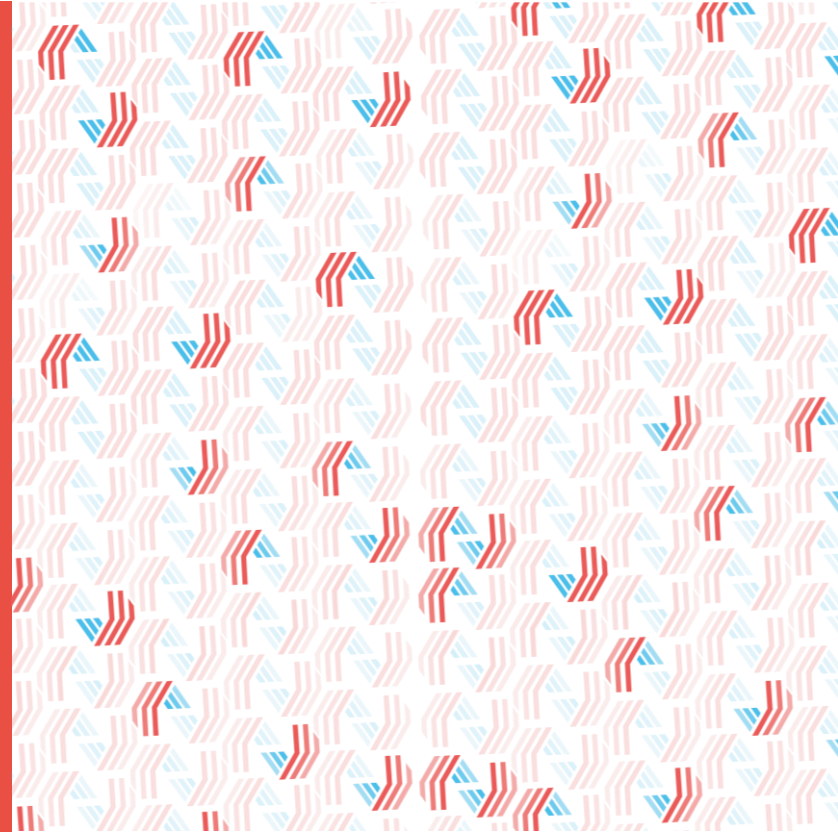


# How to set up an Integrated Home Renovation Service?

*Deep dive into the strategies & business  
models of the six French one-stop shops*

*Brussels, 20 June 2023*



This project has received funding from  
the European Union's Horizon 2020  
research and innovation programme  
under grant agreement No 894478



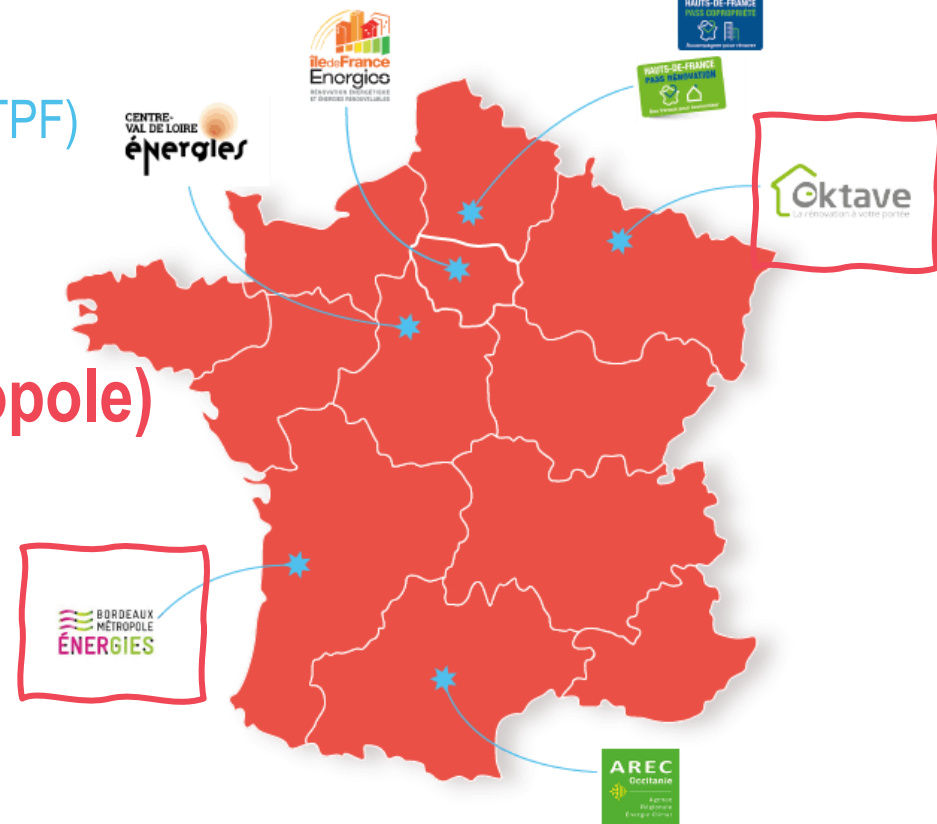
# SERAFIN: a network of 6 French Third-Party Financing companies



This non profit-making organisation was established by the six Third-Party Financing (TPF) companies operating in France:

- Hauts-de France Pass Rénovation
- Ile de France Energies
- **FaciRénov' (Bordeaux Métropole)**
- **Oktave (Grand-Est Region)**
- Rénov'Occitanie - AREC (Occitania region)
- Centre-Val de Loire Énergies

and their partners



# Agenda

14h00 - 14h10	<b>Introduction &amp; icebreaker</b> Thibaut Maraquin & Jana Cicmanova, Energy Cities
14h10 - 14h20	<b>LIFE programme: what support for the creation &amp; replication of One-Stop Shops?</b> Christophe Milin, Project Advisor, CINEA, European Commission
14h20 - 15h00	<b>Case study of Bordeaux Métropole Energies</b> Pierre Levi, Director of energy transition, Bordeaux Métropole Energies
15h00 - 15h15	Break
15h15 - 16h00	<b>Focus on the customer journey, working with installers &amp; quality check</b> Gabriel Quentin, Technical Expert, Oktave
16h00 - 16h30	<b>Focus on the economic model</b> Pierre Levi, Director of energy transition, Bordeaux Métropole Energies Françoise Réfabert & Marie Pourchot, Energies Demain
16h30 - 16h45	Break
16h45 - 17h15	<b>Focus on the legal model</b> Pierre Levi, Director of energy transition, Bordeaux Métropole Energies Françoise Réfabert & Marie Pourchot, Energies Demain
17h15 - 18h00	<b>Discussion &amp; Conclusion</b>
18h00 - 20h00	Networking cocktail with Energy Cities' members





# How to set up an Integrated Home Renovation Service?

Case study

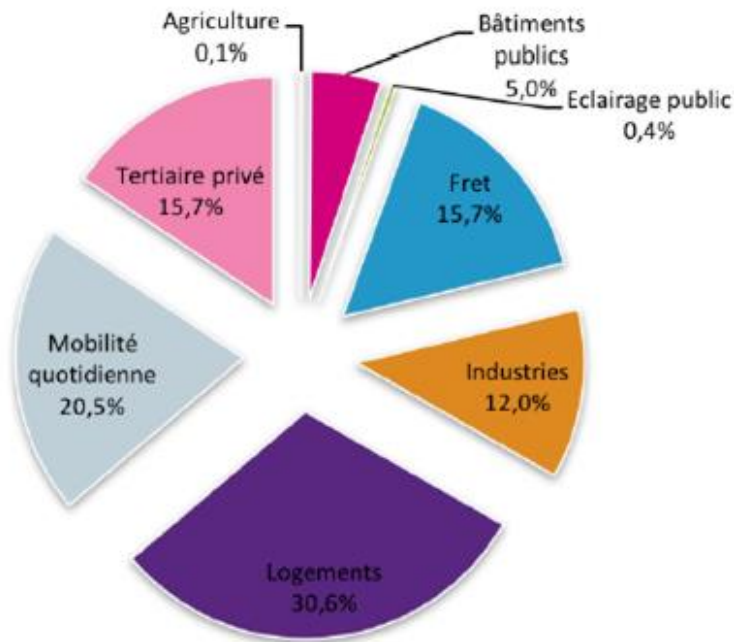
Bordeaux Métropole Energies

Pierre Lévi, Energy Transition Director

# Energy transition: a major issue in the Bordeaux Métropole area



## ENERGY USE ESTIMATES BY SECTOR –Bordeaux Métropole data



**20%**

of French people say they have suffered from the cold

**40%**

due to the poor home insulation

**36%**

for financial reasons

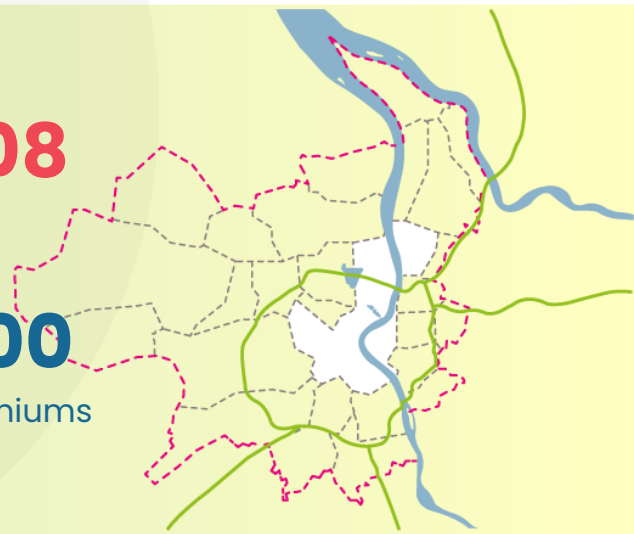
# Facirénov': a tool developed by Bordeaux Métropole



## NUMBER OF DWELLING UNITS:

 **167,908**

 **143,000**  
8,500 condominiums



## HOME RENOVATION TARGET PER YEAR

 **5,100**

 **4,400**

## 2018

Restructuring of the Bordeaux Métropole Energies (BME) group

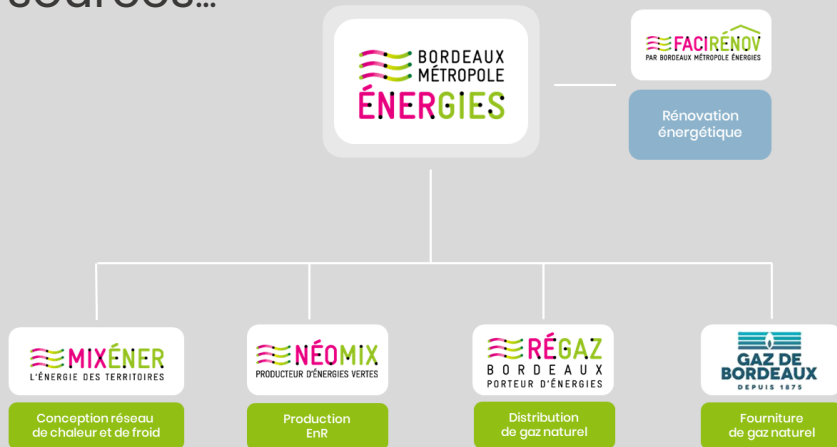
Creation of the brand



# Facirénov' ID



**THE BRAND OF A GROUP**  
dedicated to local energy  
sources...



... with the status of a **semi-public company**

- Bordeaux Métropole holds **68%** of the shares of Bordeaux Métropole Energies
- The remaining shares are held by a public bank (Banque des Territoires) and an energy supplier (Engie)
- Facirénov is not a public service and operates in the **competitive market**
- Facirénov has to comply with **public procurement rules**



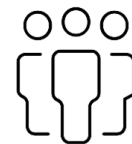
Established in  
**2018**



Deep renovation  
of private **homes** and **tertiary buildings**



Operating area  
**GIRONDE département**

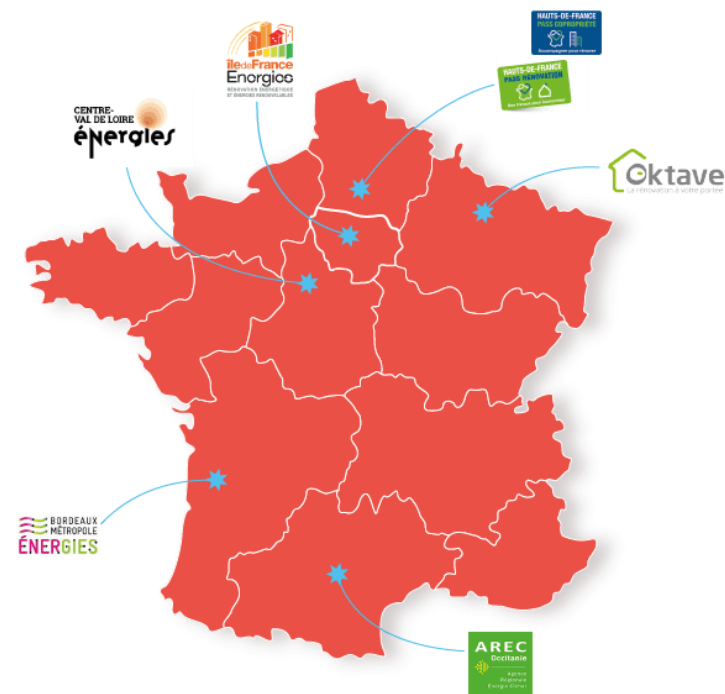


**15 employees** with **technical, financial and social engineering skills**

# Corporate forms



Existing corporate forms	Companies concerned
Establishment of a municipal utility	
Establishment of a semi-public company	
Adaptation of an existing semi-public company	
Establishment of a local public company	





# Single-family home renovation (1/2)



## 1. Energy audit

Energy audit	<b>Energy audit:</b> envelope, systems and estimated energy consumption by item.	✓	600 € incl. VAT
	<b>Development of 3 work scenarios</b> , the associated energy savings, the cost of the work and the assistance available.	✓	
	<b>Pre-study of project</b> financing based on customer declarations	✓	
	<b>Presentation of audit results</b> with explanation of technical and financial solutions.	✓	

## 2. Project management

Project management	Preparation of tender documents	✓	3 tasks 3 990 € incl. VAT 4 tasks 4 990 € incl. VAT 5 tasks 5 990 € incl.VAT
	<b>Company consultation</b>	✓	
	Supervision of quotation signature (analysis, validation)	✓	
	Drawing up work schedules and site interfaces	✓	
	Site supervision and coordination	✓	
	<b>Site acceptance</b>	✓	
	<b>Removal of reservations</b>	✓	
	<b>Post-work monitoring for 3 years</b>	✓	
	<i>Option:</i> before/after drawings	On quotation	
	<i>Option:</i> prior declaration	On quotation	
<i>Option :</i> building permit application	On quotation		
<i>Option :</i> air-tightness test	On quotation		
Financing	Drawing up a <b>financing plan</b> for the work	✓	
	Preparing <b>grant and financing</b> applications	✓	
	Valuing <b>white certificates</b>	✓	
	Pre-financing aid with a zero-interest loan	✓	
	Proposal for a loan to <b>cover remaining costs</b> , subject to eligibility	✓	

# Single-family home renovation (2/2)



## Single-family homes

Facirénov has delivered more than 250 audits of single-family homes and completed (or is in the process of completing) more than 80 projects.



2:10

Rénovation d'une maison niveau BBC à Cenon



2:12

Gain de performance énergétique d'une maison ...



2:07

Rénovation énergétique globale d'une maison à Floriac



### PRÉSENTATION DU BIEN N°3 :



69 M<sup>2</sup>



RO



1900



BORDEAUX

### PROJET DE RÉNOVATION



Isolation des plafonds en rampants - 20cm de laine de roche



VMC simple flux hygro B



Doublage plancher intermédiaire bois en sous face par 10,5cm de laine de roche



Remplacement des menuiseries



Isolation des murs intérieurs de la cave - 12 cm de laine de verre Piquage murs intérieurs RDC



Remplacement des radiateurs actuels par une pompe à chaleur air / eau couplée à des radiateurs aciers basse température

### ÉTAT RÉNOVÉ

#### ÉTIQUETTE ÉNERGÉTIQUE

F → B  
AVANT APRÈS

Niveau BBC rénovation  
Meilleur confort et gain énergétique de -84 %

#### ÉCONOMIES RÉALISÉES

> 116 €/an

#### VOTRE FINANCEMENT

	MÉNAGE AISÉ*	MÉNAGE INTERMÉDIAIRE*	MÉNAGE MODESTE*	MÉNAGE TRÈS MODESTE*
MONTANT TOTAL DES TRAVAUX	30 857 €	30 857 €	30 857 €	30 857 €
MONTANT DES AIDES	11 484 €	15 984 €	10 255 €	24 650 €
MENSUALITE DE FINANCEMENT	112 €	84 €	69 €	30 €
ÉCONOMIES D'ÉNERGIE MENSUELLES	93 €	93 €	93 €	93 €
EFFORT MENSUEL	19 €	-9 €	-24 €	-63 €
% D'AIDES	37 % d'aides	52 % d'aides	59 % d'aides	80 % d'aides

\* selon les plafonds Anah \*\* financement à 100 % par un éco prêt à taux zéro (Éco PTZ)



# Support for condominiums (1/2)



AG  
audit  
(AMO)

AG  
MOE

AG  
Travaux

Energy audit

Design phase

Realization phase

- **Global Technical Diagnosis** to assess the condition of the condominium and the actions to be taken in the short, medium and long term, drawing up a multi-year works plan
- **Energy audit** to model the building's thermal losses and establish 3 or 4 energy renovation scenarios (0%/25%/35%/BBC level).

- **Detailed design** of the works program by the project management team to define the renovation project in detail.
- **Consultation with companies** to obtain the exact cost of the renovation project
- **Social support** for co-owners and preparation of individual financing plans

- Preparing **applications** for grants and **arranging financing** for the renovation project
- **Energy renovation work** carried out by selected companies under the responsibility of the project manager
- **Site acceptance**, support for new equipment commissioning and monitoring of actual performance



# Support for condominiums (2/2)



## IN CONDOMINIUMS:

80 condominiums trust Facirénov for their comprehensive energy renovation projects, including



**Résidence Les Mouettes**  
Audit énergétique et DTG : 92 Lots



**Résidence Ronceval**  
Audit énergétique et DTG : 234 Lots



**Résidence Les Noisetiers**  
AMO Conception: 71 Lots



**Résidence Olympiades**  
AMO Conception: 433 Lots

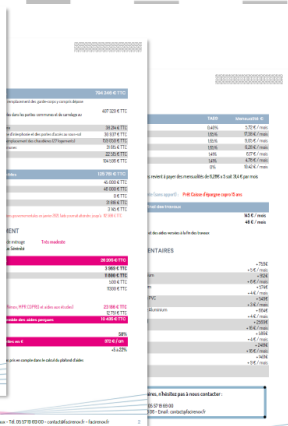
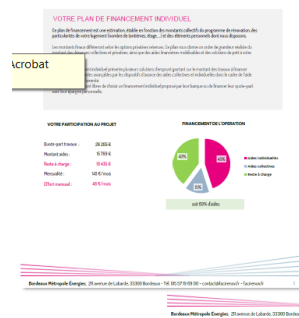
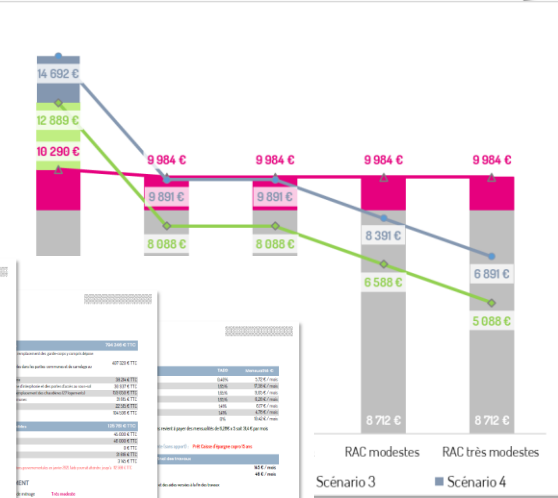


**Résidence Van Gogh**  
Audit énergétique et DTG : 9 Lots

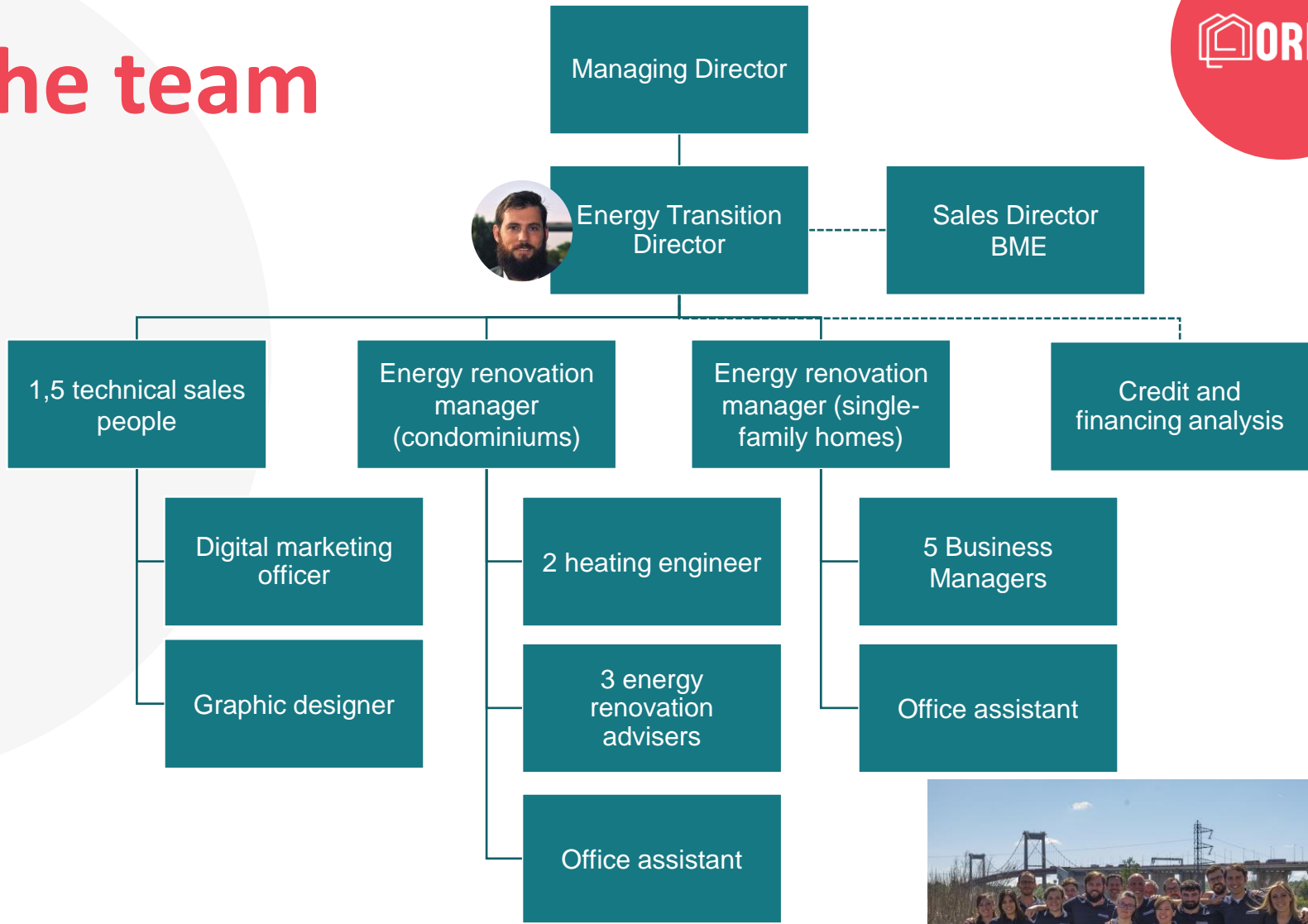


**Résidence Louis Barthou**  
Audit énergétique et DTG : 4 Lots

Scénarios de rénovation énergétique						
Scénarios	Type de rénovation	Budget travaux	Aides financières	Budget avec aides	Etiquette énergie	Economie d'énergie
1 Remise en état de la copropriété	<ul style="list-style-type: none"> <li>Remise en état de la copropriété</li> <li>Ravalement des façades extérieures</li> <li>Remplacement des réseaux de chauffage, ECS</li> <li>Garde-corps en toiture</li> </ul>	1 034 997 € TTC	0 € TTC	1 034 997 € TTC	C	0%
2 Economie d'énergie >25%	<ul style="list-style-type: none"> <li>Scénario 1 (hors ravalement)</li> <li>Isolation thermique par l'extérieur des murs pignons et refectation de l'étanchéité des parties restantes</li> <li>Ventilation hygro-réglable type B</li> </ul>	1 222 469 € TTC	36 426 € TTC	1 186 043 € TTC	C	> 29%
3 Economie d'énergie >35%	<ul style="list-style-type: none"> <li>Scénario 2</li> <li>Isolation des planchers bas sur vide sanitaire et communs</li> <li>Régulation vitesse variable et robinets/ têtes thermostatiques</li> </ul>	1 531 240 € TTC	570 380 € TTC	960 860 € TTC	B	> 44%
4 Bâtiment BBC	<ul style="list-style-type: none"> <li>Scénario 3</li> <li>Panneaux photovoltaïques</li> </ul>					



# The team





# Q&A



# Focus on the business model

Comparison of existing models

Marie Pourchot, Consultant, Energies Demain

Françoise Réfabert, Director, Energies Demain

# Business model: overview



## Partners

Local authorities  
Contractors  
Banks  
Insurance companies

## Activities

Energy audit  
Preparation of a works programme  
Monitoring of the work  
Funding

## Resources

Renovation technicians with interpersonal skills  
Heat engineers  
Capital

## ★★★ Customer Relationship

Personalised support offer

### Customer Segments

Homeowners  
Condominium co-owners

## Channels

Energy information centres  
Local authorities  
Website  
Local press  
Contractors

## Cost structure

Staff: heat engineers, advisors, etc.  
Services provided: audits, project owner support, project management, and even renovation works  
Operating costs: premises, communications...

## Revenue streams

Sales of services  
Public funding  
Revenues from energy efficiency certificates

## Value proposition

Integrate the complexity of a renovation project to the benefit of the owners



# Economic equilibrium

**4 conditions** for achieving economic equilibrium:

- Take advantage of an **institutional and regulatory environment favourable** to deep renovations
- **Predictable and adapted subsidies** to supplement revenues from billing beneficiaries for the service
- **Reach break-even point**: ELENA technical assistance needed to finance development costs
- and **optimise the service process** and control procedures

# Exemple 1



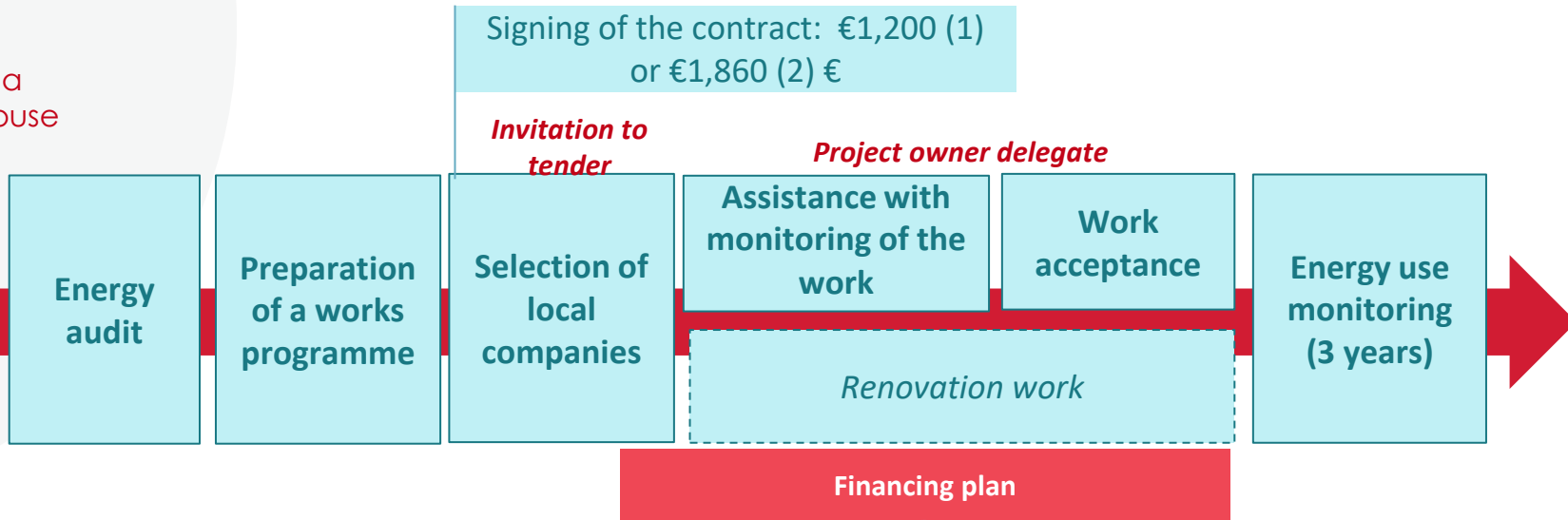


# The 'Hauts-de-France Pass rénovation' turnkey service



A renovation technician accompanies the owner throughout the renovation project.

Example for a single-family house



Assistance with finding aid

Advance on aid (MaPrimeRenov')

Eco PTZ zero-interest eco-loan

Homeowners' contribution

Assistance with preparing the applications

Prefinancing of the aid at 0% interest

Max. €50,000 over 20 years

2.3% interest loan available, up to 25 ans



# Human resources and results



Improving the completion rate is key to reducing the cost of service and improving the contribution of SERAFIN to the national objective of increasing the number of efficient renovations

## Teams and level of activity 2021 - 2022

Example: Hauts-de-France Pass Rénovation

Management	7	In-house staff
Middle & Back office	4	
Energy Retrofit Advisors	8 + 45	Outsourced workforce

New prospects 4 000 

Energy audits 1200  8 to 15 

Renovations: 350 to 500  3 to 7 

- The completion rate is only about 20% in the first stages of SERAFIN work.

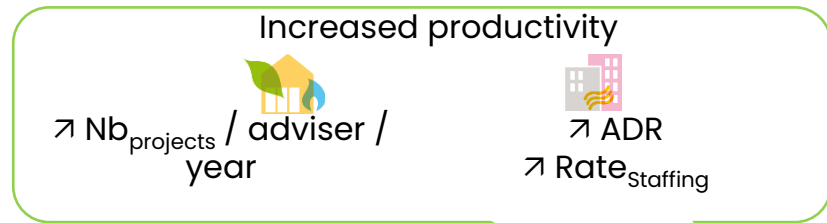


# Example 2



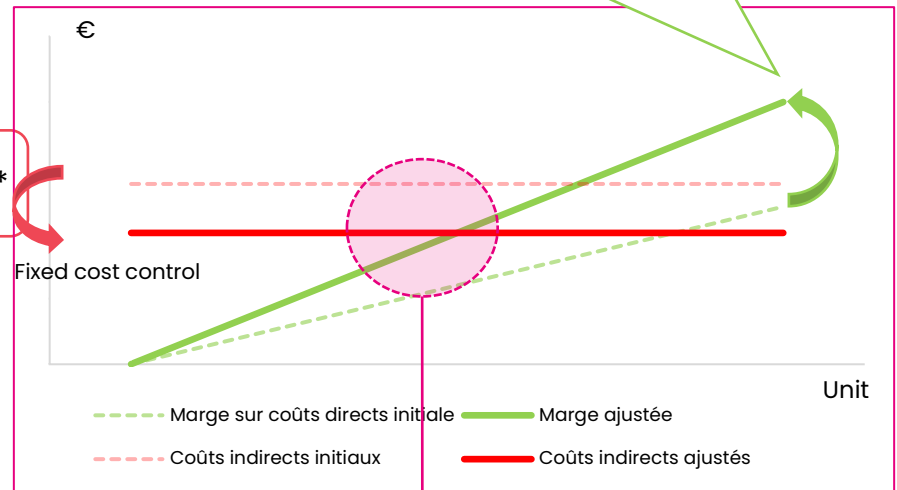
# The business model

Revenue stream	Amount
Energy audit	€500
Project management (fixed amount)	€4,535
Margin on EEC	€1,500





Revenue stream	Amount
Energy audit	Quotation
Project owner support – Design phase	Quotation
Project owner support – Realization phase	Quotation
Margin on EEC	?

Nb<sub>day</sub> x ADR\*



Break-even point


  
 ~ 250 projects / year
   
 i.e. 15 FTEs


  
 ~ 80 missions / year
   
 i.e. 6 FTEs

(\*) Nb<sub>day</sub> = Number of days  
 ADR = Average Day rate  
 EEC = Energy Efficiency

Certificates  
 FTE = Full-Time Equivalent



# Q&A



# Focus on the legal model

Corporate forms

Marie Pourchot, Consultant, Energies Demain

Françoise Réfabert, Director, Energies Demain





# Corporate vehicles

# Possible corporate vehicles: overview



Existing corporate forms	Companies concerned
--------------------------	---------------------

Establishment of a regional utility



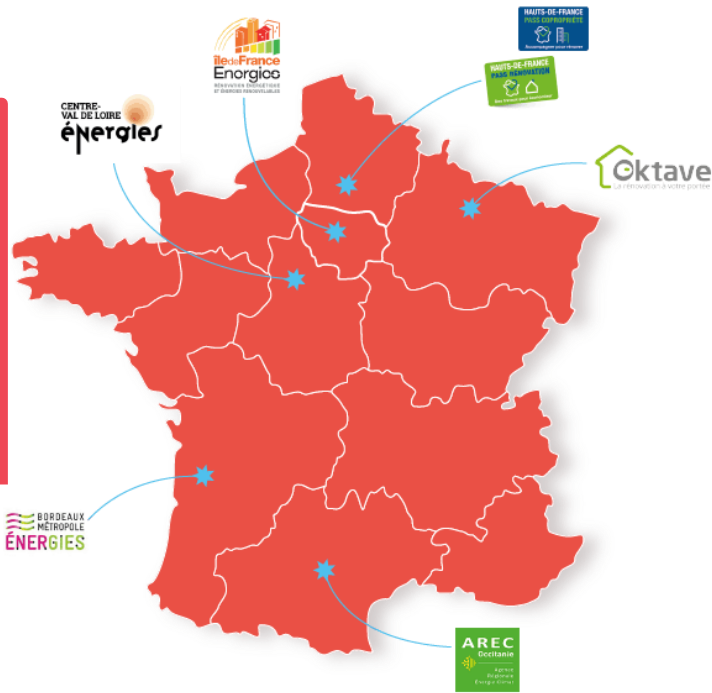
Establishment of a semi-public company (SPC)



Adaptation of an existing SPC



Establishment of a local public company



# Regional utility



Characteristics	Advantages	Drawbacks
Initiating entity	<b>Strong political support</b>	No association with private players
Capital and shareholding	<b>Time saved</b> at the set-up stage <b>High decision-making capacity</b>	<b>Financial cost</b> to the authority
Implementation	<b>Fast</b> because it depends on a single entity	Establishment of a local public corporation (formalities and registration deadlines)
Corporate and business model	<b>Easier integration into the network of public players</b>	All financial flows go through the <b>public accountant</b>
Integration into the local authority's public policies	<b>Very strong</b> ; the France Rénov' advice centres naturally redirect private customers to this public service.	
Autonomy from the initiating authority	<b>Some autonomy but relative</b>	Certain matters fall within the sole remit of the <b>local authority's deliberative assembly</b>

# Semi-public company (SPC)



Characteristics	Advantages	Drawbacks
Initiating entity	By a public entity wishing to involve <b>private players</b>	Private shareholders may result in <b>less political support</b>
Capital and shareholding	The <b>capital is shared</b> between public and private players.	Shared governance making <b>decision-making more complex.</b>
Implementation		Can take <b>a long time</b> (6 months), requires agreement on the amounts invested and formalities
Corporate and business model		<b>Commercial corporation</b>
Integration into the local authority's public policies		<b>Weak</b> ; public players (France Rénov' advice centres) and local renovation operators regard the SPC as just another (competing) private player
Autonomy from the initiating authority	Strong in view of the governance and management arrangements	Certain issues require <b>the prior agreement</b> of the local authority's deliberative assembly

# Local public company



Characteristics	Advantages	Drawbacks
Initiating entity	A <b>single local authority</b> decides to set up the company: strong political support	No association with private players
Capital and shareholding	The <b>capital is shared</b> between several local authorities	<b>Shared governance</b> ; decisions can take a long time to be taken
Implementation		Identifying shareholders can take a <b>long time (6 months)</b> and requires prior agreement on the amounts invested.
Corporate and business model	<b>Public service delegation</b> without competitive tendering	
Integration into the local authority's public policies	<b>Very strong</b> ; France Rénov' advice centres naturally redirect private customers to this public service. Easy relations with local renovation operators	
Autonomy from the initiating authority	<b>Strong</b> in view of the governance arrangements	Certain issues require the <b>prior agreement</b> of the local authority's deliberative assembly



# Modes of operation

# Modes of operation: overview

Modes of operation		
Project owner support	 	    
Project owner delegate		
Project management	 	

# Modes of operation: overview

## Modes of operation

Project owner  
support

- **Providing the information and advice** required by the household, independently of the contractors and any project manager
- **No site visits**
- **Limited responsibilities**, means of action and costs

Project owner  
delegate

- **Supervision of the work** on the basis of a mandate from the owners or the co-owners' association
- **Three-way** contractual relationship
- **Choice of the best technical solutions** by the company
- Consultations, **selection of companies** following a call for tenders

Project  
management

- Design of the **renovation programme** and specifications
- **Supervision of the work** and contractors, including site visits...
- **High liability** and insurance costs

Main contractor  
(MC)

- Design of the **renovation programme**
- Selection of **subcontractors** under the responsibility of the company
- **Supervision of the work** and contractors, including site visits, supervision of execution and acceptance of the work
- **High liability** and insurance costs





# Q&A



[www.serafin-renov.fr](http://www.serafin-renov.fr)



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 894478