



## D4.2 SUPER-HEERO SUMMARY OF CAPACITY BUILDING ACTIVITIES

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## Terms, definitions and abbreviated terms

Acronym	Definition
M	Month
WP	Work package
EE	Energy Efficiency
EPC	Energy Performance Contract
ESCO	Energy Services Company
ROI	Return of Investment
SH	Super Heero

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## 1. Executive Summary

Over its three-year duration, Super-Heero developed and implemented a replicable financial scheme for energy efficiency investment in small and medium supermarkets, based on stakeholder and community engagement. Typically, a project developer (ESCO) works with a supermarket to invite its clientele to participate in the financing of an EE intervention leveraging crowdlending, offering rewards and connecting to the community. The supermarket gains a new relationship with its clientele, the ESCO gains a competitive advantage against its peers doing something innovative, investors gain interest payments plus rewards and the territory gains actions toward sustainability and social impact delivered. The approach is clever but requires each of the involved stakeholders to make new decisions, implement new processes and to take new actions. For this to happen efficiently and for projects to have maximum impact, capacity building is required and for this reason a capacity building program has been designed and implemented in the Super-Heero project and will be an integral part of replication activities.

This deliverable summarizes capacity building activities conducted in the Super Heero Project. These activities occurred over a span of two years and included workshops, webinars, online resources and most of all the design and implementation of pilot activities. During this period and through these activities, capacity building activities were brought to hundreds of targeted stakeholders who are now better positioned to consider or use the approach.

For interested parties who would like to learn more about Super Heero, the following resources are highlighted:

Email:	<a href="mailto:info@super-heero.com">info@super-heero.com</a> .
Training page:	<a href="https://super-heero.eu/training/">https://super-heero.eu/training/</a>
Crowdlending Platform:	<a href="https://www.super-heero.com/en/home">https://www.super-heero.com/en/home</a>
Public Reports:	<a href="https://super-heero.eu/documents/">https://super-heero.eu/documents/</a>

## 2. Introduction

Super-Heero has been funded within Horizon 2020 under the LIFE program<sup>1</sup> under call topic LC-SC3-E-9-2018-2019 “Innovative financing for energy efficiency investments”<sup>2</sup> which has been managed by CINEA<sup>3</sup>. Over its three-year duration (2020-2023), the 10-partner consortium developed and validated an innovative financing model for energy efficiency interventions based on customer engagement and targeting supermarkets in both Italy and Spain. Supermarkets are a deliberate targeted market segment because their energy expenses are high, they have customer loyalty programs, they are nodes of the social fabric in communities, interventions can be scalable at brand level and there is the opportunity to facilitate interactions toward sustainability between brands and franchise owners. Supermarkets share many of these same characteristics with other organizations such as hotels, restaurants, sport clubs, retailers and other organizations and as such, these “other sectors” are future targeted sectors for the Super Heero approach.

Each Super Heero project joins building owners, project developers, technology and service providers, and crowdfestors. Together, these stakeholders form four sides in multi-sided platform business model and ecosystem. The key technology is the crowdlending platform which automates money flow between the parties coupled to contracts and a business plan that brings value to all sides to implement EE interventions that delivers the savings which underpin the business model.

As such, capacity building targets each side of the multi-sided ecosystem:

- Brands and franchise owners who operate in buildings
- Project developers that implement EE projects
- Technology and service providers that deliver EE and RET solutions
- Existing and potential crowdfestors (staff, clientele, citizens)

In all sectors where value can be unlocked between buildings and their users typically associated with a brand (supermarkets, hotels, restaurants, retailers, shopping centers, schools ...).

### 2.1. Purpose of the document

This document provides a summary capacity building activities with the intent to stimulate readers to discover capacity building materials and to engage with project and Super Heero approach.

At the macro-level, Super-Heero was organized in the following way, developing results and knowledge in each of the following areas. Capacity building targets knowledge-transfer in these thematic areas:

- Development of innovative financing schemes to include Energy Performance Contracts, Technology Leasing, As a Service Models and Crowdlending

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<sup>1</sup> [https://cinea.ec.europa.eu/programmes/life\\_en](https://cinea.ec.europa.eu/programmes/life_en)

<sup>2</sup> [https://cordis.europa.eu/programme/id/H2020\\_LC-SC3-EE-9-2018-2019/en](https://cordis.europa.eu/programme/id/H2020_LC-SC3-EE-9-2018-2019/en)

<sup>3</sup> [https://cinea.ec.europa.eu/index\\_en](https://cinea.ec.europa.eu/index_en)

- Development of a process and roles to implement such schemes under a project developer in collaboration with a supermarket brand, energy manager, or franchise owner
- Identification of technologies and renovation packages appropriate for but not limited to various supermarket typologies (urban, periphery, superstore / modern, middle age, old)
- Development and implantation of reward programs to incentivize investing
- Development and implementation of advertising and marketing campaigns targeting customer engagement and brand loyalty building
- The development of blended financing plans and the appropriate contractual types to collect money from the crowd, the supermarket, and the ESCO as appropriate and to contractualize that into a leasing agreement or instalment payment plan.
- The development of ways to implement the model in collaboration with local municipalities as part of their sustainability action plans on the territory.

The interested reader can become fully informed about Super-Heero using the following resources:

[www.super-heero.eu](http://www.super-heero.eu): The project website where all public reports can be downloaded

<https://super-heero.eu/training/>: The capacity building / training portion of the project website

[www.super-heero.com](http://www.super-heero.com): The crowdlending portal where projects are implemented

[info@super-heero.com](mailto:info@super-heero.com): Where we are happy to respond to inquiries anytime

## 2.2. Structure of the document

Chapter 3 documents key references, reports, videos and deliverables so as to make them readily accessible for the reader.

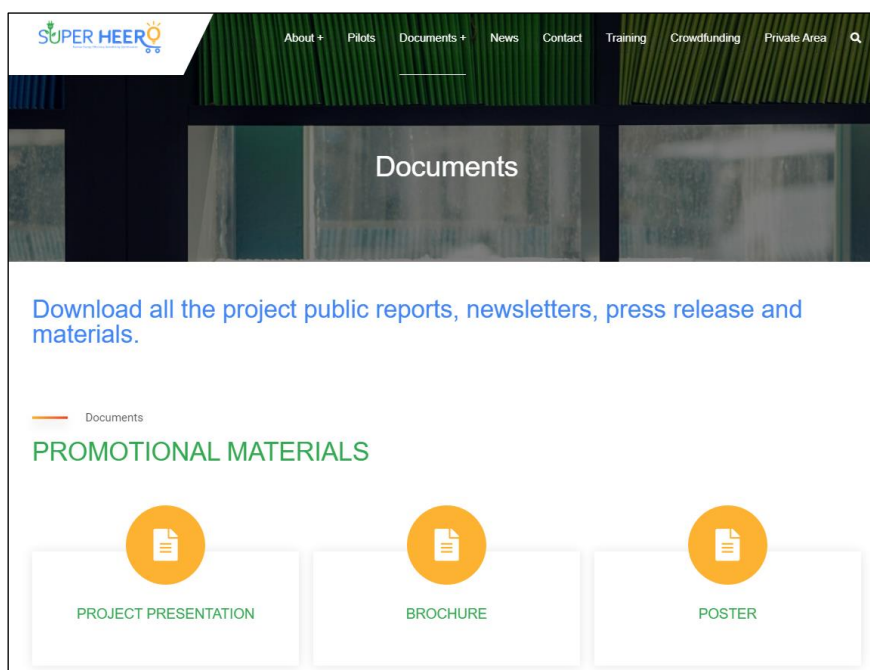
Chapter 4 details a summary of capacity building activities conducted in Super Heero.

Chapter 5 concludes the document.

## 3. Key Resources

### 3.1. Public Documents

The documents section of the project webpage is potentially the best one-stop shop for Super-Heero <https://super-heero.eu/documents/>. It makes available for download all promotional materials, project public reports, papers, press releases and newsletters. All contents is public, can be widely dispersed and is freely available for use.



*Figure 1. Documents section at the Super Heero project webpage.*

Attention is drawn to the following specific deliverables which contain project core knowledge appropriate for Capacity Building:

- D2.5 Lessons learned from the Super Heero pilots: This document is structured into a handbook that includes knowledge from all project activities to include the pilots. It captures knowledge related to the SH methodology and process, shaping pilots, building marketing and advertising campaigns and implementing pilots.
- D4.1 Best Practice Guidelines for Other Sections: This purpose of this document is to make the knowledge of the Super Heero project easily accessible for “other sectors.” In doing so, a top 10 best practice guideline and series of FAQs / responses are provided.
- D2.2 Guidelines for the implementation and financing of EE measures in Supermarkets: this document provides the technical foundation for project EE measures. It can be read together

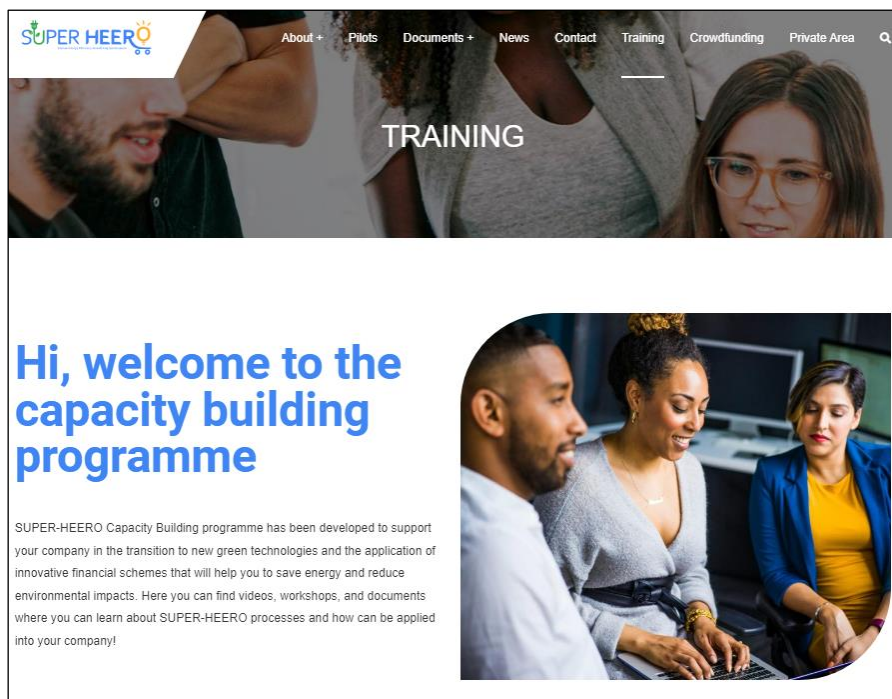


with D2.1 Renovation Measures Catalogue, D2.3 EE intervention measures catalogue and D4.7 SH Replication Potential in Other Sectors. This technical track was disseminated in a scientific paper available for download “EE Renovation Measures for EU Supermarkets” which won best paper award at the International Conference on Green Building (ICoGB 2023).

- D3.1 Guidelines for supermarket customer awareness raising strategies. This document provides knowledge, examples, and key insights on sustainability and reward programs within supermarkets and related to communities. It can be read in parallel with D3.2 Customer reward and loyalty program definition and D3.4 Collection of advertising material produced and D3.6 Super Heero Reward Strategies to gain a complete picture of how reward and bonus programs can be considered within the context of the Super Heero approach.
- D2.4 Energy assessment of the Super Heero pilots and suggested contracts. This deliverable is part of a track related to contracting and the financing options within Super Heero (EPC, as-a service and Crowdlending). It can be read in parallel with D1.5 Financial and legal assessment of the Super Heero schemes.

### 3.2. Training Webpage

The training webpage is hosted within the Super Heero project webpage and is dedicated to Capacity Building <https://super-heero.eu/training/>. It is structured to be easy to navigate, to be engaging and to be useful for stakeholders of all types discovering the materials.



*Figure 2. Super Heero training webpage for Capacity Building*

The training site provides a customized introductory welcome for each of the targeted stakeholder types (supermarkets, crowdfestors, project developers and technology providers). It then makes available a series of content overviews, has a space for technology and service providers within the Super Heero partner program, and documents project FAQs with associated responses. Publicly available D4.3 Trainingweb platform describes this reference in greater detail.

### 3.3. Crowdlending Platform

The crowdlending platform at [www.super-heero.com](http://www.super-heero.com) is potentially the most important capacity-building resource as it becomes the most likely entry-point into the Super Heero ecosystem during the replication phase. It is where future projects will be published and all marketing and advertising materials trying to get people to those projects will point to this platform.

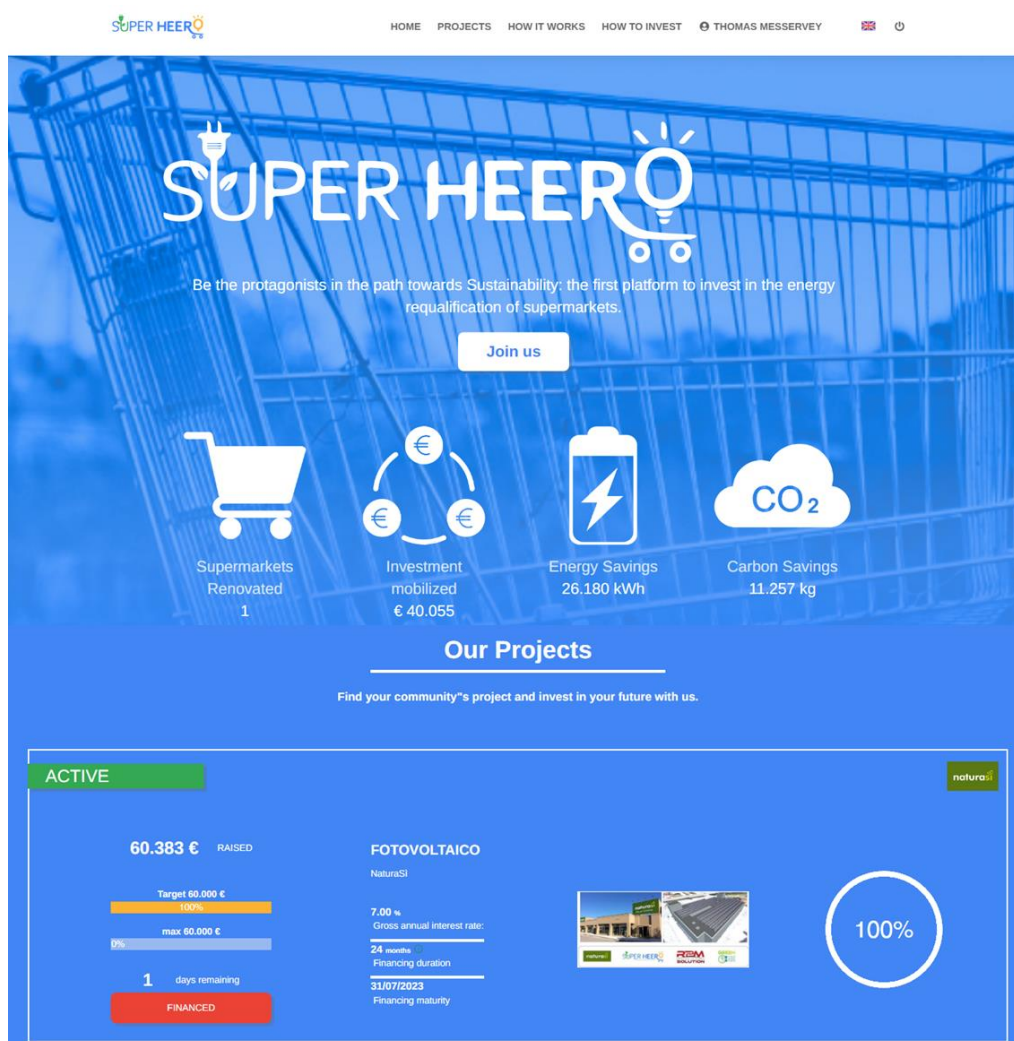


Figure 3. Super Heero Crowdlending Platform

The platform ([www.super-heero.com](http://www.super-heero.com)) was deliberately kept separate from the EU project webpage ([www.super-heero.eu](http://www.super-heero.eu)) to not mix in one place R&D and implementation concepts. As a result, it must be self-standing in communicating core concepts and also point to EU project resources for the interested person discovering that site. Capacity building is also a direct part of what the crowdlending platform does:

- The platform motivates the concept (homepage)
- Project pages have documentation about the technical, financial, legal and environmental aspects of each project being financed
- A dedicated section of the webpage is provided for explaining signup, registration and how to participate in crowdlending project opportunities
- The internal / private page for each participant becomes an account page and the process overall becomes one of learning how to conduct sustainable investing. It can be thought of as an interest bearing bank account or brokerage account where the investor selects each investment from the available project pages across time

Publicly available D3.5 Super Heero Web Platform is dedicated to a description of the crowdlending page.

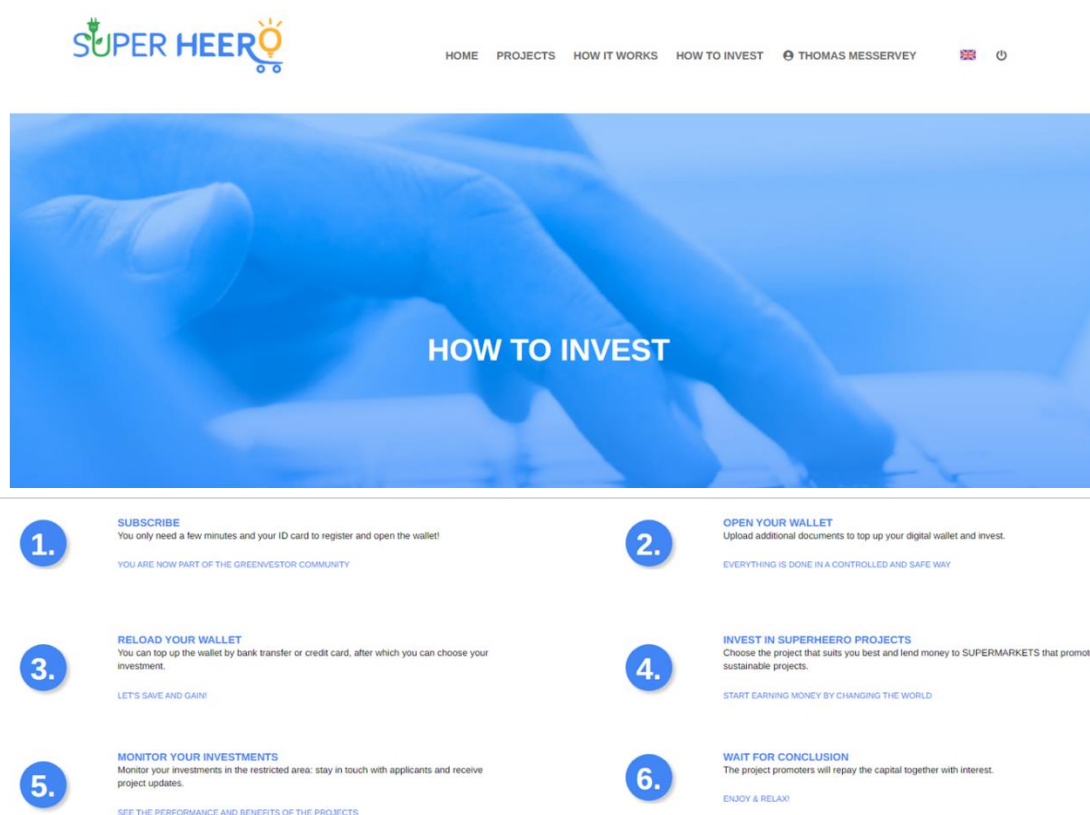


Figure 4. Super Heero How to Invest at <https://www.super-heero.com/en/come-investire>



### 3.4. Youtube Channel

Over the course of the project, select webinars, workshops and promotional videos have been uploaded to the Super Heero youtube channel at <https://www.youtube.com/@super-heeroproject/videos>. This provides another reference place for Super-Heero content in a format / at a location of preference for some viewers.

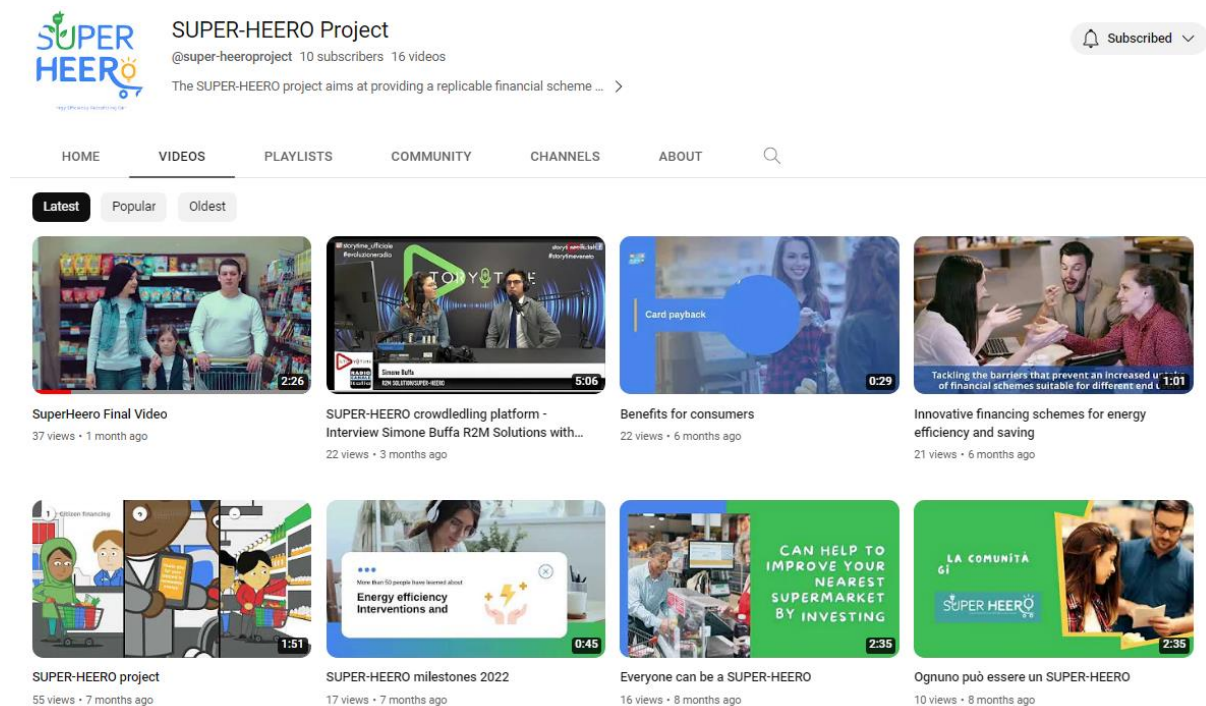


Figure 5. Super Heero YouTube Channel

### 3.5. Interviews & News Content

The Super-Heero webpage features a news section which has a double role of capacity building via interesting interviews and coverage of events and key results. The page is located at: <https://super-heero.eu/category/news/> and provides an excellent and engaging resource for project content.

## 4. Summary of Capacity Building Activities

This chapter provides in brief detail a summary of capacity building activities grouped into three categories, dedicated workshops, clustering & outreach and pilot activities.

### 4.1. Capacity Building Workshops & Roundtables

Beginning with “Super Heero comes to Pavia” in July 2021, the project organized a series of capacity building workshops and roundtable discussions until its conclusion in May 2023. These included:

- |                                       |               |
|---------------------------------------|---------------|
| • Super Heero comes to Pavia          | July 2021     |
| • Super Heero roundtable in Padova    | November 2022 |
| • Super Heero comes to Madrid         | May 2022      |
| • Super Heero comes to Milan          | November 2022 |
| • Capacity Building Workshop - Padova | February 2023 |
| • Super Heero final event - Madrid    | May 2023      |

and several of the promotional flyers surrounding these events are included in Annex I.

Overall, it was a huge effort and with low numbers to attract stakeholders to these events. Techniques utilized were direct invites (email and in person), wide publication on social media, use of physical flyers, phone call reminders, booking system reminders and so on. For several of the workshops, high-profile speakers were invited and/or technological partners were invited to present. Content built upon itself across the workshop series and as the project matured. Although attendee numbers were never what we would have liked (from a handful up to 15-20 persons), each workshop brought some key contact that became part of the Super-Heero ecosystem. In total, approximately 100 stakeholders were reached. Given the time and investment made, double use via posting of workshop recordings (documents page, training page and youtube channel) has also been part of the strategy.



Figure 6. Super Heero comes to Madrid and a follow-up post from Coviran (43k follower) highlighting its keynote



Figure 7. View from Super Heero Capacity Building Workshop in Padova, February 2023

## 4.2. Clustering & Outreach

Discussing Super Heero and bringing project concepts to targeted stakeholders was a natural and continuous process across the project duration. Several key activities included:

- An innovative financing clustering workshop at Sustainable Places 2022 in Nice, France. At this workshop, we paired with the Energy Efficiency as a Service Project (EaaS), the Greenfoot Project (crowdfunding sport stadium interventions), and had a opening intervention from Eurocrowd. The workshop can be viewed on the youtube channel at: [https://www.youtube.com/watch?v=mSpjGGDRo4M&ab\\_channel=SUPER-HEEROPROJECT](https://www.youtube.com/watch?v=mSpjGGDRo4M&ab_channel=SUPER-HEEROPROJECT)
- Super Heero presentation at DESPAR IT HQ. In September of 2021, Super Heero was invited to brief the project concept and progress to date to the sustainability working group at the DESPAR Headquarters in Padova. The presentation was part of a capacity building program by this working group and approximately 20 persons were present from the company leadership to include technical, marketing, decision making and administrative profiles.
- Use of the Horizon Results Booster to team with the FinEERGo-Dom project and the issuance of a joint press release and video. The document with pointer information is available at the promotional materials section of the Super Heero documents page at: <https://super-heero.eu/documents/>. The video is available on the youtube channel: [https://www.youtube.com/watch?v=n5GzILb3i7k&ab\\_channel=SUPER-HEEROPROJECT](https://www.youtube.com/watch?v=n5GzILb3i7k&ab_channel=SUPER-HEEROPROJECT).
- Participation in the CINEA organized “Thematic workshop on the clean energy transition of the business sector” in Brussels in April of 2023.
- Participation in key expos and events to include (to name a few)
  - Ecomondo 2022
  - Enlit 2022
  - Greenvestor forum 2022
  - Euroshop 2023
  - MAPIC 2023

Although these events served for dissemination, they had the double purpose of also providing the opportunity to conduct capacity building.



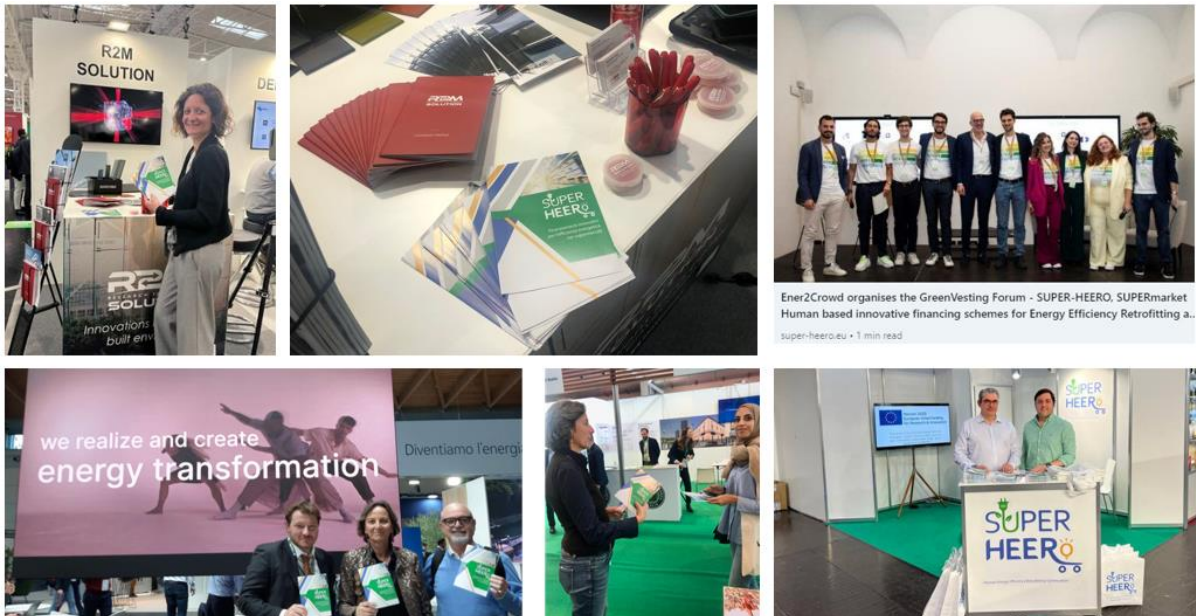


Figure 8. Super Heero at several key expos (MAPIC, Ecomondo, Greenvestor Forum and Euroshop)

### 4.3. Pilot Activities

Pilot activities provided an approximate two-year period of interaction with project-affiliated supermarkets over which the Super Heero approach and methodology was designed, validated and implemented at select locations. Capacity building actions with the pilot supermarkets included:

- Discovery surveys
- Energy audits
- Roundtable workshops
- Marketing & Advertising Campaign Design
- Crowdfunding Campaign Implementation
- Installation & Commissioning
- Monitoring

In the Spanish pilots, monitoring systems were installed and a deep set of holistic EE interventions were designed for two supermarket locations. The energy managers at brand level are expanding the approach to a wider set of store locations with project partner CREARA engaged in the discussions.

In Italy, two pilots progressed through specific intervention implementations financed by the crowd on the crowdfunding platform. In total, over these two projects, 100 investors raised 104k euro for the installation of PV systems. The first pilot was a franchise owner team. The second pilot brand managed and operated by a store manager. Behind both projects were numerous interactions to provide support to the crowdvestors signing up and participating in the Super-Heero platform.

Details of the pilots are reported in D2.5 (lessons learned), D4.4 (financial, circular, customer reaction assessment), D4.5 (energy, economic, social assessment), D3.4 (advertising materials) and D3.6 (reward strategies). The experience of developing these specific pilots and failing on others was challenging, complex and enriching. Throughout, the process was capacity building on ourselves and the supermarket stakeholders we worked with.

Several informal testimonials from these activities include:

- “We get calls and solicitations every day. I must say we agreed to this meeting because this is the first new idea we’ve seen in a very long time.”
- The franchise team from the first Super-Heero pilot declared that Super Heero would be the first thing they do at their next/second franchise location in the near future.
- Our technology partner for the first two Italian pilots routinely posts about Super Heero updates before we do – and has made it part of his approach to his commercial network.
- The brand we’ve worked with for pilots #1 and #2 have now asked us to develop pilots #3, #4 and #5.

Some disappointing results from our activities:

- We lost a major brand – they never explained why
- One franchise owner where a local incentive opportunity was not realized (funds exhausted) swore to never work with us again
- Another franchise owner deliberately did not care to offer an interest rate to his clients (increasing his costs)
- After energy audits, some store locations implemented our suggested measures and did not inform / work with us

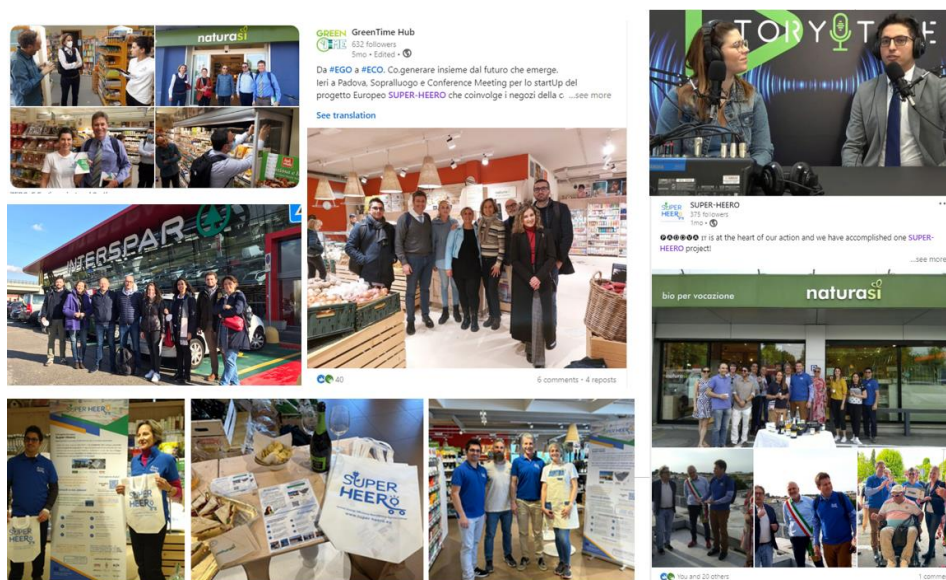


Figure 9. Several views of Pilot Capacity Building Activities



## 5. Conclusions

Super Heero puts together value chains of stakeholders (municipalities, brand owners, building owners, project developers, product suppliers and service providers) for the implementation of Energy Efficiency renovations and renewable energy installations using the Super-Heero innovative financing scheme engaging community stakeholders via a crowdlending and reward program approach. The approach has started with supermarkets but the vision and intent is to scale the approach to other sectors where its unique value proposition of engagement, reward, educating and inspiring can be delivered coupled to EE interventions which by default save money and deliver sustainability.

This report has detailed and summarized capacity building actions in the Super Heero project. This program and these activities are important as the goal is to have Super Heero replicated at large scale and by other organizations. The platform at [www.super-heero.com](http://www.super-heero.com) is available for all stakeholders to use in order to integrate the approach into their business activities.

We hope this document is inspirational and has triggered some ideas and reflections for the reader. We are available to be contacted anytime at [info@super-heero.com](mailto:info@super-heero.com).