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D4.9 Set of key sales and marketing messages

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Contents

ABBREVIATIONS

DD	Due Diligence
EaaS	Energy as a Service
EE	Energy Efficiency
EPC	Energy Performance Contract
ESCO	Energy Service Company
ESG	Environmental, Social, Governance
RAP	Risk Assessment Protocol
SEA	Sustainable Energy Assets
SEAD	Sustainable Energy Asset Developer
SEFA	Sustainable Energy Finance Association

EXECUTIVE SUMMARY

This deliverable concludes the work developed in WP4 on how to close deals faster through structured customer segmentation and value proposition models.

During the run of the project, the project partners realized that this portion of the project was one of the most interesting for project developers and ESCos within the LAUNCH Community. These market players, in fact, underlined the difficulties in setting up defined and targeted sales process and, thus, to increase the opportunity to close deals and implement their projects.

After having outlined the SEAD business models and key methodology for end client segmentation in D4.6 and designed a set of templates and standardised processes for SEAD End client's engagement in D4.7 and D4.8, D4.9 completes this package of powerful sales tools by sharing a set of key sales and marketing messages to use with specific groups of end clients.

In this deliverable, Chapter 1 will introduce more in detail the aim and objectives of the report and the methodology used to produce the sales and marketing messages presented in Chapter 3.

Chapter 2 will insert this material in the larger context of the sales tools package that the LAUNCH partners have been working on in these past 2 years and a half. In this chapter, key challenges related to SEAD's end client engagement and sales processes will be discussed briefly with references to D4.6 above mentioned.

Chapter 3 will present the key messages identified in the most useful formats for project developers. The chapter includes a paragraph on the Sales Workshop organized in September 2021 with a core group of LAUNCH stakeholders. This workshop has been key for a first test of these messages with real-life businesses.

To conclude, Chapter 4 will be dedicated to lessons learned through developing and validating with practitioners and recommendations towards sales process and use of sales messages.

1 INTRODUCTION

Today, smaller SEA developers (SEAD SMEs) in Europe face the challenge of limited to no access to project finance, and in particular to growth capital in the form of private equity finance. Growth capital – next to financing projects – is needed by SEAD SMEs for growing their sales pipeline, innovate their product and offering and further develop their market targeting. For SEAD SMEs it implies more successfully connecting with private equity investors to boost investment transactions and more successfully connecting with customers to boost energy efficiency project transactions.

LAUNCH WP4 focuses on supporting SEADs in both their pitch towards private equity investors as well as SEADs sales and marketing towards their end clients. We conduct research into key end client drivers for signing and purchasing SEA deals (Task 4.4), match and develop value propositions for different client segments (Task 4.5) and develop key sales and marketing messages (Task 4.6).

The final goal is to provide our stakeholders with a set of commercial tools ready to use in their day-to-day business and increase the opportunity to close deals.

1.1 AIMS AND OBJECTIVES

The aim of this deliverable is to report the key sales and marketing messages that have been identified by the project partners after 2 years of active engagement in workshops and webinars with a group of project developers.

These messages build on the previous material developed in WP4 and on years of research, expertise, and market insights of the LAUNCH partners. Moreover, they have been presented to and tested with a core group of stakeholders who provided useful feedback for their improvement.

By using these messages, project developers will have the opportunity to highlight their core value proposition and presenting it in the most appropriate format to their customer segments.

1.2 METHODOLOGY

Increasing SEAD sales and project pipeline growth is not something that can be modelled in a linear way nor is it completely depending upon key marketing and sales messages. We see this as a continuous cycle that combines selecting relevant market segments, tweaking SEAD-specific value propositions and marketing and sales messages, choosing appropriate contracting and ensuing business model, and matching SEAD sales effort and timing to its customer decision-making process.[1]

We created and tested various templates and tools in our LAUNCH activities. For example, templates to create successful value propositions for relevant customer segments, personas of typical decision-makers (units) to help sending the right marketing messages and empathizing with customers, and a mapping of key decisions customers make throughout the sales process.

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[1] More information on the LAUNCH action research methodology applied in LAUNCH Deliverable 4.6.

We did so by going through the following action research steps with researchers and practitioners:

- formulating a problem and associated objective, e.g., to boost SEAD sales pipeline by tackling key sales and marketing difficulties
- building, executing, and evaluating intervention(s), e.g., related to developing and testing SEAD value propositions, customer personas, and marketing and sales messages
- reflection and learning within and across interventions, e.g., through individual practitioner interviews, joint workshops and discussion groups focusing on using developed materials
- formalizing the learning towards conceptual development, e.g., through developing iterated versions of marketing and sales materials, and reporting

In addition to various methods and activities for developing other complementary templates and tools (described in D4.6), marketing and sales messages were developed based on:

- desk research on winning value propositions and messages (cf. LAUNCH D4.6), and ensuing brainstorm amongst LAUNCH consortium partners
- face-to-face qualitative one-hour online research interviews with 6 practitioners across Europe (Sep 2021)
- online discussion group with 4 practitioners (Sep 2021)

2 END CLIENT ENGAGEMENT AND THE SALES PROCESS

Throughout the sales process SEADs need to engage end clients to make progress and close deals. Sales and marketing messages are crucial for successful end client engagement. In this chapter we briefly explain related sales process challenges and business model characteristics for doing so, while also listing relevant tools for developing sales and marketing messages.

2.1 CHALLENGES RELATED TO SEAD END CLIENT ENGAGEMENT AND SALES PROCESS

We identified various challenges related to SEAD end client engagement.[2] For private and public sector end clients there are important caveats to consider during the sales process.

For private sector end clients, be aware of:

- How to retain customers. There is a long-term growth concern for performance- or service-related contracts amongst SEADs. A difficult point in the business model is to renewing contracts or retain customers. For example, once LEDs are upgraded, where to get cost reduction (and thus service relevance) from?
- Your concept's focus and comprehensibility. Some advice to focus on "energy as a service" (EaaS) as more simple approach and way to introduce EnPC with end clients. The hybrid model makes it easy to switch between both when needed.
- "standalone" single business owner businesses with often too small projects, high transaction costs, and in EU no incentive nor mechanism for targeting this market. It is one of the reasons why this market stays small.
- The complexity of internal processes of project developers. Important to have rock-solid internal management style focused on quality, cost efficiency and zero errors. This has implications towards number of sales to make per month and size of projects.

For public sector end clients, be aware of:

- The actual presence of an adequate procurement framework in the specific country or region you are dealing with. A standard procurement framework relevant for your business model applied is important but, in many countries, not yet published with appropriate legislation behind it to inform customers.
- The length of the sales process you are entering as a project developer. There is the typical formal qualification and bid process with important implications towards decision-making process. All infrastructure improvements have to go through an official bidding process.
- The level of business model experience. Clients should already be educated on performance- or service-related business model elements; otherwise too much time is needed for "education" purposes.
- In order to participate in the public sector market in a specific country, SEADs should have representation (local office) in those countries.

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[2] See also LAUNCH Deliverable 4.6 for more detailed information.

There are challenges related to developing a successful value proposition that is the foundation of successful messaging.

- Get the focus and relevance of your value proposition right. We identified four value element clusters in current value propositions of SEADs as inspiration source: value based on end client "performance impact", on end client ability to "focus on the core", on end client "doing good", and on end client's ability to trust SEAD "quality of delivery". We introduced a 5th value cluster that can be embedded in SEAD value propositions: "standardized flexibility". It means efficient individualization of projects and connects closely with the concept of "mass customization".
- When specifying your value proposition for market segments look for end client specific needs. It involves tailoring your value proposition to your specific end client segment focus based on a mix of relevant functional energy/non-energy-related benefits and emotional/social benefits. Deep customer knowledge and elements can help thereto. Top performers can sell the multiple benefits of energy efficiency **and** performance- or service-based contracts. They make those benefits explicit, tangible, and visual, and can convince clients thereof.

There are challenges related to developing a highly efficient and effective sales process that sales and marketing messages can contribute to.

- Make your sales process as efficiently as possible by spending time to only high-potentially relevant leads and having a dedicated, lean sales process focused on concrete validation checks of the value of your leads. Proofs of buyer commitment and questions to probe for lead potential can decrease risk heavily.
- Develop in-depth understanding of your customer's decision-making milestones and questions surrounding making those decisions. We identified at least three core decision milestones every customer needs to go through.
- Make your sales process more effective by linking your sales process with your customer's decision-making process while bearing in mind the importance of top decision-makers, customer commitment, and customer incentives.

2.2 BUSINESS MODEL CHARACTERISTICS

Different types of business models can have important differences and implications for end clients. Marketing and sales messages need to be able to deal with that to make sure end client stay engaged for the right reasons.

In LAUNCH Deliverables D4.6 and D4.8 we developed (and explain more in-depth) a business model decision tree to help SEADs and end clients making informed decisions on which business model is most appropriate to pursue. As a so-called end client "education tool" this decision tree can even be considered part of messaging as it highlights important benefits of different models.

The Figure below shows a decision tree for helping SEADs (and end clients) choosing the appropriate model. The different models are: 1) energy performance contract with guaranteed savings (EnPC-G), 2) energy performance contract with shared savings (EnPC-S), 3)energy service or Energy-as-a-Service contract (ESC/EaaS), and 4)the LAUNCH hybrid model allowing combining elements from a performance-driven and a service-driven contract model (Hybrid).

The decision tree is based on four relevant end client needs. The hybrid model is the only model fulfilling all four end client needs. The key questions for the decision tree are listed below:

1. End client is willing to take on debt to finance energy (savings) projects?
2. End client values predictable operating cost for a long-time horizon?
3. End client wants assurance of energy savings to be achieved.
4. End client wants to bear energy price risk.

Applying the decision tree helps understanding SEAD and end client that for example the hybrid model (based on the LAUNCH contract) is preferable when willing to avoid debt to finance energy (savings) projects in combination with predictable energy costs and assurance of energy savings to be achieved.
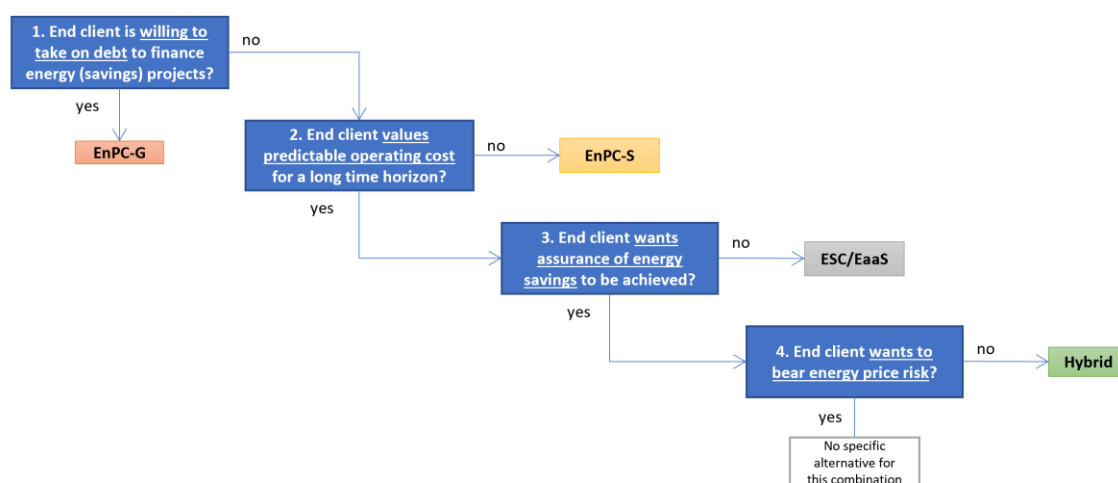

Figure 1: Decision tree for appropriate model choice for SEAD based on end client needs

2.3 RELEVANT TOOLS FOR DEVELOPING SALES AND MARKETING MESSAGES

In LAUNCH Deliverables 4.5 and 4.8 'Templates for end client engagement' we describe in-depth the relevant tools for developing appropriate sales and marketing messages. These tools were based on methods and insights described in LAUNCH Deliverable 4.6 'Report on SEAD business models and end-customer segmentation'. Here below we give a brief overview of the different tools.

Customer segmentation

Market segmentation is the process of dividing up end client markets into customer groups with similar needs and wants. It helps dividing your market in meaningful customer groups and prioritizing for growth.

Market segmentation reveals important differences across certain customer groups. It helps relating your messages to important characteristics of each end client group.

Personas and Decision-Making Units

Personas are used in marketing, advertising, sales, and product or service design by creating a fictitious persona that represents a group or segment of customers so that the company can focus its efforts while having internally a shared understanding of whom they are addressing. Personas are developed related to the targeted end client market segments. Personas help empathizing with each end client group's decision-making context to draft the right messages.

Besides organizational leaders who we featured in our personas, also other members of a customer organization can play an important role in the decision-making process; either directly or indirectly. We consider all these people part of the so-called decision-making unit (DMU). We describe typical decision-makers including their needs, possible marketing messages to them, and relevant tools to show the possible value project developers can create. These DMUs differ significantly across private and public sector customers. Therefore, we created different versions for both.

Based on end client segmentation learnings and recommendations we developed in Task 4.5 and Task 4.6 and tested and validated in WP5 core marketing materials such as 4 personas related to either small or large public or private end client markets and 2 DMU tables for public and private end client markets.

Value propositions

A value proposition statement identifies the key reason why a customer segment should prefer a certain project developer over competitors. It explicitly tries to reveal what a customer is actually buying and what customer needs the product or service addresses; and this can be framed very differently when taking the customer's perspective. It clearly supports developing your sales and marketing messages. It helps bringing focus and be consistency in your customer-driven framing.

Task 4.5 used the value proposition and associated business model learnings and recommendations in matching and developing value propositions for different end client segments. Around 5 core value clusters, we developed templates and examples to help SEADs better engage with different types of end clients. We introduced 4 sets of customer benefit framing templates each of which tailored to a different type of end client of the SEAD. These templates supported to develop messaging. This task connected to the pilots in WP5. After pilot feedback and comments, the templates and processes were improved. Training is given to SEADs to be able to use these templates so that after completion of the project the SEADs can self-sufficiently continue their client engagement.

3 SALES AND MARKETING MESSAGES

This chapter examines the sales messages that have been developed and their links to various personas and appropriate channels. The sales messages are also presented in various formats, suggesting how and where to use the messages. These are the key messages identified in the most useful formats for project developers. By using these messages, project developers will have the opportunity to highlight their core value proposition and presenting it in the most appropriate format to their customer segments.

3.1 THE SALES WORKSHOP (SEP 2021)

In September 2021, a sales workshop was held including LAUNCH consortium members and project developers with the aim of exchanging practitioner ideas and best practices, with a focus on sales and marketing messages and approach.

This session started with the participants being presented with a couple of the sales messages at a time and asked which one they preferred and to motivate why. This provided a structure where the strength of the sales messages was tested and insight into which persona this sales message would be good for.

This session provided a lot of suggestions on how to rephrase certain messages to improve them, and as well distinguished a priority of sorts in which the messages should be. The focus should remain on the monetary values for the customer i.e., "no capex" and "off-balance sheet". As it is in those messages where the key value lies for the customer.

All messages discussed during this session were deemed useful to various degrees depending on customer and situation and can be analyzed in further detail in this chapter. One take away form the sales workshop is to focus on the core messages which were determined to be:

- No CAPEX
- Off-balance sheet
- O&M stress-free

3.2 OVERVIEW SALES & MARKETING MESSAGES

The messages discussed in this chapter should be used as a tool to engage and communicate with the customers based on the value propositions and persona discussed previously in this report in chapter 2. They have been created for project developers to use and template in their sales processes and customer engagement and the value of each message might vary depending on the customer and how you deliver the message.

Each message is explained in detail along with feedback from project developers during the sales workshop (September 2021) as well as recommended or suggested formats for the messages. The three formats identified for the messages were (1) social media (2) cold call or email (3) elevator pitch. These formats have been identified as the most commonly used and effective formats for customer engagement through the various stakeholder activities in LAUNCH.

Once the project developer has identified (1) who the customer is (2) the customer value proposition (3) targeted persona within the organization, the project developer can use the

3.3 SALES MESSAGE 1; NO CAPEX

No capital expenditure (CAPEX) was determined to be one of the most attractive sales points for the LAUNCH model. The prospect of potentially not needing to provide the upfront costs for the energy conservation measures, is naturally an enticing offer.

"You can enjoy the benefits of these technology upgrades without having to outright pay for them or even manage the usage of them. You will pay for the output of the technology, not the technology itself. "

This message is highlighting the availability of third-party financing and is especially effective for younger or smaller businesses who perhaps, despite wanting the upgrades, do not have the available capital for the energy efficiency upgrades.

For businesses who might not be interested solely by the ECMs and savings themselves, this might work as the deciding factor in convincing them since there is essentially no risk of initial monetary loss.

This message can as well, somewhat surprisingly, be opposed by certain customers. Throughout the LAUNCH piloting, there have been instances where the customer has initially opposed the no capex proposition because they do not need it and they feel they know how to fund and run their operations themselves. In this case, the project developers in the sales workshop recommended to rephrase along the lines of "Even if you have the money and you are willing to spend it, you can do better".

It is one of the three messages identified as a core message and is well suited for most formats. It works especially well with social media format as it provides a good headline to grab the customers attention, this coupled with some visual, as in figure 2, to briefly explain how it works, can be a very effective message.
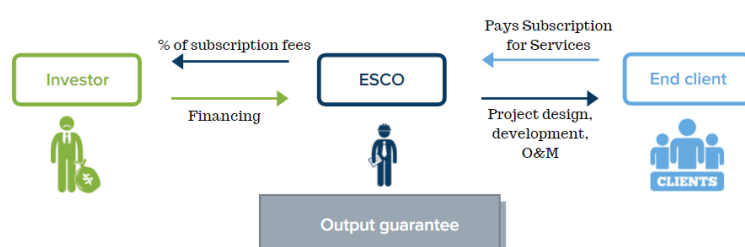
Figure 2: EaaS explanatory visual

3.4 SALES MESSAGE 2; OFF-BALANCE SHEET

"We bare the equipment on the balance-sheet freeing yours for other transactions. The contract complies with IFRS accounting rules."

Due to the nature of the LAUNCH as-a-service contract, it is an off-balance sheet solution according to IFRS accounting rules. To most businesses this is an attractive message because it, similarly to "no capex", frees up space for other investments and activities. Although in this case in the accounting rather than concerning available capital.

This message should be used with specific persona. Throughout testing the messages, the effectiveness of the off-balance sheet message has shown to be quite dependent on who you are talking to within the client's organization. Certain people within that organization might not be aware of the benefits of something being off-balance sheet, thus leading the message to be ineffective. Therefore, it is important to target the right persona for this message. Due to this, the format more suited for this message would be either cold calling or elevator pitch. If the project developer knows they are dealing with a person who understands the benefits of something being off-balance sheet and they have a platform for discussing and explaining further, this is a very suitable platform for this message. It is less effective for social media.

3.5 SALES MESSAGE 3; GUARANTEED PERFORMANCE

"You pay only for the service of operation and maintenance. If the building for some reason consumes more energy than guaranteed, we take responsibility for the difference."

This was the original message created by the LAUNCH team. After consulting project developers through the workshop mentioned in the beginning of chapter three, it was noted that the message is good but seen as "overselling". It sounds good but can you really deliver guaranteed performance for 7 years or more?

The project developers were also slightly uncomfortable regarding the risks and responsibility implied in covering any differences and thus would prefer to rephrase to something along the lines of, "guaranteed performance of technology operating ability. "

Another remark was that "guaranteed performance" is an old (overused) message in this industry, and that customers don't really buy this anymore. Customers are much more focused on "carbon reduction" rather than technology performance.

This is in fact a type of message which you frequently see in energy efficiency context, and it has its use in certain formats because it has certain attention capturing features and key words. But considering the feedback from project developers, it would be recommended to use this more as a back up for other core messages rather than a leading message in outreach.

3.6 SALES MESSAGE 4; STRESS-FREE O&M

"EaaS means that the ESCO takes the risk in this subscription form service. The devices are owned, operated, and maintained by the ESCO and the customer only pays for the service of this operation and maintenance."

Taking the burden of operation and maintenance of the equipment off the client's hands is an offer that many would not refuse. Especially since it can have a meaningful impact and improvement on their operational expenses.

Reaching out through cold calling, this can be a very effective message, if you reach the right person within their organization. A facility or operations manager would quite naturally easily

see the benefits and value in this message and would likely respond well to a cold calling scenario where this is addressed.

3.7 SALES MESSAGE 5; CARBON REDUCTION AND ESG COMPLIANCE

"We help you reduce your carbon footprint and bring your business to a greener and cleaner standard, along with the climate policies of today. Thanks to our service you will take a step towards ESG compliance."

Increasingly today, businesses are being incentivized and pushed towards higher ESG standards and maintaining a green image through social demands and government policies. Throughout the LAUNCH pilots in the UK, there have even been cases where the client was not particularly keen to install the recommended solar panels and energy efficiency measures, because it would signify such a small dent in their overall usage anyway. But they still agreed to move forward because they would like to use it as an example of how they are more sustainable and greener than their competitors.

Reaching a carbon neutral existence is something on the minds of many organizations nowadays and more and more you see positions such as "sustainability director" have an increasingly important role in the decision making within companies' operations. The messages around carbon reduction and ESG is a trending topic and well suited for social media platforms to reach the target persona.

A specific scenario identified through the LAUNCH pilots in the UK; because of the environmental policies being implemented in the UK, large building owners and facility managers (public buildings in particular) are actively looking for help reducing their carbon footprint, but no idea where to turn because there is not really a known and established path for this. Identifying the businesses most affected by these policies and reaching out to them with this message is highly recommended as this might be the one pressure point, they cannot resist because of the changing climate of the market, and the world.

3.8 SALES MESSAGE 6; PROVEN SOLUTION

">5 companies decided to trust us, Find out why."

According to the LAUNCH project developers, the best message comes from a trusted neighbor, similar company, or best practice reference company of potential end client. This message should be based on expertise and know how (sales message 7) in combination with providing comfort that it has been done before. Assuring the customer that they are not the first company to work with the project developer under this model and 3rd party approval can help with this.

Case studies and visual examples can be powerful enablers to deliver this message with quotes/testimonials.

3.9 SALES MESSAGE 7; EXPERTISE AND KNOW-HOW

"All our engineers are certified and/or possess qualifications to provide the best service you need."

According to the LAUNCH project developers, this is the minimum criteria demanded and should therefore be present in the messaging but not take the spotlight or be the main message.

3.10 SALES MESSAGE 8; DESIGNED TO PERFORM

"Our solution and way of working is designed to perform in your best interest. Our aim is always to reduce your energy costs in a sustainable way for your organisation."

The intention of this message is to portray that the solution is better for customer than it is for the project developer. As one project developer said, "the customer does not want to hear of shared benefits or savings. They only want to hear of their benefits".

Some project developers also suggested a better phrasing of this could be "designed to last", which you could use combined with sales message 6 and 7, to demonstrate how your solutins have delivered and lasted for multiple years through the certified expertise of your company.

3.11 SALES MESSAGE 9; PREDICTABLE BUDGETING

"Through the as a service model, we not only improve your performance, but we make your energy performance predictable. Because of the guaranteed performance, you can easily predict your spend for the next 5 years and budget accordingly."

This is highly dependent on how the customers operates and could be something that is difficult for the project developer to promise in the end. For property managers this is an attractive proposition.

3.12 FORMATS

The three formats identified for the messages were (1) social media (2) cold call or email (3) elevator pitch. These formats have been identified as the most commonly used and effective formats for customer engagement through the various stakeholder activities in LAUNCH.

Once the project developer has identified (1) who the customer is (2) the customer value proposition (3) targeted persona within the organization, the project developer can use the following sales messages based on the below descriptions matching with the answers to these questions.

3.12.1   FORMAT 1; SOCIAL MEDIA

Figure 3: No CAPEX message

In this example (figure 3) demonstrating how the "No CAPEX" message could be used in social media. Using a visual that clearly sets the tone for energy efficiency and a capturing headline to deliver the message strongly. The whole purpose of the headline is to convince the customer to read the second line.

Another example can be seen in figure 4, demonstrating the message of carbon reduction and ESG compliance. Reaching a carbon neutral existence is something on the minds of many organizations nowadays and the messages around carbon reduction and ESG is a trending topic on social media and well suited for these platforms to reach the target persona.

Figure 4: CO2 reduction and ESG message

3.12.2   FORMAT 2; COLD CALLING/EMAILING

The following is an example of how you could use the messaging above in this format.

"Hi [prospect's name], this is [your name] from [your company name].

I have been doing some research on [prospect's company name] and I'd love to learn more about your energy related challenges and how we could help your business be more sustainable.

At [your company name] we work with companies like yours to help with making your buildings more efficient at no upfront cost through off-balance sheet solutions, enabling your company to face ESG standards of today.

Is this something you think could help with [common buyer persona challenges]?"

3.12.3 FORMAT 3; ELEVATOR PITCH

The following is an example of how you could use many of the above discussed messages in the format of an elevator pitch. In "**bold**", you can see where the messages are used within the elevator pitch above.

*"Hi, my name is (your name) and I am here representing (your company). Are you familiar with our work? We are establishing ourselves increasingly in the market and I would be glad to have you in the forefront of our operations. By choosing our services, you are not only **making your facilities more energy efficient and saving money, but also providing your employees with a better working environment and adhering to ESG compliance. Our technology is of the highest standard and our engineers are certified, we have a proven track record of x number of years to show for it.** I know that you are based in (customer area) where local policies and energy price (client challenges) means you are under increasing pressure to improve**. We can help you with these improvements at no upfront cost and off your balance sheet.** We would be happy to come and have a look at your facilities within the next couple of weeks and let you know what we can do for you. I look forward to hearing back from you. Here is my business card in case you have any further questions and would like to get in touch…"*

4 CONCLUSIONS

This deliverable concludes the work developed in WP4 on how to close deals faster through structured customer segmentation and value proposition models. LAUNCH WP4 partly focuses on supporting SEADs in their sales and marketing towards their end clients. Research was conducted into key end client drivers for signing and purchasing SEA deals (Task 4.4), match and develop value propositions for different client segments (Task 4.5) and develop key sales and marketing messages (Task 4.6). The final goal is to provide our stakeholders with a set of commercial tools ready to use in their day-to-day business and increase the opportunity to close deals.

The aim of this deliverable was to report the key sales and marketing messages that have been identified by the project partners after 2 years of active engagement in workshops and webinars with a group of project developers.

Throughout the development of these key sales messages, it has been clearly established that even though there are numerous message that can and perhaps should be used, the core focus should lie on delivering the messages of:

- No CAPEX
- Off-balance sheet
- O&M stress-free

These messages have been determined to be the most effective messages for project developers to use for a wide variety of end clients. The formats for these messages to be used in is determined to be any of the three mentioned in this report, but according to the LAUNCH stakeholders, is leaning more and more towards social media.

Evidently, a crucial part of using these messages effectively have been proven to relate heavily not only to who your customer is, but who within the customer organization you are targeting. Depending on this, one or another of the messages might be more effective in making the sale. This will be further explored and distinguished in the successor project of LAUNCH; PROPEL H2020, and incorporated into the standardized set of materials provided by the Sustainable Energy Finance Association (SEFA).[3]

By using these messages, project developers will have the opportunity to highlight their core value proposition and presenting it in the most appropriate format to their customer segments.

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[3] www.sefaeu.org