



ANSWER
A NORTH SEA WAY TO ENERGY-EFFICIENT REGIONS

CAPTURING THE ENTREPRENEURIAL SPIRIT

BUSINESS NETWORKS FOR ENVIRONMENTAL
MANAGEMENT AND ENERGY EFFICIENCY

**The Interreg IVB
North Sea Region
Programme**

*Investing in the future by working together
for a sustainable and competitive region*



Der Senator für Umwelt,
Bau, Verkehr und Europa



**Freie
Hansestadt
Bremen**

European Union



The European Regional Development Fund



The ANSWER workpackage B team with business representatives at a project meeting in Bremen 2010

Suffolk, United Kingdom

★ Suffolk Innovation and Resource Efficiency Network (SIREN)

★ Suffolk and Essex Environmental and Energy Group

★ West Suffolk Green Business Forum

★ Chamber Utilities™

★ Energywise

★ Suffolk Carbon Charter

★ Creating the Greenest County Award

★ Essex Resource Efficiency Club (EREC)

West-Flanders, Belgium

★ SME for Kyoto ('KMO voor Kyoto'), UNIZO

★ 'West-Flanders Environmental Charter' towards 'West-Flanders Sustainability Entrepreneurship Charter'

★ Bedrijvig Brugge

★ Environmental Management Club ('Club Milieubeleid')

★ Learning networks energy (VOKA)

★ Ypres club

Växjö, Sweden

★ Network Dynamic Växjö

★ Climate Commission

★ Climate pact

Bremen, Germany

★ 'partnership environment enterprise' ('partnerschaft umwelt unternehmen', 'puu')

★ Climate Protection Enterprise CO₂-20 (Klimaschutzbetrieb CO₂-20)

★ 'environment enterprise award: Northwest' ('preis umwelt unternehmen: Nordwest')

★ Energy Efficiency Table (Effizientisch NordWest)

East-Flanders, Belgium

★ SME for Kyoto ('KMO voor Kyoto'), UNIZO

★ VeGHO vzw

★ Zaubeeek Power vzw

★ De Prijkels vzw

★ Learning networks energy (VOKA)

★ Ter Mote

★ Gentbrugge II vzw

★ Hoogmolen vzw

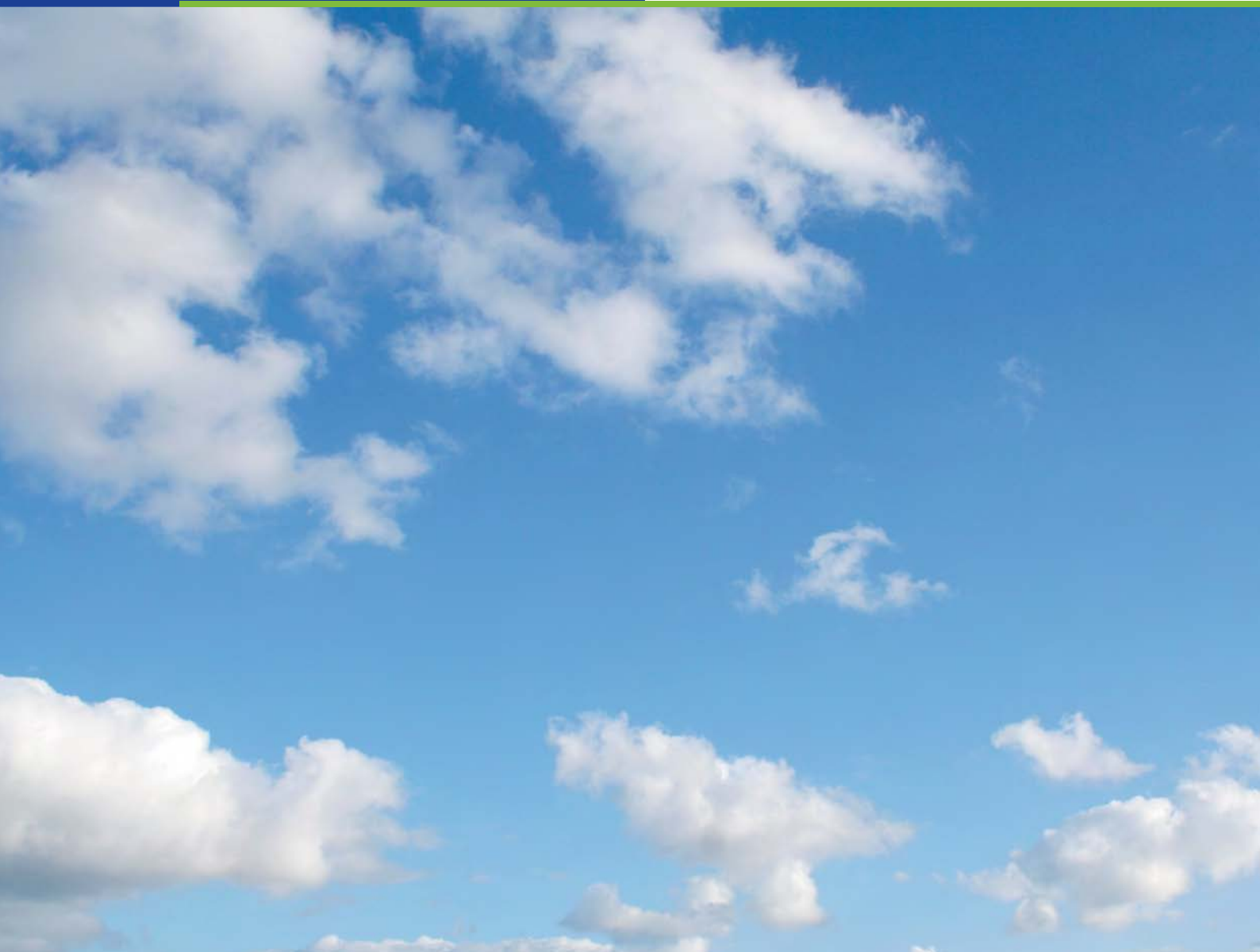
★ TTS vzw

★ Bedrijvenzone Eke vzw



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INTRODUCTORY REMARKS

„AFTER THE WEAK RESULT OF THE GLOBAL CLIMATE CONFERENCE CONCRETE AND BINDING ACTIONS ARE EVEN MORE DECISIVE. (...) MOREOVER WE ALL ARE ASKED – AS INDIVIDUALS, AS CONSUMERS OR AS EMPLOYEES AND EMPLOYERS – TO ASSUME RESPONSIBILITY FOR THE ENVIRONMENT AND THE CLIMATE, SO THAT WE CAN FACE THE FUTURES CHALLENGES.“

Dr. Reinhard Loske, Senator for Environment, Construction, Transport and European Affairs, Bremen

1.1 COOPERATING WITH BUSINESSES

Moving our society towards sustainability needs the broad engagement of as many as possible of those expected to take action. For businesses, this means the active involvement as partners and stakeholders of relevant policy-makers, implementers, business representatives or individual businesses with a special interest. The simple, imposed top-down approach doesn't work anymore as the only framework tackling the modern challenges of energy use.

The business sector plays a major role in shaping the future of societies. Framework setting through policy must be adjusted to the possibilities and abilities of the economy. Industry and the business sector produce about a fifth of global greenhouse gas emissions, with the world's energy supply being responsible for more than a quarter.¹ At the same time it should be

recognised that, especially in Europe, the energy efficiency per product unit has increased significantly over the last few years. This shows the potential for the dissociation of energy consumption and economic growth.

Energy efficiency and climate change have become one of the crash barriers of corporate activity. The economy is the driving force for developing innovations around environmental issues in general and climate change mitigation through energy efficiency in particular. A low-carbon economy should be highlighted here as it is the benchmark of future growth with its environmental products and services. The low-carbon economy is characterised by high innovation potential, positive employment expectations, high competitiveness and strong international networks. But this alone will not meet the aims of a sustainable

¹ See IPCC 'Climate Change 2007' Fourth Assessment Report



economy. Approaches and tools must be tailored to target the conventional economy, to drive it towards ecologically-sustainable behaviour.

Experience over recent years shows that international efforts, seeking global solutions, only find the smallest common denominator or none at all (see failure of Copenhagen), whereas regional approaches are able to deliver expansive agreements. Knowledge of the regional area, its actors and their networks enables concrete target agreements in terms of forward-looking governance structures as well as integrating sustainable business development. The integration of the sciences is another important success factor for the development of innovation. Funding systems for applied environmental research enable the cooperation of economy and the sciences to develop new solutions that can be supported all the way to marketability.

One approach to developing incentive and support systems for business is through energy clubs, networks and partnerships. These are strategies that primarily support and involve businesses, e.g. in the field of energy efficiency. Certificates and awarding schemes are tools and means to enthuse the economy to take

steps toward acting in a sustainable manner or even become forerunners and role models in their sectors.

The different approaches for successful cooperation with the business sector throughout the ANSWER regions show the variety with which it is lived and successfully realised. The regional projects differ according to local needs and frameworks, but follow generally the principles of transparency, trust and participation as named above.

Of course simple, market-driven motivations cannot be ignored. Businesses will often want to reduce their carbon emissions because of the associated financial savings from lower energy bills. In this context, it is important that they can access the appropriate support to identify the most cost-effective means of saving energy (cf. Networks and Energy Clubs).

1.2 ANSWER'S AIMS AND INTERMEDIATE RESULTS

The ambitious CO₂-reduction targets of the EU reflect the huge challenges regarding climate change. Additionally, high fuel costs will have an increasing effect

on businesses and individuals across the partner regions. There is an urgent need for practical, affordable solutions leading towards an economically and environmentally sustainable model for our communities.

Positive action to reduce energy demand is currently hampered by limited funding and a lack of robust knowledge about how well different approaches work in different circumstances.



ANSWER team members from left to right: Dr. Christof Voßeler, Emma Flint, Eline D'hooge and Emilia Nordgren



The ANSWER project aims to fill a gap on the energy-efficiency scene, by demonstrating the highest impact ways of cooperating to reduce our energy needs.

The 3 year project, which started in September 2008, has a budget of 3.6 million Euros that is co-funded by project partners and the European Regional Development Fund through the Interreg IVB North Sea Region Programme.

Work Package B – Lower Carbon Business

This work package is led by our partners in West Flanders. It aims to create regions where commerce leads the move towards energy-efficiency by making environmental improvement attractive for businesses looking for a competitive edge. The project will support and reward SMEs for participating in carbon reduction activities. Partners will test out technologies and practices that reduce carbon emissions through shared projects within exemplar business clusters. Sharing the costs, lessons and practice of developing appropriate business support packages means this project can deliver truly innovative and significant results.

Key project activities required to deliver these aims include the following:

- Business networks, energy clubs and environmental partnerships for collaborative learning
- Business award schemes
- An online international network to highlight ambassadors and best practices
- Tools to support business action and audit benefits
- Feasibility test of collaborative solutions for sustainable energy

Regions involved:

- Belgium (West-Flanders and East-Flanders)
- Germany (Bremen)
- UK (Suffolk)
- Sweden (Växjö)

Looking at the regional approaches to support and promote energy efficiency in businesses, several similarities could be identified among the ANSWER-regions.

Two crucial questions arose: How many companies can be reached with the different approaches? And how much can be achieved by the businesses, i.e. what is the participants' required level of commitment. From our shared experience with different approaches, four categories were identified:

- Networks/Partnerships
- Certificates/Charters
- Awards
- Energy Clubs

Within the following chapter 2 these approaches and several examples are described in detail. In order to be able to differentiate the approaches, three levels of commitment were defined:

- **Level 1:** the activities are focussed on raising awareness and sharing best practice.
- **Level 2:** the energy performance of the participating businesses is assessed individually by some form of scan or analysis. Recommendations are made but there is no formal follow-up as to whether the recommendations are implemented or not.

- **Level 3:** the businesses' energy performance is assessed by an expert, recommendations are proposed and there is a formal check of the results. Often, a certificate is issued when performance meets a certain standard.

It speaks for itself that more businesses will be prepared to engage in level 1 initiatives, but it is expected that the impact of level 3 initiatives are (per participating business) higher. In general the number of companies that can be reached with a specific approach depends on various aspects. However, one crucial aspect is the requested level of commitment. Informative low level networks can reach many companies and the required input is low from each side. However, the outcome per company tends to be limited.

It is obvious, that for activities where the requested companies' level of commitment is rather higher, the effect per company tends to be more significant. However, the number of companies willing to participate is more limited and the required input to install, run and sustain such an activity is relatively high.



The following graph reflects the situation in the ANSWER regions at the beginning of the project. In total, around 3.000 companies could already be reached in the past through the 18 assessed activities. Several energy clubs with a high level of commitment were already installed, as well as networks and partnerships with a slightly lower commitment of the participating companies. Three certificates and charters were created which differ due to their histories, their settings and

their specific philosophies. The two existing awarding schemes are seen as a low level commitment activity. Although the entry to take part in the awarding schemes is considered to be rather low the quality and the commitment of the awardees is exceptionally high. The level of commitment refers only to the requirements placed on the companies *by the scheme* and not to the intrinsic level of environmental commitment within that company.

REGIONAL APPROACH SEPTEMBER 2008	NUMBER OF COMPANIES REACHED [IN TOTAL]	COMPANIES LEVEL OF COMMITMENT [RANGE]
Energy Clubs	700	2–3
Networks/Partnerships	500	1–2
Certificates/Charters	1.300	1,5–3
Awards	540	1

Between September 2008 and April 2010 several activities were launched under the framework of the ANSWER project but following different strategies. Existing approaches were developed further which

led to improvements in qualitative and quantitative aspects. Existing activities could be enriched with specific energy efficiency events or with the involvement of new companies.

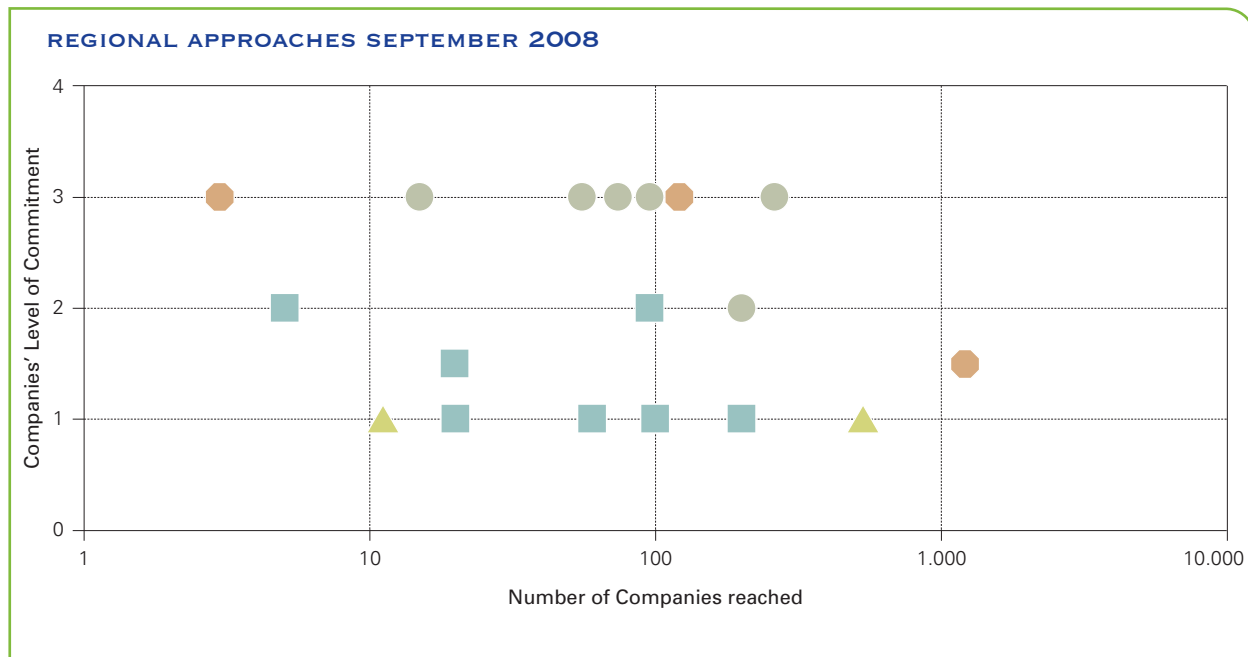


Figure: Existing Regional Approaches to stimulate Energy Efficiency in the Private Sector (September 2008)

Besides the advancement of existing approaches and many other activities like feasibility studies and development of new resources, seven new energy clubs were initiated, one carbon reduction charter was installed, one energy network was launched and two existing business networks were penetrated with

the topic of energy efficiency. Thus, in total 4.800 companies could be reached. This means that around 1.800 companies could be directly involved and engaged through the ANSWER-project. Most of the 'ANSWER activities' also required a high commitment level from the companies.

● Energy Clubs

● Certificates/Charters

■ Networks/Partnerships

▲ Awards



REGIONAL APPROACH	NUMBER OF COMPANIES REACHED [IN TOTAL]	COMPANIES LEVEL OF COMMITMENT [RANGE]
APRIL 2010		
Energy Clubs	980	2–3
Networks/Partnerships	1.800	1–2
Certificates/Charters	1.400	1,5–3
Awards	670	1

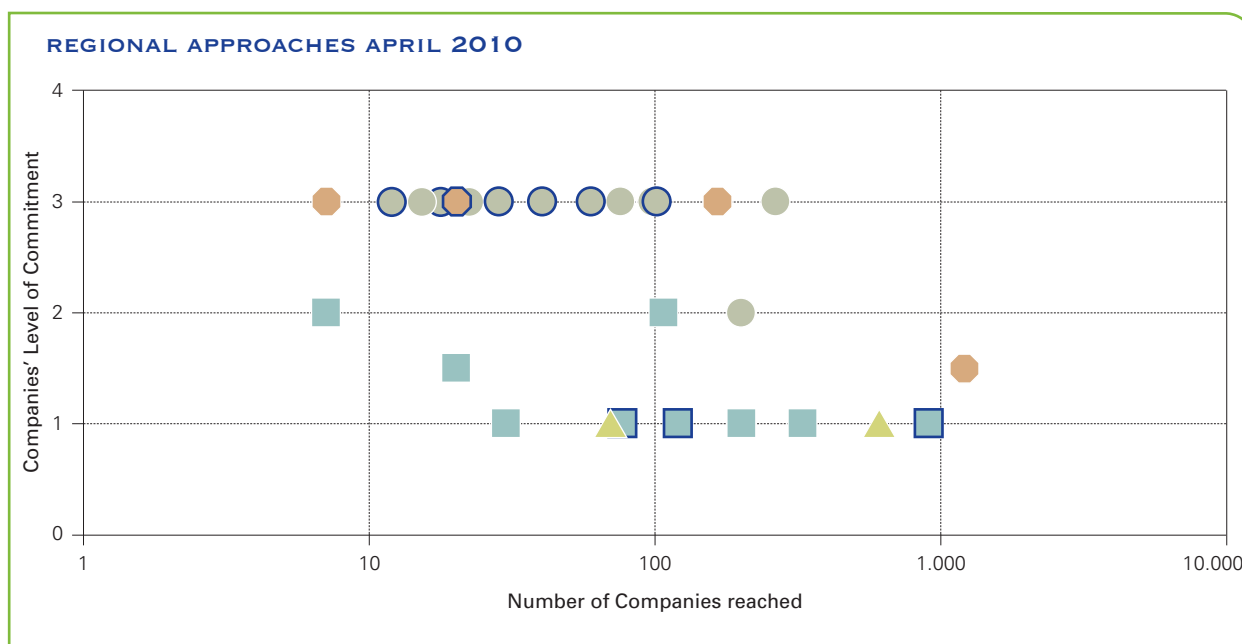


Figure: Existing Regional Approaches to stimulate Energy Efficiency in the Private Sector (April 2010)

● Energy Clubs

■ Networks/Partnerships

○ ● ■ ANSWER initiated/
stimulated activities

● Certificates/Charters

▲ Awards



APPROACHES AND EXPERIENCES IN ENGAGING BUSINESSES

This chapter explores the different approaches to engaging businesses in climate change and energy efficiency strategies. The aim is to provide the ANSWER project partners' experiences to decision makers within and outside the ANSWER regions who intend to involve businesses and industry in their future oriented strategies. Four categories of approaches have been identified: networks and partnerships, certificates and charters, awards, and energy clubs. The ANSWER partners met in Bremen in March 2008 for an exchange of information on their activities and initiatives. The summary of the meeting includes a matrix which was drawn up in an attempt to highlight characteristics and common features of the approaches. Features include: goal/aspiration, target group, region/area, level of commitment, duration, number of participating companies, size of participating companies, number

of companies in region, total time spent, total costs, total carbon reduction. A shortened version of this matrix is provided in the form of an overview at the end of this publication.

2.1 NETWORKS AND PARTNERSHIPS



2.2 CERTIFICATES AND CHARTERS



2.3 AWARDS



2.4 ENERGY CLUBS





Växjö's Climate Idols learning about sustainable food in a local supermarket

2.1 NETWORKS AND PARTNERSHIPS

„ANSWER IS A PERFECT TITLE FOR A EUROPEAN PROJECT FOCUSING ON CLIMATE AND ENVIRONMENT: INSTEAD OF LOOKING FOR A ‘ONE-SIZE-FITS-ALL SOLUTION’, THE ANSWER-PROJECT DEVELOPS AND OFFERS A RANGE OF DIFFERENT VALUABLE ANSWERS ON HOW TO REDUCE CO₂-EMISSIONS AND TO ENHANCE ENERGY EFFICIENCY AT THE REGIONAL LEVEL.“

Dr. Rita Kellner-Stoll, Head of Department, The Senator for Environment, Construction, Transport and European Affairs, Bremen

Partnerships and networks, with a focus on environmental issues, offer a platform for exchange, dialogue and a testing field for pilot projects. Within these so called environmental partnerships the demands and needs of the economic sector and the local authorities can be addressed together. Where legal requirements and a regulatory framework usually leads to top-down actions, the partners within such networks meet on one level and actions can be created bottom-up. The combination of top-down and bottom-up approaches make up the push and pull factors for a sustainably functioning economy. These kinds of environment partnerships are characterised by transparency, mutual trust and a general openness to critical words.

The environmental partnerships as described here are partnerships between local authorities and local businesses, but they also function as business networks between interested companies. In tackling

the challenges of climate change faced by today's society, environmental partnerships have been shown to be a good institution based on voluntary commitment, which proved to be a successful driving force. Participation in such a network is voluntary and reflects a genuine interest in the various topics offered. Participants in such partnerships and networks are as a whole innovative, open minded and interested in new developments. But open mindedness and a genuine interest in the environment is not the only reason for their participation. There are market opportunities in the rapidly growing sector of the so-called low-carbon economy. Therefore, participation enables its members to stay ahead, to make contacts, to get inspiration, to find customers and to create new markets. But all the genuine interest and voluntary engagement still needs a set of clear rules, guidelines and security. Without guidelines and proven reliability businesses won't take steps such as investing in new technology,



for fear of unforeseen drawbacks (legal, financial, operational issues, etc.).

Even though these environmental partnerships have a strong emphasis on spontaneity, they might nevertheless be based on formal agreements between the administration and businesses or on formal entry

criteria. These formal entry criteria are a means of demonstrating a serious interest in the network and (as far as possible) prevent simple green-washing. The partnership in Bremen, for example, requires proof of environmental actions going beyond regulatory demand, like an Environment Management System, as entry criteria.



Welcoming event for new members to the 'partnership environment enterprise' in Bremen 2009

Exchange and communication in all directions is key for successful partnerships and networks. Only if the members feel that they are informed about (or even involved in) decision making processes, and if the local authorities receive direct feedback from members, will the network be perceived as lively and worthwhile engaging in. In order to ensure good communication a coordination group, head office, back office or similar might be installed. This acts as an institution that's main task is to look after and run the management issues of the network. This is crucial for a successful environmental partnership. The coordination looks after all communication activities, internal and external; acts as contact point for all members; spreads news to the partnership; is the access point for e.g. funding schemes and is moderator as well as representative of the partnership.

The chance for local authorities and businesses to meet as equals is a unique feature here. Where meetings between these two sectors are usually guided and restricted by a legal framework, they now meet in an area where they are real partners. This situation is an advantage for both. Businesses might be informed at an early stage about new regulations and can adapt, they might even assist in developing new laws with their expertise. The local bodies will learn directly from the economic sector about their needs. And economic development information, programmes and funding schemes are in one place, with one contact point. Furthermore, a lively internal communication can be aided by a good and diverse programme of activities, information meetings, workshops, site visits and the like.



Laboratory of Bock Bio Sciences plant breeders – member of Bremen environment partnership



Dr. Loske (l.), Bremen's Senator for the Environment, Construction, Transport and European Affairs in the laboratory of Bock Bio Science



Marketing is another important element of these networks. Within the networks, business and government promote pioneer thinking and are forerunners of technological development. And therefore networks are an excellent tool for the regions to use in location marketing; showing that their region is green, innovative and forward looking with a business sector that is smart, engaged responsible. For the businesses these networks offer another way for self-promotion; sector marketing to a defined audience and interested groups. Businesses that set good examples in any environmental field, products, services, energy efficient ways of production are given public attention across the regional media. This benefits all, as it is good marketing for the companies and competitors may be prompted to emulate their success. Creating a brand under which this network gathers and penetrating this through all communication channels helps to identify the messages and its members in an easy way.

Close cooperation with the science sector is another advantage of partnerships and networks. Partnerships can facilitate contract research. Businesses get the opportunity to contact research institutes and establish

cooperation. Again, funding schemes might support research that otherwise would not have been possible. And therefore it is not uncommon to develop a product or service from research stage all the way to marketability. The sciences and the administration work with businesses that are at the forefront of innovative thinking. In this sense the partnerships do not intend to push the slowest mover, but to link up and to highlight those who are already successful. This cooperation thereby accelerates individual business development.

One effect of partnerships and networks of this nature that should not be underestimated is its function as creative pool; a place where many new ideas spark and new actions and initiatives are rooted. Since many experts in their fields of different branches and institutions come together, this group often sparks collaboration. And being organised as a partnership or network the multiplier effect kicks in easily. Innovations are spread fast and wide. Other interested parties can either get on board too or replicate good practice. Learning from each other is not only a phrase of such networks but a living reality.



- **GOAL/ASPIRATION**

Advancing voluntary actions towards environmentally friendly commitment. A multi-stakeholder approach to showing good examples of environmentally friendly management decisions. CO₂ reduction measures are given support and public attention. A business network and platform where member companies profit from an extensive exchange of experiences, best practices and know-how.

- **REGIONAL SCOPE**

Federal City State of Bremen, with the cities of Bremen and Bremerhaven (660.000 inhabitants).

- **TARGET GROUP**

Environmentally qualified companies of all branches and sizes located in Bremen and Bremerhaven.

- **NUMBER OF COMPANIES INVOLVED**

110 (March 2010)

- **MAIN ACHIEVEMENT**

Increased awareness and attractiveness of profiting from acting sustainably, a good knowledge of environmental management systems among Bremen's business sector and becoming the focal point for businesses for all environmental issues. Today the 'puu' is recognised as an innovative brand.

www.umwelt-unternehmen.bremen.de



- **GOAL/ASPIRATION**

Informal network with a broad representation of committed members who work together to strengthen the attractiveness of the area. An arena for people, from different businesses and areas in Vaxjö, as well as the municipality, to meet and together turn great ideas into reality, with Vaxjö's goals as a main objective.

- **REGIONAL SCOPE**

Vaxjö

- **TARGET GROUP**

People from different businesses in Vaxjö as well as representatives from the city of Vaxjö and local organisations and associations.

- **NUMBER OF COMPANIES INVOLVED**

Approx. 900 different companies in the network and 150-200 attendees per meeting.

- **MAIN ACHIEVEMENT**

Created an arena for good ambassadors for Vaxjö, which strengthens the attractiveness of the city. Made it possible to find contacts, build relations and find possibilities to work together to develop Vaxjö.

www.expansiva.vaxjo.se



2.2 CERTIFICATES AND CHARTERS

„THE CHALLENGE OF CLIMATE CHANGE IS SOMETHING THAT WE ALL NEED TO TAKE INTO ACCOUNT – WHETHER AT HOME OR AT WORK. A CHARTER ALLOWS BUSINESSES TO SHOW THEIR CUSTOMERS AND STAFF THAT THEY ARE PLAYING THEIR PART WHILST ALSO MAKING SAVINGS.“

Cllr Judy Terry, Portfolio Holder for Greenest County, Suffolk County Council

In a British Chambers of Commerce survey over half of businesses responding identified a need to demonstrate social responsibility and environmental concern to an increasingly aware population as key drivers in reducing energy consumption.² Along with other techniques (cf. Awards), Certificates and Charters are an invaluable tool for facilitating and validating this demonstration.

A certificate is provided by a third party as proof of recognition for a company's environmental achievements. It differs from an award in that it does not just recognise the exceptional efforts of the very best. All companies who meet a set of minimum criteria are recognised.

Trust in an enterprise's capacity and mode of dealing are very important for business connections. Holding a reputation for corporate responsibility will help a

business to win and maintain contracts, improve customer loyalty and increase staff satisfaction. Offering a charter that is widely trusted to signify environmental responsibility can encourage businesses to adopt the practices necessary to achieve accreditation and also raise awareness amongst their customers and staff.

The novelty and complexity of carbon footprinting, together with a growing awareness that a key part of one's footprint can lie in a business' supply chain or personal consumption patterns will only increase the demand for reputable accreditation recognising 'green' businesses.

It is also worth considering the increasingly international and complex nature of business relationships. Here, certificates play a very important role in order to document an enterprise's reliability and mode of dealing. The certificate is taken as a basis to guarantee

² Business and the Environment: Challenges Ahead (September 2008) p.13



observation of specific, independently-verifiable standards regarding energy efficiency.

„THE DIFFERENT FINANCIAL AND PERSONAL CAPACITIES OF COMPANIES SHOULD BE CONSIDERED WHEN PROMOTING CERTIFICATES – A GOOD BALANCE BETWEEN THE POLITICAL REQUIREMENTS AND THE NEEDS OF ENTERPRISES IS THE KEY.”

Martin Schulze, ‘initiative umwelt unternehmen’ – ‘iuu’
(‘initiative environment enterprise’, Bremen)

There are numerous examples of existing national and international schemes for charter accreditation in recognition of environmental practices. At one extreme, schemes such as the Carbon Trust Standard and BSI 16001 are robust and well recognised; however they are also complex and expensive, which may deter many smaller companies from seeking accreditation. At the other end of the scale, less onerous schemes – often associated with offsetting websites – may be of questionable value and limited recognition.

There is a place in this market for a local initiative that is targeted specifically at SMEs. By bearing this

audience in mind, it is likely that more businesses will be encouraged to attain accreditation, and this may in turn lead to a broader behavioural shift than a scheme requiring a greater commitment of resources.

The local nature of a scheme can be doubly advantageous. As well as allowing it to be tailored to the needs and awareness levels of local businesses, it allows the scheme to fit in with other business engagement approaches. This can mean use of a high-profile local campaign brand (customers may respond doubly well to an endorsement of commitment to the local environment) and also tailoring to specific environmental campaigns. Businesses involved through a certification scheme will be likely to engage positively with related local schemes (awards, networks, etc.). Where possible, a link to a more widely recognised certificate (e.g. steps that lead to 16001 accreditation) is likely to make the process more attractive.

Any certification must be based on an independently verifiable and robust set of criteria against which company performance can be measured, and this process must be transparent enough to encourage faith in the scheme’s validity.

This does not mean light-touch schemes may not be worthwhile. For instance, some schemes operate on a basis of voluntary commitment which may achieve benefits in terms of raised awareness levels even if it is unlikely to impact directly on behaviour. Even here, however, it is important that the scheme is transparent, and companies are only being acknowledged for that public commitment.

For a more complex certification scheme involving performance criteria, independent auditors are likely to be essential to ensure accuracy of any data provided. Accusations of greenwash are a significant risk to

be considered in the design of any certification scheme.

During development of a certificate three questions are essential:

1. What does the certificate represent?
2. How is the achievement verified?
3. Who verifies the achievement?

What does a certificate say? A certification scheme should present a short description of its scope, including the areas of performance being measured and its period of validity, and a clear definition of what attainment indicates. Transparency on these issues is essential for its recognition as a robust – and therefore desirable – qualification. The business should immediately distinguish what is being evaluated in the enterprise, e.g. the implementation of an environmental certificate for the whole company or just for a certain location or even just for a certain area within the business. Furthermore, the certificate has to show its actuality and validity in terms of what is being measured. For instance, does the certificate ensure overall environmental performance, or just in relation



Now over 100 businesses received the West-Flanders' Sustainability Charter



to a specific area (e.g. energy-efficiency). The precise capacity of the verified activities is defined by the application documents or by a certain norm. In this process the description of the operating efficiency has to be specific and transparent.

How is success verified? The verification process has to be clearly defined – from application up to awarding all steps of the certification process should be described in detail. This also requires a maximum of transparency. Is it about verification of submitted data or is a local inspection necessary? Who are the actors involved in this process?

Who verifies the attainment? The inspecting organisation is of paramount importance to guarantee certificate reliability. It should not only be independent and also hold significant expertise but in addition has to be recognised by the stakeholders. Only if these characteristics are fulfilled by the inspecting organisation, can the certificate raise the enterprises' reputation.

Developing a certification scheme, these central objectives have to be considered in the light of financial and human resources. In this case there could be different responses to the central questions.

This may concern for example the question of the validity period. Environmental management systems generally bear a validity period (meaning for how



Patrik Hjelm receiving a diploma from Climate Idol Peter Hogla for winning the Växjö electric energy saving competition

long the certificate is valid). However, concerning the climate protection enterprise in Bremen the date of the CO₂ reduction has to be specified and therefore this certificate has no temporal restriction. The initiators of the climate protection enterprise assume that a certificate awarded some years ago can barely be used for company image purposes.

Besides the questions regarding content and structure, further basic conditions are also important for successful realisation, like political support, the user's demand on this special certificate, recognition of the stakeholders and a good marketing strategy.

Consequently, it is useful to transfer these aspects into a matrix where the different certificates can be looked at and compared. By means of this, important success criteria for establishment of certificates could be deduced.

It is important to consider what the goal of the charter is. Are companies being encouraged to move from excellent to exceptional? Or are you merely looking to put the issue on their radar. Businesses that may

be unlikely to commit significant resources or radically overhaul business patterns may be quite amenable to a lower level of initial engagement. Any certification scheme needs to be matched to the target's resources and current levels of environmental awareness.

At heart any certification scheme is really about providing publicity; both for the accredited companies and for the environmental goals enshrined in it. Whilst the charter's internal robustness is vital for this to succeed, it is also important that equal weight is put on the externally facing side of its administration. Companies achieving accreditation should be justly celebrated for their success.

This will encourage other companies to take part in the scheme, because the benefits are visible (in local media, customer questions, etc...). It can also help to spread successful case studies of sustainable business activities. One possibly surprising comment that came out of early research was also that many businesses (especially the smaller ones) might be motivated by the recognition for its own sake.



Many businesses embrace more energy efficient behaviour in part because of an environmental commitment and a belief in their shared responsibility for climate change mitigation. The low visibility of much low-carbon-behaviour, and a sense that it is a negative or reactive area may lead to a decrease of efforts even amongst genuinely committed. This can be tackled by a high-profile publicity programme emphasising that positive efforts should be celebrated and rewarded.

Certificate of Bremen's Klimaschutzbetrieb (Climate Protection Enterprise)



West-Vlaams CHARTER
DUURZAAM ONDERNEMEN

- **GOAL/ASPIRATION**

This annual initiative brings together enterprises which subscribe on a voluntary basis to a number of (10) environmental objectives (including energy efficiency) and therefore deliver environmental performance which goes beyond mandatory requirements. By improving energy efficiency and other internal and external aspects, the competitiveness of these SMEs is improved.

- **REGIONAL SCOPE**

West-Flanders

- **TARGET GROUP**

West-Flemish companies of all industrial sectors: production and service companies, large enterprises as well as SMEs

- **NUMBER OF COMPANIES INVOLVED**

Since the start in 1993, over 402 certificates have been awarded to over 119 different companies.

- **MAIN ACHIEVEMENT**

Engaging businesses to implement sustainability principles (people, planet, profit related) into their organization and offering a learning platform for exchanging experiences on these topics. Businesses were closely involved in the development of the sustainability charter, based on their experiences subscribing the earlier West-Flanders Environment charter.

<http://pomwvl.be/site/index.php?p=/pages/146>



- **GOAL/ASPIRATION**

To encourage small business to monitor their energy consumption and carbon emissions. To encourage a reduction in this footprint and raised awareness of the need for climate change mitigation.

- **REGIONAL SCOPE**

Suffolk, UK

- **TARGET GROUP**

Suffolk-based SMEs

- **NUMBER OF COMPANIES INVOLVED**

So far 20 businesses involved in accreditation process.

- **MAIN ACHIEVEMENT**

The Suffolk Carbon Charter was launched in March 2010, after being developed through ANSWER, and with input from partner schemes. An extremely positive initial response and high demand suggests that the Charter is meeting a local need for businesses desiring to position themselves as playing their part for a sustainable future.

www.greensuffolk.org/charter



Wilfried and Rolf Treusch winners of Bremen's 'environment enterprise award: Northwest' 2009 receiving award and cheque from Bremen's Senator for the Environment, Construction, Transport and European Affairs Dr. Loske (l) and Lower Saxony's State Secretary for the Economy Dr. Liersch (r)

2.3 AWARDS

„WINNING THE AWARD GAVE US A LARGE AMOUNT OF MEDIA COVERAGE ...

IT IS SUCH A WORTHWHILE THING TO ENTER, TO BE NOMINATED AND TO WIN AN AWARD.”

Robbie Gawthrop, East Green Energy, Winner Greenest Building 2008

Environmental business awards recognise outstanding and excellent environmental performance and achievements by businesses. These environmental achievements can be of various sorts, like a product, a service, a certain method of production or working practice, a cooperation or successful transfer from research to business or even a communication strategy.

These awards are an incentive to motivate businesses to think and act in an environmentally friendly or energy efficient manner. They are used as a tool to make businesses come forward with their smart and exemplary solutions in order to share these with others. Those are the two main aims an award scheme follows; looking for outstanding environmental solutions and publicising these solutions in order to encourage wider take up. In contrast to funding schemes, certificates or legal requirements towards environment protection awards schemes don't

follow strict regulations, they are more free and can reward a broad range of actions, or indeed almost anything. This is demonstrated within the partnership by the different approaches followed in Suffolk and Bremen (cf. box p. 33), with different target groups and somewhat differing goals, but all aiming to deliver increased environmental awareness in the business sector. Depending on the particular scheme it may recognise voluntary actions, or actions that clearly go beyond legal requirements and not actions that simply follow defined standards.

One important question for an award scheme is whether it rewards good solutions and products that are already implemented and therefore have proved their feasibility or whether it (also) rewards innovative and forward looking concepts. If an awarding scheme solely looks at solutions that are implemented the contestants can clearly state the environmental



impacts and effects their product or service may have. Rewarding ideas and concepts may run the risk of receiving a different final result from the product or service than originally intended, but it offers creative minds a public stage and gets them in touch with important and helpful contacts at an early stage. It has to be stated that it is problematic to measure the environmental impact of ideas and concepts.



Award winners are good ambassadors to other businesses. Robbie Gawthrop of East Green Energy (Greenest Building 2008) and Yvonne Moores of Suffolk County Council advice members of the Energywise network on funding options

Even though the ANSWER project has a special focus on the topic of energy efficiency and businesses, environmental awards address generally the full scope of environmental protection, of which energy efficiency is just one facet. The awards schemes discussed within ANSWER also follow a wider environmental approach, but ask for energy efficient solutions at least within a category of many. Analysing the awardees in the Bremen example shows that during the last five years the numbers of energy efficient projects are dominating the applications received by the expert jury.

„WE CONSIDER PROMISING DEVELOPMENTS, LIKE THE ONE OF OUR MAIN PRIZE WINNER, AS SUSTAINABLE AND WORTH SUPPORTING, ESPECIALLY WITH REGARD TO STRENGTHENING OUR BUSINESS LOCATION.“

Dr. Sabine Johannsen, managing board NBank and member of the jury 'preis umwelt unternehmen: Nordwest'

As well as identifying and promoting good solutions further intended positive effects of running an award are the high public attention paid to the 'projects', and the unique opportunity to bring different stakeholders, experts and decision makers together who all have an interest in smart solutions, services and products.

Since an award is often connected to a particular region and promotes that region's achievements, the high profile for the scheme, its applicants and the region is then also an ideal tool for location marketing. By identifying a large number of high-quality projects the image of the region will be strengthened. Businesses active on environmental activities show that their region is in line with up-to date demands of innovative and environmentally sound added value in their economic region.

Environmental awards have the ability to show to a broad public that good, innovative and smart solutions and approaches are not the sole results of long lasting research or major industries, but that many ideas, products and services come from small and medium enterprises.

Sponsorship is another important part of running an award scheme successfully. Sponsorship is needed for the prize money, for the management to run the award scheme and the promotion of the award. By sponsoring an environmental award the sponsor profits from the positive image such an award offers. The sponsor shows that he cares for the environment, the region

and its future. On the other hand intensive marketing for the award itself is very important and urgently needed, because only if the award is well promoted and well known in its region can numerous applications be expected. This is especially important for new award schemes. Awards that have been around for some years are known to their target audience and find it easier to receive applications.



Dr. Oliver Liersch, State Secretary for the Economy in Lower Saxony, at the award ceremony of the 'environment enterprise award: Northwest' 2009



Besides the so-called general promotion of the award the main difficulties that awards encounter are self-promotion and its creditability. The successful promotion of an award scheme requires a lot of effort and energy and also that the brand is recognised and associated with quality. Therefore it must have clear entry, judging and evaluation criteria which are transparent and everyone can understand and follow; otherwise the scheme is in danger of appearing arbitrary. Many high-quality entries are the best promotion.

Within the lifetime of the ANSWER project two environment awarding schemes are running in the ANSWER region. These are the Greenest County Award run in Suffolk, in the East of England and the 'preis umwelt unternehmen: Nordwest' ('environment enterprise award: Northwest') run in the metropolitan region of Bremen and Oldenburg in Northwest Germany.

ENVIRONMENT ENTERPRISE AWARD: NORTHWEST, BREMEN



• GOAL/ASPIRATION

The award seeks exemplary environmental commitment of businesses going beyond legislative requirements and aims at promoting these. The scheme looks for innovative solutions in technology, processing, socio-ecological responsibility or campaigning.

• REGIONAL SCOPE

The European Metropolitan Region Northwest Bremen-Oldenburg

• TARGET GROUP

• Businesses • Staff (Teams) of a company • Chambers of Commerce and Craft • Guilds • Consortiums of companies and/or staffs • Research with at least one partner from the above mentioned groups

• NUMBER OF COMPANIES INVOLVED

Since 2003 over 460 companies applied, 44 companies became recognised finalists.

• MAIN ACHIEVEMENT

Over the years the award has become a fixed institution in the region. The prize money has increased to € 62.500, the recognition as finalist is of high value to companies and the awarding ceremony is a respected social event.

www.umwelt-unternehmen.bremen.de

CREATING THE GREENEST COUNTY AWARD (GREENEST BUSINESS), SUFFOLK



• GOAL/ASPIRATION

Greenest Business is one of 3 themes (along with schools and communities). Each of these themes is divided into five or six categories aimed at different areas of environmental achievement.

• REGIONAL SCOPE

Suffolk

• TARGET GROUP

The awards are open to any business in Suffolk, with a special focus on small businesses. The celebration event is held jointly with the school and community awards.

• NUMBER OF COMPANIES INVOLVED

59 entries since 2008

• MAIN ACHIEVEMENT

Increasing awareness of the aims of Creating the Greenest County and making links between our different target groups. The awards celebrate businesses that have contributed positively to the local environment. The process reinforces their commitment and rewards their achievements with excellent local publicity.

www.greensuffolk.org/ctgc_awards



Peo Henriksson, a Växjö Climate Idol, on ecodriving

2.4 ENERGY CLUBS

„WE INVESTED ABOUT 40.000 EUROS, WHICH LEAD TO ANNUAL SAVINGS OF CA. 33.000 EUROS ON ENERGY COSTS. FURTHERMORE, WE HAVE REDUCED OUR CO₂-EMMISSIONS BY 164 TONS, A REMARKABLE VALUE.“

Holger Neumann, CEO Pallas and participant of the Energy Efficiency Table 1 (Effizienztisch NordWest 1)

Energy clubs or round tables on energy efficiency are understood as learning networks that offer a focused platform for exchange, dialogue and communication and enable their participants to learn from a colleague's knowledge. In contrast to networks and partnerships (as described in chapter 2.1) energy clubs are closed shops with a smaller number of member companies, usually between five and 20 member businesses, that meet over a defined period of time, without the direct involvement or participation of local authorities.

These clubs may be formed on an initiative from local authorities or a programme of the economic development agencies, but they can also originate from within other existing networks. One such example is the creation of an energy club within a business network. Businesses might have already grouped together to tackle shared concerns such as business park security or environmental obligations. Energy is

fast becoming one of the priority topics, both driven through legislative requirements and financial pressure – again 'creating an edge' for the companies that stay ahead. The business-energy clubs in Flanders are an example of these types of business clubs.

It is not unusual that a membership fee is paid for participation in an energy club. These clubs have a more rigid and targeted structure than the much larger open environment networks and partnerships and consequently the members are more engaged with the development and agenda of the club. The general level of commitment to a club is far higher than to an environment partnership and network. Common goals, a clear agenda, defined milestones and project definitions lead to a high degree of commitment. After the termination of an energy club, or especially a round table, a quality-check of the achieved result is often performed.



Many energy club meetings are moderated and have clearly defined topics. Examples of typical subjects are rational use of energy, detection of energy priorities by means of an energy scan, and managing energy usage by means of assigning an 'energy master' or applying for an international standard such as EN 16001.

The meetings and development processes receive further support from external experts and consultants. Follow-up can be provided if wanted. Here it is vital to acknowledge that the networking component in these clubs is of equal importance to the actual dissemination of information. Depending on the particular design of the club members and involved experts get to know one another on a more personal level. For

some, this literally means getting to know their own neighbours on the business estate. These relations in the clubs provide a strong basis for trust, thus ensuring continuation of the clubs and gradually raising ambitions for the future.

Member businesses can realise cost savings for research and decisions by partaking in a colleague's knowledge and a common back-office as well as adaptable examples of experiences enabling further cost savings. Group-dynamic effects in these energy clubs create room for a competitive environment of best ideas and planned measures may receive an independent first assessment.

Similar to the environmental partnerships and networks, new business relations can develop from within and businesses with a shared focus on environmental issues will receive an improved public image and build up their sustainable competences.



Meeting of Zaubeeek Power



- **GOAL/ASPIRATION**

To find energy-saving potentials in companies, to reduce costs, to ensure competitive advantages whilst contributing to climate protection at the same time: that is the aim of the exchange platform Effizientisch NordWest.

- **REGIONAL SCOPE**

The European Metropolitan Region Northwest Bremen-Oldenburg with 2.4 million habitants.

- **TARGET GROUP**

Companies with an annual energy consumption over € 200.000

- **NUMBER OF COMPANIES INVOLVED**

15 companies were involved in Effizientisch NordWest1 (2007–2009); the second energy efficiency table will start with 12 companies (June 2010–July 2013).

- **MAIN ACHIEVEMENT**

Results after 2.5 years: Energy savings on average: 7 %, CO₂ savings: 4.5 %, Cost reductions: 4.3 %, implemented measures: 110 – and an investment volume of 1.5 Mio Euro.

www.effizientisch-nordwest.de



Bedrijvenvereniging van industriezones
in Kruishoutem en Zulte

- **GOAL/ASPIRATION**

Companies on the Zulte-Kruishoutem business park founded the business club Zaubek vzw. The club represents common interests. Environment and energy issues are attributed to one member, who acts as lead, attends learning networks, seminars, etc. to gain information on different topics. Main themes: wind energy, solar power, biomass and combined heat and power.

- **REGIONAL SCOPE**

Zulte and Kruishoutem (East-Flanders, Belgium)

- **TARGET GROUP**

Companies and inhabitants of the industrial terrains Zulte and Kruishoutem

- **NUMBER OF COMPANIES INVOLVED**

Zaubek vzw 71 members, sub-group Zaubek Power 13

- **MAIN ACHIEVEMENT**

Z. P. has designed a wind farm for the business estate. Through its realisation, contacts and a dialogue have been established between the businesses, the inhabitants and the municipalities of Zulte and Kruishoutem. By showing their experiences, Z. P. is a primary example for other business clubs in Flanders wanting to cooperate on renewable energy production. Even before the project's termination, their experiences make them excellent ambassadors.

www.zaubeek.be



SUMMARY AND CONCLUSIONS

It has to be acknowledged that top-down rules and regulation are not enough anymore to reach Europe's climate goals, and that international agreements are failing to stimulate concrete action of a level commensurate to the threat. Therefore regional bottom-up approaches based on voluntary participation have become indispensable for shaping Europe's society sustainable.

The ANSWER project strongly believes that successful cooperation of local authorities and businesses needs push and pull factors, as a well-designed combination of top-down and bottom-up approaches. The different approaches as described above; a basket of various incentive systems, funding programmes, information, trust and dialogue are key to driving the economic sector to act sustainably and thereby to shaping the future in a responsible way. In order to reach as many businesses as possible from different sectors of various sizes and at various stages of development, the basket of approaches needs to be filled with many different options. An easy concept fitting all solutions does not exist.

LESSONS LEARNT AND ASPECTS TO CONSIDER WHILE INITIATING SUPPORTING AND INCENTIVE SYSTEMS FOR BUSINESS ON ENERGY-EFFICIENCY

ASPIRATION

Although the initiatives and approaches described all have an aspect of raising awareness about climate change and stimulate the reduction of carbon emissions, they do not all have the same starting point.

- In West-Flanders (Belgium), Suffolk (UK) and Bremen (Germany), several business networks started from the aspiration to improve the global environmental performance of businesses. Energy efficiency is then one aspect of this.
- In East-Flanders (Belgium), businesses located on industrial estates are stimulated to create a business club to enhance the overall quality of the industrial terrain. As the clubs developed further, some of them diversified in a subgroup to exchange ideas about energy efficiency and collaborative (decentralised) energy production.



- Networks operated by business associations such as VOKA and UNIZO in the Flemish region have a more general goal to strengthen businesses financially. Because of increased energy prices, energy efficiency has recently turned into a key issue for these associations and they have developed specific networks.
- In some cases local authorities have set-up business and community networks to strengthen the attractiveness of the region. Examples are the Greenest County initiative in Suffolk (UK) and the Network Dynamic Växjö (Sweden).

TARGET GROUP

The following differences in target groups were identified:

- Large companies/multinationals and small and medium sized enterprises (SMEs): large companies have more resources and tend to be more active in networks, small companies are often hard to convince to collaborate. However, the ANSWER partners all recognise that there are huge opportunities for improved energy efficiency in SMEs.

- Open networks versus members only clubs: business associations often limit their energy networks to their members only. The Bremen 'partnership environment enterprise', is open to any company that proves its environmental commitment, e.g. with an EMS or an accepted certificate to show that they meet a certain standard with regard to energy efficiency.
- Focus on businesses versus inclusion of communities and schools: Växjö and Suffolk have experience with a broad approach including communities and schools. Bremen's partnership focuses on companies and the local authorities.
- Local versus regional: region-wide approaches are mostly focussed on sharing good practices or showing good examples (ambassadors), whereas local networks can go a step further and respond to local opportunities, such as joined energy production (e.g. the development of a wind mill park by Zaubeeek Power, East-Flanders).

LEVEL OF COMMITMENT

The approaches that were described have a large variety with regard to the level of commitment required

by the participating companies. We decided to distinguish between 3 levels:

- **Level 1:** the activities of the network are focussed on raising awareness and sharing best practice. Some examples are: the Green business network SIREN in Suffolk and the Suffolk and Essex Environmental and Energy Group.
- **Level 2:** the energy performance of the participating businesses is assessed individually by some form of scan or analysis. Recommendations are made but there is no formal follow-up as to whether the recommendations are implemented or not. Examples are: the networks organised by the business associations UNIZO and VOKA in Flanders.
- **Level 3:** the businesses' energy performance is assessed by an expert, recommendations are proposed and there is a formal check of the results. Often, a certificate is issued when performance meets a certain standard. Examples are the West-Flanders Sustainability Charter and Bremen's Climate Protection Enterprise.

It speaks for itself that more businesses will be prepared to engage in level 1 initiatives, but it is expected that the impact of level 3 initiatives are (per participating business) larger.

SHORT OR LONG TERM COMMITMENT

Some actions require a short term commitment of the participating businesses. For instance, the events of the green business network SIREN in Suffolk are run independently. Businesses can decide whether they attend just one or several events.

Other actions require a long term commitment by the participating businesses. With long term, a continuous participation of at least one year is meant. This is generally the case for certification schemes such as the West-Flanders Sustainability Charter.

FURTHER RECOMMENDATIONS

In order to stimulate energy efficiency in the business sector in a particular economic region, it may be useful to consider the following recommendations. They are valid for the regions of the ANSWER partners as well as for other interested regions in a similar position.



Develop a set of approaches with different ambition levels:

Not all businesses are able to show the same level of commitment. Therefore, it is recommended to create a 'basket of approaches' (club, certificate, awarding scheme), each with different ambition levels. To keep it feasible, this may require co-funding and/or it may be necessary to charge participating companies, especially for the more time consuming level 3



Defining success factors for energy-efficient businesses at a ANSWER workpackage B meeting in Bremen 2010

approaches. All the approaches should link with each other, taking into account regulations and existing initiatives... just as a puzzle does.

Factors that influence success

- Before starting, find out what the businesses want! Think about the added value/profit for businesses when participating in your network, initiative or action.

In the field of energy-efficiency there is usually an intrinsic motivation in cost cutting but it can also be the improvement of image and reputation, differentiating of products or market requirements, etc.

- One feature that almost all approaches have in common is a positive marketing effect. That means companies, that participate in the one or other scheme can profit not only directly through their involvement, but also indirectly as their participation or the awarding of a certificate can be used for positive marketing.

- Approaches that encourage businesses for their efforts generally work well.
- Build on existing interests/opportunities in your region: If there is an existing business network not yet involved in energy, try to use this as a leverage to set up an energy club. For the ANSWER partners, examples are to develop an Energy Network through the existing Chamber of Commerce membership.
- Set common goals as exemplary done in the Energy Efficiency Table in Bremen or by installing the East-Flemish business clubs.
- Approach and involve not only the environmental engineers of the companies, but especially the decision makers (management level).
- Marketing and communication is very important for businesses and for your event!

Partners

- Find partners for your events to duplicate impact. Think about sponsorship – as financial support and benefits in kind.
- Try to involve politicians of your region.

Challenges

About 90 % of all businesses are SMEs, so in total they have a huge environmental impact. The ANSWER partnership notices that tailor made approaches for micro enterprises (up to 5 employees) have not been taken into account during the production of this publication.

It has to be stressed that it is very difficult to collect data about energy use in companies and about savings after implementation of certain measures. In some cases the information is considered to be confidential, but more often businesses just don't follow-up their energy consumption and have reliable figures. The information lacking with regard to the reduction of carbon emissions, is one of the reasons why the ANSWER consortium further focuses on online carbon calculation tools to test them on businesses in the course of the project. Smart metering may be an idea for future projects to simplify data collection.

	NAME OF INITIATIVE	ORIGINATOR, IMPLEMENTING INSTITUTION	GOAL/ASPIRATION	TARGET GROUP	REGIONAL SCOPE	LEVEL OF COMMITMENT	NUMBER OF COMPANIES
	VeGHO vzw www.pomov.be/werkgebieden-front/btm/btm-projecten/btm-skaldenparkmoervaart-zuid/btm-vzw-veghe	Provinciale Ont-wikelingsmaatschappij Oost-Vlaanderen (POM EF), Belgium www.pomov.be	Improving quality of industrial terrain. Work group on environment and planning in port of Ghent.	Local SMEs	Industrial terrains in East-Flanders	Level 3 (want to offer the full package to companies, tailor made)	261 in business club; 5 SME's participate in the latest energy initiative (varies)
	Zaubeek Power vzw – Fighting for windmills www.zaubeek.be/	POM EF	Improving quality of industrial terrain. Companies of industrial estate joined to istall windmills instead of commissioning an external company.	Local SMEs	Industrial terrains in East-Flanders	Level 3 (want to offer the full package to companies, tailor made)	71 in business club; 13 SME's participate in Zaubeek Power (energy club)(varies)
	De Prijkels vzw www.deprijkels.be	POM EF	Improving quality of industrial terrain. Subgroup of existing business network organizing co-operative energy actions.	Local SMEs	Industrial terrains in East-Flanders	Level 3 (want to offer the full package to companies, tailor made)	95 in business club
	Ter Mote	POM EF	Improving quality of industrial terrain	Local SMEs	Industrial terrains in East-Flanders	Level 3	17 in business club
★	Gentbrugge II vzw www.pomov.be/werkgebieden-front/btm/btm-projecten/btm-bedrijvenzone-gentbrugge/btm-vzw-gentbrugge-ii	POM EF	Improving quality of industrial terrain	Local SMEs	Industrial terrains in East-Flanders	Level 3	28 in business club
	Hoogmolen vzw www.hoogmolenvzw.be	POM EF	Improving quality of industrial terrain	Local SMEs	Industrial terrains in East-Flanders	Level 3	40 in business club
	TTS vzw www.ttszone.be	POM EF	Improving quality of industrial terrain	Local SMEs	Industrial terrains in East-Flanders	Level 3	100 in business club
	Bedrijvenzone Eke vzw www.bedrijvenzone-eke.be/	POM EF	Improving quality of industrial terrain	Local SMEs	Industrial terrains in East-Flanders	Level 3	59 in business club
	Learning networks energy	VOKA, Chamber of Commerce , Belgium www.voka.be	Strengthening businesses economically	Members only	Flanders	Level 1 up to 2 (initial scan, but no follow-up of results and measures)	max. 20 individuals per group
	KMO for Kyoto www.unizo.be/viewobj.jsp?id=276961	UNIZO , Belgium (Unie van Zelfstandige Ondernemers) www.unizo.be	Strengthening businesses economically. Flemish charter to reduce CO ₂ . Annual award and certificate at end of period.	All SMEs (member or not)	Flanders	Level 1 up to 2 (showcase ambassador and initial scan, but no follow-up of results and measures)	1.204
★	West-Flanders Environmental Charter http://pom.wvl.be/site/index.php?p=/pages/146	Provinciale Ontwik-kelingsmaatschappij West-Vlaanderen (POM WF), Belgium www.pomwvl.be	Improving environmental performance of businesses, encouraging best practices and engaging other businesses/ Issuing a certificate. Voluntary recognition scheme based on 'triple P principle'. Companies make action plans for ten topics, including energy efficiency.	SMEs (mostly)	West-Flanders	Level 3 (qualitative check in company)	119 over 15 years; 44 in 2007
★	Environmental Management Club	POM WF, Belgium	Improving environmental performance of businesses, encouraging best practice, engaging other businesses. Exchange of experiences in environmental topics based on a charter.	SMEs (mostly)	West-Flanders	Level 3 (qualitative check in company by charter)	55 in total (max 15 per group)
★	'partnership environment enterprise' ('puu') www.umwelt-unternehmen.bremen.de	The Senator for Environment, Construction, Transport and European Affairs (SUBVE), Bremen, Germany www.bauumwelt.bremen.de	Improving environmental performance of businesses, encouraging best practices, engaging other businesses	All companies (SME and LE)	Federal State of Bremen	Level 1 up to 3 (sharing best practices and quite strict criteria are checked before becoming member)	110 member companies (by April 2010)
★	Climate Protection Enterprise CO₂-20 (KSB) www.umwelt-unternehmen.bremen.de	SUBVE	Set a clear standard and get energy data from companies. Voluntary certificate to reduce carbon emission by 20 % within the last 5 years.	All companies (SME and LE)	Federal State of Bremen	Level up to 3	6 companies
★	'environment enterprise award: Northwest' www.umwelt-unternehmen.bremen.de	SUBVE RKW Bremen , Germany www.rkw-bremen.de	Marketing environmental performance of companies and reward their efforts and replication of best practices. Monetary prize and platform to promote environmentally friendly enterprises. Award (1 per category)	All companies with innovative solutions (SME and LE)	EU Metropolitan Region Northwest (Bremen-Oldenburg)	Level 1 (sharing best practices, innovative applications are checked before rewarded, but not by means of an in company audit)	One winner/category/round; Categories: main prize (overall performance), partnership (transfer), energy efficiency, logistics.
★	Energy Efficiency Table www.effizientzisch-nordwest.de	energiekonsens , Germany www.energiekonsens.de	Set up learning networks to improve energy efficiency in companies (closed network with 10-15 members)	SME of comparable size (SE difficult to convince)	EU Metropolitan Region Northwest (Bremen-Oldenburg)	Level up to 3	Since 2003 460 businesses have applied for the award (including associated research institutes); 10-15 member companies in closed network
	Suffolk Innovation and Resource Efficiency Network (SIREN)	Suffolk County Council (SCC), UK www.greensuffolk.org / www.suffolk.gov.uk	Raising awareness of environmental issues. Using peer-to-peer approach to engage new businesses	All local businesses primarily SMEs but including local branches of multinationals	Waveney, Suffolk	Level 1 (only contact at events)	Average 50–70 businesses per event
★	Suffolk and Essex Environmental and Energy Group http://environmentenergy.org.uk/	SCC	Raising awareness and discussion forum for interested individuals	Any local businesses primarily used by providers (designers, engineers, etc)	Suffolk and Essex	Level 1 (only contact at events)	20 companies represented (+10 individual members)
	West-Suffolk Green Business Forum www.stedmundsbury.gov.uk/sebc/work/gbfinfo.cfm	SCC	Raising awareness and promoting best practices	All local businesses primarily SMEs	West-Suffolk	Level 1 (but links to audit service (level 2) through Cred)	~ 200 members
	Chamber Utilities TM www.energ.co.uk/chamberutilities	Chamber of Commerce, UK			Suffolk		approx. 200
★	Suffolk Carbon Charter www.greensuffolk.org/charter	SCC		SMEs	Suffolk	Level 3	20
★	Greenest County Awards www.greensuffolk.org/ctgc_awards	SCC	Engage businesses, communities and schools and sharing practices to become greener. Annual award	Businesses, communities and schools	Suffolk	Level 1	20 entrants (2009)
★	EREC – Essex Resource Efficiency Club www.essexrec.co.uk/	Environmental Agency (EA), UK www.environment-agency.gov.uk	Improving environmental performance of businesses. Information service about resource efficiency: waste minimization, environmental law, carbon reduction, sustainable procurement etc.	SMEs	Essex	Level 1 and 3 (some businesses achieve level 1, others have results and follow-up: level 3)	200
★	Network Dynamic Växjö www.expansiva.vaxjo.se	Växjö kommun , Sweden www.vaxjo.se	Informal business to business and business to government network. A business network to strengthen the attractiveness of the region.	Businesses, organisations and associations	Växjö		1.300 members, of which 900 companies (150–200 attending per meeting)
★	Climate Commission www.vaxjo.se/egs	Växjö	Change the energy and transport system towards a fossil fuel free system to reach ambitious climate goals	Businesses, communities and schools	Växjö		7 business representatives of transport businesses, energy companies involved ... (and also university, city of Växjö)
★	Climate pact www.stockholm.se/Fristaende-webbplatser/Fackforvaltnings sajter/Miljoforvaltningen/Klimatpakten/	Växjö	Agreed pact of businesses with aim to reduce emissions by 10 % between 2007 and 2010.	Businesses	Stockholm area	Level 3	31 businesses participate

CAPTURING THE ENTREPRENEURIAL SPIRIT

Editors

Jessica Suplie and Dr. Christof Voßeler, The Senator for Environment, Construction, Transport and European Affairs | Fleming Erdwiens, ecole – agency for ecology and communication

Editorial Contributors

Eline D'hooge | Ellen Eeckhaut | Ned Harrison | Sonja Kurtze | Andreas Lieberum | Ann Overmeire | Martin Schulze

Layout and Graphics

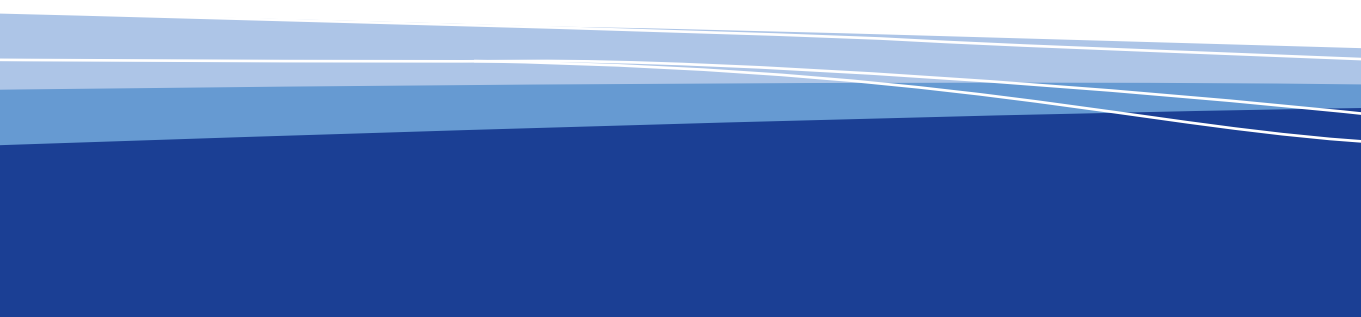
Tanja Kruse, k wie gestaltung

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CONTACTS



A NORTH SEA WAY TO ENERGY-EFFICIENT REGIONS

www.answerproject.eu

WORK PACKAGE B PARTNERS ANSWER PROJECT LEAD



Ned Harrison

Suffolk County Council

+44 (0)1473 264472

ned.harrison@suffolk.gov.uk

www.suffolk.gov.uk

WORK PACKAGE B LEAD



Eline D'hooge

Provinciale Ontwikkelingsmaatschappij
(POM) West-Vlaanderen

+32 (0)50 40 73 77

eline.d'hooge@west-vlaanderen.be

www.pomwvl.be

BELGIUM



Ellen Eeckhaut

Provinciale Ontwikkelingsmaatschappij
(POM) Oost-Vlaanderen

+32 (0)9 267 86 43

ellen.eeckhaut@pomov.be

www.pomov.be

GERMANY



Sonja Kurtze

Bremer Energie-Konsens GmbH

+49 (0)421 37 66 71 6

kurtze@energiekonsens.de

www.energiekonsens.de



Martin Schulze

RKW Bremen GmbH

+49 (0)421 32 34 64 17

schulze@rkw-bremen.de

www.rkw-bremen.de

Der Senator für Umwelt,
Bau, Verkehr und Europa



Jessica Suplie/Dr. Christof Voßeler

The Senator for Environment, Construc-
tion, Transport and European Affairs

+49 (0)421 361 2791 361 17247

jessica.suplie@umwelt.bremen.de

christof.vosseler@umwelt.bremen.de

www.bauumwelt.bremen.de

SWEDEN



Emilia Nordgren

Växjö kommun

+46 (0)470 414 14

emilia.nordgren@vaxjo.se

www.vaxjo.se

UNITED KINGDOM



Jonathan Thompson

Environmental Agency

+44 (0)1473 706027

[jonathan.thompson@environment-](mailto:jonathan.thompson@environment-agency.gov.uk)

agency.gov.uk

www.environment-agency.gov.uk



John Dugmore

Suffolk Chamber of Commerce

+44 (0)1473 680600

john@suffolkchamber.co.uk

www.suffolkchamber.co.uk