



wbcd buildings

Energy Efficiency
in Buildings

Developing
action plans to
overcome market
barriers

**HOW
TO CARRY OUT
MARKET
ENGAGEMENTS?**

“We need to overcome the local market barriers for energy efficiency in buildings and show the benefits of action”



OVERVIEW

EEB 2.0 10 MARKET ENGAGEMENTS

1. Houston/US
2. Warsaw/Poland
3. Bangalore/ India
4. Jaipur/India
5. Rio de Janeiro/Brazil
6. The Netherlands & Belgium
7. Kuala Lumpur/ Malaysia
8. Jakarta/Indonesia
9. Singapore
10. Shanghai/China

This paper covers the methodology developed by the WBCSD EEB 2.0 project in 10 pilot local engagements to demonstrate how market barriers to energy efficiency in buildings can be overcome through a multi-stakeholder approach (market engagements).

This is a guideline document with examples of good practice in terms of the process from the pilot projects. However, please note that these should be adapted to the local market context.

Support resources such as templates of the various documents (invitations, 2-pagers, briefing papers, etc.) are available on request (indicated by *).

“Market engagement” refers to a structured methodology of bringing together the building value chain (architects, developers, owners, tenants, banks, utilities, policy makers, etc.) locally to identify the key market barriers withholding investments into energy efficiency in buildings and to define an action plan to overcome these barriers.

The cornerstone of each EEB market engagement is the Energy Efficiency in Buildings Laboratory (EEB Lab): a three day workshop that brings together the key stakeholders in the building value chain to deliver an action plan to overcome identified market barriers for energy efficiency in buildings.

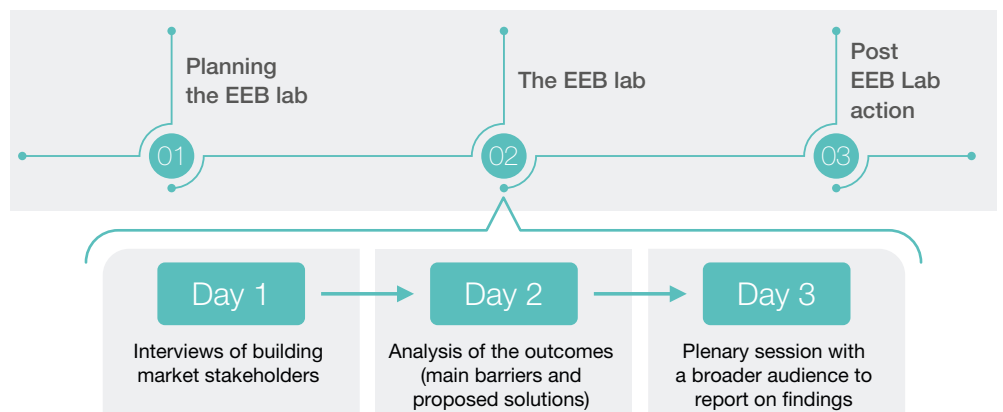
“The EEB lab is an effective way to kick off action on the ground with a group of motivated stakeholders. It delivers a common understanding of the challenges and a market-relevant action plan to overcome the identified barriers”

Roland Hunziker, Director Sustainable Buildings, WBCSD

The following 4 core topics typically surface in all local building markets: Lack of awareness and leadership; Workforce capacity and the need for proper skills and collaboration along the value chain; Lack of adequate financing models; Lack of consistent and long-term policy frameworks.

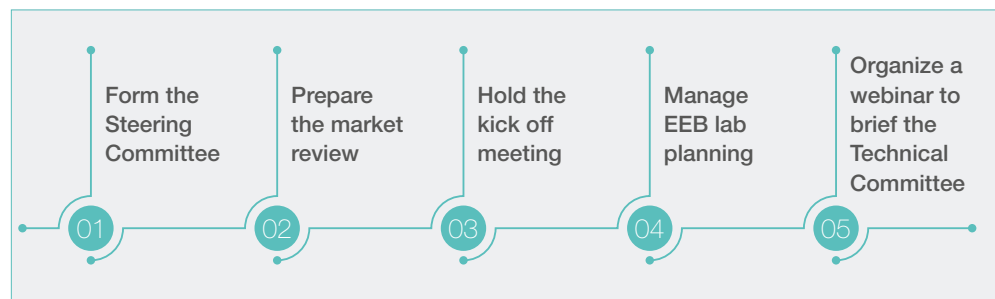
A separate document covers the reasons for carrying out market engagements (*Why get involved in a market engagement?*) – [Available on the EEB webpages.](#)

Overall structure of the market engagement



Planning the EEB Lab

(duration: 6 months)



Local demand from global companies (as in the 10 pilots) can trigger the interest to initiate a local market engagement. For the 10 pilots, 2-3 WBCSD companies showed interest to start the initiative and one or two companies would lead the engagement with active support from their local colleagues.

Once a group of stakeholders has made the decision to initiate a particular market engagement, the group can start the planning phase with the steps described below:

01 Form the Steering Committee (SC)

What The initial organization (in the case of the 10 pilots – WBCSD and its 1-2 companies leading each market engagement) should identify and approach potential partners to introduce the idea of the market engagement (building the case based on the elements presented in the document *Why get involved in a market engagement?*). The SC is made up of a relatively small number of organizations (3-5) and acts as the secretariat of the market engagement. Members can include business organizations and their members, cities, NGOs and academics - which all have a strong interest in taking action on EEB. Some organizations are better positioned to lead the market engagement as part of the SC, while others support it in other roles (depending on commitment, resources and knowledge base). Identifying one lead individual within this group (with great enthusiasm for driving the EEB lab process, excellent knowledge and a broad local network) has been found to increase the efficiency of operations in the WBCSD pilot EEB Labs. The SC can be a mix of global and local actors.

Why The SC sets the EEB Lab agenda, coordinates work to prepare the market engagement, identifies stakeholders to involve in the Lab, drafts and sends invitations, organizes logistics, identifies Lab discussion topics and action leaders, prepares Lab materials, briefs speakers, communications, Lab report and post-Lab action.

How The SC meets and has bi-weekly (fortnightly) calls in the run-up to the Lab.

When The SC is formed as soon as at least two or three organizations have agreed to carry out a market engagement.

02 Prepare a Market review

- What** The market review is an analysis of the current EEB market in the location.
- Why** The review helps to identify and confirm the scope of the market engagement, identify a host city and which buildings segments to include. The SC may undertake the market review itself, or contract an external partner. Involving an academic partner is good practice and guarantees a certain neutrality in terms of information collection.
- How** The market review is a compilation of publicly available materials (existing reports, analysis, academic papers, articles, and local information or media sources). It should include: 1) a description of the building stock and actors; 2) a market analysis based on core issues (see *Why get involved in a market engagement for the 4 core topics usually addressed: Awareness and Leadership; Workforce capacity; Financing; Policy and Regulation.*)
**An outline template for the market review is available.*
- When** The market review should be made within 2 months and a draft should be shared at the kick-off meeting.



03 Hold a kick-off meeting

- What** The kick-off meeting formally launches the EEB Lab market engagement.
- Why** Its purpose is to:
- Agree on the EEB Lab objectives
 - Decide on the best format of the event (including date)
 - Determine the scope (geographical, buildings segments, and core topics to address: awareness and leadership; Workforce capacity; financing models; policy and regulation (See more details in the *Why get involved in a market engagement?* document)
 - Draft a first list of stakeholders to invite to the EEB Lab (see below the categories of stakeholders for the EEB Lab)
- How** The meeting should gather the SC and other potential partners to be involved in the EEB Lab. (approx. 20 people). The criteria to select these organizations for the kick-off should include their good knowledge of the local market for energy efficiency (issues and stakeholders), their network and capacity to drive actions forward after the EEB Lab. The market review is typically shared at this stage ready for further analysis and comment at later stages in the EEB lab preparatory process. *See slides template
- When** The kick-off meeting typically takes place 3-4 months before the EEB Lab.

“The kick-off meeting is crucial in confirming the interest of stakeholders to conduct a particular market engagement and align viewpoints”

Steering Committee member



Categories of stakeholders for the EEB Lab

<p>Technical Committee (25-30 stakeholders)</p> <p>The Technical Committee (TC) gathers experts on the core topics of the EEB Lab and stakeholders with networks across all key stakeholders groups (see next column) that can be interested in the topic.</p> <p>The TC members are expected to:</p> <ul style="list-style-type: none"> • Participate in the 3-day EEB Lab • Provide input to prepare the Market Review, Final Report and Action Plan • Stay engaged in the post-EEB activities to support the development and implementation of the action plan 	<p>Interviewees (40-80 participants)</p> <p>Interviewees are invited to share their specific knowledge for hour-long discussions on the first day of the EEB Lab. They are working level or senior managers from the different categories of key stakeholders:</p> <ul style="list-style-type: none"> • Capital providers • Developers • Contractors, designers, architects, engineers • Equipment, material suppliers • Facility managers • Building owners /tenants • Policy makers • Utilities • Academics 	<p>Plenary participants (min. 100 stakeholders)</p> <p>The plenary of the EEB Lab gathers all EEB Lab participants and additional guests. It typically takes place on the third day of the EEB lab (to use the momentum of the event) but can also happen some time later (e.g. a few weeks). The purpose of the plenary is to share the findings of the EEB Lab (high level action plan) and build momentum for the follow-up activities.</p> <p>Invitees of the plenary should include the senior level representatives of EEB Lab participating organizations to secure the involvement of these stakeholders in the next stages and other organizations from key stakeholder groups, including media. Speakers should represent the highest level of organizations.</p>
<p>Roundtable leaders and subject matter experts</p> <p>As part of the TC, roundtable leaders will be identified to lead the roundtable discussion that take place on the second day of the EEB lab (see details in the EEB lab section). They should have specific knowledge on the topics selected for the EEB Lab (usually on financing, policy, training and skills and awareness). The Steering Committee should identify one roundtable leader per topic. Other Subject Matter Experts may be identified to participate in the roundtable discussions.</p>	<p>Note takers</p> <p>To help capturing the information shared during the interviews, it is helpful to have one note-taker per interview group (up to 6 on day 1). They are usually students; they note down all they hear; it helps at the time of writing the EEB Lab report. Two note takers could also support capturing the discussion on Day 2.</p>	<p>Plenary speakers & moderator(s)</p> <p>Speakers for the plenary session should be identified and invited early. They usually are inspiring thought leaders from the public and private sector as keynote speakers.</p> <p>(see p8 Day 3 – Plenary session for the agenda example).</p>

04 Manage EEB Lab Planning

The SC manages all planning and communications between the kick-off meeting and the EEB Lab. This may include:

Stakeholder matrix and invitations – a list of approximately 250 names to invite to the EEB Lab should be pulled together. This list will include the potential Technical Committee members, interviewees and invitees for the plenary.

2 pager and invitations - To accompany the invitation, a 2-pager to present the Lab is typically drafted immediately after the kick-off meeting. The 2-pager can be communicated externally by partners (e.g. posted on websites). * See the template and in the communications part p12

Logistics – a suitable venue should be able to accommodate up to 6 parallel interviews, briefing and debriefing for the TC, and a plenary on the third day with a room that can accommodate around 100 people.

Support – the SC should discuss how best to support the EEB Lab:

Facilitator(s) - The Steering Committee should identify who should moderate the 2 first days of the EEB Lab. This person has the role to 1) Navigate the TC through the 2 first days of the EEB Lab (go through the agenda) 2) Facilitate the discussions of the TC at the end of Day 1 (debriefing session) and during Day 2 (especially morning session when the TC has to prioritize the main market barriers). It can be a member of the SC.

Roundtable leaders - The SC should also consider members of the TC for who should lead the discussions on the core topics (one roundtable leader per topic). A specific briefing should be made to the roundtable leaders (*see briefing template). Their role includes the moderation of the roundtables discussion on Day 2 but also the support of the review of the draft action plan after the EEB Lab to ensure it complies with the discussion and potential involvement in post-EEB Lab activities. Additional subject matter experts may be identified to participate only in the roundtable discussion on day 2.

Note takers – A lot of information will be shared during the 3 days of the EEB Lab, especially during the interviews. A good practice is to enlist the help of students as note-takers during the 3 days, which will help to draft the EEB Lab report/action plan. One student per room to note everything they hear in the interview on Day 1 and also during the discussion on Day 2. It is useful to have 6 students on day 1, 2 note takers on Day 2, and 1 on Day 3. If the market review has been prepared by an academic institution, the SC could ask if the institution can provide some students.

Anticipating the writing of the EEB Lab report - It is also good practice to agree on the small group within the SC who will be responsible for writing up the Final Report, including the Action Plan that emerges from the EEB Lab.

Documents to prepare ahead of the EEB Lab

As part of the preparation of the EEB Lab, the SC should prepare:

- Briefing for roundtable leaders so that they understand their role, including a template to guide and capture the roundtable discussion (template*).
- Guidance document for interviewees that they receive ahead of the interview to help prepare for their discussion (template*).
- Material for the TC gathered in a Detailed Outline (*See template) which includes:
 - Logistics information for the EEB Lab
 - Interview timetable including how the TC will be divided
 - Description of the roundtable discussions
 - Mini profile of interviewees
 - Template to guide the interview conversation and take notes

Media - The SC should also consider to what extent they want the press to be involved in the EEB Lab and if so, potentially enlist help from their communication departments or recruit a PR agency (see more in the communication section).

05 Organize a webinar to brief the TC

What The SC usually organizes a webinar to brief the TC members and answer any questions they may have.
*See slides template

How The webinar is run by the SC. 1h30 is sufficient to cover 1) details of the 3 days, and 2) presentation of the market review.

When One week before the EEB Lab.

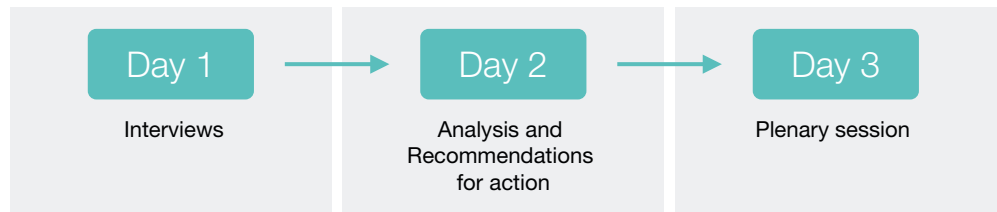
Following the webinar, the SC should send TC members detailed information on the EEB Lab as gathered in the Detailed Outline (see the list above in Documents to Prepare).

KEY SUCCESS FACTORS FOR THE EEB LAB

- Put the potential driving force organization of the platform in the SC
- Ensure quality of TC (representing the entire value chain, and the real decision makers in the local context)
- Ensure the roundtable leaders are committed to be a driving force on this specific topic
- Ensure the participation of senior executives in the plenary (typically the bosses of the TC members)
- Source funding for a paid coordinator during the preparation of, and following the lab to increase the efficiency of lab processes and enhance the chance of market engagement success

The EEB Lab

(duration: 3 days)



Day 1 – Interviews

- What** The interviews are a 1 hour discussion with one building market stakeholder.
- Why** The purpose of the interviews is to understand market barriers from professionals on the ground.
- How** After a short briefing (30 min), the TC splits into small groups (3-5 people) to interview stakeholders throughout the day during individual 1-hour interviews. Typically 6-7 interview groups will interview 6 stakeholders each.

The interview covers 4 core topics – Awareness; workforce capacity; financing; policy and regulation (* See template), concerning:

- What is working well regarding making your market’s buildings more energy efficient?
- What is not working (barriers) regarding making your market’s buildings more energy efficient from your perspective?
- What would you recommend to accelerate actions towards achieving an efficient building stock?

The interviews are followed by a quick debriefing at the end of the day to capture fresh feedback on what works well and what the barriers are in the market.

Time	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7
08:00 - 09:00 am	TC members: Leo, ...	TC members: ...	TC members: ...	TC members: ...	TC members: ...	TC members: ...	TC members: ...
09:00 - 10:00 am	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
10:00 - 11:00 am	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
11:00 - 12:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
12:00 - 13:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
13:00 - 14:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
14:00 - 15:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
15:00 - 16:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
16:00 - 17:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...
17:00 - 18:00 pm	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...	Interview with ...



Create an interview timetable to assist with planning and time keeping



Technical Committee at work, India



Technical Committee, EEB lab Rio de Janeiro

Day 2 – Analysis and Recommendations for action

What This second day of the EEB Lab is dedicated to the analysis and prioritization of the market barriers (morning) and the identification of the solutions (afternoon).

Why A lot of information has been gathered during the interviews. It is expected that the TC will analyze this information together with their own knowledge of the market so that at the end of the day, an action plan designed to remove identified market barriers can be compiled.

How The day is made up of two parts:

1. Analysis and synthesis of market barriers (typically in the morning). The TC works in groups to analyze and synthesize the findings of the interviews and prioritizes top 3-5 barriers per topic (awareness, workforce capacity, financing, policy).

Examples of barriers for each topic:

financing: lack of energy efficiency capital in the market; low awareness of EEB financial opportunities how to articulate the business case for EEB; Incentives do not go far enough, etc.

awareness: lack of awareness among the public/ building professionals on energy efficiency in buildings; Lack of “data driven” action, etc.

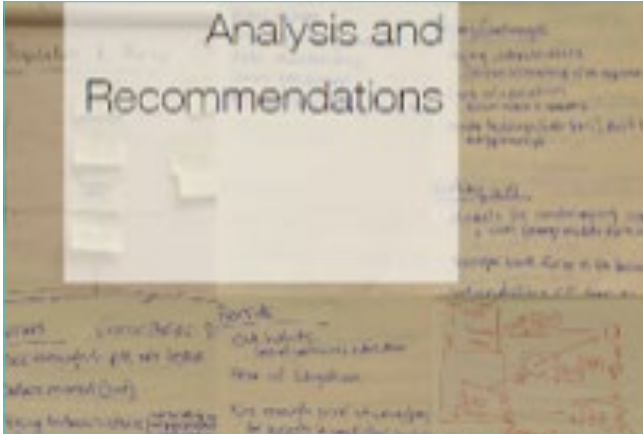
workforce capacity: Inadequate level of knowledge and skills in building supply chain; Limited building operator and contractor capacity, etc.

policy: Lack of support for long-term energy efficiency in buildings policy; Energy information and access to the data is difficult; Absence of data to make good policies, etc.

2. Identify solutions and action owners (typically in the afternoon). The TC splits into 2 groups for two parallel roundtable discussions (2x2x75 min) to discuss and provide recommendations for action to overcome the identified market challenges. Roundtable leaders moderate the discussion and report back to the entire group at the end of the day.

Template to capture the discussion during a roundtable discussion:

Identified barriers	Recommended solutions	Stakeholders to involve in the solutions	Is it short/medium/long term action?
1.	-	-	-
2.	-	-	-
3.	-	-	-
4.	-	-	-
5.	-	-	-



Day 3 – Plenary session

What A plenary session concludes the EEB Lab. It gathers all the EEB Lab participating organizations at senior management level and provides an opportunity to invite thought leaders from the public and private sector as keynote speakers (typical size: >100 participants)

Why Its purpose is to report on the findings and build buy-in and momentum for follow-up activities.

How The session is typically around 3 hours in length. The agenda is usually built around keynote speakers (from business and public sector) and panel discussions on: The business case for energy efficiency; Key findings from the EEB Lab; and a Private sector call to action. The key findings on the barriers and solutions for each core-topic are also presented. * See agenda template

When Day 3 of the Lab



Panel discussion during the Plenary - EEB lab Houston



Plenary – EEB lab Rio de Janeiro

Post-EEB Lab action (short, medium, long-term)



1. Assessment and findings	Conclusions
1.1. Assessment of the current situation	1.1.1. Current situation
1.2. Assessment of the potential	1.2.1. Potential
1.3. Assessment of the barriers	1.3.1. Barriers
1.4. Assessment of the opportunities	1.4.1. Opportunities
1.5. Assessment of the risks	1.5.1. Risks
1.6. Assessment of the stakeholders	1.6.1. Stakeholders
1.7. Assessment of the resources	1.7.1. Resources
1.8. Assessment of the capacity	1.8.1. Capacity
1.9. Assessment of the knowledge	1.9.1. Knowledge
1.10. Assessment of the motivation	1.10.1. Motivation
1.11. Assessment of the commitment	1.11.1. Commitment
1.12. Assessment of the leadership	1.12.1. Leadership
1.13. Assessment of the communication	1.13.1. Communication
1.14. Assessment of the collaboration	1.14.1. Collaboration
1.15. Assessment of the partnership	1.15.1. Partnership
1.16. Assessment of the network	1.16.1. Network
1.17. Assessment of the ecosystem	1.17.1. Ecosystem
1.18. Assessment of the environment	1.18.1. Environment
1.19. Assessment of the culture	1.19.1. Culture
1.20. Assessment of the values	1.20.1. Values
1.21. Assessment of the beliefs	1.21.1. Beliefs
1.22. Assessment of the attitudes	1.22.1. Attitudes
1.23. Assessment of the behaviors	1.23.1. Behaviors
1.24. Assessment of the habits	1.24.1. Habits
1.25. Assessment of the routines	1.25.1. Routines
1.26. Assessment of the patterns	1.26.1. Patterns
1.27. Assessment of the trends	1.27.1. Trends
1.28. Assessment of the forecasts	1.28.1. Forecasts
1.29. Assessment of the scenarios	1.29.1. Scenarios
1.30. Assessment of the strategies	1.30.1. Strategies
1.31. Assessment of the policies	1.31.1. Policies
1.32. Assessment of the programs	1.32.1. Programs
1.33. Assessment of the projects	1.33.1. Projects
1.34. Assessment of the initiatives	1.34.1. Initiatives
1.35. Assessment of the actions	1.35.1. Actions
1.36. Assessment of the measures	1.36.1. Measures
1.37. Assessment of the interventions	1.37.1. Interventions
1.38. Assessment of the services	1.38.1. Services
1.39. Assessment of the products	1.39.1. Products
1.40. Assessment of the solutions	1.40.1. Solutions
1.41. Assessment of the innovations	1.41.1. Innovations
1.42. Assessment of the developments	1.42.1. Developments
1.43. Assessment of the changes	1.43.1. Changes
1.44. Assessment of the transformations	1.44.1. Transformations
1.45. Assessment of the evolutions	1.45.1. Evolutions
1.46. Assessment of the revolutions	1.46.1. Revolutions
1.47. Assessment of the breakthroughs	1.47.1. Breakthroughs
1.48. Assessment of the milestones	1.48.1. Milestones
1.49. Assessment of the landmarks	1.49.1. Landmarks
1.50. Assessment of the achievements	1.50.1. Achievements
1.51. Assessment of the successes	1.51.1. Successes
1.52. Assessment of the failures	1.52.1. Failures
1.53. Assessment of the lessons	1.53.1. Lessons
1.54. Assessment of the experiences	1.54.1. Experiences
1.55. Assessment of the insights	1.55.1. Insights
1.56. Assessment of the discoveries	1.56.1. Discoveries
1.57. Assessment of the breakthroughs	1.57.1. Breakthroughs
1.58. Assessment of the innovations	1.58.1. Innovations
1.59. Assessment of the developments	1.59.1. Developments
1.60. Assessment of the changes	1.60.1. Changes
1.61. Assessment of the transformations	1.61.1. Transformations
1.62. Assessment of the evolutions	1.62.1. Evolutions
1.63. Assessment of the revolutions	1.63.1. Revolutions
1.64. Assessment of the breakthroughs	1.64.1. Breakthroughs
1.65. Assessment of the milestones	1.65.1. Milestones
1.66. Assessment of the landmarks	1.66.1. Landmarks
1.67. Assessment of the achievements	1.67.1. Achievements
1.68. Assessment of the successes	1.68.1. Successes
1.69. Assessment of the failures	1.69.1. Failures
1.70. Assessment of the lessons	1.70.1. Lessons
1.71. Assessment of the experiences	1.71.1. Experiences
1.72. Assessment of the insights	1.72.1. Insights
1.73. Assessment of the discoveries	1.73.1. Discoveries
1.74. Assessment of the breakthroughs	1.74.1. Breakthroughs
1.75. Assessment of the innovations	1.75.1. Innovations
1.76. Assessment of the developments	1.76.1. Developments
1.77. Assessment of the changes	1.77.1. Changes
1.78. Assessment of the transformations	1.78.1. Transformations
1.79. Assessment of the evolutions	1.79.1. Evolutions
1.80. Assessment of the revolutions	1.80.1. Revolutions
1.81. Assessment of the breakthroughs	1.81.1. Breakthroughs
1.82. Assessment of the milestones	1.82.1. Milestones
1.83. Assessment of the landmarks	1.83.1. Landmarks
1.84. Assessment of the achievements	1.84.1. Achievements
1.85. Assessment of the successes	1.85.1. Successes
1.86. Assessment of the failures	1.86.1. Failures
1.87. Assessment of the lessons	1.87.1. Lessons
1.88. Assessment of the experiences	1.88.1. Experiences
1.89. Assessment of the insights	1.89.1. Insights
1.90. Assessment of the discoveries	1.90.1. Discoveries
1.91. Assessment of the breakthroughs	1.91.1. Breakthroughs
1.92. Assessment of the innovations	1.92.1. Innovations
1.93. Assessment of the developments	1.93.1. Developments
1.94. Assessment of the changes	1.94.1. Changes
1.95. Assessment of the transformations	1.95.1. Transformations
1.96. Assessment of the evolutions	1.96.1. Evolutions
1.97. Assessment of the revolutions	1.97.1. Revolutions
1.98. Assessment of the breakthroughs	1.98.1. Breakthroughs
1.99. Assessment of the milestones	1.99.1. Milestones
1.100. Assessment of the landmarks	1.100.1. Landmarks

01 Draft the report/action plan

What The EEB lab report summarizes the EEB lab findings and includes the actions recommended during the workshop.

Why During the EEB Lab, a high-level action plan is formulated that needs to be deepened following the event. In particular, the action plan will look at identifying the stakeholders that will drive each action forward.

How The SC is in charge of the preparation of the report (one partner should be identified to lead this process). The notes from students should facilitate the writing.

When Time is important to keep the momentum. A first draft should be ready approximately one month following the EEB Lab.

02 Organize a follow-up meeting with the TC

What The SC organizes a follow-up meeting with the TC

Why The purpose is to:

- Review the content of the draft report and confirm identified actions
- Confirm ownership for the recommended actions – it is good practice to have one working group per topic with interested parties to take the actions forward.
- Agree on a governance (i.e. setting up of a coordination EEB platform) to take the work forward

How The draft report should be sent to the TC in advance of the meeting

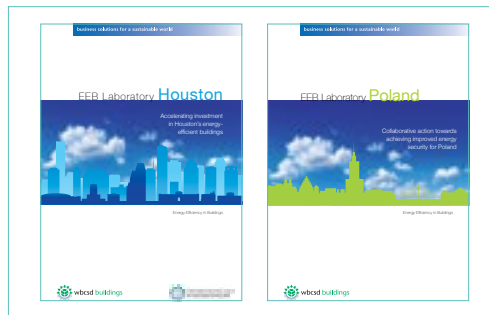
When The meeting should take place ca. 2 months after the EEB Lab.

03 Launch the report/action plan and local take-over

- What** The action plan is finalized after the follow-up meeting. Working groups are formed on the core topics identified to take the actions forward.
- Why** It is a good opportunity to regather all the EEB Lab participants. The purpose is to
- Present the final action plan
 - Present the action area leaders and mobilize further stakeholders to support
 - Present the collaboration model going forward (see below – EEB platform)
- How** The launch of the report is usually the moment when local takeover occurs – whereby the local stakeholders take full ownership of the implementation of the action plan and organize the work ahead (i.e. the SC hands over the initiative to the local action teams).
- When** The report could be launched at a co-located event of another relevant conference/meeting. The launch should take place when the action plan has been finalized and the actions teams have been formed.



Meeting to launch the EEB lab report in Poland



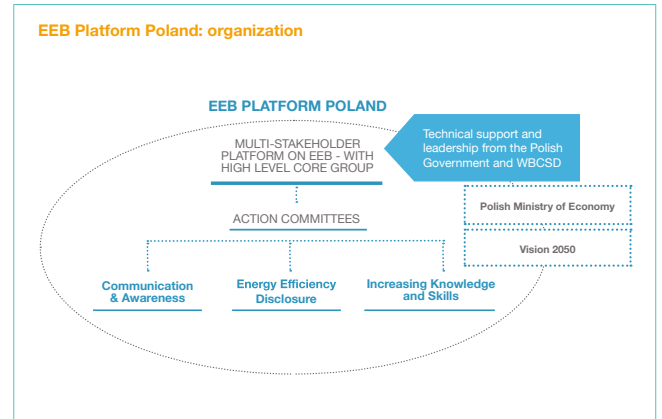
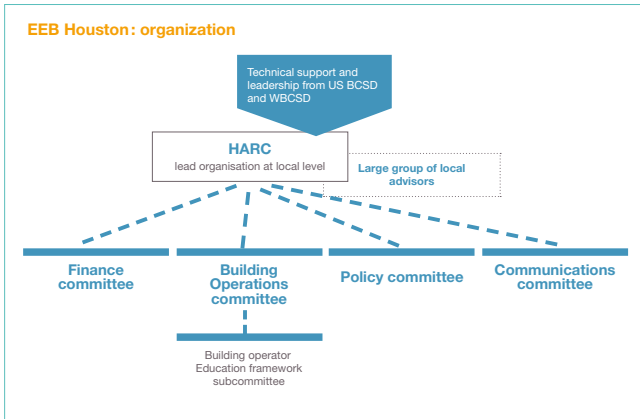
04 Launch the EEB platform to take the actions forward

- What** It is vital to identify how the various EEB Lab partners will coordinate their work going forward. A (resource-light) EEB Platform can be set up for this purpose. It can be led by one organization, which is recognized by all partners, or a rotating co-chair model can be identified. EEB Platform examples: EEB Houston is coordinated by HARC, with support from US BCSD; EEB platform Poland is co-chaired by Construction Marketing Group (BuroHappold and NAPE). Each working group has a leader.
- Why** The EEB platform coordinates the work going forward and ensures that work progresses.
- How** The resources to develop the action plan need to be identified locally among the EEB Lab partners. This generally includes coordination, work in specific action areas and potential funding for publications and communication.
- When** The EEB platform is typically formally launched at the event for the launch of the report (local take-over).

SUCCESS FACTORS

- It is private-sector led with strong involvement from public sector, academia and NGOs
- It balances interests
- It focuses on actions, based on a common understanding of key market barriers
- It identifies actors that can bring about positive change
- The EEB platform is local

Examples of EEB platform for Houston and Poland



05 Monitor & Report on progress

Following the launch of the action plan, regular calls will take place among the EEB Lab coordinators and the action area leaders. The working groups should meet regularly to keep up the momentum and organize their work.

Webinars can be organized to share good practice and progress with other local action teams in the region or around the world. Regular progress reports to document how the work is advancing are also useful (e.g. bi-annual progress reports).

Indicators to measure progress and impact

Three levels of indicators can guide how to measure progress and the impact of the action plans:

- Enhanced coordination among building market stakeholders** – the degree to which the EEB Lab has led to improved coordination and collaboration can be measured using simple tools, such as interviews and surveys.
- Progress on identified actions** – each action area should define a timeline and deliverables, which can be assessed in short/mid/long-term perspectives (6 months to 1 year, 1-2 years, over 2 years)
E.g. the number of building operators trained in presenting the EEB investment/business case can be assessed (EEB Houston).
- Impact on investment decisions in the market** (new build and retrofit projects) – this is the most difficult progress indicator to capture but also the most important one. Examples include tracking the target audience of awareness campaigns with surveys to understand the impact on investment decisions, or surveying users of specific tools or guidance documents developed.



Progress reports for Poland and Houston

Communication throughout the market engagement



Various tools have been developed to communicate on the EEB market engagement:

Prior to the Lab

- **A 2-pager on the EEB Lab** – the 2-pager describes the main details of the Lab (context, objective, date, venue, and partners) – it accompanies the invitation to the EEB Lab and is available online before the Lab. *
- **Web news** announcing the EEB Lab should be posted on SC member websites.
- **Media involvement at the EEB Lab** - This is a question that the SC should address before the EEB Lab. It may be more advantageous to invite the media at the launch of the report when the messages from the EEB platform are clearer and stronger. Support from a public relations agency may be considered to engage with relevant local media.

“We hired a PR agency to manage contact with local media. We engaged with the agency early in the process so that they understood what the lab was all about. This resulted in 2 articles in one of the local newspapers”

Steering Committee member, EEB lab Houston



Energy Efficiency “makes business sense”, Houston Chronicle



Classy old buildings strive for modern energy efficiencies, Houston Chronicle

During the EEB Lab

- **A short video** (less than 3 minutes) can be produced during the EEB Lab with interviews of roundtable leaders – it can be posted online and shown during the launch of the report. A video helps to visualize the events and get traction from stakeholders who may not have been able to attend the EEB Lab but are interested to join the initiative.
- **Web news** – on Day 3 of the Lab, or shortly after the Lab, a news item should be posted online with the main outcomes and a list of participants. It may be a press release if the SC has decided on a media strategy.

“We managed to produce the video overnight and it was shown as an introduction to the closing plenary the next day”

Rinske van Heiningen, AkzoNobel, coordinator EEB lab in the Netherlands/Belgium

After the EEB Lab

- **The EEB Lab report** - Consists of a summary of the Lab and includes the final action plan, which details the action areas and how the action will be coordinated in the future.
- **Web news on partner websites** (such as announcing the launch of the EEB Platform)
- **Progress report Snapshots** - are created and regularly updated to document how the work is advancing (e.g. bi-annually). The progress reports are posted online.



Example of the video of the Netherlands & Belgium EEB lab produced for the plenary session



Video of the EEB labs in Kuala Lumpur, Jakarta and Singapore

For more information, please contact Roland Hunziker, Director, Sustainable Buildings and Cities, WBCSD (hunziker@wbcsd.org) www.wbcsd.org/buildings.aspx

EEB 2.0 members:

LafargeHolcim (co-chair); United Technologies (co-chair); AGC; AkzoNobel; ArcelorMittal; Arcadis; ENGIE; Infosys; Schneider Electric; SGS; Siemens; Skanska

Global Partners:

World Green Building Council (WGBC); International Energy Agency (IEA); Urban Land Institute (ULI) and WBCSD Global Network

December 2015