



Armenia

**Competence Centre
Business Plan**

Summary of the business idea (competence centre) (What will the competence centre do, who will launch it? What human and financial resources will it have access to, who is the target group?):

Location of Centre (physical or virtual location):	Short-term (during COVID outbreak) virtual, Long term physical
Legal status of competence centre:	NGO as a primary option Partnership or Limited Liability Company as a secondary
Services offered by competence centre (what is your unique selling point?):	<p>Consultancy services to the local and international FI and local businesses, including energy audits, elaboration of the feasibility studies and business plans for the RE/EE projects, fundraising services etc.</p> <p>Awareness raising and capacity building programmes – the Centre will utilize the E-Fix tools to spread the knowledge and experience in EE/RE. The focus of the education programs will be on the students and young experts. The centre will cooperate with the local engineering universities and will offer a wide spectrum of training courses and capacity-building programmes.</p> <p>Policy dialogue – the Centre will cooperate with the governmental agencies, institutions and other stakeholders in the elaboration of the new legislative packages in energy sector.</p>
Competition (who else is offering similar services in your market? Is there demand on the local market for your product?):	<p>In Armenia there are a few private and state-owned companies, which provide the similar services, including Renewable Energy and Efficiency Fund of Armenia (R2E2) EE suppliers (solar companies, thermal insulation producers etc). However, their services are sporadic and fragmented and usually are linked to their main product or service. For example, solar companies offer the energy audit for the clients, which want to install solar PV panels and their consulting is limited to the assessment of the electricity consumption only. In contrast, the Centre will provide the comprehensive consultancy package and full analysis of the</p>



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	<p>energy consumption and potential for the savings. The demand for this product is quite significant, which has been demonstrated during the piloting stage of the E-Fix project.</p>
<p>Organisational Structure (what management structure is foreseen? How many staff members will there be? Attach organigram):</p>	<p>The proposed form the Centre is NGO, which has many advantages under Armenian legislation, for example the on-boarding process for the new participants is shorter and less bureaucratic compared to joint stock companies, this form will allow to attract from EU grant programs etc.</p> <p>The Governing Board will be is the main decision-making body of the Centre, composed of representatives of the participants of the Centre.</p> <p>In addition to the Governing Board, the Centre will have several departments (divisions), responsible for the operations of the Fund, including EE department, Education department etc.</p> <p>The preliminary organisation chart is provided on the page 5.</p>
<p>Target group (who are you trying to target with your services?):</p>	<p>SMEs - Companies across almost all sectors of economy, including manufacturing, agri, transport, construction etc</p> <p>Residential – individual house owners and condominiums</p> <p>Educational organisations</p>
<p>Marketing Strategy (How will you reach your target group?):</p>	<p>The marketing strategy will be based on the pillars listed below:</p> <ul style="list-style-type: none"> - Website and content marketing – with the comprehensive information on CC, case studies, educational materials etc. - Social media – sharing information on the implemented projects, including images, positive feedback from the recent customers, achieved results etc - Email marketing – periodic email updates with the industry news, projects etc

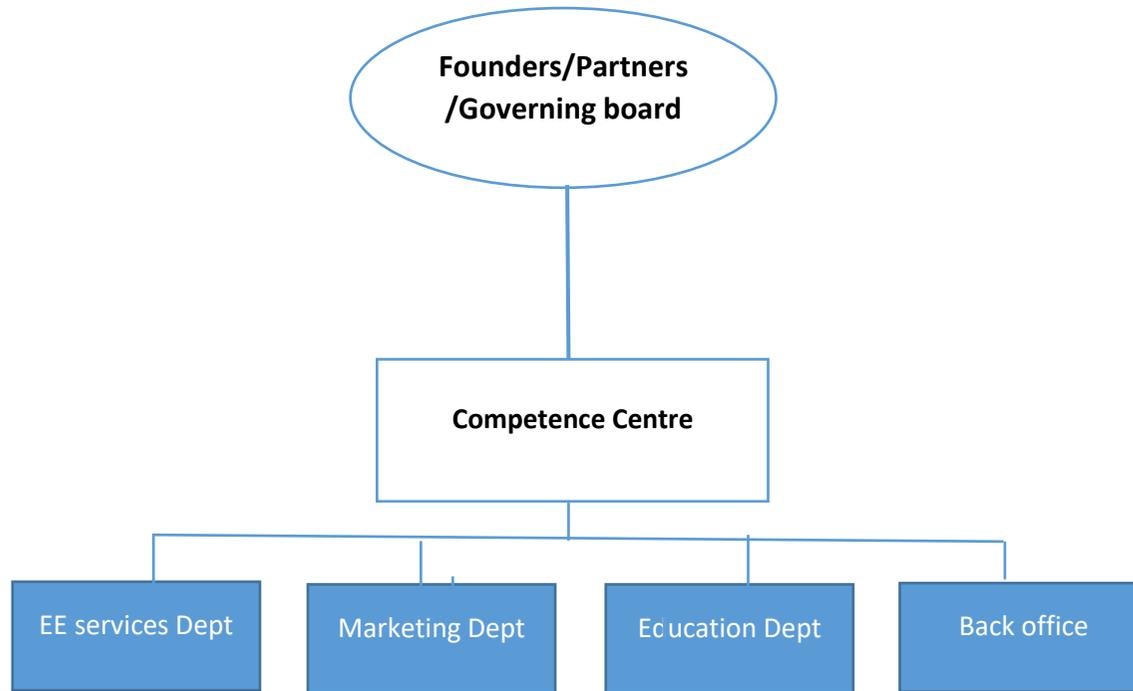


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<p>Financial planning (how much money is required to launch the centre? How will funds be mobilised? How much will staff cost?):</p>	<p>The registration and establishment of the CC will require about \$2k, mainly legal costs, such as elaboration of Charter, Articles of Association etc. At the inception phase (8-12 months) the operation of CC will require financial injection of monthly ~\$6-8k, mainly staff costs. These funds can be provided by the Project Partner (direct financial contribution or in-kind, i.e. provision of the experts), Donor organisations and sectoral organisations (like energy utilities)</p>
<p>SWOT Analysis (What are the strengths, weaknesses, opportunities and threats for your competence centre?):</p>	<p>Strengths – experienced partners, accumulated knowledge and expertise, availability of the high level education materials, human resources etc Weaknesses – initial stage will require significant financial contribution, which can be a barrier for the implementation; start-up nature of the CC can push back the donors/investors, Opportunities – increasing demand for EE products, increasing interest in ESG investment, increasing COVID-19 support from the Govt, where EE can become an integral part of the incentives packages Threats – financial crisis, decline in investments and possible lockdowns, lack of interest from the potential customers, competition from service organisations</p>



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