

Task 4.4

One-Stop-Shop concept – district of Böblingen

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Summary

The One-Stop-Shop for the district of Böblingen

The One-Stop-Shop of the Energieagentur Kreis Böblingen gGmbH is intended to serve as a comprehensive contact point ("all-around service") for homeowners' associations for refurbishment issues in the district.

The renovation backlog in the district of Böblingen, especially in the area of condominium associations, is enormous. If the ambitious goals of the energy transition in the building sector are to be achieved, there is a great need for action. For this reason, the One-Stop-Shop of the Böblingen Energy Agency is intended to serve as a central point of contact for condominium owners' associations in the Böblingen district and to accompany and support the entire refurbishment process.

The Energy Agency takes on a coordinating role here. In a first step, the interested parties are advised comprehensively by the Energy Agency on renovation topics and subsidies. This results in synergies with our existing projects, such as the „WEG-Offensive“ or the „Photovoltaic Network“.

Subsequently, the customers are accompanied in a coordinating manner during the implementation process. The customers themselves are to be involved throughout the entire decision-making process. First, possible measures for energy-efficient building refurbishment are to be elicited and selected. The following step is to select the contractors to be commissioned. This is where we work together with the "Hand in Handwerkern¹", an association of contractors in the district, but also with the district craftsmen's association. In our business model, however, there is no contractual relationship between the One-Stop-Shop of the Böblingen Energy Agency and the contractors. The contracts are concluded between the contractors and the homeowners' associations directly.

Freelance energy advisers are to be called in to draw up a renovation roadmap or for calculations when applying for subsidies. We are able to benefit from our all-encompassing network of energy advisers.

In the area of financing, we also want to provide coordinated support and serve as an intermediary with banks and funding providers. Again, we are able to profit from our many years of experience in the area of subsidy consulting, but also from our circle of various partners (including KSK Böblingen).

¹ <https://hand-in-hand-werker.gmbh/de/>

1 Introduction

This report specifies the concept of our One-Stop-Shop for the district of Böblingen. Chapter 2 first describes the initial situation in our district. Chapters 3 to 7 deal with the process and activities during the planning phase. Chapter 8 then presents the results of the planning phase in the form of the Business Model Canvas. Finally, chapters 9 and 10 describe our marketing plans and the customer experience based on an exemplary flow of the renovation process.

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

The Böblingen Energy Agency has been providing neutral and independent advice on refurbishment issues since 2008. The main task is to advise owners of single-family and two-family houses on the topic of energy-efficient renovation (legal framework conditions, subsidies, possible measures, etc.). In addition, the Energy Agency also supports companies and municipalities as well as homeowners' associations on these topics through various funded projects.

Due to responsibilities and a lack of financial possibilities, it has not been possible to accompany the implementation of refurbishment measures beyond energy advice. This should however be possible in the future with the One-Stop-Shop.

In the following table our activities to date are displayed in more detail.

Table 1: Offers from the One-Stop-Shop portfolio before the start of the project

Area	Offers before project start
Marketing	Social Media, press releases, newsletter, homepage
Rough concept	Energy advice (What options are possible? What must be complied with by law? What subsidies are available? see above).
Building inspection and energy analysis	None
Renovation planning	None
Financing	None
Renovation	None
Quality assurance	None
Acceptance and follow-up	None

3 Service and target groups

The target group of our One-Stop-Shop will be private households. Here we want to focus explicitly on condominium owners' associations (WEG). This results in synergies with our existing projects, especially the so-called „WEG-Offensive“, in which WEGs are already being

advised on renovation issues. With the OSS, an expansion of the project in the form of accompanying and supporting in the subsequent implementation steps is possible. Furthermore, there is an enormous need for action here, as the renovation rate of WEGs is extremely low and thus offers massive potential.

The aim of our OSS is to implement the so-called coordination model according to the Innovate terminology (Cicmanova, Eisermann and Maraquin 2020²). We want to support those seeking advice throughout the entire refurbishment process without charging a fee.

We provide support beyond our energy/subsidy advice:

- with financing
- in the choice of measures
- with the subsidy application
- in the search and selection of contractors
- by being available during the construction phase
- acceptance and quality assurance

Thus, in addition to our already existing energy advice, an all-around service is to be created that accompanies and supports the implementation of the measures. The customers are to be involved in the entire process.

4 Basic OSS concept

Our One-Stop-Shop is to be initiated for the entire district of Böblingen. No separate institution is to be founded for this purpose, but the implementation is to be carried out by the Energieagentur Kreis Böblingen gGmbH.

The type of OSS to be implemented is the so-called coordination model. The homeowners are to be supported by the OSS in the coordination of the individual trade (suppliers/installers), but also in the area of financing and subsidies. We act as a contact point throughout the entire process, are available at all times to answer questions and take part in any discussions with the implementation partners.

The target group here, as already described above, should be in the area of condominium owners' associations.

The implementation of the individual activities is therefore not carried out by the One-Stop-Shop itself, but is outsourced to external companies. However, cooperation with, for example, the institution "Hand in Handwerker" is planned. Furthermore, our network partners such as the district craftsmen's association, but also „Haus und Grund“ (support with legal questions) will be at our disposal. In addition, the Energy Agency has a comprehensive network of architects and

² Cicmanova, J., Eisermann, M., Maraquin, T. (2020): How to set up a one-stop-shop for integrated home energy renovation? A step-by-step guide for local authorities and other actors. https://energy-cities.eu/wp-content/uploads/2020/07/INNOVATE_guide_web.pdf.

energy consultants at its disposal, which can be consulted for planning and calculations of renovation roadmaps and applications for subsidies.

Thus, our One-Stop Shop does not assume any responsibility for the quality of the work delivered. A good quality of execution is ensured by the joint selection of contractors and the cooperation with the institution "Hand in Handwerker".

The services of our OSS are free of charge to the customers. During the project it will be determined at what cost, if at all, we can continue to offer this service.

We have chosen this variant of the One-Stop-Shop because a more comprehensive OSS variant would not be feasible for us both financially and in terms of personnel. Furthermore, since its foundation, the philosophy of the Energy Agency has been to be perceived as a neutral and independent advice centre that also provides free support and advice on renovation issues. The offer of free advice is one of the core features of the Böblingen Energy Agency and should therefore be retained.

5 “Make-or-buy”- Decision

The following table describes which activities and measures will be offered independently in our One-Stop-Shop and on the other hand which activities will be coordinated and thus outsourced.

There is no contractual relationship between our OSS and the partners. The contracts will be concluded directly between the craftsmen/energy consultants/architects and the potential customers.

Table 2: Make-or-buy decision for the One-Stop-Shop for the district of Böblingen

Area	Task	Make-or-buy
Marketing	Promote the benefits of energy retrofits to potential customers.	Make: marketing via existing channels such as social media, homepage, newsletter, press releases
Rough concept	Outline of possible measures based on general information about the potential customer's building, the benefits of an investment are made clear.	Make: energy and subsidy advice as previously. Joint elaboration of possible measures and what needs to be considered.
Building inspection and energy analysis	On-site inspections, identification of energy refurbishment needs (with the aim of profound refurbishments), development of a long-term, building-specific roadmap for energy refurbishments to avoid lock-in effects (see e.g., the iBRoad project).	Make: on-site inspection to develop the rough concept. Accompanying the appointments with the contractor(s), etc. Buy: if necessary, elaboration of a "refurbishment roadmap" by an independent energy adviser/architect.

Area	Task	Make-or-buy
Renovation planning	<p>Planning of the precise project, e.g., offers, permits, etc.</p> <p>Legal aspects (informing tenants etc.)</p>	<p>Make: Support in obtaining quotations and selecting contractors, energy advisers, etc. (selection from list of tradesmen, HiH, follow-up telephone calls to companies, joint comparison of quotations).</p> <p>Buy: Construction management provided by Hand in Handwerker (HiH). As well as offer of all trades from one source (HiH). Alternatively: if desired, individual awarding of the trades on the basis of lists of tradesmen drawn up by us from all companies in the district.</p> <p>Commissioning of energy advisers through network and energy efficiency expert list.</p>
Financing	<p>Calculation of investment costs, applications for subsidies, loan agreements, comparison of offers, assessment of permissible rent increases (for landlords).</p>	<p>Make: Support in the mediation with banks. Carrying out loan and credit comparisons</p> <p>Buy: Applications for subsidies for heating system replacement via the contractors, for insulation etc. via energy consultants, as calculations are necessary. Loans/credits via local banks, KfW and/or L-Bank.</p>
Renovation	<p>Coordination of contractors, resolution of unexpected problems, communication with building owners and tenants.</p>	<p>Make: Support during the entire process. (monitoring of all appointments, always available for queries).</p> <p>Buy: Construction management via HiH (if they have been commissioned, specialist construction management via the respective contractor if only individual trades are awarded), or alternatively via independent architect/energy adviser (if calculations are necessary, see above).</p>

Area	Task	Make-or-buy
Quality assurance	On-site visits, (if necessary) commissioning of experts, (if necessary) commissioning of rework	<p>Make: Support in this, further inspections if necessary</p> <p>Buy: HiH takes over warranty of the work when taking over the construction management</p>
Acceptance and follow-up	<p>Training of residents or tenants, explaining use/operation, adjusting contracts (gas supply contracts, ancillary costs)</p> <p>Legal aspects (e.g., rent increase)</p>	<p>Make: Support (support at the acceptance date, queries) here</p> <p>Buy: Implementation by HiH or other contractors</p>

6 Legal form of the OSS and contractual agreements

6.1 Legal form of the OSS

The legal form of our One-Stop-Shop is derived from the legal form of the Energy Agency. No separate institution is founded for the OSS. It is implemented by the Energieagentur Kreis Böblingen gGmbH. Thus, the legal form is a non-profit limited liability company.

6.2 Contractual agreements

No contractual relationship arises between our One-Stop-Shop and the potential clients, as our services are free of charge and we also do not take on any responsibility for the quality of the execution. Likewise, no contractual relationship arises with the partners, but the cooperation takes place within the framework of existing cooperations.

The contracts are closed directly between the owners and the contractors. The cooperation between the energy agency and the contractors is also free of charge.

7 Building a network around the OSS

As previously described, some of the activities are outsourced to external institutions. For this purpose, an all-encompassing network is being built around our One-Stop-Shop, or already exists in parts.

For the development of our OSS network, we already have all the resources at our disposal. A cooperation agreement has been made with the association "Hand in Handwerkern". We refer our clients to them. Furthermore, we cooperate with the district craftsmen's association. The district craftsmen's association is the superordinate institution for all trades in the district and a means of communication with the individual craftsmen.

Additionally, there are some associated partners in our network (shareholders such as Haus und Grund, municipal utilities, savings banks, etc.) who can be integrated into the process if necessary.

8 One-Stop-Shop business model

The following chapter presents our business model. First, the tabular form of EABB's Business Model Canvas is presented and then the individual building blocks are described in more detail.

8. Key partnerships - Stakeholders and advisory boards (municipal utilities, „Haus und Grund“, „Sparkasse“, etc.) - Property managers (WEG-Offensive) - District craftsmen and guilds - District of Böblingen	7. Key activities We support: -in financing -in the craftsman search / selection -in the decision to take measures - when applying for funding, etc. - Regular acquisition and public relations work is necessary for success	2. Value propositions Coordination model - Energy advice - Funding advice and help with the application - Coordination with municipal authorities - Financing (coordinating) - Constructor search / selection (coordinating) - Energy consultant search (coordinating)	4. Customer relationships - Existing advice seekers via the „WEG-Offensive“ - Free advice and support - Years of good cooperation with the district - Cooperation with the customer (participation)	1. Customer segments - Owners of residential buildings in the district of Böblingen - especially homeowner associations (WEG)
	6. Key resources - In-house energy advice (over 10 years of experience) - Cooperations with local craftsmen, guilds - stakeholders of the energy agency -Financially: funding as a basis		3. Channels - Local newspapers & community papers - Instagram / Facebook - Homepage Newsletter - Flyers / posters - Network Energy Agency (EA) (multipliers)	
9. Cost structure - Personnel costs + employer's share + overhead flat rate of 15% (for telephone, PC, Internet, electricity, etc.) -Travel costs		5. Revenue streams No income from the services of the OSS → Free and independent advice Refinancing through funding from ProRetro and later probably through other EA funding programs or cost structures yet to be named depending on effort and demand		

Figure 1: Business Model Canvas EABB

8.1 Customer segments

The target group of our One-Stop-Shop will be private households in the district of Böblingen. Here, we want to explicitly focus on condominium owners' associations (WEG). This results in synergies with our existing projects, especially the so-called WEG-Offensive, in which WEGs are already advised on renovation issues. The OSS could build a bridge here and accompany and support the WEG in the subsequent implementation steps. The aim here is to clear the backlog of refurbishment projects for WEGs in the district of Böblingen.

These synergies also ensure that enough and, above all, regular customers can be expected to use the services of our OSS.

8.2 Value propositions

The basic approach of our OSS is the so-called coordination model. The aim is to be available to support those seeking advice throughout the entire renovation process without charging a fee.

We support:

- with energy advice/subsidy advice

- financing (coordinating)
- in the search for and selection of contractors
- in deciding which measures to implement
- with the subsidy application
- Coordination with municipal authorities
- in the search for energy advisers (coordinating) for the renovation roadmap and proof of subsidies, which we cannot and are not allowed to provide.

Thus, in addition to our existing energy advice, an all-around service is to be created that accompanies and supports the customers until the implementation of the measures. In the future, customers will have significantly less effort during their renovation project and professional renovation including optimally utilised subsidies can be guaranteed. The coordination model has already been discussed and agreed with the stakeholders (our shareholders).

8.3 Channels

The energy agency already has an all-encompassing network of energy advisers, contractors, energy associations (citizens' initiatives) and other multipliers who should also be consulted for the project. In particular, the distribution list of the WEG-Offensive can be used to acquire practical objects. Practice properties are the houses that can be considered for the One-Stop-Shop for refurbishment. The offer of our OSS will always be presented in the future. Here, the property management companies in particular are seen as intermediaries, as it is difficult to reach all owners independently.

In addition, other channels will be used: Homepage, local newspapers and community papers, newsletter, social media (Facebook & Instagram), flyers/posters, etc.

8.4 Customer relationships

As already described several times, an all-around service is to be created and we are to be available as a central contact point for renovation questions.

Experience has shown that consultations in the form of direct contacts make more sense, as this creates a direct exchange with the clients. In this case, initial contact is made by telephone or email, and joint appointments are made on site at the building or in advance at the Energy Agency's premises. The already existing channels for customer development are used, such as our WEG-Offensive. The rest of the EA network and the district are also good cooperation partners here.

The entire process is to be carried out in cooperation with the potential customers, actively involving them in the decision-making process. In this way, above all, neutrality in the selection of contractors can be maintained on our part.

8.5 Revenue streams

The coordination model we are striving for does not provide for any income from our services. This is also in line with our previous philosophy as an energy agency of providing free and independent advice.

The only costs incurred with our version of the OSS are therefore our personnel costs (and AG shares and overhead flat rate) as well as travel costs to the activities, if applicable. These are financed by the project ProRetro.

After the end of the project, further funding or other sources of income must be generated in this regard, providing that this offer is to be continued. These are to be investigated and defined during the project phase.

8.6 Key resources

We already have the necessary resources for our coordination model. The energy agency itself is responsible for the human resources. This is mainly our own neutral and independent energy and subsidy advice, but also the coordination and support during the rest of the process. For this, the project funding within the framework of ProRetro represents our key financial resource, as well as our experience in the field of energy advice and project management consisting of more than 10 years.

Existing cooperations with the district craftsmen's association and the guilds in the district of Böblingen are used for finding contractors. Furthermore, a cooperation with the initiative "Hand in Handwerker" has been established. This is an association of craftsmen from all trades, including higher-level construction management.

Moreover, our shareholders (public utilities, Haus und Grund, Sparkasse, etc.) are always available for cooperation and support in this area, as is our other energy network (see above).

8.7 Key activities

For the success of our OSS, regular canvassing and public relations work is necessary to acquire enough building owners to participate.

The promotion of the offers will be done through the channels and networks described above, and we will also benefit from our existing projects and activities.

The services in the project include the coordination model as already presented under value proposition.

We support:

- with energy advice/subsidy advice,
- finding financing by coordinating activities,
- in the search for and selection of contractors,
- with deciding which measures to implement,
- with the subsidy application,
- by coordinating the communication with municipal authorities,

- in the search for energy advisers (coordinating) for the refurbishment roadmap and proof of subsidies, which we cannot and are not allowed to provide.

There will be regular communication with the building owners during the entire process and decisions will be made jointly.

8.8 Key partnerships

Most of the activities of our OSS are purely coordinating and thus intermediary services. That is why we rely on cooperation and support from our network.

The key partners for our project are all already members of the Energy Agency's network:

- Shareholders/advisory boards (public utilities, Haus und Grund, Sparkasse, etc.)
- District craftsmen's association and guilds, as well as "Hand in Handwerker".
- Property management companies
- Independent energy advisers
- Other multipliers (e.g., municipalities, energy associations)
- Böblingen district

These serve exclusively as cooperation partners or supporters in the event of queries. No contractual relationship is created. The contractors are not directly employed by us, but the contracts are closed with the customers directly.

The main activity of the organisation is carried out by the Böblingen Energy Agency. In addition, the trades, energy advisers and architects benefit from the project by being referred to them for detailed planning and implementation, thus generating new orders.

8.9 Cost structure

The costs consist solely of our personnel costs (employer share and overhead flat rate) for the employees of the energy agency. There is no outsourcing on our part (direct contracts between customers and tradesmen, energy consultants, etc.). In addition, there are travel costs to actors, events, consulting appointments, etc.

On the other hand, there is no income from the OSS itself. As already mentioned, our services are offered free of charge.

Refinancing currently takes place purely through funding, i.e., during the project phase through the ProRetro project itself. Afterwards, it is expected that this will be done via other projects/subsidies from the Energy Agency, which have yet to be generated.

The pilot phase should also be used to estimate the costs for consulting and construction support based on a project implementation and to derive a cost structure from this. In the long term, this could be borne by agency fees paid by contractors or customers themselves.

9 Marketing concept

As already described in Chapter 8.3, the Energy Agency has an all-encompassing network of energy consultants, contractors, energy associations and other multipliers that should also be used for this project. Especially the distribution list of the WEG-Offensive can be used to gain customers willing to renovate. In the future, the OSS offer will always be presented as part of the project. The property management companies are seen as the main intermediaries, as it is very difficult to approach all owners on one's own.

In addition, these other channels will be used:

1. Homepage: A separate subpage for the One-Stop-Shop is to be created on the homepage of the Energy Agency. The offer will be described and regularly updated here. Furthermore, events and news about the OSS will be advertised here.
2. Local newspapers: Regular press releases are to be sent to the local newspapers and community papers. Here we benefit from the relationship of the district office with the local media. All press releases of the Energy Agency are sent out via the press office of the District Office.
3. Newsletter: For years, the Energy Agency has been producing a monthly "Climate Protection Newsletter". This should also be regularly updated with the activities of the OSS and the events and services should be promoted via this.
4. Social media (Facebook and Instagram): The energy agency has already been using the social media channels of the district administration for two years. Here, too, we benefit from their high accessibility of currently almost 14,300 subscribers (as of July 2021). Regular posts on the OSS are to be written.
5. Flyers, guides, posters, etc.: Flyers and posters should be used to support advisory services and to promote the project. The one-stop-shop will not have its own corporate design, but make use of the current Energy Agency's corporate identity.

10 Customer experience

In this chapter, the exemplary course of a rehabilitation process from the client's point of view is portrayed and outlined. The individual steps are shown in the following flow chart:



Figure 2: Process of the renovation project

1) Contact

- a. The first step is for the customer to contact us. Ideally, the customer will have become aware of us through our marketing (press releases, homepage, etc.).

- b. An initial meeting is arranged by telephone or e-mail, which takes place either at the Energy Agency or, if possible, on site at the building.
 - c. The customer provides documents in advance (consumption data, building plans, data on the building/heating, etc.).
- 2) Energy/subsidy advice
- a. After the on-site inspection and as soon as all documents are available, the different possible technologies for the energy refurbishment of the building are worked out.
 - b. In Baden-Württemberg, at least 15% of heat must be supplied by renewable energies when the heating system is replaced. Various approaches to fulfilling the obligation are conceivable, which at the same time partially limit the scope for action.
 - c. These options are discussed in a joint meeting and the appropriate subsidies are determined.
- 3) Obtaining offers
- a. After the energy consultation, the process of referring customers to contractors begins. Here, suitable contractors from the region or the institution "Hand in Handwerker" are selected together on the basis of the list of contractors.
 - b. At least 2-3 offers per trade should be obtained.
 - c. At least 2-3 of the variants presented above should also be offered in order to be able to compare them in terms of costs.
- 4) Selection of measures
- a. Based on the available options, the best possible measure/package of measures for the respective building is then worked out.
 - b. The economic factor plays a major role here. The CO₂ price and the respective subsidies must also be taken into account. This step is carried out by the OSS.
 - c. Furthermore, the different offers per technology are compared and a decision for one option is made.
- 5) Selection of contractors and, if necessary, energy advisers
- a. Once the type of measure has been determined, the appropriate contractor must be commissioned.
 - b. For this purpose, the offers are compared again and weighed against each other, based on content but also on costs.
 - c. This process also takes place together with the customer.
 - d. The application for subsidies is also made in this process, as in practice this is usually made by the contractor. The application must be made before the final order is placed.

- e. If, depending on the type of measure, an energy adviser is required for the subsidy application or other calculations, we also draw on our network and jointly obtain offers and make the appropriate selection.

6) Financing

- a. If the WEG does not have any reserves, the financing planning is started together in parallel (before the final commissioning of the contractor/energy adviser).
- b. In Baden- Württemberg, only the programme of the L-Bank comes into question for condominiums, as it forwards the low-interest loans of the KfW, optimises them and the state even takes over the guarantee. This makes it a good option with virtually zero risk.

7) Implementation phase

- a. During the implementation phase, construction management is carried out by contractors themselves. However, we accompany the measure to the extent that one to two inspections also take place during the implementation, and we accompany and support the acceptance and instruction.

