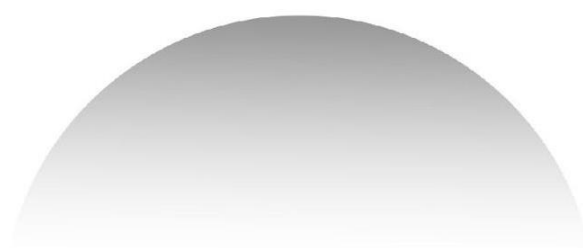
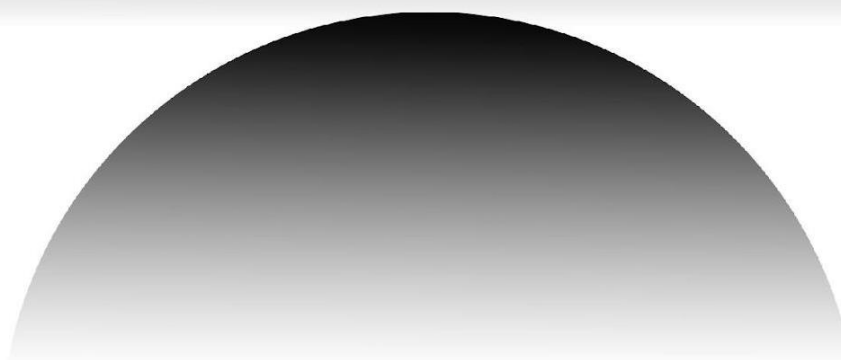
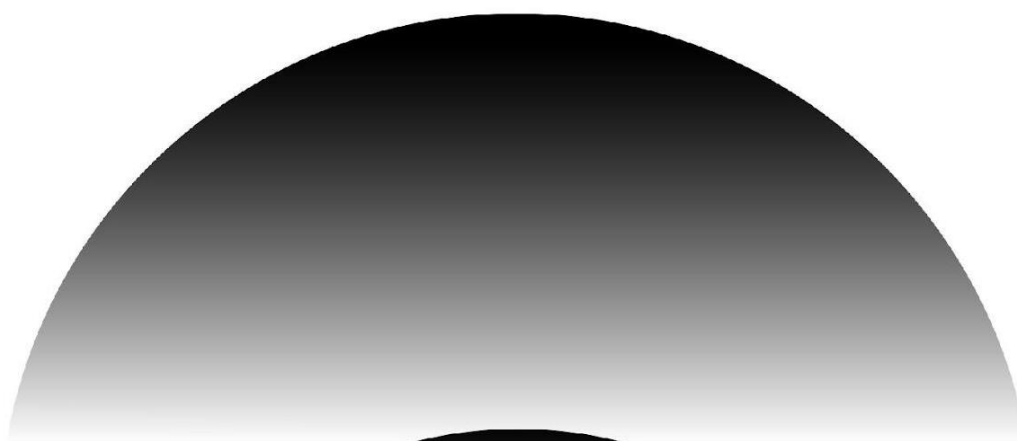

Handbook DistrictEES

Project Title: Replication guide of the DistrictEES project



Colophon

Project Acronym: DistrictEES

Grant Agreement number: 890184

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Introduction

This is the replication guide derived from the DistrictEES project. This is an handbook approach for copying the District Level approach, developed with the DistrictEES project. This handbook will explain the key concepts behind the District Level approach.

In this handbook we first discuss the methodology and tools of WDW. These tools generate public interest value.

In the second chapter we discuss the value creation that is created per stakeholder and per client. This also briefly explains which value is provided for monetary compensation and which value is provided as a fixed item without monetary compensation.

The third chapter discusses the financial background of the District Level Approach. This concerns the revenue model and cost structure.

The fourth chapter provides a brief explanation of the parties and people required to copy the model.

Finally, the fifth chapter provides an explanation of marketing.

These components together make it possible to copy the District Level Approach.

The value creation of DistrictEES

The value creation of the DistrictEES project arises from the step from paper to practice. It appears to be difficult for many parties to gain an overview. This also applies to making a concrete plan for the energy transition in the built environment. The step from planning to implementation is considered even more difficult. This step still needs to be taken on a large scale in the Netherlands, but also in the rest of Europe.

WDW has created a sustainability model with additional tools that make this step possible. In addition, the ownership of WDW, as part of the Van Wijnen construction company, makes it possible for the step towards implementation to be taken quickly (see the box below for an explanation).

This chapter explains value creation and the tools and methods that make this possible.

Van Wijnen

Van Wijnen, the owner of WDW and the DistrictEES project, has a goal focused on the implementation of measures. The objective is implementation, because as a commercial construction company this is their way of making profit. Due to this practice, the project plan has taken on a different approach than many other approaches. The project is mainly focused on the feasibility of implementing energetic measures and this has increased the feasibility of the district level approach as a whole and the feasibility of making the built environment in districts sustainable. This is in contrast to research institutions and consultancy firms. These parties are not bound by the implementation of energetic measures and are therefore primarily focused on research. However with research alone districts won't get sustainable.

Value creation subdivision

Value creation is created with WDW's neighborhood approach. The approach links theory to practice. The ultimate result is a natural gas-free district. In concrete terms, value creation arises in:

- **Unlocking data:** By unlocking data about a neighborhood and the homes in a neighborhood, a targeted plan can be made for making the neighborhood more sustainable. This targeted plan from WDW is called the 'Neighborhood Plan'.
- **Bringing stakeholders together:** WDW conducts discussions with stakeholders such as municipalities, housing associations and grid operators to bring together and properly coordinate the strategies and plans of these parties.
- **Bring improvement plans and package of measures to the residents:** The most concrete value creation is making the right package of measures available at home level. We thus offer a concrete offer for homeowners and work and projects for Van Wijnen.

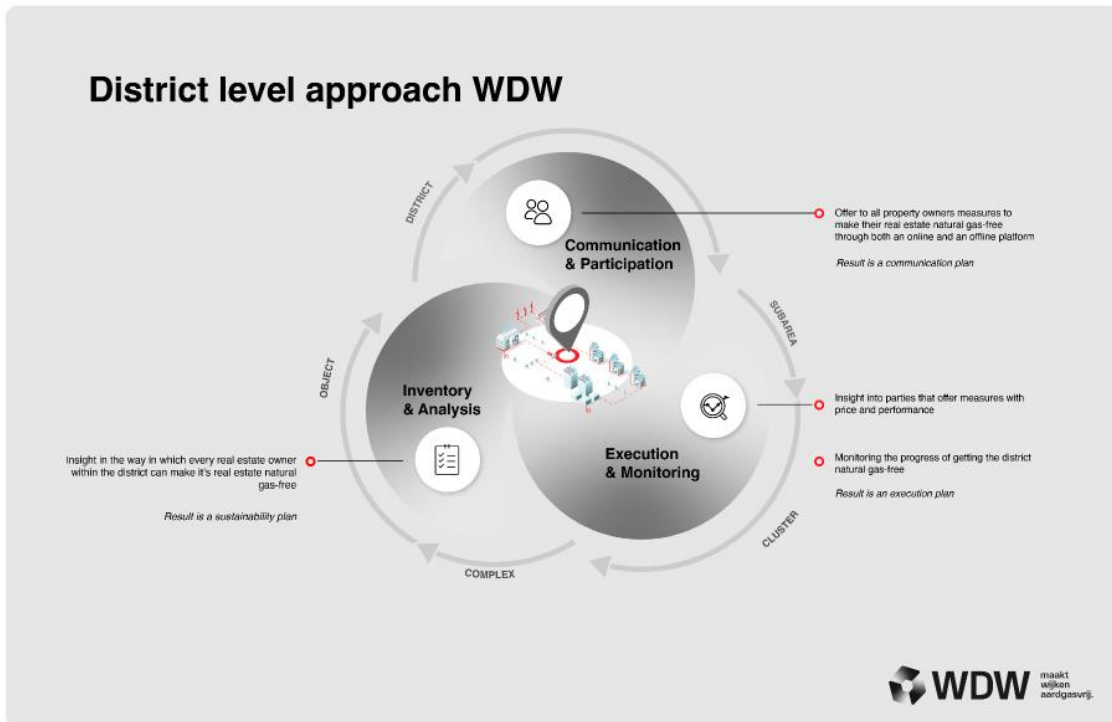
Integrity

With the integrated district approach, WDW is increasingly developing into a one-stop-shop with an area-focused approach. All property owners in a specific district can turn for support and execution of the energy transition. With this, we mainly take on the role as a provider of sustainable measures for real estate. However, we can also connect to the broader development in the district. For instance, in the areas of biodiversity, social cohesion, mobility, and urban planning. But these disciplines are explicitly not part of our business model.

The district approach makes sustainability tangible by bundling volumes, which brings cost efficiency. The long-term involvement in a district makes it more attractive for property owners to participate. Through the use of the Horizon 2020 grant, WDW has been able to develop systems that are scalable and repeatable. As a result, WDW can create district plans more quickly, serve more districts, and accelerate the energy transition.

WDW's systems unlock the data that are the bearers of cooperation in a district. This allows us to make transparent which measures can make the district free of natural gas, and this can be translated into a substantiated approach, contributing to the EU's ambition to accelerate the sustainability of the built environment.

Overall methodology



Above is a visualisation of the district level approach model of WDW. It shows three segments: Inventory & analysis, Communication & Participation and Execution & Monitoring.

Summary of the district level approach model

In the above visualisation is the model of the District Level Approach. Contrary to what the model suggests, it is not a phased approach of three consecutive steps. Rather, it is an integral approach that gradually merges over time, with the segments overlapping and running parallel to each other. The model exists of three segments: Inventory & Analysis, Communication & Participation and lastly Execution & Monitoring. In the first segment we inventorize all the data of the district and we make an analysis of the data. With this data we form a plan and we identify the measures for making the district gasfree. In the second segment we communicate with all the stakeholders and namely the residents of the district about the measures and options for making their home and district gasfree. In the third segment we execute the measures to make the district gasfree and we later monitor if the measures have worked.

The first part of the District level Approach model is the **inventory** and **analysis**. This involves making an inventory of general and public data and specific data from, for example, the housing association and the grid operator. The inventoried data is analysed, and a picture of the current situation is sketched. Based on this, WDW formulates an initial impression of the possible natural gas-free scenario of the district in the sustainability plan. During the inventory of the district, we also make a subdivision of sub-areas in the district. Following the sustainability plan, the district is then made natural gas-free step by step and sub-area by sub-area. This way, the area-focused approach becomes scalable and manageable, and we remain involved in the district for the long term.

The Viewer

An important tool in the inventory and analysis is the viewer (see the image below). In this tool, the most important data streams for the district approach are made transparent. These include the public data sources (provided by the Dutch government) with energetic characteristics of buildings such as energy labels and years of construction, as well as the non-public data from housing associations with specific energetic data for houses. Based on this data, a plan can be made to make the largest share of the houses in a district natural gas-free.



The Viewer of Visual twin of WDW with a view of the Overstegen District (the project in Overstegen will be elaborated in chapter Projects).

In the above image is a screenshot of the WDW viewer. With this viewer, WDW can make the energetic data streams from housing associations and public data streams transparent in a so-called "visual twin." A visual twin is a digital version of the district where different data layers can be overlaid. Moreover, the images from the viewer can be used to conduct discussions with other stakeholders in the district.

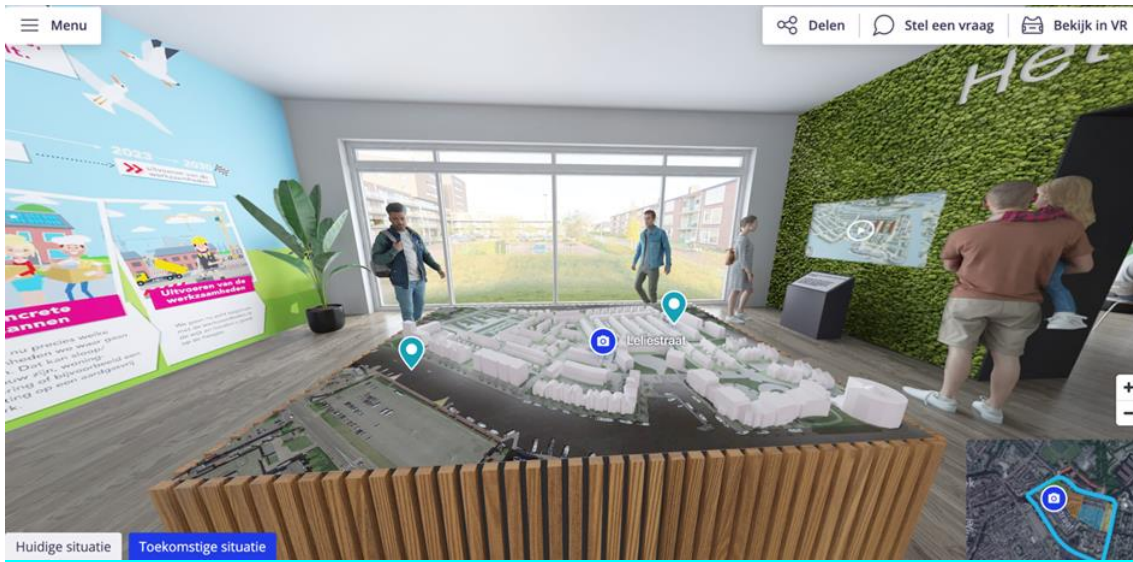
The foundation of the viewer

The viewer is built on the 3D tiles of the Technical University of Delft. They built the Netherlands in a 3D model. With the viewer, WDW can call every part of this 3D model and therefore every district in the Netherlands. By applying the public data of houses, gridsystems and even trees we can make the district much more alive and visible. This makes it possible to analyse the data in districts and the viewer makes it much easier to communicate with stakeholders and residents. In the near future the Viewer is open to connect with other visualisation tools. like the tools for infrastructure (grid operators) and planning tools like ruimtelijkeplannen.nl

The Online visitor centre (OVC)

With this initial view, we also start the **communication** and **participation**. This is the second phase in the process. Here we involve the stakeholders and property owners in the district. This includes the municipality, energy cooperative, housing associations, private homeowners, and entrepreneurs.

We use an online and offline visitor centre for this. This tool enables us to present the information and plans in a clear and recognisable way. By uniformly designing the online and offline environment, a connection with the surroundings is created, and we can bring the information close to the people.



The online Visitor Centre (OVC).

The Online Visitor Centre (OVC) allows us to present different scenarios and make the impact of measures transparent by transporting the data from the viewer into the OVC. Here, market parties can also be engaged so that the energy measures can be translated into quotations and the connection can be made with market parties. This is where WDW's approach distinguishes itself from the majority of integral approaches offered by consultancy firms. WDW's approach is truly integral, encompassing inventory, analysis, communication and participation, and the actual implementation or **execution** of measures. What we promise at the front end, we can deliver at the back end.

Another element that distinguishes WDW's approach from other methodologies is the long-term approach and involvement in the district. By using various tools and **monitoring** the proposed approach we can incorporate the measures and their impact in the route to becoming natural gas-free. A major misconception and a hindering thought is that the transition must be sudden and on a large scale. This approach is too large-scale and unaffordable. By taking well-considered and appropriate steps, we can limit interventions in the districts, spread the financial impact, and search for a scale that is manageable for everyone.

Data as guideline for the District Level Approach

An important foundation for the District Level Approach is **data**. Without data, the first step of inventory and analysis is not possible and without this first step, the following steps are also no longer possible. Data, and especially **suitable** and **well-maintained data**, is the guiding principle for the District Level Approach. Especially the data of the housing associations is important. Their data is quite extensive on the part of energy efficiency of their houses. Because of this data WDW can make a plan for the measures that have to be implemented in the district. Collecting the housing data occurs in the initial planning process. **Analysing and inventorying** the district is actually about inventorying and analysing the data of the district. The same data is then transported to the next step of **communication and participation**, where visualisations based on data are shown to the residents of the district and thus provide insight into the necessary measures in the district. The conversation is therefore conducted with residents based on data. In the final step of **implementation and monitoring**, the data is used as input for implementing measures and the data is then used to monitor whether the district has been made natural gas-free.

District plan

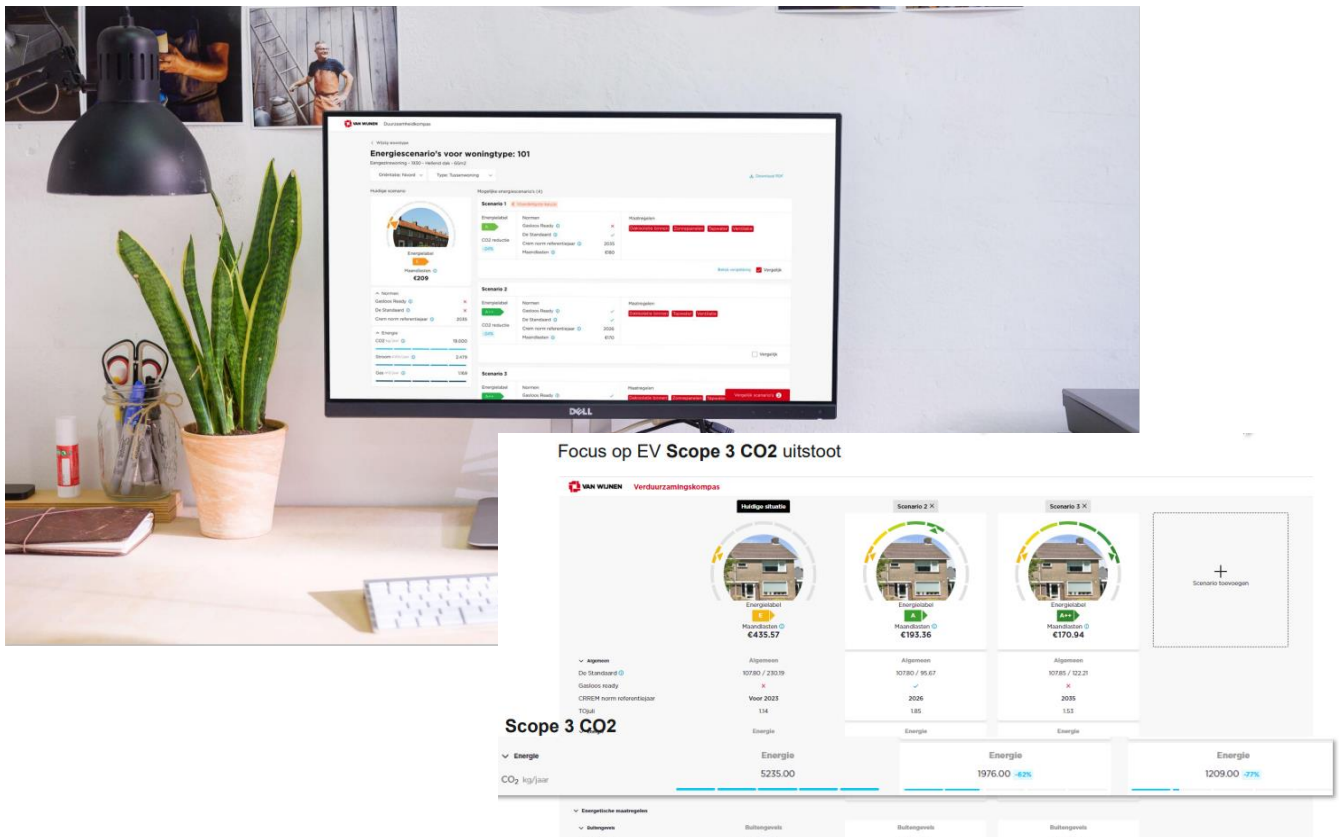
Met de tools en de methodologie wordt een District plan gemaakt. Aan de hand van dit plan worden de eerste gesprekken gevoerd met de verschillende stakeholders van de wijk. In het wijkplan worden de fasen van de District Level Approach toegelicht in een planvorm. Dit plan heeft onderstaande inhoudsopgave:

Title page (District Name)
Colophon
Conclusion & Recommendation
Introduction
Chapter 1 District (name)
1.1 Geography & Ownership
1.2 Years of construction & typology
1.3 Energy labels & Energy network
1.4 Income & Energy Poverty
1.5 Age & household division
1.6 Who's who in the (district name?)
Chapter 2 District (name) in sub-areas
2.1 Division into sub-areas
2.2 Prioritization of sub-areas
Chapter 3 Action plan first sub-area of (name district)
3.1 Measures
3.1.1 building-related measures per owner in the sub-area
3.1.2 area-based measures
3.2 Communication & participation
3.3 Planning

Sustainability compass

In the project phase, we started standardising the different types of housing under corporate ownership. For this purpose, we have developed a menu card. This has been very positively received by both the internal organisation and the customers (housing associations) but still needs to be deepened. In particular, the digitization of this menu card is essential. In the last phase of the project, we made a huge leap forward and translated the menu card into a digital tool; the Sustainability Compass. With the sustainability compass, we are able to translate the various housing types into an offer, accumulate them, and provide them with the energy performance.

It is still too early to use this tool for offering and guaranteeing the work and performance, but the tool is already being used with customers to present the different scenarios, thereby establishing a preferred scenario for the work to be carried out. By applying the tool, we can gain experience in working with it and make it more applicable. On the other hand, we fill the sustainability compass with measures that can be applied to other houses, customers, and geographical areas.



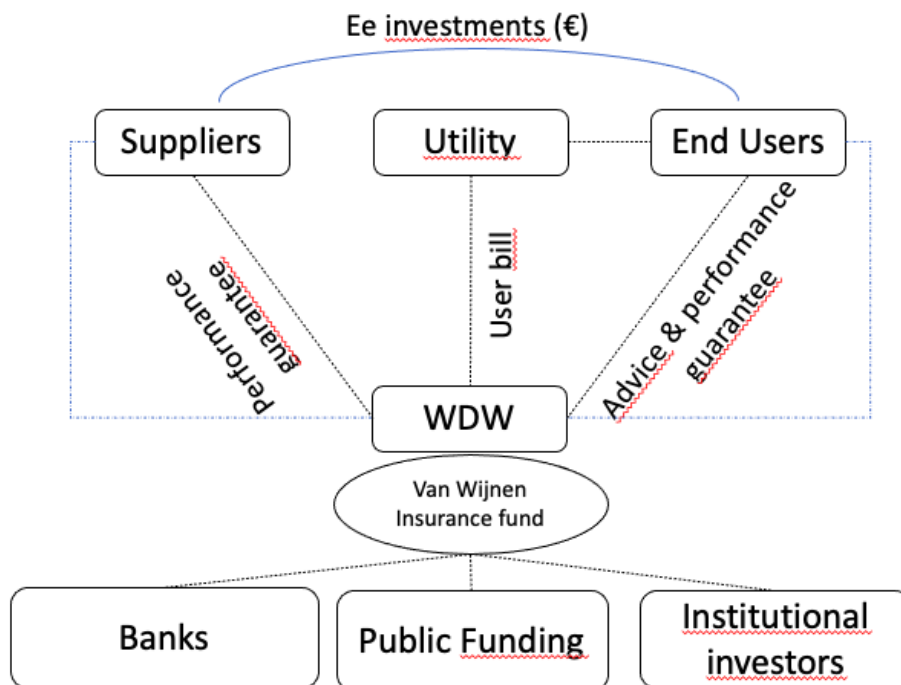
These are images of the sustainability compass. This ensures that van wijnen can easily provide an initial quick analysis for all homes in the district, because a previous analysis has already been made for a similar house. The two images above are impressions of the tool.

Insurance fund

The principle behind the insurance fund is a reservation within the business operations for the realised projects. This reservation can be used to compensate for any projects where the energy savings are not achieved. This does not mean that all projects are offered according to this principle. The traditional request for proposal remains the common practice for now, but the organisation is at least prepared for this variant of execution. If a project with an energy performance guarantee does not meet expectations, it is first investigated to what extent the lagging performance is a result of the renovation carried out. For this, we follow the steps below.

1. Which energy carrier is responsible for the excess. If there is still a gas connection, the differences in gas or electricity consumption can be examined.
2. Has there been a change to the initial situation? In some cases, there has been a change of the usage. The family composition may have changed (a studying child returning home) or energy-intensive appliances have been added (for example, the installation of a patio heater or a jacuzzi). If this is the case, this can explain the increased energy consumption.
3. The execution of the measures is examined if there has been no change compared to the initial situation. Have the measures as proposed been implemented, and have these activities been carried out correctly? Does the equipment function properly? If not, recourse will be taken to the guaranteed conditions agreed upon with the supplier and/or executor.

If the above steps do not reveal a cause or liability, a decision will be made in consultation with the customer for the restoration of the work, or a financial compensation can be agreed upon. In general, it can be stated that the performance of an implemented sustainability measure becomes visible within a seasonal cycle. If no claim has occurred after this period, it can be assumed that the implementation is in accordance. With this, the reservation can be gradually reduced. To be cautious, the reservation for each object carried out is reduced by 25% annually and released for additional sustainability investments. This gives the reservation a revolving character.



Above is a visualisation of the setup of the insurance fund.

Commercial and public real estate owners

For the sustainability of commercial and public real estate, the housing subscription and the sustainability compass are not suitable. This is mainly due to two important aspects: the lack of volume and repeatability. In addition, owners are difficult to direct in the initiation of sustainability since, generally, the interventions in the buildings are dictated by the functionality of these buildings, their profitability, and any potential future functions (transformations).

Experience shows that in the districts where we are active (see chapter Projects and explanation), the share of commercial and social real estate is limited. There is a great diversity in the appearance of this real estate. In the districts, we sometimes encounter swimming pools, community buildings, health centres, sports halls, and other buildings. It is almost never the case that these buildings have any form of repetition in them. This makes a uniform sustainability measure almost impossible, at least it does not pay to develop an integrated approach for this. That is not to say that we do not serve these owners. On the contrary, with the various disciplines of our parent company Van Wijnen Group, we can serve this excellently. For this, we employ custom work from Renovation & Transformation, the construction company, and project development. These disciplines fit seamlessly into the integrated district approach.

Value propositions delivered to different types of clients and stakeholders

WDW's district approach offers a model in which various stakeholders and clients are provided with values. However, not every party is offered a proposition.

We provide a sustainability plan and tools to stakeholders, including: the municipality, the grid operator and the housing associations. Possibly also the district association or residents' cooperative if it is involved in the process. This is valuable for their knowledge, policy and mutual coordination when making a district natural gas-free.

Ultimately, we deliver a value proposition to clients and these are mainly home owners, consisting of housing associations and private home owners. The two customer groups receive a ready-made offer for making their real estate more sustainable with an improvement plan. Earnings are then made when the implementation is also delivered. The product therefore concerns a free offer and plan of action for making the real estate more sustainable and then the implementation of this plan is paid.

This also applies to social and commercial real estate in the district, if the owners want to participate. As indicated in the previous chapter, a separate plan often needs to be drawn up for this group. This is often done by Van Wijnen himself.

Varied Financing Paces Pose Challenges: There are two main investment paces in a district: This is the slow and small-scale pace of private homeowners and the quicker, large-scale investments by housing associations. The private homeowners tend to invest a small amount of money over a long period of time. And there doesn't seem to be a predefined long term investment plan. The housing corporation tend to invest a large amount of money in a short period of time. Based on a long term investment and maintenance plan. This makes forecasting and planning much more predictable. Which is a key element in the District level approach in order to connect and involve other real estate owners. Private home owners are not used to budgeting renovation and maintenance. So the long term planning is non-existent. Therefore activating the renovation needs combined with a financing offer is essential to boost the renovation ambition.

The text below provides a further description of the various stakeholders in the district. The primary approach is to align the offering of sustainability measures with the financing options available to the different target groups.

- **Housing associations** generally initiate sustainability as part of the multi-year maintenance plan at the complex level. Exploitation plays an important role here and is therefore the driver. In addition, the financing of housing associations is fundamentally different from other property owners. Housing associations use the WSW (Waarborgfonds Sociale Woningbouw, translated Social Housing Guarantee Fund). For housing associations, the WSW is a mutual guaranteed society with a solid guarantee system. They provide guarantees on loans to associations. That means the fund takes over the payment obligations (interest and principal) of the loan if the association can no longer meet them. By standing guarantee for loans, housing associations can attract loans more cheaply. This helps associations carry out their core activity: building and maintaining social rental housing. The WSW covers this guarantee with various buffers and safety nets. Thus, the participating associations have their own capital buffer and cash flow. The WSW's risk capital is the first buffer to cover claims on the guarantee. If necessary, this reserve can be supplemented by liquidating the collateral of the struggling association. The second buffer is the mutual guarantee of associations, fulfilled by an OBLIGO facility. An OBLIGO supports corporations to create a buffer or reserve for investments. Another strong point of the guarantee fund is that agreements have been made with the State and the municipalities (the 'back catchers') that, if necessary, interest-free loans can be provided.

- **Private homeowners** generally initiate sustainability individually or collectively through an energy cooperative. The motivation is partly the combination with maintenance work on the home (replacing frames with double glazing) and partly a way of investment by which the residents can save money on the energy bill (insulation and solar panels help to save money on the energy bill). The measure's financing is often with personal funds or a loan, combined with a subsidy scheme.
- **Commercial property owners** generally initiate sustainability individually, possibly supported by trade associations or SME organisations. The driving force is often the combination with maintenance work on the building (for owner-users and mutation for owner-landlords). This usually happens when a tenant is leaving the property and the asset is available for an upgrade, or the landlord decides to change the function of the asset. The measure's financing is often with the entity's funds or a loan, combined with a subsidy scheme. The motivation for sustainability is often an economic consideration (the functional or financial exploitability of the building).
- **Owners of public real estate** generally initiate sustainability as part of the multi-year maintenance plan. The measures' financing is often part of the multi-year budget with support from the BNG (bank for Dutch governments) and subsidy schemes.
- **Grid operators** are driven by the age and energy burden of the network. If the energy burden increases (congestion), the need for investments in the network will increase, and the work will be included in the planning. In almost all cases, this is demand driven. Proactive initiative is still rare. However, we are slowly seeing the realisation among grid operators that proactive collaboration with the various stakeholders is necessary to work efficiently and effectively. The focus here is mainly on the execution of the work. More collaboration with other stakeholders will be needed to make the work forecast clear. This also concerns the prioritisation of work, including the measures to be taken.

The customer journey

A district consists of a number of property owners and even more stakeholders. All these target groups require a different approach. Ultimately, we all look at the same district, but each target group looks at it through a different lens, each with his own vision. This often calls for a diversified approach. We have translated this approach into a customer journey. The housing associations, as we have explained earlier, are the most important players in the district. Because a housing association can bring in a large volume of energy measures, it acts as a motor starter. The intervention that we may carry out for the association can act as a catalyst for the other property owners.



*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 890184.

In the image above, we have developed the customer journey for the two most important stakeholders/target groups: the municipality and the housing association. In the text in white boxes the route through Dutch policies of housing associations and municipalities is noted. In the table downbelow the customer journey is showed. In this table we have added three conversion stages. In the first stage we get in contact with the stakeholders and in the last stage we sign the agreement. After this stage Van Wijnen can execute the measures to make the homes and district gas free.

The reason we have highlighted these two stakeholders is that these parties are decisive for the success of a district approach. Their input is important because:

- The housing association is familiar with complex renovation and collaboration with grid operators and can tackle a hundred homes in one project, where the homes are sustainably upgraded in a large-scale approach. Meanwhile, the individual homeowner benefits more from a phased approach, where measures are adopted individually over the years. These different scales can coexist perfectly.
- The municipality plays a crucial role in terms of policy and facilitating the energy transition. Through the well-known cascading from the Regional Energy Strategy (RES), through the Transitional Vision Warmth (TVW) to the District Implementation Plan (WUP), the municipality directs the TVW and WUP's. They also facilitate the execution plans in the districts and their implementation with communication, financial resources, and regulation. However, even if a municipality does not facilitate but also does not hinder, the integrated district approach can still proceed.

An example from practice (Overstegen, Doetinchem):

A housing association plans to renovate and make a complex of xx homes sustainable. The homes being addressed are a mix of connected association homes and speckled ownership (a block with

homes from both the association and private homeowners). Based on WDW's district analysis, the housing association chooses a renovation and sustainability scenario. With this sustainability scenario, private homeowners are approached in collaboration with the energy cooperative with a proposal for the sustainability of the private property.

Because the implementation of measures for the association can be combined with the implementation of measures for private individuals, significant efficiency benefits can be achieved, positively affecting the affordability of the measures. Insulating the facades of connected homes all at once is much cheaper than individually insulating a facade per home.

Timeliness in the communication and participation process is essential here. Each property owner has a different decision-making and financing process. The significant benefits of the integrated district approach are therefore found in:

- The integral approach of the inventory and analysis. This forms a complete picture of the district and translates it into individual solutions.
- By opening up communication and participation for the entire district, a sense of community is created, fostering a sense of joint action and a fear of missing out (FOMO). "Now is the opportunity, and the offer is there; the neighbours are doing it, so maybe it would be wise for me to join in too."
- Scale advantages and efficiency result in cost and time savings, which reduces inconvenience in the district and lowers expenses.
- The district approach provides access to the financing options available to pay for sustainability measures.

Revenue models, cost structure and long-term financing

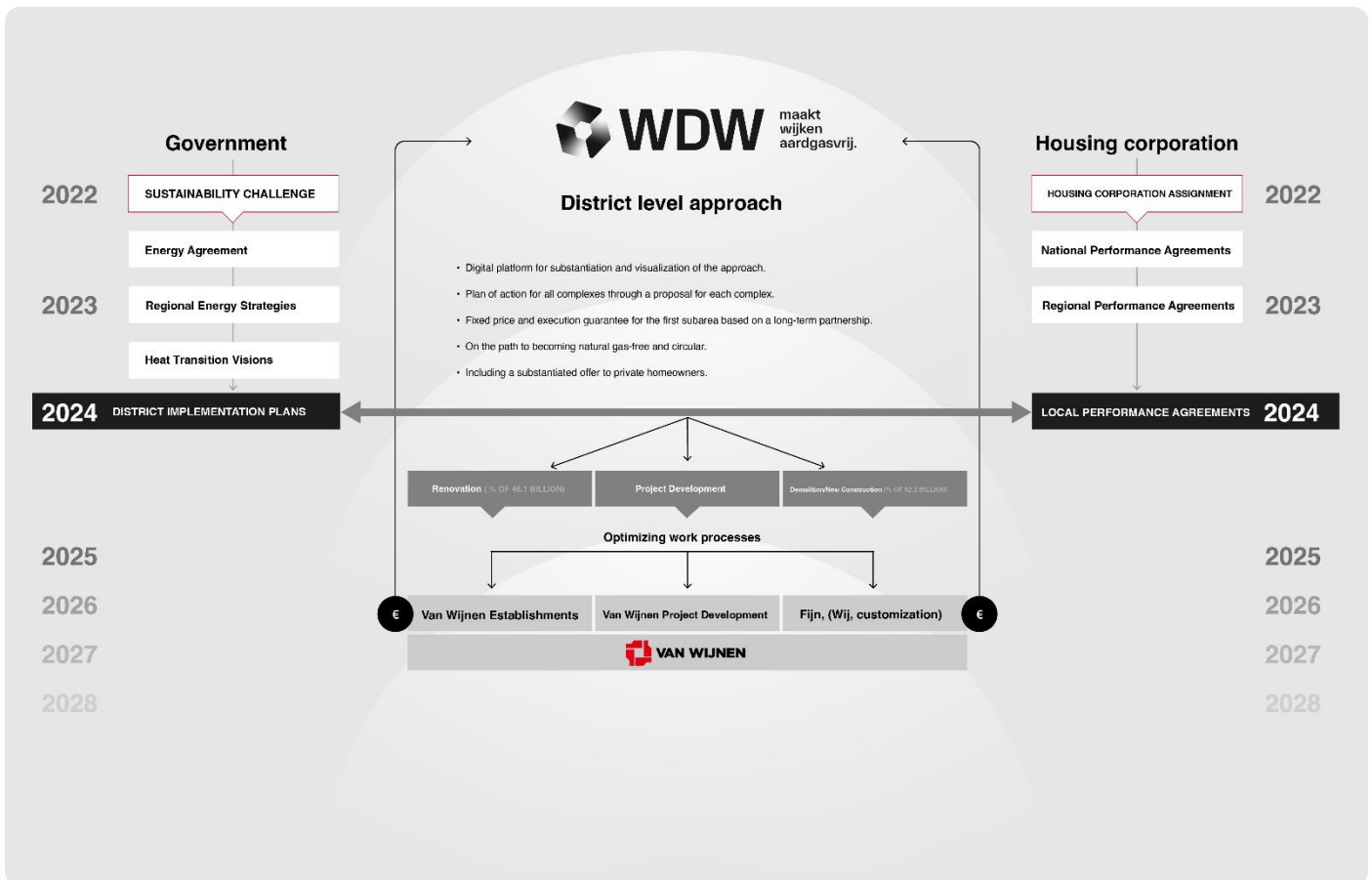
The district approach is based on the analysis and formulation of the route to natural gas-free. Van Wijnen's strength lies in the ability to safeguard the plans with implementation capacity. This is where we fundamentally distinguish ourselves from consultancy firms. With this proposition we can offer the district plans "free of charge", provided we keep an eye on the implementation of the measures.

An alternative to this revenue model is that the implementation is separated from the analysis. You could choose to market the neighborhood plans as a commercial service. We can imagine that this business variant is suitable for countries where the sustainability of the built environment is still in its infancy. In the Netherlands, we have now made a lot of progress in terms of policy by translating the climate agreement into the RES, via the TVW to the WUP. The following three revenue models have been considered in the past. Ultimately, revenue model number two was chosen.

1. WDW as an independent contractor for the district; The difference between the purchase of the service and its sale by WDW determines the margin for WDW.
2. WDW as fee developer; WDW applies the neighborhood approach and delivers turnover to Van Wijnen and receives a fee for this.
3. WDW as advisor. WDW uses its knowledge, expertise and developed instruments for payment from third parties.

Revenue model

The image below summarizes the revenue model of the District Level Approach. WDW has agreed with Van Wijnen that it will receive a fixed percentage of the turnover achieved by Van Wijnen with the relevant projects. With this percentage, WDW can then cover its costs and start up new projects and thus continue to grow in the number of projects it carries out. From top to bottom, the image shows the task for the Netherlands and the Dutch government on the left and the task for housing associations on the right. In the middle are the services of WDW. This mainly concerns the creation of a district sustainability plan. This is arranged free of charge and only if the parties decide to implement it with Van Wijnen will WDW make money. WDW receives a standard percentage on Van Wijnen's project turnover that is achieved with projects that arise from WDW's work process. However, parties may also choose to use other implementation partners, in which case WDW will not earn any money.

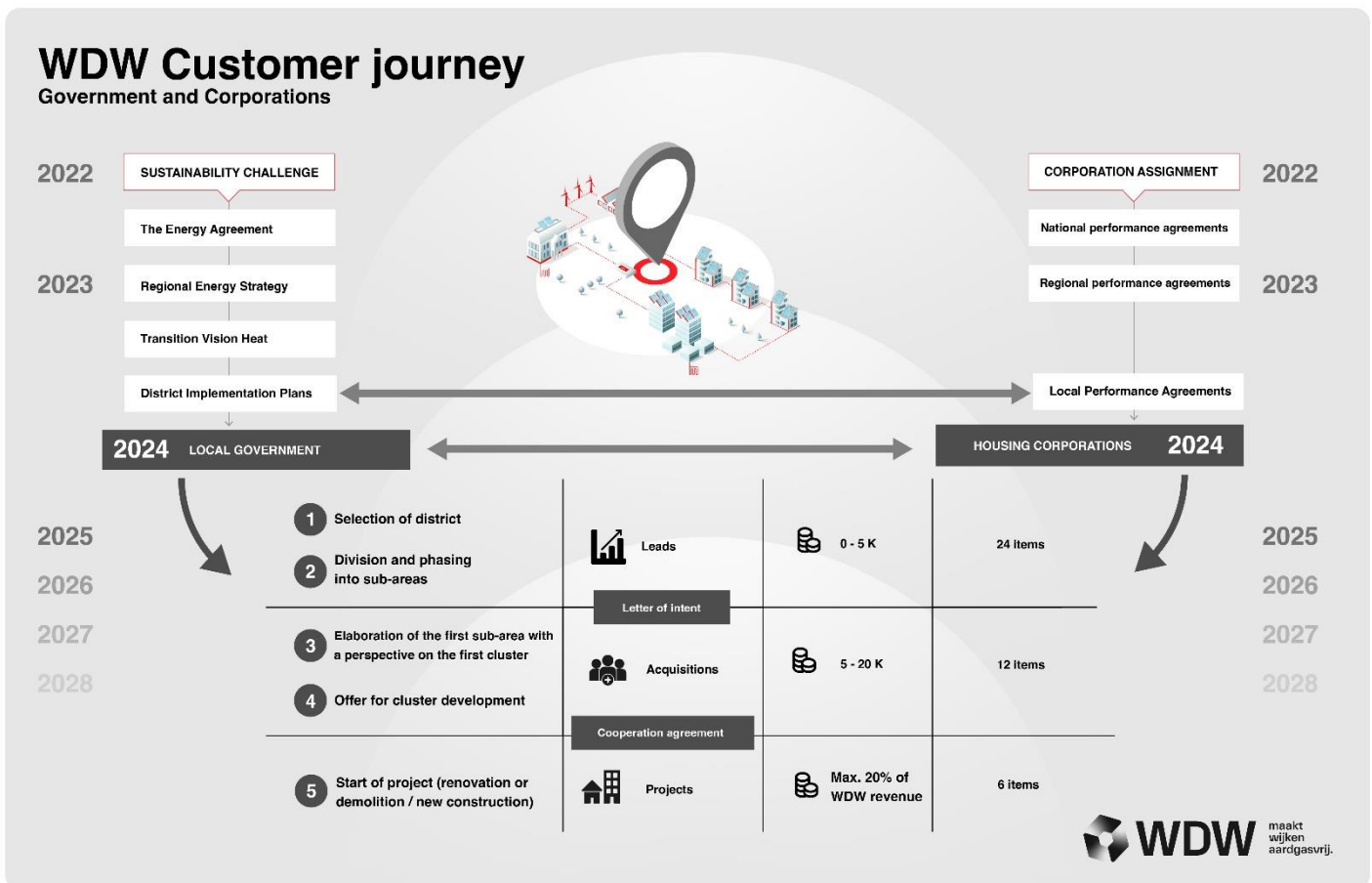


This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 890184

Pre-investments and process

WDW has its own work process and associated customer journey for municipalities and housing associations. The WDW work process and the customer journey of WDW and Van Wijnen customers are shown in the image below. These parties are guided in the neighborhood sustainability process in 5 steps. This starts with choosing the district that the parties want to have addressed (they often choose this themselves). WDW then makes an initial analysis of the district, mapping the situation and creating sub-areas in the district. This is followed by an agreement of intent. WDW will then develop one of the sub-areas in the district and Van Wijnen can then make a quotation for the implementation of the renovation or demolition/new construction projects in the relevant sub-area. By signing a cooperation agreement and implementing the project, this can then be repeated for all sub-areas in the district. This will continue until the entire district has been made natural gas-free.

Every step in the customer journey requires an investment. These costs are recouped at the end of the process. During the process the investments in a district rise. In the beginning this is a small investment of 5.000 euro. In the end of the acquisition process this number will rise to around 20.000 euro. During the project the maximum investment will amount 20% of the revenue of the project.



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Key partners and suppliers,

In order for the integrated district approach to be successful, it is essential to have a number of disciplines in-house. We will elaborate on this further below.

Project team

WDW is a small organization that is directed by a board and district developers who guide and coordinate the entire district-focused approach from start to finish. Additionally, there is a back office that organizes the administrative side of the district approach, internal organization, and support services. This includes the administrative aspects of the subsidy.

Construction company

The execution of the energetic renovation measures is handled by Van Wijnen as the construction company. Van Wijnen is a construction company with establishments nationwide. The company has a broad portfolio with developing, building, transforming, renovating and managing real estate in the areas of living, care, learning, working and recreation. However, in the core Van Wijnen is mainly focused on housing. This means renovating, transforming and building houses.

IT partners

You need IT partners to help build and maintain all online tools. This concerns the viewer, the website and the online communication centre. These partners must also have knowledge of data and visualization.

Market segments and marketing channels

Target group

The target group mainly consists of two groups: housing associations and private homeowners. Housing associations are the most important target group and private home owners are the diverse target group that is included in the approach to strengthening social added value.

Marketing channels

The marketing strategy and communication to the target group is focused through Van Wijnen. Leads from district come in via Van Wijnen and its own network. More than enough projects have already been secured for WDW in this way. In the future, new leads will be approached via online campaigns via LinkedIn and a personal approach.

Marketing strategy project

The marketing strategy has two phases. The first phase is that of forming a lead and thus a project for a district and the second phase is that of communication during the project in the district to approach as many residents as possible.

The first phase is important for finding and forming a good initial situation for a project. We approach or are approached by housing associations and municipalities and get started on starting up the project in the district.

The second phase is important for activating as many residents and homeowners as possible. Extensive communication must take place to reach all residents and allow them to participate in a successful district sustainability process. With a low participation rate and a low approval rate, a project will be less successful or not successful at all or even continue.

For housing associations, 70% of tenants will have to agree to a project for it to go ahead. And if the entire district needs to be tackled, private homeowners must also participate. These must therefore be achieved first. For this we have the physical communication centre in the district and an online communication centre. We also work together with the municipality and residents' groups to reach all residents as best as possible.