

Communicating Change to Stakeholders ***And how to change their perceptions***

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Purmerend District Heating (SVP)
The Netherlands

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Purmerend District Heating (SVP)



Stadsverwarming Purmerend B.V.

- Established in 1980, privatised in 2007
- 25,000 customers to date:
 - 60,000 residents (75%)
 - 1,000 companies



SVP 'before'

Imagine a District Heating grid of 30 years old:

- high heat losses
- water leaks
- disruptions in heat supply
- complaining customers
- no profit for the shareholder who wants to sell the company –
- but no buyer is interested

SVP 'before'



SVP 'now'

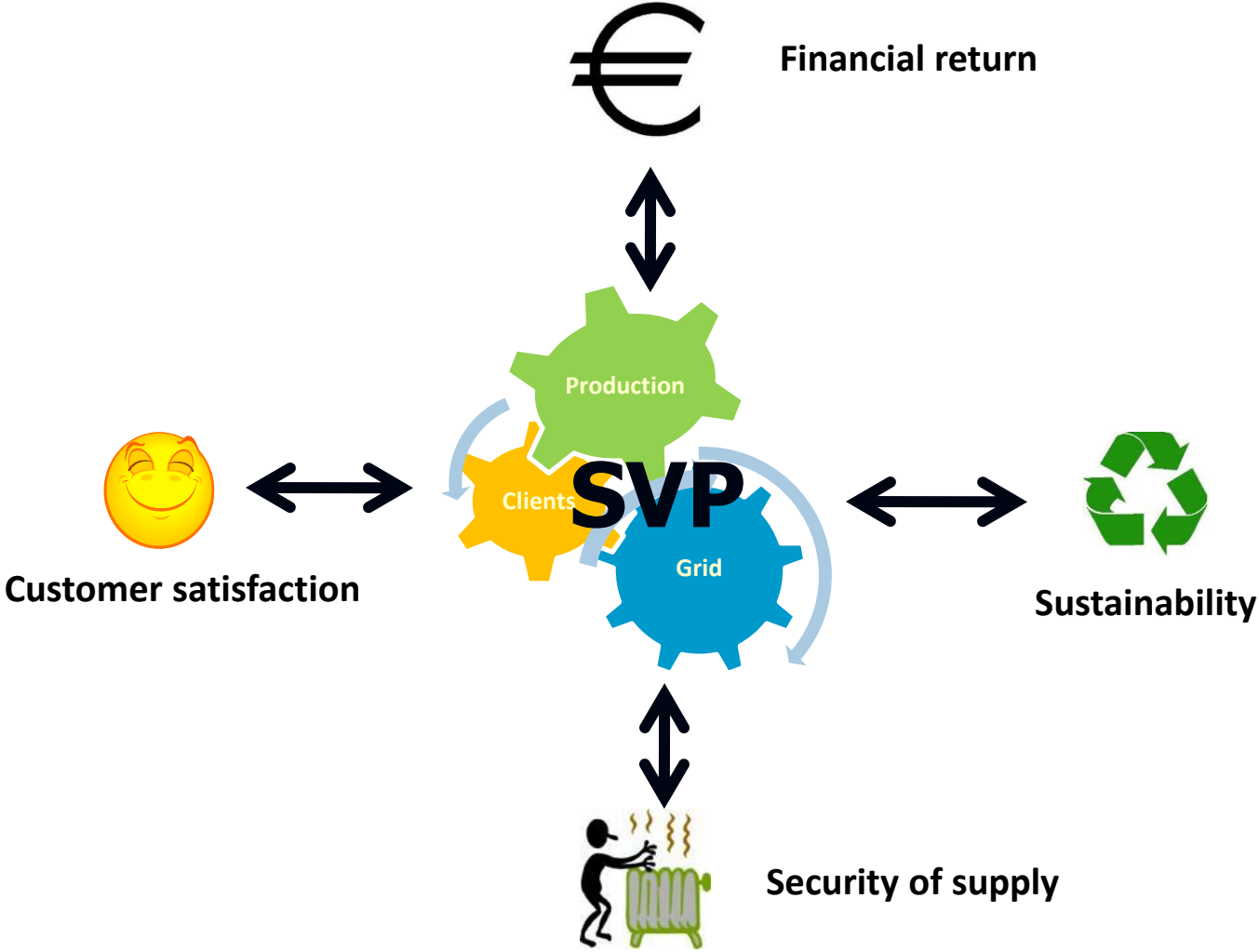


Under new management a turnaround took place starting in 2008:

- CO₂-reduction
- Energy-efficiency
- Less disruptions
- Financial
- Innovation



Integral evaluation and decision making framework



District Heating 2.0

District Heating 2.0 entails the modernization of the existing DH scheme to next generation district heating, securing heat generation and supply in a sustainable way for the next 25 years.

District Heating 2.0 is implemented in 3 subprogrammes:

- Sustainable heat production – *Energy Transition* (geoth. & biomass)
- Sustainable heat distribution – *SlimNet*
- Sustainable heat consumption – *Purmer end-use*

Total results of *District Heating 2.0* once fully operational (2014):

- CO₂-reduction: 100.000 ton per year
(= 78% compared to conventional Dutch heating solutions)
- Primary energy savings: 43 million m³ natural gas
- RES-use: first 80%, later 100%

Communicating Change

Inside-out	Outside-in
We	Others
identity	image
values	reputation
sending	receiving
message	perception
trade mark management & marketing	reputation management & communication

Message House

Umbrella key message

Supporting message 1

Supporting message 2

Supporting message 3

Supporting message 4

Proof & support:
Facts & Figures
Examples
Track record
Cases
Audits
Studies
Etc.

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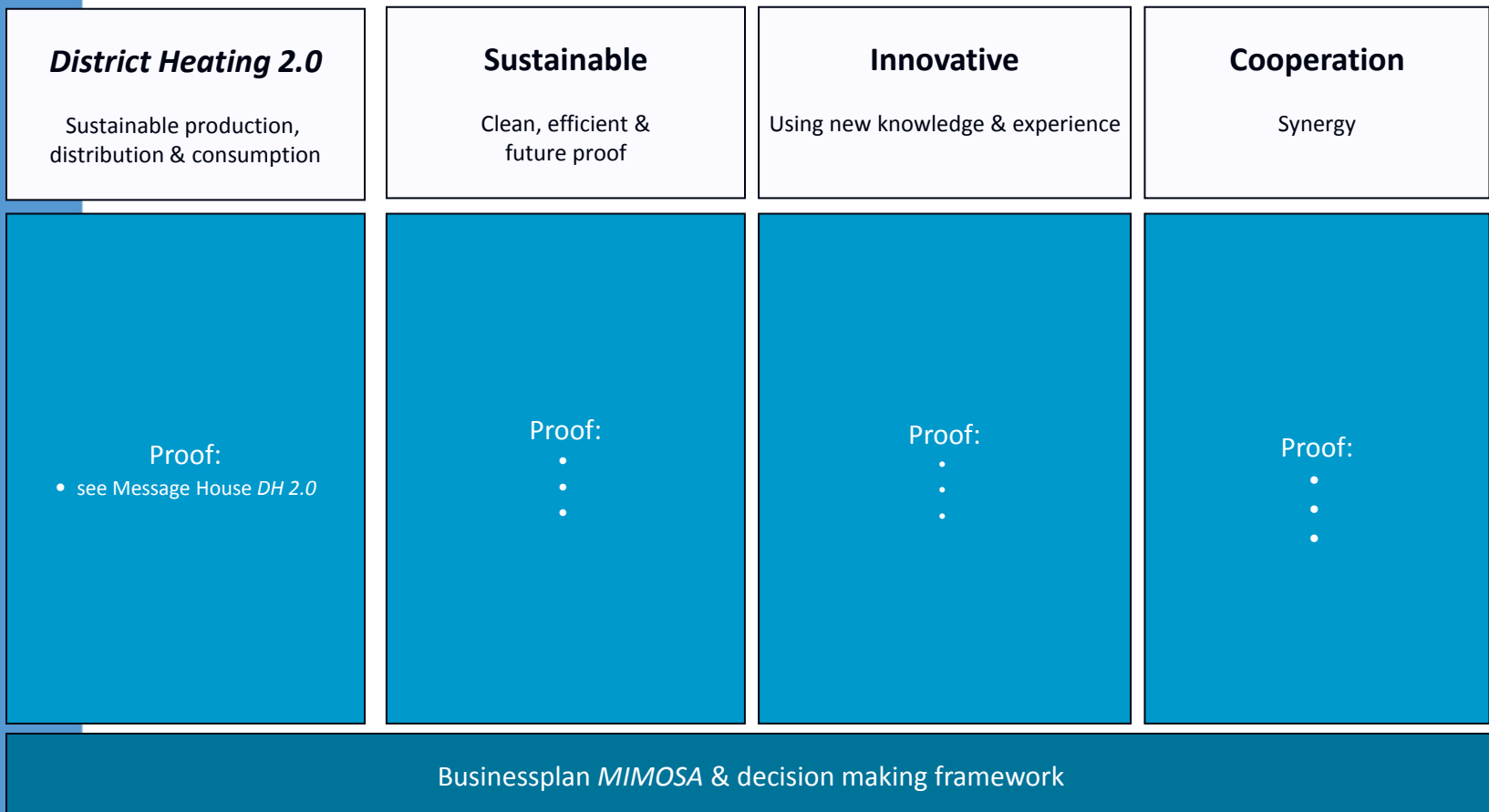
Proof & support
Facts & Figures
Examples
Track record
Cases
Audits
Studies
Etc.

MESSAGE HOUSE SVP



Stadsverwarming Purmerend B.V.

'SVP is working at the most sustainable district heating of The Netherlands'



MESSAGE HOUSE

Distric Heating 2.0



Stadsverwarming Purmerend B.V.

'By DH 2.0 SVP effects sustainable production, distribution and consumption'

Heat production

Sustainable & cheaper
"From grey to green"

Proof:

- Baseload - geothermal
- Seasonal load - biomass
- Peakload – (green) gas
 - Subsidies
 - Licencies
- Innovations restricted to proven technology
 -
 -
 -
- facts & figures:
 - For 24.000 hhs & 1000 companies
 - 80% green heat from 2014
 - CO2-reduction 100.000 ton/year

Heat distribution

Smart & efficient

Proof:

- SlimNet
 - Dynamic netmodel
- Demand driven heat production
 - Reducing grid temperature
 - Cascading heat
- Sustainable piping material
 -
 -
 -
- facts & figures:
 - 520 km pipes
 - Energy savings 10%
 - Reduction CO2 10%
 - Reduction disruptions 50%

Heat consumption

The customer is central

Proof:

- Security of supply
 - Service
- Helping to reduce heat demand
 - Optimalising efficiency
 -
 -
- facts & figures:
 -
 -
 -

Chain management

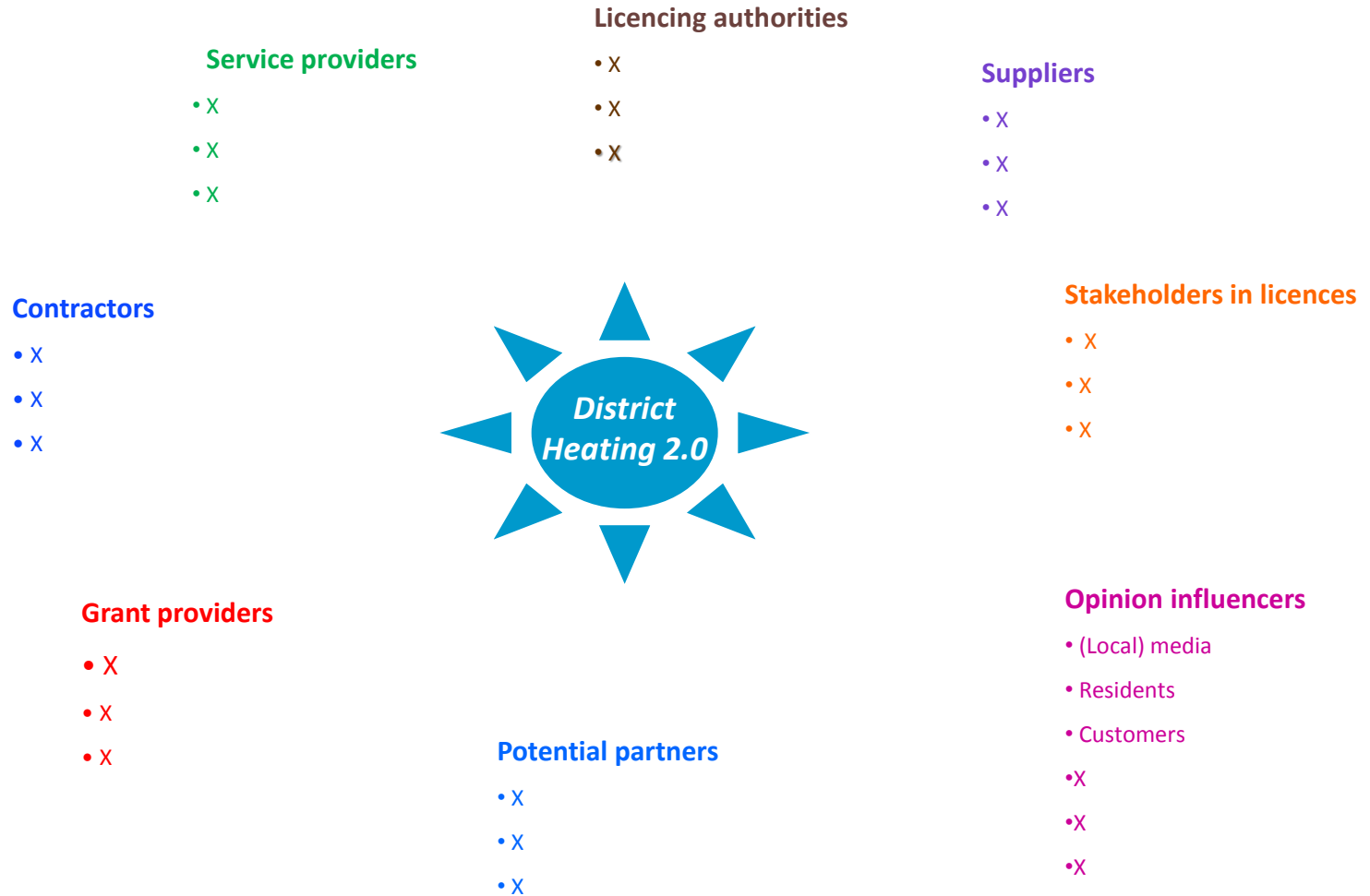
Cooperation

Proof:

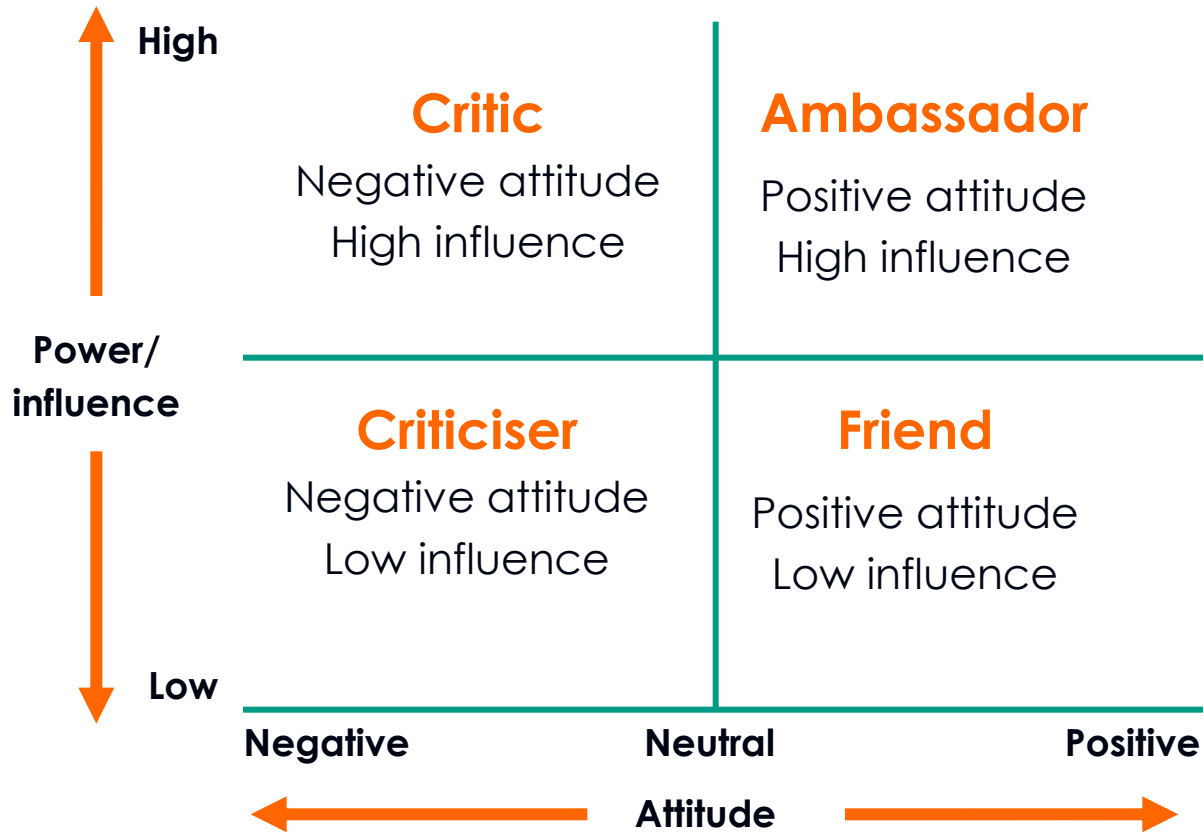
- Municipality Purmerend
- Province North Holland
- Ministry of Economic Affairs
 - EC & EIB
 - NGO Urgenda
 - NGO EnergyValley
 - Staatsbosbeheer
 - TNO & DWA & COWI
 - Proven Technology,
- if possible with local partners
- Communication with stakeholders
 -
 -
 -
 -
- facts & figures:
 -
 -
 -

Businessplan *MIMOSA* & decision making framework

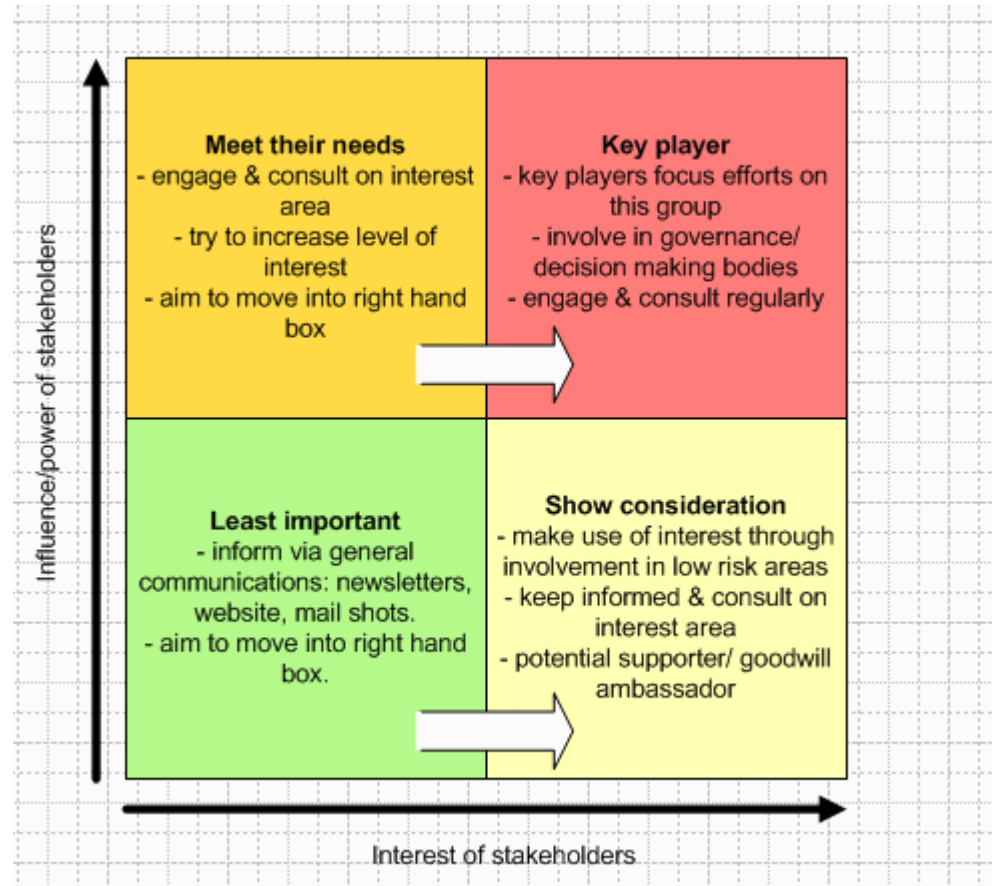
Mindmap Stakeholders *District Heating 2.0*



Stakeholder grid



Engagement strategy



Changing perceptions

A good communication strategy helps to **communicate change** to your stakeholders and to **change their perceptions** of you:

From ugly ducklin to swan



Perception of SVP 'now'

European Investment Bank about SVP's *District Heating 2.0* :

"This project is a good example of how cities can contribute to meeting the European Union's climate goals and we hope it will set an example for others to follow."

Join us in upgrading your grid to *District Heating 2.0* and get ready for a sustainable future!



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