Energy Contracting Market potential study

ESCO industries in Europe by 2015

Market volumes, competition and critical success factors

- \rightarrow Review of the country-specific legal circumstances in detail
- Analysis of structure and volume of energy services market per country
- Market development per country

The European Union target to save 20 percent of the energy use by 2020 requires large investments in energy efficiency over the next couple of years. Due to the fact that Energy Service Companies (ESCOs) are important agents to promote energy efficiency improvements and renewable energy sources European Commission and the Member States of the European Union have promoted a number of policy initiatives to foster the Energy Services industry in European countries. While the directives have been adopted mostly in national law, the energy service market in the European countries suffers strongly from a lack of enforcement and different levels of support offered to ESCOs by national and regional energy authorities. Further reasons for different market development in European countries are local market structures and rules and variation in the definitions, roles and activities of ESCOs.

In the premier league of ESCO countries in Europe are – concerning market penetration - Germany, United Kingdom, France and Spain. In some countries like Greece and Ireland only a few companies have recently started to operate. Some other countries have also seen a spectacular increase (yet starting on a rather low level) in ESCO activity in the last few years. A good example in this respect is Sweden. A focused

- Competition analysis and profiles of main market actors
- **Identification of requirements** of main target groups (e.g. industry, public services)

and comprehensive strategy that was designed for the country-specific circumstances has led to a significant market rise. Also, Czech Republic and Hungary have significantly strengthened the ESCO industry.

The present study provides an overview of the development of Energy Services industries across Europe (see map on left for countries). Based on the status quo, the study describes the future development of the Energy Services market up until the year 2015.

Additionally, the study scrutinizes further aspects of the Energy Service market in the respective countries. The conditions in the countries are presented in detailed country profiles. The chapters on the status quo and the market competition offer an exhaustive description of the current situation. By reading the chapters on trends, opportunities and risks as well as strategic options, one can get a feeling of the specific developments in the countries and tools to gain profit from and which critical success factors must be met.

The results of the study stem from desk research and qualitative interviews with the relevant market actors (main target groups and ESCOs) and experts.



Selection of considered European countries (dyed dark-blue)



value through information.

● Parkstraße 123 ● Tel.: 0421.43730-0

•www.trendresearch.de ● 28209 Bremen ● Fax: 0421.43730-11 ● info@trendresearch.de

Aims and benefits of the study

On the basis of current developments and discussions, the study demonstrates and analyses the specific situation in European countries in more detail and shows the future development of energy service market up until 2015 in terms of different scenarios.

Alongside the quantitative analysis of the market, the market will be portrayed via a qualitative depiction of e.g. competition intensity, opportunities and risks, requirements of target groups etc. Based on these data and forecasts, the study enables its readers to assess the plausibility of their own strategies and market data. Furthermore, the analysis of trends, opportunities and risks within the market contributes towards optimum market positioning in decisions pertaining to strategy and investment

Methodology

trend:research implements a variety of field and desk research methods. Alongside extensive intranet and internet database analyses (including journals, publications, conferences, company reports, etc.), the market potential study comprises ca. 280 structured interviews with the following target groups in each country:

- Manufacturing industry
- Real estate and housing industry
- Public sector: municipalities and public
- facilities Healthcare sector: hospitals and care facilities **ESCOs**
- Associations
- Other experts

The analysis of field and desk research data leads to reliable conclusions regarding markets, trends, competition and dealing with the options within the energy service market. By means of the multivariate Trend-Impact-Analysis[™], data and information are quantified and structured into a knowledge database. This is then used to build scenarios and deduce accurate market predictions.

For whom is the study intended?

The market potential study is aimed at all stakeholders within the international market of energy services, thus providing a fundamental view of all data, discussions and market movements relevant to this market

By means of detailed analyses of energy services, the study offers an overview for Contractors, energy providers and service providers.

The study is aimed at management, marketing and distribution people, strategic planners, contractors etc.

committee chairs, management boards, industrial strategy developers, marketing and sales representatives.

Energy Contracting Market potential study

ESCO industries in Europe by 2015

Planned content of the study

1.	Management Summary
2.	General basics
2.1.	Introduction and study design
2.2.	Content
2.3.	Methodology
2.4.	Aims and benefits of the study
2.4. 2.5.	Other studies/ reports concerning energy
	services in Europe
2.6.	Definitions and limitations of terms
2.6.1.	Energy service
2.6.1.1.	Energy Service Company (ESCO)
2.6.1.2.	Energy Service Provider Company (ESPC)

- ervice Provider Company (ESPC) ſgy Other 2.6.1.3.
- Contractual arrangements and forms 2.6.2.
- 2.6.2.1. Energy supply contracting
- Energy performance contracting 2.6.2.2.
- 2.6.2.2.1. Shared savings contracting
- Guaranteed savings contracting Chauffage contracting 2.6.2.2.2 2.6.2.3.
- 2.6.2.4.
- First-out contracting Build-Own-Operate-Transfer (BOOT) 2.6.2.5. contracting
- Third-Party-Financing 2.6.2.6.
- 2.6.2.7.
- Contract energy management Public Internal Performance Contracting 2.6.2.8.
- Technical installation management 2.6.2.9. Financing Contracting
- 2.6.2.10. Other
- 2.6.2.11.

3.

Basic conditions in the countries

- The review of conditions of power sector 3.1. in Europe
- The review of conditions of natural gas 3.2. sector in Europe
- The review of conditions of heating 3.3. market in Europe
- European legal conditions 3.4.
- Directives 96/92/ EG and 98/30/EG on 3.4.1 liberalization of electricity and gas market
- Directive 2003/87/EG on reduction of 3.4.2.
- greenhouse gas emissions 3.4.3. Directive 2006/32/EC on Energy End-use
- Efficiency and Energy Services Directive 2002/91/EC on the energy 3.4.4
- performance of buildings COM 2004/8/EC on the promotion of 3.4.5
- cogeneration based on a useful heat demand in the internal energy market
- (CHP Directive) Directive 93/76/EEC to limit carbon dioxide emissions by improving energy 3.4.6. efficiency (SAVE)
- Directive 2004/18/EC on the coordination 3.4.7. of procedures for the award of public works contracts, public supply contracts and public service contracts
- COM 2005 (569) on Public Private Part-3.4.8. nerships and Community Law on Public Procurement and Concessions European Union steps to promote ESCO 3.5.
- markets The European GreenLight Program 3.5.1.
- 3.5.2. Motor Challenge Program
- GreenBuilding Program EUROCONTRACT Project 3.5.3.
- 3.5.4. EuroWhiteCert Project 3.5.5.
- 3.5.6 ST-ESCOs
- Other programs and projects 3.5.7.
- 3.6. Selected European countries
- 3.7. Country profiles
- Austria 3.7.1.
- Power sector 3.7.1.1. 3.7.1.2. Natural gas sector
- 3.7.1.3. Heating market
- National laws and legal situation of 3.7.1.4. energy services
- Basic business environment 3.7.1.5 France (see Chapter 3.7.1) 3.7.2. 3.7.3. Germany (see Chapter 3.7.1)
- Hungary (see Chapter 3.7.1) 3.7.4.
- 3.7.5 Italy (see Chapter 3.7.1)
- 3.7.6. Sweden (see Chapter 3.7.1) Switzerland (see Chapter 3.7.1) 3.7.7

3.7.8.	United Kingdom (see Chapter 3.7.1)
4. 4.1.	Status quo in the countries Austria
4.1.1.	Energy service market structure
4.1.1.1.	Offered services
4.1.1.2.	Target groups
4.1.1.3.	Number and type of ESCOs
4.1.2.	Energy service market volume
4.1.2.1.	Equipment Volume
4.1.2.2.	Market Volume
4.1.3.	Case Studies
4.2.	France (see Chapter 4.1)
4.3.	Germany (see Chapter 4.1)
4.4.	Hungary (see Chapter 4.1)
4.5.	Italy (see Chapter 4.1)
4.6.	Sweden (see Chapter 4.1)
4.7.	Switzerland (see Chapter 4.1)
4.8.	United Kingdom (see Chapter 4.1)
5.	Target groups: initial situation and requirements
5.1.	Requirements of the market
5.2.	Requirements of target groups
5.2.1.	Manufacturing industry
5.2.1.1.	Currents market situation
5.2.1.2.	Structure of customers
5.2.1.3.	Requirements
5.2.2.	Real estate and housing industry (see
2	Chapter 5.2.1)
5.2.3.	Public sector: municipalities and public
	facilities (see Chapter 5.2.1)
5.2.4.	Healthcare sector: hospitals and care
	facilities (see Chapter 5.2.1)
5.2.5.	Other facilities (see Chapter 5.2.1)
5-3-	Pros and cons of energy services
5.3.1.	Pros
5.3.2.	Cons
5.4.	Preferences in terms of ESCO
5-5-	Preferences in terms of technologies (e.g.
- (renewables, cogen)
5.6.	Reasons for disuse of energy services Comparison between selected countries
5.7.	companion between selected countries
6.	Market forecast
6.1.	Introduction into the methodology
6.1.1.	Aims of this chapter
6.1.2.	Methodology
6.1.3.	Premises
6.1.4.	Definition of scenarios
6.2.	Defining market-specific premises
6.2.1.	Legal and political conditions
6.2.2.	Economical conditions
6.2.3.	Energy service market premises
6.3.	Assumption for the development of the
6.3.1.	premises Basic premises: assumptions for all
0.5.1.	scenarios
6.3.2.	Variable premises
6.3.2.1.	Pessimistic scenario
6.3.2.2.	Reference scenario
6.3.2.3.	Optimistic scenario
6.4.	Market development in Austria by 2015
6.4.1.	Energy service market structure
6.4.1.1.	Offered services
6.4.1.2.	Target groups
6.4.1.3.	Number and type of ESCOs
6.4.2.	Energy service market volume
6.5.	Market development in France by 2015 (see Chapter 6.4)
6.6.	Market development in Germany by
67	2015 (see Chapter 6.4)
6.7.	Market development in Hungary by 2015
6.8.	(see Chapter 6.4) Market development in Italy by 2015 (see
5.0.	Chapter 6.4)
6.9.	Market development in Sweden by 2015
	(see Chapter 6.4)
6.10.	Market development in Switzerland by
	2015 (see Chapter 6.4)

- 2015 (see Chapter 6.4) Market development in United Kingdom 6.11. by 2015 (see Chapter 6.4)

ww.trendresearch.de

7.	Competition
7.1.	Structure and competitive situation on
	the energy services market in selected
	countries
7.1.1.	Austria
7.1.1.1.	Market participants
7.1.1.2.	Competition intensity
7.1.1.2.1.	Competitive situation on the total market
	of energy services
7.1.1.2.2.	Competitive situation in selected target
	groups
7.1.1.3.	Image and awareness of energy service
	companies
7.1.1.4.	Barriers of entry and egression in compe-
	tition
7.1.2.	France (see Chapter 7.1.1)
7.1.3.	Germany (see Chapter 7.1.1)
7.1.4.	Hungary (see Chapter 7.1.1)
7.1.5.	Italy (see Chapter 7.1.1)
7.1.6.	Sweden (see Chapter 7.1.1)
7.1.7.	Switzerland (see Chapter 7.1.1) United Kingdom (see Chapter 7.1.1)
7.1.8.	Profiles of selected companies in Europe
7.2. 7.2.1.	Austria
7.2.1.1	Allplan
7.2.1.2.	Axima Gebäudetechnik
7.2.1.3.	BEGAS - Wärme und Service
7.2.1.4.	Elektrizitätswerke Wels
7.2.1.5.	Honeywell Austria
7.2.1.6.	Kreidl
7.2.1.7.	MCE Building & Infrastructure Solution
7.2.1.8.	Ökoplan
, 7.2.1.9.	proenergy
7.2.1.10.	Strebel Contracting
7.2.1.11.	VA TECH ELIN EBG
7.2.1.12.	WDS-Wärmedirektservice der Energie
	Graz
7.2.1.13.	Wärmebetriebe Gesellschaft
7.2.1.14.	Other
7.2.2.	France
7.2.2.1.	Amec Spie
7.2.2.2.	Cegelec
7.2.2.3.	Dalkia France
7.2.2.4.	EDF
7.2.2.5.	Endel
7.2.2.6.	Ineo
7.2.2.7.	Seitha Techniques et Réalisations
7.2.2.8.	Smeg
7.2.2.9.	Vinci Energies
7.2.2.10.	Other
7.2.3.	Germany
7.2.3.1.	Axima Energy Services
7.2.3.2.	EnBW Energy Solutions
7.2.3.3.	E.ON Energy Projects EWE
7.2.3.4.	GETEC
7.2.3.5.	Hochtief Energy Management
7.2.3.6.	Imtech Contracting
7.2.3.7. 7.2.3.8.	proenergy Contracting
7.2.3.9.	Techem Energy Contracting
7.2.3.10.	RWE Innogy Cogen
7.2.3.11.	Other
7.2.4.	Hungary
7.2.4.1.	Atel Energia Kereskedö
7.2.4.2.	Dalkia Energia
7.2.4.3.	EMIKA
7.2.4.4.	E-Partner
7.2.4.5.	GREENERGY
7.2.4.6.	HOLUX
7.2.4.7.	KIPSZER Kazántechnológiai
7.2.4.8.	VEIKI
7.2.4.9.	Other
7.2.5.	Italy
7.2.5.1.	Cogei
7.2.5.2.	CPL Concordia
7.2.5.3.	Dalmine Energie
7.2.5.4.	Enel Sole
7.2.5.5.	Johnson Controls Merloni Progetti
7.2.5.6.	Merloni Progetti Peverberi Entec
7.2.5.7.	Reverberi Entec Siemens Bidg Tech
7.2.5.8.	Siemens Bidg Tech Tiesco
7.2.5.9.	ZUMTOBEL Staff Illuminazione
7.2.5.10. 7.2.5.11.	Other
726	Sweden

7.2.6.1.	ABB Building Systems
7.2.6.2.	Dalkia Industripartner
7.2.6.3.	Förvaltaren
7.2.6.4.	Göteborgs Energi
7.2.6.5.	Siemens Buildings Systems
7.2.6.6.	TAC Svenska
7.2.6.7.	YIT
7.2.6.8.	Other
7.2.7.	Switzerland
7.2.7.1.	Alteno Contracting
7.2.7.2.	Building Solutions
7.2.7.3.	easyTherm
7.2.7.4.	EBL Elektra Baselland
7.2.7.5.	EWL Wärmetechnik
7.2.7.б.	Freiburgische Elektrizitätswerke
7.2.7.7.	Helbling Beratung und Bauplanung
7.2.7.8.	immo facility
7.2.7.9.	MIB
7.2.7.10.	Peter Meier Ingenieuring
7.2.7.11.	Regio Energie Solothurn
7.2.7.12.	Solkav Swiss
7.2.7.13.	Wirkungsgrad Energieservice
7.2.7.14.	Other
7.2.8.	United Kingdom
7.2.8.1.	ABB Metering Systems
7.2.8.2.	Alfa Laval
7.2.8.3.	AVC & Associates
7.2.8.4.	BP Energy
7.2.8.5.	Bruder Resources
7.2.8.6.	Building Management Systems Integra-
0-	tors
7.2.8.7.	Chalmor
7.2.8.8.	E.ON
7.2.8.9.	First Energy
7.2.8.10.	InfraRed Integrated Systems
7.2.8.11. 7.2.8.12.	Lorne Stewart Watermen Gore M& E Consulting
7.2.8.13.	Other
7.2.0.15.	oulei
8.	Strategies
8.1.	Definitions and limitations of terms
8.2.	Fundamental aspects of strategies
8.2.1.	
	Orientation towards target groups Structure of organization
8.2.2.	Structure of organization
8.2.2. 8.2.3.	Structure of organization Process orientation
8.2.2. 8.2.3. 8.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe
8.2.2. 8.2.3. 8.3. 8.3.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France
8.2.2. 8.2.3. 8.3. 8.3.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.6. 8.3.7. 8.3.8.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.6. 8.3.6. 8.3.7. 8.3.8. 8.3.8. 8.3.8. 8.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.3.8. 8.3.8. 8.4. 8.4.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.6. 8.3.6. 8.3.7. 8.3.8. 8.3.8. 8.3.8. 8.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.3.8. 8.3.4. 8.3.8. 8.3.4. 8.3.8. 8.3.4. 8.3.8. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.4. 8.3.5. 8.3.4. 8.3.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4. 8.4.1. 8.4.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care
8.2.2. 8.2.3. 8.3.1. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.3. 8.4.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.3. 8.4.4. 8.4.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.2. 8.4.4. 8.4.4. 8.4.5. 9.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.3. 8.4.4. 8.4.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.5. 9. 9.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.5. 9. 9.1. 9.1.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.2. 8.4.3. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.2. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.1. 9.1.2. 9.1.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to value-added chain
8.2.2. 8.2.3. 8.3.1. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.1. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to value-added chain according to other criteria
8.2.2. 8.2.3. 8.3.3. 8.3.4. 8.3.4. 8.3.4. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.2. 9.1.4. 9.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to other criteria Organisation of distribution
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to value-added chain according to other criteria Organisation of distribution Operational structure
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2.1. 9.2.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to target groups according to other criteria Organisation of distribution Operational structure Organizational structure
8.2.2. 8.2.3. 8.3.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.6. 8.3.7. 8.3.6. 8.4.1. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.1. 9.1.2. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2. 9.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organisation of distribution Operational structure Distribution channels
8.2.2. 8.2.3. 8.3.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2.1. 9.2.2. 9.3. 9.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organisation of distribution Operational structure Organization at structure Distribution channels Distribution processes
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.4. 9.2. 9.2.1. 9.2.2. 9.2.1. 9.2.2. 9.4. 9.4.1.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to value-added chain according to otarget groups according to otarget groups according to distribution Operational structure Organization of distribution Operational structure Distribution channels Distribution processes Potential analysis
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.3. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.1. 9.1.2. 9.2.1. 9.2.2. 9.3. 9.4. 9.4.1. 9.4.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to SCOs according to other criteria Organisation of distribution Qerational structure Organizational structure Distribution processes Potential analysis Identification of new target groups
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2.1. 9.2.2. 9.3. 9.4.1. 9.4.2. 9.4.3.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to value-added chain according to otarget groups according to otarget groups according to distribution Operational structure Organization of distribution Operational structure Distribution channels Distribution processes Potential analysis
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.3. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.1. 9.1.2. 9.2.1. 9.2.2. 9.3. 9.4. 9.4.1. 9.4.2.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organisation of distribution Qranizational structure Distribution channels Distribution processes Potential analysis Identification of new target groups Contact with first-time customers
8.2.2. 8.2.3. 8.3.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2. 9.2.2. 9.3. 9.4. 9.4.1. 9.4.3. 9.4.4.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to SCOs according to other criteria Organisation of distribution Operational structure Distribution channels Distribution fixet inter customers Determination of requirements
8.2.2. 8.2.3. 8.3.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.4. 9.2.1. 9.2.1. 9.2.1. 9.2.2. 9.3. 9.4. 9.4.4. 9.4.2. 9.4.4. 9.4.2. 9.4.4. 9.4.4. 9.4.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to target groups according to other criteria Organization of distribution Operational structure Organization of distribution Operational structure Distribution processes Potential analysis Identification of new target groups Contact with first-time customers Determination of requirements Acquisition phase
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.4. 9.2.2. 9.2.1. 9.2.2. 9.4. 9.4.1. 9.4.2. 9.4.3. 9.4.4. 9.4.5. 9.4.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organisation of distribution Organizational structure Distribution processes Potential analysis Identification of new target groups Contact with first-time customers Determination of requirements Acquisition phase Energy suply Other distribution processes Sales controlling
8.2.2. 8.2.3. 8.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4. 8.4.2. 8.4.3. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.3. 9.1.1. 9.1.2. 9.2.1. 9.2.2. 9.3. 9.4.1. 9.2.2. 9.4.3. 9.4.4. 9.4.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Healthcare sector: hospitals and care facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organization of distribution Operational structure Organization of distribution Operational structure Distribution channels Distribution processes Potential analysis Identification of requirements Acquisition phase Energy supply Other distribution processes Sales controlling Competition analysis
8.2.2. 8.2.3. 8.3.3. 8.3.1. 8.3.2. 8.3.3. 8.3.4. 8.3.5. 8.3.6. 8.3.7. 8.3.8. 8.4.4. 8.4.2. 8.4.4. 8.4.4. 8.4.4. 8.4.4. 9.1. 9.1.1. 9.1.2. 9.1.4. 9.2. 9.2.1. 9.2.2. 9.3. 9.4. 9.4.2. 9.4.3. 9.4.4. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.4. 9.4.5. 9.4.5. 9.4.4. 9.4.5. 9.4.5. 9.4.5. 9.4.5. 9.4.4. 9.4.5.9.5.9.5.9.5.9.5.5.9.5.5.5.5.5.5.5.	Structure of organization Process orientation Strategic options for ESCOs in Europe Austria France Germany Hungary Italy Sweden Switzerland United Kingdom Target group specific strategies Manufacturing industry Real estate and housing industry Public sector: municipalities and public facilities Other facilities Sales and distribution Analysis of problems in distribution of energy services according to ESCOs according to other criteria Organisation of distribution Organizational structure Distribution processes Potential analysis Identification of new target groups Contact with first-time customers Determination of requirements Acquisition phase Energy suply Other distribution processes Sales controlling

9.8. 9.9.	Estimation and approaches Other
	Marketing
10. 10.1.	Marketing Fundamental marketing activities
10.1.1	Status quo and development
10.1.2.	Public Relations
10.1.3.	Advertising
10.1.4.	Associations, memberships
10.1.5.	Branding
10.1.5.1.	Basics
10.1.5.2.	Branding strategies
10.1.5.3.	Energy services branding Pros and cons
10.1.5.4.	Case studies
10.1.5.5. 10.1.6.	Other marketing activities
10.2.	Target group specific marketing
10.2.1.	Manufacturing industry
10.2.2.	Real estate and housing industry
10.2.3.	Public sector: municipalities and public
	facilities
10.2.4.	Healthcare sector: hospitals and care
	facilities Others for silities
10.2.5.	Other facilities
10.3. 10.4.	Estimation and approaches Other
10.4.	Other
11.	Trends, opportunities and risks
11.1.	Market trends
11.1.1.	Market trends in Europe
11.1.2.	Market trends by country
11.1.2.1.	Austria
11.1.2.2.	France
11.1.2.3.	Germany
11.1.2.4.	Hungary
11.1.2.5. 11.1.2.6.	Italy Sweden
11.1.2.7.	Switzerland
11.1.2.8.	United Kingdom
11.1.3.	Competition trends
11.1.4.	Product trends
11.1.5.	Strategy trends
11.1.6.	Technology trends
11.1.7.	Target group trends
11.1.7.1.	Manufacturing industry Real estate and housing industry
11.1.7.2. 11.1.7.3.	Public sector: municipalities and public
11.1.7.5.	facilities
11.1.7.4.	
11.1.7.4.	Healthcare sector: hospitals and care facilities
11.1.7.5.	Healthcare sector: hospitals and care
	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European
11.1.7.5. 11.1.8.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies
11.1.7.5. 11.1.8. 11.1.8.1.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities
11.1.7.5. 11.1.8.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks
11.1.7.5. 11.1.8. 11.1.8.1.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2. 12.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2. 12. 12.1.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action
11.1.7.5. 11.1.8.1 11.1.8.1. 11.1.8.2. 12. 12.1. 12.2.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements
11.1.7.5. 11.1.8.1 11.1.8.1. 11.1.8.2. 12. 12.1. 12.2. 12.3. 12.4.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other
11.1.7.5. 11.1.8.1 11.1.8.1 11.1.8.2. 12.1 12.2. 12.3. 12.4. 13.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12. 12.1. 12.2. 12.3. 12.4. 13.1.	Healthcare sector: hospitals and care facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.2. 12.3. 12.4. 13.1. 13.2.	Healthcare sector: hospitals and care facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13. 13.2. 13.2.1.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13.1. 13.2. 13.2.1. 13.2.2.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria France
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13. 13.2. 13.2.1.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13.1. 13.2. 13.2.1. 13.2.2. 13.2.3.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria France Germany Hungary Italy
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13.1. 13.2.1. 13.2.2. 13.2.2. 13.2.2. 13.2.3. 13.2.4. 13.2.5. 13.2.6.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria France Germany Hungary Italy Sweden
11.1.7.5. 11.1.8.1. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13.1. 13.2.2. 13.2.1. 13.2.2. 13.2.3. 13.2.4. 13.2.5. 13.2.5. 13.2.7.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria France Germany Hungary Italy Sweden Switzerland
11.1.7.5. 11.1.8. 11.1.8.1. 11.1.8.2. 12.1. 12.2. 12.3. 12.4. 13.1. 13.2.1. 13.2.2. 13.2.2. 13.2.2. 13.2.3. 13.2.4. 13.2.5. 13.2.6.	Healthcare sector: hospitals and care facilities Other facilities Opportunities and risks for European energy service companies Opportunities Risks Recommended course of action Focus on key success factors Checklist: catalogue of requirements Choice of suitable marketing activities Other Outlook Outlook of energy services in general Outlook of energy services by countries Austria France Germany Hungary Italy Sweden

The study consists of approximately 850 pages. Ongoing developments in the field can cause changes and amendments.

	Aresea
t	PEDLY/ORDER FORM
WW	Reply/Order form
	CHILIT ONDER FORM
	Please mail to:
	trend: research GmbH
	Institut für Trend- und Marktforschung Parkstraße 123
	28209 Bremen
	or send via
	Fax an: +49 421 . 43 73 0-11
\bigcirc	We hereby order the market potential study (# 10-1027)
\bigcirc	»ESCO industries in Europe by 2015«
	at the price ofEUR 9.800,00and additional copies(EUR 400,00 each)
	- all prices excl. VAT -
\bigcirc	We are ordering before February 27th and therefore obtain a
0	rebate of 10%.
_	
0-	Please provide us with additional information about other
	studies by trend: research .
\bigcirc	
U-	We are interested in additional information about trend: research .
	trend: research came to our attention through:
	○ this brochure
	○ the internet
	○ recommendation by
	○ press release in
	O miscellaneous
Address	
Company	-
	_
Name	
Position	_
Position	_
Position	-
Street	-
	-
Street	
Street City/State Tel./Fax	
Street City/State	
Street City/State Tel./Fax	
Street City/State Tel./Fax	
Street City/State Tel./Fax E-Mail	We agree to receive from trend:research via e-mail further information about on-going studies. Hereby I confirm to comply with copyrights and not to dissiminate the
Street City/State Tel./Fax E-Mail	We agree to receive from trend:research via e-mail further information about on-going studies.
Street City/State Tel./Fax E-Mail	We agree to receive from trend:research via e-mail further information about on-going studies. Hereby I confirm to comply with copyrights and not to dissiminate the

TREND:RESEARCH

trend:**research** supports enterprises in a process of change in liberalizing markets. In this field, current and exclusive trends and market research studies are being developed for one or several clients (multi-client studies). Extensive (primary) market research and own methodology combined with experience and knowledge about liberalized markets lead to profound conclusions of high value. The Interdisciplinary composition of the project teams – including external experts – guarantees an integral approach to dealing with the topics in question. The emphasis is placed on research of intensively changing markets, for instance: the liberalized supply and telecommunication market.

trend:**research** provides over 90% of large German energy suppliers with studies, information and research and supports existential decisions (a reference list can be provided upon request).

Conditions

The market potential study **»ESCO industries in Europe** by 2015 « costs EUR 9.800.00 (personal copy). Additional copies (for use within the same company only) will be delivered for EUR 400.00 each. All prices exclude VAT. Payment in the form of a bank transfer or a cheque is to follow within 14 days of the invoice issue date. Should you also order other studies at the same time, we offer a 10% discount. The study will be available in July 2009.

Further studies

- trend:**research** also publish other studies, e.g.:
- ESCO industry in Germany by 2015 (2nd edition), planned, ca. 750 p., EUR 5,900.00
- Energy Contracting: Housing and Real Estate Germany (2nd edition), 01/08, 852 p., EUR 3,700.00
- O Energy Performance Contracting in Germany, 04/06, 752 p., EUR 3,900.00
- O Energy Contracting: Municipalities, Public Sector Germany, 05/05, 578 p., EUR 3,400.00
- Energy Contracting: Hospitals Germany, 06/04, 504 p., EUR 3,400.00
- O Energy Contracting: Industry Germany, 02/05, 620 p., EUR 4,600.00
- O **ESCO industry in Austria by 2010**, 01/05, 600 p., EUR 4,900.00
- O Energy services 2015 (3rd edition), 01/07, 992 p., EUR 4,900.00

Further information is available via this form or on the Web at www.trendresearch.de.

©trend:research, 2009