

DELIVERABLE NUMBER: 4.2
DELIVERABLE TITLE: Exploitation and replication strategy

Deliverable due date: 31/08/2020
Submission date: M3, 20/08/2020



DELIVERABLE INFORMATION

Deliverable Number:	D4.2
Deliverable Title	Exploitation and replication strategy
Work Package Number	WP 4
Work Package Title	Communication, Dissemination and Replication
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Nature	Report
Dissemination Level	PU -Public
Deliverable Date	M3 (20/08/2020)
Draft Number	
Version history	V0.1, V0.2, V0.3, V1.0
Version Number	Final V1.0

PROJECT CONTRACTUAL DETAILS:

Project Title	Developing Energy Communities through Informative & Collective actions
Project Acronym	DECIDE
Grant Agreement No.	894255
Project Start Date	02-06-2020
Project End Date	02-06-2023
Duration	36 months
Supplementary notes:	This document is only for use among the Partners of DECIDE

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ABSTRACT

The Deliverable 4.2 Exploitation and replication strategy related to Work Package (WP) 4 Communication, Dissemination and Replication aims to lay out how strategic partners and active stakeholders shall be motivated and supported to use the project's results beyond the scope and term of DECIDE. After the Deliverable's relation to the overall project and its objectives, the replication approach is being outlined. Replication, understood as reapplying a successful approach in a new setting apart from the pilot sites, will be approached with the interactive DECIDE coffee shop concept. The coffee shop is a virtual meeting place, designed and continuously improved in co-creation with replicants. The strategy describes how the coffee shop format will be developed using design-thinking elements together with selected replicants over the course of the project.

The exploitation strategy will focus on three ways of exploitation:

- 1) developing, creating and marketing a product or process, or creating and providing a service,
- 2) the utilization of results in further research activities other than those covered by the action concerned
- 3) contribution to regulation & policy development or the adaptation thereof.

Until M8, an update to describe the exploitation strategy will be derived in exchange with the consortium.

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INTRODUCTION

RELATED PROJECT WORK

Preparing an exploitation and replication strategy is part of **Work Package (WP) 4 Communication, Dissemination and REPLICATION**, particularly Subtask 4.2.2 Exploitation and Replication strategy.

The subtask relates to **WP 2 DECIDE energy communities & collective action**, as insights derived within Task 2.1 Maturing DECIDE existing initiatives will be applied as a basis for the replication approach. It also relates to Task: 2.2 Setting up new DECIDE pilots.

Subtask 4.2.2 is also in line with **WP 3 Co-Creation framework decisions** which will amongst others:

- identify solutions to overcome regulatory barriers
- provide recommendations on how to integrate the EC concept into existing business models, integrating the knowledge of the other accepted projects and the taskforce Local Energy Communities (TF LEC)

Subtask 4.2.2 benefits from **WP1 Social science to fostering collective action** which covers the human decision-making part of DECIDE focussing on the potential to create collective actions and positive spill-overs and counter rebound. Cooperation with that task has started and the first results have been taken into account when formulating this strategy.

OBJECTIVE OF THE STRATEGY

As indicated in the Grant Agreement, the deliverable's aim is to "lay out how strategic partners and active stakeholders shall be motivated and supported to use the project's results beyond the scope and term of DECIDE". In particular, it will outline how replication of successful approaches identified in the project can be supported after the lifetime of the project. It gives a first outlook on how interactive and cooperative elements will be implemented and tested through the lifetime of the project, e.g. online tools such as being applied for the so-called coffee shop. Using such tools stakeholders will engage with peers in the pilots, feeding their experiences and learning for their own energy efficiency, consumer involvement and establishment of energy communities. The strategy includes a first outlook on workshops, conferences and training activities as well.

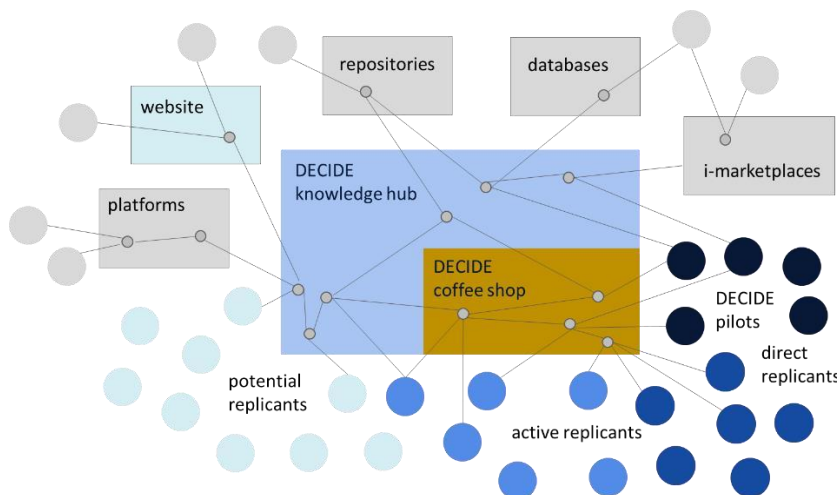
This deliverable D4.2 has been prepared in M3 of the project run-time, a revised version will be submitted in M18 with D 4.6. The report at hand is an outline how exploitation and replication activities outlined in the Grant Agreement will be followed-up focusing on activities, involved parties (project partners, pilots, and external partners), time line and outcome.

REPLICATION APPROACH

“Replication” is defined as “Reapplying a successful approach in a new setting apart from the pilot sites”. Within Task 4.7 on replication the focus is on fostering and supporting replication with a broader range of interested parties. This is done by starting from the very beginning with linking potential replicants to their peers in the pilots, implementing and testing the replication tools and preparing them for usage beyond the project. DECIDE is strongly focussed towards outreach. Ambitious targets have been laid forward towards further uptake. As part of the entire communication, dissemination and knowledge management activities, a strong interactive replication supporting concept is introduced:

The DECIDE coffee shop: The coffee shop is an essential replication-oriented element of the Knowledge Hub (see description of DECIDE Knowledge Hub in the Communication and Dissemination Plan – D4.1) and guarantees a practice-based outreach. The coffee shop is a virtual meeting place, designed and continuously improved in co-creation with replicants. The coffee shop is the place where they can experience and exchange on all steps from idea to implementation. Furthermore, the coffee shop will present specific material that can be transferred depending on the level of confidentiality beyond the Knowledge Hub to one or more platforms, databases, repositories of third parties when they consider it relevant.

Three Levels of replicants are defined: those who are still far away of effective implementation (potential replicants) through candidates that have shown interest to actively participate in the coffee shop (active replicants) to those that have decided to really implement something (direct replicants).



While potential replicants exchange on the knowledge hub (only), the other 2 groups of replicants meet in the coffee shop. There, they join discussion fora, follow webinars and exchange with peers, representatives from DECIDE pilots and other experts. Concrete offerings

and formats in the coffee shop result from surveys and specific innovation activities, e.g. deploying the Design Thinking method.

Up to 15 selected direct replicants (“followers”) receive tailored, if possible, even one-on-one guidance in the framework of WP 1, WP 2 and WP 3. The coffee shop still remains the virtual environment where they get expert advice, are inspired to improve their concept and meet the pilot leaders for interactive exchange.

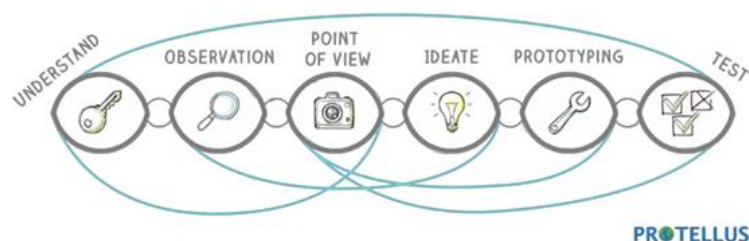
FORMATS FOR THE COFFEE SHOP

Based on the needs analysis with project consortia and pilots an outline of formats will be prepared for the virtual meeting place. Considering the uncertainties related to COVID-19 pandemic, online meetings might be chosen in the first part of the project duration. Potential formats may range from:

- Webinars with experts;
- Joint expert workshops for instance using digital white boards;
- Innovation races as motivation boosters;
- Seek & Offer sessions (e.g. market place for exchange) and
- Forum.

DESIGNING THE COFFEE SHOP

The coffee shop will deploy elements of the Design Thinking method which is based on the work process of product designers while going far beyond aesthetic needs. The step by step process is flexible and iterative. With Design Thinking, not only can innovative products and services be developed, but established ways of thinking and working in organizations can be broken up. Teamwork is improved and, at the same time, valuable solutions can be developed in an appealing working environment.



Design Thinking is highly user- and target group-oriented and involves users at well-defined points in the development process. Focussing on an “understanding of end users”, i.e. to identify their needs and anxieties builds a baseline for purposeful development of solutions and ideas which have a high chance of acceptance.

The foundation of the replication support will be the insights derived over the course of the DECIDE project. Based on the insights of the need analysis (see also description of workflow below) the concept of the eventual coffee shop and thus the replication support scheme will be derived.

To the extent possible the interactions in the coffee shop shall be self-moderated. However, in an ongoing formative evaluation process the functionality and acceptance of the facility and the provided tools will be assessed and necessary changes will be applied to better meet the replicators' needs. In formal feedback sessions these needs will be identified and requirements for improvements derived.

In order to not lose the interest of the replicants, the activities in the coffee shop will be supported by experts and moderators in the beginning. The goal is however to reduce the support efforts so the system can operate in a self-sustained manner at the end of the project.

In the long term, the coffee shop should be self-sustaining (comparable to the BUILD UP platform or the Building Simulation fora). In the last 6 months, the integration of the coffee shop in platforms such as EXPERA, Bridge or SCIS is evaluated and potentially initiated.

During the project run-time and for test purposes the coffee shop will be hosted by BAUM and linked to the Knowledge Hub that is hosted with an independent URL, linked in the DECIDE website.

REPLICANT SELECTION

In the course of Subtask 4.7.1 the selection of active and direct replicants for the coffee shop will be organized with an open call. The call includes an online inquiry form for potential applicants. The selection criteria for the call applicants will be developed and clearly communicated and should encourage diversity: geographical distribution; type of energy community & organisational structure; type of facilitator/enabler; number of energy communities in the country; size of community; sector and type of technology and maturity of the idea. The call will be promoted via the consortium partners and publicly via the DECIDE communication channels, e.g. website, social media channels. ICLEI, BAUM and THINK will develop a scoring system and present the 15 best ranked applications to the General Assembly for confirmation.

WORKFLOW TO SETUP AND MAINTAIN THE COFFEE SHOP

To implement the replication strategy with the coffee-shop concept the following activities will be followed-up:

Activity	Related task & partners	Additional involvement of ...	Timing	Expected Outcome		
Identify needs of existing pilots	Subtask 4.2.2: Exploitation and Replication strategy (BAUM, ICLEI, THINK, THERM, ENBRO, TREA, OUR, HERON, DomX)	<ul style="list-style-type: none"> • pilots • project consortia 	M3-9	First version of coffee shop concept as part of replication strategy		
Derive first requirements for elements to be implemented in replication strategy						
Using Design Thinking method, identify “personas” of replicants in preparation of coffee shop call	Subtask 4.7.1: Selection of followers (BAUM, ICLEI, THINK) (M9-12)	<ul style="list-style-type: none"> • Decide pilots as example cases • Decide pilot network 	M9-12	Updated coffee shop concept with clear requirements based on user needs & first indication on potential replicant groups		
Develop and communicate selection criteria and scoring system considering diversity					-	Set of selection criteria and scoring table
Prepare information for a first call for replicants					-	Published call information
Run call for first set of replicants					<ul style="list-style-type: none"> • reach out to Decide pilot network 	Set-of applications
Select 15 replicants to be invited to the coffee shop					<ul style="list-style-type: none"> • General Assembly 	15 “direct replicants” and a number of “active replicants”
Invite selected replicants for a first coffee shop meeting					Subtask 4.7.2: Setting up and operating a coffee shop for peer-to-peer knowledge exchange (BAUM, ICLEI, THINK) (M12-36)	<ul style="list-style-type: none"> • Decide pilots as example cases • active and direct replicants selected from call
Update “personas” with selected replicants and identify needs for further coffee shop development						
Derive requirements for technical implementation of coffee shop						
Set-up of coffee shop with a variety of formats (at least regular expert exchange meetings - online, face-to-face self-organized and ad libidum)						

Activity	Related task & partners	Additional involvement of ...	Timing	Expected Outcome
Operate the coffee shop with 15 “direct” and some “active” replicants	Subtask 4.7.2: Setting up and operating a coffee shop for peer-to-peer knowledge exchange (BAUM, ICLEI, THINK) (M12-36)	<ul style="list-style-type: none"> Decide pilots as example cases active and direct replicants selected from call 	M15 - M36	Coffee shop implemented following clear requirements based on user needs 15 direct replicants and a minimum of 15 active replicants populating the coffee shop
In case of the first call not delivering 15 active replicants (above the 15 direct replicants): promote the coffee shop in the Knowledge Hub community and invite more candidates			M28- M32	
Ongoing formative evaluation process on the functionality and acceptance of the coffee shop facility and the provided tools	Subtask 4.7.3: Supporting and adapting to replicants’ needs (BAUM, ICLEI, THINK) (M 15-36)	<ul style="list-style-type: none"> pilots 15 direct replicants number of active replicants 	M 15 – M 36	Joint, approved and flexible coffee-shop approach
Constantly update coffee-shop approach to even better meet the replicators’ needs.				
Brainstorming on how to organise the coffee-shop beyond DECIDE and how to connect to existing platforms	Subtask 4.7.2: Setting up and operating a coffee shop for peer-to-peer knowledge exchange (BAUM, ICLEI, THINK) (M12-36)	<ul style="list-style-type: none"> pilots 15 direct replicants project consortia 	M 32 – M 36	Self-sustained “market place for knowledge and replication”.

EXPLOITATION

All interested consortium partners will be consolidated on their individual and joint exploitation strategies at the latest in M8. At that point in time this document will be updated.

The Grant Agreement outlines the overall concept of exploitation as follows:

Exploitation can be done in 3 ways, depending on what needs or could be exploited. In DECIDE these 3 ways of exploitation are considered:

- *developing, creating and marketing a product or process, or creating and providing a service*
- *the utilisation of results in further research activities other than those covered by the action concerned*
- *contributing to standardisation, regulation and policy development or adaptation*

While several products, concepts and services are already rolled out, some patent-protected, DECIDE aims to advance to large scale implementation of the viable concept emerging from the pilot, the stakeholder interaction and the exchanges through the Knowledge Hub. In case they are IPR¹ sensitive, the partners or even third parties engaged in their design and development are given the opportunity to take up their right for ownership and exploitation. In case there is no interest or intention of the IP or idea owner, consortium members can take the opportunity. In case of no specific interest, the idea, concept or approach becomes part of the recommendations of business models and will be communicated and disseminated for wider uptake and potential further development.

The exploitation of DECIDE results by the research community is not the first priority of this CSA. However, in case the opportunity arises it will be discussed in the Steering Committee. If additional side-tracks could benefit from the DECIDE experience, the ethics and the GDPR advisors will have to agree to which level access to data could be given or what can be transferred without ethical or GDPR objections.

The third way of exploitation is a fundamental aspect in DECIDE, i.e. contribution to regulation & policy development or the adaptation thereof. The sound basis of several project partners in this and the current work within the Task Force indicate the dedication of the team to maximally contribute to ensure a correct, fair, replicable enabling framework is developed and implemented. The outreach includes policy briefs and structured

¹ The DESCA model, with potential adaptations during grant preparation, will apply with regards to IP rights and ownership.

overview, but it is mainly the interaction through the coordinating role in the Task Force and the work at regional and national level of the consortium partners that will contribute effectively.

In M8, following chapters will be added to describe the exploitation strategy:

TARGET GROUPS AND MARKETS

Several target groups on national and international level will be considered, e.g.:

- facilitators and initiators
- policy makers
- cities and municipalities
- product & service developers
- utilities
- research community

SYSTEMIC TRENDS, BUSINESS MODELS AND REGULATORY FRAMEWORKS

EXPLOITABLE RESULTS

- Knowledge hub creation: The main aim is to maximise the spread & uptake of knowledge by actively transferring the expertise on customer segmentation and group dynamics, business models, policy, regulation and more to the various and geographically initiatives and enable them to integrate DECIDE expertise in their work.
- Extends and further professionalises the EU-wide taskforce on Renewable and Citizen Energy Communities tackling overall feasibility, regulatory barriers and contractual conditions

According the Grant Agreement, DECIDE includes the following products and services:

- Demand Side Management (DSM) for 3 different applications: a local match of supply and demand of PV electricity, an aggregation of the flexibility of thermal storage to provide services to the energy market and offering improved planning to enable a more efficient operation of the natural gas network
- Renovation support to boost energy efficiency
- Energy efficiency services through ICT applications with energy monitoring tools, automation (aligning with the developments in DT ICT10²) and adaptation of user behaviour
- Offering of collective purchase actions for energy efficient appliances

² Thermovault and Th!nk E are member of the DT ICT10 consortium, with Interconnect starting 1/10/2019.

- Collective purchase as well as rental schemes for PV & boosting of electric mobility
- Use of energy efficiency savings in electricity to operate heat pumps replacing fossil fuel heating.

All of them can be applied both within and outside of an energy community. It is important to highlight that the design of these products and services is such that their business model is sound and no subsidies are needed to operate, expand and replicate them.

INDIVIDUAL AND JOINT EXPLOITATION

The strategy will be co-created in Task 4.8 Exploitation (THNK, BAUM, ICLEI, THERM, ENBRO, TREA, OUR, Heron, DomX, HIND) (M8-36). As part of this task, 4 categories of exploitation will be considered:

- *Leveraging projects that partners are involved in, and other European-funded projects and initiatives working towards related goals;*
- *Lay out the process for ensuring the project outcomes continue to be utilized via the already existing platforms and the newly added knowledge hub and DECIDE coffee shop;*
- *Channel the outcomes of T3.3 towards commercial impact, including supporting material e.g. investor pitch decks and sample business models; and*
- *Lay a framework for exploitation by policymakers on the basis of the outcomes of Subtask 3.2.3. by active interaction and tailored communication.*

PARTNERS



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 894255. The sole responsibility for the content of this document lies with the DECIDE project and does not necessarily reflect the opinion of the European Union.