

## POSSIBLE MARKET STRATEGIES FOR ONE-STOP-SHOPS OF RENOVATION OF SINGLE FAMILY HOUSE

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### Abstract

The document describes examples of missions, visions and strategies based on the potential piloting models defined in report 3.2. It is based on status of interest amongst the stakeholders, and the information, figures and challenges which were discussed in the report D 2.1 Stakeholder interests. The different service models will request different missions depending on the stakeholder in charge of the model. Also visions and strategies could be different depending on the composition of services (core business) offered within each pilot as well as the additional services offered by sub suppliers and the network connected to the pilot.

In the report D2.1 Stakeholders interests, the following 5 different piloting models are suggested:

Type 1 Joint venture of industry, retailers and contractors

Type 2 Joint venture of construction/renovation, industry and architect/engineering companies

Type 3 Complementary businesses expand their business into renovation

Type 4 Joint venture of type house producer, bank and home owner association

Type 5 Energy/building consultant, real estate agent and financing institutions, e.g. bank

In this report we have described mission, vision and market strategies for 4 existing or proposed models; The Project Manager by Bolig Enøk, from Norway (type 1), ENRA concept (type 2) and K-Rauta & Rautia (type 3) from Finland, and ProjectLavenergi (type 2) from Denmark. Cleantech by Dong Energy (type 3) from Denmark is also addressed, but not described in detail. As there is no concrete examples representing two of the models from D2.1 (types 4 and 5), we have made a theoretical exercise in developing mission, vision and market strategies for type 5 model, while type 4 is not handled.

It may be concluded that there are commercial actors in different parts of the value chain which see an opportunity in developing different approaches of “one stop shops” for energy efficient holistic renovations. The concepts are still in a development phase and differ in respect to how they are organised (as supply side). We may say that the pilots in the different countries also find inspiration from each other through this research project. Due to the complexity of a holistic renovation project, it is a prerequisite with good partnerships even in the development phase. In all identified models there is however one main actor taking the lead and ownership to the business model.

Independent of the business model the responsible company needs to make some strategic choices. The starting point is the SWOT analysis which sums up all major challenges for the respective business model. How the strategies should be developed is described in this report.

Although the main target group for this report is companies seeing an interest in developing business models for renovation, we found some important issues identified in the SWOT analysis which the authorities may influence including lack of interest in the market (need of more public attention through holistic campaigns), fragmented solutions (stop subsidising single measures without a holistic plan), serious vs unserious companies (need of certification systems to build credibility), cost focus leads to limited renovation (need of subvention schemes for holistic retrofitting including tax deduction measures) and finally lack in competence within companies (need of support to training and collaboration across companies).