Strategies and action plans jointly developed
Engaging & Supporting Industrial Sites in the Energy Transition
Based on WP 1 insights and learning from WP 2 communication activities, a transnational strategy and action plan blueprint offers authorities a guide to engage and support industrial sites in their energy transition (and how to relate the site-specific transition to the wider local or regional energy transition). This strategy is consequently used in regional co-creation meetings.

Report #3
Status: achieved

[Summary]
GRITH sees industrial sites as the sleeping beauties of the energy transition. The journey to act on their potential starts with awareness. GRITH helps them to do so with the GRITH Energy SWOT. Analyzing strengths and weaknesses, identifying opportunities and threats is the basis for engagement. In this strategy GRITH describes the engagement journey, from raising awareness to building interest and insight, to visualization and guidelines leading to enthusiasm and action on industrial sites.

Strategy Outline

User based approach and understanding
GRITH is based on the insight that effective support of industrial sites and the businesses operating there, demands first and foremost our understanding of their needs, second a good working relationship and finally a smooth journey from awareness to action. GRITH has described its user-based approach and how it understands the needs, opportunities and threats of industrial sites in its Energy SWOT strategy.

Industrial Sites and businesses as 'customers'
It helps to see industrial sites and businesses as the customers of GRITH or any other supporting organization. We want to 'sell' the sites and businesses support and solutions, even though these are free of charge. We want to reach as many sites and businesses as possible and we aim for a high conversion rate: as many of our contacts as possible should lead to interest and action by industrial sites and businesses. Therefore, our GRITH engagement and support strategy implements state of the art sales and customer journey methodologies.

Sales basics for public authorities and business support organizations
The difference between salesmen and people with less experience in sales, is that salesmen make selling a science, by adopting a methodology, such as SCOTSMAN or MEDDPICC. The most important thing to remember is that we need to convince individual people, rather than the businesses or industrial sites. The approach should therefore happen on a personal level, as it is individuals that need to be convinced.

SCOTSMAN Sales methodology
The SCOTSMAN model focuses on the sales process and offers a checklist for the elements of potential sales:

- Solution: the solution should fit the industrial site. The solution may be good in itself, but if it doesn't fit the industrial site, success is unlikely
- Competition: not as relevant for GRITH
- Originality: the solution needs to be original
- Time: When is the budget available? When will decisions be made? When will the targets be reached? Ask for milestones.
- Scale: in larger companies, there are many people to deal with, who need to agree; smaller companies can be quicker in taking a decision. Additionally small companies can be used as examples to get large companies more eager to get involved
- Money: companies always look for ways to make money. The solution needs to be profitable. It cannot on the long term be based on funds and subsidies. The solution needs to be financially sustainable
- Authority: speak to the right people. Make sure you are talking to the people in charge of making the decisions you need. This can save a lot of time and effort
- Need: Larger companies need to report according to sustainability, CSRD regulations. Smaller companies not so much, however they often supply to larger companies, who will soon start to ask for the smaller companies to comply with rules for sustainability

MEDDPICC Sales methodology
The MEDIC or MEDDPICC model focuses more on the decision makers and their needs, which it does through the following checklist:

- Metrics: the solution should be economically viable
- Economic buyer: you should be talking to the person in charge of this
- Decision criteria
- Decision process
- Paper process: going through paperwork
- Identify pain: try to find problems entrepreneurs may be having that you may relieve with the solution you offer
- Champion: look for a larger entrepreneur as champion to have as example for others

Learning from successes and failures in Drenthe

- Failure: The Business Investment Zone (BIZ) in Peize was an initiative for the companies on the industrial site/business park to invest together to improve the quality of their business park. Initially this was a successful initiative, as companies decided to cooperate. Later, however, the province of Drenthe learned that the initiative had been left without care, and the involved companies had decided to discontinue the idea. The main issue was the lack of follow-up.

- Success: A much more positive experience ended up being the Community of Practice in Drenthe, aimed at creating a shared environment in order to scale up the realization of energy hubs to try and solve congestion problems. This project is currently doing well, with local initiatives participating and driving the Community of Practice.

Lessons:

- Every case is different, with different goals and interests.
- 'After sales' is decisive for success, with contact afterwards, through milestones and reporting to make the project durable.
- A good thing to remember is to make the process for the entrepreneurs, meaning that it is not about our interests, but about theirs. Use their language to make them owner of the project.
- Successes not only based on the methodology and not only on instincts. Listen to your gut feeling, but have it confirmed by methodology.

Why a customer journey?

In addition to the sales methodology a customer journey helps us and these sites plus businesses to understand the larger process. The sales methodology helps to engage and convince industrial sites and businesses of individual steps, The customer journey helps to focus on the overall goal. In most cases the on-site energy transition takes many steps. The customer journey model helps to identify touchpoint to reach the customer, analyzes the stumbling blocks in products or service, support marketing efforts and customer engagement.

Again: based on understanding needs and opportunities

Every functioning customer journey should be based on understanding the customers needs, wishes, and opportunities. For this the GRITH Energy SWOT and user-based approach provide essential input. A functioning customer journey, especially when combined with an effective sales approach, will achieve more conversion and generate more return on investment, in our case more return on the European and regional investment in the energy transition of industrial sites.

Building a customer journey

GRITH develops a customer journey in which its Next Generation Business Model and Governance Backbone are key elements. Drenthe's Guide for Energy Neutral Business Parks is situated at the start of the Customer Journey. Partly inspired by Drenthe's Guide, Vejle has plotted its actions in a (first phase) customer journey. Mechelen's single point of contact philosophy, supported by a CRM system helps to guide businesses on their customer journey. The Clean Industrial Deal announced by the European Commission in February 2025 is a welcome policy framework, supporting the GRITH customer journey.

Individual solutions as part of the customer journey

The energy transition journey of industrial sites has many separate challenges. GRITH works on solutions for these challenges, which also support a smoother customer journey. First examples are Wesermarsch' business model for a next generation industrial site, Emmen's legal framework for a site based renewable energy system, Mechelen's energy broker action plan.

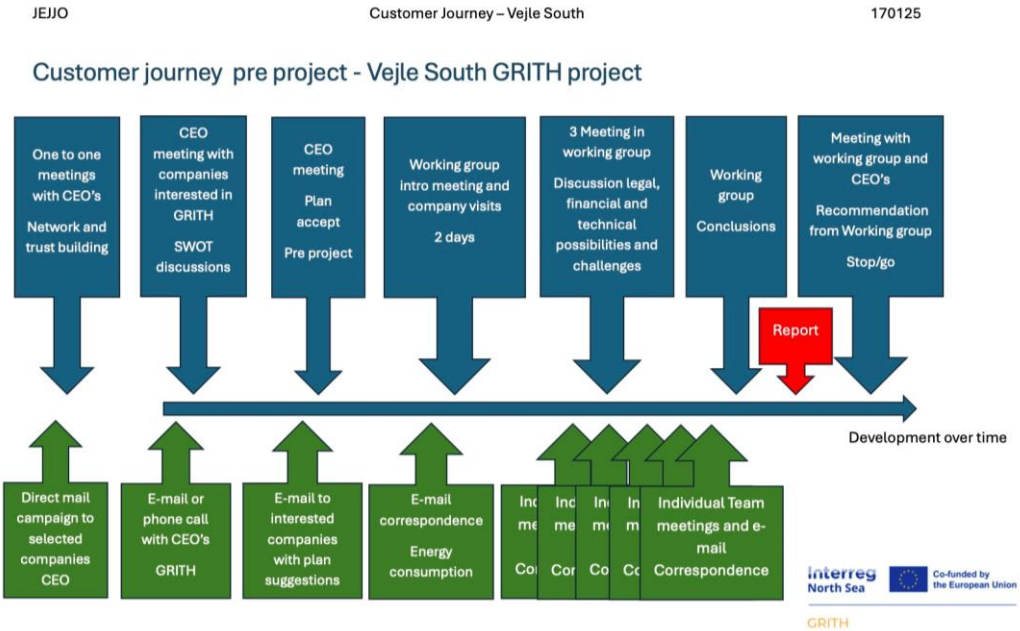
Guide for Energy Neutral Business Parks

GRITH-partner Drenthe developed a guide for energy neutral business parks and industrial sites. This was created by the energy department of the province in combination with economy department to pool knowledge. This was combined with local knowledge to connect in an efficient way to the right business parks: parks and companies willing, able and cooperative. In Drenthe, the engagement of business parks follows a five-step plan: explore, map, identify changes, implementation, execution.

The guide is focused on data and situation, it looks at the opportunities and threats, physical characteristics and organizational structure. The guide is less focused on the relationship in how both sites and businesses move forward.

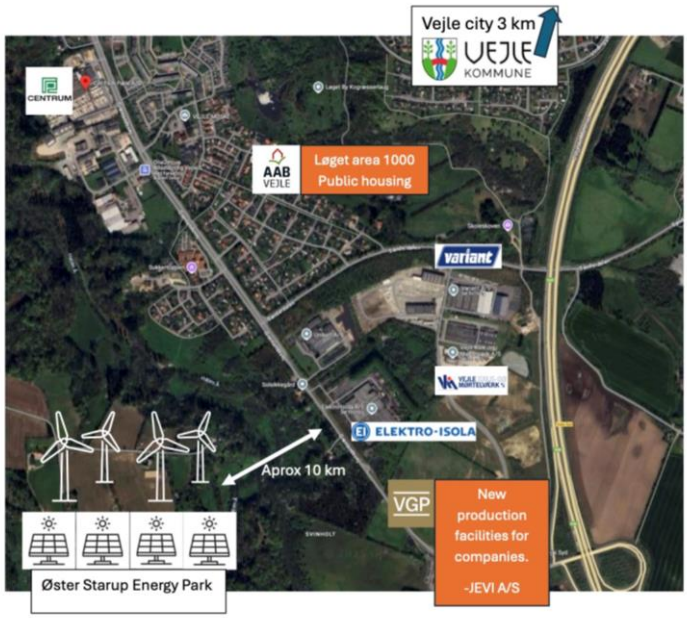
Step 1 Global Exploration	Step 2 Mapping out The starting Situation	Step 3 Identifying Opportunities	Step 4 Implementation plan for projects and collaborations	Step 5 Implementing and safeguarding plans

Customer Journeys for Industrial Sites in Vejle



Vejle works with the customer journey for each phase of the energy transition on industrial sites. With industrial site Vejle South, six businesses and 1000 houses the ambition is to transition to renewable energy through solar panels, battery storage, district heating, and potential Power Purchase Agreements (PPAs) with Øster Starup Energy Park. Here the customer journey model helped planning network formalization, approval for rollout of district heating, and final feasibility studies. The renewable energy systems should be operational in 2026-2027.
With industrial site Give Vejle develops a symbiotic renewable energy network (wind, solar, biogas, Power-to-X, district heating), impacting 500+ companies, 3,500 homes, and 6,000 residents to benefit. Here the customer journey helped expanding the network of farmers, SMEs, and residents in Give and Thyregod. The customer journey helped planning the energy park in planning. The next design phases will be completed 2025-2026, with operations expected to start in 2030.

Vejle South – location of companies and Energy park



Outside influences on the customer journey
Vejles experience shows that the customer journey is an effective model to organize your work with industrial sites, and that it supports a smoother, shared journey. However, outside influences beyond the control of the municipality and industrial sites, also influence the speed in which the journey continues. National regulations can provide legislative barriers. Especially electricity regulations give many obstacles, slowing progress. Also, district heating regulations hinder surplus heat integration. Energy taxation discourages industrial participation, both electricity and district heating. Infrastructure delays, such as slow progress on national hydrogen and offshore wind projects affect industrial sites. Economic constraints, such as high connection fees for electricity and district heating, deter investment. Finally, resource bottlenecks are coming up: Limited labor, materials, and funding affect project timelines.

Mechelen: CRM-system at the economics department
Enterprises and industrial sites don't want to be bothered with the many different functions and roles within a local or regional authority. A single point of contact helps to prevent frustration and improves trust plus understanding between authorities and enterprises. Mechelen has implemented such a single point of contact for companies, at its economics department. To further improve its effect these single points of contact are supported by a

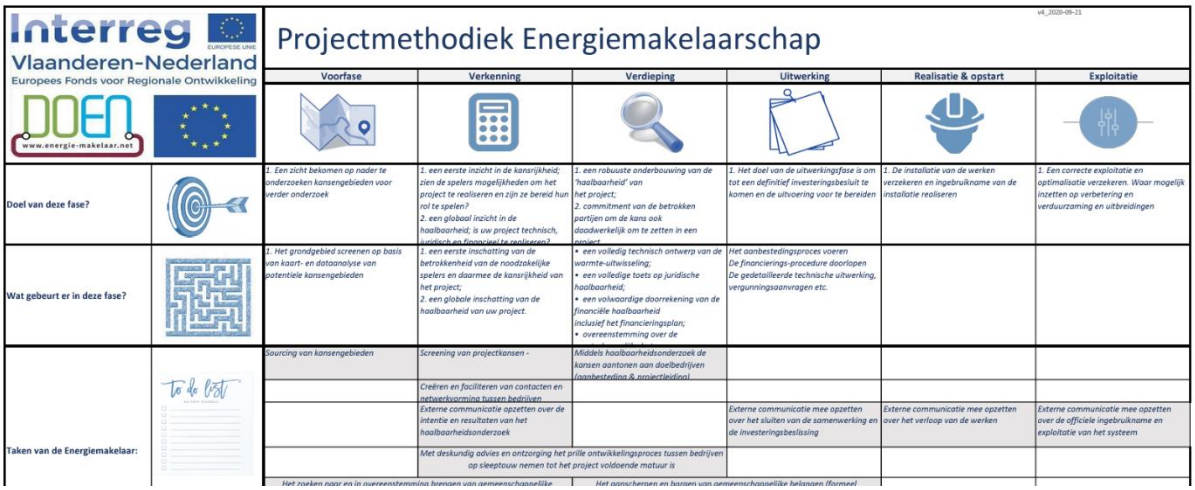
Customer Relationship Management (CRM) system, which helps with information flow and follow-up on contacts and questions.
After every contact with entrepreneurs the CRM will be filled with data. Additionally, Mechelen plans to implement a system for managing energy-related data, enabling the city to better monitor and follow up on the energy transition of its industrial sites and businesses.

Wesermarsch' business model for a next generation industrial site
Wesermarsch' developed and tested a next generation business model for a sustainable, collaborative industrial park Wesermarsch: 138 ha in the vicinity of the roads B212/B437. For this, Wesermarsch made explicit the sustainability criteria and tested their attractiveness for businesses. Inspired by GRITH discussions Wesermarsch chose to work with a broader definition of sustainability, including ecological, economic and social justice aspects (UNESCO – SDG). Following these criteria, will result in higher investment costs for the participating municipalities but also in higher value and prices.

Emmen: Legal Framework for site based renewable energy system
Emmen investigated the legal possibilities for renewable energy exchange between GETEC.PARK Emmen and the company Berton Beton. This legal analysis considered the upcoming Energy Act and European laws and regulations around energy communities. The analysis focused at the consequences for the network connection of both companies and the effect on the network in general.
When it comes to the connection and transport costs, a closed distribution system or a direct line can justify an exemption, meaning that parties are in principle free to determine the costs of connection and transport themselves. This does provide some freedom. However, this freedom has its limits. If a manager of a closed distribution system or a direct line were to charge unreasonable rates, it is conceivable that, after a connected party has complained about this, the Dutch competition authority will intervene.

Mechelen energy brokers

Energy brokers connect municipalities with the companies and vice versa. Especially waste heat / district heating project can profit from the work of energy brokers. Energy brokers from the whole of Flanders exchange practices and knowledge. They organize courses for



Interreg Vlaanderen-Nederland
Europees Fonds voor Regionale Ontwikkeling
DOEN www.energie-makelaar.net

Projectmethodiek Energiemakelaarschap

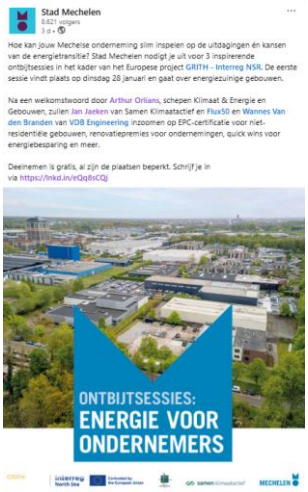
	Voorfase	Verkenning	Verdieping	Uitwerking	Realisatie & opstart	Exploitatie
Doel van deze fase?	1. Een zicht bekomen op nader te onderzoeken kansengebieden voor verder onderzoek	1. een eerste inzicht in de kansrijkheid; zien de spelers mogelijkheden om het project te realiseren en zijn ze bereid hun rol te spelen? 2. een globaal inzicht in de haalbaarheid; is uw project technisch, juridisch en financieel te realiseren?	1. een robuuste onderbouwing van de 'haalbaarheid' van het project; 2. commitment van de betrokken partijen om de kans ook daadwerkelijk om te zetten in een project	1. Het doel van de uitwerkingsfase is om tot een definitief investeringsbesluit te komen en de uitvoering voor te bereiden	1. De installatie van de werken verzekeren en ingebruikname van de installatie realiseren	1. Een correcte exploitatie en optimalisatie verzekeren. Waar mogelijk inzetten op verbetering en verduurzaming en uitbreidingen
Wat gebeurt er in deze fase?	1. Het grondgebied screenen op basis van kaart- en dataanalyse van potentiele kansengebieden	1. een eerste inschatting van de betrokkenheid van de noodzakelijke spelers en daarmee de kansrijkheid van het project; 2. een globale inschatting van de haalbaarheid van uw project.	• een volledig technisch ontwerp van de warmte-uitwisseling; • een volledige toets op juridische haalbaarheid; • een volwaardige doorrekening van de financiële haalbaarheid inclusief het financieringsplan; • overeenstemming over de	Het aanbestedingsproces voeren De financierings-procedure doorlopen De gedetailleerde technische uitwerking, vergunningsaanvragen etc.		
Taken van de Energiemakelaar:	Sourcing van kansengebieden	Screening van projectkansen -	Middels haalbaarheidsonderzoek de kansen aantonen aan doelbedrijven (aanbesteding & projectleiding)			
		Creëren en faciliteren van contacten en netwerkvorming tussen bedrijven				
		Externe communicatie opzetten over de intentie en resultaten van het haalbaarheidsonderzoek		Externe communicatie mee opzetten over het sluiten van de samenwerking en de investeringsbeslissing	Externe communicatie mee opzetten over het verloop van de werken	Externe communicatie mee opzetten over de officiele ingebruikname en exploitatie van het systeem
		Met deskundig advies en ontzorging het prille ontwikkelingsproces tussen bedrijven op sleeptouw nemen tot het project voldoende matuur is				
	Het zoeken naar en in overeenstemming brengen van gemeenschappelijke		Het aanscheren en horen van gemeenschappelijke belangen (formeel			

municipalities to give them an insight in the possibilities in their own area. The brokers help them to create plans and guide them to the next step. Energy landscapes are collectives of municipalities which have the same challenges. Read more about the energy brokers of the Province of Antwerp. In the Antwerp region the Terbekehof is the first – and so far only - functioning energy community on a business park.
Energy hub is a place where renewable energy is shared, generated, consumed and stored. The community of energy brokers of Flanders have a website. Dutch energy brokers can join the community. Here you can find the toolbox/guideline in pdf (in Dutch).

Raising awareness, creating engagement: first steps in the Customer Journey
GRITH developed effective instruments to raise awareness in the Energy SWOT Knowledge Pool. The outcome of SWOT analyses, the shared lobby, strategy and technology toolboxes help to create awareness. In this GRITH engagement and support strategy we build on these elements with communication tools, such as Mechelen and Vejles information sessions, Drenthe's Community of Practice and Emmen's Industry Table. Also, regional adoption of national initiatives or the joint participation in national programmes raises awareness and engagement, like in the Pôlenergie example of a low-carbon industrial zone (ZIBAC). Finally, building on awareness, GRITH supports industrial sites and enterprises with visualization of their potential, for example by Pôlénergie, with enabling enterprises to collect their own data in Drenthe.

Mechelen Breakfast sessions on energy for entrepreneurs

To disseminate the knowledge gained in GRITH to local entrepreneurs, the City of Mechelen is organizing three information sessions at the Mechelen North business park. Together with local stakeholders, we provide a deep dive in topics like energy communities, CSRD, heat grids, new legislation, ETS2,… These sessions are organized in collaboration with Quares (park management Mechelen North) and the Mechelen North business community organization.

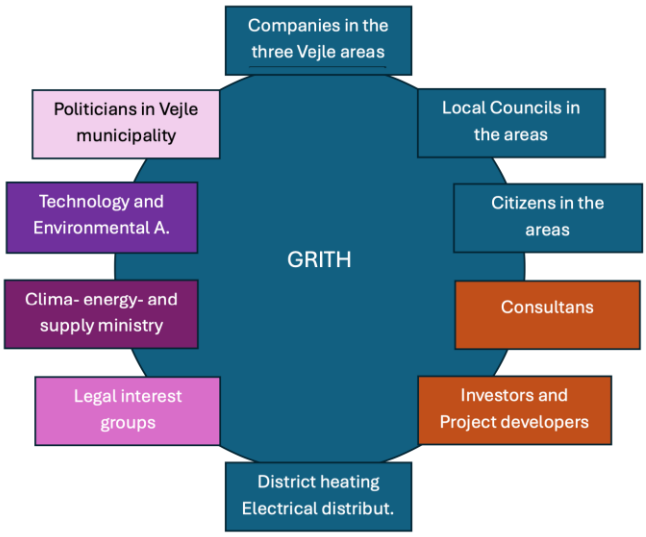


Topics of the sessions are:

- Energy efficiency in commercial buildings and industry
- Sustainability reporting and CSRD
- 'smart with electricity' – with a strong focus on energy-sharing and the establishment of a local energy community

Vejle Information Sessions

Wars, climate change, and scarcity of raw materials have spurred initiatives aimed at reducing CO2 emissions, enhancing energy security, and increasing price stability, among other objectives, driven by EU policies and Danish legislation. Businesses (and citizens) are experiencing immense pressure, which is also reflected in the diverse range of stakeholders involved in the Grith project Vejle illustrated in the figure below.



- Businesses, project developers, and utility companies within the energy network is facilitated through informational meetings, networking events, and workshops that are strategically planned and executed.
- Engagement with citizens is conducted via informational meetings and through collaboration with local interest groups.
- Coordination with the Technical and Environmental Administration is maintained through regular meetings to ensure alignment and progress.
- Interaction with local politicians primarily occurs through the municipality's committee structures or via direct communications.

In relation to legislative input, a dedicated working group has been established. This group, comprising representatives from multiple energy networks across the country, develops

concrete proposals for legislative changes, which are submitted to the Minister for further refinement and consideration.

Drenthe Community of Practice
Drenthe has created a shared environment, a community of practice. This community wants to scale and accelerate the realization of energy hubs to try and solve congestion problems. This project is currently doing well: it is accelerating & scaling energy hub development to as a solution for grid congestion on industrial parks, by sharing hands on knowledge and experience (technical, organizational, legal), by participants for participants, both for starting organizations as well as matured projects (knowledge bank)

Industry table Emmen and environs
The municipality has an important role in connecting companies and sectors, especially those with great economic importance. Emmen has taken that role by bringing together a core group of energy-intensive companies in the new Industry Table Emmen (and environs). February 2023, the Industry Table was formally established, with a joint development and investment agenda. This agenda links up with the already existing Industry Table North Netherlands (INN). The INN has committed to virtually CO2-free production by 2050 and aims to be among the most sustainable industrial regions in Europe as early as 2030. To this end, the INN lists seven 7 solution directions:

- Maximising energy efficiency
- Electrification, hydrogen and changing energy sources
- Process innovation
- Green raw materialsCircularity
- CCU and CCS
- System solutions

Together with Samenwerkende Bedrijven Drenthe (SBD) and Province of Drenthe, the municipality supports the industry table with official capacity and unlocks subsidies such as, for example, the Just Transition Fund (JTF).

Dunkrik: Low-Carbon Industrial Zone (ZIBaC) Initiative:
Dunkirk has been designated as a Low-Carbon Industrial Zone (ZIBaC) by the French government, aiming for a 30% reduction in CO_2 emissions by 2030 and achieving carbon neutrality in the port area by 2050. This initiative emphasizes:

- Circularity: promoting the reuse and recycling of materials to minimize waste.
- Energy transition: encouraging the adoption of electrification, hydrogen utilization, and energy efficiency measures.
- Carbon management: implementing carbon capture, utilization, and storage (CCUS) technologies.

These efforts are supported by infrastructure developments in electricity, water, hydrogen, CO_2, waste heat, and gas.

Though ZIBaC, Dunkirk's decarbonization strategy is a collaborative effort involving key stakeholders, including politicians, researchers, and economic actors. Notable participants include Air Liquide, Aluminium Dunkerque, ArcelorMittal, ENGIE, and the Grand Port Maritime de Dunkerque. Pôlénergie achieved for the Dunkrik region:

- Strong political support (from local to State level)
- Gathering the whole ecosystem (energy consumers, solution provider, territories)
- Financing the study part of the project

Drenthe: GRITH awareness project P1 meters

Drenthe works on making 400 companies on industrial parks aware of the possibilities to save energy, to save money and be more sustainable at the same time. With a P1 meter linked to your smart meter, you have an up-to-date insight into your energy consumption. A P1 meter is able to read the measured energy consumption and display it in an app on your smartphone, tablet or computer. Here Drenthe works with IBDO/ PVB sustainability advisors. With every visit the advisors will hand out a type of smart meter that allows you to keep track of your companies' energy consumption in real time and explain how they work. Gives insight into gas and electricity consumption, so you can make more informed decisions about how to be more energy efficient and reduce your overall energy costs. P1-meters will have a GRITH Interreg logo. All company visits and their progress will be monitored and reported.

Visualization of their potential, for example by Pôlénergie

Dunkirk is a very industrial region, responsible for a large percentage of all CO2 emissions in France. Dunkirk sees this also as a responsibility and – supported by Pôlénerige – the city and region work on decarbonization and shifting the focus away from heavy industry and towards innovation which will ideally be reflected in the development of the rest of the port. This shift requires the diversification of the energy supply, which creates the need for relevant infrastructure. For this purpose, a sustainable long-term strategy and broad support is needed. Pôlénergie and GRITH have a role in this overall strategy, where GRITH focuses on the smaller industrial sites of the region. The overall potential of Dunkirk is illustrated with the use of a very nice artist's impression of the Dunkerque port.

DUNKERQUE, TERRITOIRE D'INDUSTRIE ET DE MOBILITÉ DÉCARBONÉES
Centrale Nucléaire EDF
Terminal Conteneurs
Dunkerque LNG
Total Energies
Comilog Dunkerque
Befesa Valera
Dillinger France
Air Liquide
Terminal CO2
Eni Versalis
ArcelorMittal Dunkerque
Aluminium Dunkerque
BASF
HSWT France
Clarebout Potatoes
Imerys Aluminates
DK6 Engie
EQIOM
Ecocem
Lhoist
A16 / E40
Transport de CO2 par canalisations
EQIOM
Verkor
ProLogium
SNF Floeryl
Drano - XTC New Energy
ArcelorMittal Mardyck
H2U59
Eramet
Suez
Ferroglobe
ReuZe Engie Infinium
Belgique
Dunkerque
Borax
A25 / E42
Canalisations à l'étude
Canalisation de chaleur fatale
Canalisation de CO2
Canalisation de H2
Réseau électrique
Zone d'activités portuaires
0 1 2 3 4 km