



# Report on the replication potential in Germany

## Part 3

### Recommendations for the setup and expansion of One-Stop-Shops

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#### About this study

The Horizon 2020 project I-HEROS (Integrated Home Energy RenOvation Service) is developing an entirely integrated home renovation service for homeowners in Toulouse Métropole called “Toulouse Métropole Rénov”. This study elaborates the replication potential of the (OSS) model of “Toulouse Métropole Rénov” for the integrated energy advisory services in Germany. **Part 1** presents the theoretical background to and uses three case studies to facilitate a practical understanding of how a functions and which offers it poses for an integrated home renovation. **Part 2** gives an overview on approaches of that already exist in Germany and gives first indications on how a potential development of the German could look like. **Part 3** summarises the recommendations for the setup and development of German One and the lessons learned from the Toulouse model. The comprehensive report will be published in the end of the project in January 2024.

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## Summary of identified barriers

The results from the online survey and interviews with energy agencies as well as the discussions on the development of the OSS model in Hamburg helped to define common barriers that German decision-makers are confronted with when designing the OSS business strategy and that homeowners face during their modernisation project in Germany.

### Challenges for the business strategy:

- (1) Recruitment of and continuous cooperation with professionals
- (2) Long-term financing of the consulting services and consulting professionals
- (3) Accompaniment of the entire modernisation process
- (4) Efficient monitoring

### Challenges for the business strategy:

- (1) Uncertainty and lack of transparency in funding opportunities and subsidies
- (2) Cost increases in the construction industry and financing difficulties for deep renovations
- (3) Difficulties of choosing from a wide range of competing offers for energy consulting
- (4) Building and planning has become complicated due to the diverse set of regulations
- (5) Several disciplines and trades have to be coordinated for one project
- (6) Search for and availability of craftsmen and architects
- (7) Lack of ongoing support during the entire modernisation process

While some challenges need to be solved on a larger scale (e.g. through clear and consistent funding opportunities and specifications from the German government), at the regional or city level can help break down barriers in the renovation process. In the following sections, steps are listed that are aimed at cities that do not yet have a One-Stop-Shop offer and cities that have already bundled offers into one OSS.

## Steps to set up and develop One-Stop-Shops

### Where to start?

In order to find out at which starting point the development of an OSS begins, an assessment of the current situation on a local base must first be made. are not always directly tangible and can be found behind different forms of cooperation and umbrella brands. In most larger cities, there are already various services for homeowners that offer help with energy-efficient renovation. In Germany, these services are offered, for example, by the consumer advice centre or other institutions such as the chamber of crafts. In addition, energy and climate protection agencies also offer services in this area.

If these services still exist independently in a region, the further steps in **Case A** should be followed. If modernisation services have already been brought together under one roof and an OSS exists at the facilitation model level, the steps in **Case B** can help with further development.



## Case A: Offers for energy modernisation exist separately from each other

In this case, it is advisable to first establish a facilitation model of an OSS to combine capacities and build a trusted umbrella organisation that is known in the region as a quality provider. The facilitation model aims to raise awareness on energy renovation benefits, provides general information on optimal renovation works and gives first advice at the 'orientation stage' of a renovation project.

To establish this model, the first three steps to support the customer journey are a guidance.



The first steps focus on marketing the existing offers clearly and jointly in order to avoid duplicate offers and to provide an orientation and decision-making aid for the customer. Often, an additional financing by the municipality creates a free offer of energy consultation at the orientation level to create a low-threshold offer. Another fundamental aim is to highlight the long-term financial advantages of a modernisation and to raise awareness on funding opportunities and subsidies.

Practical approaches from Hamburg, Toulouse and Hanover to tackle the first three steps can be found in the case studies in Part 1 of this report. For example:

- >> Building exhibition of the Hamburger Energielotsen
- >> Virtual platform and physical shop "Maison de l'Énergie" of Toulouse Métropole Rénov
- >> Energy consultation offers from Network of Modernisation Partners in Hanover Region

To guarantee independent energy consulting and to secure the offers of the OSS, the following aspect has to be considered when setting up the business strategy:

- (1) Recruitment of and continuous cooperation with professionals
- (2) Long-term financing of the consulting services and consulting professionals

By implementing the first steps, the following barriers during the customer journey can be reduced:

- (1) Uncertainty and lack of transparency in funding opportunities and subsidies
- (2) Financing difficulties for deep renovations
- (3) Difficulties of choosing from a wide range of competing offers for energy consulting
- (4) Building and planning has become complicated due to the diverse set of regulations



## Case B: Offers for energy modernisation have been combined under one roof

In order to bundle the offers in a region and to create a better overview for the customers, many cities have already combined offers under one brand and thus taken the first step towards a OSS. If this basis and hereby an OSS of the facilitation model exists, there are the following possibilities to expand the OSS and reduce barriers to renovate for homeowners.

The steps 4, 5 and 8 contribute to the evolution from a facilitation model to the coordination model. This model coordinates existing market actors (suppliers), makes sure all One-Stop-Shop services are offered to homeowners and aims to overlook the whole renovation process without taking responsibility for the result of renovation works.

Since steps 6 and 7 are designed for the all-inclusive model and actors of the private sector, they are not discussed further below.

1	Communication & Marketing	2	Independent energy consultation	3	Financing & funding consultation	4	Network building & qualification
5	Coordination of the renovation work	6	Product development for consumers	7	Long-term and affordable financing	8	Monitoring of the renovation results

In order to increase the modernisation rate, more and more municipalities are requesting that owners be accompanied throughout the whole implementation process in order to help overcome obstacles and prevent projects from coming to a standstill. However, the coordination of the actors involved in the renovation project is a classic task for architecture firms and is associated with far-reaching contractual regulations and liability risks. Furthermore, energy agencies and actors, which are often commissioned by the municipality to offer One-Stop-Shop services, are not allowed to compete with offers available on the market or interfere with the free competition of the building contractors by directing customers towards a certain supplier. Therefore, the possibilities for to accompany the renovation process are limited. Nevertheless, they can play an important role by acting as a friendly and competent guide or caretaker and neutral point of contact with no economic interest in the modernisation project, to help out at the points where common modernisation projects stop. To fulfill this function, it is important that not only a free initial consultation is offered, but also that follow-up consultations are possible. Ideally, a file is even created for each initial consultation and consent is given to be contacted so that a consultant from the OSS can proactively approach owners to follow up on the implementation of the measures that were discussed.

The establishment of a network of professionals in the building sector or cooperation with an existing network is essential to reduce one of the biggest barriers in the customer journey: finding craftsmen and construction companies to carry out the renovation work. Such a network enables the One-Stop-Shop to exchange information with the professionals, such as energy consultants, architecture firms or craftsmen, and recommend qualified firms to the homeowners who will implement the modernisation work. In addition, there is the possibility to train the members of the network in climate-friendly building. If a digital directory of the companies is available, the advisers of the OSS do not have the problem of interfering with the free competition of the building contractors because they do not direct their customers towards a certain supplier. Within the One-



Stop-Shop, at least one staff position is needed to coordinate the network, which is financed in the Allgäu and in Bonn together with the further training through the membership fees. In Germany, there are already many such networks, that also provide the basis for setting them up (e.g. the eza! energy and environment centre Allgäu).

Practical approaches from Hamburg, Toulouse, Hanover and Bremen to tackle the steps can be found in the case studies in Part 1 of this report. For example:

- >> Free education offers for experts in energy-efficient construction from the Hamburger Energielotsen
- >> Directory of professionals from Toulouse Métropole Rénov
- >> Enquiry form as preliminary contract proposal from Hanover Region
- >> Appointment booking and tracking tool of the klimabauzentrum Bremen

For a successful expansion of the OSS's offers, the following aspects must be considered in the business strategy and individual solutions found at an early stage:

- (1) Recruitment of and continuous cooperation with professionals
- (3) Accompaniment of the entire modernisation process
- (4) Efficient monitoring

By implementing more offers into the OSS, the following barriers during the customer journey can be reduced:

- (5) Several disciplines and trades have to be coordinated for one project
- (6) Search for and availability of craftsmen and architects
- (7) Lack of ongoing support during the entire modernisation process



## Four Lessons learned from Toulouse

In the analysis of the German market in comparison with the French market and especially the OSS “Toulouse Métropole Rénov”, the following elements stood out in particular, which should generally help in the development of OSS and thus the increase of the renovation rate:

### SHOW YOUR SERVICE



#### >> A flagship for modernisation in Toulouse

The physical location of the One-Stop-Shop Toulouse Métropole Rénov is the “Maison de l’Énergie” situated near the central train station in Toulouse. The Maison de l’Énergie gives the One-Stop-Shop a high visibility and increases the awareness of the new service. Here, customers can find free information on housing and energy and get a consultation. Opening hours are from Tuesday to Thursday afternoon from 2 to 6 pm. In addition, the OSS advisors visit 23 locations in the metropolitan region to provide advice close to home. The dates on which counselling is provided at the locations can be viewed on the website.

### BE OUTGOING



#### >> Proactive approach through mapping of energy renovation potential

The energy renovation potential in Toulouse Métropole was analysed using open data, data issued from the CoachCopro platform from 300 registered condominiums and more specific local data (e.g. Diagnosis of Performance). Coupled with a proactive communication approach to target the identified condominiums and individual houses, this work focused on the most energy-intensive housing in the territory and paid particular attention to the most easily accessible renovations. The identified condominiums and individual houses were approached in cooperation with the mayors of the districts via personal letters, webinars and informational events in their respective neighbourhoods to make the offers of the OSS known and to trigger renovations.



## USE DIGITAL TOOLS

>> CoachCopro as a modernisation assistance for condominium owners' associations and directory for quality suppliers

The platform CoachCopro encourages energy efficiency actions of condominiums. The platform has been designed in 2016 as a tool for consultants in charge of condominium projects to manage a condominium portfolio, archive information, save documents, extract data and document the modernisation project. By saving the data on the building in a digital file, it is possible to continue working on the modernisation project even after a change of personnel or owner, and long modernisation processes can be managed and documented in this way. CoachCopro is integrated into many French and by now 10,000 condominiums are registered here and 70% of the French territory is covered.

All the data is made available to other condominium owners via the website as a kind of best-practice-library. This transparent summary of the modernisation projects can show other owners the feasibility and ease their concerns. A building profile shows:

- the energy consumption before and after the modernisation,
- which measures were carried out,
- how much time the work took,
- how much it cost,
- which subsidies were acquired and
- which companies carried out the work.

CoachCopro for Toulouse Métropole Rénov: <https://toulousemetropole.coachcopro.com/>



## CONNECT QUALITY SUPPLIERS

### >> Building trust among homeowners through the development of a quality network

To show homeowners a choice of trustworthy and high-quality construction companies, a charter of commitments was elaborated that companies sign to get listed on a directory of professionals that is accessible from the website of the OSS. Here, the homeowners can see which renovation works the companies have already carried out in Toulouse and there is a feedback possibility whereby the quality of the companies should be ensured. The advisor of the OSS guides the homeowner towards the directory of professionals and can assist the homeowner in reviewing the companies' cost estimates.

Companies wishing to join the directory must sign the “charter of commitment” of the OSS. The charter was drawn up in collaboration with the largest craft associations in Toulouse, and it is through this collaboration that the individual companies are approached for inclusion in the directory. The OSS offers the companies a representation in a directory and several thematic workshops in a year to learn more about climate friendly construction. In return, the companies systematically inform the customers of the existence of a neutral and free advice provided by the OSS and update their company information on the directory. Annual meetings bring together all the actors in the charter to take stock of the measures carried out.

Directory of professionals for Toulouse Métropole Renov:  
<https://renov.pro.annuaire-coachcopro.com/>