

**Supporting the
energy renovation
journey**

The role of HORIS one-stop shops

July 2026



Co-funded by the
European Union under
project n°101120497.



Home Renovation Integrated Services



Project overview

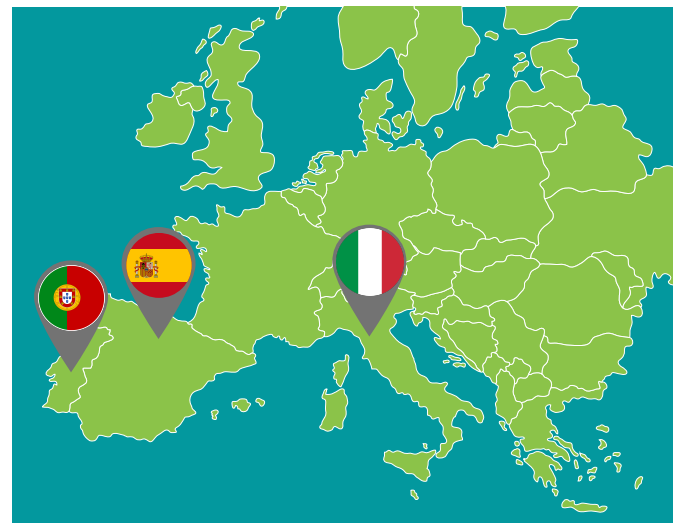


The **HORIS (Home Renovation Integrated Services)** project addresses a key structural challenge in the European Union: the insufficient rate of energy-efficient renovation of residential buildings, which remains well below the level required to meet EU climate and energy targets.

Residential renovation processes are often characterised by fragmentation, complexity, and a lack of transparency. Households face multiple barriers, including limited access to reliable and impartial information, difficulties in identifying qualified professionals, uncertainty regarding costs and benefits, and challenges in navigating existing financial and regulatory frameworks. These factors contribute to low consumer confidence and hinder the uptake of renovation measures.

In response, HORIS developed and deployed a **digital One-Stop Shop (OSS)** model designed to support households throughout the entire renovation journey.

The project provides a structured and integrated approach, combining technical guidance, financial information, regulatory support, and access to verified professionals within a single interface. This model reduces information asymmetries, simplifies decision-making processes, and facilitates the implementation of energy-efficient renovation solutions.



The project is implemented in **Portugal, Spain, and Italy**, building on the role of consumer organisations as trusted intermediaries.

HORIS also contributes to broader policy objectives by strengthening the link between consumers, market actors, and public support mechanisms. It aligns with key European initiatives, including the Renovation Wave Strategy and the revised Energy Performance of Buildings Directive (EPBD).

Through its implementation, HORIS demonstrates the potential of OSS models to act as enablers of a more efficient, transparent, and scalable renovation ecosystem, supporting the transition towards a more energy-efficient and decarbonised building stock in Europe.

HORIS achievements in numbers



The OSS attracted **489.594** visits within **12** months.

Significant achievements include reaching more than **10 million citizens** through communication activities, engaging **over 489.000 consumers**, - demonstrating strong consumer interest and confirming the role of consumer organisations as trusted intermediaries in the renovation market-, completing **10.058 personalised self-assessments** to get tailored information, generating 1.861 quotation requests, and establishing a network of 144 verified and audited professionals covering the three participating countries.

21.450 companies and professionals were contacted directly and 159.300 companies and professionals indirectly, throughout social media campaigns, professional associations, and partner networks.

Among those, **144 companies and professionals** registered and were audited, ensuring national coverage and delivery of a full range of services in the three countries.

In addition, **33 e-learning modules** were developed and delivered, **training 133 professionals** and strengthening service quality and compliance with national regulations.

Finally, **1702 renovation quotes** were open and answered, with 1 installation triggered.

Project partners



Context and objectives



Buildings in the European Union account for 40% of final energy consumption and 36% of energy-related greenhouse gas emissions, with approximately 75% of the building stock remaining energy inefficient. The Renovation Wave strategy aims to at least double the annual renovation rate by 2030 and trigger deep renovations across 35 million building units. However, current renovation rates remain at around 1%, highlighting a significant implementation gap.

Households face multiple barriers when undertaking renovation projects, including the absence of a single trusted point of contact, the complexity of technical and financial decisions, the fragmentation of the renovation market, and limited awareness of the benefits of energy-efficient improvements.

To address these challenges, integrated solutions such as One-Stop Shops (OSS), including the HORIS model, play a key role. The HORIS OSS platform provides a structured and comprehensive framework offering tailored technical guidance, access to financing options, and support in navigating legal and administrative procedures.

The project aims to:

- Develop a digital One-Stop Shop for integrated home renovation services.
- Provide tailored recommendations based on building characteristics and user needs.
- Establish a network of qualified professionals.
- Facilitate access to financing schemes and incentives.
- Enable connections between consumers and service providers.
- Develop a sustainable business model.
- Strengthen trust through quality assurance and consumer protection.



HORIS OSS platform



Across Europe, many households know they should improve the energy performance of their homes, but the renovation journey is often perceived as complex and overwhelming. Households encounter technical jargon, uncertainty about costs and savings, difficulty identifying reliable professionals, and confusion about grants and financing options.

The HORIS approach goes beyond the provision of information by supporting households throughout the entire renovation journey, including the identification of suitable technical solutions, tailored guidance based on the characteristics of the dwelling, and connection with qualified professionals.

Within the framework of the project, a one-stop-shop platform for sustainable home renovation services was designed, developed and implemented a one-stop-shop platform for sustainable home renovation services. This development builds on the **existing SelfScan in The Netherlands**, adapting this tool to the criteria of an OSS and to the national contexts of Spain, Italy, and Portugal.

These OSS provide personalised guidance, helping households understand which renovation measures make the most sense for their home, what benefits they can expect in terms of comfort and energy savings, and what financial support may be available.





By establishing a network of reliable professionals to help consumers improve the energy efficiency of their homes and by providing detailed personalised information, the HORIS project helps meet the requirements set out in European legislation, resulting in more efficient and comfortable homes for citizens. The Renovation Assistant provides a personalised diagnosis, identifies priority measures, and estimates investment and savings to help consumers plan the renovation process, considering their availability and investment options.



Qualified network of professionals

The project successfully established a structured, harmonised, and replicable framework for the identification, engagement, assessment, and onboarding of professionals across the three countries. This framework included the definition of a clear integration process, the development of audit tools and training modules, and the implementation of coordinated communication and commercial actions adapted to each national context.

As a result, **144 companies and professionals were integrated into the HORIS OSS**, ensuring national coverage and the availability of all key services required for home renovation interventions. While this number remains below the initial targets, the project demonstrated that network development should be understood not only in terms of direct registrations, but also in terms of effective market reach, given the significant role of intermediary partners providing access to extended professional networks.

The analysis of engagement and conversion confirms that the main challenge lies in activating professionals and converting initial outreach into sustained participation. Despite achieving high levels of visibility through partnerships, commercial actions, and communication campaigns, a significant drop-off was observed at the early stages of engagement. This reflects structural characteristics of the sector, including competing priorities among professionals and the need for a clearer and more immediate value proposition.

At the same time, the project demonstrated that once professionals enter the onboarding process, conversion rates are comparatively strong, confirming the robustness and effectiveness of the integration model developed.

A key component of this work package is the development of training activities designed to support approved professionals and reinforce compliance with national regulatory frameworks.



A total of **33 e-learning modules were developed and deployed**, covering the main intervention typologies addressed by the project. By supporting professionals with clear, country-specific regulatory information, the training contributes to strengthening trust in the HORIS OSS, improving service quality and supporting the project's broader objectives of raising industry standards and facilitating high-quality energy renovation services.



Key lessons emerging from the contact with professionals:

- **The critical importance of delivering tangible value to companies and professionals, particularly through relevant and qualified business opportunities;**
- **The need to strengthen early-stage engagement mechanisms, improving targeting and communication strategies;**
- **The effectiveness of combining direct onboarding with intermediary partners and aggregated networks to ensure scalability;**
- **The importance of maintaining a standardised and quality-controlled onboarding process, ensuring consistency across countries;**
- **The need to carefully manage lead distribution mechanisms, as sending the same request to multiple companies and professionals can lead to reduced motivation and engagement, particularly when conversion rates are low or competition is perceived as excessive.**



Consumer engagement within the HORIS OSS

A HORIS Customer Satisfaction Survey was designed to evaluate users' experience with the OSS, focusing on satisfaction levels, usage of available tools and services, perceived strengths and weaknesses, and potential willingness to pay for future personalised offerings.

HORIS users show a very high level of concern about energy consumption and energy efficiency in their homes.

Across the three countries, users mainly accessed the OSS seeking general information, guidance and support related to improving energy efficiency.

Nevertheless, important differences emerge in users' profiles and motivations. Italian users are primarily oriented towards information-seeking, Portuguese users show a higher incidence of past renovation activity but lower short-term renovation intention, while Spanish users are clearly the most action-oriented, with stronger interest in subsidies and renovation cost estimation.

Overall, the analysis of user behaviour and feedback highlights the following key patterns:

- Information and Advice fulfil an important entry-level informational role.
- Financing and Subsidies provide value but require improvements in clarity and practical usability.
- The Self-Scan Tool holds strategic potential but currently suffers from expectation gaps, usability issues and credibility concerns.
- Professional contact constitutes the main operational bottleneck, strongly affecting user satisfaction and trust.

Key interests:

- A clear preference for human-guided services, with strong interest in a personal agent capable of supporting households throughout the renovation process.
- Services such as energy audits and certificate issuance also attract interest, whereas...
- Virtual assistants or chatbots generate consistently low appeal.

Business model



In all three countries, the digital OSS combines promotion, lead capture, first diagnosis, option framing and initial financing awareness into an integrated front-end, while the detailed technical and transactional journey is displaced toward professionals and the wider renovation ecosystem.

Looking across the three country deployments, the conclusion is that the designed customer journey remains conceptually valid, but it no longer operates as a strictly sequential path in digital form.

These findings confirm that HORIS currently functions primarily as a digital orientation, trust-building and referral mechanism, rather than a fully integrated end-to-end renovation management solution. Its value lies in reducing the entry barrier for households, translating a complex topic into a manageable first step, generating more informed leads for the next stage of the process, and connecting these potential clients with professionals through a service framework backed by the consumer organizations, which adds an additional layer of trust and credibility. Future service development could strengthen the business model: the most relevant opportunities are to reinforce the handover from digital diagnosis to qualified professional support, make that transition more

measurable and service-based, and progressively add tools that improve continuity in financing guidance, quotation comparison, process tracking and post-renovation follow-up.

As a final lesson, the HORIS business model shows that three elements are particularly relevant for its future development.



First, the connection with qualified professionals is a key value proposition, as it enables consumers to move more quickly from initial interest to concrete action, while providing professionals with more informed and potentially more mature leads.

Second, integrated home renovation services require stronger continuity mechanisms, since digital diagnosis and initial guidance are not sufficient on their own; the handover to professional support, consumer follow-up, financing guidance, quotation comparison, process tracking and post-renovation monitoring should be progressively reinforced.

Third, HORIS has the potential to evolve from a digital referral model towards a more structured, measurable and service-based intermediation model, strengthening its role within the renovation ecosystem and supporting its long-term scalability.

Communication and dissemination



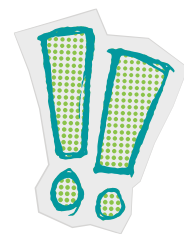
Communication and dissemination activities played a key role in increasing the project's visibility and supporting stakeholder engagement at both European and international levels.

HORIS is proud of having organised **nearly 1500 communication and dissemination actions, with over 16 million views**, from Austria, Greece, Italy, Portugal, Spain, and even further than Europe, with the project presented in Mexico for participants coming from Bolivia, Peru and other South American countries.

Key numbers:

- **6 workshops** (on communicating to users, financial aspects, how to exploit platforms, and more) and **18 joint calls** were organised with other EU-funded projects, working on similar topics under HORIS leadership – the #OSS4Renovation cluster.
- All **project videos** (official, event recordings, etc.) have a total of over 100 000 views (and will remain available on YouTube, see [playlist](#)).
- **Social media** were leveraged, with over **260 posts by the project page** (372 persons follow it), and **595 additional posts reported by partners on all platforms**: Tik Tok, Threads, X, Facebook, YouTube, LinkedIn and Instagram.
- HORIS was made visible in **media** through several press releases by consumer organisations (EU and national levels), 24 **blogs** authored by IEECP to populate the website, and many more by partners on their own sites: **588 media articles and press releases in total!**
- HORIS participated to / spoke at / organised many **events (over 50)** in the project life, again with high involvement from the partners. The final event was organised on May 20, 2026 in Brussels, and gathered around 40 participants onsite, as well as 40 online (the recording being uploaded will generate more views). Over 120 people had registered. An [article](#) gathers all event material (recording, photos, digest video).
- All partners used their **newsletters** to share about the project. IEECP added news to its monthly newsletters for instance, sent to over 1,000 contacts, OCU to over 629,000 people, etc. Over 70 newsletter insertions are recorded.

Consumers are getting ready – policy needs to follow



Based on a comprehensive assessment of national policies and insights into professionals and consumers' experiences on how to accelerate the houses renovation to address the Renovation Wave strategy.

[HORIS proposed a policy roadmap to improve actions needed to accelerate the rate and depth of building renovation in Europe, in line with the objectives of the EU Renovation Wave.](#)

These recommendations – for both European and national-level policymakers – take account of barriers that partners observed during the project, mainly due to changes in national policies. This meant that subsidies, for example, were paused or stopped completely in some countries, creating uncertainty for consumers.

Key policy recommendation from HORIS to increase renovation rates across Europe:

- Establish OSS as a core part of national renovation strategies. Renovation remains too complex for most households, and consumers need a single, independent entry point where they can access advice, financing information and support throughout the process. In this case, an integration between online and physical OSS could be the best option.
- Better align public incentives and financing schemes with these One-Stop-Shops. When consumers can receive tailored advice and immediately see which grants or financing options are available, the likelihood that they move from interest to action increases significantly.
- Integrate EPCs, BRPs and MEPS into clear renovation pathways: policy instruments must be translated into actionable, step-by-step renovation plans through OSS.
- Prioritise deep, integrated renovation approaches to maximises energy savings and avoids lock-in effects: policies should move beyond single measures and support: building-level renovation roadmaps, staged deep renovation pathways and combined measures.
- Ensure stability and long-term predictability of incentives, as they are essential for both households and market actors to invest. Examples could be introduction of multi-annual funding frameworks, stable eligibility criteria and transparent rules.

- Develop integrated and attractive financing solutions to improve affordability and support deep renovation. Examples could be the promotion of blended finance (grants + loans + tax incentives), pre-packaged renovation offers or household-specific financial roadmaps.
- Mobilise private capital and strengthen financial ecosystems to scale investments beyond public funding.
- Target the worst-performing buildings and vulnerable households to maximise impact and ensure a just transition.
- Strengthen trust through quality assurance and market transparency. OSS should integrate verified databases of certified professionals, standardised contracts and pricing transparency and performance tracking and customer feedback systems.
- Enable market scaling through aggregation and industrialisation to move from pilot to scale. Examples could be aggregate demand (neighbourhood / municipal level), bundle small projects into larger pipelines and promote modular and standardised renovation.

Overall, accelerating renovation across Europe requires a systematic approach focused on simplifying processes, strengthening trust, and improving access to financing.

Conclusion



The HORIS project highlights that delivering the EU Renovation Wave requires a shift from fragmented and complex renovation processes to integrated, consumer-oriented systems.

By developing and testing digital One-Stop Shops (OSS), HORIS demonstrates how renovation can be simplified by bringing together guidance, financing, regulatory support, and access to qualified professionals in a single interface. This approach not only improves the user experience but also helps translate policy objectives into concrete renovation actions.

The project confirms that scaling renovation depends on three key

conditions: a stable and simplified policy and financial framework, a stronger and more trusted renovation market, and the effective use of digital and hybrid solutions to reach all citizens. In particular, OSS play a central role as facilitators, connecting demand and supply, reducing risks, and enabling better decision-making.

Ultimately, HORIS provides a replicable and scalable model to accelerate energy-efficient renovation across Europe, combining policy alignment, market development, and consumer empowerment—is essential to increase renovation rates, deepen energy savings, and ensure an inclusive energy transition.



Platforms



Discover more about HORIS



ieecp.org/projects/horis



linkedin.com/company/life-horis



Co-funded by the European Union under project n°101120497. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Commission or CINEA. Neither the European Union nor the granting authority can be held responsible for them.