

Masterplan for the ELVA Case studies

The ELVA Case studies will be carried out during 2006 on 6 different locations throughout Europe.

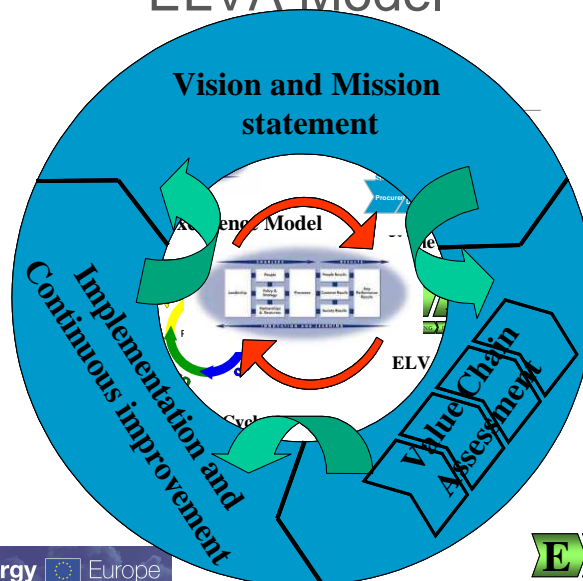
The ELVA Case studies will carry out the following tasks:

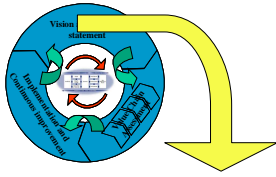
Organise 3 meetings with the following topics

- Kick off meeting -start the process and initial self assessment
- 2nd meeting -assess value chains and 2nd self assessment
- 3rd meeting -implement activities and 3rd self assessment

Each meeting will include one self assessment, and in between the meetings some homework may need to be done. The ELVA model will be used as the guiding tool, and the objective is to establish at least one new value chain for each case study.

Work Package 3 – Overview of the ELVA Model





Overview - Step

1.1

(Kick-off meeting ->)

- **Creating a Vision statement**

An ELVA vision should be included in the overall Vision statement for the municipality. The easiest option would then be to modify the existing vision statement with an extra word or two.

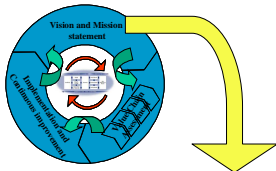
Before ELVA:

Our citizens enjoy high quality living, our businesses demand high quality framework conditions. NN Municipality will meet these expectations by providing the best services available.

After ELVA:

Our citizens enjoy high quality living in a sustainable environment, our businesses demand high quality and sustainable framework conditions. NN Municipality will meet these expectations by providing the best services available, and

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Overview - Step

1.2

- **Creating a Mission statement**

An ELVA mission for RES Heat development should be included in the overall Mission statement for Sustainable Development in the municipality. The easiest option would then be to modify the existing Mission Statement on Sustainability with an extra bullet-point or two.

Before ELVA:

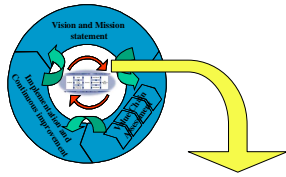
- Sustainable development is our moral and ethical responsibility to future generations
- We wish to be in the forefront of sustainable development
- We believe that sustainability can become profitable

After ELVA:

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Sustainable development and resource management is our moral and ethical responsibility to future generations





Overview - Step 2

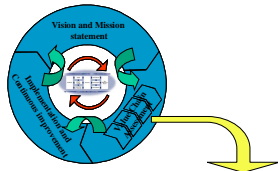
- **Initial Self Assessment**

This initial self-assessment is a two phase process that is based on the EFQM Excellence model, and it is normally a very educating exercise. In the first phase you are asked to reply to a number of questions, and your replies place you on a scorecard. 95% of the assessments result in a too high score at this stage.

In the second phase of the Initial self-assessment you are forced to reply in more detail, describe your routines and processes, and in most of the cases, your resulting score is drastically lower than in the first

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Overview - Step 3 (2nd meeting ->)

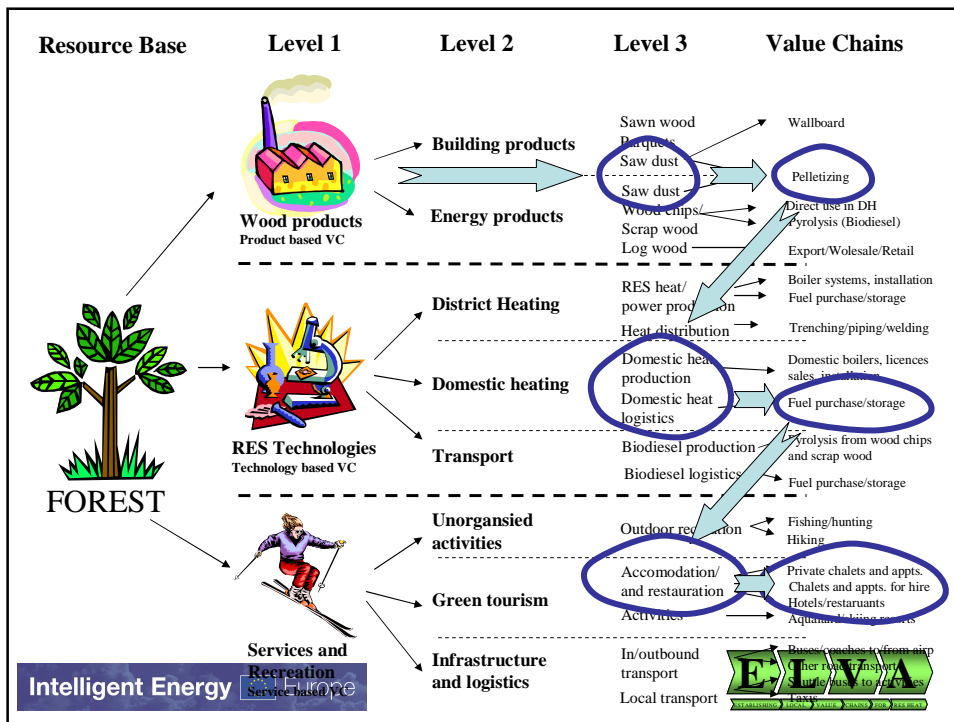
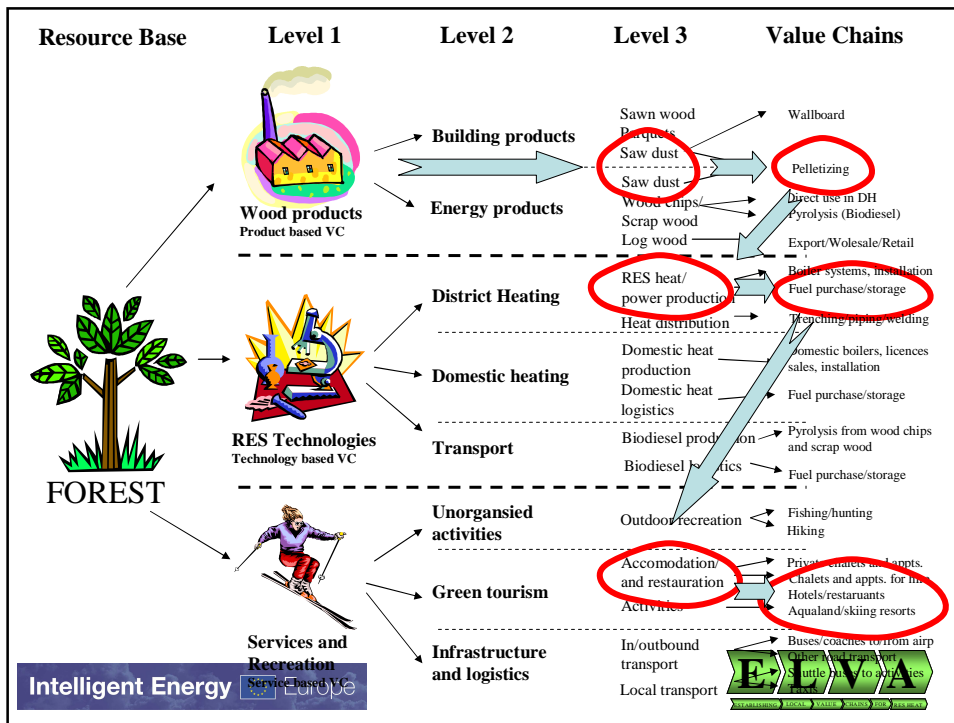
- **Multi Category Value Chain Assessment**

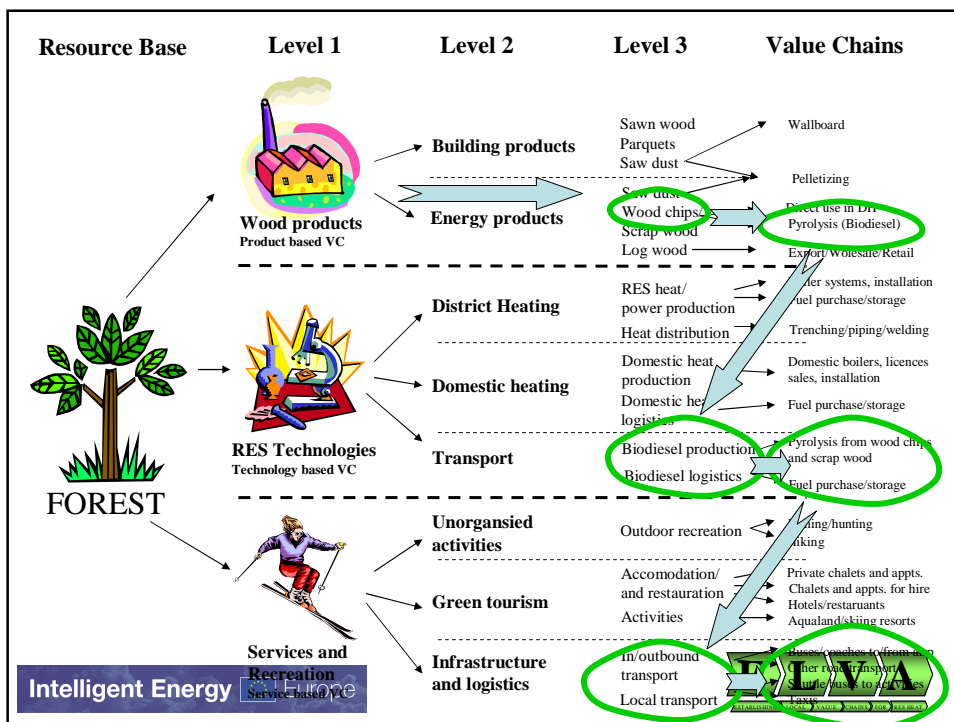
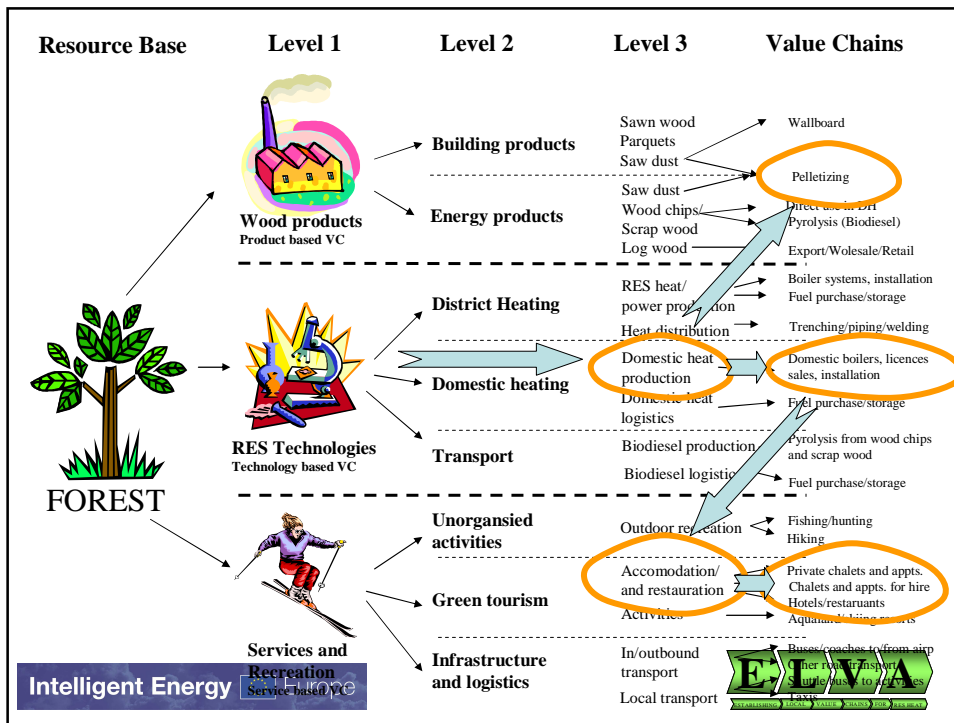
The Multi Category Value Chain Assessment is really a mapping exercise where you as a municipal authority carry out a brain-storming over RES Heat related value chains and business opportunities in your area. The information is set up in a recommended structure and returns a set of recommended short- and long-term actions to take in order to support the development of these local value chains.

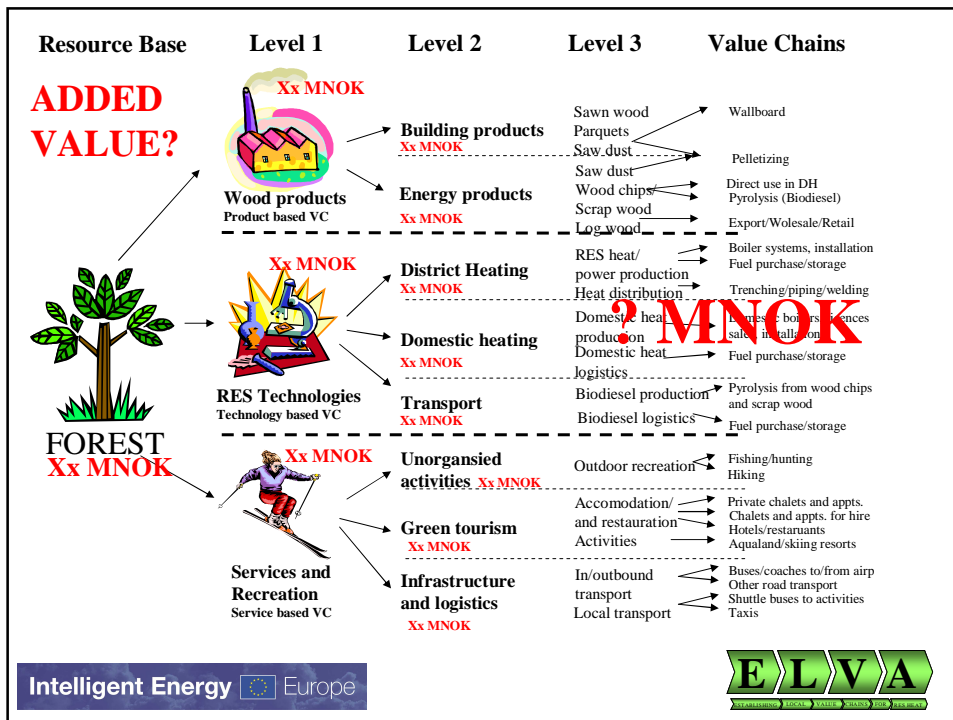
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Multi category Value Chain Assessment (i)

In the Multi Category Value Chain assessment, we should then select two or more of the identified value chains and assess these more in detail.

As a case for illustration, we can e.g. select the following :

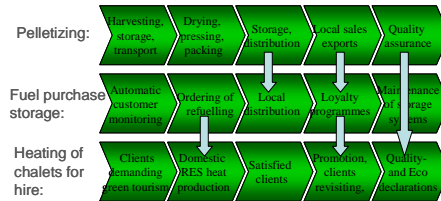
- The Wood products/Energy products value chain "Pelletizing"
- The RES Technologies/Domestic heat logistics value chain "Fuel purchase"
- The Service & recreation/green tourism value chain "Heating of chalets for hire"

Firstly, we recall what a traditional value chain looks like:



Multi category Value Chain Assessment (ii)

Secondly, we draw up our Multi category Value Chain in order to get a broad picture of where and how the different elements may be related to each other:



One can already see some relations between the three value chains; (see arrows).



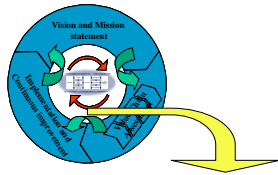
Multi category Value Chain Assessment (iii)

Thirdly, we look at each Value Chain in order to concretize and start the process of gathering specific information to every element in each of the chains.

The purpose being to find out where the value chains can be strengthened, and what actions are necessary to achieve this.

More details concerning the practical steps of the Multi Category Value Chain Assessment will be subject to the 2nd meeting and will be made available in due time.

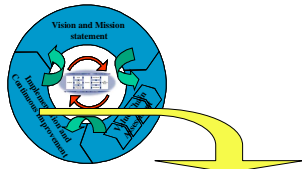




Overview - Step 4

- **Second Self Assessment**

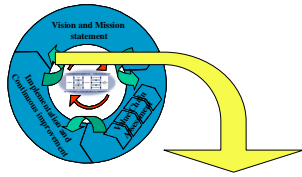
In the second self-assessment you repeat the self-assessment exercise. Provided that your organisation have carried out the Value Chain Assessment, you will find that your resulting score from this second self assessment is not so disastrous anymore, e.g you have improved your performance. The results from the second self-assessment form the basis and the starting point for the next step, the implementation phase.



Overview - Step 5 (3rd meeting ->)

- **Implementation and continuous improvement**

The implementation phase is where your organisation implement the measures and activities that have been identified and recommended by the Value Chain Assessment. These can be everything from organising public meetings on the topic of RES Heat, reviewing the relevant planning documents and providing them with more information on RES Heat issues, plans and



Overview - Step 6

- **Third Self Assessment**

In the third self-assessment you repeat the self-assessment exercise again. Provided that you and your organisation have carried out the Implementation, you will find that your resulting score from this third self assessment is drastically better, e.g you have improved your performance significantly.

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The results from the third self-assessment form the basis and the starting point for the

