

Task 4.3

One-Stop-Shop Concept – Wuppertal

Raumfabrik AG – cooperation of contractors

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9 November 2021

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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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Summary

The One-Stop-Shop for Wuppertal

The One-Stop-Shop Wuppertal is a business cooperation of contractors that offers construction services from a single source. It has been active on the regional market of the city triangle Wuppertal, Solingen and Remscheid since 1999 under the name Raumfabrik. The nine partner companies specialised on various construction trades work in a coordinated manner while a single contact person is taking care of the customer.

The offer of "services from a single source" and the idea of "only one contact person for the customer" were the central founding ideas of Raumfabrik Wuppertal. Complex (construction) processes, measures involving various construction trades as well as technical coordination processes between the companies involved have to be organised and handled in a way that is transparent and comprehensible to the customer, but not overburdening.

What was a customer-friendly and efficient solution for classic construction measures more than 20 years ago is still, or even more so, the right approach for sustainable energy efficiency renovations. The Raumfabrik's proven approach of "one-stop shop with a single contact person" remains in place. It is supplemented by a stronger focus on the topics, criteria, and methods of sustainable construction and energy-efficient renovation.

With the topic of energy-efficient and sustainable renovation, the Raumfabrik Wuppertal is entering new territory. Therefore, it is necessary to expand and develop the competences and knowledge of the partner companies required for a one-stop-shop in a trade-specific manner. On the one hand, this can be done by integrating other partners (expanding the regional competence network), and, on the other hand, by providing targeted further training for Raumfabrik's member companies. In expanding our network, energy

advisers and specialized engineers as well as building biologists have to be considered. These new partners will complement the existing network as competence partners of the Raumfabrik.

In the future, customers will always receive a complete offer with all the necessary services for the renovation project. The advantage of having one contact person during the whole process will be kept.

At present, Raumfabrik Wuppertal – as a cooperation of nine companies from different construction trade – is operated in the legal form of a public limited company (*Aktiengesellschaft*). The aim is to retain this legal form in the future for the OSS Wuppertal and its new services.

1 Introduction

In the following, we describe the concept of the one-stop shop "Raumfabrik Wuppertal" and give an overview of our current plans and the one-stop-shop's status. The focus here is on the development and transformation of Raumfabrik from a provider of classic construction services to a service provider for the whole construction and renovation process with a special focus on sustainable energy efficiency renovation.

Section 2 deals with the organisation and the range of services offered by Raumfabrik prior to the start of the ProRetro project. Section 3 outlines the old and new target groups and the innovative services of the future one-stop-shop for Wuppertal. In section 4 we concretise our local and regional one-stop-shop concept and define the associated areas of responsibility in section 5. Section 6 is dedicated to the legal form of the one-stop-shop and the contractual agreements with further (network) partners. Section 7 describes the relevant network partners and the (competence) network of the one-stop-shop and section 8 outlines the business model of the one-stop-shop for Wuppertal and the region. Section 9 illustrates the marketing concept and our path to future customers. And in the concluding section 10, we use an example from our construction practice to show concrete customer experiences with our offer.

2 Self-description (situation before the project)

The current concept of Raumfabrik Wuppertal is based on the diverse experience and knowledge that the partners have built up over more than 20 years of offering and selling building-related "services from a single source". Since its founding, the partners of Raumfabrik have successfully offered coordinated services across companies and construction trades in the region around Wuppertal (and beyond) in the areas of construction, renovation, and refurbishment. For this commitment, Raumfabrik won an award as best cooperation of small and medium enterprises in Germany in 2003.

The most important customer groups were and are owners and private builders of detached and semi-detached houses, owner-occupiers of flats as well as regional housing associations with a building stock in need of renovation.

Previous activities of Raumfabrik

1. Marketing

The services offered by Raumfabrik are described in detail on the Raumfabrik homepage. Information flyers were printed for different customer groups and sent out via mail in campaigns in certain residential areas and neighbourhoods. They were also being displayed in shops and distributed to customers at regional trade fairs (e.g., real estate fairs, senior citizens' fairs). In addition, the Raumfabrik image book 'Handwerk mit Ideen' was produced with an advertising agency and distributed at selected events.

Advertising banners have been hung in prominent places in the city and the Raumfabrik logo has been printed onto the vehicles of Raumfabrik companies.

For appearances on regional trade fairs, Raumfabrik has designed and built its own trade fair stand, which is still be used from time to time.

Until 2016, Raumfabrik also had its own exhibition on its premises to show interested customers which materials can be chosen for walls, ceilings, and floors as well as to demonstrate laying techniques for wooden or tiled floors.

Due to digitisation, having a physical exhibition was no longer necessary. Showing photos of completed objects on a tablet and selected samples for the premises are sufficient today to show potential customers what is possible.

2. Energy analysis

In the past, energy advisers were only involved in the planning of renovation measures if necessary.

3. Renovation planning

Since Raumfabrik was founded, there has always been only one contact person for the clients, who has recorded the wishes and demands of the clients and discussed these with the contractors. A joint on-site appointment involving all the necessary construction trades was arranged only if it was deemed necessary. Subsequently, a quotation for all the necessary work was prepared and discussed in person with the clients.

4. Financing

Raumfabrik does not offer its own financing advice or other financial services but does work with local financial service providers (including Stadtsparkasse Wuppertal).

5. Renovation

A contact person coordinates the building project.

6. Quality assurance

During the entire construction period, Raumfabrik contact person monitors the building project and acts as an interface or communicator between contractors and building owners.

7. Acceptance

After completion, a joint acceptance is carried out and any necessary reworking is scheduled. The building owners are instructed in new techniques. The final invoice is discussed with the clients in person.

Table 1: Offers from the one-stop-shop portfolio before the start of the project

Area	Offers before project start
Marketing	Various marketing measures of Raumfabrik regarding the offer of "services from a single source" to build up a brand in the region (see above), without primarily considering energy efficiency measures.
Preliminary proposal	Acting on the regional market as a one-stop-shop for classic construction services (our founding idea)

Area	Offers before project start
Building inspection and energy analysis	No or infrequent cooperation with an energy adviser and/or a specialised engineer (if required)
Renovation planning	Discussions and needs analysis with customers on site, Planning of the object (conversion, renovation) with offers
Financing	No offer of financing advice or financial services
Renovation	Processing of construction/trade services "from a single source" with only one contact person, Coordination of contractors, Solving unexpected problems, Comprehensive communication with clients
Quality assurance	Construction supervision of the contractors on site, If necessary, call-in experts, Execution of finishing work
Commissioning and follow-up	Acceptance meeting together with the building owners, Explaining newly installed elements (heating system, time switches, etc.), Discussion of the final invoice

3 Service configurations and target groups

As a network of companies specialised on numerous construction trades, Raumfabrik has been successfully offering all classic construction services related to renovation, refurbishment, conversion, and extension work from a single source and with a single point of contact (one-stop-shop) for over 20 years.

Raumfabrik's target groups have been, are and will continue to be owners of detached and semi-detached houses, small condominium and housing associations as well as property management companies. In the future, it will be important to specifically address these groups to present and explain that the Raumfabrik's portfolio has been broadened by a focus on sustainable construction and energy efficiency renovation.

All construction trades that are required for a classic renovation, a conversion or a refurbishment in existing buildings are represented in Raumfabrik AG or are in Raumfabrik's partner network and can be involved in specific projects if necessary. The current focus of activities is predominantly on "classic" construction and renovation, i.e., the topics of sustainability and energy-efficient renovation are in demand from individual customers, but do

not yet form the focus of current offers and construction measures. This will change in the future – among other things through targeted information, marketing, and internal qualification.

This applies to every construction trade represented in the Raumfabrik. Starting with the painter, who will also be installing the thermal insulation in the future, the heating and plumbing specialist, who can advise on a new energy-efficient and resource-saving heating system (heat pump, pellet heating, combined heat and power unit) to the roofer, who is also competent in insulating the roof and installing solar panels or solar thermal collectors. Electricians will be responsible for installing electric vehicle chargers and carpenters can build in energy-efficient wooden or plastic windows as well as energy-efficient doors.

After contacting the building owner, the Raumfabrik contact person explores the customer's wishes and the scope of the measure the owner has in mind. Based on this, the contact person will be able to discuss the necessary budget with the customer.

If a deep renovation is to be carried out and/or measures for which subsidies are available are to be implemented, the energy adviser, comes in to plan, explain and submit the applications in advance. Currently, Raumfabrik plans to integrate energy advice into its range of services and is therefore seeking talks with qualified energy advisers. As of October 2021 and for the time being, independent energy advisers will be commissioned to provide energy advice. These energy advisers will bill customers on their own account.

Once the customer has decided which renovation measures to implement, all the necessary contractors meet at the property of the customer for a joint appointment. This allows them to get a personal overview of the services to be provided. The Raumfabrik then prepares a complete offer with all the necessary contractor services and discusses it in detail with the customer.

After the building owner has commissioned Raumfabrik, a construction schedule is drawn up, which schedules the entire construction process, from start to completion. The construction project is always accompanied by the same contact person from start to finish, so that the building owners do not have to talk to every contractor and/or their employees individually but have a single contact person for every question or concern. If further work is necessary or desired during the construction phase, a supplementary offer will be made promptly. If major adjustments become necessary during the construction period, the construction schedule will be revised accordingly.

After completion of the construction work, a joint acceptance inspection is carried out with the contact person of the Raumfabrik and the building owner. If an energy adviser was involved, a final assessment is also carried out by the energy advice.

Only then do the customers receive a final invoice from the Raumfabrik for all the services carried out. The invoice is discussed in person with the customer.

4 Basic one-stop-shop-concept

As already described in sections 1-3, the concept currently practiced by Raumfabrik Wuppertal already fulfils many characteristics of a one-stop-shop. Comprehensive advice in numerous construction trades, a holistic approach in the context of conversion and renovation measures. If necessary, other experts are involved to deal with special questions and problems. Offers and

quotations are always written in a transparent and comprehensible way. Building on this, the future one-stop-shop for Wuppertal will also be designed as an "all-inclusive" offer and include all services needed for an energy efficiency renovation.

The "new" one-stop-shop concept of the Raumfabrik is the "old" existing concept of offering customers services from a single source. The current range of services is supplemented by the topic of "energy efficiency renovation" with all the relevant technical and non-technical expertise.

If a specialised construction trade is not yet represented in the Raumfabrik, these will be involved in the project as cooperation partners under Raumfabrik's management. Corresponding (search) activities and approaches to companies (e.g., roofers and solar installers) have already been successfully carried out.

Other external partners, such as energy advisers, will continue to act independently and on their own account. They will be familiarized with the task as network partners of the Raumfabrik and thus work closely with the partners.

Should a building application be necessary for the measure, architects who are involved in the Raumfabrik's network of experts can be selected to handle this part independently. Like energy advisers, they will work on their own account.

If the house or flat to be renovated is under landmark protection, Raumfabrik will contact the responsible office within the municipal administration and clarify the further procedure before the construction work begins.

5 "Make-or-buy"-Decision

Background: The ProRetro One-Stop-Shops are to be designed with the aim of supporting their customers along the entire energy renovation journey. One-stop-shops typically provide or refer services to their clients from the following areas:

- Marketing,
- rough concept,
- building inspection and energy analysis,
- renovation planning,
- financing (incl. cost estimate and financing plan),
- renovation,
- quality assurance,
- acceptance and follow-up.

The one-stop-shop of the Raumfabrik will cover these areas as shown below and in Table 2:

Marketing: The Raumfabrik will advertise energy efficiency renovations and the associated benefits with the help of an advertising agency, which will help structure and create the website as well as printed matter, big prints, social media, etc.

Rough concept: The Raumfabrik contractors advise the building owner in a coordinated and comprehensive (holistic) manner in the first meeting.

Building inspection and energy analysis: The Raumfabrik's contractors record the need for renovation and – if necessary – an energy adviser called-in by the Raumfabrik but working independently advises on funding opportunities and the prerequisites required for this. If a building application is then necessary, the Raumfabrik contacts an architect from the network. If the landmark protection authority needs to be consulted, the Raumfabrik will take over these discussions.

Renovation planning: The Raumfabrik contact person records the desired conversion and renovation measure and prepares a complete offer with the help of the contractors. If a building application is necessary, an architect named by the Raumfabrik from the network can carry out this building application. For warranty reasons, the architect works independently and he also settles accounts with the building owners separately.

Financing (incl. cost estimate and financing plan): The offer or cost estimate for the building measure is prepared by Raumfabrik. The energy adviser gives advice on the possible subsidies and draws up a plan for the extent to which soft loans or grants are involved. She or he will also help customers with the application. The Raumfabrik will not make a financing offer, but, if desired, will establish contact with the Stadtparkasse Wuppertal, which is also involved as a stakeholder in the ProRetro project.

Renovation: The coordination of contractors will be taken over by the Raumfabrik contact person and a construction schedule will be drawn up. In the event of problems "on site", direct talks are sought with the construction workers. This serves two goals. On the one hand to get information, on the other hand to develop ideas for solving the problems. The construction workers are kept informed about the entire construction process at any time.

Quality assurance: The contact person is regularly on site, checks the progress and compares it with the construction schedule drawn up in advance. He or she revises it if unforeseen measures must be taken. He informs the customers and, if necessary, also prepares a supplementary offer. Should major damage become apparent during the construction phase, an expert is called-in who also works and settles accounts independently.

Acceptance and follow-up: After completion of the construction measure, the joint acceptance with the building owners takes place. If follow-up work is necessary, a date is set by which the follow-up work must be completed. The building owners are introduced to new techniques by the respective contractor or trained accordingly, e.g., in the areas of heating control, time switch operation, etc. The final invoice is discussed with the building owners. Should the building owners have any information or queries afterwards, the contact person at the Raumfabrik is still responsible for them and can be approached.

Table 2: Areas and tasks of the ProRetro one-stop-shop

Area	Tasks	Make-or-buy
Marketing	Advertising the benefits of energy efficiency renovations to potential customers	<p>Make and buy:</p> <p>For this purpose, new information materials will be created together with the Raumfabrik's advertising agency and new information channels (e.g., social media) will be used. Further supplementary measures and information offers can be created by the partners of the Raumfabrik themselves.</p>
Preliminary proposal	Outline possible actions based on general information about the potential customer's building, make the benefits of an investment conceivable	<p>Make:</p> <p>Here, the concept of the Raumfabrik (see above) and the proven processes in the context of renovation measures can be built on.</p>
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)	<p>Buy:</p> <p>Based on the analysis of the energy adviser (external network partner), an individual, more or less extensive renovation concept is developed in consultation and agreement with the building owners.</p>
Renovation planning	<p>Planning the concrete project, e.g., quotations, permits etc.</p> <p>Legal aspects (informing tenants etc.)</p>	<p>Make and Buy:</p> <p>Cf. the previously described tried and tested procedure of the Raumfabrik in the context of "classic" conversion or renovation measures.</p> <p>If a building permit is required, an architect (external network partner) is consulted.</p> <p>If the authority responsible for landmarks is to be involved, the Raumfabrik leads the discussions.</p>

Area	Tasks	Make-or-buy
Financing	Calculating investment costs, funding application, loan agreements, comparing quotations, estimating permissible rent increase (in case of landlords)	<p>Make:</p> <p>The preparation of the offer by the Raumfabrik includes the presentation of the cost structure or the investment requirements in close coordination with the energy adviser and the building owners.</p> <p>Buy:</p> <p>The energy adviser fills in applications for subsidies. The Raumfabrik does not make a financing offer but can call on the advice of the Stadtparkasse Wuppertal as an external network partner.</p> <p>Advice for landlords can be provided by our network partner a-ba-cus Hausverwaltungen.</p>
Renovation/ Refurbishment	Coordination of contractors, solving unexpected problems, communication with building owner and tenants	<p>Make:</p> <p>Continuing Raumfabrik's concept of "classical" building projects presented earlier.</p>
Quality assurance	On-site-visits, (if needed) contracting authorised experts, (if needed) instructing reworks	<p>Make:</p> <p>Continuing Raumfabrik's concept of "classical" building projects presented earlier.</p>
Acceptance and follow-up	<p>Training of residents/tenants, explain use/operation</p> <p>Adapt contracts (gas supply contracts, service charges)</p> <p>Legal aspects (e.g., increase rents)</p>	<p>Make:</p> <p>Continuing Raumfabrik's concept of "classical" building projects presented earlier.</p>

6 Legal form of the one-stop-shop and contractual agreements

The following section describes the legal form of the Raumfabrik one-stop-shop and the contractual agreements with the cooperation partners, considering the steps of an energy retrofit listed in Table 2.

6.1 Legal form of the OSS

Raumfabrik AG in Wuppertal has been an *Aktiengesellschaft* (comparable to a public limited company) since 2007. Raumfabrik's one-stop-shop will be operated by the *Aktiengesellschaft* and not be given a separate legal form. Raumfabrik was founded in 1999 as a *Gesellschaft mit beschränkter Haftung* (comparable to a private limited company) with twenty shareholders. However, this legal form proved to be very static and bureaucratic, especially regarding the entry and exit of shareholders. With originally twenty partners, it occurred occasionally that a partner had other ideas than the Raumfabrik had specified and wanted to leave. For this reason, among others, the legal form has been changed to *Aktiengesellschaft*, in which contractors are also shareholders and thus work for their own company. Entries and withdrawals no longer require a notary's appointment each time but can be solved internally. The energy advisers cooperating with the Raumfabrik are independent, work on their own account and do not become shareholders of the Raumfabrik.

6.2 Contractual agreements

The customers first receive a comprehensive energy renovation offer "from a single source". If the customer decides to commission the one-stop-shop one contract defines all the service to be performed. The order confirmation also determines previously discussed arrangements, the terms of payment or the procedure for extending the contract. The Raumfabrik is liable to the customer in all areas of complaint.

With Raumfabrik's one-stop-shop, customers only have to conclude additional contracts with the energy adviser as well as, possibly, with a financial institution.

7 Building a network around the one-stop-shop

The Raumfabrik Wuppertal, and thus also the future one-stop-shop, already have a network of partners in addition to the construction trades offered by its shareholders. This is currently being expanded and further developed against the background of future activities in the field of energy efficiency renovation. Our current partners are listed below, along with a brief description of those actors with whom contact talks have taken place or will take place soon.

1. Financial institutions: There has been a very good working relationship with the Stadtparkasse Wuppertal for over 20 years, which is documented by the fact that the Stadtparkasse signed the "letter of support" at the beginning of the ProRetro project and is thus a stakeholder in the project. In addition, the Raumfabrik has repeatedly been involved in the Stadtparkasse's real estate fair (most recently in 2021) and has actively addressed the topic of energy efficiency renovation in the information talks held there.

2. Architects and energy advisers: There are contacts to selected architects and energy advisers who are requested by the Raumfabrik as needed, informed about the planned project and, if necessary, involved in planning the measures to be carried out. These network partners offer their advice independently but in coordination with the Raumfabrik and the building owners and settle accounts with them separately.

3. Property management companies: There are good contacts with a large property management company in Wuppertal and a letter of support was signed before the project

started. Thus, the company a-ba-cus is one of the stakeholders of ProRetro and has also shown great interest in the topic of energy efficiency renovation.

4. Gutes-Bauen-in-NRW: Through contacts to the regional network "Gutes-Bauen-in-NRW" ("letter of support" for the project is available) – a regional partner network of a nationwide and sector-specific offensive for good and economical construction (<https://www.offensive-gutes-bauen.de/>) – an association of private home-builders in North Rhine-Westphalia was approached as a further (transfer) partner and won over to the idea of energy efficiency renovation. It will provide targeted information on the idea of a one-stop-shop and related topics to its members.

5. Offensive Gutes Bauen (OGB): Discussions are also currently being held at federal level with the Offensive Gutes Bauen (the offensive for good and economical construction) on the thematic focus of the ProRetro project and on anchoring a corresponding work focus (one-stop-shop for energy efficiency renovation) in the context of the diverse measures and activities of the offensive.

6. Qualification partners: It was also possible to establish contact with the actors of the SURECON project (sustainable renovation and construction) via the above-mentioned network. The qualification measures for architects and contractors on sustainable and energy efficiency renovation that were created in this EU project, which has been completed in the meantime, are currently being reviewed whether they can be used in training the Raumfabrik's shareholders and possibly other project partners.

8 One-Stop-Shop business model

In the design phase of the ProRetro project, a detailed business model was developed, which will be implemented in the second project phase. The business model is specified using the Business Model Canvas (Osterwalder et al., 2010), which consists of nine building blocks:

1. Customer segment
2. Value proposition
3. Channels
4. Customer relationships
5. Revenue streams
6. Key resources
7. Key activities
8. Key partnerships
9. Cost structure

In the following section, these nine building blocks of the Raumfabrik Wuppertal one-stop-shop business model are described in detail and summarised in a Business Model Canvas.

1. Customer segment	2. Value proposition	4. Customer relationship	5. Revenue streams	7. Key activities
<ul style="list-style-type: none"> - Owners of detached and semi-detached houses - Small condominium associations - Small property management companies 	<ul style="list-style-type: none"> - Less effort for customers - Expert advice from the Raumfabrik 	<ul style="list-style-type: none"> - Free initial consultation - One contact person - Information events for customers 	<ul style="list-style-type: none"> - Monthly contributions by the Raumfabrik shareholders - Surcharges for offers - Separate costs for extra services 	<ul style="list-style-type: none"> - Preliminary discussions with customers with the participation of an energy adviser - Meeting the contractors needed to implement the project - Detailed explanation of the offer
	3. Channels <ul style="list-style-type: none"> - Website with contact form - Personal contact - Contact person on the phone - Direct contact by e-Mail 		6. Key resources <ul style="list-style-type: none"> - 20 years of cooperation - Better construction site processes through mutual acquaintance - Regular meetings of the contractors 	
8. Key partnerships		9. Cost structure		
<ul style="list-style-type: none"> - Energy adviser - External advisers specialised on buildings - City Savings Bank (Stadtsparkasse Wuppertal) 		<ul style="list-style-type: none"> - Office rent - Personnel costs - Office equipment/telephone - Event costs - Website - Printing costs for flyers/brochures 		

Figure 1: Business Model Canvas of Raumfabrik's one-stop-shop for Wuppertal

8.1 Customer segments

The Raumfabrik will continue to pursue its – previously presented – concept and primarily target homeowners of detached and semi-detached houses, smaller condominium associations as well as smaller property management companies on the topic of energy efficiency renovation and offer the concept 'all from one source'. Experience to date has shown that interested building owners are convinced by the Raumfabrik's concept. With the extended offer of energy advice and refurbishment, it can be assumed that they will also be convinced in the future. It is a great advantage for the building owners if they save time and do not have to take care of every single construction trade, but have a single contact person who brings all the construction trades together. The contact will also coordinate construction works and be point of contact to all contractors. Customers also do not have to look for an energy adviser themselves, because the Raumfabrik also provides one.

8.2 Value proposition

The one-stop-shop for Wuppertal will considerably reduce the workload that building owners have with an energy efficiency renovation, as the building owners only have a single contact person for the entire construction project at the Raumfabrik. Usually, building owners must deal with each construction trade and each contractor individually, make on-site appointments, repeatedly ask when the offers can be expected, place individual orders (for each construction trade separately) and organise and monitor the entire implementation themselves. The direct advantage here is that the Raumfabrik's competent contact person takes care of the talks with contractors, offers a quotation with all the work to be carried out, draws up a construction schedule for the entire construction period, coordinates the contractors on site and accompanies them. In doing so, he or she is always the first contact person for customers.

In addition, customers receive high-quality service and construction work, as the partners of the Raumfabrik are planning to undergo further qualification regarding energy efficiency renovations in 2022.

8.3 Channels

The Raumfabrik's one-stop-shop for Wuppertal will advertise its service via various channels. The marketing activities will be described in greater detail in section 9. Direct contact with the customer will be kept up via the options listed below:

- The customer always has the option of scheduling a personal meeting, either at his home, on the site of the building project or in the Raumfabrik's office to have a joint exchange about current questions or information.
- Telephone contact is also possible during office hours directly via a free hotline, so that the customer can ask his wishes or questions.
- Direct communication with the Raumfabrik is also possible via e-mail, and here too the customer receives a response to their enquiry as quickly as possible.

8.4 Customer relationships

The Raumfabrik offers interested building owners a free initial consultation on site, both by the contact person and by the Raumfabrik's contractors. In the case of a major renovation project, the customers always have only a single contact person – from the initial consultation to completion of the project.

There will also be customer events, on the one hand, we will inform customers about news in the construction industry, on the other hand, we will also invite them to cultural events in order to intensify customer loyalty.

8.5 Revenue streams

The Raumfabrik collects monthly contributions from its shareholders to cover fixed cost. Furthermore, surcharges may be applied to offers, for personnel costs, events, trade fair appearances or other extras. The clients also have to pay separately for services (e.g., drawings on a scale of 1:20 or larger) that are usually not part of the service.

Due to many years of joint and thus more efficient handling of the construction processes as well as functioning coordination and communication, the (personnel) costs of construction coordination are not as high as for other construction projects. In concrete terms, this means that through the cross-company coordination of the joint work or the construction sites and the open communication between the companies, the construction measures can be carried out much more efficiently and thus more cost-effectively. This practiced approach of the Raumfabrik generates cost advantages for the companies, which are used, among other things, to pay the above-mentioned monthly contribution.

8.6 Key resources

The Raumfabrik can look back on more than 20 years of experience in the cooperation of contractors and partner companies, which has resulted in optimized construction site processes through good cooperation.

Regular meetings of the shareholders and employees also provide a common forum for exchange, create a sense of community, and thus form the basis of the lively Raumfabrik culture. These events play a decisive role in ensuring that employees identify with their Raumfabrik projects, are motivated and perform well in all areas. As a result, construction sites run more smoothly, and the clients feel well looked after or "in good hands".

8.7 Key activities

Because the Raumfabrik in Wuppertal is well-known in the region *Bergisches Land* and the wider area, it is easier for us to acquire new customers than if we had to start with energy efficiency renovations from scratch. Since the Raumfabrik enjoys a good reputation, interested building owners will approach us more quickly to discuss their building measures.

First, there is a preliminary discussion with the Raumfabrik contact person and the potential customer to specifically work out the wishes and requirements for the renovation project. Then the energy adviser comes in to discuss the necessary and/or desired energy measures and to formulate recommendations in this regard. After that, there is a meeting on site with all the necessary contractors.

There is a contact person for the entire building project who works closely with the energy advisers, takes care of explaining the offer and accompanies the building project until acceptance together with the energy adviser. The final invoice is also discussed in person with the customer.

Currently, the first concrete (preliminary) talks are already underway with building owners who are interested in an energy efficiency renovation in 2022 or are planning corresponding construction measures.

8.8 Partner network

The Raumfabrik is the only construction trade-spanning cooperation taking part in the ProRetro project. It cooperates with independent energy advisers in planning energy efficiency renovations or single measures in this regard.

The existing partner network, which is to be further expanded in the coming years, includes external expert advisers as well as other institutional actors (e.g., natureplus) with the main topic of "sustainable building and energy-efficient renovation" to be able to acquire further interested parties and customer groups.

Likewise, the Stadtsparkasse Wuppertal can refer to the Wuppertal one-stop-shop as part of its customer contacts and construction-related financing measures when properties are sold, so that new customers are also informed about the one-stop-shop.

In addition, there is a good network with many architects in Wuppertal, which can also be used for customer acquisition.

8.9 Cost structure

Within the framework of Raumfabrik's services as a one-stop-shop, the following costs arise:

- Rent for office, including ancillary costs
- Personnel costs (customer advice and support, preparation of offers, coordination of contractors, etc.)
- Office equipment/telephone
- Event costs (trade fairs, real estate fairs, regional exhibitions, etc.)
- Marketing costs such as flyers, brochures, website, big prints, social media

9 Marketing concept

In the following, contact and information channels for attracting and approaching customers of the one-stop-shop for Wuppertal are presented. We also describe how the Raumfabrik informs about the establishment of the one-stop-shop:

Website: On the Raumfabrik homepage, the one-stop-shop is described with all its advantages. The potential customer can contact the Raumfabrik for further information via a contact form.

Recommendation by existing customers: As the Raumfabrik is very well known in the region *Bergisches Städtedreieck* (Wuppertal, Remscheid and Solingen), many satisfied customers recommend the work of the Raumfabrik, so that we have been able to gain many new customers this way and will continue to do so in the future.

Trade fair appearances in the city area: The Raumfabrik will present itself at various trade fairs and events with the new concept and the extended scope of energy efficiency renovation services, e.g., the real estate fair of the *Stadtsparkasse Wuppertal*. The real estate fair serves as an information platform for all those interested in the topic of renovation, refurbishment and conversion.

Solar Decathlon Europe: In 2022 (originally planned for 2021), the (construction) world will look to Wuppertal, as the Solar Decathlon Europe will take place in Wuppertal. The Raumfabrik will actively present itself as one-stop-shop in all common media formats and accompany the diverse events and activities of the Solar Decathlon. Contact has already been made with publik e.V., the association that runs the Solar Decathlon in Wuppertal, and possible activities of the Raumfabrik on the site will be discussed with the board of publik e.V. as soon as possible.

Brochures: It is planned that the Raumfabrik will present itself in brochures that are published by Wuppertal's city marketing in order to inform and win over potential customers in a variety of ways.

Big Prints: The Raumfabrik's latest big prints on energy-efficient renovation will be displayed in prominent locations around the city, which will increase interest in finding out more about the Raumfabrik.

Local press: A Wuppertal website (bliggitt Marketing) provides information about companies from Wuppertal and their services. Therefore, it is also a suitable medium for the Raumfabrik to

present itself, as younger generations are more likely to look for something online than in traditional media.

10 Customer experience

This chapter presents an example of how customers of Raumfabrik's one-stop-shop should experience the renovation process and how the one-stop-shop will guide him or her through the process.

A potential customer has read a big print of the Raumfabrik placed in the region around Wuppertal and has first thoughts about renovating her or his property. She or He then contacts Raumfabrik by telephone. The Raumfabrik contact person takes over the conversation and asks in advance about the basic parameters:

- Which construction measures are to be carried out?
- What is the size of the house or flat?
- Which is the construction year?

In this call, the contact person of the Raumfabrik arranges an appointment for an on-site inspection. At this appointment, the scope (required or desired renovations) of the measure is determined and the construction trades that will be involved are identified. The prospective budget, desired energy measures, deadlines and the question when the measure is supposed to begin, are also discussed.

The contact person then arranges an on-site appointment with the energy adviser. Contractors will be invited to meet the customer at a later stage. The contractors advise the customers on site about the planned measures, answer detailed questions and give an overview of their construction work on the property.

The energy adviser discusses possible measures and subsidies, developed a renovation roadmap and provides the Raumfabrik with the necessary information on the planned measures and suitable materials. He also helps the customer in preparing applications for subsidies or grants.

After this appointment, the Raumfabrik develops an offer and discusses it with the customer in person. Once all questions have been completely clarified, the customer places the order. The customer then receives an order confirmation with all the agreements made, the amount of the payments on account as well as information regarding possible additional measures.

A construction schedule is then drawn up for the building project, which is discussed with all the contractors so that the customer can assess the duration of the individual works. The construction project is accompanied from start to finish by the contact person, so that the customer always has only a single contact person on site and does not have to deal with every contractor individually. If unforeseen work becomes necessary during the construction phase, the customer is informed and presented with a solution. The additional work is recorded in a supplementary offer.

The energy adviser is also informed by the Raumfabrik about the respective status of the construction project and – if necessary – also comes to the construction site for an inspection.

After completion, the acceptance of the construction work takes place with the client. Any rework is implemented in a specific time frame. New technical elements, such as timers in boilers or settings of roller shutter controls, are explained by the contractors and suggestions for correct usage and maintenance are given.

The energy adviser reviews the energy measures carried out and formulates the final report needed for subsidies and grants.

The final bill is discussed together with the client. Even after completion, the customer may always contact her or his contact person at the Raumfabrik, regardless of whether it is with questions or possible complaints.

11 References

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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.

