



D4.12

Standard Action Plan for Pilot Markets Activation



RE **MODULES**

flexible building renovation shared solutions

18th May 2022

Published and produced by: CNR with the support of CertiMaC, HIA and META

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Dissemination level: Confidential, only for members of the consortium (including the Commission Services)

Website: www.re-modulees.eu

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Project duration: November 2020 – October 2023

Grant Agreement: 955529 – re-MODULEES

Coordinator:



Project Partners:



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ABBREVIATIONS

DoA	Description of Action
LDP	Local Deployment Plan
LSN	Local Support Network
M	Month
NSN	National Support Network
Re-HUB	Renovation HUB
Re-LAB	Renovation Local Advisory Boards
SAP	Standard Action Plan

HISTORY OF CHANGES

Version	Month Year	Organisation	Comments
Text	M8	ITC-CNR	First draft
Text	M10	ITC-CNR	Second draft
Text	M18	Certimac	First review
Text	M18	ITC-CNR	Final Draft
Text	M19	META	Final review

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1 Introduction

Task 4.2 of re-MODULEES pursues the “Pilot markets activation and the Renovation Hubs establishment” by implementing a set of on-field actions geared to the question, *how to come from exploitation plans to real market uptake*. To this end, a first mapping of the local pilot markets addressed by re-MODULEES was carried out in the project writing phase, with the aim of drafting “market activation plans” customized according to the local market peculiarities, and harmonized by means of the re-MODULEES approach. These plans, devised during the writing phase and listed in Annex 1 of the Proposal, should be considered as preliminary and prospective documents, which need to be further developed in order to enable the pilot partners to fruitfully cooperate in the market activation task. Furthermore, the re-MODULEES Consortium made it clear that this “market activation” should be considered to all extents **as an exploitation** activity that needs to be carried out during the whole project implementation, with the dual purpose of triggering the project impact expected in the short term on the one hand, and on the other, of setting the conditions to achieve the wider impacts foreseen in the medium-long term.

All these reasons led the re-MODULEES Consortium to develop and adopt a Standard Action Plan (SAP), which provides the “reference project framework” for pursuing the market activation at pilot level.

The Deliverable aims to describe the contents of the SAP, in order to provide a shared methodological framework for the pilot market activation with a special reference to the objectives of Task 4.2. The SAP will take over the preliminary documents of Annex 1 of the DoA and propose to the pilot partners a clear guidance for the implementation of project Task 4.2.

The SAP **is conceived as a roadmap**, where all the project activities contributing - or relevant to - the short-term exploitation targets are mapped and organized to make the synergies among them more explicit. To this end, the main contributing activities were taken into consideration from WP1 (Task 1.5), WP2 (Task 2.3), WP3 (Task 3.1 and 3.2 - for data assessment and prototype evaluation), WP4 (Task 4.1), and WP5 (Task 5.1, 5.2 and 5.3). As a result, “market activation” is illustrated in the SAP and in this deliverable **as an integrated process** embedded both in Task 4.2 and in the pilot markets with the aim of enhancing the coordination and the effectiveness of the exploitation activities across the WPs.

The SAP is not intended as a rigid framework, but as a **general coordination tool**, which each pilot leader will be enabled to adopt, customize, and specialize into a **Local Deployment Plan (LDP)**.

LDP will be represented by Deliverables D4.2 - D4.8, due at M36 and to be produced one for each Pilot Market. D4.2 - D4.8 will constitute the ex-post narration of the operational plan put in place for the implementation of the SAP at local level, thus allowing taking into consideration the local conditions and peculiarities of each pilot market, the background of experiences and approaches collected by the Partners, as well as the specific expectations and goals which they intend to pursue through the pilot activities. LDPs will be indeed adaptive tools, aimed at exploiting all the opportunities and potentialities progressively arising from the interaction with the re-LABs as well as with other relevant networks: such flexible implementation of the SAP will be counterbalanced by the coordination frame it provides, which clearly proposes the main milestones to be respected for guaranteeing the synchronization among the market activation actions and their expected outputs, so to accompany “step-by-step” the market representatives in their effort to establish re-HUBs in their pilot markets. That is an ex-post narration of the LDPs was preferred.

2 Development of the Standard Action Plan

The development of a tool like the SAP natively requires a co-creative approach. This was done effectively thanks to a multi-level and circular co-creation approach, held fully on-line and organized as follows:

1. Definition of an operative plan for Task 4.2 by proposing the development of a Standard Action Plan, aimed at providing a stronger operational framework to pilot managers in substitution of the Action Plans initially included in the project proposal; such action was discussed and agreed during the second consortium meeting, held on May 4-5th 2021;
2. Identification of the most relevant constraints regarding the linkages across the different WPs, Tasks, objectives, milestones, and outputs included in the project regarding market activation, on the basis of which a general SAP frame was drafted; this was done during the first SAP workshop, held on May 26th 2021 among CNR (Task 4.2 leader), Certimac (as WP4 leader), META (as WP5 leader) and Huygens (as LP);
3. Focus on the main lines of actions for the market activation process to be carried out at the local level in the pilot markets, including timeframe, step-by-step goals, and expected results, on the basis of which a first SAP draft (roadmap and explanatory text) was prepared. This was done during the second SAP workshop, held on June 4th and 7th 2021 again among CNR, Certimac, META, and Huygens;
4. First round of review of the SAP, extended to other Task and WP leaders, with the aim of strengthening the SAP coordination framework by including relevant milestones and activities (with special reference e.g. to the platform development or the market profiling actions), which led to an updated SAP draft (July 2021);
5. Sharing of the updated draft with the consortium and general discussion of the SAP with all the partners, with special reference to the pilot market representatives (PMRs) during the third SAP workshop, held on September 8th 2021 and open to the whole consortium;
6. Deepening the approaches to be followed for achieving and measuring the expected project impact from the pilot markets; through the “impact workshop”, held on October 20th 2021.
7. Final validation of the SAP and development of the Local Deployment Plans (LDPs) by all the PMRs.

As a matter of fact, the SAP was designed as a “qualitative template” for drawing up LDPs where tasks, goals, and steps are described at a general level, and are not linked to specific formats or methodologies to be followed for their on-field implementation. This approach was well geared with the re-MODULEES ambition of flexibly and adaptively supporting the pilot partners in their activities at the local level, on the one hand by guaranteeing coherence and harmonization between the planned activities, and on the other, by capitalizing on the wide range of skills, expertise and experience gathered in the project consortium. To this end, all the indications provided by the re-MODULEES partners during the process were taken into account, so as to foster mutual learning and discussion on the most suitable approaches to be adopted in order to promote market activation.

The SAP development was also the chance to better define and clarify some key terms and concepts of re-MODULEES in general and WP4 in particular – i.e. re-LAB, re-HUB, Local Support Network, and National Support Network - and their reciprocal links; this will be later described in this Deliverable.

3 Definitions

Before describing the SAP in detail and providing its shared methodological framework, it is opportune to clarify the definitions of re-MODULEES key concepts: renovation Local Advisory Boards (**re-LAB**), renovation HUBs (**re-HUB**), Local Support Network (**LSN**), National Support Network (**NSN**), as well as of the very re-MODULEES Platform for the activation of renovation markets, in order to set a common, shared ground for the future activities.

While all these concepts were introduced in the project proposal, it appeared necessary to better highlight their operational meaning as well as their mutual relations, so as to provide pilot representatives with a clear conceptual framework for better coordinating their activities. For this purpose, a specific workshop was held on 8th February 2022 among WP1, WP2, WP4 and WP5 leaders, which allowed not only clarifying the differences between concepts such as “re-LAB” and “re-HUB” in terms of role, mission, activities, and governance, but also identifying possible project activities to be clarified with the whole Consortium. The outcomes of the above-mentioned workshop are included in this section as well as in the final paragraph of the deliverable.

The re-MODULEES Local Advisory Boards (re-LABs) are a key project cornerstone; they have a “pivotal role in forming sustainable networks to support the local eco-systems, working both as activators and validators of the local renovation practices”. re-LABs will include stakeholders from the four most relevant categories (demand side, supply side, public side, and financial side) who will effectively test and steer the re-MODULEES outcomes, and perform wider stakeholder engagement themselves. The re-LABs are operational **during the project life** and have a **local/regional focus** (the seven pilot markets). They provide assistance, support, and advice based on the specific needs of the stakeholders at local level, and are involved in knowledge acceleration and co-creation activities aimed to maximize the potential impact of the project outputs at local level.

The re-LABs are crucial bodies for triggering impact at pilot market level, since the market activation is the core objective of the re-MODULEES approach, and it is also measured in terms of the impact achieved during and after the project lifetime.

Impact should be intended here extensively, that is in terms of all the positive effects generated on the market through the **testing and validation activities** of the re-MODULEES services on real case studies.

The re-MODULEES tools, services, and approaches (e.g. those mapped in Task 2.3) will be made available to the re-LAB members and to all the stakeholders of the local building retrofitting value chains mainly through the **re-MODULEES platform**.

The platform is a web portal/digital platform owned by the re-MODULEES partners. It allows access to modules, services, and communities, and acts as a showcase/promotion channel organized in a way to support the main market players in their renovation customer journey (WP3 – Integration & Digitalization). The case studies to be supported by the Platform should be intended in a broad sense, depending on the topics, the services are related to: technical or financial solutions, business models, regulatory approaches, protocols or certification systems, engagement tools, decision support systems, management approaches, etc.

Impact can be triggered in two main ways:

- first-degree impact - resulting from testing and validation activities carried out directly by the re-LAB members on testbeds within their own business fields;
- second-degree impact - resulting from further testing and validation opportunities coming from actors who are part of the network of a re-LAB member.

In the latter case, the re-LAB members will directly support the re-MODULEES pilot partners in bridging with other stakeholders, thus offering testing opportunities, and possibly partnering with them. This networking and activation work by the re-LABs will lead to the progressive construction of **Local Support Networks** (LSNs) at pilot market level, which will reach up to about a hundred actors, and which will guarantee thorough testing activities and wider project impact. The LSN members **will be pure testers**, that is, they will not be involved in the co-creation activities, strategy making and steering tasks, unlike the re-LAB members.

The scouting of these second-degree actors should start as soon as re-LABs building is mature enough to activate second-degree engagement. This could happen between M15 and M18, that is after the co-creation process has started, and after the early first-degree testbeds have been scouted and launched. It is essential to advise that, since the stakeholders involved in the LSN at the beginning will not have as much understanding and awareness of the project as the re-LAB members, the re-MODULEES services should be presented to them in a user-friendly way, so that they can effectively provide us with their feedback. Indirect dissemination carried out by the re-LAB members towards LSN ones could be an ideal approach to build trust and accelerate understanding.

It should also be pointed out that in this early phase the Platform itself will not be developed yet into a full-fledged exploitation channel; therefore, testing activities will be based on straightforward dissemination actions carried out by the pilot representatives in favour of the LAB members (including demo sessions, one-to-one meetings, etc.). Preliminary scouting of re-LABs main interests in terms of market pains and innovation needs hampering their renovation customer journey (e.g. through direct interviews carried out in Task 2,2) is also a full part of an overall tactic aimed at delivering innovation into local markets and at fostering its adoption in testing activities.

The considerations above highlight a key role of the re-LABs as a cornerstone of an innovation process: its ambition to become the catalyst for the development of a **local integrated ecosystem** able to evolve the actual renovation value chains into a “collective intelligence” where issues and perspectives can be addressed and worked out according to collaborative and aggregated approaches.

Such “**community creation**” activity will be seminal for the successive proper establishment of the re-HUBs; this step invites to consider a further element, that is the role of the re-LABs as “**incubators**” of the **renovation Hubs** (re-HUBs), which will take over the market activation task after the end of the project. The **re-HUB** will become operational **after the end** of re-MODULEES, and will **ensure the continuation** of the market uptake process through the delivery of modular services. The re-HUB is an entity structured through formal agreements with partners/stakeholders at local level, but **international in scope**. It can be seen as an **internationally governed hub with local branches** (e.g., formalized regional networks of relevant stakeholders), which may also be intended as a possible evolution of the re-LABs - after the end of the project.

Figure 1 shows the interrelations between re-LABs and re-HUB(s).

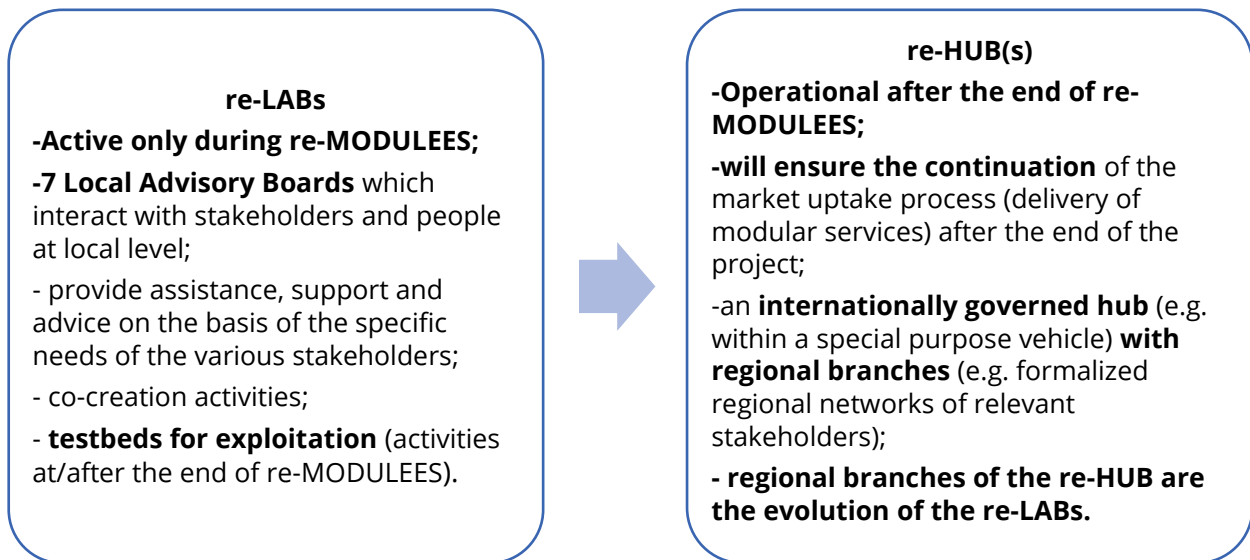


Figure 1. Interrelations between re-LABs and re-HUB(s)

The re-HUBs will pursue a higher impact than the initial re-LABs, possibly **targeting the national scale level**. In order to enhance the establishment of the re-HUBs, it is expected that the LSN will be enlarged both at MS and EU levels, with the aim of multiplying the effectiveness of the re-HUBs. These “National Support Networks” (NSNs) resulting from the LSNs expansion are to be intended as the main vehicle for planning the exploitation of the

project results through the re-HUBs after the project lifetime. They could be created starting from M24 and M27, when on the one hand a first batch monitoring of testing results will be ready, and on the other, the platform will be validated “as a system”, and a draft business plan for the re-HUBs will be available (see Annex 1 and the following paragraphs for more details). This overall picture is summarized in Figure 2.

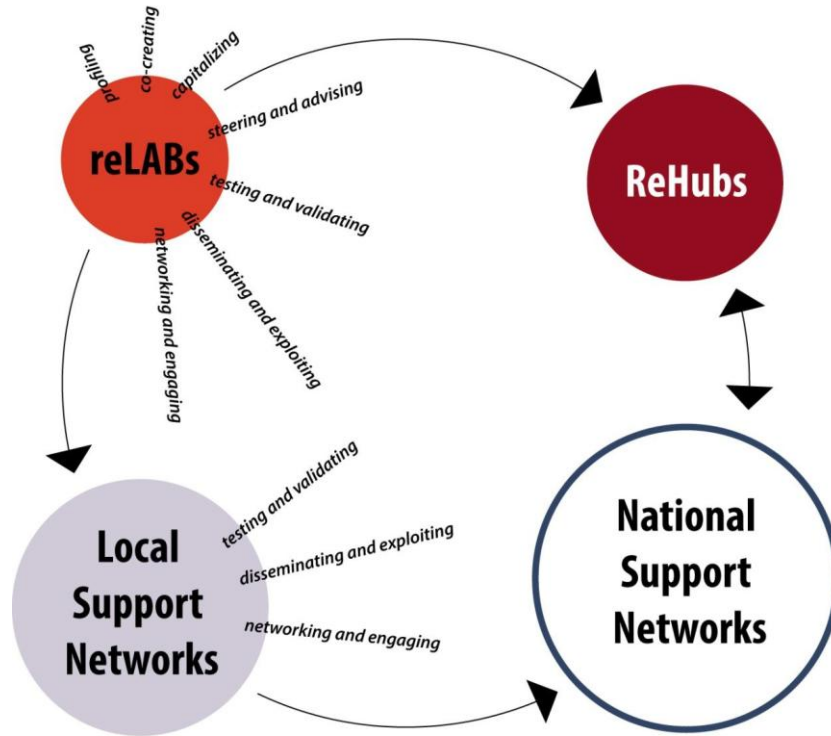


Figure 2. Overall picture of the interrelations between re-LABs, LSNs, NSNs and re-HUBs

4 Description of the Standard Action Plan

The SAP, described in this deliverable, results from a preliminary interaction among WP1, 2, 3 and 5 leaders, which allowed building this shared reference framework. The SAP is formed by two documents:

1. **the SAP Roadmap** (annexed to this document), aimed at mapping and synchronizing all the main project activities and the related outcomes with the activities planned in Task 4.2 for fostering the market activation at pilot level;
2. **the Roadmap explanatory text**, aimed at illustrating in detail the Roadmap contents, also clarifying the role of each actor (e.g. project partners or re-LABs members) in the listed activities.

These two documents together will allow pilot partners to gain a complete overview of efforts and commitments expected, as well as their distribution during the whole market activation process.

4.1 General organization of the SAP

The SAP Roadmap for the pilot market activation is organized in three levels:

1. *Description of the SAP main activities:* this is the core of the SAP (central field) and presents the activities that will be implemented in each pilot market in order to foster the uptake of deep energy retrofitting, based on the re-MODULEES outputs.

The activities are organized as horizontal histograms (GANTT), according to their timing and duration (from left to right, from bottom to top).

2. *Description of the outcomes from other WPs, relevant for the Task 4.2 objectives:* placed above the SAP main activities, summarizes the main objectives, target and outcomes expected from other WPs (with special reference to WP1, 2, 3 and 5) which are relevant for the market activation process; each outcome is indicated as a synthetic tag, and linked to its expected deadline.
3. *Description of the outcomes and objectives from Task 4.1, closely related to Task 4.2:* placed below the SAP main activities field, summarizes all the outcomes expected from WP4, with special reference to Task 4.1, which are fundamental for the market activation process.

It proposes a set of “themes”, fully integrated with the implementation of Task 4.2, which constitute the basis for organizing a “re-LABs roadmap” aimed at assisting partners in planning in advance the biannual meetings of the local re-LABs to be coordinated in Task 4.1.

The Roadmap features two time-grids:

- the former, in major text, related to the overall project schedule (semesters) and coincides with the biennial project meetings;
- the latter, in smaller text, related to the biannual meetings of the re-LABs, as planned in Task 4.1.

4.2 Description of the main activities

This section is devoted to describe the main activities of the SAP, associated with the main outcomes from the other WPs relevant for the Task 4.2 objectives, listed in the upper part of the Roadmap.

4.2.1 Profiling and pre-screening

This activity includes the tasks actually ongoing spanning across WP2 (Task 2.1 and 2.2) and WP5 (Task 5.2). These activities will nurture the generation, around M9, of the first “Customer Journey” in the framework of Task 3.1 / Task 2.5: this will lay the basis for the preliminary association of the modules to be capitalized (see §2.2.3) with needs and expectations from the local stakeholder community. Furthermore, the activity will lead to the selection, in Task 5.1, of the “Early Adopters” to be involved in the exploitation activities during the project duration.

4.2.2 Scouting for testing opportunities

This activity regards the necessity of pursuing, since an early project stage, the achievement of the project impact reported in the DoA during the project duration. To this end, the SAP proposes to engage the re-LABs members directly in on-field testing actions of the re-MODULEES outputs; to this end, a preliminary scouting of the re-LABs members and related networks should be done, in order to map concrete testing opportunities at pilot level (e.g. projects, programs, processes, studies, etc.) they may be interested to share with the re-MODULEES Partners, in order to later allow a better understanding of the potential added value that re-MODULEES could offer.

This activity could be split in two phases: an initial survey on the actual projects/actions portfolio from re-LABs members, and from M9 to M12, a more thorough mapping of testing opportunities, also on the basis of the Customer Journey.

4.2.3 Survey of services to be capitalized

This activity regards the availability of modules/services to be capitalized by re-MODULEES, basing on the results progressively achieved by Task 2.3. Such survey will lead to a progressive understanding of the concrete innovation opportunities offered by re-MODULEES to the local markets through both the Hubs and the IT platform (related to Task 3.3), and this will enable a more robust matching with the testing options scouted in §2.2.2.

re-LABs members should play an active role in helping pilot partners to detect the most promising and effective services to be tested at local level; a good approach for managing this review could be in focusing on partners directly interested in testing actions.

4.2.4 Co-creation process

This activity regards the involvement of re-LABs members in the co-creation process for defining, on one hand, the services to be implemented in the Market Activation Platform (Task 4.1), and on the other hand, the layout of the re-HUBs to be activated at the end of the project in the pilot markets (Task 4.1). Such process will start at the turn of M12, where the first mock-up of the platform should be available (Task 3.2) and will be carried out along the whole project implementation, also by taking into account the results of the testing activities; in particular, the first platform prototype is envisaged at M18, the alpha-version at M24, the beta version at M30, and the final release will be fulfilled by the end of the project (M36).

4.2.5 Testing and learning

This is the main “throughput activity” of Task 4.2, related to the progressive activation of pilot projects in the pilot markets, that is carried out by re-LABs members or the related networks and selected through the stakeholder engagement activity described in §2.2.3, in which one or more re-MODULEES services were adopted for testing purposes. These pilot projects will thus act as “testbeds” for the project outputs, which will be tailored in order to maximize the benefits that re-MODULEES could offer to each specific pilot project, and on the other hand, in order to enable the consortium to gain a wider learning on the effectiveness of the proposed services, allowing for proper feedback loops to be activated and for the continuous development / improvement of the IT platform (related to Task 3.4). A great variety of testbed types should be activated, corresponding to the variety of innovative modules supported by re-MODULEES. It is expected that the first testbeds will be launched at M15. Batch monitoring of the impact achieved will be carried out in Task 1.5, while a global monitoring of the project’s real impact on the renovation rate variability at local markets level will be carried out according to the monitoring protocol established in Task 4.3.

4.2.6 Validation

This activity regards the final validation of the project outputs based on co-creation, testing, and learning activities. The first relevant step of this activity is related to the Lean Canvas Workshop which will be organized around M18 by Task 5.3, which will be aimed at sharing with the pilot partners the approach to be followed at pilot level, in order to co-create, together with selected re-LABs members, tailored exploitation plans for the main project KERS – the 7 re-HUBs. The final validation of the project outputs as well as of the testing results is expected at M30, with a later appendix of further 3 months (M33) for the beta-testing/validation of the IT platform.

4.2.7 re-HUBs incubation and start-up

This last activity regards the capitalization of all the work done in Task 4.2 in view of the establishment of renovation HUBs in the pilot markets supported by the re-MODULEES platform, according to the two re-HUB types: digital or physical. It is proposed that physical re-HUBs will be activated around M33. Furthermore, it is proposed to concentrate all the funds reserved for the re-HUBs services (e.g. help desk, etc.) in the last project semester, so to increase the overall impact of the re-HUBs activation, instead of distributing them in a low-intensity service provision distributed along the project duration. Functional to the re-HUBs incubation, as well as in the construction of solid support networks, will also be the organization of re-LABs RoadShows planned in Task 6.5.

4.3 re-LABs involvement in the SAP

This section is devoted to describe the outcomes and objectives related to the Task 4.1 and listed in the bottom part of the Roadmap, which together form the “re-LABs roadmap”. Such roadmap pursues a double goal:

- synchronizing the re-LABs activities in the pilot market according to a shared thematic roadmap;
- proposing to the re-LAB members a longer-term perspective, which would allow them to better plan their participation in the re-LAB, as well as to better understand the progressive accumulation of added value along the engagement process.

4.3.1 The re-LABs Roadmap

The re-LABs roadmap is organized according to the following steps:

1. **re-LAB meeting #2 (M10):** an insight on innovation needs and gains at pilot level should be made; such survey builds on the results of Task 2.1 (market profiling) and on the stakeholders interview already carried out in the frame of Task 2.2 and 5.2, should be aimed to select shared innovation challenges among the re-LAB, eventually pointing out other relevant though more focused challenges, so as to slowly accompany the re-LABs to a joint thinking. To this extent, it is important that the session is organized when the pains/constraints/needs have been clearly identified in each pilot market, so that the starting point is the same for all the Countries. This meeting could be divided into two sub-sessions:
 - a. the first - focused on the framework of pains/constraints/gains and on the innovation goals of the local markets, also as means to validate the virtual hub customer journey (Task 2.5);
 - b. the second - focused on the project impacts to be achieved with the support of the re-LAB Members, and on the creation of LSN.
2. **re-LAB meeting #3 (M15):** a joint reflection on testing opportunities at pilot market level should be made, in order to accompany partners to understand the added value coming from an integrated exploitation of project outputs during the project duration (e.g. by targeting different modules or by sharing testing approaches). This would allow triggering participation in the testing campaign, creating synergies among the re-LAB members and towards further actors to be engaged as LSN, fostering discussions and mutual learning. This step should also be related to the validation of the first mock-up version of the platform.
3. **re-LAB meeting #4 (M21):** a first round of critical assessments could be carried out, aimed at fostering the preliminary validation of the re-MODULEES services tested in the pilot, by means of testing their prototype version in the IT platform. This should be followed by a first reflection on the objectives, structure and business models of the re-HUB which shall be incubated in the framework of the re-LAB.
4. **re-LAB meeting #5 (M27):** the main goal of this meeting should be the validation, from the re-LAB side, of the re-MODULEES platform “as a system”, that is as an architecture and workflow capable to support the ambition of incubating a re-HUB (indeed, at this stage the IT platform will be more stable, almost reaching its final version). This could be accompanied by a new round of testing of the services there provided. Based on this validation, the draft business plan of the re-HUB should be developed and agreed at this stage among the re-LABs and LSN members willing to join the re-HUB.
5. **re-LAB meeting #6 (M33):** the last meeting should be devoted to validate the governance framework for the re-HUB, to be synthesized in a Memorandum of Understanding which will be signed at the final project event (M36). Such framework will be the basis for the implementation of the re-HUB activities after the end of the project, thus pursuing the achievement of longer-term project impacts.

These steps describe not just a structured stakeholders engagement approach to be carried out through the re-LABs: it describes the pathway of a progressive rise, within and through the re-LABs, **of a “collective intelligence”** among the stakeholders engaged, aimed at fostering the development of shared and integrated market innovation strategies which will lay the basis for an effective, wide, and deep market activation.

re-LABs may thus aim at playing the role of “Local Concerted Actions” for fostering deep renovation across the different sectors involved (from supply to demand side, from institutional to financial actors), promoting market integration and collaboration among the actors of the Local Support Network. Such an evolutionary process could become the common DNA for joining the re-HUBs into an EU-wide Renovation Hub, in connection with Task 4.4.

5 Conclusions and next steps

The fruitful interaction between partners has allowed identifying further aspects to be clarified and discussed within the Consortium. In particular:

- the distinction between re-LAB(s) and re-HUB(s) introduces another important aspect to start reflecting on: what will be the future of a **re-LABs after re-MODULEES**? There is more than one option to be discussed within the Consortium:
 - **Option 1:** The re-LAB will become one of the local branches of the re-HUB (international level).
 - **Option 2:** All the re-LABs federate in one network (international level).
 - **Option 3:** The re-LAB decides not to be part of the re-HUB network and operates at local level as a meeting point that provides support and advice by using its own modules.
 - **Option 4:** If local stakeholders – who were forming the re-LAB during re-MODULEES - decide to not be involved in the re-HUB system (option 2), they (the local re-LAB) can decide to access modules and services from the re-MODULEES Platform at agreed/discounted prices.
- Additional points for clarification and discussion within the Consortium to ensure the use of the results and achieve impact are the following:
 - The local branches of the re-HUB can be **physical** (a place with staff and equipment) or **virtual** (an organized group of people working together thanks to the digital platform). As currently planned, there will be **4 physical** branches, while the others will be digitally based.
 - As regards the **digital branches**, an agreement among partners will be needed, to ensure both local operations/interaction with other branches and use of the re-MODULEES Platform.
 - As regards the **physical point**, the management and governance need for further discussion.
 - The **Governance** (relationship between local branches and international hub) is still to be discussed and set up. In the discussion for the governance set-up the following elements should be considered:
 - The re-LABs have created local communities which are supposed to be self-funded by the local stakeholders and represent an asset to be considered when formalising what will happen after the end of re-MODULEES.
 - Where applicable and possible, the re-LABs will connect with similar ongoing local activities, rather than starting as a new activity, thus avoiding unnecessary competition and confusion. In the case of connecting with existing activities, re-MODULEES will offer extra services and tools to these existing activities.
 - The re-MODULEES platform will need to be maintained/promoted/operated and this will mean future costs. This requires agreements on the ownership of the platform, on its use and on how to cover costs after the end of the project. An option can be licensing agreements to use the platform.
 - If the value (reputation/visibility) is generated before the end of the project, it should be preserved through a re-MODULEES brand that can be used on the different markets. It would be necessary to agree and formalize how to use the brand.

Finally, this clarification on re-LAB(s) and re-HUB(s) will also be essential to nurture the final development of the platform, which should be designed to support the final re-HUB architecture (e.g., if it is a system with a central hub and local branches, each local branch will be provided with a homepage and a subset of services for its own local market).

Annex A: the SAP Roadmap

RE MODULES STANDARD ACTION PLAN - GENERAL ROADMAP

