

Het opzetten van een ESCo

Collectieve financieringsconstructies

Wat is een ESCo?

In het geval van een ESCo besteedt een eigenaar/gebruiker van een gebouw de energievoorziening en het management of een deel daarvan uit aan een externe partij met als doel substantieel op energiekosten te besparen, meer kwaliteit te realiseren, minder vermogensbeslag te hebben in installaties e.d. en/of de eigen organisatie te ontlasten”

Interpretatie vanuit: <http://www.esconetwerk.nl/Wat-is-een-ESCo>

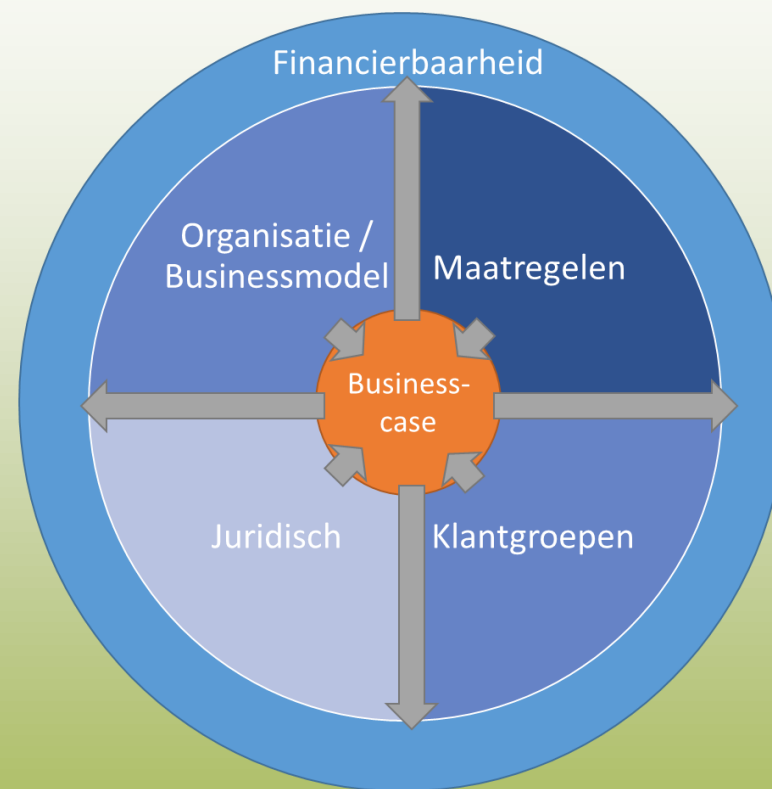
Waarom zou je een ESCo willen?

Oplossing voor drie belangrijke redenen dat ondernemers achterblijven met het nemen van energie maatregelen:

- weinig tijd
- onvoldoende financiële ruimte
- gebrek aan expertise

Wat komt er bij kijken?

- Duidelijk bedrijfsplan
- Sluitende businesscase
- Een ondernemer (!)
- Financiering
- Klanten



Bedrijfsplan

Omschrijving van:

- het energiepositieve initiatief
- de doelgroep
- het verdienmodel
- de kansen en risico's
- de concurrentiekracht
- toekomstvisie

The Business Model Canvas

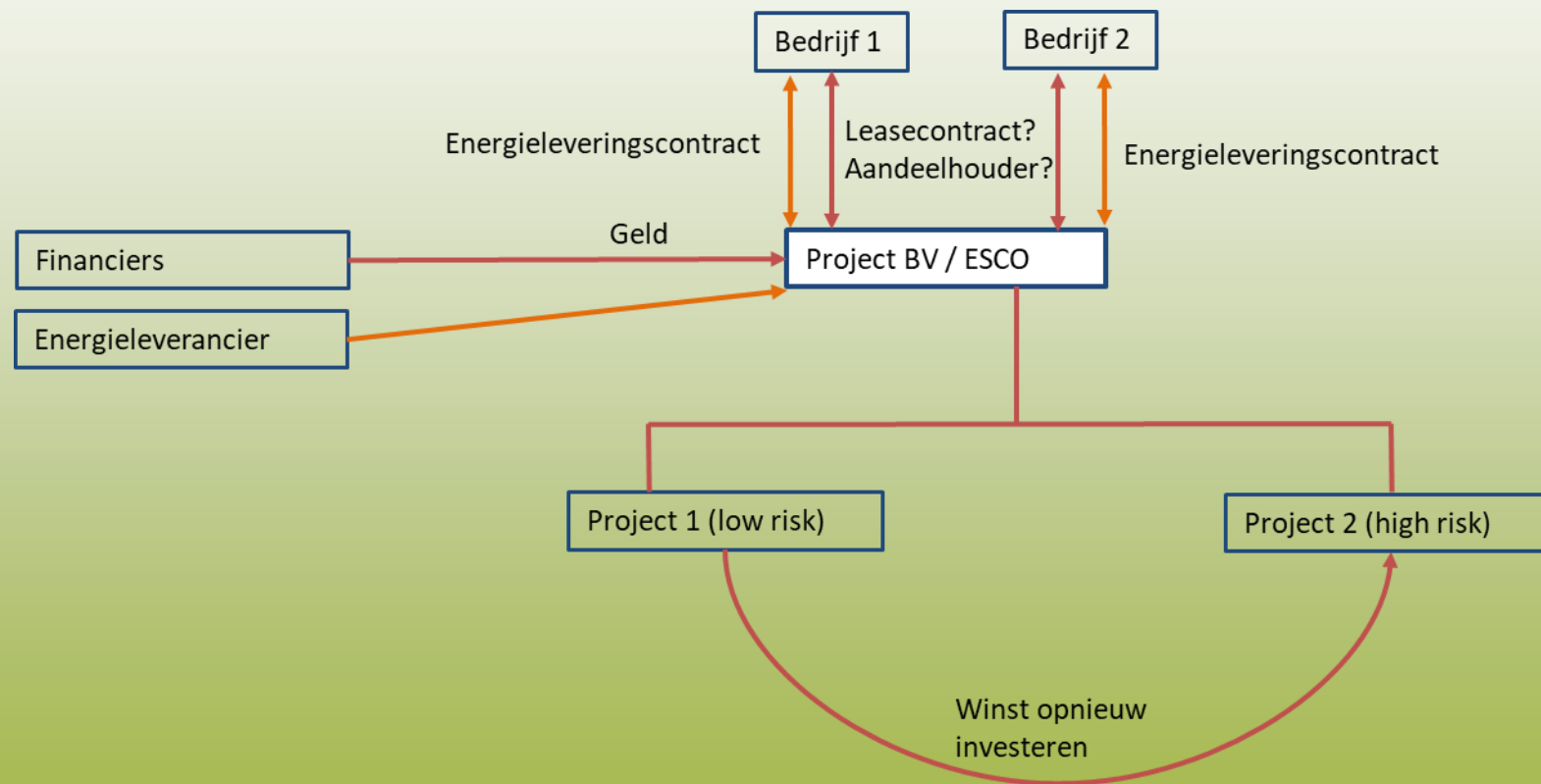
Designed for: _____ Designed by: _____ Date: _____ Version: _____

<p>Key Partners</p> <p>Who are our key partners? Who are our key resellers? Which key Activities are we outsourcing from partners? Which key Activities do partners see for us?</p> <p>KEY PARTNERS</p> <p>Supplier Distributor Reseller Complementors Channel partners Strategic alliances</p>	<p>Key Activities</p> <p>What Key Activities do our Value Propositions require? Our Distribution Channel? Customer Relationships? Channels? Key Resources?</p> <p>KEY ACTIVITIES</p> <p>Production Problem Solving Infrastructure</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? Which Customer Segments are we targeting? Which Customer Segments are we addressing? How are they integrated with the rest of our business model? How costly are they?</p> <p>VALUE PROPOSITIONS</p> <p>Performance Reliability Customization Convenience Price Risk Reduction Cost Reduction New Features Accessories Complementary Services</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which types have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>CUSTOMER RELATIONSHIPS</p> <p>Personal assistance Self-Service Automated services Communities Co-creation</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customers? How many? How valued? How frequent? How loyal? How reachable?</p>
<p>Key Resources</p> <p>What Key Resources do our Value Propositions require? Our Distribution Channel? Customer Relationships? Channels? Key Activities?</p> <p>KEY RESOURCES</p> <p>Human Financial Physical Intellectual Social Structural</p>		<p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer outreach?</p> <p>CHANNELS</p> <p>Direct Indirect Partners Resellers Distributors Retailers Agents Intermediaries Co-ops Affiliates Partners Resellers Distributors Retailers Agents Intermediaries Co-ops Affiliates</p>		
<p>Cost Structure</p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>COST STRUCTURE</p> <p>Fixed Costs Variable Costs Semi-variable Costs Cost of Sales Cost of Distribution Cost of Customer Acquisition Cost of Service Cost of Support Cost of Infrastructure Cost of Marketing Cost of Research & Development Cost of Compliance Cost of Risk Cost of Capital</p>		<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>REVENUE STREAMS</p> <p>Transaction Fees Usage Fees Subscription Fees Licensing Fees Advertising Commissions Rental Fees Interest Dividends Royalties Residual Income Performance-based Freemium Usage-based Subscription Licensing Advertising Commissions Rental Interest Dividends Royalties Residual Income Performance-based Freemium</p>		

DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategizer

© 2016 Strategyzer. All rights reserved. Strategyzer is a registered trademark of Strategyzer. To view a copy of this license, visit <https://businessmodelfoundry.com/licenses/strategyzer> or send a letter to Creative Commons, 175 Second Street, Suite 300, San Francisco, California, 94105, USA.

Schematische weergave opzet ESCo



Organisatievormen

Verschillende vormen:

- Vereniging
- Coöperatie
- Stichting
- Besloten Vennootschap (BV)

Consequenties voor:

- *Bestuur en besluitvorming*
- *Aansprakelijkheid*
- *Winst*
- *Belasting*

Financieringsvormen

Eigen vermogen

- *Eigen vermogen*
- *Aandeelhouder*
- *Subsidie*
- *Procesfinanciering*

Vreemd vermogen

- Recht van opstalcontract
- Fase waarin de ESCo zich bevindt
- Minimale grootte
- Debt Service Coverage Ratio
- Andere zekerheden:
 - Verpanding
 - Hypotheek
- Standaardisering van Energie Prestatie Contract

Wie is de ondernemer?

- Track-record
- Relevante werkservaring
- Kennis
- Enthousiasme
- Netwerk

Kosten en opbrengsten

Kosten

- Acquisitie
- Organisatie
- Investering
- Verzekering
- Beheer en onderhoud

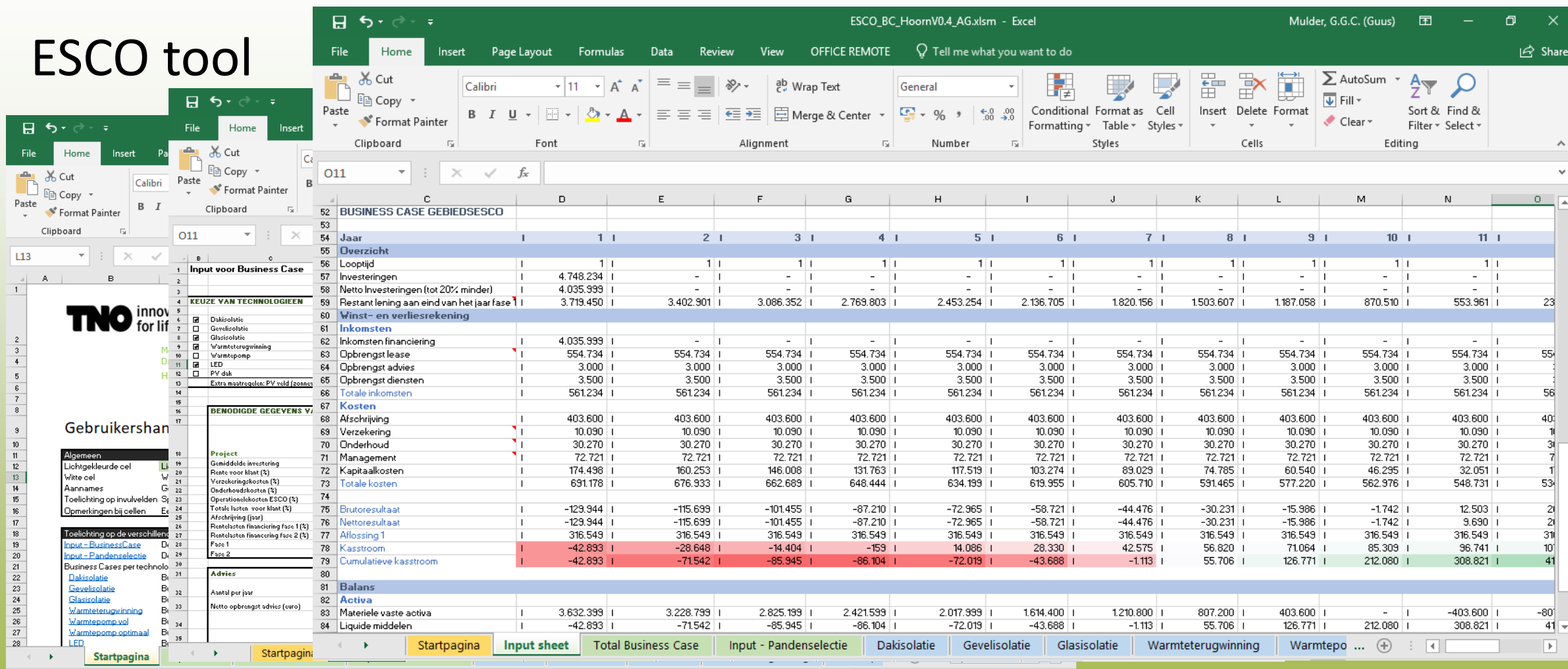
Opbrengsten

- Direct betalende klanten
- 'Abonnement' inkomsten
- Subsidie (proceskosten)

Omgaan met risico's

- Energieprijsrisico
- Debiteurenrisico
- Pandrecht

ESCO tool



The screenshot displays the Microsoft Excel interface for the 'ESCO tool'. The main spreadsheet is titled 'ESCO_BC_HoornV0.4_AG.xlsm' and is open to the 'Input sheet' tab. The data is organized into columns for years 1 through 11 and rows for various financial metrics.

Jaar	1	2	3	4	5	6	7	8	9	10	11
BUSINESS CASE GEBIEDSESCO											
Overzicht											
Looptijd	1	1	1	1	1	1	1	1	1	1	1
Investerings	4.748.234	-	-	-	-	-	-	-	-	-	-
Netto Investerings (tot 20% minder)	4.035.999	-	-	-	-	-	-	-	-	-	-
Restant lening aan eind van het jaar fase 1	3.719.450	3.402.901	3.086.352	2.769.803	2.453.254	2.136.705	1.820.156	1.503.607	1.187.058	870.510	553.961
Winst- en verliesrekening											
Inkomsten											
Inkomsten financiering	4.035.999	-	-	-	-	-	-	-	-	-	-
Opbrengst lease	554.734	554.734	554.734	554.734	554.734	554.734	554.734	554.734	554.734	554.734	554.734
Opbrengst advies	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Opbrengst diensten	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500
Totale inkomsten	561.234	561.234	561.234	561.234	561.234	561.234	561.234	561.234	561.234	561.234	561.234
Kosten											
Afschrijving	403.600	403.600	403.600	403.600	403.600	403.600	403.600	403.600	403.600	403.600	403.600
Verzekering	10.090	10.090	10.090	10.090	10.090	10.090	10.090	10.090	10.090	10.090	10.090
Onderhoud	30.270	30.270	30.270	30.270	30.270	30.270	30.270	30.270	30.270	30.270	30.270
Management	72.721	72.721	72.721	72.721	72.721	72.721	72.721	72.721	72.721	72.721	72.721
Kapitaalkosten	174.498	160.253	146.008	131.763	117.519	103.274	89.029	74.785	60.540	46.295	32.051
Totale kosten	691.178	676.933	662.689	648.444	634.199	619.955	605.710	591.465	577.220	562.976	548.731
Brutoresultaat	-129.944	-115.699	-101.455	-87.210	-72.965	-58.721	-44.476	-30.231	-15.986	-1.742	12.503
Nettoresultaat	-129.944	-115.699	-101.455	-87.210	-72.965	-58.721	-44.476	-30.231	-15.986	-1.742	9.690
Aflossing 1	316.549	316.549	316.549	316.549	316.549	316.549	316.549	316.549	316.549	316.549	316.549
Kasstroom	-42.893	-28.648	-14.404	-153	14.086	28.330	42.575	56.820	71.064	85.309	96.741
Cumulatieve kasstroom	-42.893	-71.542	-85.945	-86.104	-72.019	-43.688	-1.113	55.706	126.771	212.080	308.821
Balans											
Activa											
Materiele vaste activa	3.632.399	3.228.799	2.825.199	2.421.599	2.017.999	1.614.400	1.210.800	807.200	403.600	-	-403.600
Liquide middelen	-42.893	-71.542	-85.945	-86.104	-72.019	-43.688	-1.113	55.706	126.771	212.080	308.821

The spreadsheet also includes a sidebar with a 'Gebruikershandboek' (User Manual) and a 'BENODIGDE GEGEVENS V...' (Required Data) section. The bottom of the screen shows the Excel ribbon with tabs for 'Startpagina', 'Input sheet', 'Total Business Case', 'Input - Pandenselectie', 'Dakisolatie', 'Gevelisolatie', 'Glasisolatie', 'Warmteterugwinning', and 'Warmtepo...'.