



# **SYNOPSIS REPORT**

on

**Activity A.T.2.5 Joint development of an  
awareness raising toolkit compiled on the  
basis of the pilot action results**

Prepared by: PP12 – National Energy Cluster NEK, Slovak  
Republic

**In the framework of the NRGCOM – Creating appropriate  
operational conditions for renewable energy communities  
in the Danube Region project**

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# 1. Project specific objective

NRGCOM aims to disseminate a positive perception of REC initiatives, encourage the society to take similar actions and thereby cut dependence on fossil fuels. Creating a network of 'REC ambassadors' will facilitate the consortium's operation, give more credibility to the project's mission and ensure wide reach to the target audience to spread the concept of RECs. The goal is to address the widest possible audience in a rational and targeted way. PPs will develop a motivational programme to raise awareness of the benefits of switching to renewables and belonging to sustainable communities. The method will address different groups: A2.3 will increase motivation and test the general public's willingness, while A2.4 will assess and increase the engagement of municipalities and economic actors via professional trainings. The extent of behavioural change will be measured and based on the results (nr. of new initiatives), PPs will develop an awareness raising toolkit to be used freely.

## 2. Communication Objective

To reach a wide audience, trigger the widest possible public enthusiasm to create RECs, promote the project activities and capitalise the results, PPs will create a 'REC ambassadors' network, develop a motivational scheme and launch transnational awareness raising campaigns targeting the general public and the key actors: A3.2 campaign will consist of social media campaigns, public events, educational videos and online seminars to share knowledge on renewable solutions and practises on the efficient use and storage of renewable energy. Professional trainings under A3.3 will be held for the main stakeholders to increase their engagement in REC creation and remove their concerns. Based on the success of the campaigns, a toolkit (O2.3) will be compiled of the final motivational method, videos, infographics, guidelines and online educational materials on energy efficiency and RECs, and made transferable in order to ensure the widest possible uptake and the rapid transition to renewable.

## 3. Goal and activities of PP12 - NEK

Activity 2.5 focuses on the development of an awareness raising toolkit applicable during and after the Activity 2.3 and Activity 2.4 pilot actions of NRGCOM. NEK has started its contribution during Period 1 by consulting with the Activity leader OER and preparing this synopsis report to prepare for the implementation of this Activity in Period 2 and Period 3.

Since the sub-goals and the focus of the tasks for PP12 - NEK go to the substantive level of building information SW and HW support tools, scientific methodologies, management manuals and technical procedures, it is correct to focus on the joint development of a set of organizational, technical and logical management tools for raising awareness on energy communities in the whole Danube Region.

NEK contributes to the work of OER by providing its recommendations and experiences on awareness raising on energy-related issues.

In the current state of development of the first part of this task, internal tasks were set by PP12 - NEK, namely:

**Internal Task 1:**

Studying the available options, theory and methodology of various motivational methodologies, manuals, technical SW and HW systems and programs and schemes and developing a list of options for applying the task in future practice in pilot actions for EC.

**Internal Task 2:**

Proposal of a theoretical database for motivational action, decision-making and elaboration of parameters for the pilot action of creation and integration of EC into the system based on the RES application.

The sparing methodology and the very design of the tool solution for Slovakia and for use in the EC's domestic conditions will in the next period be coordinated with the leading task force of OER and other partners for the synergy of future results and will be built on two pillars, namely:

1. providing general knowledge about the benefits of using individual tools
2. design of a monitoring system, detection of parameters and measurement of values for the investigated pilot ECs in domestic conditions.

### **A.T.2.5: Joint development of an awareness raising toolkit compiled on the basis of the pilot action results**

To achieve PSO2, based on O2.1 Strategy and the conclusion drawn from the awareness raising actions (O2.2), the partners will develop an awareness raising toolkit consisting of various materials developed by the partners: an updated (pilot result-based) motivational methodology incorporated into a study and the tools used for the pilot actions: a handguide

on energy awareness, infographics, educational materials, posters, short videos, interview and podcast materials on transition to renewables, RECs, energy efficiency etc. Prior and post the pilot actions, to obtain reproducible values, the motivation, readiness and willingness of the target audience will also be measured: the general public will be addressed through a questionnaire and the participants of the trainings will be asked to fill in a form. Thus, the awareness raising campaign addressing the general public through online and offline channels with facts, figures and experiences (A.2.3) and the awareness raising of stakeholders via professional trainings (A.2.4) will be evaluated, and the learnings and best practices, hints and tips, as well as the motivational methodology will be included into a study document to be shared with local, regional and national stakeholders and the materials will be published publicly online, thus ensuring transferability. Based on the experiences gained, the partners will review the motivation strategy developed and revise it if necessary.

## 4. Deliverables

**D2.5.1 RECs awareness raising toolkit OER will be responsible for coordinating the delivery of the jointly developed toolkit.**

The toolkit will be provided in English and be accessible online for bodies and organisations (including ASPs) who will benefit from it for public awareness-raising purposes.

## 5. Specific result and contribution to the activity for PP12-NEK Slovakia

For the purposes of fulfilling this task, PP12 - NEK developed and presents the following input information for the analysis and description of some generally valid and relatively important currently available selected tools, namely:

1. Sales methodology and technique:

We belong mainly to the components of management and organization, the management system and EC personnel and are indispensable in raising awareness in order to assess and increase the social and business involvement of subjects in EC education:

Trade receivables management is the purposeful activity of the management in monitoring, controlling and actively dealing with the collection of receivables, taking into account the financial stability, continuous flow of funds from the customer (who is in trouble) and continuous cooperation with him for his support in order to avoid unproductive and costly sanctions and legal proceedings. It consists of three stages, namely the search for the client and the mapping of his environment and business strength, then the implementation of active business with him and, finally, the joint solution of his payment problems.

However, the EC must determine the tolerance limits of this problem, and it is important whether the customer himself shows any interest in support and help.

Managing communication with customers is a very important marketing activity, and in addition to the application of the marketing mix, this mainly means personal communication and relationships between the manager, his team members and the customer himself. It is personal contacts that are decisive when promoting one's own products with a client, especially when it comes to the fact that there is a wide range of similar solutions from competitors on the market.

Members of the management team should keep overviews of current, potential and hitherto unlikely customers, as well as overviews of visits and the results of negotiations with them.

Currently, according to the well-known marketing designer M. McDonald, there are several sample sales plans as well as customer relationship management methodologies, but the specifics of the company are individual engineering consulting and project management, and therefore it must be valid - the key importance lies in people and knowledge.

*Table No. 1: Sales technique tools*

| Pricing                                                                                                                             | Creating an offer                                                                                                                                                                                   | Services provided                                                                                                                                                               | Conditions                                                                                                                                                                                                      | Method of execution                                                                                                                                                                    | Advertising                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- selective</li> <li>- property prices</li> <li>- price groups</li> <li>- rebates</li> </ul> | <ul style="list-style-type: none"> <li>- selection of a suitable offer</li> <li>- composition of the offer from several service segments</li> <li>- supporting information and documents</li> </ul> | <ul style="list-style-type: none"> <li>- consultancy and mandated representation</li> <li>- ongoing supervision and control</li> <li>- creation of business projects</li> </ul> | <ul style="list-style-type: none"> <li>- delivery and contractual conditions</li> <li>- scope of authority in representation</li> <li>- payment mode</li> <li>- the possibility of managing the work</li> </ul> | <ul style="list-style-type: none"> <li>- personal contact</li> <li>- regular consultations</li> <li>- conferences and coordination days</li> <li>- teamwork at the customer</li> </ul> | <ul style="list-style-type: none"> <li>- promotion of products and results</li> <li>- public relations</li> <li>- published evaluation reports</li> <li>- records of references</li> </ul> |

The ability to search for opportunities, to map situations, needs and expectations is important for getting rid of or preventing conflicts and eliminating risks - the biggest ambition of the sales technique. The art of selling is the art of communicating and convincing about proposals and solutions. Therefore, the authors claim that:

**“A CARING ATTITUDE IS THE KEY TO CUSTOMER-CENTRIC SELLING.  
WE ONLY HAVE ONCE A CHANCE TO MAKE A FIRST IMPRESSION”.**

Project management in large and international business companies and holdings is a common phenomenon. However, in small companies that deal with projects, the most common differences compared to "mega enterprises" are in one-time creative activity (in the case of a project designed for one's own needs), or in short-term, repetitive or overlapping activities (in the case of and management service for customer projects).

It is characteristic of such a situation that:

projects have a shorter implementation time (3 months to 1 year)

reasonable financial volumes and project costs with one-time payments

a small number of universally competent people in the team



accurate and specific work plan and schedules

the company manager is often also the project manager and the team works in daily contact

the processing of project actions and tasks is usually carried out individually and manually

communication channels are shorter, decision-making is quick, team members get to know each other earlier and in more detail, motivational factors are more flexible and addressable

estimates and studies (conceptual intentions) of the project, which are the basis for planning, are much more accurate and simpler, as it is possible to better know the specific conditions and the overall history and needs of the customer and the project itself.

However, this advantage and relative simplicity is also a possible source of some problems that can arise in project management at a small company, namely:

- conflicts of interests and priorities among project managers and the leading team at the same time
- lack of affordable specialists and alternative replacement solutions in the project
- even if the specialist is deployed, the scope of the project will not allow him to deploy at full capacity, he is often partially redundant, time and financially costly and inefficient
- greater sensitivity of the company and team members to conflicts and risks, or disagreements in the professional approach to the content of the project, at the same time paradoxical informal relationships can be an obstacle in work discipline
- possible delays or deficiencies in any of the managed projects may have a negative impact on other projects (consistency, interdependence).

In current professional literature, it is often written about the so-called "agile project management" as a solution to overcome the traditional direct process model of project management, as it has already been mentioned in the text. So, we talk about agility if the triangle with the sides: "project subject, cost, time of construction" is changed and converted into a figure with vertices: "value, quality, constraints" and an innovation cycle of project solution consisting of five blocks is introduced, and to: visualization, speculation, exploration, creation, conclusion. The resulting project subject then consists of individual subcycles of realization increments.

World-renowned expert in this field, Jim Highsmith (Agile Project Management, Creating Innovative Products, 2010) defined the main goals of agile project management as:

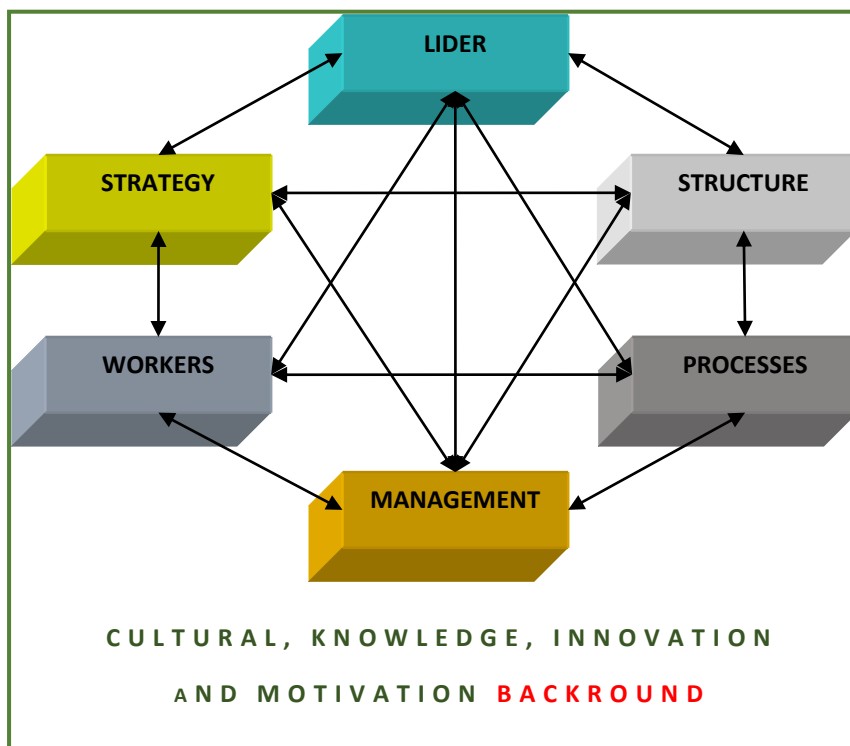
- continuous innovation in a turbulent environment suitable for the client
- ongoing adaptation so that the project satisfies the predicted future requirements of the customer
- continuous dynamic introduction of the project on the market
- ongoing adaptation of processes, people and their reactions to changes in requirements during project implementation

- continuous assurance of reliability and verification of findings and partial results of projects.

According to Jim Collins, the renowned author of many books on company organizations, the modern concept of organizational structure is the ever-changing variables in the process of the company's transformation, which is actually a process of growth, but which is followed by a breakthrough consisting of disciplined people, disciplined thinking and action, the application of which and at the same time, overcoming inertia is the guarantee of the essence of the entire process of transforming good into great.

The absence of ethics in our thinking is the cause of business failures and crises. The cause of consumerist thinking is routine and stereotype at work, absence of creativity, fear of innovation slows down the dynamics of management behind human development.

Figure No. 1 Model of critical success factors



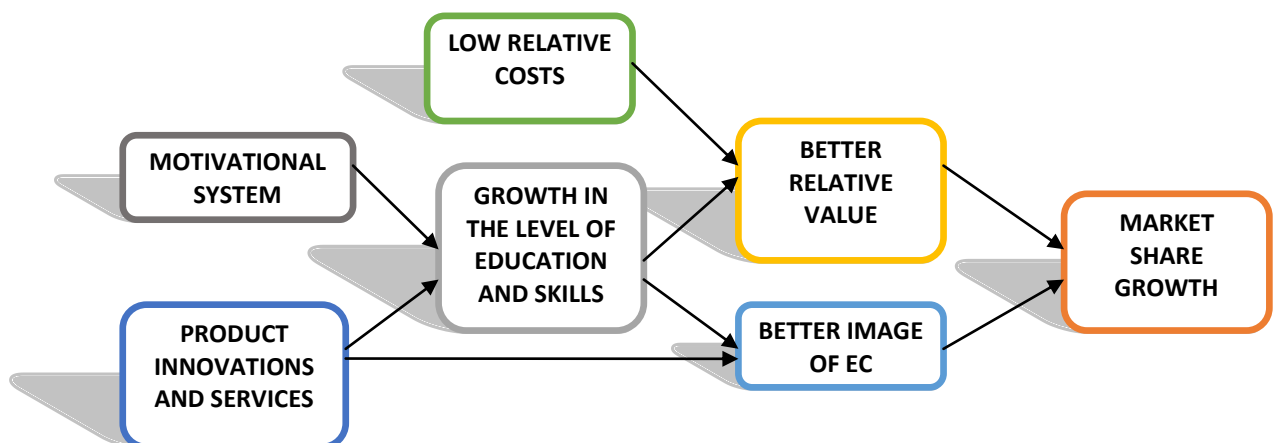
The essence of motivation is to satisfy the eternal dilemma: managers are interested in employees fulfilling their work goals and tasks, but their performance is the result of many factors, especially their self-application and self-satisfaction, environment and feelings.

It is true that if the individual factors are not sufficiently represented, it is not possible to optimize the performance function of the people in the company.

The technological, technical, organizational and personnel development paths of small and medium-sized companies in innovation are specific - there is a prevailing tendency to specialize and diversify in the relevant market for a selected, related type of customers with a possible repetitive structure of products and services. Small companies work on specific things, carry out little research, rather just observe and operatively transfer ideas and concentrate experts on only one project activity or theme.

The company must also pay attention to the relationship between innovations, market performance and the value of the investment that the project will bring to the customer. Image no. 2 shows the relationships between innovations and market performance and specifies the individual segments that enter into these relationships.

Figure No. 2 Relationships between innovation and market performance



### Parameterization of basic information about the EC situation

Through a detailed study of the functioning, activities of the company and long-term results, summarized and described findings and facts are found, the starting point of which is table No. 2 processed according to the model.

Table No. 2 Findings and facts

| External factors                                                                                                                                                                                                                                                                                                                                           | The strategic situation of the EC                                                                                                                                                  | Internal factors                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Macro surroundings                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                    | Micro neighborhood                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>• Social, political and socio-cultural influences</li> <li>• Technological and technical influences</li> <li>• Attractiveness and development of the industry</li> <li>• competition and its reactions</li> <li>• Knowledge and experience database in the industry</li> <li>• Legislation and standards</li> </ul> | <ul style="list-style-type: none"> <li>• market marketing</li> <li>• strategic planning</li> <li>• strategic management</li> <li>• implementation of strategic analysis</li> </ul> | <p>Company specifics</p> <p>Available resources</p> <ul style="list-style-type: none"> <li>• financial</li> <li>• material</li> <li>• knowledge</li> <li>• personnel</li> </ul> <p>Competitive strength</p> <p>Strengths and weaknesses</p> <p>Portfolio balance</p> |

The overall concept of the company, adhering to the rules according, is actually a marketing (and not a product or sales) concept, where the company apparently holds the opinion that the key to achieving the company's goals lies in determining the needs and requirements of the target market and in providing their satisfaction more effectively and efficiently than the competition.

When solving a specific project in practice, it is necessary to know the current state of activities, the organization and performance of expected activities for personnel as well as its specifics in the conditions of the investigated company, namely:

Table No. 3 overview of current activities and required activities for personnel in EC conditions

1 The character of the provision of individual and original services, the sale of ideas, information, projects and management modules consisting in the constantly changing communication of the staff with the customer during the preparation, implementation, approval and operation of investments and works.

2 The implementation of the supporting program of the company requires perfect individual professional, organizational and legislative knowledge of the staff.

3 An important factor is that in every project the company must acquire, cultivate, maintain and protect the interests and trust of the customer, since the staff personally acts on his behalf, a personal and highly human approach is necessary during the project.

4 The personnel must be able to fulfill individual performances for the customer, control communication, public relations, crisis and conflict resolution, ensure flexible and modifiable work and organizational performance and especially be creative and innovative.

5 EC has the so-called a flat organizational structure in two levels, namely - top management and project leaders - marketing and administrative staff and consultants, while all the necessary experts and staff are connected vertically to each supporting project.

6 The motivational system is already part of the EK organization in a vague form (part: human resources) and its risks are analyzed in detail and described as part of the analysis of the entire project continuously through all affected work tasks, included in the needs and expectations within the organization of organizational segments - part III Personal personnel parameters and determination of personnel success criteria.

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Currently, PP12 – NEK has completed the following ongoing activities for activity A.T.2.5, namely:

1. Processing of this introductory information report with a knowledge base with an emphasis on the particularities of the need for knowledge and awareness raising and future information and education of EC members and workers and potential interested parties in their establishment and development
2. Elaboration of a set of critical research on publications, information, similar projects and documents available in Slovakia on the topic of organizational, technical SW and HW tools, methodologies and a suitable work management manual for EC
3. Coordination of ambassadors and experts and stakeholders for processing and education in the regions for the fulfillment of the second period of this task in the next period.

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Kontakt/Contact: [www.nek.sk](http://www.nek.sk), [info@nek.sk](mailto:info@nek.sk), [projekty.nek@gmail.com](mailto:projekty.nek@gmail.com), tel.: +421 910 961 141

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