

One Stop Shop Guidelines

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OBJECTIVE OF THIS GUIDELINES

A **One-Stop Shop (OSS)** for **renovation** is a **centralized service model** that simplifies the renovation process by providing **homeowners** and **building owners** with **guidance, resources, and support** throughout their project. Designing an OSS in a **participatory manner** ensures that it addresses the **specific needs** of a region while fostering **ownership** and **commitment** among **local actors**.

This **guideline** is designed for **organizations** interested in **coordinating OSS business models**. It includes **useful workshop materials**, offering ideas for **planning** and **implementing stakeholder engagement activities**.

Additionally, it presents valuable **insights** from **previous workshops** that serve as examples and inspiration for other communities. These insights showcase best practices and creative approaches to foster collaboration and innovation.

WHAT IS A OSS FOR ENERGY RENOVATION ?

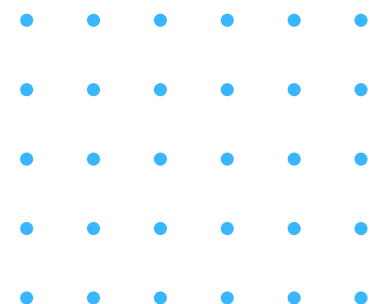
A **One Stop Shop** is a comprehensive service model that provides all the necessary expertise, resources, and support for building renovation projects under one roof. It simplifies the renovation process by acting as a single point of contact for the customer, managing every aspect of the project from start to finish.

Aspects of a One Stop Shop Service:

- Consultation
- Planning
- Material Procurement
- Construction Execution

Benefits for the Customer:

- Central Point of Contact
- Simplified Communication
- Time Savings
- Cost Efficiency



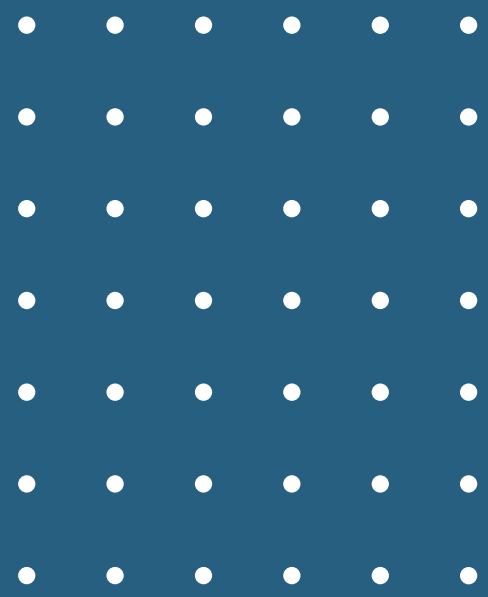
WHY DO WE NEED A ONE-STOP SHOP FOR RENOVATIONS?

Our interviews with both house owners and building professionals have revealed the following key findings:

1. Timely sensitisation of property owners is crucial.
2. Many property owners lack the expertise to make informed refurbishment decisions.
3. Cantonal and municipal advisory services (e.g. GEAK) are a good starting point.
4. There is a gap between the intention to renovate and the actual rate of renovation.
5. Facilitating financing, permits and access to subsidies can help to reduce the gap.

An OSS can facilitate and speed up the energy renovation process by supporting some of these functions.

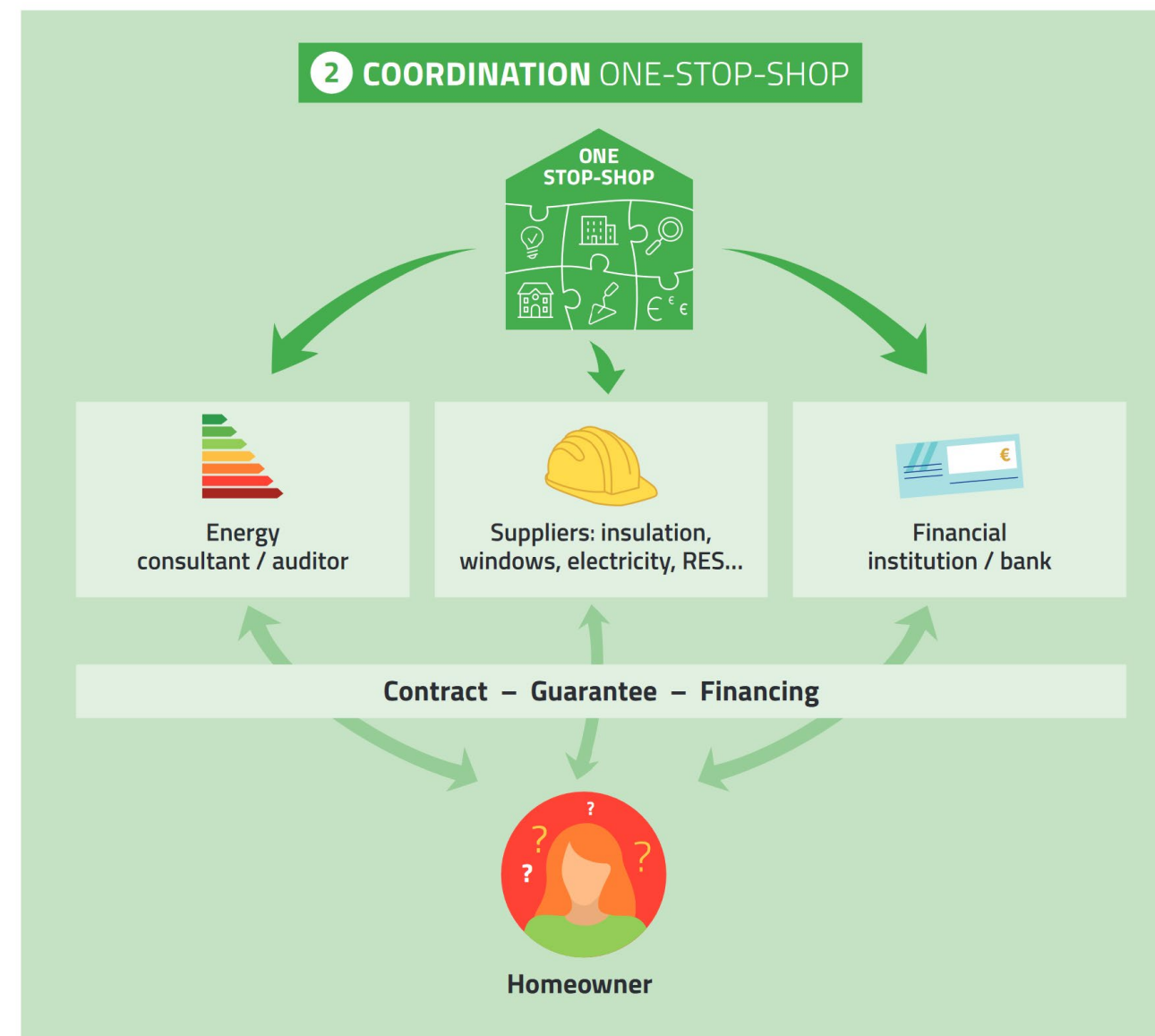




OSS Business Model Design Options

OSS BUSINESS MODEL DESIGN OPTIONS

One-stop renovation business models can vary in terms of their services and scope, and are usually categorised as facilitation, co-ordination and all-inclusive one-stop shops.



FACILITATION ONE STOP SHOP

Key activities:

- Raising awareness of the benefits of energy-efficient refurbishment.
- Information about possible renovation measures, financing and subsidies.

Advantages:

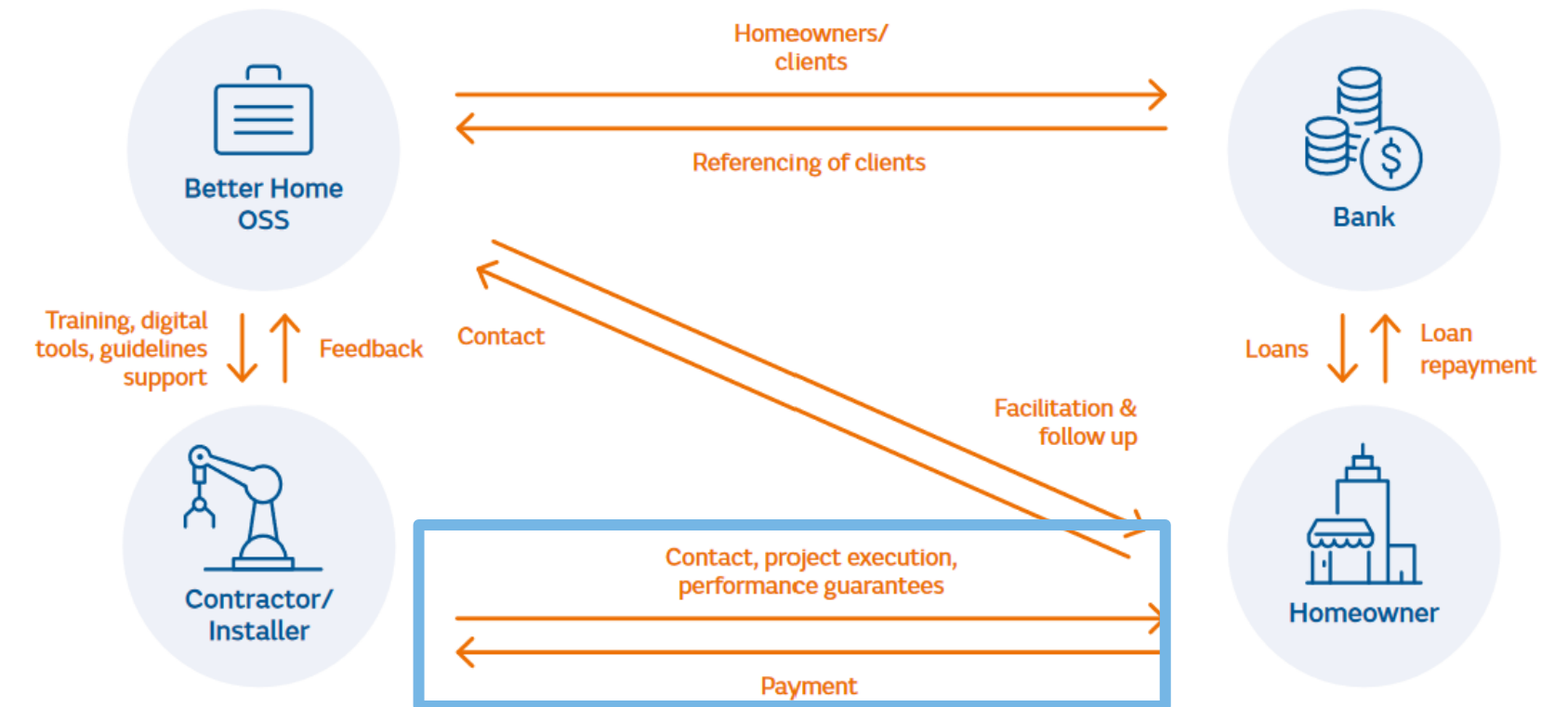
Customers receive reliable information free of charge.
The OSS is very easy to set up.

Disadvantages:

The customers are fully responsible for carrying out the renovation processes.

Source: <https://energy-cities.eu/publication/how-to-set-up-a-one-stop-shop-for-integrated-home-energy-renovation/>

EXAMPLE: BETTER HOMES



(Krosse et al, 2022)

COORDINATION ONE STOP SHOP

Key activities:

- Information about possible renovation measures, financing and subsidies.
- Coordination of existing market players (providers)
- No liability for the result of the renovation work

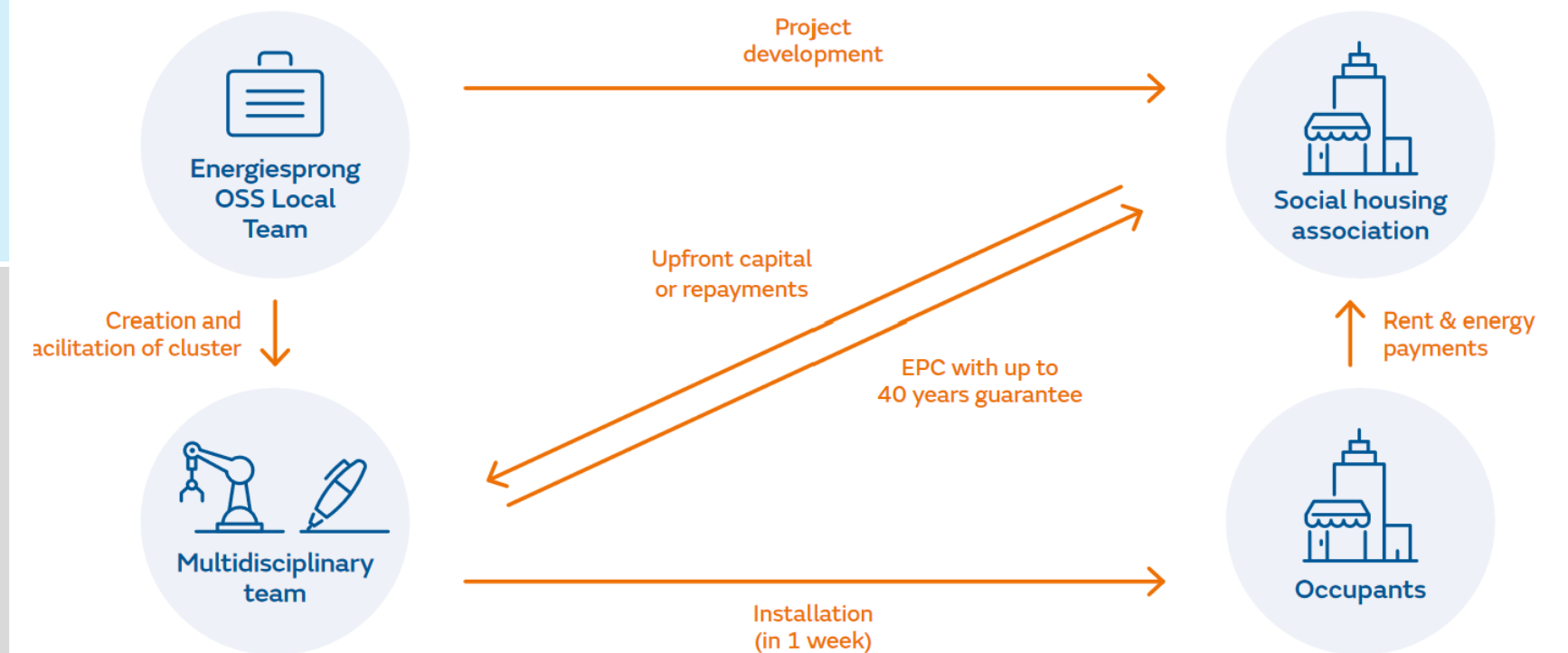
Advantages:

Complexity for customers is reduced by supporting the coordination of renovation work.

Disadvantages:

For the OSS, coordination can be very time-consuming.

EXAMPLE: ENERGIESPRONG



(Krosse et al, 2022)

Source: <https://energy-cities.eu/publication/how-to-set-up-a-one-stop-shop-for-integrated-home-energy-renovation/>

ALL-INCLUSIVE ONE STOP SHOP

Key activities:

The OSS offers a full range of services, including renovation planning, project management, financing and follow-up.

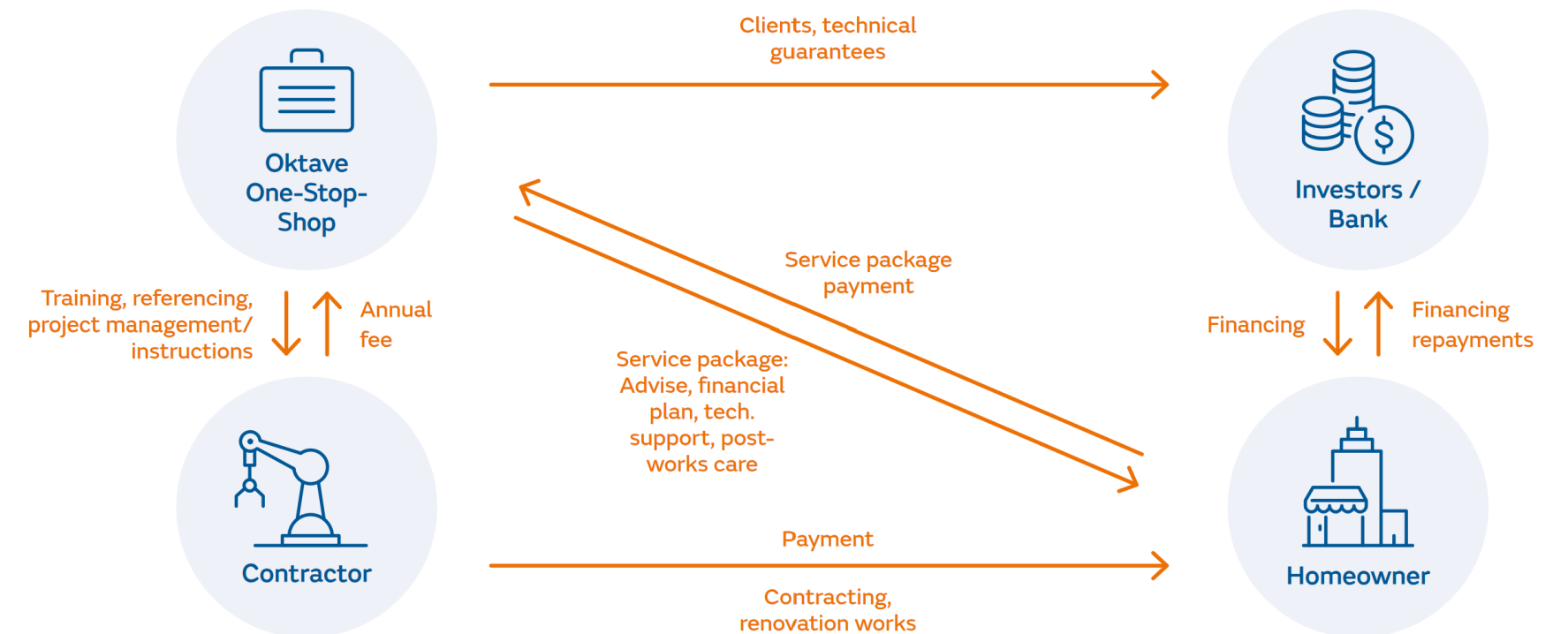
Advantages:

The one-stop-shop is a single interface to the house owner.

Disadvantages:

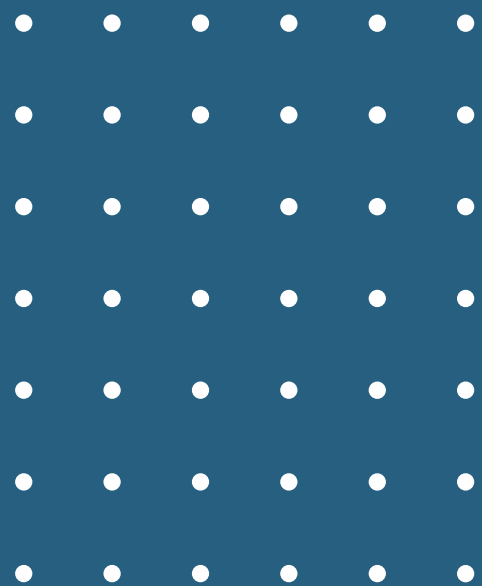
This one-stop-shop is cost- and personnel-intensive

EXAMPLE: OKTAVE



Source: <https://energy-cities.eu/publication/how-to-set-up-a-one-stop-shop-for-integrated-home-energy-renovation/>

(Krosse et al, 2022)



OSS Stakeholders

OSS STAKEHOLDER MAPPING

CORE STAKEHOLDERS:

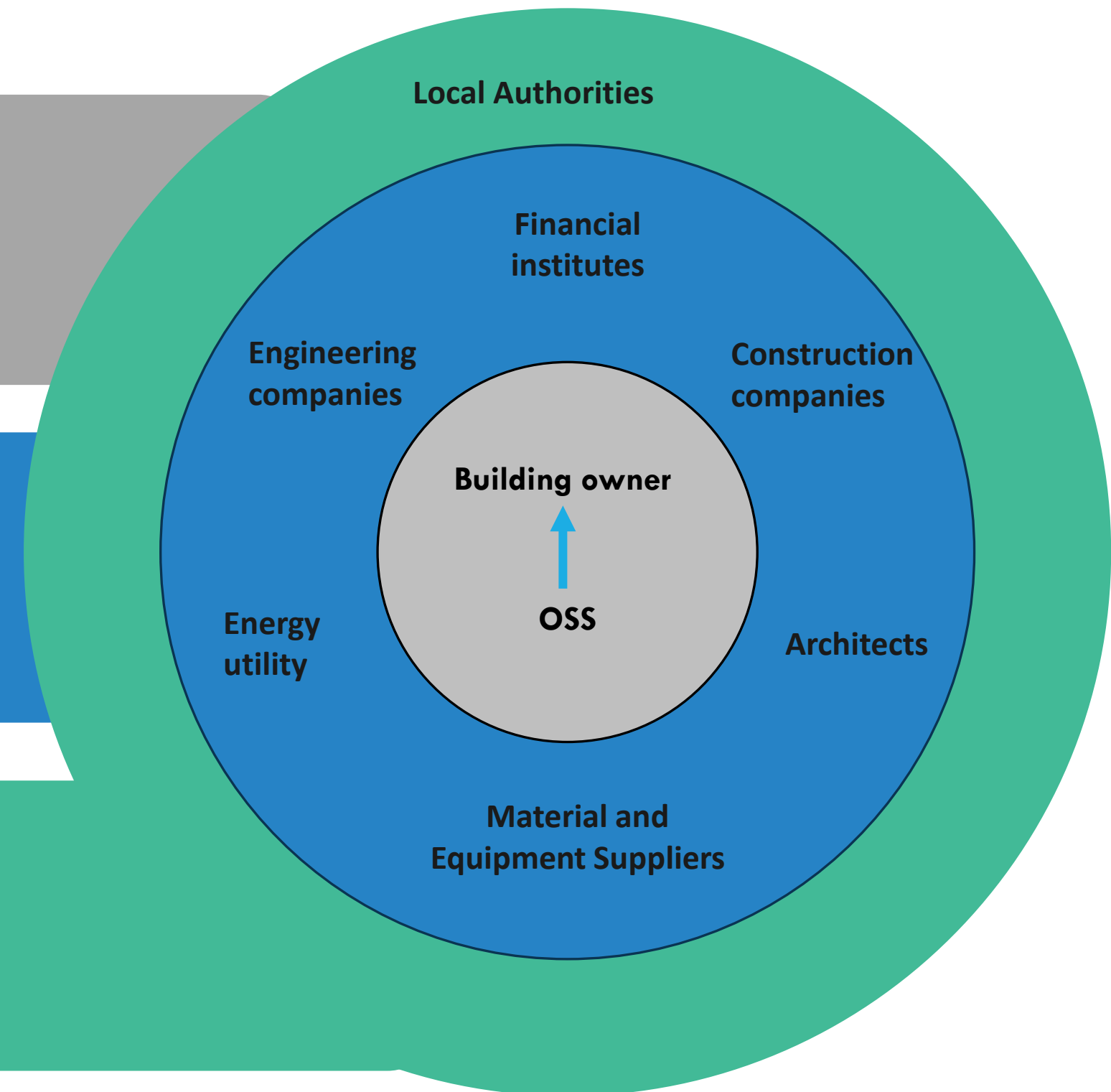
The core stakeholders are the building owners and the OSS orchestrator. The role of the orchestrator is to coordinate the activities among all stakeholders. The orchestrator role of an OSS is usually played by the municipality, private companies or an energy association.

DIRECT STAKEHOLDERS:

The direct stakeholders are all the companies that provide products and services that are essential for carrying out the renovation process.

INDIRECT STAKEHOLDERS:

The local authorities supporting the renovation are the main indirect stakeholders.



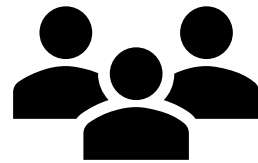
BENEFITS FOR OSS STAKEHOLDERS

	Actors	Advantages	Disadvantages/Challenge	Roll depending the type of OSS
	Local Authorities	<ul style="list-style-type: none"> Accelerates energy efficiency and renovation goals 	<ul style="list-style-type: none"> As public actor should maintain neutrality in order to reduce unfair competition 	<ul style="list-style-type: none"> Option 1: supporting role Option 2: In public OSS municipalities often play the coordinator /initiator roll
	Energy utility	<ul style="list-style-type: none"> Energy Utilities might offer Energy Performance Contracts (EPC) within the OSS 	<ul style="list-style-type: none"> Small utilities usually do not have enough capacity (e.g., financial resources, personel etc) to offer EPC contracts 	
Contractors	Architects	<ul style="list-style-type: none"> Publicity, brand and reputation New market potential Knowledge exchange and collaboration with other partners Extensive collaboration network Participation in trainings and certification, guidelines and support Benefit from supporting tools often offered by the OSS Lower transaction cost 	<ul style="list-style-type: none"> The cooperation with partners with whom they do not have previous experience might be challenging These new forms of cooperation might imply the need to break long lasting business relationships Not willing to assume risk without an extra risk premium (which might increase renovation cost) There is an internal competition with other contractors within the OSS The cost is set by the OSS based on the internal competition 	<ul style="list-style-type: none"> In private OSS contractors often play the orchestrator roll. In other cases, contractors are only subcontracted by the OSSS
	Engineering companies			
	Construction companies			
	Material and Equipment Suppliers			
	Financial institutes	<ul style="list-style-type: none"> OSS facilitates financial decision by assuming technical risk OSS opens possibility to offer new financial models through new capital sources (e.g. Energy performance Contracting) Lower transaction cost Reduced (perceived) risk: 	<ul style="list-style-type: none"> Banks and financial institutions might not see their role, nor the need to directed be involved in an OSS (see Pardalis) Developing new products is not only an opportunnitiy but entails also a risk 	<ul style="list-style-type: none"> Creation of new products to finance Energy Efficiency renovation

OSS WORKSHOP SERIES

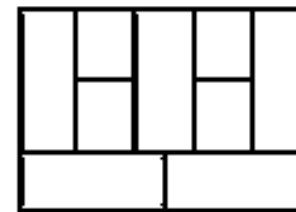
In order to design an OSS properly, the early involvement of the different actors is crucial. For this reason, we conducted a series of 3 workshops with stakeholders from interested municipalities.

A series of 3 workshops were held with interested communities. The aim was to inform about the OSS concept, to explore possible design opportunities in the region and to validate and discuss these ideas with interested partners.



1st Stakeholder
Workshop (WS1)

- Introduction the OSS business model
- Drivers and barriers



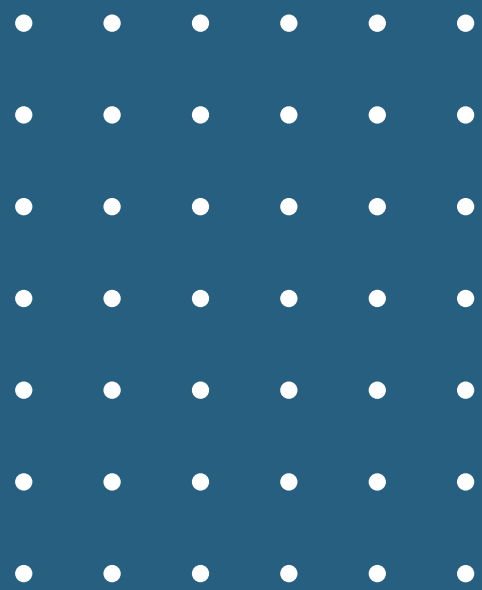
2nd Stakeholder
Workshop (WS2)

OSS-Business
Model: Design



3rd Stakeholder
Workshop (WS3)

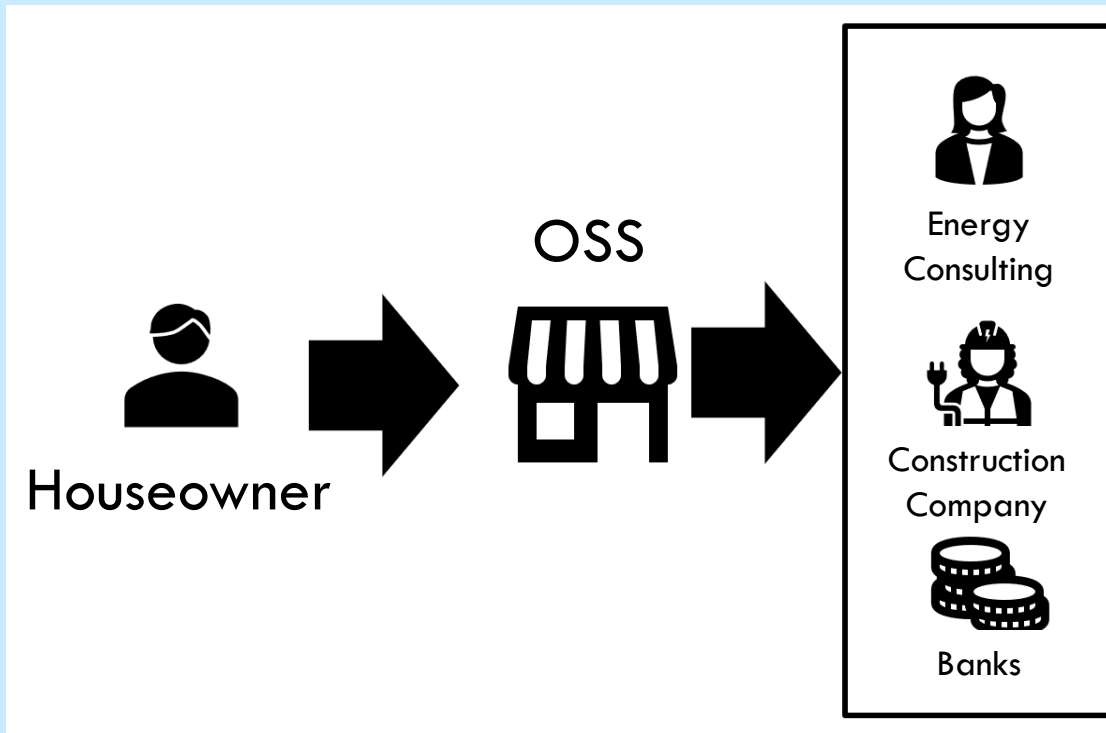
OSS-Business
Model: Validation



OSS Business Model Concept

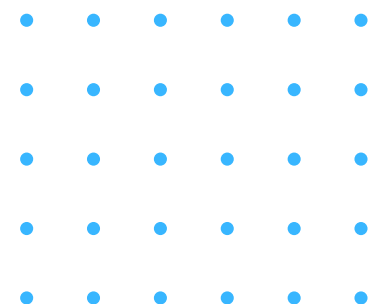
Workshop

WS1: INTRODUCTION THE OSS CONCEPT



- + **Objective:** The aim is to introduce the OSS concept to interested stakeholders and to discuss how this type of organization can facilitate the renovation process.
- + **Who should be invited:** Representatives from utilities, municipalities, architects, homeowners.
- + **Procedure:** The workshop consists of two parts:
 - In the first part, the One-Stop Shop concept will be explained to the participants using national and international examples.

In the second part, participants are divided into groups and brainstorm on how an OSS can facilitate the typical renovation process.

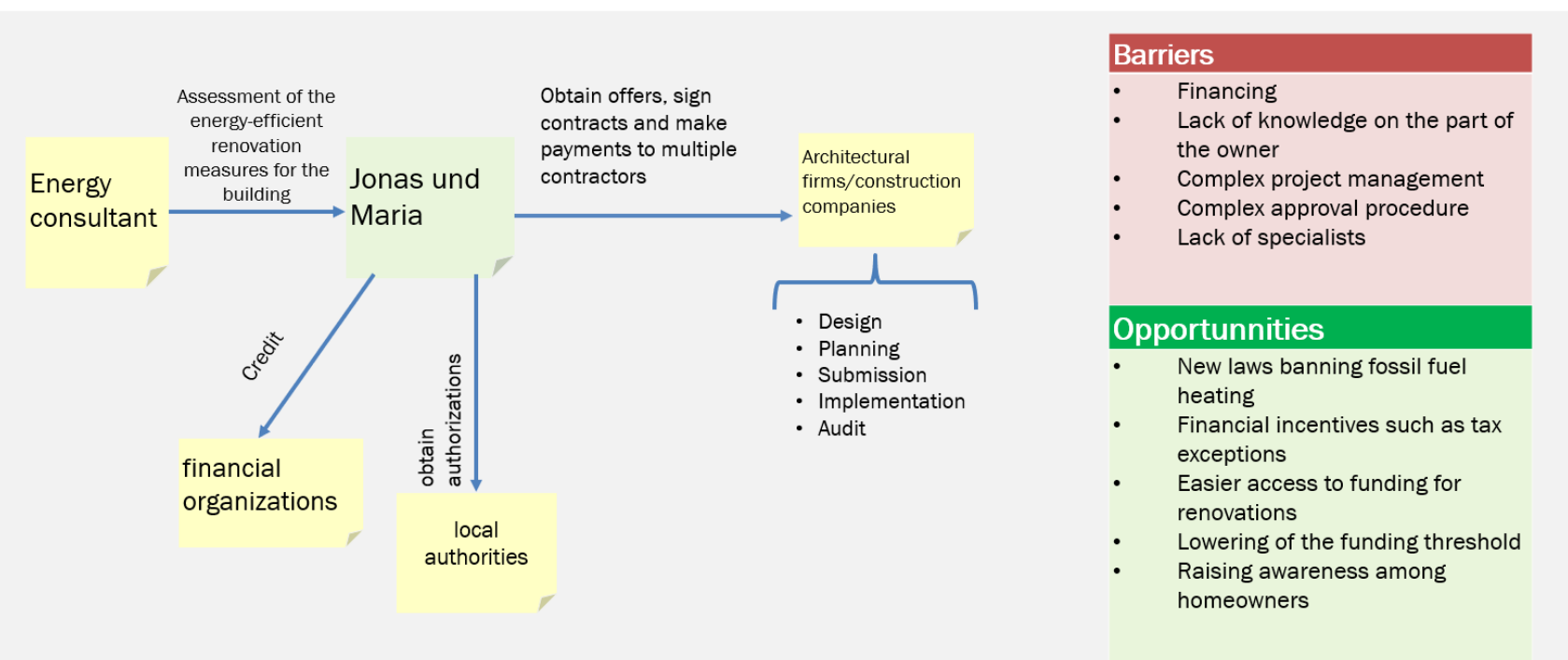
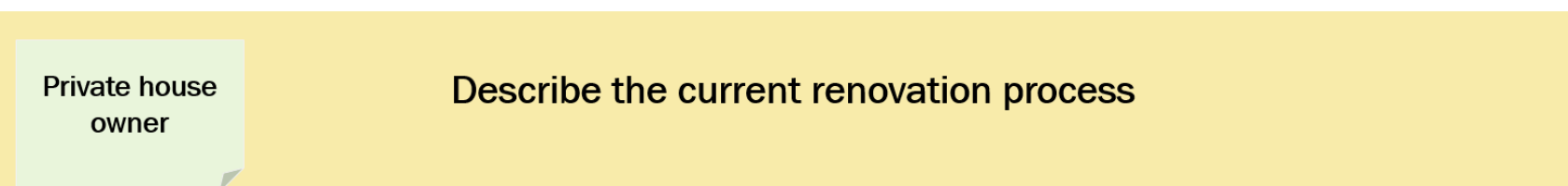


WS1: GROUP WORK

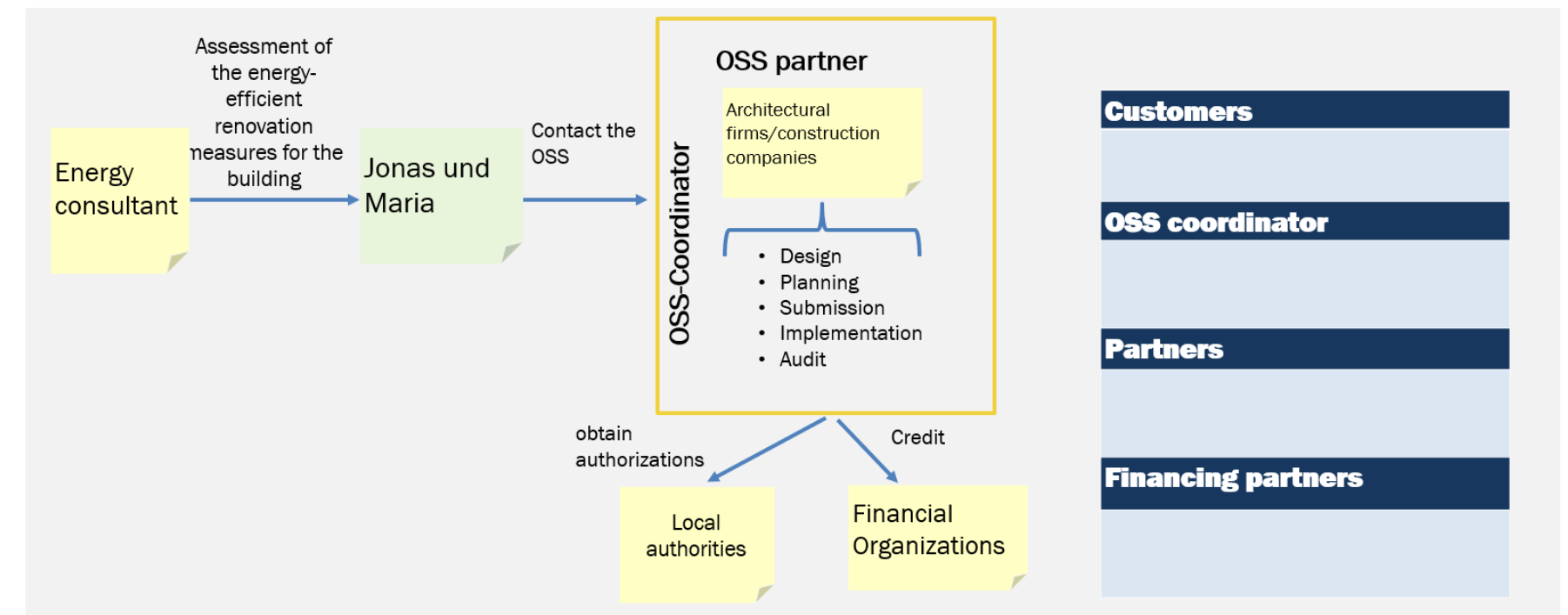
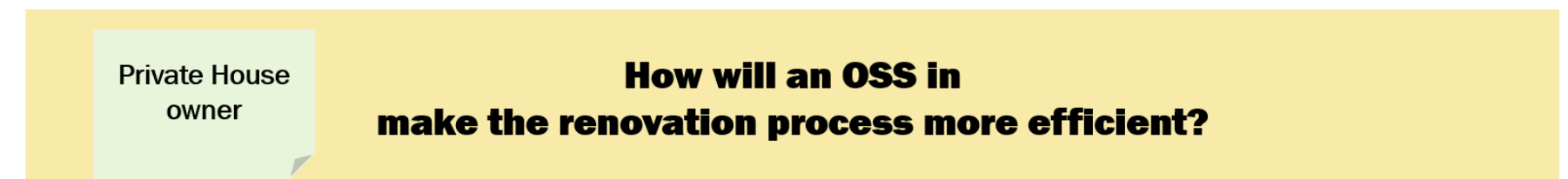
During the group work, the participants were asked:

- 1) Discuss how the renovation process works today.
- 2) How could an OSS facilitate the renovation process?

The results have been summarized in posters



1. Please complete the picture with activities and actors that are important for renovation.
2. Please discuss and add the obstacles and incentives for the homeowner.
3. Evaluate the obstacles and incentives. Which ones have a greater influence on the renovation decision?



1. Please discuss whether the renovation process outlined in the figure is feasible and correct and/or highlight the critical points.
2. Who might be interested in coordinating the One Stop Shop? Which specific stakeholders might have an interest in participating? Please write the specific names in the table.

EXAMPLE WS1: INTRODUCTION TO THE OSS CONCEPT IN TOGGENBURG

To this aim it is needed that the OSS accompanies the homeowners the whole time and takes them by the hand in the renovation process.



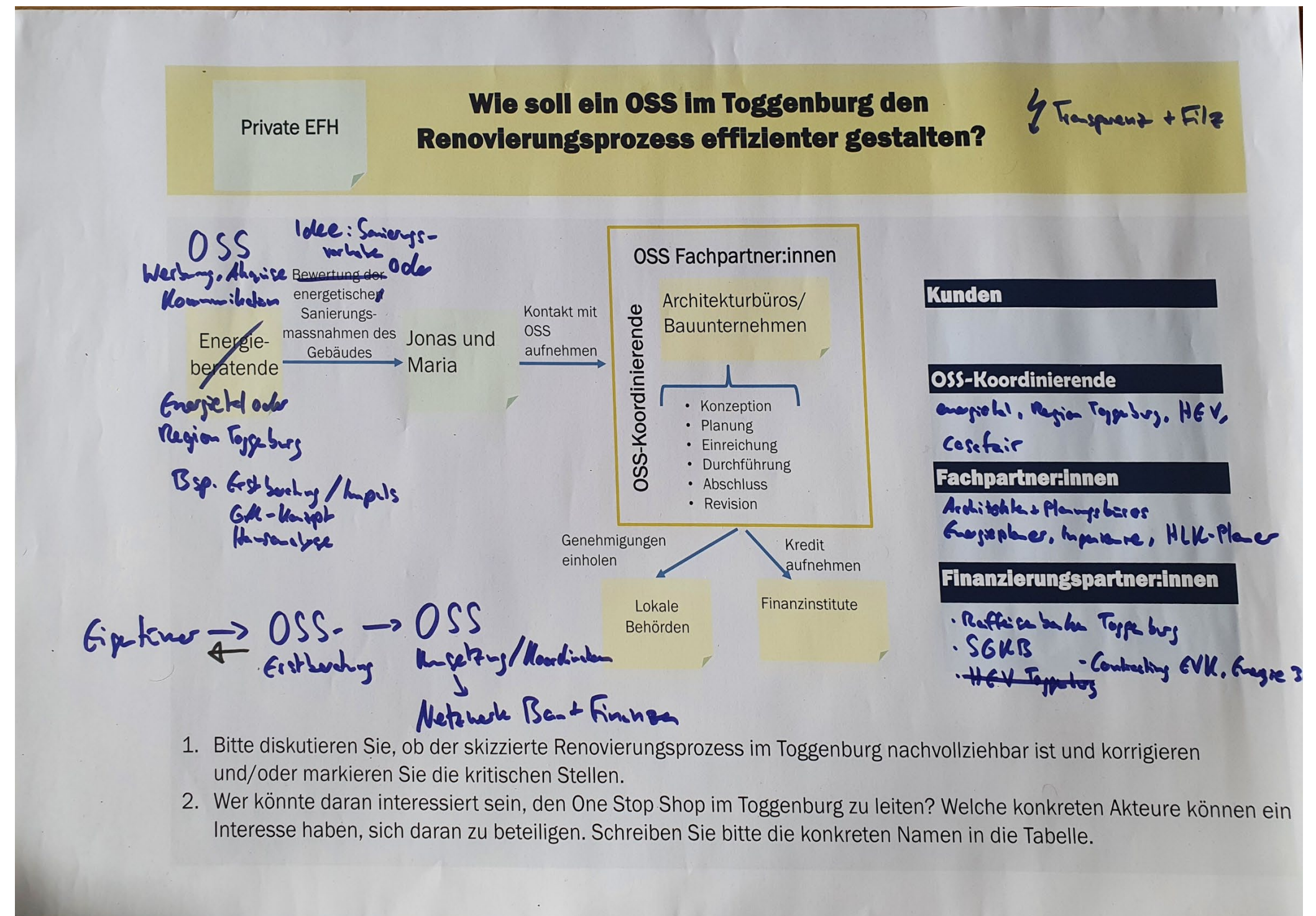
WS1: GROUP WORK DISCUSSION SUMMARY II

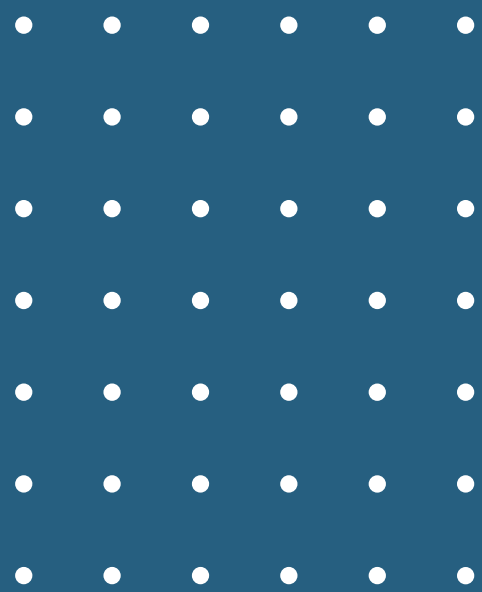
The **financing** of OSS could be partly taken over by the municipality, the canton and the federal government. On the other hand, it could also come from the private sector, as in the case of home analysis, where you have to pay a certain part of the costs and are only reimbursed when you implement it.

It is also possible to introduce commission fees.

OSS **transparency** is very important. So that it does not lead to government-sponsored unfair advantages for certain companies. The **neutrality** of the OSS is therefore of primary importance.

Regional companies should be encouraged to participate whenever possible





OSS Business Model Design

Workshop

WS2: OSS BUSINESS MODEL DESIGN

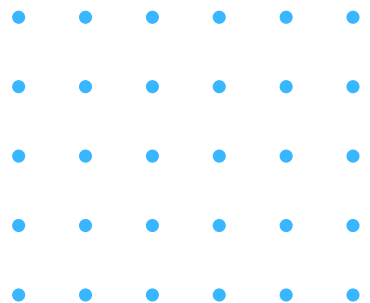
+ Objectives:

- Participatively design a possible one-stop shop for a region.
- Understand the specific preferences of different stakeholders (e.g. municipalities, architects).
- Reflect on the needs and preferences of potential clients.

+ **Who should be invited:** Representatives from utilities, municipalities, architects, technology providers.

+ **Procedure:** Group work with the Business Model Canvas.

Key partners (Who are our most important partners?)	Key activities (What activities are necessary to deliver our value proposition?)	Value proposition (What added value do we offer our customers?)	Customer Relationships (What kind of relationship do I have with customers?)	Customer Segments (Who are our most important customers?)
	Key Resources (What resources are needed?)		Channels (Which channels do we use to reach our customers?)	
Cost Structure (What are the most important cost factors?)		Revenue Stream (What are our customers willing to pay for?)		



WS2: GROUP WORK

- Participants discuss and fill in the ideal OSS business model canvas for their region.
- Each group receives a morphological box summarizing possible OSS characteristics, which the participants are asked to evaluate in order to guide the discussion (see slides 25-26).
- The following questions could be used to guide the discussion:
 - **Process:** Can you describe the process of a typical restructuring project in your company? What are the most important steps and actors?
 - **Drivers:** How would an OSS for energy-efficient renovations help you in your daily work? Which aspects are particularly important to you?
 - **Challenges:** Why do you think there aren't yet widespread one-stop shops for energy-efficient renovations? What obstacles or market conditions are responsible?
 - **Partners:** Which partnerships are important for the success of an OSS? For example, with providers of existing consulting and planning tools such as heating cost calculators.
 - **Target group:** Are there certain project sizes, scopes or property types where you see the greatest potential for efficiency and effectiveness through this approach?

BUSINESS MODEL CANVAS

The Business model canvas helps to describe how organizations create, deliver and capture value.

(Osterwalder et.al, 2010)

Key partners (Who are our most important partners?)		Key activities (What activities are necessary to deliver our value proposition?)		Value proposition (What added value do we offer our customers?)		Customer Relationships (What kind of relationship do I have with customers?)		Customer Segments (Who are our most important customers?)	
		Key Resources (What resources are needed?)				Channels (Which channels do we use to reach our customers?)			
Cost Structure (What are the most important cost factors?)						Revenue Stream (What are our customers willing to pay for?)			

MORPHOLOGICAL BOX


Value proposition (services)	Sensitisation	Information event	Website	Social media				
	Assessment	Assessment of the current condition of the building	Advice on renovation measures	Creation of a roadmap for energy-efficient renovation				
	Costs and financing	Obtaining offers	Profitability calculation	Advice on financing and subsidies.	Assistance with funding applications	Referral to financing partners	Direct financing	Financing through contracting
	Planning	Obtaining permits	Preparation of contractor list	Helps in the selection of the contractor	Contractor selection	Coordination of the tendering process		
	Implementation	Coordination of contractors	Facilitating communication with building owners and tenants	Implementation of project management				
	Monitoring und Follow-up	Assessment after renovation	Organization of maintenance	Monitoring of energy consumption				

Partnerships	Type of cooperation (governance)	OSS concludes contracts with partners.	OSS hires renovation staff.	A statute regulates basic interactions	OSS advises and mediates	Mixed		
	Access	Every contractor is eligible to participate.	Only certified contractors are allowed to participate.	Limited to contractual partners				
	Liability	OSS bears no risk.	OSS is liable for the renovation work.					
	Conclusion of contract and invoicing	The network acts as a unit (single contract between OSS and customer)	OSS collects invoices and contracts for the customer.	Contracts are made directly between OSS partners and the customer.				
	Revenues	Gratis	Public funding	Fixed fee (to be paid by the owner)	Service fees (to be paid by the owner)	Membership fees (from contractors)	Contractor commissions	

EXAMPLE WS2: OSS BUSINESS MODEL DESIGN IN TOGGENBURG

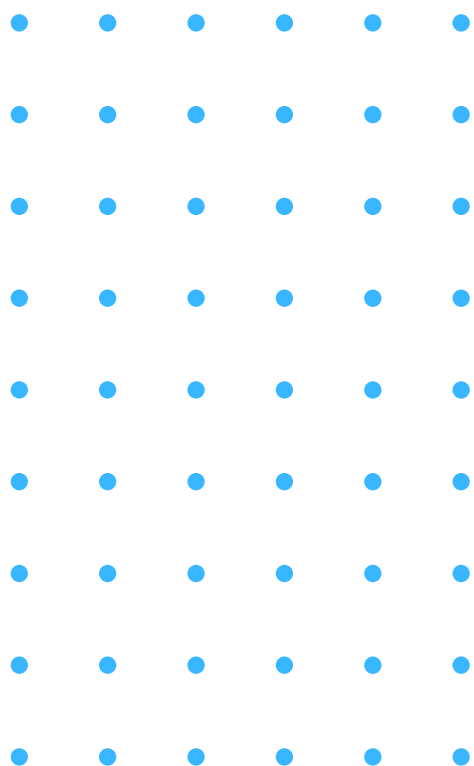


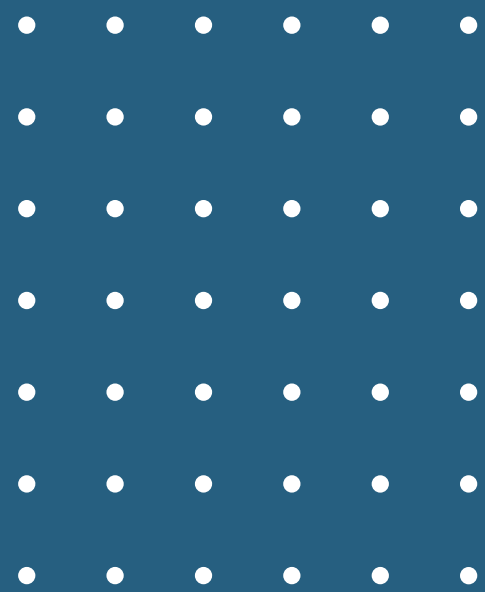
RESULTING BUSINESS MODEL CANVAS FOR TOGGENBURG

Key partners (Who are our most important partners?)	Key activities (What activities are necessary to deliver our value proposition?)	Value proposition (What added value do we offer our customers?)	Customer Relationships (What kind of relationship do I have with customers?)	Customer Segments (Who are our most important customers?)
<ul style="list-style-type: none"> Craftsman Architects General contractor Property Management Financing partners 	<div>Platform management</div> <div>Optimal project management</div> <div>Raising awareness among service partner</div> <div>Neutral and free advice on the renovation process</div> <div>Fair partner selection and cooperation with local businesses</div> <div>Key Resources (What resources are needed?)</div> <div>Platform for the coordination of actors in the region</div> <div>AI-Chatbots</div> <div>Employees, Experts</div>	<div>Provide a one-stop shop for comprehensive building renovation services where customers can get everything from a single source</div> <div>Provide neutral and transparent advice to guide clients through the renovation process.</div> <div>Comprehensive building analysis with optimal consideration of the possibilities in the renovation process, including the regulatory requirements.</div> <div>Service partners can use the OSS label as a quality certificate</div>	<div>Direct customer relationship and recommendation by partners</div> <div>  </div> <div>Channels(Which channels do we use to reach our customers?)</div> <div>Marketing Networks</div>	<div>Private Owners of: Houses Apartment buildings</div>
Cost Structure (What are the most important cost factors?)	<ul style="list-style-type: none"> Labour costs Development of digitalization 		Revenue Stream (What are our customers willing to pay for?)	<ul style="list-style-type: none"> Membership fees: One-time fees Revenue contributions (2-3%) <div>Payment for holistic services: counselling/accompaniment/support</div>

WS2: GROUP WORK DISCUSSION SUMMARY

- An OSS is crucial to provide customers with a comprehensive, efficient and neutral point of contact for all renovation services, while ensuring transparency in operations.
- Renovation projects should focus on the entire building to ensure sustainable and effective planning, rather than taking only isolated measures.
- Early and transparent advice for customers is important in order to show them their options and accompany them through the renovation process.
- It is essential to integrate expertise and generalists who can oversee the overall project and effectively manage the various service providers.
- The implementation of quality assurance measures through regular assessments and the selection of partners according to defined standards is necessary to ensure customer satisfaction.
- Innovative financing models and rebates are crucial for the economic viability of the OSS network. The specific challenges of public construction projects and large communities of owners require special attention in terms of legal and planning requirements.





OSS Business Model Validation

Workshop

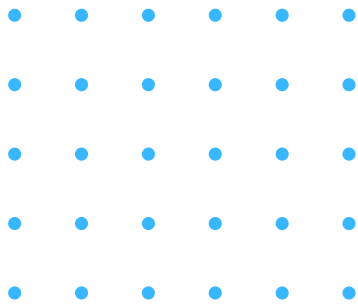
WS3: OSS BUSINESS MODEL VALIDATION

+ Objective: Critically and constructively evaluate the ‘One-Stop-Shop’ business model developed in the previous workshop and identify challenges, opportunities and innovative proposals for further development..

+ Who should be invited: In order to bring in new perspectives, different people than those invited during the design workshop were invited, so the workshop was held with stakeholders from another region, in this case Winterthur.

+ Procedure: Group work with the Feedback grid .

Key partners (Who are our most important partners?)	Key activities (What activities are necessary to deliver our value proposition?)	Value proposition (What added value do we offer our customers?)	Customer Relationships (What kind of relationship do I have with customers?)	Customer Segments (Who are our most important customers?)	
<ul style="list-style-type: none">• Craftsman• Architects• General contractor• Property Management• Financing partners	Platform management	Provide a one-stop shop for comprehensive building renovation services where customers can get everything from a single source	Direct customer relationship and recommendation by partners	Private Owners of: Houses Apartment buildings	
	Optimal project management				
	Raising awareness among service partner				
	Neutral and free advice on the renovation process				
	Fair partner selection and cooperation with local businesses				
	Key Resources (What resources are needed?)		Comprehensive building analysis with optimal consideration of the possibilities in the renovation process, including the regulatory requirements.		Channels(Which channels do we use to reach our customers?)
	Platform for the coordination of actors in the region				
	AI-Chatbots				
	Employees, Experts				
		Service partners can use the OSS label as a quality certificate	Marketing Networks		
Cost Structure (What are the most important cost factors?)	<ul style="list-style-type: none">• Labour costs• Development of digitalization		Revenue Stream (What are our customers willing to pay for?)	<ul style="list-style-type: none">• Membership fees: One-time fees• Revenue contributions (2-3%)	
					Payment for holistic services: counselling/accompaniment/support



WS3: GROUP WORK

1. Discuss in the groups



What do you like?

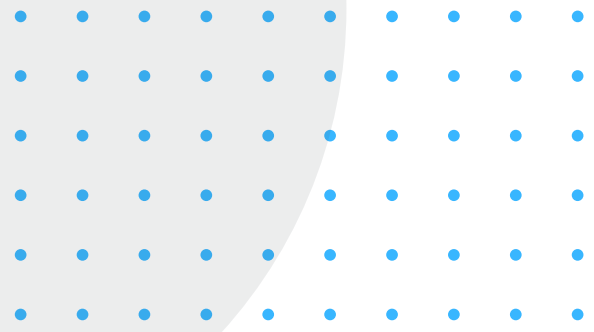
What can be improved?

Questions? (uncertainty)

New Ideas

First of all, the developed OSS business model is presented to the participants.

- Participants are divided into groups and asked to provide feedback on the business model canvas. A poster with the following questions guides the discussion:
- What do you like about this business model?
- What can be improved?
- Do you have any other ideas that could be part of the OSS?
- Are there any questions ?



EXAMPLE WS3: OSS BUSINESS MODEL VALIDATION IN WINTERTHUR

WS3: GROUP WORK DISCUSSION SUMMARY

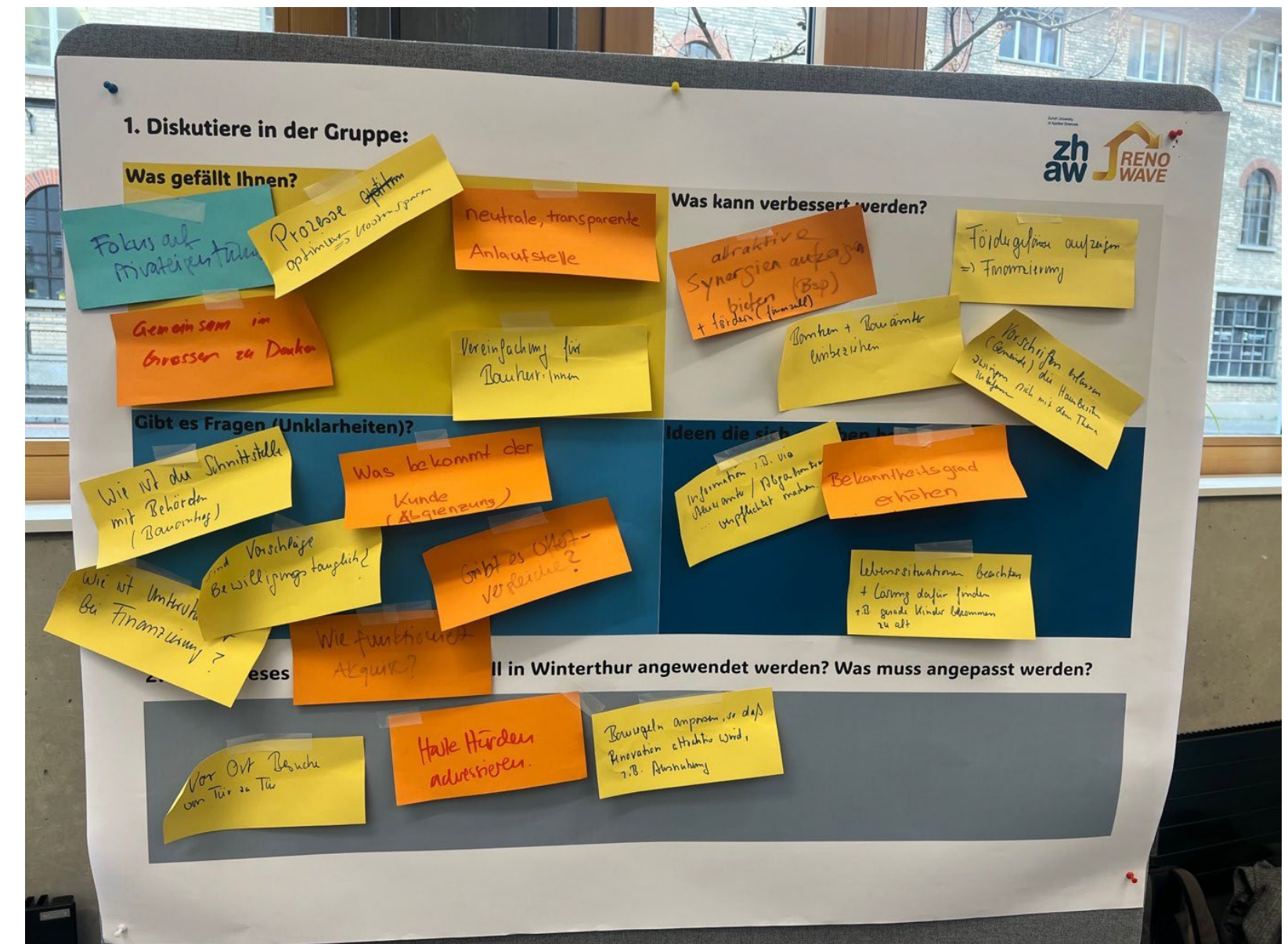
The OSS business model offers great potential if it succeeds to:

- ... establish a central contact person,
- ... ensure high-quality and transparent processes,
- ... motivate owners through incentives and trust,
- ... and provide a coordinated platform that is perceived as valuable by all stakeholders.

However, this requires close cooperation between craftsmen, consultants, cities and possibly also banks to facilitate financing.

Challenges:

- How will the OSS be financed, and how can consulting and intermediary services be maintained in the long term?
- How does the selection of craftsmen work, and who takes responsibility for it?
- How can customers be effectively made aware of the OSS



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