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D7.4 Deliverable:

Exploitation and roll-out plan

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Project Title: European Enterprises Climate Cup

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EUROPEAN ENTERPRISES CLIMATE CUP

Index

Background

Work package 7 titled "Evaluation of the EECC and Best Practices" is mostly concerned with evaluating the effectiveness of the EECC campaign in motivating SMEs and their employees to perform energy saving measures. It also identifies any best practices amongst the project partners and campaign activities in reaching out to the target audience amongst the partner countries. A roll-out plan will also be defined in order to ensure that the project is adequately disseminated, and to ensure that the EECC deliverables are used beyond the project lifetime by the European community/stakeholders in the medium to long-term.

The aim of Task 7.4 titled "Roll out plan" is to detail how the EECC deliverables will continued to be exploited after completion of this project and ensure that the

initiative is transferred and implemented in other countries and companies in other sectors. The overall aim is to ensure that the results of this present project are sustained and built upon within the European sphere and that EECC becomes a reference for rational energy use and energy efficient behaviour in office buildings across Europe.

This document has a dual purpose of devising a strategy to ensure the successful exploitation of the European Enterprises Climate Cup, its results, best practices and methodologies - thus creating a real and lasting impact beyond the project lifespan. It will also present an overview of a feasible roll-out strategy which is carefully considered and discussed amongst the consortium partners on order to ensure the knowledge transfer of the European Enterprises Climate Cup achievements to other commercial sectors. In short, this document will present the future of the EECC both immediately post project and for the longer term.

Introduction

This document describes the results of the review of the project partners with respect to the exploitation strategy and the potentially exploitable results of the European Enterprises Climate Cup. It also aims to outline a strategy for the project results to be exploited by offices and other regional, national and European stakeholders after the funding period, as well as ensuring that the campaign is rolled out and implemented in other sectors.

Over the course of 30 months (February 2014 – August 2016) a European web portal (as well as 10 regional/national portals) were designed and deployed to fulfill the purpose of stimulating participation of European enterprises (mainly office buildings) to take an active interest in the European competition and its devised activities - and bring about behavioral changes among its employees and clients towards a sustainable use of energy at the work place and at home.

The European platform (http://www.enterprises-climate-cup.eu/) was developed at the beginning of the project and includes the most important information and resources to take part in the European competition. The web portal also links to the interactive Energy Savings Account and the related support apps namely iAcademy and the Energy Check App available from Itunes and the Google Play Store App. In addition, the 10 national web portals feature addtional information relevant to offices in order to save energy and access up to date information about funding opportunities for energy efficiency (e.g. PV grants). Each national web portal was linked to the countries' own interactive Energy Saving Account (iESA) portal which was developed by the project partner SENERCON. The interative Energy Saving Accounts are being constantly maintained and updated by the project partners. The iESA platform (www.enerspot.com) is considered to be a powerful exploitation

resource by the consortium partners, along with the many materials and tools created to assist the offices throughout the competition.

Quick facts

The project has so far produced the following results:

- A European campaign targeting SMEs to save energy in office buildings in 10 countries, 1 European and 12 national web portals providing information on energy efficiency and green products and access to the online energy management system ESA for SMEs.
- Involvement of between 10 to 30 companies in each country, involving in total 6,900 employees deeply involved in all countries attending information activities in participating companies. 9 iESA applications adapted to national conditions accessible from www.enerspot.com and linked to national EECC portals and used as an energy monitoring system by the participating SMEs.
- 9 national versions of the online adviser Standby Check and of the mobile App for data entries adapted and integrated into the national iESA versions or offered in App stores respectively. A training App for energy agents, CEOs and employees designed to motivate for energy efficiency improvements accessible from www. store.iAcademy.mobi .
- Companies entered their heat energy and electricity consumption data monthly resulting in resulting in almost 8,800 data entries. Additionally companies entered energy saving measures implemented in their offices to correlate them to the development of the energy consumption resulting in a total of 375 technical and 512 non-technical energy saving or communication measures documented by the iESA system.

Figure below indicates number of iESA accounts as at 25.08.2016

Country	Number of registered iESA users
austria_eecc	47

bulgaria_eecc	45
denmark_eecc	22
germany_eecc	41
france_eecc	40
ireland_eecc	20
italy_eecc	26
latvia_eecc	15
malta_eecc	39
spain_eecc	41
Total	**336**

Key aspects and exploitable results identification

There are several key aspects that have to be considered when identifying exploitable results.

First of all, the aim is to ensure that future editions of the European Enterprises Climate Cup are secured with the support of multiplier organisations like Chambers of SMEs and Commerce, Business support clusters as well as energy agencies.

In addition, during this task a strategy for ensuring the exploitation and future roll-out of the results and methodologies established during the EECC initiative to companies in Europe, also in other sectors with a particular focus on SMEs, is be drawn up. The overall aim is to ensure that the results of this present project are sustained and built upon within the European sphere and that the Enterprises Climate Cup becomes a reference point for rational energy use and energy efficient behaviour in office companies across Europe. This exploitation and roll out plan was edited and circulated to all partners for approval and commitment before the end of the project; and will also focus on the transferability to other countries and its translation into other languages where necessary.

A reflection exercise by the consortium partners towards the end of the EECC project focused on the identification of potential exploitable results of the project, taking into account that the largest part of the deliverables/results are public, and has lead to the identification the following initial list of potential exploitable results:

Reference number	Result	Availability	Possible application
1	Project	Free online access	
2	Interactive Energy Savings Account (iESA)	Electronic	Maintenance of the iESA tool, online advisers and the large amount of data gathered after the project duration; Roll-out of iESA to the costumers and wider

3	Mobile App: Energy Check	Free online access	To support enterprises in recording their energy consumption directly into the iESA and get instant feedback on
4	Training tools for enterprises	Electronic (free) and hard copy in different languages	Wider dissemination of educational project materials among multiplier organisations in Europe (for example

Deliverables as knowledge, and rights to use deliverables

It is worth recalling that the EC definition of dissemination is "the disclosure of Knowledge by any appropriate means other than publication resulting from the formalities for protecting knowledge". This obligation is qualified by highlighting the importance of ensuring that dissemination does not adversely affect the protection or use of the knowledge generated and in all cases dissemination must safeguard Intellectual Property Rights, confidentiality, and the legitimate interests of the parties.

The Deliverables that are prepared in document form during the life of this Project may be considered as knowledge and therefore the right to use them needs to be clearly defined for all Participants. The issue of ownership of the written reports/documents is addressed herein.

Under copyright law, the author or authors of a work must agree to the copying and dissemination of the work. An important point to note is that the protected work itself may be used without permission as long as this use does not involve copying or dissemination.

Therefore, the same access rights also apply to other Pre-Existing Know-how and Knowledge within this Project, and also apply to written deliverables and reports that a Participant intends to copy or disseminate outside the Project.

Deliverables within the Project have pre-defined dissemination categories that range from

i. **PU**: Public (without restriction, therefore available to all for communication, dissemination and use).
ii. **PP**: restricted to other programme participants (including the Commission Services).

iii. **RE**: restricted to a group specified by the Consortium (including the Commission Services).

iv. **CO**: Confidential, only for members of the consortium (including the Commission Services)

These categories ensure that the Intellectual Property Rights referenced within the Deliverables are protected pending adequate IPR protection and/or that the know-how or trade secrets or other confidential information referenced therein, are guaranteed further protection. It is important to note that Confidential Information or information that may be eligible for IP protection cannot regain the confidential status nor the right to IP protection once disclosed publicly. This includes inadvertent disclosure by third parties. To avoid such inadvertent mishaps, the Consortium sets out the following rules governing the publication and communication of information arising during the life of the Project. The label associated to Copyright in the deliverables will be the following:

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"Copyright and Reprint Permissions. You may freely reproduce all or part of this paper for non-commercial purposes, provided that the following conditions are fulfilled: (i) to cite the authors, as the copyright owners (ii) to cite the EECC Project and mention that the European Commission co-finances it, by means of including this statement "European Enterprises Climate Cup. Action Agreement No. IEE/13/669/SI2.674876. Funded by the European Commission" and (iii) not to alter the information."

■ In the rest of deliverables:

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"European Enterprises Climate Cup. Action Agreement No. IEE/13/669/SI2.674876. Funded by the European Commission", (iii) not to alter the information." and (iv) without prior written consent of the authors".

Any participant seeking to publish or communicate information regardless of the media or the form (including any plan or model) must seek the prior written consent of the Steering Committee and the Participants whose Pre-Existing Know-how, Knowledge or Confidential Information is included in the material to be published or communicated. This consent cannot be unreasonably withheld.

The Steering Committee and or Participants whose confidential information is referenced within the Deliverable must approve or object to the publication/communication of the Deliverable within one (1) month of receiving the request to publish. It is important therefore, that requests for publication or dissemination are planned in advance. If the Steering Committee or Participants with a vested interest in the information to be published object, they must either:

i. request modifications to or the exclusion of part of the material referenced in the Deliverable that is proposed for publication or communication if such disclosure is likely to affect the industrial or commercial use of the Knowledge;

ii. request postponement of the publication if the information contained in the deliverable contains subject matter eligible for intellectual property protection.

The objective here is not only to safe guard Intellectual Property and Confidential Information when that need is legitimate but, also to allow for dissemination, publication and communication of the results at the appropriate time. If, however, a Project Deliverable has been approved for dissemination by the Steering Committee,

any Participant may use the information included in said Project Deliverable without further approval.

All Deliverables designated as public (PU) may be used and disseminated by all Participants once finally approved by the Steering Committee for circulation. Since copyright is not harmonised under EU law, national rules apply. In some cases, under these national rules the individual (employee) retains his rights, while in others the employer (Participant) holds the rights. When a document is jointly created, each of the contributors jointly own the rights and must jointly approve the decision to disseminate. The Participants are committed to providing needed licenses to their Pre-Existing Know-How and knowledge; and to ensure that all the Participants require the transfer of employee rights in knowledge in favour of the employer, by means of a specific contract, between the employer and employee, if this has not already been concluded in the employees' employment contract. This is already an obligation on Participants, under the General Rules for Participation Article II.32:

"If personnel working for a contractor are entitled to claim rights to knowledge, the contractor shall take steps or reach appropriate agreements to ensure that these rights can be exercised in a manner compatible with its obligations under this contract."

In summary, all Participants should note that it is the Consortium's right to use the knowledge arising under this Collaborative Project and is a binding obligation, whereas its publication is only a possibility. Use should never be compromised by the possibility of publication.

EECC Target Groups

The target groups of the potential EECC roll-out avenues can be approached in various ways. There is a broad range of recipients that can be positively influenced by the project, such as academic institutions, researchers, local authorities, construction SMEs, designers, final users.

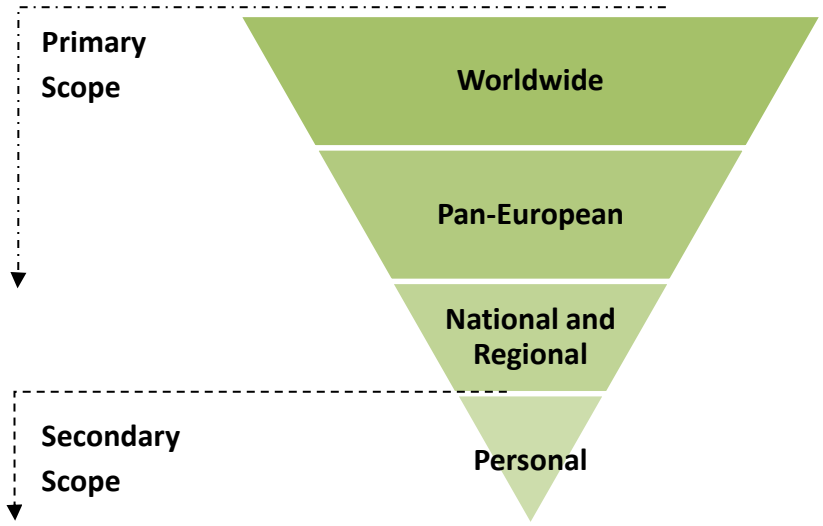
The dissemination activities of the EECC project are analysed in two main categories. The first category, scope, defines logistic extend of the dissemination activities to be performed. The second category, target groups, defines the targets which should be made aware of and understand the project outcomes and on a third level, should be encouraged to act with respect to these outcomes. Also, for these two categories we prioritize their contents in terms of their significance and importance to reach the project goals.

The primary audience scope includes the:

- ***Worldwide Level:*** *The project results are particularly relevant to the International community with an interest in energy efficiency, and a lot of interest has been noted in third countries. Every effort will be made to sustain and capitalise this interest as a matter of course in the project.*
- ***Pan-European Level:*** The EECC project aims its outcomes to reach the EU27. Thus, institutions within this geographical area are EECC's target groups.
- ***National (and Regional) Level:*** It is essential that project partners carry out dissemination activities in their own countries and within their reach of influence in order to secure national support on different levels with a medium to long term perspective of implementing the EECC results.

The secondary scope includes the:

- ***Personal Level****:* All key personnel who are directly affiliated with EECC in the partner institutions are encouraged and expected to put a personal effort to promote awareness, understanding and utilization of the project outcomes through individual networking resources.



Target Groups: We define two sub-categories of target groups for the dissemination activities:

- ***Organisations****:* In this sub-category we distinguish the following organizations as the primary target groups with significant potential for taking up the EECC project results.

✓ Industrial offices and small and medium enterprises

✓ Research Institutes

✓ Stakeholder organisation for SME, business and energy efficiency issues

As a secondary level of target organisation groupings, we define;

- ***Government****:* Policy makers are targets for dissemination for wider adoption of the project outcomes.

- ***Businesses****:* Businesses are targeted for dissemination to provide products and solutions that support or are built upon the outcomes of the EECC project. Specifically, the emphasis is on suppliers of energy efficiency solutions/services, renewable energy systems and components for local markets.
- ***Standardisation Bodies***
- ***Academic bodies and university departments***

All partners of the EECC consortium have a shared agreement to identify these target groups and will execute various dissemination activities within the scope defined in this section.

The main targets of the dissemination activity are offices, industry, research institutions, and standardization bodies working in the fields of energy efficiency consultancy/services, passive house design, energy performance certification, etc. Moreover, since the European society as a whole, and the International Community, will ultimately benefit from the results of the project, special measures are planned to reach the general public. Dissemination to industry, research institutions and standardization bodies, as well as to the general public, will be carried out by a variety of means as described below.

Public Bodies and Finance

- Public administration and authorities are the main regularity bodies of EE activities.
- Standardization bodies produce and update the technical standards. These facilitating standards constitute the enabling environment applications.

Service and Products Providers

- R&D institutes and universities. With the proliferation of government and utility- sponsored efficiency programs, many consultants, researchers and building scientists have emerged to support the policy directions and implementation of these programs.
- Manufacturers of building elements and materials. They produce the elements and materials necessary for building in an energy efficienct way or provide retrofitting solutions.
- Software developers produce software to measure and predict the energy consumption of buildings, these software are also used to model and simulate the performance of buildings from EE aspects.

Energy Providers

- Energy providers are responsible for transporting energy to final customers or to distribution stations, Renewable energy companies produce energy from renewable sources and Electric Power Transmission Grid Operators build, maintain and provide the necessary network for energy.

Energy and Retrofitting Services Providers

- Energy auditing firms inspect the buildings and recommending cost-effective, energy-efficiency retrofitting measures.
- Architecture and Engineering Companies are the bodies that design and apply the EE projects according to the needs of the building/end user.

Quality assurance

- Certification bodies provide energy performance certifications based on the measurements and rating indexes developed in the framework of national legislation.

End Users

- Occupants are the users of the building, having the right to choose the most appropriate and economical energy efficiency measures, while having the least knowledge and consequently need to be guided by other actors from above.

Potential Exploitation and roll-out avenues

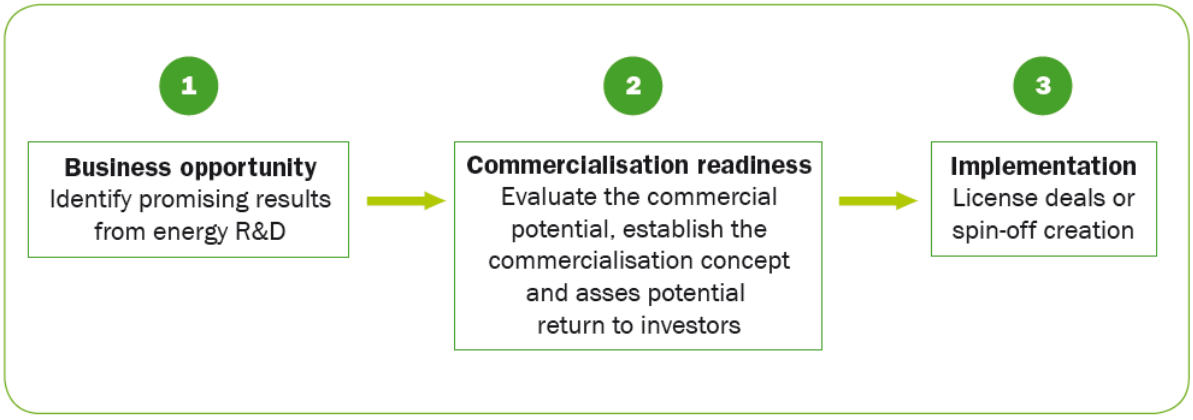
The possible business cases of internet based and interactive knowledge instruments, such as the interactive Energy Savings Account (iESA), have been researched by the project partners. iESA is a web based energy management system for office buildings and private households. The iESA stores and registers the data inserted and provides an effective means of administering and controlling energy consumption, cost and CO2 emission. Contributions of companies and key actors to keep the project financed in the longer term beyond project lifetime have been considered.

The consortium intends to develop the commercialisation concept in order:

- To provide a European market appraisal using a network of experts.
- To validate the entrepreneurial team talents: start-up case.
- To validate managerial talents: the technology transfer case.
- To validate the economic feasibility.
- To infer a coherent business plan, the mix between management, entrepreneurship skills, market needs and funding requirements.

To achieve the above aims the following three-step approach (see figure below) is being proposed to ensure EECC research results reach the market.

Figure - 3-step commercialisation approach.



Progress in understanding and assessment, establishing a good working atmosphere between all participating parties and a clearly formulated working plan are critical.

There are several options to commercialize the EECC platform, varying from selling it as a standalone product to incorporating it into existing products. All the options the consortium considers viable are described below. Commercial opportunities for the EECC project include the following:

- Payment for accounts - the users of the interactive Energy Savings Account have to pay a fee for basic / advanced services;
- Receiving donations from third parties or partners to keep the services free of charge;

- Posting banners on the website of business support organizations, commercial entities such as RES installers and energy auditing firms.
- Leaving free access towards the contents after user registration.

a) IESA app as standalone application

The Interactive Energy Savings Account platform (IEASA) can be sold as a standalone application. However, in order to be valuable for commercialisation the product might need further work in some aspects:

- Add extra components to have a more flexible use
- Tailor the control systems to enhance usability and fit it to the clients' needs.

The customer will most likely need training for proper use and maintenance of the IEASA app units. Also the customer might want to be trained in the field of energy efficiency in general. This can be done either by the consortium companies or by the multipliers that participated in the EECC project.

b) Incorporate individual technology results into existing energy products, projects or services

SENERCON has been involved in energy efficiency projects for several years now, and there is no doubt that systems like iESA and EnergyCheck are an important contribution to the reduction of energy use in offices. The EnergyCheck app or its individual components are perfectly placed to build on current energy monitoring and rationalisation towards more efficient energy use and reporting, which can enable easy integration and adaptation to match the clients' wishes, and to be fully integrated in other commercial end products.

Furthermore, clients will most likely need training for their optimum integration, as well as for the proper use of the technology. This also offers commercial opportunities that can be delivered done either by the consortium companies or by the multipliers that participated in the EECC project.

Potential commercialisation pathways

There are several options to commercialize the EECC platform. All the options the consortium considers viable are described below. Potential commercialisation pathways for EECC include:

Pathway	***Advantages***	***Issues & Challenges***
1. Outright sale of iESA & EnergyCheck app	*Simple, immediate income*	*Right buyer, right price, but no upside from future developments.*
2. Subscription model to EnergyCheck	*Simple, immediate income*	*Establishing a subscription-based business model for entities interested in using it to monitor energy use, allows for continued development and*

		recurrent income.
3. Consulting	*Personal to the expert*	*Establishing share of consulting earnings, short term by contract.*
4. Licensing	*Exclusive or not, long term income, simple*	*Due diligence by licensee, finding the right partner, agreements & pricing, further development of tech & sharing in future value added.*
5. Joint Venture company	*Agreed equity stakes, sharing in future development*	*Right partners for JV, funding future R&D.*
6. Independent Spin-out Co.	*Agreed equity stakes, best returns incl. from future R&D*	*Forming the team, finding a leader, funding, operations, marketing & sales, future R&D.*

However, for the time being it is deemed that the ideal commercialisation pathway best suited for the EEC results are primarily the subscription (2) and the consulting route (3).

Following considerable discussion among the project partners, which took place at the project meetings towards the end of the project, the following exploitation strategy has been devised:

The European Enterprises Climate Cup has adapted an exploitable tool, a web-based platform, called Interactive Energy Savings Account (iESA) in 9 countries with accompanying support tools and materials dedicated to generating energy awareness among companies and their employees about the importance of responsible energy consumption at the work place. The iESA aims at motivating companies and their employees to take an active role by adopting behavioral actions

and investing in energy efficient business appliances, building components, and behavioural routines.

Working on an improved iESA energy consumption monitoring tool version (iESA) will be the basis for all potential roll-out and exploitation scenarios discussed below. With the EECC advancements being proposed, an upgraded iESA platform could be developed by Senercon in collaboration with all partners, which could offer the users more feedback and other new navigation and monitoring options either against a fee or through advertising. Regarding possible advances that could be made to the design and development of the iESA, there are many fine examples available that were presented by SENERCON which could be tapped into.

A number of different scenarios have been discussed based on this improved iESA platform.

1. Continuation of iESA in other sectors through third party financing and advertising (e.g. on social media platforms)
2. The Energy Saving Business Club model: Collecting membership fees from large corporate users who use premium services (cost free paid services, CashBacks on equipment bought)
3. Using the iESA as an infrastructure for other projects like New Green Deal ventures.
4. Doing research on the basis of the iESA (e.g. measuring the impact of ERP directive (pumps, refrigerators), monitoring of EU climate goals

Option 1: Continuation of the interactive Energy Saving Account in other sectors through advertising or national funding and/or partner contribution

A potential way forward for sustaining the future of the European Enterprises Climate Cup as a continuing initiative among European businesses will be through ensuring

the web-based platforms and particularly the iESA is maintained online, beyond the funding period and are further developed.

Collaboration with Third Parties

The following ideas were discussed in terms of third party collaboration for the future exploitation of the European Enterprises Climate Cup.

- Product manufacturers and large companies: This roll-out scenario has already been tested in a few partner countries during the EECC as larger companies can offer an impetus to other smaller companies and offices in their sales network. Multi-national companies could promote iESA as part of a campaign among employees. Particularly Providers of energy efficient products use iESA as promotion tool
- Municipalities and public authorities: Seeking further successful collaboration particularly in targeting local communities, specifically families, local authorities and voluntary associations.
- EU associations: (white goods, appliances, air conditioners) support the campaign financed through advertising their products on ESA.
- Energy Stakeholders: Collaboration and advertising agreements could be sought with national energy organisations such as British Gas, E-on etc., Enemalta. Utilities / benefit of integrating smart metering interfaces into ESA (ESApro) according to Energy Services Directive. Other advertisers include: ESCOs, manufacturers, specialized magazines, events…

Sources of Funding

The following sources of funding have been discussed among the consortium and will be examined in more detail to determine their potential for a new initiative post-project.

Product promotion and endorsement (advertising option 1) - Having successfully reached a large target group throughout Europe, the European Enterprises Climate Cup, through its extensive dissemination work, has built up a solid reputation among businesses and could well be recognised as a by-word for saving energy. EECC with its most important element being the iESA is now in a strong position to offer commercial companies a means of bringing their energy saving products to the attention of businesses across Europe. Among the existing target group, EECC could be collaborating with energy efficient product manufacturers and companies for promoting and endorsing their products and services applying a form of EECC quality approved standards. The EECC brand is a powerful tool for promoting good energy consumption practice and therefore has a future in such a role. A future or enlarged EECC could incorporate devising standards to which energy efficient products and services targeting businesses could be graded and marked. Businesses, companies, public authorities and other (new) target groups could be used to pilot such devices and based on criteria and conditions, levels of energy saving achieved using such devices could be monitored and reported and EECC endorsements could then be awarded to those products or companies.

Public Funding Schemes and Sponsorship – Bearing in mind that EECC has firmly established itself among several hundreds of businesses across Europe and adding to this the successful results achieved through the competition, its powerful branding and web portals and the iESA, a future project displays strong potential for securing revenue from commercial companies. It is envisaged that securing such sponsorship during the biding stage of a new or enlarged European Enterprises Climate Cup would greatly enhance its chances of receiving funding.

Advertising/sponsoring (Advertising option 2) - The platform can become an excellent medium for dissemination. Typical advertisers can be ESCOs & other energy service providers, efficiency solutions & equipment manufacturers, engineering companies, building companies, energy suppliers, etc.

It is very important to know that prices on this type of advertising depend on the number of monthly visits on the platform. The more visits, the better and the more attractive it will be for other users; having a minimum number of visits per month.

Option 2: Energy Saving Club for Businesses – A model to ensure continuation of iESA

Another option for the continuation of the **EECC** campaign and the different i**ESA** country versions could be the establishment of an **Energy Savings Club for Businesses (ESCB)** which businesses can join against payment of a monthly or yearly fee.

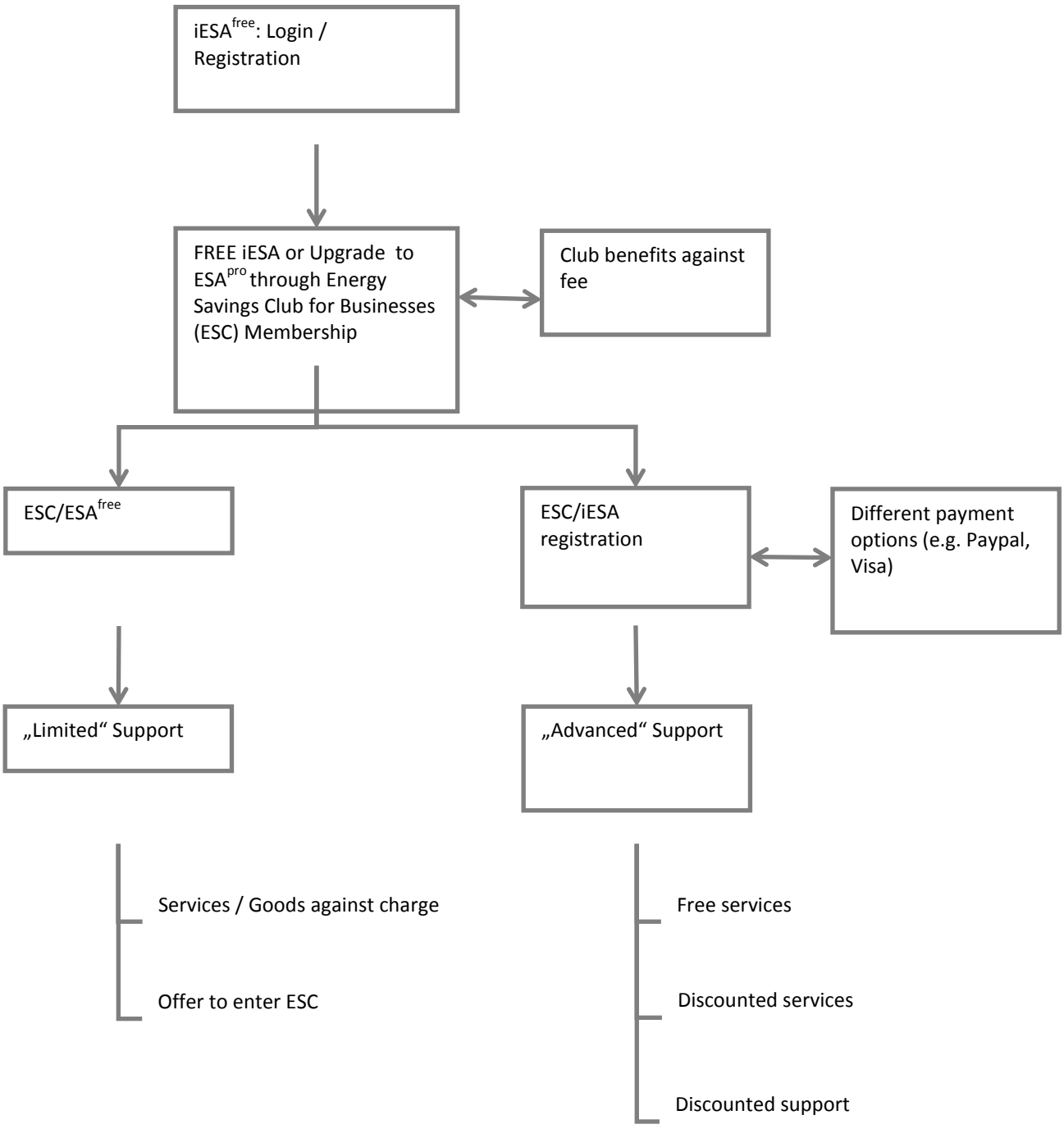
Besides using the interactive Energy Savings Account free of charge, this fee would also entitle business club members to purchase goods and services that are offered by the project partners and associated companies at a reduced rate (club benefit).

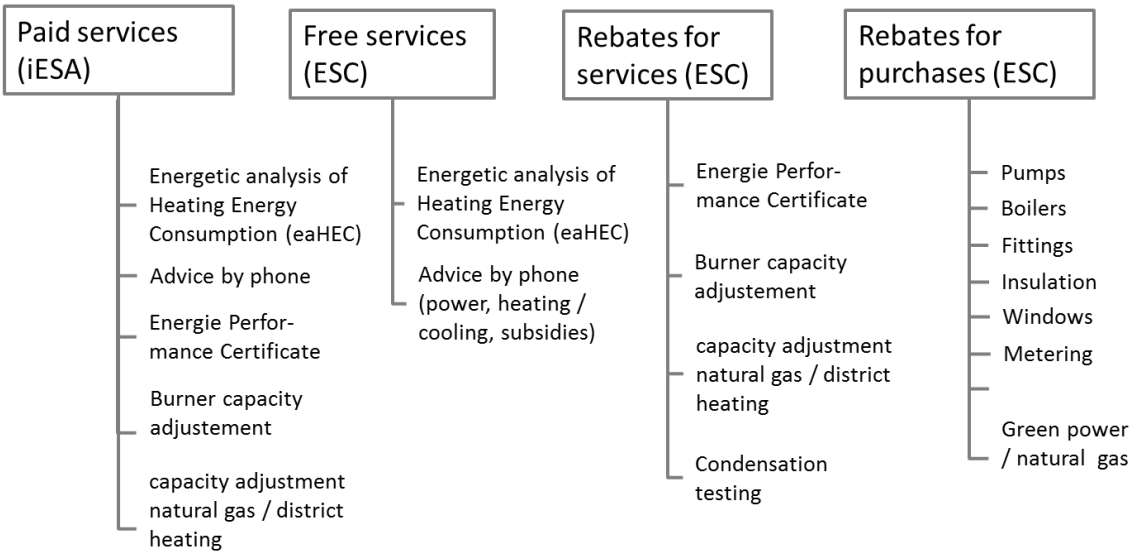
Such goods and services could include:

- free use of special service modules in the iESA (such as real-time monitoring of gas, pellet or electricity consumption);
- A free energy audit. Club members can benefit from one free energy audit per year;
- Free SEnerCon online server capacity for the use of domestic automation systems and smart meter services;
- Energy certificates at a discounted price from certified energy assessors;
- Air Conditioning and other technical equipment for building renovation at a reduced rate;
- Electricity metering and monitoring equipment at a reduced rate
- Discounted rates for building insurance policies;
- Free energy advice from qualified energy consultants via telephone (time limited offer).

The two figures below indicate a potential framework model and flow chart of the proposed Energy Saving Club for Businesses, outlining the interface between free services and paid services which would be subject to a monthly or yearly fee.

Energy Saving Club for Businesses





Why create an Energy Saving Club? In order to generate earnings on the basis of the iESA infrastructure the Energy Savings Club can be used

- as a tool for matching funds for future national or EU funded projects
- to make the iESA maintenance and development of new features and tools less dependent from external funding
- to make industrial partners who benefit from the iESA to carry a fair part of the economic burden

How the goal can be reached: Business Club members:

- have free access to services which are not accessible for others,
- get rebates on premium services which are offered to others at full price,

- get CashBacks on appliances and equipment (energy star appliances, BMS) from industrial partners.

The business model: CashBacks on purchases by club members are financed from rebates given by the industry. Part of the rebates and member fees are used:

- to finance the maintenance of the iESA,
- for the development of new tools and online advertising campaigns to recruit additional iESA users.

Who can participate: Companies and organizations which already have an extensive network of partners or clients can become club members, e.g.

- Banks, Insurance companies
- Tenant Unions, Trade Unions,
- Environmental organizations
- Boiler and air conditioning service companies
- Energy service companies, Utilities
- Newspapers, Television stations

Within the context of a continuation of the iESA and European Enterprises Climate Cup different areas for adding depth to a future campaign were also discussed.

Benchmarking: Benchmarking on the basis of experiences and best practices collected by the project partners is considered as a strong means of enhancing the European Enterprises Climate Cup and pushing the boundaries of challenge and achievement beyond that of achieving the agreed saving targets for electricity and heating, by encouraging certain standards for energy saving measures among European businesses, for example: certain minimum investments in energy saving

equipment and building technologies. Further deepening of EU benchmarking will present challenges in terms of the differences in electricity usage among European countries.

Deepening Social Media impact and partnership: It is envisaged that strengthening and enhancing the collaboration between the European Enterprises Climate Cup and non-governmental organizations such as FEE, would offer much in the way of exploiting a successful aspect of this competition.

Training and home audits for employees of participating companies/organisations: This is another focus which offers good potential for continuing the project. The aim here would be to provide companies and employees in selected European regions with the knowledge they require, beyond that of simple energy saving and environment education facts, but to offer them an understanding of office audit and training services. Elements of such training being considered include training on equipment and product efficiency, knowledge about building components. The challenge would be to devise a training package which would be beneficial to companies and their employees in turn offering a clear educational structure and orientation. Other training services being considered include providing knowledge on EU issues that could related to EECC, for example new legislation on product requirements or funding opportunitiesregarding electricity consumption and minimum standards.

Option 3: Using the iESA as an infrastructure for other projects

Besides the above mentioned potential roll-out avenues, a further enhanced energy savings account infrastructure (iESA) could also be used for the basis of other European and regional projects that need a stable and well-tested energy consumption monitoring tool. Due to the modular nature, the iESA can essentially be adapted to individual needs of different user groups, for example public

buildings. Some partners have already indicated that using the iESA monitoring tool is their preferred option.

Option 4: Providing useful baseline data for research purposes to organisations on the basis of the iESA

Finally, iESA can also be used as a tool for collecting and evaluating research results, and for sharing with other initiatives such as Odyssee Mure . In EECC the project partners have already gathered a huge amount of data entries from companies (more than 8,800 data entries). This data could be used to approach national bodies or statistical offices for further evaluation. Finally, the iESA could also enable the permanent and real-time monitoring of EU climate goals and also of nationally agreed energy efficiency targets both within the private as well as public and industry sectors.

Partners' roles and identification of potential roll out avenues

The project partners have a wealth of knowledge through campaigning and have developed different regional and national diffusion and roll-out channels, often in collaboration with other national stakeholders.

With a view to consolidate the European Enterprises Climate Cup among businesses, in terms of the existing and exploitable project tools such as iESA and the EECC information materials, all partners will play an active role post project in promoting their regional/national website, periodically updating existing content and ensuring the addition of any new content adheres to the established high standard of the website(s) to date, and its suitability for businessers and citizens in general.

In order to ensure successful exploitation of the EECC through further development and continuation of existing website features, documents, its tool and materials, the following avenues of exploitation were identified by the project partners in order to exploit and sustain the ESA and EECC.

Furthermore, the EECC project partners will continue to disseminate the European Enterprises Climate Cup project, particularly promoting the ESA as a useful tool for energy consumption monitoring and the campaign's energy saving and awareness generating materials, its website and content to among their networks and among the existing member base of the platform. Continued collaboration with existing and new IEE projects will also be engaged in. Collaboration with other organisations to assist with dissemination of EECC to the identified target groups will be sought.

Project partners have also carefully considered the transferal of the EECC campaign to other sectors or new countries while considering the individual roles open to all partners within these routes and considering the potential of targeting new project partners, non-governmental, public and private organisations, etc.

While its role out in the private sector, as well as commercial sectors such as offices and industry hold huge potential as this present project has shown, also the roll-out to non-governmental actors such as housing authorities and municipalities bears future potential.

In the course of the project some of the partners have already indicated how they could contribute to the future successful exploitation of the results of the European Enterprises Climate Cup, such as the interactive Energy Saving Account and the smartphone apps, educational materials, etc. This feedback has been summarized in the paragraph below.

Austrian Energy Agency (Austria)

The Technical University Vienna intends to organize an energy saving competition among its institutes covering an area of 300.000 m^2. For this purpose the Technical University contacted EECC Austria, the Austrian Energy Agency. Using the experience from EECC an offer is now being made to the Technical University for the Organization and carrying out of an energy efficiency cup among the institutes of the Technical University.

co2online (Germany)

In Germany the promotion of the iESA for companies will be ongoing after the EECC campaign expired. Also the Mobile App: Energy Check will be available and under further maintenance. This ongoing maintenance of the IESA and mobile Energy Check on German level will be possible as co2online got some funding from the federal ministry of environment for the campaign "Klima sucht Schutz" until March 2017. This funding makes it also possible that no monthly or yearly registration fee for the German companies will be charged.

It is also planned to get in contact with further enterprises to have ongoing cooperation's concerning the topic energy efficiency. These synergies will be used within the campaign "Klima sucht Schutz" from co2online. In this campaign, there is also a focus on small and medium sized companies and a lot of communication and information material will be published. Possible are single activities within the companies for example competitions to mobilize the apprentices and trainees of the company to save energy at work and at home.

It is therefore planned that the issue education gets a focus. These materials will also be also available for the participants of the EECC.

Ecoserveis (Spain)

In Spain, many of the participating companies will keep using the iESA and even extend its use to other offices in other locations. Also regarding the employees that have used it for monitoring their households. Ecoserveis has also studied the possibility to include the iESA as a monitoring system for a local competition that they organise with a municipality every year, but the agreement is still on progress.

All materials (posters, stickers) have been designed to be useful for energy efficiency in office buildings and will keep being distributed after the competition.

The Workshops and the Energy Weeks designed and conceived for the Energy Audits can be replicated in other offices as a service provided directly to companies willing to enhance energy efficiency and engage their employees in this purpose.

The energy audits performed during the EECC competition and its results have also been useful to expand and fine-tune some details for auditing SMEs and to include a specific approach to engage employees.

The outcomes resulting from the competition (energy and economical savings, improved comfort for employees and enhanced corporate image thanks to the CSR) have convinced some of the participating companies to value the energy management as a source of reducing costs and improving the efficiency of their services and products. As a result, some have expressed their will to contract some professional energy expert after the competition in order to monitor and keep improving energy management in the company.

Ekodoma (Latvia)

The materials (results of energy audits, monitoring and energy saving tips etc.) and tools (iESA and iAcademy e-learning app) were promoted during regional workshops by EKODOMA. The information was also made available for the EU project save@work (energy saving competition for public building employees) around 700 participants. The approach (including materials and tools) on organization of energy saving competitions for employees from SMEs was incorporated into Sustainable Energy Action Plans (SEAP) for Latvian municipalities.

ECNetwork (Denmark)

In Denmark there is still a need to focus more on supporting energy savings in SMEs. Most support is done in relation to non-SMES. The EECC Campaign is considered a valuable input on ways of overcoming the barriers towards implementing energy saving measures in SMEs. Currently energy suppliers in cooperation with municipalities are aiming at approaching SMEs in relation to energy efficiency obligations of the energy suppliers, but are facing some of the same barriers that was experienced in EECC. Therefore, a number of municipalities are interested to learn from the EECC experience, including learning about the effects of the competition aspect within workshops, exchange of experience within network cooperation etc.

The Interactive Energy Savings Account platform (IEASA) can be used as an application in the Danish market, but would need further development and a solid tailored business plan towards the requirements in the Danish market where similar models are in place and under further development. For example, it is important that the iESA is further developed to cope with the requirements of the smart meter market for both electricity and heat. Denmark has set the goal to get a society without use of fossil fuels in 2050 and be 100% based on renewable energy. The smart grid is an important part of this strategy, to allow for greater exploitation of electricity generated by renewable energy sources and encourage consumers to use

energy more efficiently. A key element of the strategy is the deployment of hourly read meters to all electricity consumers in 2020. The smart grid will also be incorporated into the gas and district heating grids as part of an integrated smart energy system.

Projects in Motion (Malta)

In Malta, Projects in Motion has made all its training material available to the participants, and authorities for reuse. The material is being distributed under a Creative Commons licence Attribution (by) - ShareAlike (sa) - NonCommercial (nc). From preliminary high-level feedback from management within the Ministry for Social Dialogue, Consumer Affairs Civil Rights, the material is of direct interest to them, and they have asked to adopt it beyond the life of the project. Non-profit organisations have shown a similar interest to ensure their staff is trained adequately. PiM is currently checking with the National Qualifications Council to explore the possibility of providing a dedicated module on Energy poverty under the continuous professional development (CPD) courses available for social workers, psychologists or health inspectors. CPD offers an incremental approach to learning and training, emphasising flexibility and choice of duration in order to facilitate educational possibilities for professionals.

Senercon (Germany)

Senercon plans to offer the Climate Cup campaign on a national, regional or local scale. A small European country is already interested to roll-out a national Climate Cup campaign – meetings with important stakeholders, e.g. Chamber of Industry and Commerce, Utility and Crafts Chamber, are scheduled.

Additionally, the Climate Cup campaign could be offered to multinationals, to be organised in their national depencies.

All national e-learning apps which were developed under the work package leadership of Senercon will be offered free of charge in the iAcademy store and can be used by interested businesses or stakeholders also beyond project lifetime.

Sofia Energy Agency - SOFENA (Bulgaria)

In Bulgaria there are 3 main streams that could be followed for continuation of the reached in EECC.

The first is based on the good cooperation between SOFENA and the Bulgarian Industrial Association as well as the Chamber of Commerce and Industry. The national character of the organizations as well as their great number of members – representatives of SMEs from the territory of the whole country, supposed to disseminate the information about iESA. SOFENA has already had informal meetings for promoting iESA for further use of the mentioned members. It is a question of time and negotiations to clear how it could happen – by monthly taxes for maintaining of the software or by a yearly fee, etc.

The second direction is the energy audit field. As SOFENA has a license for auditing of different types of companies, buildings, production units, etc., so it will continuous the preparation of energy audit reports for different companies including SMEs from different sectors of the economy. It was very useful for SOFENA`s team to obtain experience for recruiting companies and to communicate with them regarding the collecting of data for the simple audit reports prepared within the frame of the Competition. The prepared reports are a good example for preparing of further similar ones.

The third direction, last but not least, is the working in similar projects. There is a great potential to use iESA with of course some modifications in other projects targeted to the business area. We have started a project for promotion of EE in young and start-up companies and one of the ideas is to do this by organizing a Competition between the enterprises, so the lessons learned from EECC will be more than useful.

SPES Consulting (Italy):

In Italy the proposal is to create an Energy Saving Club for the handicraft sector. In fact, the responsible for the quality control in the company "Gabbantichità", the EECC Italian winner, is the President of the National association of the antique restorers "Confartigianato Restauri". Therefore, the idea is to promote the EECC tools and training materials among the craftsmen through the national handicraft association "Confartigianato", of which "Confartigianato Restauri" is part.

Confartigianato should fund the iESA use paying a yearly amount, on the basis of the potential number of users, that also covers all the expenses necessary to the periodical evaluation of the energy consumption data entered – carried out by the experts of Senercon – and the use of the apps and of the educational materials, while guaranteeing a free access to these instruments to all its associates (more than 700.000 between enterprises and entrepreneurs).

The experts of SPES consulting would offer to the individuals of Confartigianato, who are in charge of disseminating these instruments, a training course about the use of the iESA and will prepare a guidebook.

Moreover, as SPES Consulting offers support to municipalities all over Italy within the Covenant of Mayors campaign, the EECC project and all its instruments will be suggested and inserted in the Sustainable Energy Action Plans as a good practice for energy consumption monitoring and for energy saving to disseminate among the manufacturer/handicraft sector.

Conclusions

Following various strands of discussion among partners over the possible exploitation and roll out plans for the European Enterprises Climate Cup, partners see the value in pursuing another proposal and within the current consortium as well as with an addition of new partners, the emphasis would be to broaden and

deepen the scope of the European Enterprises Climate Cup within new sectors and new countries. As the exploitable result of the project, the various iESA versions, smartphone apps, and educational materials for offices will continue to be maintained, updated and disseminated by project partners beyond the project funding period. Follow up actions will be pursued to establish roles for third party collaboration.