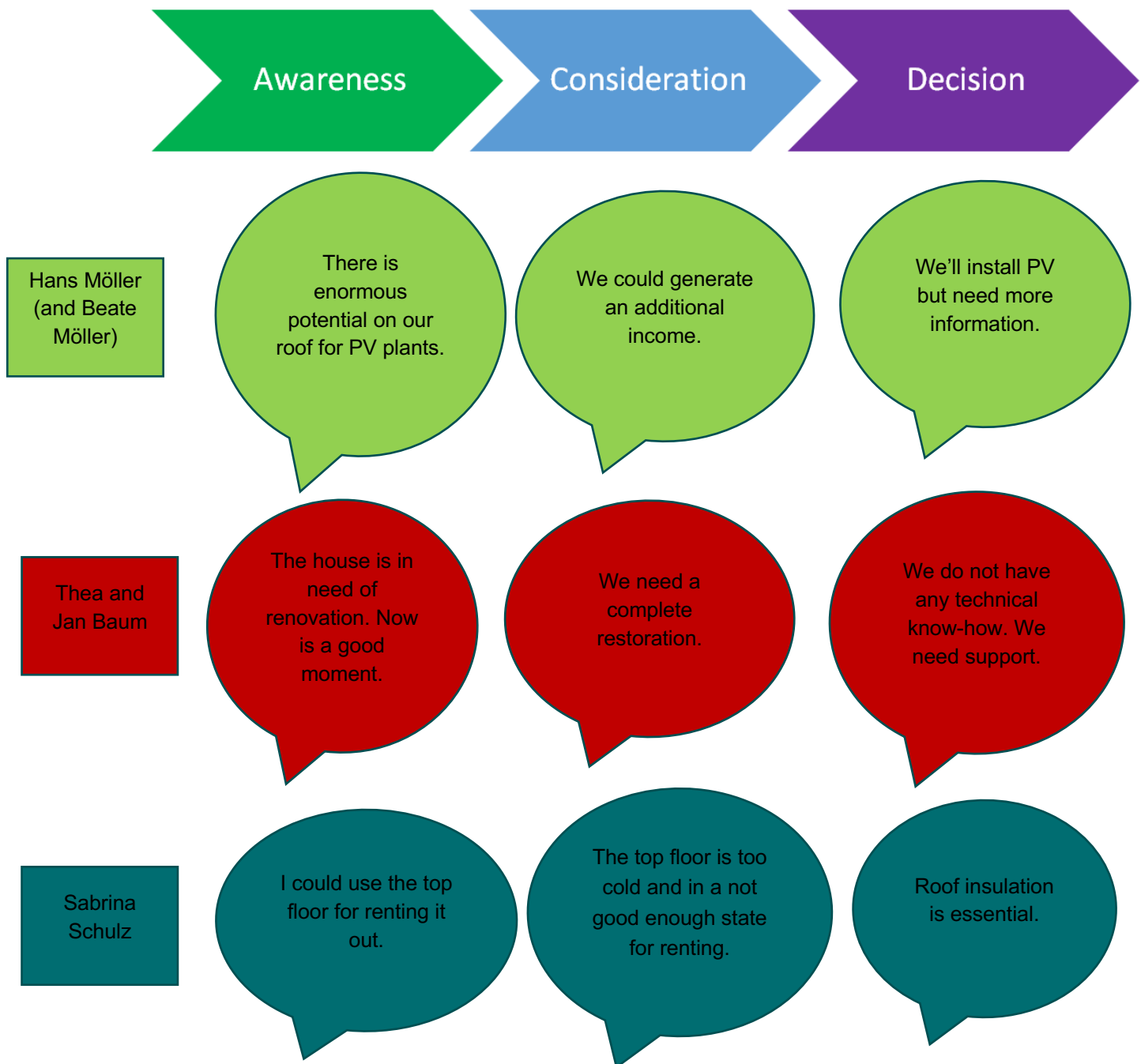


Figure 2: Exemplary Customer Journey of Buyer Persona (own figure)

This list of the buyer's journey illustrates not only the different interests of homeowners, but also the different priorities of homeowners in the implementation of renovation measures and the degree of investment. As the interest in renovation increases, so does the amount of investment. The central challenge of the Hanover One-Stop-Shop is to accompany the homeowners in such a way that it does justice to their redevelopment interest and remains practicable, fast and of high quality. For this, the One-Stop-Shop has to create different offers.

6.2 Product development

It is not easy to meet the existing demand for energy efficiency renovations on the market, since it is tight in terms of capacity. It is even more difficult to cope with the current needs and potential necessities of the energy efficiency renovation of private buildings, which is to be derived from the climate protection goals of the German Federal Government as well as the European Union, with the current resources. A shortage of contractors, energy advisers and architects having many orders and hardly being able to keep up with their projects on time, require on the one hand the market entry of numerous others as well as efficiency gains in existing structures on the other.

Based on the buyer personas of the Möller family, the Baum family and Sabrina Schulz, different product offerings must address the initial situation and the questions of the respective homeowners. In three different processes, which take different amounts of time, the respective renovation goal is to be achieved. For this purpose, three product offerings were developed, which are described below.

6.3 Product range for family Möller: Energy advice and information on subsidies

Hans Möller, who has the relatively clear renovation goal of installing a photovoltaic system, does not require intensive support. This is reinforced by the fact that Hans Möller himself has technical skills and understanding (see Table 1 on Establishment of three self-developed buyer personas as clientele of the *One-Stop-Shop*). The offer, which therefore corresponds to him, is slim: In a maximum of three visits, his project is to be finalized and an attempt is to be made to get him off the existing oil heating system with a heat pump check.

- **1st visit:** 120 minutes energy consulting with focus on PV consulting with heat pump check.
- Intermediate visit: the OSS makes a short report
- **2nd visit** of the energy adviser with contractor
- **3rd visit** of the energy adviser: energy adviser gives subsidy information, fills out loan and grant application on site

6.4 Product offer for Baum family: complete renovation

The Baum family's project with a deep renovation is ambitious, costly – in time and investment – and demanding. In the shortest possible time, the building is to be renovated in an energy-efficient manner while presumably taking aesthetic wishes into account. Thus, the couple needs a lot of advice and support in their project. Several visits and discussions result in a successfully completed deep renovation after one year of process:

- **1st visit:** 120 minutes of on-site energy advice
 - Adviser asks about own funds and the maximum for monthly payments
- After initial advice: contract signed between customer and OSS

- Only then: energy adviser draws up three energy and quality refurbishment variants with funding and financing concept
- Specifically
 - Incl. repayment costs and time
 - Incl. subsidies and own funds
 - Promotion of the exchange of oil heating
- **2nd visit:** Presentation of the refurbishment variants and financing concepts
- In the meantime: Decision of the homeowners about refurbishment variant
- **3rd meeting:** Closing a contract on renovation project and financing concept
 - Clarification of dealing with non-predictable incidents
 - Clarification of dealing with visual and qualitative decisions
 - Call for tenders from contractors and commissioning of NeMo partners by OSS
- **3rd visit** of the energy adviser together with representatives of the contractor(s)
- Start of the renovation measure
- Construction supervision by OSS
- Acceptance and quality control by OSS
- **4th official visit:** final acceptance/certificate with customer and OSS
 - On-site inspection
 - Inspection according to checklist

In this project, which takes up to one year from the initial energy advice to the final quality inspection, a large number of visits and discussions take place. This aforementioned sequence demonstrates the formal discussions and visits.

6.5 Product offer for Sabrina Schulz: Single measure on the building envelope

The planned roof renovation of Sabrina Schulz to rent out her attic represents an individual measure on the building envelope in the funding policy of the KfW. As such this is promoted. For accompanying this reorganisation measure three months and four official visits are planned.

1st visit: 120 minutes of on-site energy advice

- Adviser asks about own financial resources and the maximum for monthly payments
- After initial advice: contract signed between client and OSS
- Only then: energy adviser proposes three combinations of insulation and heating system for the roof with financing concept
 - Determination of tile (colours)

- Incl. repayment costs and time
- Incl. subsidies and own financial resources

2nd visit: presentation of the renovation variants and financing concepts

In the meantime: Decision of the homeowner about reorganisation variant

3rd meeting: Closing a contract for the renovation project including a financing concept

- Clarification of how non-predictability is dealt with
- Clarification of how qualitative decisions are made
- Call for tenders from contractors and commissioning of NeMo partners by OSS

3rd visit of the energy adviser together with contractors

- Start of the refurbishment measure
- Construction supervision by OSS
- Acceptance and quality control by OSS

4th official visit: final acceptance/ final certificate with customer and OSS

- On-site inspection
- Inspection according to checklist

7 Business Model Canvas

The Business Model Canvas consists of different factors which need to be taken into consideration. The choices will be described in the following subsections.

8. Key Partner	7. Key Activities	2. Value Proposition	4. Customer Relations	1. Customer Segments
<p>Whole Network of Refurbishment Partners and individual partners</p> <p>But especially:</p> <p>Financial institutes</p> <ul style="list-style-type: none"> • SPKH (local bank) • Volksbank (local bank) • Dr. Klein (financial counselling) <p>Craftsmen</p> <ul style="list-style-type: none"> • Chamber of Crafts (Handwerkskammer Hannover) <p>Energy Consultancy</p> <ul style="list-style-type: none"> • Network of energy adviser of CPAH and proKlima • HannoverHaus (business cooperation already operating as OSS) • Chamber of Architects 	<ul style="list-style-type: none"> • Free initial energy advice • Advice about necessary and optimal measurements • Search of contractors • Support in getting loans/ financial engineering • Coordination of different contractors on the site • Quality assurance 	<p>Competent, reliable and comfortable company of the renovation works</p> <ul style="list-style-type: none"> • Support of homeowners • Advice of homeowners directed to high energy efficiency • Individual company of an architect • Recommendations of craftsmen/ coordination of them <p>Provision of coherent and well defined overall concepts</p> <ul style="list-style-type: none"> • Trustful collaboration between homeowners and different craftsmen directed by an architect 	<ul style="list-style-type: none"> • homeowners who were initially counselled by the CPAH or proKlima now choosing a „full package“ service • favourable price for support of renovation process 	<p>Private homeowners who are already interested in renovating their homes in Hanover Region</p> <p>Owners of full condominiums (no complicated decision making) who are already interested in renovating the buildings</p>
			<p>3. Channels</p> <ul style="list-style-type: none"> • Website • Mailings • Flyers about OSS in folders usual counselled homeowners get at the CPAH • Newspaper • Magazines • Social Media • Events 	
<p>9. Cost Structure</p> <ul style="list-style-type: none"> • Business office (improving the resources of NeMo office) • Platform for digital building sites • Software licences • Network events of NeMo 			<p>5. Source of Income</p> <ul style="list-style-type: none"> • Charge of homeowners • Provisions of financial institutes • Participation of partners at the overhead costs as the „Netzwerk Modernisierungspartner“ is already paid for 	

Figure 3: Business Model Canvas for the Hanover One-Stop-Shop (own figure)

7.1 Customer Segment

The customer segments comprise the target groups which have been defined as private homeowners and condominiums. These groups have been selected as they promise to be less consulting-intensive. The homeowners are directly the decision maker such that the process promises to be less complicated. As the main goal of the potential One-Stop-Shop remains to increase the refurbishment rate this customer segment is appropriate.

7.2 Value Proposition

As was pointed out in chapter 2, many institutions and stakeholders are already operating in the refurbishment market and the question of the value proposition of the One-Stop-Shop is an important one.

The value proposition of the One-Stop-Shop in Hanover Region consists of the competent, reliable and comfortable accompanying of renovation works. The One-Stop-Shop operates to the homeowners' benefit, supports them and provides them with advice and individual company. The high energy performance standards, which will be recommended by default, pay off in the long-term perspective.

The focus in the One-Stop-Shop Hanover Region lies in the provision of coherent and well-defined overall concepts. Homeowners benefit from trustful collaboration with different contractors that are supervised by an architect.

7.3 Channels

The channels via which potential customers can learn about and contact the One-Stop-Shop are numerous. One major point of contact represents the website or social media. Among other things, we will present best practice examples there. Other effective ways to reach the target groups are mailings and newsletter. For those, who prefer print media, flyers will be provided. Advertisements in living magazines (magazines about ideas and decorations for homes) might also generate new demand.

Related events about energy efficiency can also be pleasant occasions to inform about the opportunities of a One-Stop-Shop.

7.4 Customer relationship

The customers of the new One-Stop-Shop services are probably ones who are already connected to the Climate Protection Agency Hanover Region or proKlima. These can be participants of events or homeowners who already received an initial advice by the CPAH or proKlima. The latter customers opt for a full package service. They get a favourable price for the support of the renovation process.

7.5 Revenue streams

The revenues of the One-Stop-Shop are basically income driven. Homeowners will eventually pay for the services they get. The Network of Modernization Partners already exists such that overhead costs are already paid for and can discharge the One-Stop-Shop.

7.6 Key resources

The key resources of the One-Stop-Shop in Hanover Region consist in the established network of audited contractors (NeMo). Furthermore, financial institutes as potential cooperation partners strengthen the One-Stop-Shop.

proKlima and the CPAH have lots of experiences in energy refurbishment, communication and consultancy. This helps to get a good reputation soon. Already, the CPAH and proKlima have lots of references, networks and planning competences of architects and energy advisers.

7.7 Key activities

The key activities of the One-Stop-Shop – as there lie the key resources, too – consist in the free initial energy advice and further advice about appropriate measurements. The search for contractors is a key service of the One-Stop-Shop, too. Those will also be coordinated on the construction site. In order to simplify the modernization, the One-Stop-Shop provides support with loans and funding.

7.8 Key partnerships

The One-Stop-Shop is not an isolated institution but has several partners. The heart of the One-Stop-Shop is the Network of Refurbishment Partners (NeMo) as a whole and each individual partner.

Financial partners are as much a part of the network as contractors and energy advisers are.

7.9 Cost structure

The cost structure includes a business office, the costs of personnel and costs of public relations. The One-Stop-Shop sure needs software licenses. As NeMo as a network needs to stay connected, network events need to take place on a regular basis.

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

The assumptions and prerequisites about the target group with the help of buyer personas, the inventory analysis of energy-related renovations in Hanover Region and the future product offers of the One-Stop-Shop were preceded by a process for developing the business model of the One-Stop-Shop.

The goal of an institution that offers a comprehensive service and that is available and responsive to homeowners along the entire renovation path is challenging. In Hanover Region, there are many points of connection, as noted in Chapter 2. Potential partnerships – whether with institutions or freelance architects – are the backbone of a One-Stop-Shop that, against the backdrop of the current market situation and the shortage of qualified personnel, focuses primarily on synergies and efficiency gains.

8.1 Potential Partnerships

A first indication for potential partnerships to establish Hanover One-Stop-Shop in Hanover Region are the signatories of the Letters of Supports (LOS). With the individual letters of support, each organization has agreed to support the project ProRetro. A willingness to talk and collaborate is thus given. The LOS signatories range from regionally active partners such as the Network of Modernization Partners and local financial institutions to supra-regional partners such as CO2online and KEA. These LOS signatories were approached for specific reasons, which are outlined in Table 2.

Table 2: Signatories of Letters of Support and potential role for the One-Stop-Shop

Organisation	Reason for inclusion
CO2online	existing online tools for carbon accounting
Handwerkskammer Hannover (Chamber of Crafts Hannover)	Representation of the interests of the skilled crafts
HannoverHaus	Hanover-based company offering comprehensive construction supervision, consulting services for contractors
KEA Baden-Württemberg	Exchange of experience about the Sanierungsnavi (app)
Netzwerk Modernisierungspartner GbR (Network Modernization Partner)	Quality network that the OSS could draw on/cooperate with.
Sparkasse Hannover	Financial institute
Volksbank eG Hildesheim-Lehrte-Pattensen	Financial institute

In addition to the signatory organizations and institutions, there are other stakeholders who play a role in the establishment of a local One-Stop-Shop (see Table 3). This applies for different reasons, which go either back to their organizational form or to the competences in this area.

Table 3: Other partners and their possible roles

Organization	Reason for inclusion
Hanover Region	Shareholder of the climate protection agency, public partner if necessary to adopt the developed business model
City of Hanover	Shareholder of the climate protection agency, public partner if necessary to adopt the developed business model
enercity AG	Shareholder of the climate protection agency, connection to proKlima, municipal energy supply company in Hanover
Consumer Centre Lower Saxony	Cooperation with the climate protection agency regarding the joint consulting offer

All LOS signatories and other partners from the region were invited to a regional kick-off meeting in July 2020. At this meeting, the project team not only presented the project, but also obtained initial input from the partners. The regional kick-off with Hanover stakeholders served to raise awareness of ProRetro and the One-Stop-Shop. The output from the meeting and the perceived interest of the project partners were used for bilateral discussions in the further course of the project (see Appendix 2).

After a discussion with the Sparkasse Hanover, which was aimed at exploring financing options, talks were held with two architects who are very active and well-known in Hanover Region. Important stakeholders and the core component of a One-Stop-Shop are planners and architects. The discussions with experts active in the Hanover Region highlighted the potential of the One-Stop-Shop, but also raised implementation issues that urgently need to be clarified. The project team went into the discussions with certain interests in mind.

8.2 Cooperation with architects

The performance of architects is central to a One-Stop-Shop. However, architects and energy advisers are already very busy and barely keep up with their existing orders. Therefore, the insight interest of the discussions with architects is to learn about efficiency gains and potential creation of resources.

Table 4: Questions for talks with architects

Question category	Reflection of /Knowledge interest
Range of services	Difference between usual architectural services and OSS
Interests	Interests to take over OSS services
Efficiency gain	Cost savings with the help of a OSS
Prioritization of OSS customers	Speed of execution
Time expenditure	Calculation of costs of an OSS
Network of Modernization Partners	Attractiveness of mergers

First and foremost are the questions regarding the range of services. The services of a One-Stop-Shop can be distinguished from classic architecture and engineering services in that planning services can be coordinated and developed jointly on an interdisciplinary basis. In addition, the focus is clearly set by energy specifications and the consideration of conditions and specifications of the funding agencies, which is a demarcation from the classic architect's services. Many architects would like to see a return to the core tasks of architecture – namely the building-related creation or design of space. Thus, the coordination of certain core tasks by a One-Stop-Shop – such as the coordination of subsidies and the support of homeowners – can potentially be seen as a benefit for the professional planners involved. Using these questions for interviews with architects, interview guidelines were designed and used as a basis (see Appendix 3).

Several discussions with architects and energy advisers were aimed for. Two of them took place. The feedback from the two architects was very important and informative. Regarding the insight interest in efficiency gains to potentially offer more renovation services, prior knowledge was mentioned. Architects are particularly able to complete work quickly when clients require less explanation (see Appendix 4). Here, assistance by a One-Stop-Shop project management can help. Furthermore, it could be concluded from the interviews that the One-Stop-Shops can find an important target group in the owners of one- and two-family houses. This offers relief for architects. Furthermore, it could be stated that classical architects have no expertise in the procurement of subsidies and thus could be relieved of the comprehensive services of the One-Stop-Shop, but coordination work of a One-Stop-Shop is already an architect's service (cf, Appendix 5: 32).

The potential docking of a One-Stop-Shop to the Network of Modernization Partners was also discussed. The extent to which proximity to the trades is advantageous or leads to conflicts of interest and a lack of professional distance is not viewed in the same way by architects (cf.

Appendix 4 and 5: 32). Elementary for the success of a One-Stop-Shop is the high quality of work and the fair payment of skilled workers (cf. Appendix 5).

9 One-Stop-Shop for Hanover Region

As presented in chapter 2, Hanover Region is characterized by a large number of advice services for energy-related building renovation.

The One-Stop-Shop can be the link in the region to bring energy advice into broad implementation. However, it would not be advantageous to create another additional actor in the region, as there are already functioning structures in the Hanover Region. Parallel structures should be avoided.

9.1 Implementation of a One-Stop-Shop

The One-Stop-Shop will be linked to the Network of Modernization Partners (NeMo), because it already meets many prerequisites that can make a One-Stop-Shop successful.

NeMo is an institution that is already known and well established in the region with many partners from the trades, energy advice and architectural offices. The network has implemented quality assurance measures. In addition, further education is highly valued within the network. These factors contribute significantly to building trust between homeowners and stakeholders.

Of course, the link between the One-Stop-Shop and the Network of Modernization Partners must hold advantages for both sides. From the One-Stop-Shop's point of view, the advantage clearly lies in the focus and bundling of expertise and an existing network structure. The One-Stop-Shop could be implemented relatively easily as an online offering of the Modernization Partners network, so that the One-Stop-Shop can interact as an intermediary service between the respective parties.

The Network of Modernization Partner, on the other hand, can generate orders through the One-Stop-Shop. However, this advantage is not a very big one at the present time, as the order situation for specialist building companies and energy advice offices is already good. As an architect – outside of NeMo – pointed out, this has not always been the case and this might change again (see Appendix 4).

A further advantage is the efficiency gain for the modernization partners, if specialized knowledge and information on energy efficiency building modernization is expressed in plain language by the One-Stop-Shop. Architects have difficulties keeping up with changing subsidy policies so that help in this field would be appreciated (see Appendix 4). The often-perceived jungle of subsidies can then be coordinated for NeMo and handled by the One-Stop-Shop.

In addition, a significant further advantage is forward-looking: It would be possible to retain customers through the management of individual renovation schedules by the One-Stop-Shop and keep in touch with homeowners through simple reminders, thus generating new orders for partners of the network in the future.

The following table shows the advantages and possible courses of action for a successful implementation of the One-Stop-Shop.

Table 5: Advantages of implementing the OSS in the Modernization Partner Network

Advantage and offer	Implementation
Growth of the network	acquisition and targeted approach to potential partners
Acquisition of financial institutes	targeted approach of supporters
Cohesion of the network	organisation of regular events
Regular offers and exchanges	newsletter and information on further education offers
Coordination of partners	OSS project management
Creating a long-term perspective	promoting young talent with the Chamber of Crafts
Public Relations	test customer

The addition of financial service providers to the Network of Modernization Partners can be another important advantage for the network and especially for the target group of the One-Stop-Shop. A general contribution to the growth of the network also takes place in the test phase and in the operation of the One-Stop-Shop, as a lively exchange with further specialist trade companies and planning offices interested in participating in the One-Stop-Shop is to be expected. The aim is to bundle capacities, expand them and achieve a higher renovation rate in the near future.

9.2 Implementation

Interested homeowners come to the One-Stop-Shop with their request. To do this, they send a contact request with initial information about their questions and wishes via the website of the Network of Modernization Partners.

Based on the contact request, a coordinator can estimate the extent of the need for advice and clarifies the availability of suitable contacts from the network in advance by telephone. The One-Stop-Shop is thus responsible for the coordination of the refurbishment task, while the partners in the network carry out the work and each is responsible for its own parts.

9.3 Public Relations and Marketing

The focus of marketing activities will be online. There are various websites here, such as those of ProRetro, the Network of Modernization Partners' and the Climate Protection Agency Hanover Region's, which can link to the One-Stop-Shop offer. Newsletters of the actors as well as social media can also be used to promote the services.

The One-Stop-Shop will be centrally located on the website of the network modernization partners under the heading for builders. General information is stored here in addition to the contact details. In addition, the project successes and press appointments with project participants can be made visible regularly in the form of blog posts. The Climate Protection Agency Hanover Region and proKlima distribute this news via their own newsletters and thus reach a large number of potential customers.

Press releases, flyers and shelter or interior design magazines are further advertising tools, but they will not have a similar scope and are therefore a secondary option. Referral marketing via successful projects and especially digital media should be used first.

In the course of time, the online offer is to be supplemented by a page in which best examples are vividly presented.

The advantage of this approach is that three established institutions in the Hanover region apply for the One-Stop-Shop with relatively little effort and distribute it through their networks. The Climate Protection Agency Hanover Region, proKlima and the network of modernization partners have a large regional impact.

10 Financing residential building renovations

A key service provided by a One-Stop-Shop is assistance in finding financing options for energy-efficient building retrofits.

10.1 Funding of building renovation

Usually, homeowners are responsible for raising the necessary capital and applying for appropriate funding. Either equity capital is used, or the way to credit institutions is sought. This is usually the house bank.

As a novelty the One-Stop-Shop offers financing through a NeMo partner. The financing offer is a unique selling point for the One-Stop-Shop, so this point is quite relevant. Whether and under which conditions homeowners* are willing to take advantage of this service of the One-Stop-Shop will be determined in the test phase.

For the financing partners, the total amount of capital required will play a decisive role. In the past, for example, there was already a cooperation between enercity AG and the regional savings bank for the product of photovoltaic and storage. However, the relatively small loan amount only resulted in the loans being redeemed at short notice and correspondingly high work input on the part of the savings bank. This offer has already disappeared from the market. The financial players from the network will also have minimum amounts from which financing as a credit option is interesting for them. Since it is likely that homeowners will only hire a One-Stop-Shop as soon as several construction trades are involved in the renovating process of the house, it is more likely that higher amounts of money will be involved.

As another benefit of the One-Stop-Shop, the review and signature-ready preparation of matching grants is part of the One-Stop-Shop's services. As listed in Chapter 2, there are numerous usable grant opportunities for energy retrofits. It can be a distinct advantage for

homeowners to place the review and preparation in qualified hands. In this way, they can be sure that all possible funding sources have been exhausted.

10.2 Funding of One-Stop-Shop services

The services of the One-Stop-Shop are not free of charge, because quality has a price. The costs for the use of the One-Stop-Shop vary depending on the service description of the individual renovation measure. If architectural services are required for the renovation measure, these must of course be taken into account in accordance with the HOAI (Fee Structure for Architects and Engineers). The partners from the network conclude their contracts directly with the house owners. The One-Stop-Shop itself can cover the basic costs of the One-Stop-Shop through a percentage of the eligible costs of the energy efficiency building renovation. Homeowners can be convinced to hire a One-Stop-Shop, if the fee of a One-Stop-Shop consists of a percentage of the money saved through grants. For the homeowners the certainty of possible funding opportunities is an advantage. The quality features linked to them will be exhausted and implemented.

For the One-Stop-Shop itself, these fees cover the basic costs incurred for One-Stop-Shop project managers, insurance, further training and networking, among others.

11 Outlook and preparation of the test phase

The business model consists of a synergy between ProRetro and an established quality network – the Modernization Partners Network. At this point, practical implementation issues need to be clarified. These can be solved particularly well in and on the basis of the test phase. In the next project phase, it is for example essential to clarify the general contractual conditions and the practical regulation of liability issues. For instance, general exit clauses should be included in the contract terms so that all contingencies are considered and risks for the One-Stop-Shop are minimized. The cost of any necessary insurance for One-Stop-Shop project managers should also be evaluated.

In addition, it is extremely important to prepare the pricing of the One-Stop-Shop's offers in order to be able to successfully master the test phase. On the one hand, the running costs for operating the One-Stop-Shop should be calculated. Depending on which qualification One-Stop-Shop project managers have to bring in, the personnel costs can vary strongly. Furthermore, the costs for the extension of the network of modernization partners and the extension of the related offers are relevant.

On the other hand, a range of refurbishment tasks results from the requests of interested homeowners. From these, a realistic remuneration rate is to be determined, which will be staggered according to the scope and number of specialist planners.

Based on calculation examples, which are then tried out on test customers, the theoretical consideration can be verified as to whether the basic financing of the One-Stop-Shop can succeed via a percentage of the subsidies saved.

The test phase can also be used very well to test the cooperation with the network of modernization partners and to put the considered advantages of the merger to the test.

Questions of coordination and the procedures in the coordination process between the One-Stop-Shop and the network should be examined during the test phase. In which form, for example, the application preparation for the use of funding actually leads to a reduction in workload for the NeMo partners is to be clarified in the next step.

The business model is a promising approach for Hanover Region to boost the renovation rate with high-quality projects.

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13 Appendix


Table 6: Preliminary Consideration about a One-Stop-Shop (in German)

Allgemeine Schritte	Implementierung in ProRetro
Vision entwickeln	Durch Entlastung im Sanierungsprozess der HausbesitzerInnen im Rahmen eines OSS wird die Sanierungsrate auf die erforderlichen 4% gesteigert.
Zielgruppenanalyse und -definition	B2C: Private Hauseigentümer*innen (EFZH), zweitrangig: MFH B2B: Handwerksunternehmen mit exklusiven Verträgen, EnergieberaterInnen, Banken, SchornsteinfegerInnen
Lösung für Kundenproblem	Alleinstellungsmerkmal: energetische Sanierung und Finanzierung aus einer Hand
Marktattraktivität	Wo ist die Marktlücke? Wie ist das Marktvolumen? Vergleich mit WettbewerberInnen Wer sind die drei größten Wettbewerber? SWOT-Analyse Zentrale Frage: Wieso kommen KundInnen zu uns und nicht woanders hin?
Umfrage zum Geschäftsmodell mit potenzieller Zielgruppe	Fragebogen erstellen für Zielgruppe mit Fragen zu Kundenbedürfnis Kaufentscheidung Einschätzung des Wettbewerbs Kaufbereitschaft
Einnahmen und Kosten	Prozentuale Einnahmen abhängig von Modernisierungskosten Kosten durch Personal und Verwaltung
Analyse Geschäftsmodell	Errechnung des Umsatzpotenzials

Table 7: Minutes regional kick-off workshop on 9 July 2020 (in German)

Anwesende²	
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² Participant names have been redacted in the public version of the deliverable.

Projektteam	Verena Michalek (proKlima – Der enercity-Fonds), Vanessa Kohlmeier (Klimaschutzagentur Region Hannover), Mona Hosseini (Klimaschutzagentur Region Hannover)
Entschuldigt	
Kurze Begrüßung und Vorstellung	Alle Teilnehmenden des regionalen ProRetro Auftakts wurden herzlich begrüßt. Über ihre Teilnahme freut sich das Projektteam.
Vorstellung des Projektes „ProRetro“	<p>ProRetro ist ein dreijähriges EU-Projekt. Es läuft unter dem EU-Rahmenprogramm für Forschung und Innovation „Horizont 2020“. Es zielt darauf ab, die Sanierungsrate von Wohngebäuden durch die Schaffung von „One-Stop-Shop“ (OSS)-Angeboten in Deutschland zu erhöhen. Ziel der One-Stop-Shops soll es sein, HausbesitzerInnen durch den gesamten Prozess der energetischen Sanierung zu begleiten und ggf. auch Sanierung „aus einer Hand“ anzubieten, um die KundInnen in der Koordinierungsaufgabe zu entlasten. Dadurch sollen Sanierungen vereinfacht werden.</p> <p>In ProRetro arbeiten Umsetzungspartner aus Deutschland mit Peer-Partnern aus Österreich, Niederlanden, Schweden und Frankreich zusammen, die bereits Erfahrung in der Entwicklung und im Angebot von unterschiedlichen One-Stop-Shops haben. Eine wissenschaftliche Begleitung erfolgt durch das Wuppertal Institut (Lead-Partner) und e7, einer Forschungseinrichtung aus Österreich.</p>
Vorstellung der OSS-Modelle der Peer Partner	In einer kurzen Präsentation zu „One-Stop-Shops“ wurden unterschiedliche Geschäftsmodelle vorgestellt und eingeordnet. Die Leistungen von OSS-Angeboten variieren in den Geschäftsmodellen. Besonders der Umfang der Verantwortung, die ein „One-Stop-Shop“ für die KundInnen übernimmt, unterscheidet sich. Hier wurden die Modelle der Projektpartner aus ProRetro hinsichtlich Rechtsform, Zielgruppe und angebotene Leistungen vorgestellt.

<p>Interesse der Stakeholder am Projekt</p>	<p>Nach der Präsentation von ProRetro und „One-Stop-Shops“ im Allgemeinen konnte ein Überblick über das Themenfeld gewonnen werden. Die Teilnehmenden fanden neben den einführenden Erläuterungen auch die Vorstellung der OSS-Modelle der Peer Partner spannend.</p> <p>Rückmeldungen umfassten positive sowie kritische Aspekte an der Idee, „allumfassende“ Leistungen anzubieten.</p> <p>Unter den Teilnehmenden wurden folgende Chancen gesehen:</p> <ul style="list-style-type: none"> • Bereitstellung eines einfachen Service • Weniger Aufwand für die KundInnen • Veranschaulichung und Ordnung der komplexen Fördermittellandschaft • Vereinfachung und zusätzliche Entscheidungssicherheit bei Sanierungsmaßnahmen für uninformierte KundInnen • Zugeschnittene Pakete und Vernetzung von Angeboten <p>Offene Fragen zeichneten sich in folgenden Aspekten ab:</p> <ul style="list-style-type: none"> • Zahlungsbereitschaft der KundInnen für guten Service • Zahlungsbereitschaft der KundInnen für gute Handwerkerleistungen • Bedarf und Interessen der KundInnen für ein solches Angebot • Einordnung des OSS-Angebots in bestehende Angebote in der Region Hannover • Eingriffe in den bestehenden Markt? • Ab welchem Umfang von Renovierungsmaßnahmen lohnt es sich? • Ideensammlung zum Geschäftsmodell für Hannover • Ausbau und Anknüpfung an den Fördermittelkompass • Bündelung aller Informationsangebote zur Sanierung von allen Projektpartnern zur Übersicht für KundInnen • Start des Angebots eines OSS-Angebots in einem abgegrenzten Sanierungsgebiet oder in einem Ballungsraum mit gutem Nachbarschaftsmarketing • Umfänglichere Bestands- und Erwartungsaufnahme (Beratung, Ausführungsbedingungen, Zahlungsbereitschaft) bei KundInnen (BeratungskundInnen der KSA und ggf. auch darüber hinaus) • Schaffung einer klaren Abgrenzung des OSS-Angebots zu Architektenleistungen • Entwicklung eines online-gestützten Angebots
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Ausblick auf das weitere Vorgehen	<p>Das weitere Vorgehen im Projekt ProRetro ist durch den Projektplan vordefiniert. Der Projektplan sieht vor, dass jeder Umsetzungspartner für sein Gebiet bis August 2021 ein Konzept für ein OSS-Angebot entwickelt. Dazu steht die Zielgruppenidentifikation an.</p> <p>Nach diesem regionalen Auftakt und der Auslotung und Eingrenzung der Bedarfe in Hannover werden Gespräche mit den Stakeholdern weiter dokumentiert und gehen in die Entwicklung der Konzeption ein. Offene Fragen werden vom Projektteam gesammelt und zur Weiterführung des sogenannten Peer-Prozesses an e7 gegeben. Zum Austausch mit den Peer Partnern soll im Herbst 2020 ein Peer Workshop stattfinden, dem Hospitationen und Work Shadowing folgen sollen.</p> <p>Die Klimaschutzagentur Region Hannover ist innerhalb des Projekts ProRetro der Lead vom Arbeitspaket 4 (Designphase). In dieser Rolle möchten wir als Projektteam aus Hannover mit den deutschen Partnern über rechtliche und strategische Fragestellungen ins Gespräch kommen und den Austausch koordinieren.</p> <p>Im Nachgang des regionalen Auftakts werden Gedanken, offene Fragen und Kritikpunkte in die Überlegungen einfließen. Impulse und Anregungen zu weiteren Recherchen werden aufgenommen und weitergegeben. Über weitere Gespräche mit AkteurInnen aus diesen Reihen freuen wir uns. Neben dem Versand des Protokolls wird das Projektteam auch weiterhin die Stakeholder auf dem Laufenden halten.</p>
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Table 8: Guide for interviews with architects (in German)

Fragekategorie	Reflektion von/Erkenntnisinteresse	Stichworte
Leistungsspektrum	Gewöhnliche Architekt*innenleistung von OSS unterscheiden	<ul style="list-style-type: none"> - Gewöhnliche Beauftragung - Beantragung Fördermittel - Handwerkersucher - Angebotseinholung/ Ausschreibung mit Qualitätsmerkmalen/ Prüfung - Koordination von unterschiedlichen Gewerken - Qualitätssicherung
Interesse	Interesse, OSS-Leistungen zu übernehmen	<ul style="list-style-type: none"> - Koordination/Schnittstellenarbeit - Interesse, mit OSS-Projektmanager*innen zusammenzuarbeiten und Abstimmungen zu treffen
Effizienzgewinn	Kostenersparnis durch OSS	<ul style="list-style-type: none"> - Durch welche Maßnahme könnte der OSS eventuell durch ein effizientes Gesamtkonzept Kosten bei der Modernisierung sparen?
Priorisierung der OSS-Kunden	Schnelligkeit bei der Durchführung	<ul style="list-style-type: none"> - Wie schafft man es, dass Sanierungen der OSS-Kund*innen priorisiert werden? - Können Handwerksunternehmen für den OSS verpflichtet werden?
Zeitlicher Aufwand	Kalkulation der Kosten eines OSS	<ul style="list-style-type: none"> - Personalaufwand - Zeitliche Dauer (wie lange dauert eine Dachdämmung/ Komplettsanierung/ PV-Anlage?)
NeMo	Attraktivität von Zusammenschlüssen	<ul style="list-style-type: none"> - Wieso sind Sie (nicht) Mitglied in NeMo?

Table 9: Interview with male architect (in German)

Fragekategorie	Rückmeldung Architekt 1
Leistungsspektrum	<p>Koordinierungsarbeiten sind bereits Architektenleistung</p> <p>Fördermittelbeantragung und Unterstützung für Finanzierung macht nicht jede*r Architekt*in Handwerkersuche gehört und öffentliche Ausschreibungen gehören zu den Aufgaben von Architekt*innen dazu</p> <p>Auch wenn sich unbekannte Handwerksunternehmen auf Ausschreibungen melden, screenen Architekt*innen die Unternehmen und machen dem Bauherrn Vorschläge/Vorauswahl</p>
Interesse	<p>OSS könnte Entlastung bringen, wenn er in der sich stetig ändernden Fördermittellandschaft Überblick über Fördermittel behält und sich Architekt*innen nicht immer neu einarbeiten müssen</p> <p>Viele Projekte von Architekt 1 dauern mit Projektentwicklung um die 3-5 Jahre</p> <p>Änderungen der Fördermittel bringen Beschleunigung in den Arbeitsalltag</p> <p>Weiß nicht genau, was seine Rolle als Architekt im OSS ist</p>
Effizienzgewinn	<p>Am effizientesten ist ein Bauvorhaben, wenn Bauherren gewisse Vorkenntnisse haben und Architekt*innen nicht alles erklären müssen</p> <p>EZFH-Eigentümer*innen haben oft Empfindlichkeiten und divergierende Paarinteressen</p>
Zeitlicher Aufwand	<p>Komplettmodernisierungen sind durch hohe Kaufpreise sehr erschwert worden</p> <p>Geld für Sanierung fehlt dann → Paare machen oft prioritär das Bad neu</p> <p>iSFP werden immer häufiger angefragt und helfen Hauseigentümer*innen inzwischen mehr als früher wegen erhöhter Förderung</p> <p>iSFP erstellt er selbst oder beauftragt Kolleginnen und Kollegen</p> <p>Pfadabhängigkeiten und Lock In verhindern</p> <p>Auch Dachdämmungen sind sehr aufwendig, wenn auch in der Abwicklung sehr unterschiedlich:</p> <p>Beratung für Kunden</p> <p>Kurzfristige Anfragen werden nicht mehr angenommen wegen Haftungsgründen</p> <p>Was alles beachtet werden muss: Statik, Brandschutz, Bauüberwachung wird auch oft angefragt → Kosten können bis zu 7.000 Euro betragen</p>
NeMo	<p>Grund, nicht bei NeMo einzutreten, ist die vermeintlich kritische Nähe von Architekt*innen zu Handwerksunternehmen</p> <p>Es braucht als Architekt eine nötige Distanz zu Handwerkern, die man auf dem Bau auch mal anweist und Konflikte hat</p> <p>Architektenkammer sieht zwar kein Problem, er findet aber Wettbewerb wichtig</p> <p>Frage: Geht es beim OSS darum, Handwerker auf dem freien Markt zu finden? Oder ein festes, geschlossenes Netzwerk zu haben?</p> <p>Direktangebote treiben den Preis nach oben</p> <p>Preisgestaltung ist dann schwierig</p>
Wichtige Hinweise	<p>EU-Vergleich: In Spanien gibt es Entwurfs-Architekt*innen und Bauingenieur*innen</p>

Table 10: Interview with female architect (in German)

Fragekategorie	Rückmeldung Architektin 1
Leistungsspektrum	<p>Architekt*innen beraten Hauseigentümer*innen und das Haus Grundaufgabe ist immer, das Haus an die Bedürfnisse der Hauseigentümer*innen anzupassen und auch anders herum, v.a. dann wenn Budget und Wunschvorstellungen nicht miteinander korrespondieren Häuser sind eine Wundertüte: Familien entdecken oft Schäden und Mängel, sobald sie darin wohnen Architekt*innen fungieren oft als Moderator*innen, Seelsorge und Allrounder von der Statik bis zur Heizlastberechnung Beauftragung von Fachleuten, z.B. TGA-Planer*innen Bringen aber selbst immer Hiobsbotschaften Architekt*innen übernehmen Haftung und sind auch entsprechend ihres Honorars versichert Klassische Architekt*innen sind bei Finanzierung keine Expert*innen (Zuschuss, Kredit, Steuern, ...?) Energieberatung muss nicht immer von Architekt*innen durchgeführt werden</p>
Interesse	<p>Hand-in-Hand-Angebot hat eine gute Struktur OSS könnte Zielgruppe der EZFH übernehmen Familie Baum ist eine passende Darstellung der Zielgruppe der EZFH, die sich im neuen Haus ein Leben aufbauen OSS hat Vorteil, sich dieser besonders betreuungsintensiven Klientel annehmen zu können</p>
Effizienzgewinn	<p>Architekt*innen kommen oft nicht dazu, die gesamte Architekt*innenleistung anzubieten, weil sie parallele Projekte haben SvH hat 45 parallele Projekte EZFH sind besonders beratungs- und betreuungsintensiv OSS kann da moderieren Viele Architekt*innen nehmen Mitnahmeeffekte guter Förderung nicht ausreichend mit Fördermittel sind aus der Architekt*innenperspektive sehr lästig und wurden in der Vergangenheit häufig ignoriert inzwischen aufgrund der Attraktivität zunehmend schwer, OSS hat darin Expertise</p>
Zeitlicher Aufwand	<p>Anspruch von Hauseigentümer*innen ist oft, an Weihnachten in das Haus einziehen zu können Zu viel Druck, der Stress macht Eingriffe in die Struktur des Hauses dauern lange Realistisch bleiben Baugenehmigung für Anbau dauert z.B. allein wegen der Verwaltung sehr lang</p>

Fragekategorie	Rückmeldung Architektin 1
NeMo	<p>Win-Win-Situation schaffen: Netzwerken und Zusammenarbeit geht nur im direkten Miteinander mit Handschlag</p> <p>Architekt*innen holen sich immer Angebote ein, auch um ihren Katalog zu erweitern</p> <p>Zusammenarbeit mit dem Handwerk</p> <p>Gut gelaufene Zusammenarbeit mit Handwerksunternehmen müssen nichts heißen</p> <p>Hohe Fluktuation in Unternehmen und Nachwuchsproblem</p> <p>Schwierige Zeiten für Netzwerke: Gute Auftragslage macht Handwerksnetzwerke überflüssig</p> <p>Ergänzung von Finanzierungsberatung für NeMo nötig</p> <p>Qualitätssicherung als zentrales Argument</p>
Wichtige Hinweise	<p>Honorar: Architekt*innen/OSS dürfen nicht unterhalb der HOI operieren keine LIDL-Mentalität unterstützen</p> <p>Dringend Haftung des OSS klären!</p> <p>Ansprüche an OSS-Projektmanager*innen</p> <p>Gute Vernetzung</p> <p>Menschenkenntnis haben, Kund*innen den richtigen Energieberater*innen zuteilen</p> <p>Vertrauenswürdig sein</p> <p>OSS sollte Bauendreinigung im Leistungsspektrum aufnehmen (Komfortgewinn)</p> <p>Neben jungen Familien könnte auch Rentnergeneration Zielgruppe des OSS sein</p>



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