

# WEBINAR

**FEBRUARY 3RD, 2022**

**1.00 - 2.30 PM CET**

**BUSINESS MODELS FOR ONE-STOP-SHOPS:**

**LESSONS LEARNED FROM THE  
TURNKEY RETROFIT PROJECT**



THIS PROJECT HAS RECEIVED FUNDING FROM THE EUROPEAN UNION'S HORIZON 2020 RESEARCH AND INNOVATION PROGRAMME UNDER GRANT AGREEMENT NO 839134.



# Speakers



**Margaux Barrett**  
Buildings Performance  
Institute Europe  
(BPiE)



**Rachel Desmaris**  
R2M Solution



**Miriam Garcia Armesto**  
Asociación Nacional de Empresas  
de Rehabilitación y Reforma  
(ANERR)



**Johanna Varghese**  
Irish Green Building  
Council  
IGBC



**Floriane Gueguen**  
EP





# Agenda

1.00 – 1:05: Introduction to the **Turnkey Retrofit project and Solutions4Renovation**, BPIE

1.05 – 1.20: Overview of **business models for one-stop shops**, Rachel Desmaris, R2M

1.20 – 1.50: **Implementing the Turnkey Retrofit service**, insights from the implementing partners:

- France: Floriane Gueguen, EP
- Spain: Miriam Garcia Armesto, ANERR
- Ireland: Johanna Varghese, IGBC

1.50 – 2.05: **Lessons learned** from the replication process, Rachel Desmaris, R2M

2.05 – 2.25: **Discussion** with the implementing partners and Q&A

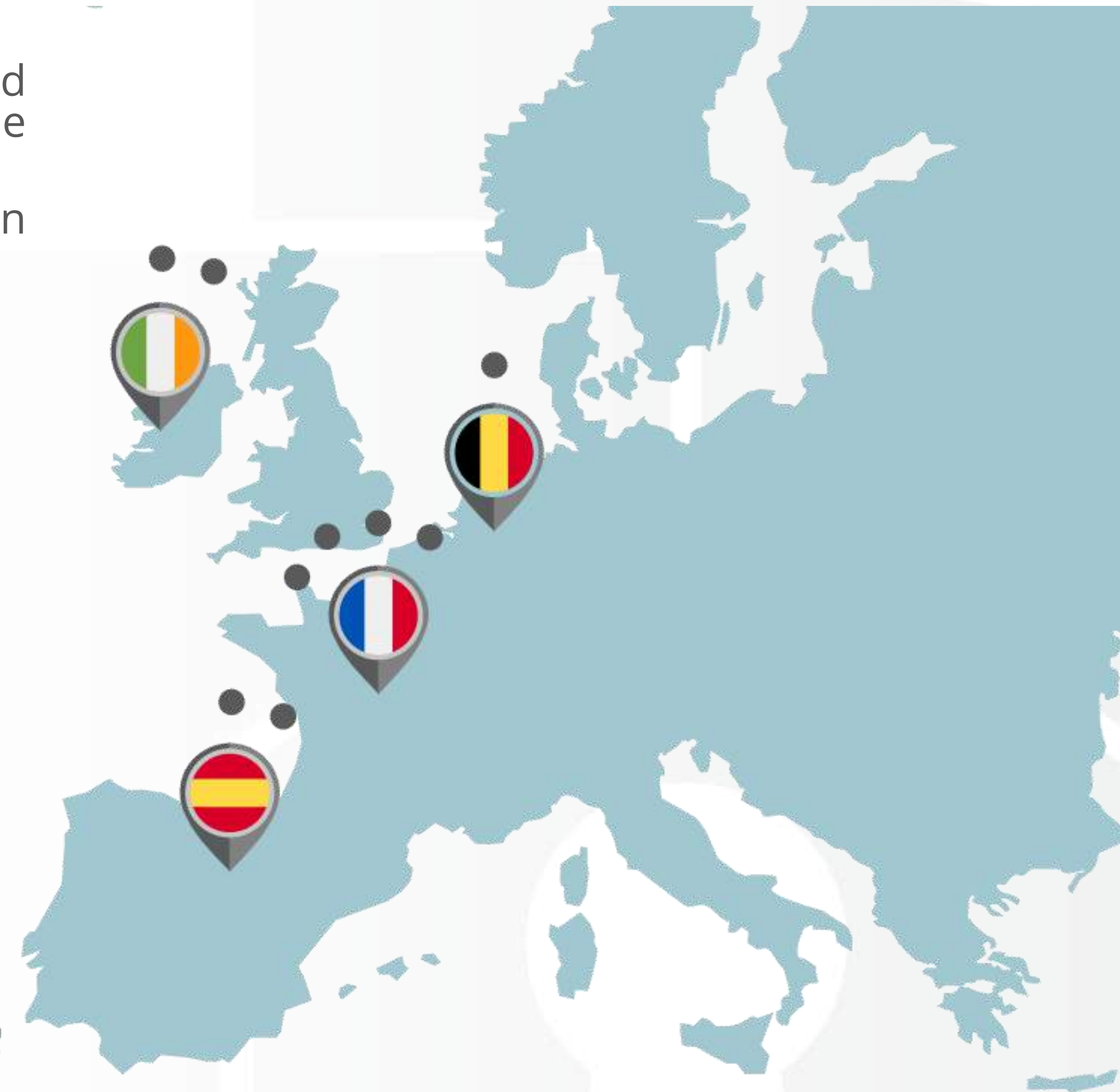
2.25 – 2.30: **Conclusions** and next steps

# TURNKEY RETROFIT

- **Horizon 2020** funded project, running from 2019 to 2022.
  - Develop a one-stop-shop platform through the integration and enrichment of existing services and business models, to improve the renovation process for homeowners.
  - 9 partners **have joined forces** to develop Solutions4Renovation in France, Ireland and Spain.
  - In case of success, the model will be **replicated** across Europe.
- **October 2020** : French version online
- **End of 2021** for the Spanish version, **early 2022** for the Irish one

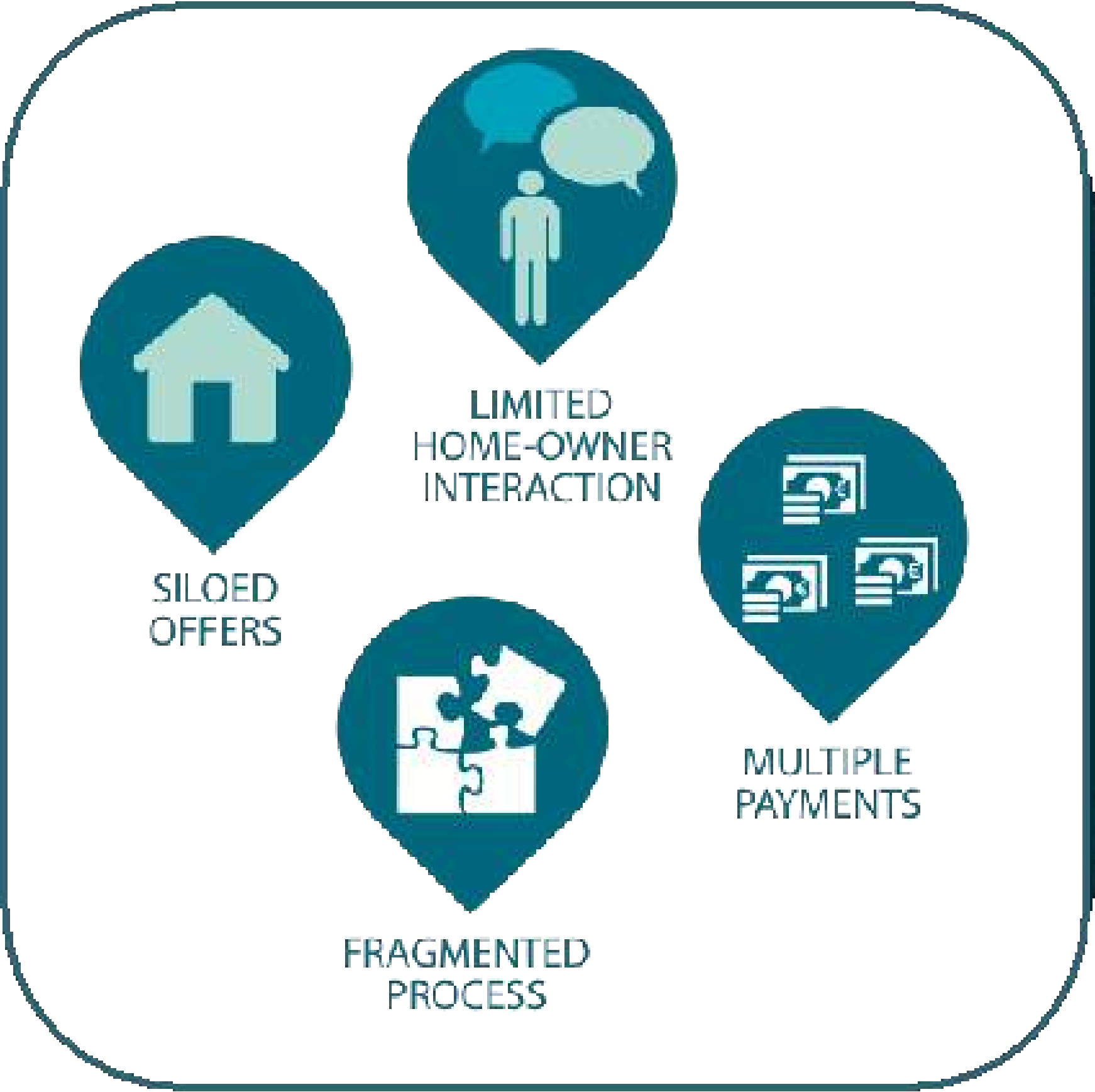
## Key objectives:

- ✓ Raise homeowners' awareness about renovation issues
- ✓ Improve the services with trusted partners
- ✓ Reduce costs of renovation works



# MAIN GOAL

## CONVENTIONAL RENOVATION PROCESS



## TURNKEY RETROFIT PROCESS



# WE NEED YOUR FEEDBACK!



Your feedback is essential for us to improve the tools developed so far!

Please answer this short survey (3 min).

Scan the QR code to share your feedback.

Links to the tools in the chat box.

If you would like to get in touch with us, please do so at [Margaux.barrett@bpie.eu](mailto:Margaux.barrett@bpie.eu)



# Overview of Business models for one-stop shops

## R2M



The idea of a one-stop shop service is to focus on helping the homeowner make the best decisions that will lead to an optimal renovation project. And for that, the main challenge for a success of an OSS model is to have a clear understanding of the house owner needs in the local context.

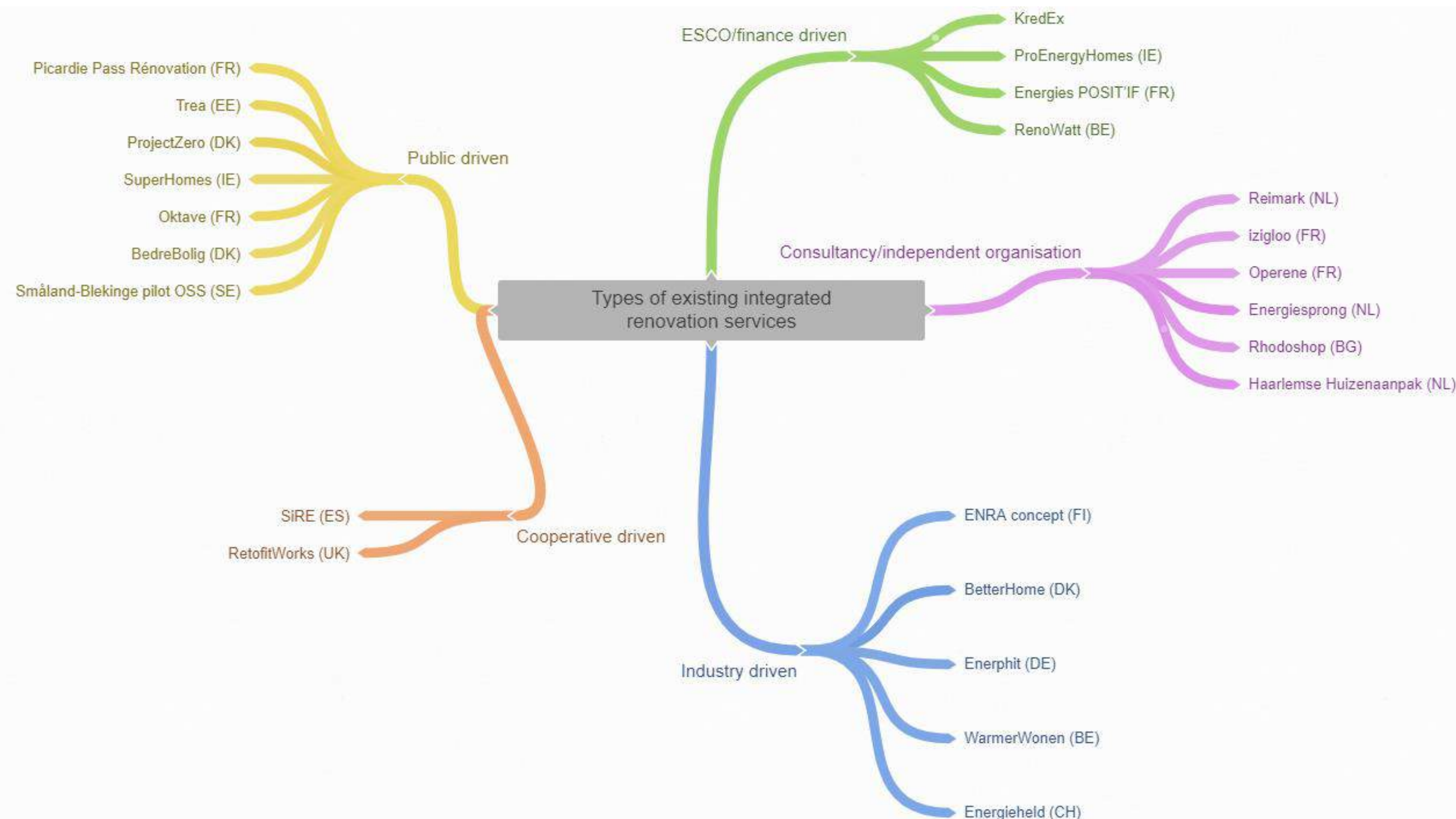


Integrated home renovation services, provided through a OSS, have existed in Europe for more than 10 years. But the current knowledge about this business structure is still quite limited (Boza-Kiss Benigna, 2018).

The advantages of a OSS include offering a turnkey solution to the clients, better communication and knowledge sharing and the potential to minimise the risk of errors in the process.

The concept may also have some disadvantages, such as **a reduction in flexibility and available options, potential conflicts of interest and project bias** due to a single point of contact.

# Type and examples of OSS



OSS can play different roles under different business model concepts, such as

- (i) **industry-driven**, where manufacturers and installers aim to extend their businesses;
- (ii) **consultant-driven**, where they develop customer-related business models;
- (iii) **energy service company-driven**, where they extend the value-added solutions;
- (iv) **local government-driven**, where the programmes are generally climate or energy related; and
- (v) **cooperative-type**, where they aim at societal benefits beyond energy or cost savings

# Type of OSS according to their business model

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



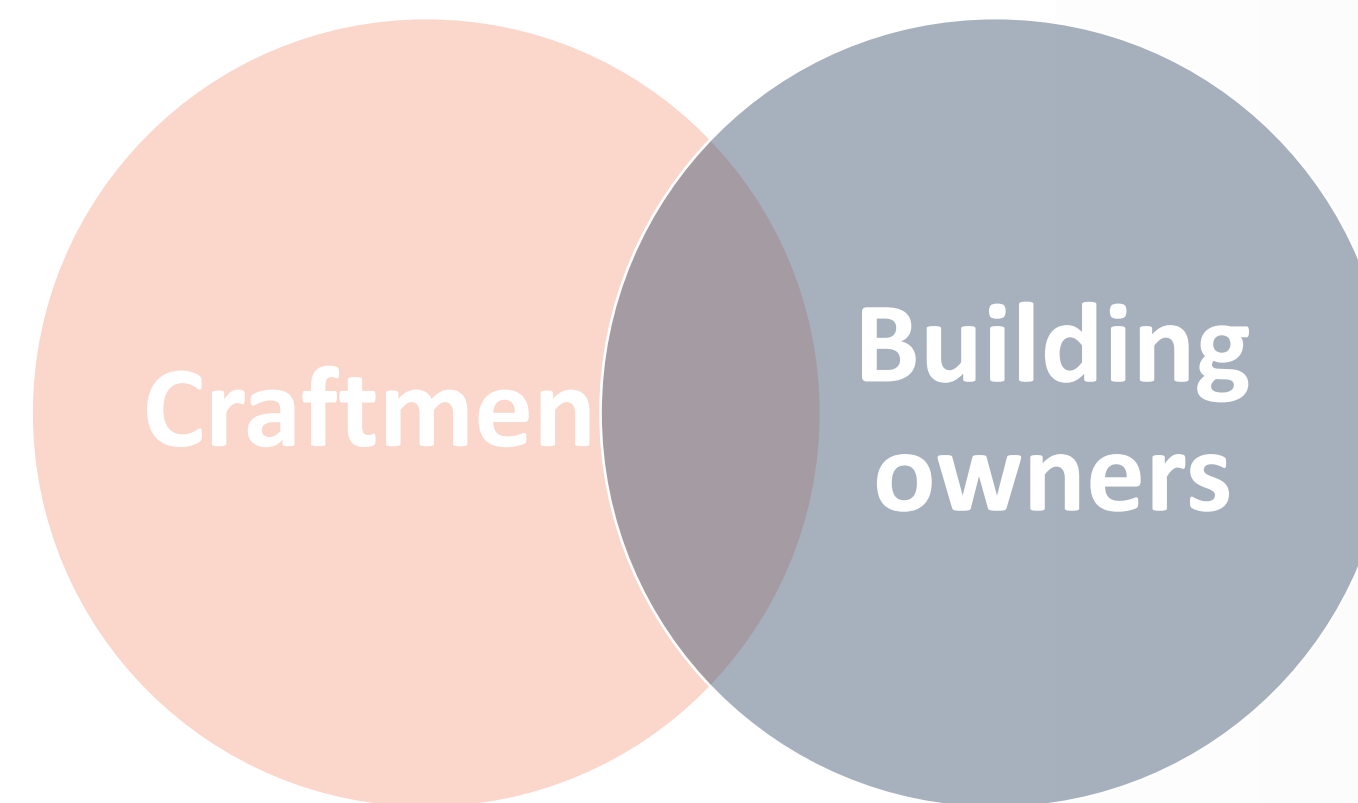
	FACILITATION OSS	COORDINATION OSS	ALL INCLUSIVE
<b>Marketing &amp; communication</b>			
Awareness-raising of the benefits resulting from energy retrofits			
Promotion of existing services offered by other stakeholders (local authority, suppliers, etc.)			
Proactive demand generation through marketing and communication measures for specific target groups (e.g. low income, specific city districts, young families, elderly persons, etc.) based on a previous <u>market segmentation</u>			
Promotion of the one-stop-shop services in a physical shop, demonstration site, virtual platform			
Communication through a network of one-stop-shop partners – local actors who are present at the ‘life- changing moments’ of homeowners: real estate agents and banks (when a new house is being purchased), insurance companies and public institutions dealing with young families/elderly people (considering house			
<b>Development of products adapted to consumers’ concerns</b>			
Customised home renovation products including house extension or adaptation to a specific life situation (e.g. flat adaptation for older / disabled person, new kitchen, maintenance needs, etc.)			
Standardised off-shelf ready-made products for a specific type of the housing stock (e.g. same type of houses in terms of age and construction techniques within the same neighbourhood)			

<b>Independent technical assistance</b>			
Recommend relevant energy saving measures, technologies and materials and provide the list of existing suppliers			
Preliminary building analysis / energy audit			
Development of an ‘Energy renovation roadmap’ aiming at deep renovation (NZEB standard)			
Supplier selection: Provide the list of suppliers that are certified by the one-stop-shop as ‘quality suppliers’, develop standard templates and requirements for suppliers’ quotes and contracts, check the quotes and assist in selecting suppliers. All-inclusive one-stop- shops can work with their own supplier network and will take the burden of selecting the supplier from the client			
Preliminary contract proposal			
<b>Tailor-made financial advice</b>			
General advice on existing financing options for which the homeowner is eligible (subsidies, tax credits, energy efficiency certificates, etc.)			
Assistance to homeowners in developing a tailor-made financing plan and in preparing all documents necessary for accessing financial instruments s/he is eligible for			
Preparation of a tailor-made financing plan and all documents necessary for accessing financing on behalf of homeowner			
<b>Coordination of renovation works</b>			
Assistance to the homeowner with the coordination of suppliers and renovation works			
Coordination of suppliers and renovation works on behalf of homeowner			
<b>Long-term and affordable financing</b>			
Provision of products negotiated with partner technology suppliers and service providers (e.g. lower prices or 0% interest loans)			
Set up of local incentive schemes if the one-stop-shop is supported by local and regional authorities: e.g. a guarantee fund to cover eventual payment defaults by homeowners, a local revolving fund or ‘advance payment fund’ for homeowners who cannot overcome high upfront investment costs, subsidies, tax incentives, etc.			
Provision of one-stop-shop’s own financial product (loans) to homeowners who have difficulties to obtain a bank loan and to make energy renovation accessible to all homeowners. These loans can be paid back via monthly instalments, service fees or tax payments that, ideally, take into account achieved energy savings			
<b>Guaranteed results &amp; post-work monitoring</b>			
Development of a certification scheme for ‘quality’ suppliers: create a local label / charter / selection procedure to select only suppliers that provide works at the expected quality level			
Training of local suppliers and enabling them to collectively coordinate renovation works			
Responsibility for the quality of works and achievement of estimated energy savings			
Post-work monitoring			



# Multi-sided platform

One-Stop-Shops are *multi-sided platform*, which means that it will bring together **two or more different groups of customers** (craftsmen and building owners).



Such platforms are of value to one group of customers **only if** the other groups of customers are also present. The key is that the platform **must attract and serve all groups simultaneously** in order to create value.

Usually multi-sided platforms solve this dilemma by subsidizing one of the customers segments (low cost or free services to attract them on the platform). **To do so, it is very important to understand who should be subsidized and how to price correctly.**

# Multi-sided platform

The main features of the **business model canvas of such platform** are the following:

> **KEY ACTIVITIES**

**platform management**, **service provisioning**, and **platform promotion**.

> **EXPENSES**

**maintaining**, **developing** and **supporting the platform**.

> **VALUE PROPOSITION**

creates value in three main areas:

- First, attracting user groups (i.e. Customer Segments);
- Second, matchmaking between Customer Segments;
- Third, reducing costs by channeling transactions through the platform.

Two or more customer segments have each their own Value Proposition and associated Revenue Stream.

Moreover, one Customer Segment cannot exist without the others.

> **INCOMES**

Each Customer Segment produces a different revenue stream. One or more segments may enjoy free offers or reduced prices subsidized by revenues from other Customer Segments. **Choosing which segment to subsidize can be a crucial pricing decision that determines the success of a multi-sided platform business model.**

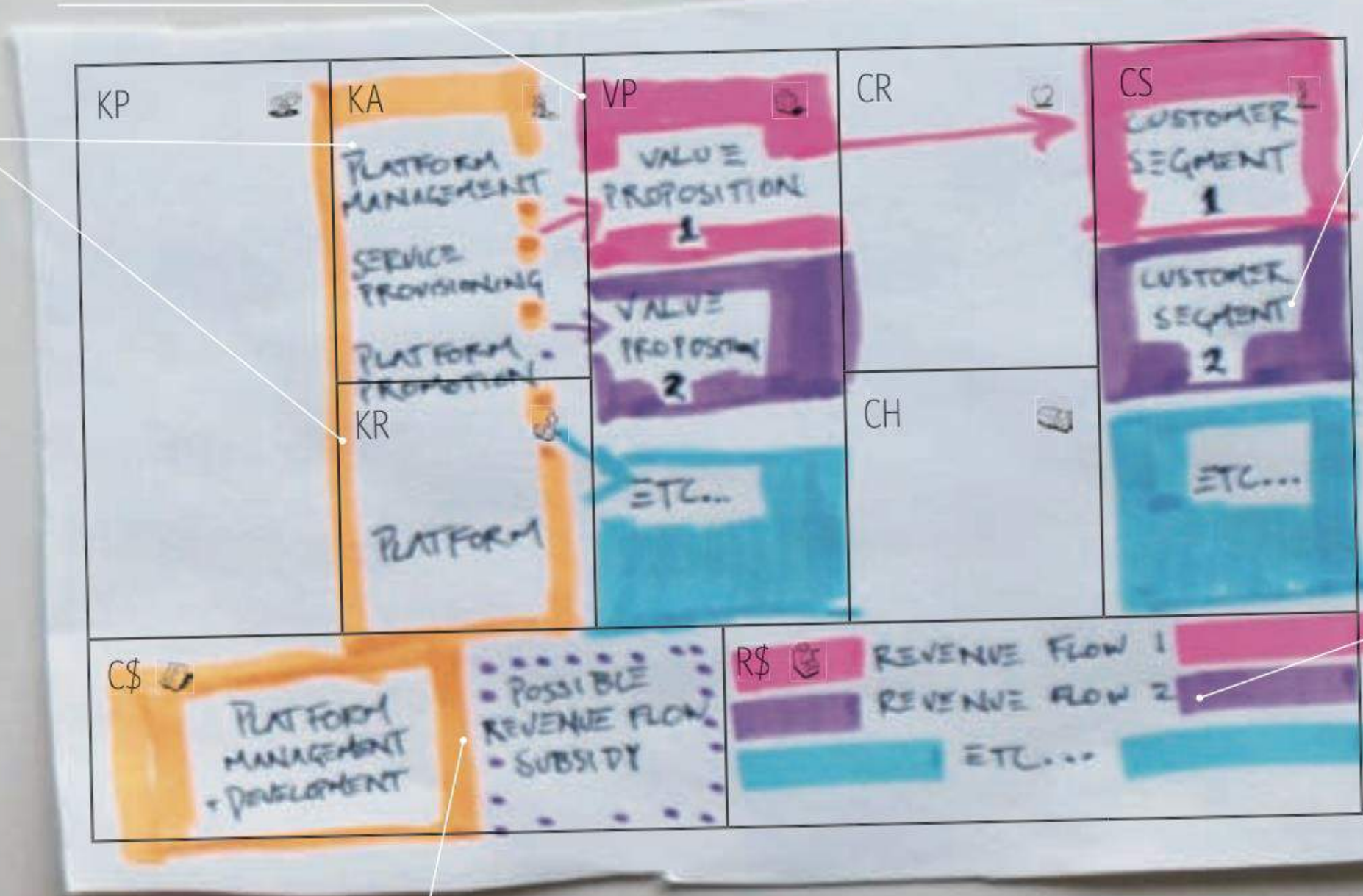


# Multi-sided platform

The **VALUE PROPOSITION** usually creates value in three main areas: First, attracting user groups (i.e. Customer Segments); Second, matchmaking between Customer Segments; Third, reducing costs by channeling transactions through the platform.

Business models with a multi-sided platform pattern have a distinct structure. They have two or more **CUSTOMER SEGMENTS**, each of which has its own Value Proposition and associated Revenue Stream. Moreover, one Customer Segment cannot exist without the others.

The **KEY RESOURCE** required for this business model pattern is the platform. The three Key Activities are usually platform management, service provisioning, and platform promotion.



The main **COSTS** incurred under this pattern relate to maintaining and developing the platform.

Each Customer Segment produces a different **REVENUE STREAM**. One or more segments may enjoy free offers or reduced prices subsidized by revenues from other Customer Segments. Choosing which segment to subsidize can be a crucial pricing decision that determines the success of a multi-sided platform business model.



# The rocket model platform of Turnkey retrofit

The rocket model for digital platforms correspond to the TURNKEY RETROFIT service developed within this project. A platform is a business model, not only a technology, that creates value by facilitating exchanges between two sides.

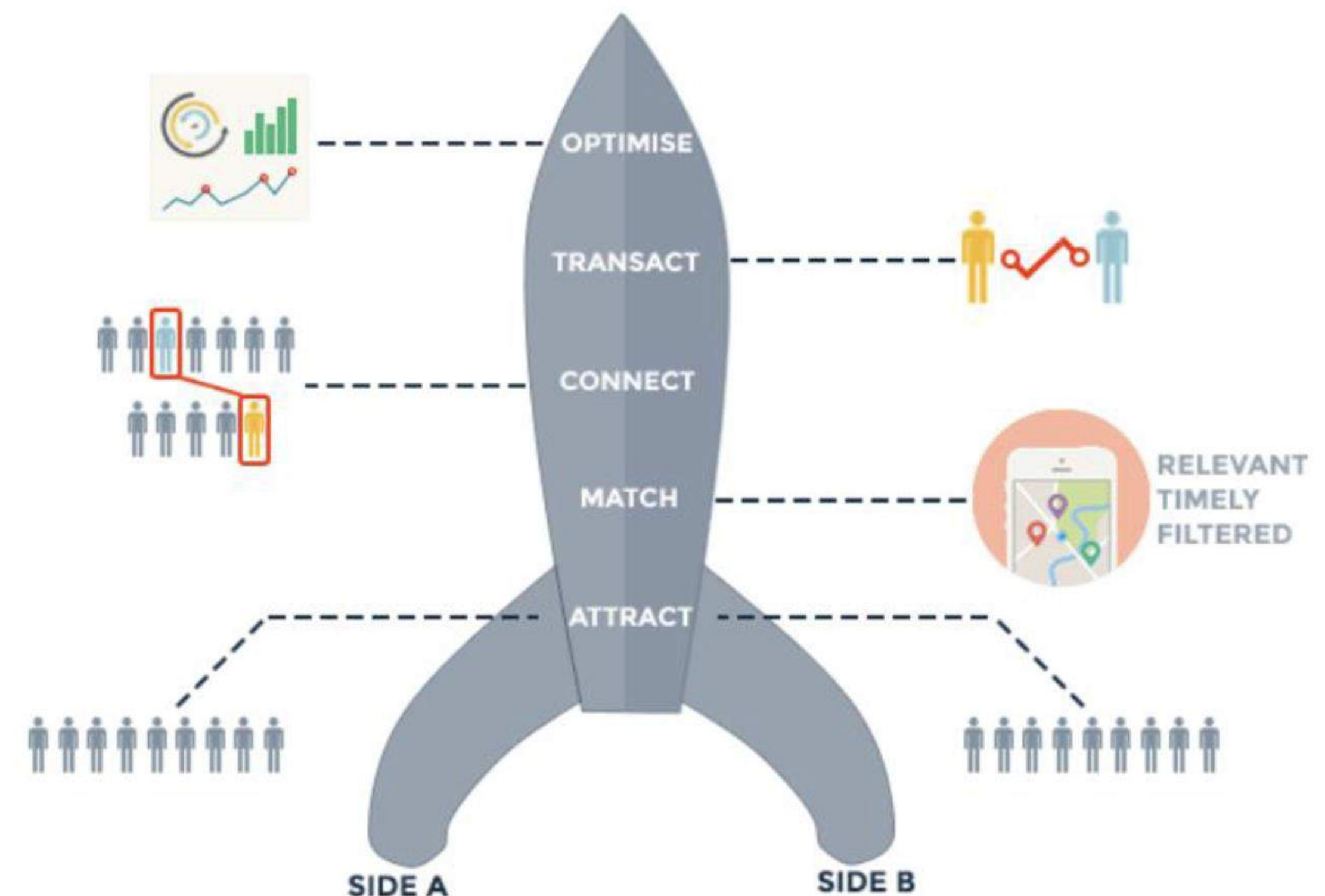
## Side A and side B

Side A: the consumers are the homeowner of single housing or multi-family buildings.

Side B: the producers are the contractors.

## Attract

At launch, the attract function focuses on acquire new active consumers and producers. The main goal is reaching a critical mass and having enough users of each sides.



# The rocket model platform of Trunkey retrofit

## Match

The quality of matching is critical for the success of the platform.

To be efficient, the criteria need to match between offers and requests.

## Connect

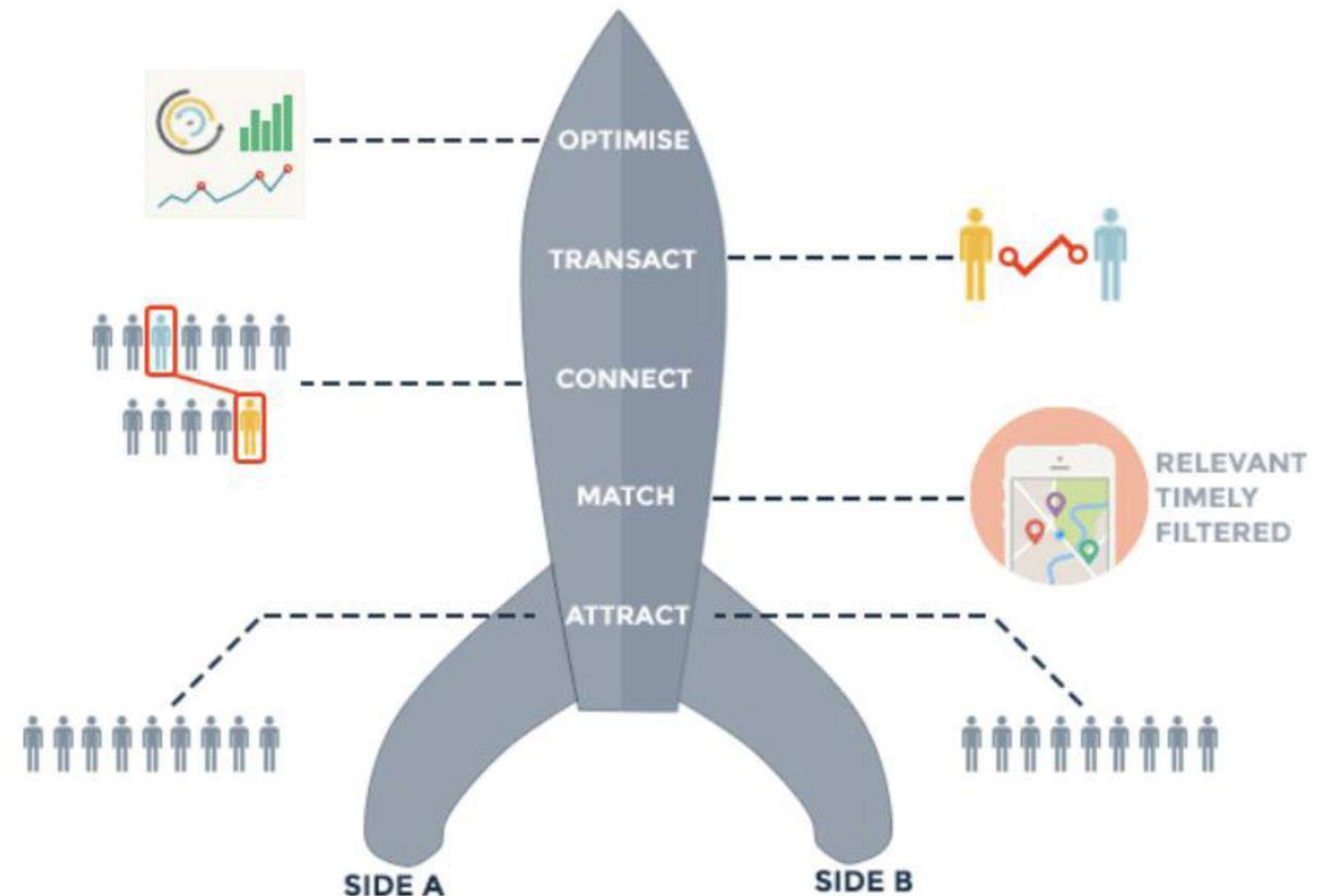
Exchange some information between both sides before transaction.

## Transact

This is the heart of the platform: payment.

## Optimise

When the platform is mature, this last stage optimises the interactions between both sides.



**TURNKEY  
RETROFIT**

# Implementation context

## FRANCE

With a private partner already running OSS

## SPAIN

With a national association running a non digitalized integrated renovation service

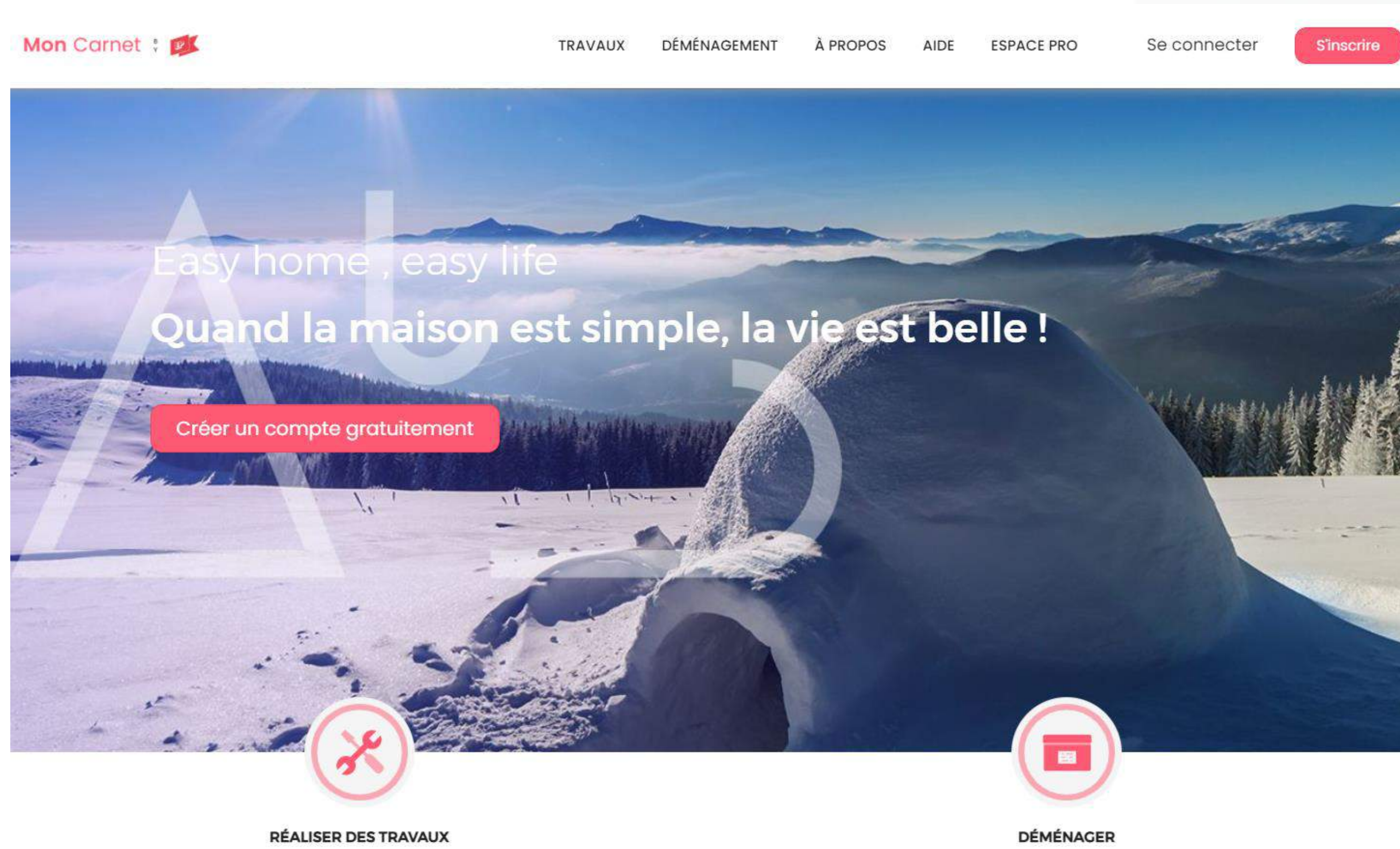
## IRELAND

With a national association that does not offer a renovation service



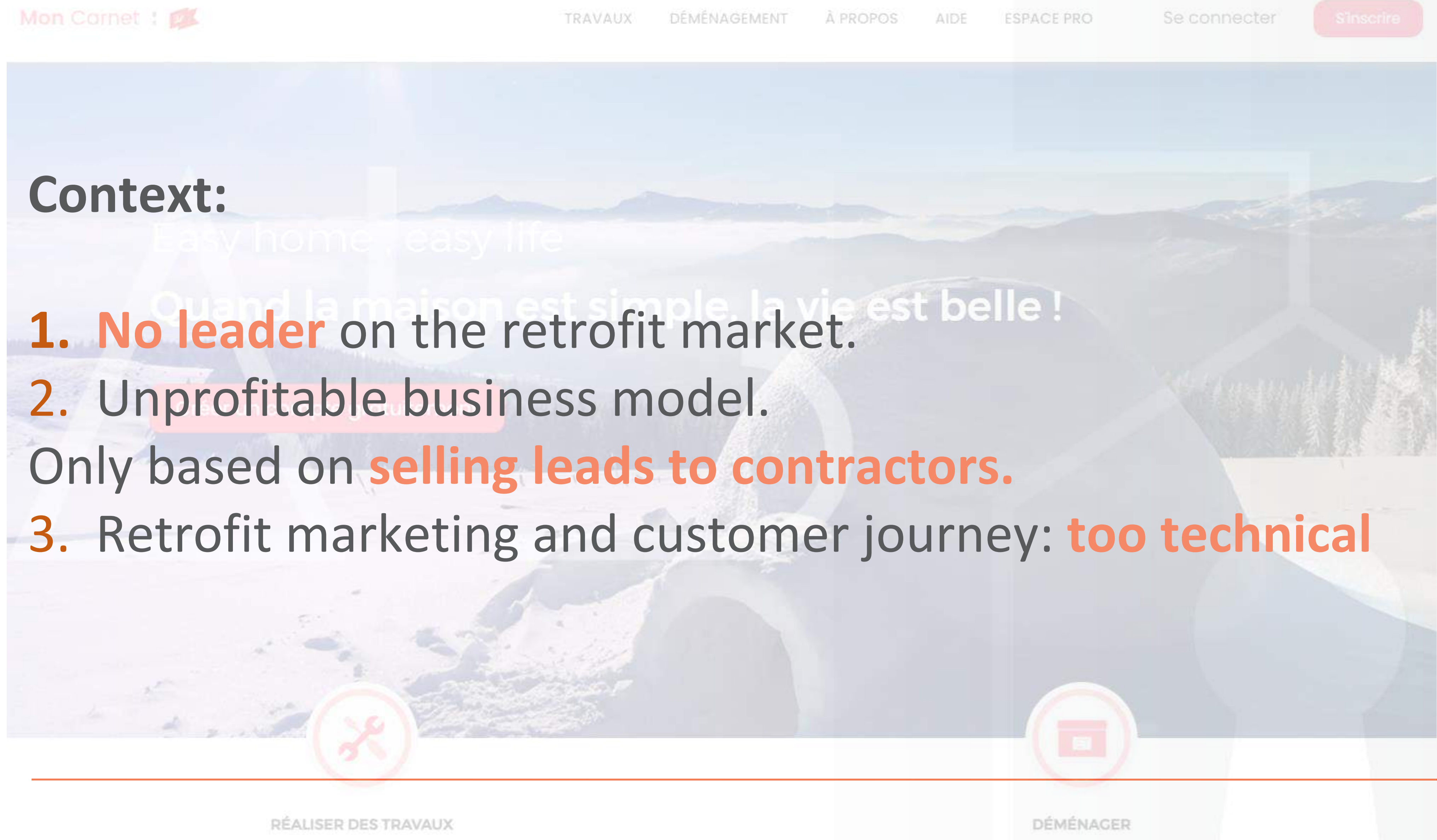
# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

## Context:





# Turnkey Retrofit service in France, Floriane GUEGUEN, EP



# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

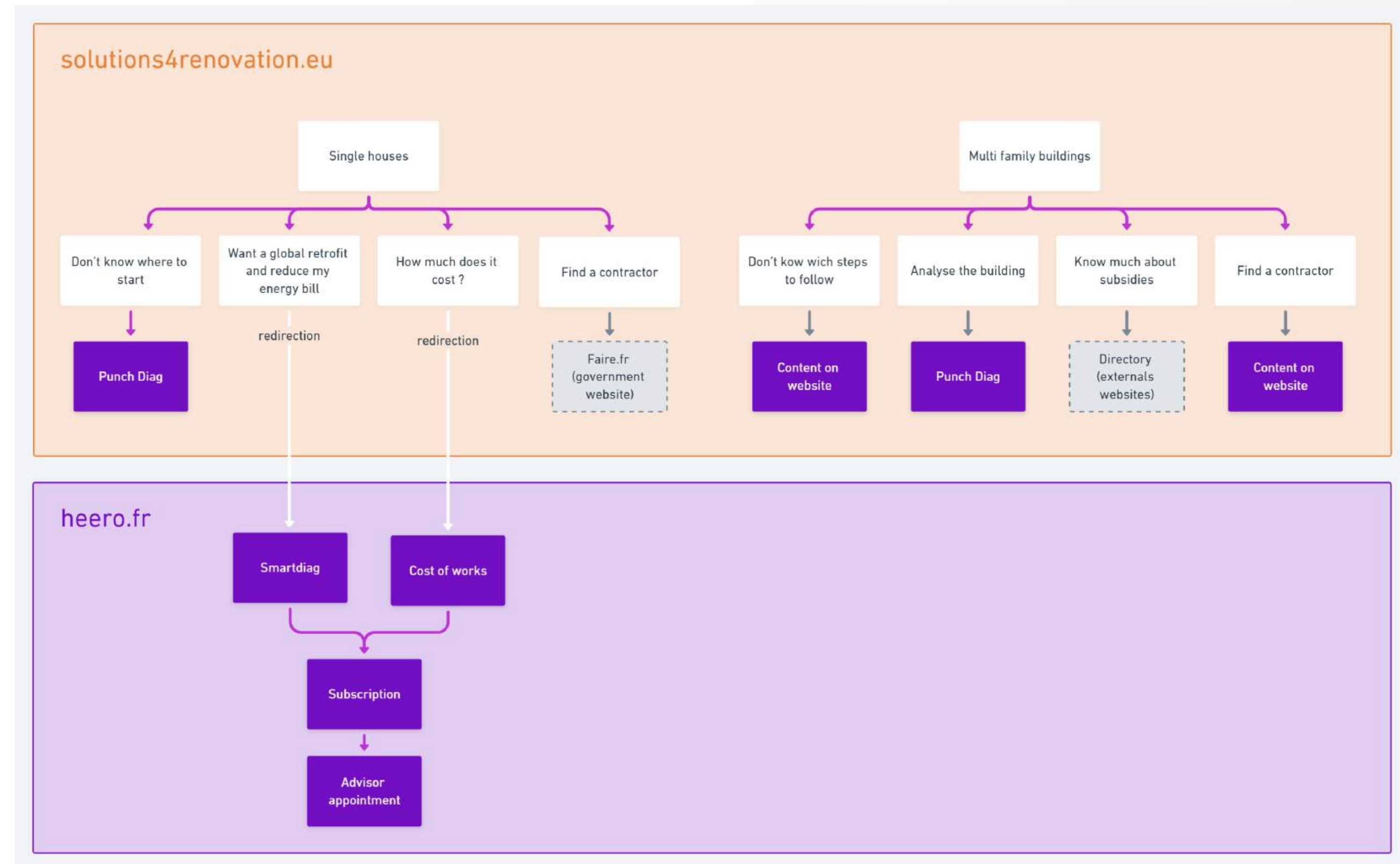
## Goals:

1. Increase **organic traffic**
2. Change the baseline: focus on **subsidies** and **well being**
3. Respond to **homeowners' concerns**

# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

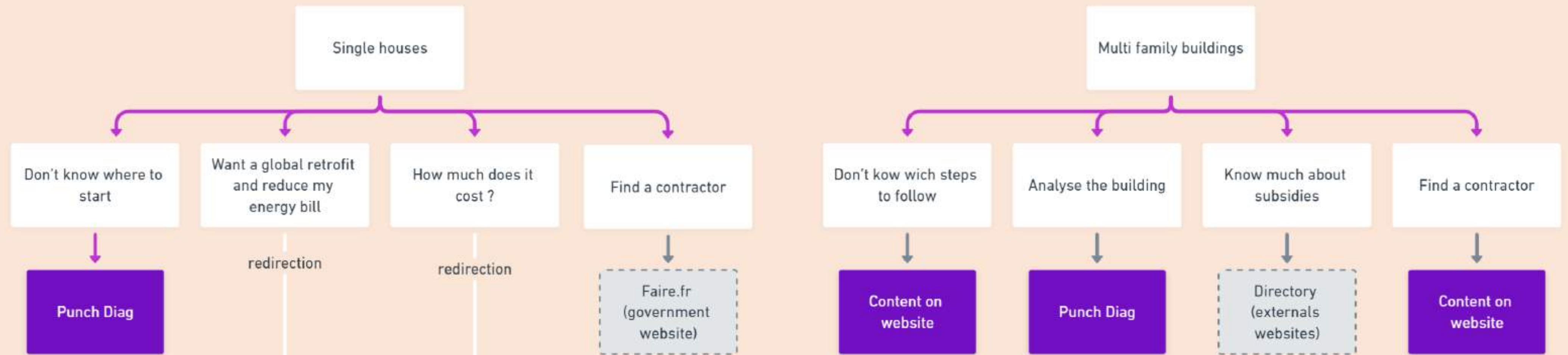
## Customer journey

1. Solutions4renovation.eu
2. Redirect to Heero.fr

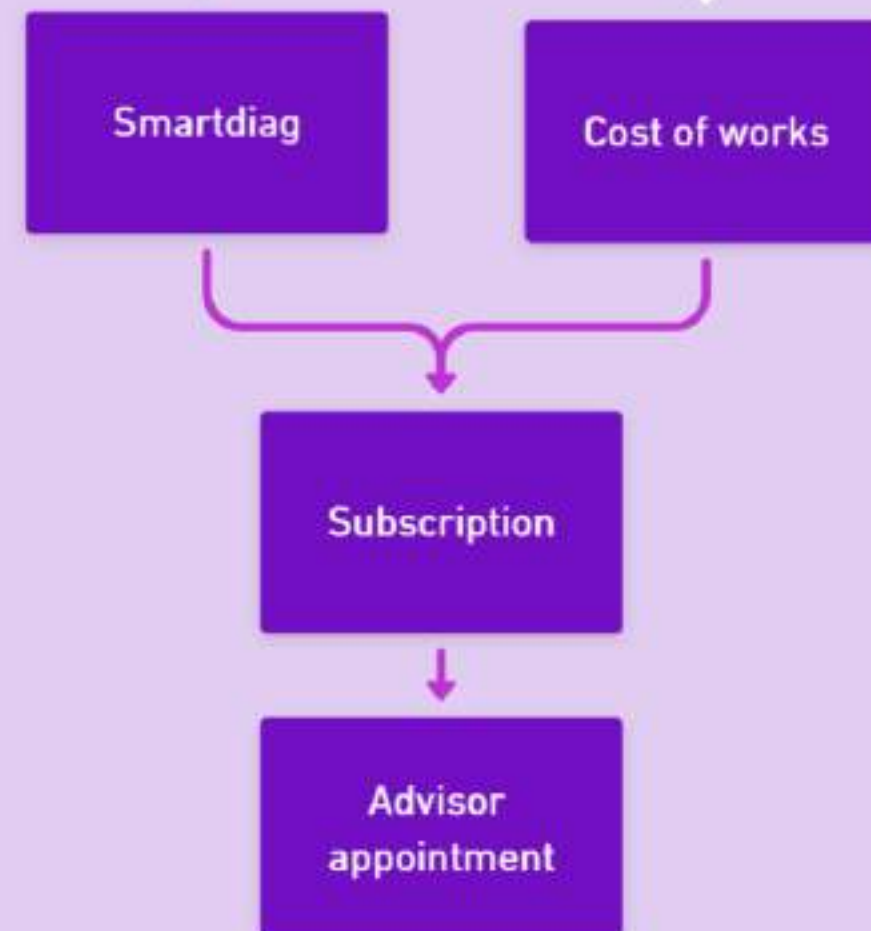




solutions4renovation.eu



heero.fr





# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

heero

Nos services ▾

Guide de la rénovation ▾

Votre territoire ▾

Qui sommes-nous ▾

Vous êtes un professionnel ?

Mon espace

## Toutes vos aides et primes. En quelques clics, tout simplement.

Faites des économies sur vos travaux de rénovation énergétique avec les **Certificats d'Economies d'Energie (CEE)** et **MaPrimeRénov'** pour réaliser jusqu'à 90 % d'économies sur le montant de vos travaux, sous conditions d'éligibilité.

100% gratuit ! Un seul espace pour estimer vos primes, vérifier vos travaux et obtenir vos aides financières.

Obtenir mes aides financières



Votre devis

Pose d'une pompe à chaleur  
air/eau

Achat matériel + 12 000 €

Main d'oeuvre + 3 000 €

**TOTAL TTC 15 000 €**



**CEE Coup de pouce - 4 200 €**



**MaPrimeRénov' - 3 000 €**

BUDGET CLIENT FINAL

**7 800 € TTC**

Soit 48 % d'économies réalisées  
grâce aux aides

**Total des aides 7 200 €**

# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

## Business model:

Have a good balance between the cost of acquisition and transformation with the final remuneration.



# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

Acquisition: **organic traffic** with a lot of content on the website

Heating pollution and its effects on the environment

## La pollution du chauffage et ses effets sur l'environnement

Le chauffage est générateur de pollution. Celle-ci peut prendre la forme de monoxyde de carbone, de particules, d'oxydes d'azote, de dioxyde de soufre, etc. Pour mieux comprendre le sujet et bien avoir en tête toutes les notions, nous vous proposons de découvrir rapidement aux différents modes de chauffage qui sont disponibles.



Insulation energy credits: improve your thermal comfort with subsidies

## Prime énergie isolation : améliorez votre confort thermique avec des aides

Réaliser l'isolation de votre habitation : voilà qui représente un investissement de taille. Pourtant, celui-ci est essentiel si vous souhaitez maîtriser vos dépenses énergétiques et bénéficier d'un confort thermique optimal sur le long terme. Dans le cadre de l'isolation de votre domicile, des aides financières sont disponibles telles que la **Prime CEE**. Découvrons ensemble les caractéristiques de la **prime CEE isolation**.

### Isolation des combles

L'isolation des combles représente les travaux les plus courants dans un logement étant donné qu'il est essentiel d'avoir des combles parfaitement isolés pour limiter les déperditions énergétiques. Si vous envisagez de

### Isolation des fenêtres

Double vitrage, voire triple vitrage, il est crucial d'avoir des fenêtres performantes et isolantes afin que son logement soit plus économique. Il est possible de bénéficier de la prime énergie pour financer vos travaux de rénovation de

### Isolation des pl

Grâce au dispositif de prime énergie, vous est possible de bénéficier de subventions de l'Etat pour financer vos travaux de rénovation de

## France Renov 2022, le nouveau service public de la rénovation énergétique

France Renov, le nouveau service public de la rénovation énergétique de l'habitat, est entré en vigueur au 1er janvier 2022. Cette institution, organisée autour d'une plateforme unique, de plus de 450 guichets territoriaux et d'accompagnateurs agréés par l'Etat, a pour objectif de clarifier les enjeux et les processus de la rénovation énergétique pour les particuliers de tous horizons.

### Les espaces France Renov

Depuis le 1er janvier 2022, les espaces France Renov accueillent et conseillent en matière de rénovation énergétique et d'économies d'énergie dans l'habitat. Des opérateurs agréés d'Etat vous conseillent. Profitez-en.

[Les guichets France Renov](#)

### Le prêt avance rénovation

Simultanément à France Renov, l'Etat lance le prêt avance rénovation, permettant de rembourser le montant emprunté à la vente du bien ou à sa succession. Valoriser son immobilier sans déboursier un centime de plus, c'est désormais possible.

[Le prêt avance rénovation](#)

### Mon Accompagnateur Renov

Mon Accompagnateur Renov est une véritable prestation d'accompagnement travaux pour les ménages Français : audit énergétique, chiffrage, plan de financement, soutien administratif...

[Mon Accompagnateur Renov](#)

### Je chiffre mes travaux

Obtenez en quelques clics une estimation pour vos travaux de rénovation énergétique

[Je commence le chiffrage](#)

France renov 2022: the new public service for energy retrofit



**TURNKEY  
RETROFIT**



# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

## Remuneration: energy credits (white certificate)

Subsidies are paid by energy suppliers.  
They must promote energy retrofit.  
Our platform helps them find those projects

# Turnkey Retrofit service in France, Floriane GUEGUEN, EP

Potential evolution of the service:

1. **Update customer journey on key points** to reduce interactions with an advisor (cancelled projects, works not done yet...) / Clean the database.
2. **Diversify** the service offer

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**The Spanish Experience**



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# Turnkey Retrofit service in Spain – ANERR

- ANERR is the National Association for building rehabilitation and refurbishment companies.



Rehabilitación  
Eficiente

## 10th anniversary 2022

### WHO:

#### MEMBERS

Specialized companies (contractors)  
Specialized Professionals (control and advisor)  
Manufactures & Technology (sectorial)  
Finance & Insurance companies

#### NET & Lobby

Policy Makers (MITMA, MITECO, Regional and Local)  
Manage “Green offices” from local gov.  
Building Managers  
Neighbourhood associations

# Turnkey Retrofit service in Spain – ANERR

- VALUE



Associated companies have a quality certificate recognized in the market and institutions.

- WEB: B2B Services for Associate Companies
- BLOG : Useful information for managers and homeowners



# Turnkey Retrofit service in Spain – ANERR

- OWN MEDIA



Rehabilitación  
Eficiente

10th anniversary 2022

## WEBSITE:

[www.anerr.es](http://www.anerr.es). +35 M.U. 2021/ 1,8 MU l. week jan22

Newsletter: – +6000 U W

MAGAZINE: + 2000 copies

EVENTS: Board Member on main IFEMA- sectorial  
evets: Construtec / Genera / Rehabitar Verde



# ABOUT SPAIN



- The current volume of renovations in Spain is 0.8% per year of the total number of existing buildings (around 80,000). According to the target set by the 2030 Agenda, it should increase to 3% to reach 400,000 per year.
- More than 80% of existing buildings need to pass the technical inspection in the next 3 years.
- More than 3.4 billion for residential renovation are coming to improve this sector in the next 2 years. The opportunity is real.
- Spain has considered in the project as the paradigm the multi-family model for dwellings. All owners on a building constituted in a community of neighbours.





# ABOUT US

The retrofit and renovation services are confusing and unpleasant for homeowners.

- Building Manager has a key role in the process (The Horizontal Property Law is L.P.H. - EDL 1960/55)
- Aids from Gov are managed by Regional Communities (no homogeneity of criteria)
- The process is complex and decision making not easy
- Some regulations about energy are “works in progress”
- Personal and economic status can be different between owners





BM Spain

**ANERR**  
Asociación Nacional de Empresas  
de Rehabilitación y Reforma

Rehabilitación  
Eficiente

10th anniversary in 2022

**ReformANERR**  
PLATAFORMA DE GESTIÓN DE OBRAS Y REFORMAS

+



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B2B + B2C + B2G



Home Owner



Building Manager

- The Opportunity: Aids from Gov are managed by Regional Communities



Partners

**CSTB**  
CONSEJO SUPERIOR DE  
TÉCNICOS DE BARRIO

**tecnalia**  
Inspiring  
Business

**ANERR**  
Asociación Nacional de  
Empresas de Rehabilitación y Reforma

**R2M**  
SOLUTION



**IGBC**  
INSTITUTIONAL GREEN BUILDING CERTIFICATION

**NH Gateway**  
OE Gateway

**BPIE**

**perene**



## NEW ECOSYSTEM

ReformANERR  
PLATAFORMA DE GESTIÓN DE OBRAS Y REFORMAS

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B2B + B2C + B2G



Home Owners



Building Manager



Specialized  
companies  
(contractors)



Specialized  
Professionals



Manufactures  
& Technology



Finance &  
Insurance  
companies



Gov Offices  
dissemination



Partners





# BM Spain



**ReformANERR**  
PLATAFORMA DE GESTIÓN DE OBRAS Y REFORMAS



- Free Information & cases
- Access to personal profile
- 3 budgets from certificate companies & profe.
- Extra Services
- Process Control: documentary repository online
- Support in grants and financing



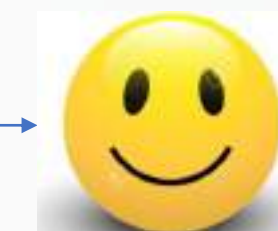
NEEDS &  
BRIEFING

OPORTUNITIES

BUDGET

WORKS

PROCESS  
DOCS



HAPINESS

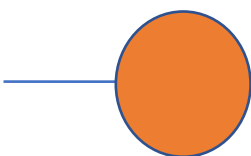
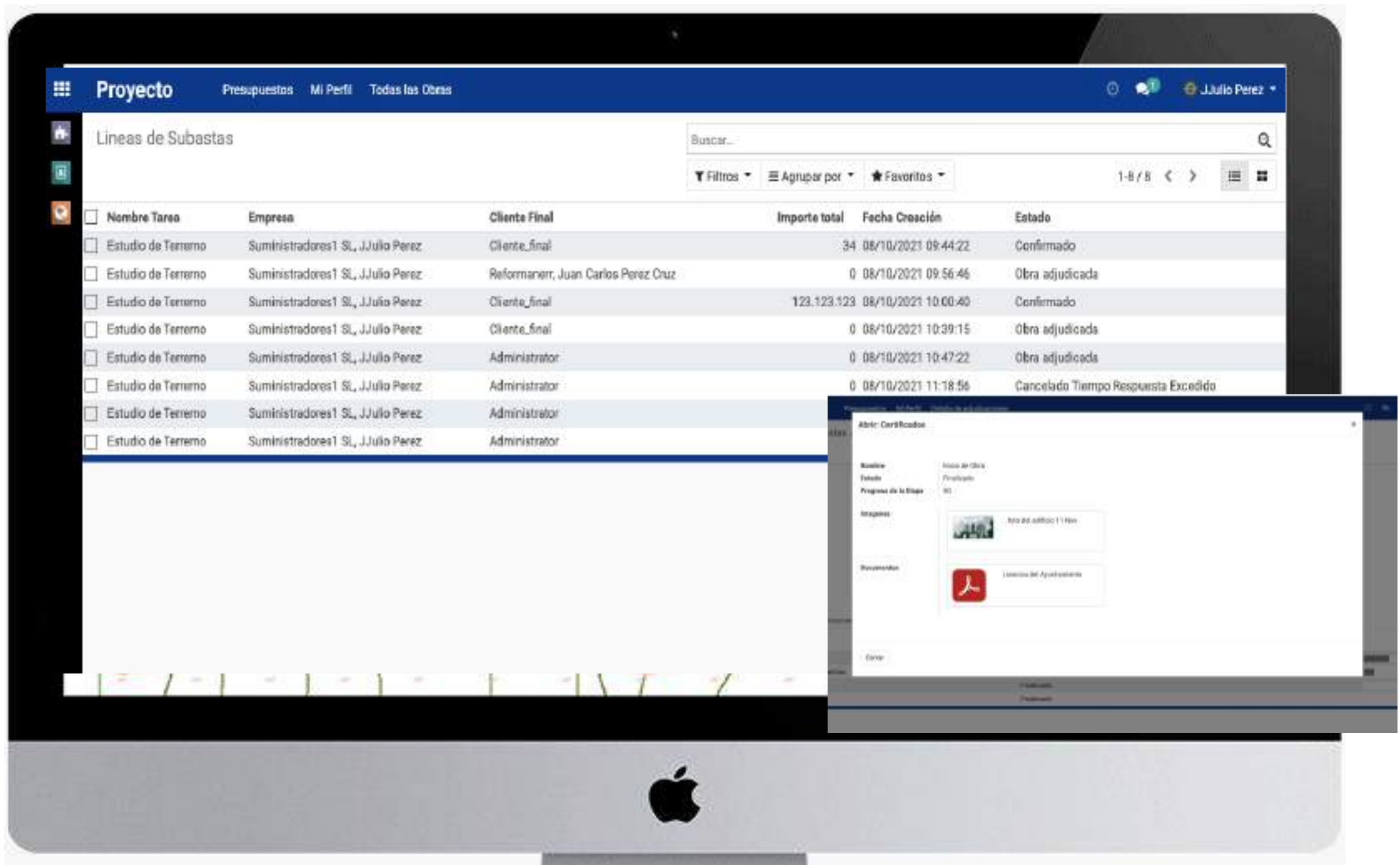
Partners



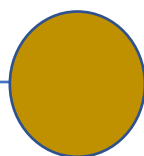




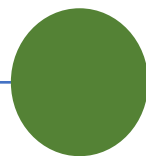
- Member cost + pay per work
- Access to Fit and biggest Projects
- Process Control: documentary repository online
- Support in grants and financing
- Satisfaction ranking



NEEDS &  
BRIEFING



OPPORTUNITIES



BUDGET



WORKS



PROCESS  
DOCS

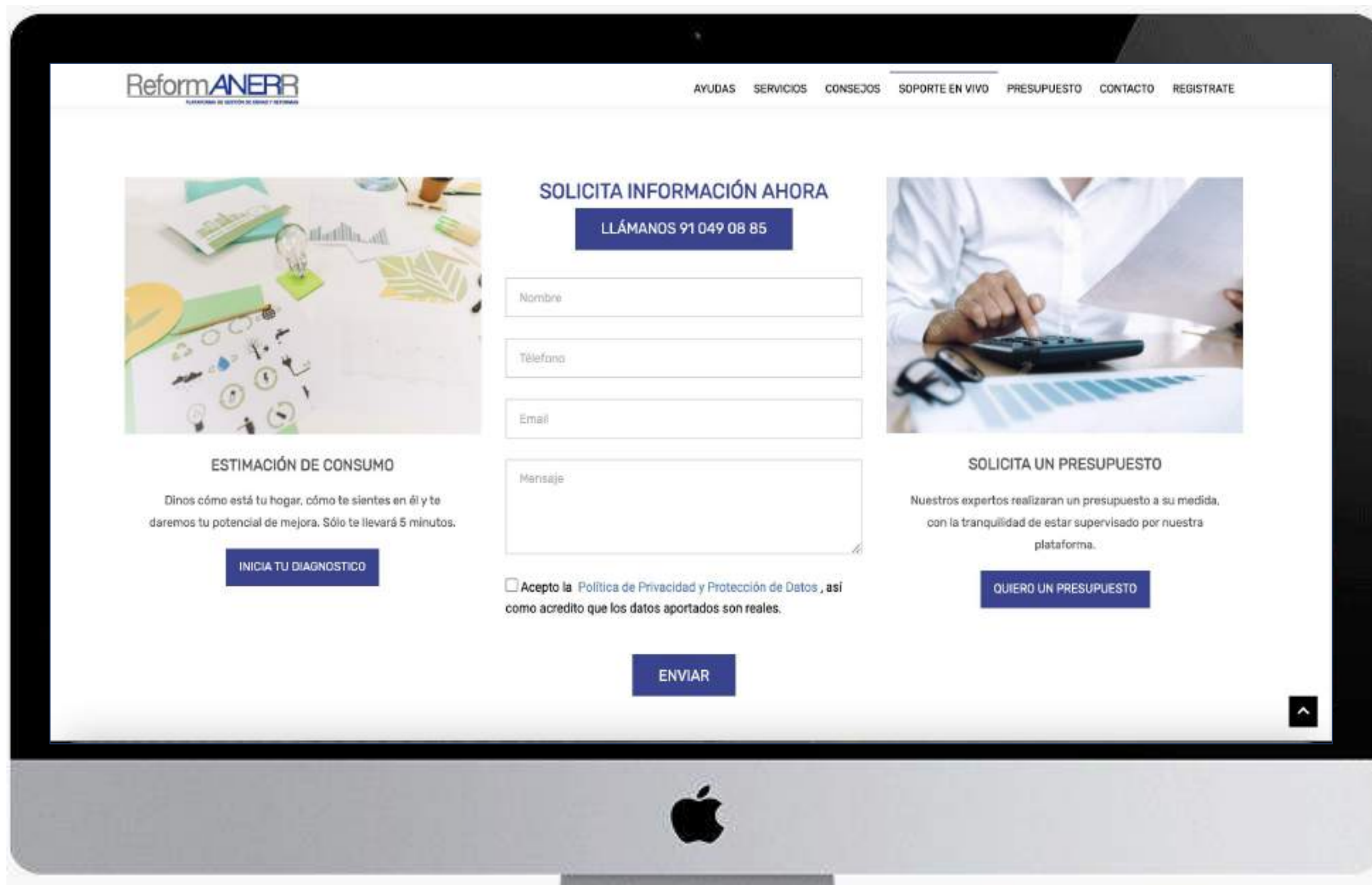


HAPPINESS



# BM Spain

Reform**ANERR**  
PLATAFORMA DE GESTIÓN DE OBRAS Y REFORMAS



- Visibility - Contextual Ads (homeowners) + Companies
- New collaboration for prescription and special agreements
- Connection with Building Managers



Partners



## New ReformAnerr for ALL

- One-stop shop (full process guidance)
- Full traceability TRANSPARENCY
- Document repository with shared database
- Personalized profiles
- Management of grants and financing
- Personalized advice to end clients and Property Administrators.
- For clients, it guarantees access to the best professionals and companies certified by ANERR.
- For companies and professionals, gives access to new opportunities and constant management support
- A team of professionals with more than 10 years of experience.





# WEBINAR

**FEBRUARY 3RD, 2022**

**1.00 - 2.30 PM CET**

**BUSINESS MODELS FOR ONE-STOP-SHOPS:**

**LESSONS LEARNED FROM THE  
TURNKEY RETROFIT PROJECT**

**The Irish Experience**



THIS PROJECT HAS RECEIVED FUNDING FROM THE EUROPEAN UNION'S HORIZON 2020 RESEARCH AND INNOVATION PROGRAMME UNDER GRANT AGREEMENT NO 839134.





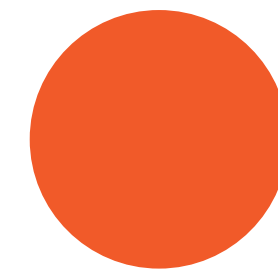
# Who we are



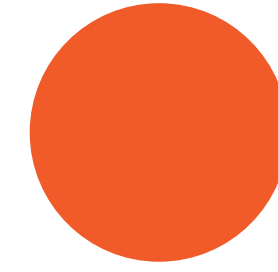
**Not for profit & Membership organization**

**Mission: Lead the transition to a sustainable environment in Ireland**  
**Purpose : Provide clear information and best practice guide  
for people in the building and construction industry**

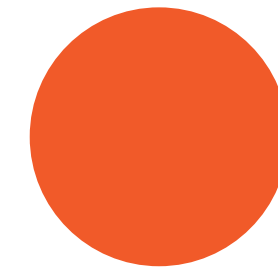




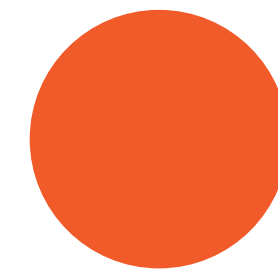
**Context of Retrofit in Ireland**



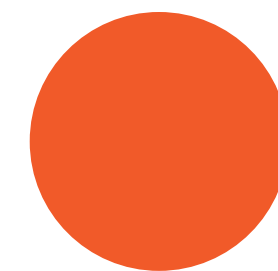
**What is ours to do as a non-profit**



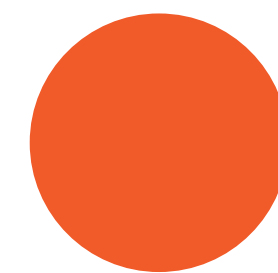
**Transferables from the TR project**



**Future Plans**



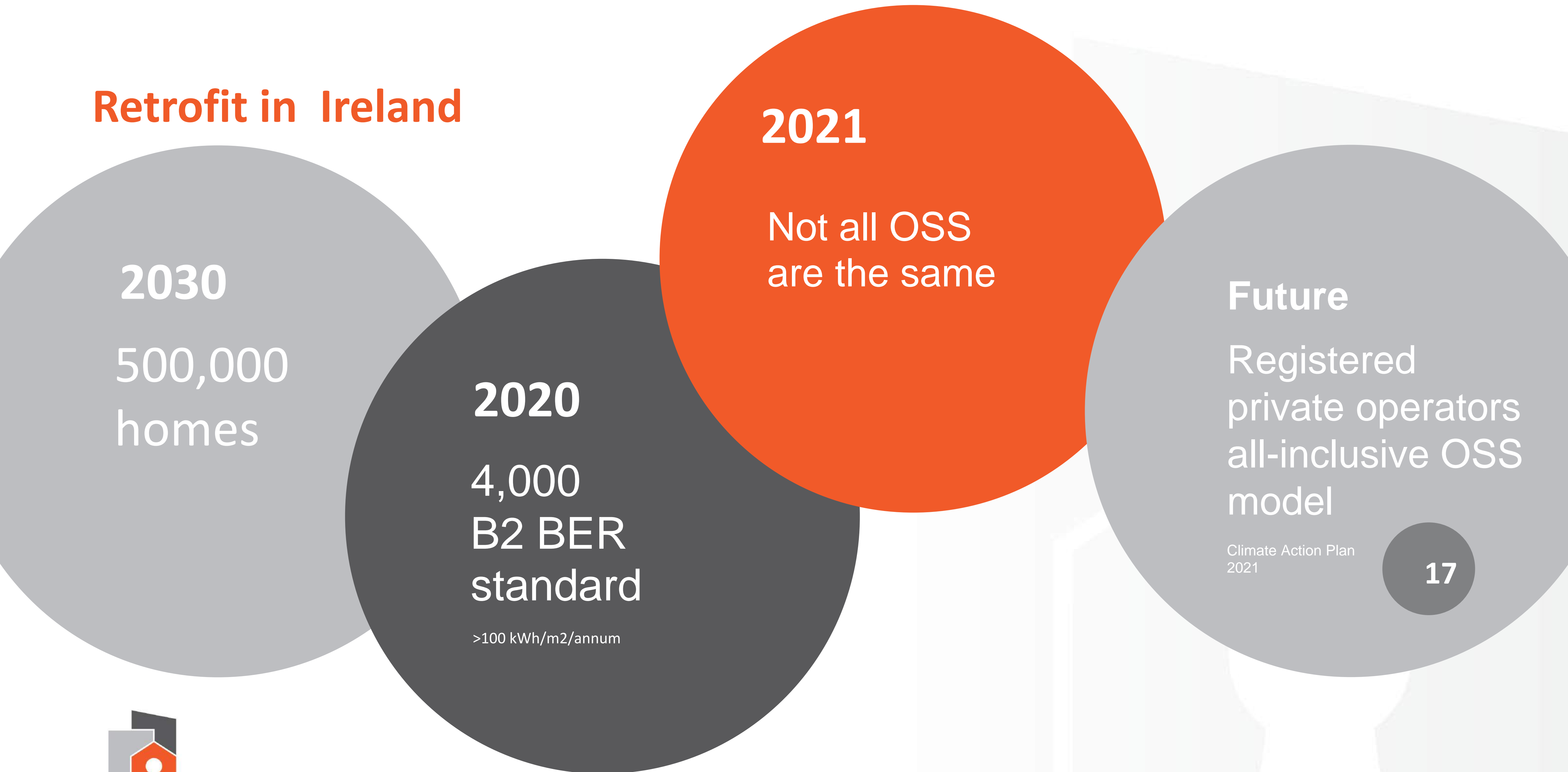
**Business Models**



**Lessons Learned**



# Retrofit in Ireland



# Challenges for the homeowner

## Lack of awareness

What retrofit is and its multiple benefits

## Affordability

High upfront costs

## Hassle throughout

From grant application to delivery

## Lack of familiarity

With some technologies  
heat pumps

## Overwhelmed

Complexity and number of decisions

Climate Action Plan  
2021



# What does the customer need?

**One  
Dedicated  
Place**

Clear information  
Energy retrofit  
and services

**Better deal  
through  
aggregation**

Digitize to  
truly scale

**Record of  
Completed  
work**

Lock in effects,  
redundancy, waste  
expenditure

**Protection**

Options, Impartiality,  
Warranty, knowledge  
Quality assurance

**Financial  
offers**

One place to compare  
financial offers, loans  
grant info and Q&A



**TURNKEY  
RETROFIT**

# Getting the customer Renovation Ready

## Transparent

Tell them the difference and rate why one thing is better than another

## Digital Tools

Try out in their own time

Good  
UX

## Book an assessment

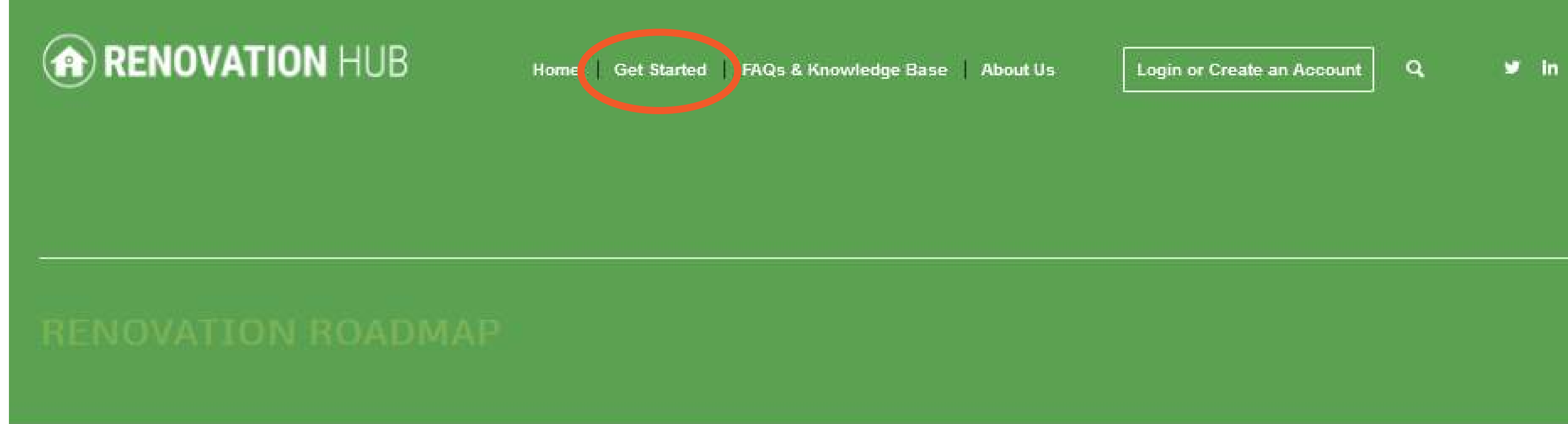
Easy to use booking system like Airbnb



# Turnkey Transferables



Digital tools  
Punch +  
Road map



Prompt for registration / login / continue as guest

If log in, results are saved as progress

## BUILDING TYPE

-  DETACHED
-  BUNGALOW
-  TERRACED
-  END OF TERRACE
-  SEMI DETACHED

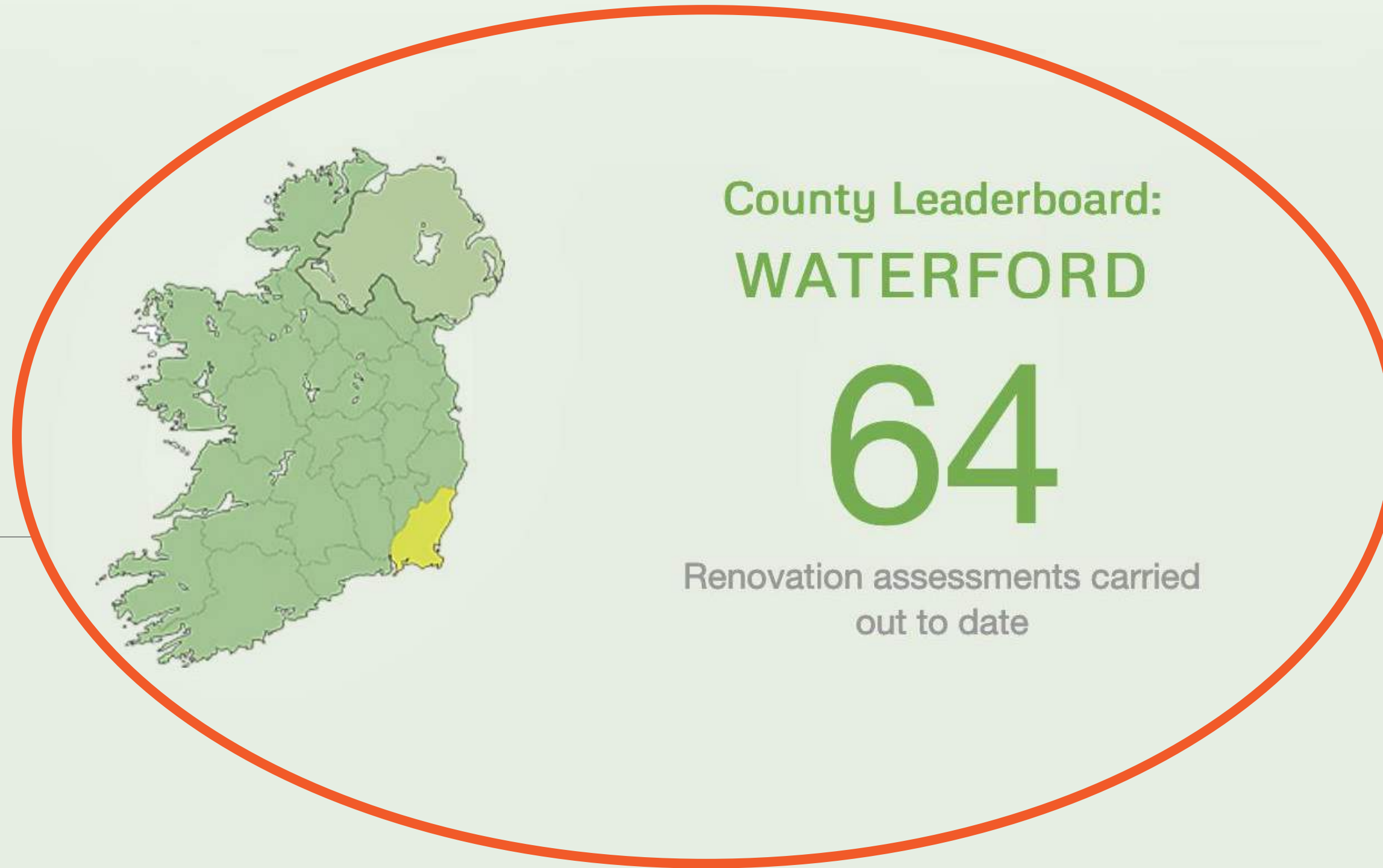
NEXT >

# Future Plans

National Dashboard  
Real time information on  
number of retrofits and  
assessments over the country



Create an account so you can connect with a Renovation Advisor  
and save your assessments



Already Registered?

Email

Password

☐ Remember Me

LOG IN

[Lost your password?](#)

## WHY USE RENOVATION HUB?





# Future Plans

Schedule a Retrofit Assessment

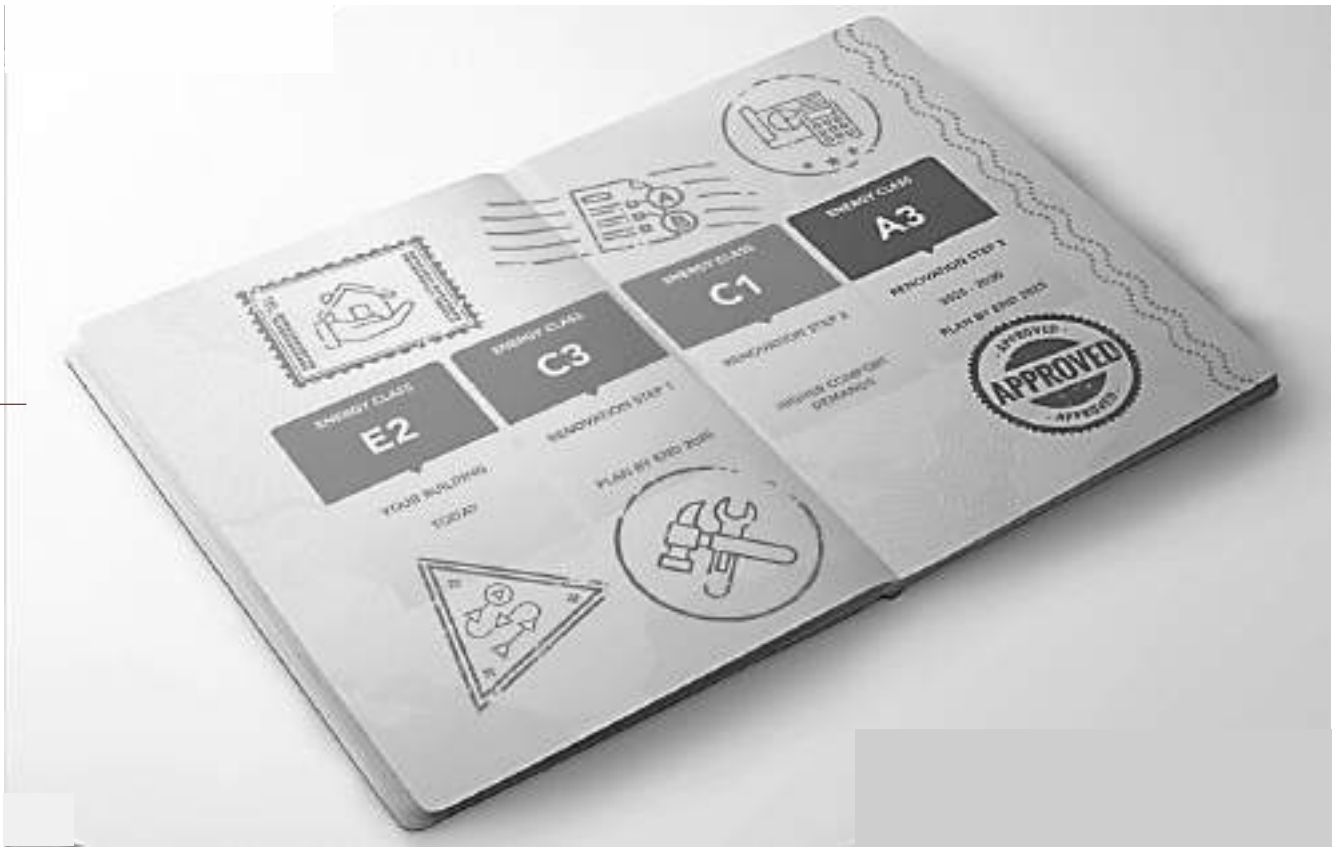
Booking system for renovation advisor and customer  
Virtual or real assessments

Thursday March 19	Friday March 20th	Monday March 23	Tuesday March 24	Wednesday March 25
9:00am Continue>> Add a Time...	9:00am 9:50am 10:40am 11:40am	9:00am 9:50am 10:40am 11:40am	9:00am 9:50am 10:40am 11:40am	9:00am 9:50am 10:40am 11:40am



Renovation Advisor List

Building Renovation Passport



Digital Aggregation



Warranty

# Thinking about Business Models

**Multi  
sided  
platform**

**Freemium**

**Public  
good  
resource**

**Facilitation  
model**

*Transaction  
points*

**License  
Digital  
Tools?**



## Lessons Learned

**Network**

**Digital  
Tools**

**Big Market**

**Make  
Retrofit  
sexy**

**Get a  
Mentor**

**Good  
feedback  
on the  
tools**



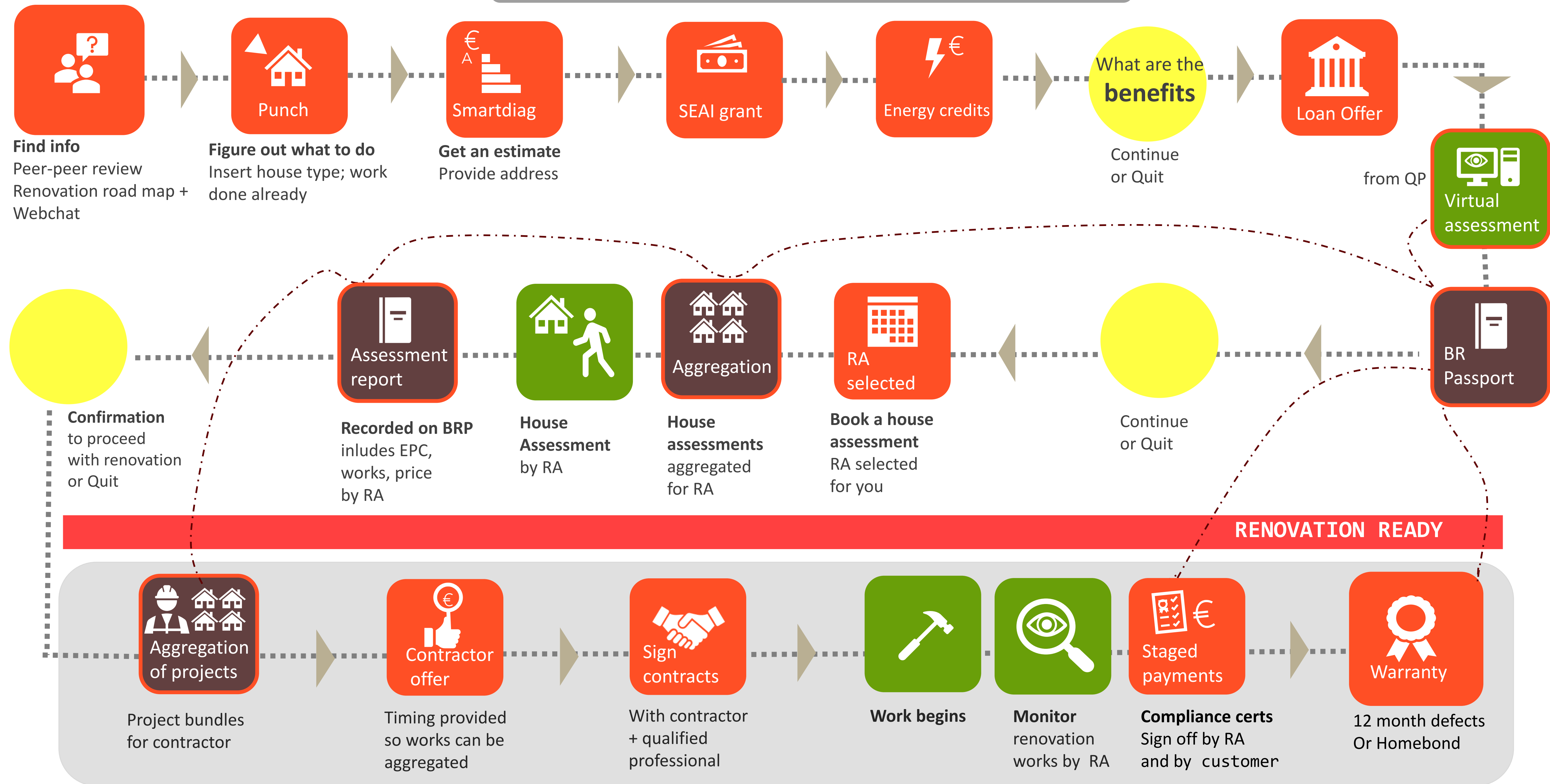
**TURNKEY  
RETROFIT**

# Thank you

Johanna Varghese  
Irish GBC  
[johanna@igbc.ie](mailto:johanna@igbc.ie)



# Irish One Stop Shop - Flow diagram



RA : Qualified Renovation Advisor

BRP: Building Renovation Passport



Action on platform  
Brick required



Live Interaction with person  
thru platform - Brick required



Connect to logbook-BRP  
thru platform - Brick required



Decision made outside  
the platform



Action outside  
the platform

# Lessons learned from the replication process

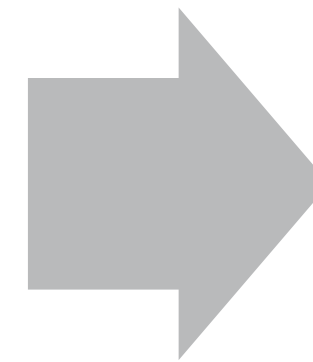
R2M



# Turnkey Retrofit Evolution of the concept

OSS replication

*Initially*



Replication of  
some bricks

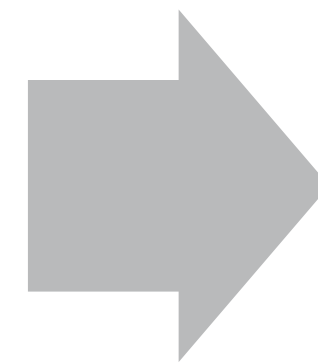
to be plugged on exiting OSS or add  
to other services

*Now*

# Turnkey Retrofit: targeted market

Countries without  
OSS or with high  
demand

*Initially*



Countries WITH  
OSS or global  
renovation  
companies

*Now*

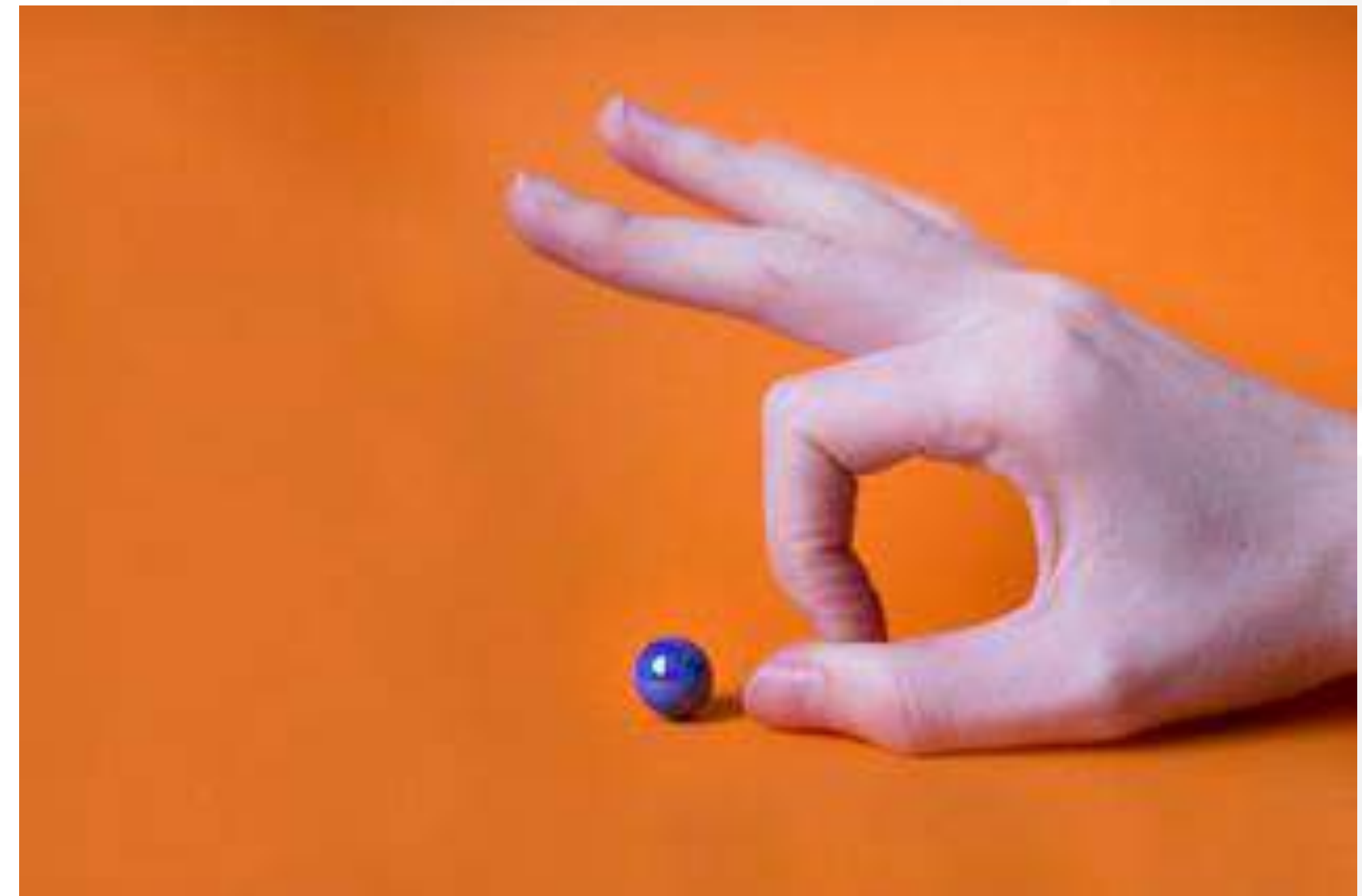


## Create a partnership relation with the local entity



# Find a way to impulse the business

- The offer of integrated home energy renovation remains very rare.
- If such an offer exists, it depends (at least partly) on public subsidies. They are crucial, especially in the start-up phase.
- We see that in France White certificate is a good leverage to impulse OSS business.
- And without this leverage it is difficult to have balanced business model





# Know the cost of the LEAD generation

## > EXPENSES







maintaining, developing and **supporting the platform.**



- The cost to support the commercial development of the platform (LEAD generation) are the more different from one-country to another.
- Cost of google words acquisition are a main question to ask yourself
- Actions foreseen: create coherent and powerful communication campaign to reach citizen (google ads campaign, radio, rural vs urban advertising...)



# Attract customers methodologies

Renovation journey step: Attract customer	
One-stop shop element	Replication potential description and solutions
 <p><b>Direct marketing</b></p> <p>RATING: </p>	<p><b>Description:</b> Similar to other products and services, energy renovations must be promoted. Jurisdictions across the EU will have different rules and the customers different needs and preferences, which all need to be properly assessed before effective marketing can be tailored and launched.</p> <p><b>Solutions:</b> (1) Set up a toolbox including lessons learned and good practices that can offer valuable insights to the local implementers. (2) Offer customer survey templates, which can assist local authorities to enquire about the local needs and preferences for an OSS. The survey should be carried out to cover both people who have already renovated their building and also people who have not.</p>
 <p><b>Social marketing/ awareness-raising</b></p> <p>RATING: </p>	<p><b>Description:</b> OSS communications must be adapted for different audiences and pitch the potential of deep renovations. OSS can play an important role in generating a positive narrative around deep renovations, e.g. by communicating about the positive outcome of completed renovations and demonstrating that the renovation process doesn't have to be a hassle. While this is mainly the responsibility of public authorities and companies, OSS can have a voice, bringing the information to homeowners.</p> <p><b>Solutions:</b> (1) A replicable digital solution that enables OSS to showcase completed renovation projects. The project information should include, at a minimum, installed measures, achieved energy and CO<sub>2</sub> savings, cost, estimated payback time, and homeowner testimonials. Several of the existing OSS have a library/map showcasing their completed work, including Oktave (FR),<sup>24</sup> SuperHomes (IE)<sup>25</sup> and Operene (FR).<sup>26</sup> (2) Guidance to local OSS implementers on how to contribute to raising local awareness of the benefits of deep renovations to get more people interested.</p>
 <p><b>Website</b></p> <p>RATING: </p>	<p><b>Description:</b> A website/platform is generally the face of an OSS. The core website can easily be replicated while allowing local authorities to tailor specific functions to their specific needs. Communication via a website can be an effective way to attract customers and get them interested in (deep) energy renovation works. First, though, they need to find their way to the website. As with marketing, customers in different regions will have different expectations and look for different types of information.</p> <p><b>Solutions:</b> (1) A website template that can be easily deployed by local authorities and stakeholders across the EU, with information specific to the local region/area used to populate the template, as demonstrated within the TURNKEY RETROFIT project.<sup>27</sup></p>



## Long time to market

- Practical experiences (e.g. KAW in the Netherlands or Parity Projects in the UK) show that a one-stop-shop that decides to offer such a renovation package needs at least **5 to 8 years to close the existing market gaps** and make its business model financially viable and self-sufficient.



# DISCUSSION WITH IMPLEMENTING PARTNERS And Q&A

Please use the questions box to submit your questions or comments



[www.turnkey-retrofit.eu](http://www.turnkey-retrofit.eu)

**THANK YOU!**



**FINAL  
CONFERENCE**

**22 FEBRUARY 2022  
9 - 12 PM CET**

**SCALING UP RENOVATION IN EUROPE**

**THE ROLE OF ONE-STOP SHOPS IN  
REACHING A FULLY DECARBONISED  
BUILDING STOCK**

**TURNKEY  
RETROFIT**

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**Registration open!**