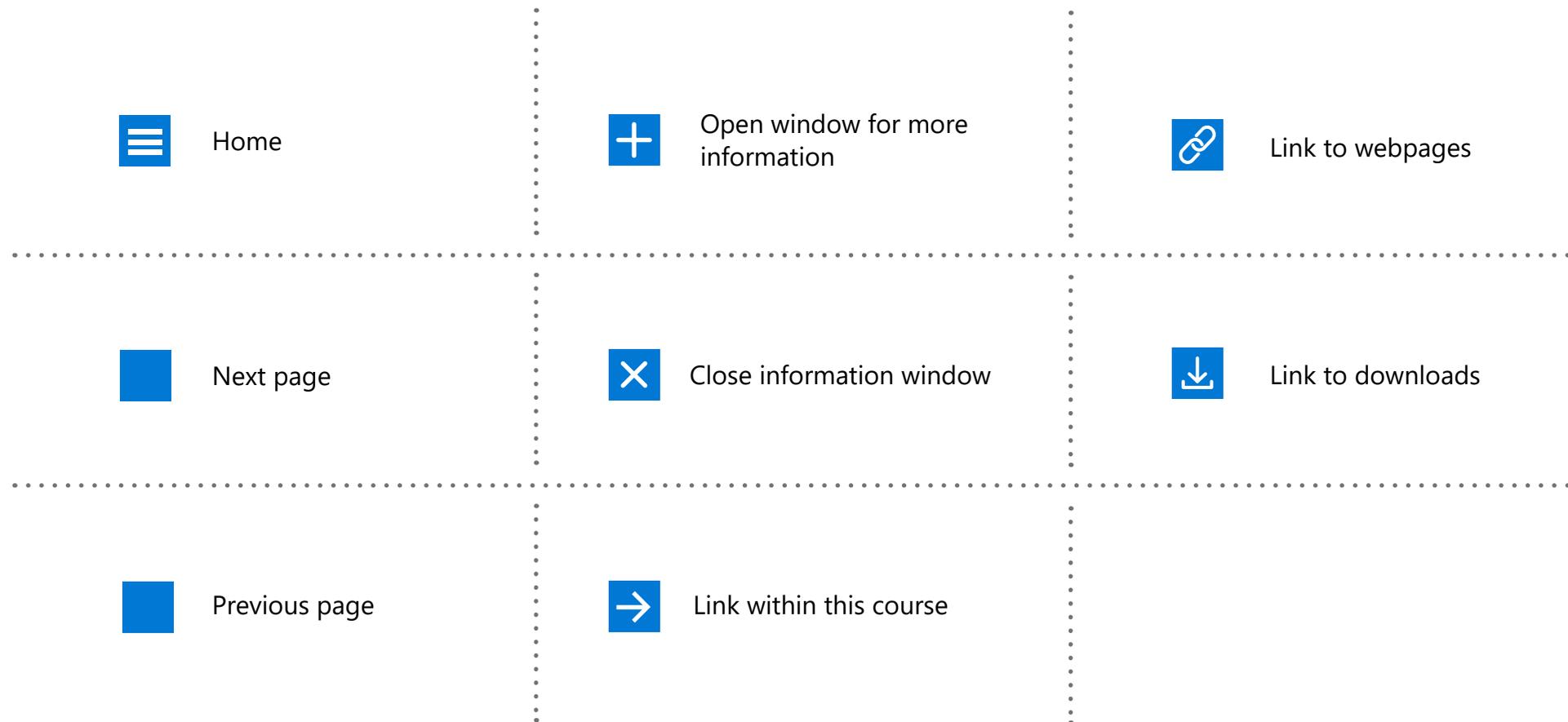


Module 3

# Stakeholder Engagement

Before we start our training, please find the keys below to our interactive PDF:



# Learning objectives

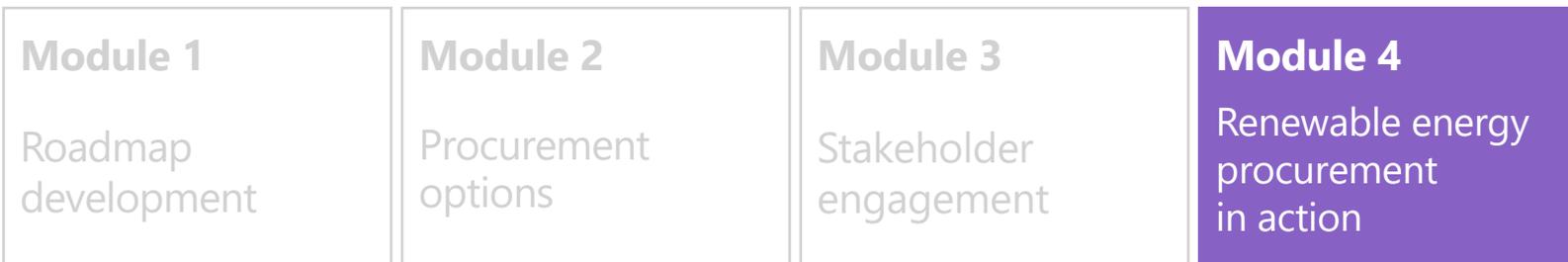
## In Module 2: Procurement options, you gained an understanding of:

- The renewable energy procurement options including the various onsite, offsite, retail, and unbundled options.
- The benefits and considerations associated with each option, to help you determine how they align with your corporate sustainability goals.
- The stronger demand signal sent by bundled options for renewable energy to be added to the grid.

## Once you complete this module, you should understand:

- The importance of stakeholder engagement.
- The stakeholders and their roles and responsibilities in developing and implementing a roadmap for renewable energy procurement.
- Content needed to engender stakeholder engagement in the development and implementation of a roadmap for renewable energy procurement.
- That stakeholder engagement is not a one-time event but rather is woven throughout the renewable energy procurement process, from roadmapping to implementation to measurement and verification of results.

## Once you complete this module, you'll have the following modules left:



This module is followed by [Module 4: Strategy implementation](#), which will explore the key steps involved with implementing renewable energy procurement transactions.

# Terms to know

**Stakeholder:** For the purposes of this training module, refers to parties that may be involved with renewable energy road mapping and/or procurement including: C-suite executives, asset managers, procurement, finance, facilities, event teams, marketing, legal, sustainability teams, landlord(s), supply chain, and vendors.

**Champion:** Serves as the renewable energy procurement initiative lead and is responsible for getting ultimate approval from the CFO or other decision makers.



# Importance of stakeholder engagement

Engaging key stakeholders in the roadmap for renewable energy procurement offers numerous benefits including:

**Consensus building:** Showing the value and potential benefits of renewable energy procurement can build consensus among stakeholders and promote alignment with overall company goals.

**Opportunities for collaboration:** Bringing stakeholders together can create connections between workgroups and develop collaboration beyond the specific procurement.

**Addressing common concerns:** Stakeholder engagement can help address common preconceived concerns regarding renewable energy procurement opportunities. For example:

- Finance departments may see renewable energy procurement as added costs and not understand the value renewable energy procurement presents.
- Facilities management may consider renewable energy procurement initiatives as additional work for their staff.

**Idea generation:** Engaged stakeholders with diverse experience within an organization can help generate ideas for renewable energy procurement opportunities that may never have been considered in isolation.

# Stakeholder identification

Renewable energy roadmap development and implementation typically requires:

- Identifying a primary point of contact, a “champion” that serves as the renewable energy procurement initiative lead.
- Identifying and engaging stakeholders early and on an ongoing basis. Stakeholders should include all who may impact or be impacted by a renewable energy procurement program—including both internal and external personnel.
- Involvement from a group comprised of a core team as well as internal and potentially external support from personnel with:
  - Diverse subject-matter expertise
  - The ability to engage and influence stakeholders throughout the company who:
    - Manage and analyze energy use data.
    - Analyze procurement options.
    - Oversee change management.
    - Negotiate deals.
    - Secure final approvals.
    - Manage contracts and projects on an ongoing basis.
- Having access to and obtaining commitment from the company’s key decision makers as early in the process as possible. These can include CEO, CFO, and the Chief Sustainability Officer (CSO).
- Involving departments for which renewable onsite energy decisions align with their responsibilities. This most commonly involves facilities management.



# Stakeholder roles and responsibilities for roadmap development and implementation

# Typical key stakeholders

Renewable energy roadmap development typically requires engaging the following stakeholders. Many, but not all, of these stakeholders are likely to also be involved in implementing renewable energy procurement transactions (see [Module 4](#) for information on stakeholder involvement in transactions).



# Successful stakeholder communication

The “champion” is responsible for facilitating early and ongoing education and communication with stakeholders.

The involvement of, and messaging to, stakeholders varies depending on their role and responsibilities. Key tasks for a renewable energy procurement champion will often include the following steps, which will be explored in the further in this module:

- Obtaining leadership commitment.
- Developing and implementing the roadmap for renewable energy procurement.
- Coordinating with finance team.
- Finalizing transactions.

To garner stakeholder support, the champion may need to compare renewable energy options to the current state, correct misperceptions about renewable energy procurement, and highlight alignment with corporate goals.

***Stakeholders are engaged throughout the planning and implementation stages.***

*For informational purposes only. Not legal advice or counsel.*



# Obtaining leadership commitment

## Milestones

*For the successful development and implementation of a roadmap for renewable energy procurement, the support, commitment, and collaboration of the leadership team is essential.*

# Collaboration with stakeholders

With leadership commitment secured, aligning stakeholders associated with supporting and aligned functions is the next key step to establish renewable energy procurement buy-in.

Role	Title	Messaging	Content	Decision making
<b>Approver</b>	<ul style="list-style-type: none"> <li>CFO</li> <li>Board members</li> </ul>	Renewable energy procurement approach contributes to goals that are of value to the organization.	<ul style="list-style-type: none"> <li>Demonstrate alignment of renewable energy procurement with corporate long-term strategic plans.</li> <li>Provide procurement plan and/or the full cost over time of the preferred green power option(s) and relevant financial metrics and risks.</li> </ul>	Some ultimate decision makers prefer to be brought into the process early; identify and engage these up front. Decisions will be based on risk/benefit, and alignment with goals.
<b>Supporting functions</b>	<ul style="list-style-type: none"> <li>Accounting</li> <li>Legal</li> <li>Treasury</li> </ul>	Renewable energy procurement approach will require active, ongoing involvement to adhere to corporate process and policies.	Provide procurement plan and/or information about products the organization would buy, as well as the financial and legal implications including the benefits and risks relative to different parties involved in the transaction.	Accounting concerns are often among the most critical; how are the capital and operating expenses treated, what are tax implications, what are the risks?
<b>Aligned functions</b>	<ul style="list-style-type: none"> <li>COO</li> <li>Facilities Management</li> <li>Environmental Compliance</li> </ul>	Facilities management will require active, involvement if onsite generation is considered, and ongoing involvement if it is an implemented option.	<ul style="list-style-type: none"> <li>Provide procurement plan and/or information about products the organization would buy and the requirements for facilities if onsite.</li> </ul>	These functions may not have direct decisions to make (other than onsite installations) but should be informed.

## Planning, documenting, and communicating

A procurement plan can be used to document decisions and address possible challenges associated with each strategy included in the renewable energy procurement roadmap. It can also be used to build and communicate the business case for the procurement strategy ([see Module 4](#)).

In addition to securing the approval and commitment of executive leadership, it's important to engage teams that deliver other supporting and aligned functions.

# Steps to collaborate with supporting and aligned functions

**Action**

**Outcome**

# Finance coordination

**Identify and coordinate** the financial resources needed to meet renewable energy procurement objectives.

- Assess current financial resources and budgets:



- Analyze outstanding funding/resource needs.
- Assess and pursue potential additional funding sources as needed.
- Allocate resources based on impact, dependencies, and other considerations.

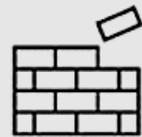
# Additional resources

REBA provides a community and extensive resources.

REBA is designed for companies seeking to understand how others have procured renewable energy, build deep knowledge, and be part of a global community.



- REBA has worked since 2013 to build a community focused on corporate procurement of renewable energy. There are over 250 members in the community with over 150 buyers (July 2021).

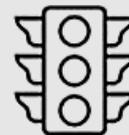


- Dozens of resources covering all areas of renewable energy procurement to help companies build the view of what's important to them, including:

- Onsite and offsite project roadmaps.
- Business case development guides.
- Transaction term sheet guides.
- Risk explanation and allocation primers.
- Case studies on real transactions.
- Videos on specific technical content.



- In-depth trainings bring learning and connection with peers and leading buyers.
- Online platform allows you to connect with buyers worldwide on areas of mutual interest, such as those in the same market/region, or focused on the same procurement options.



- Semi-annual gatherings and regional events make online connections real and accelerate market understanding through focused conversations.

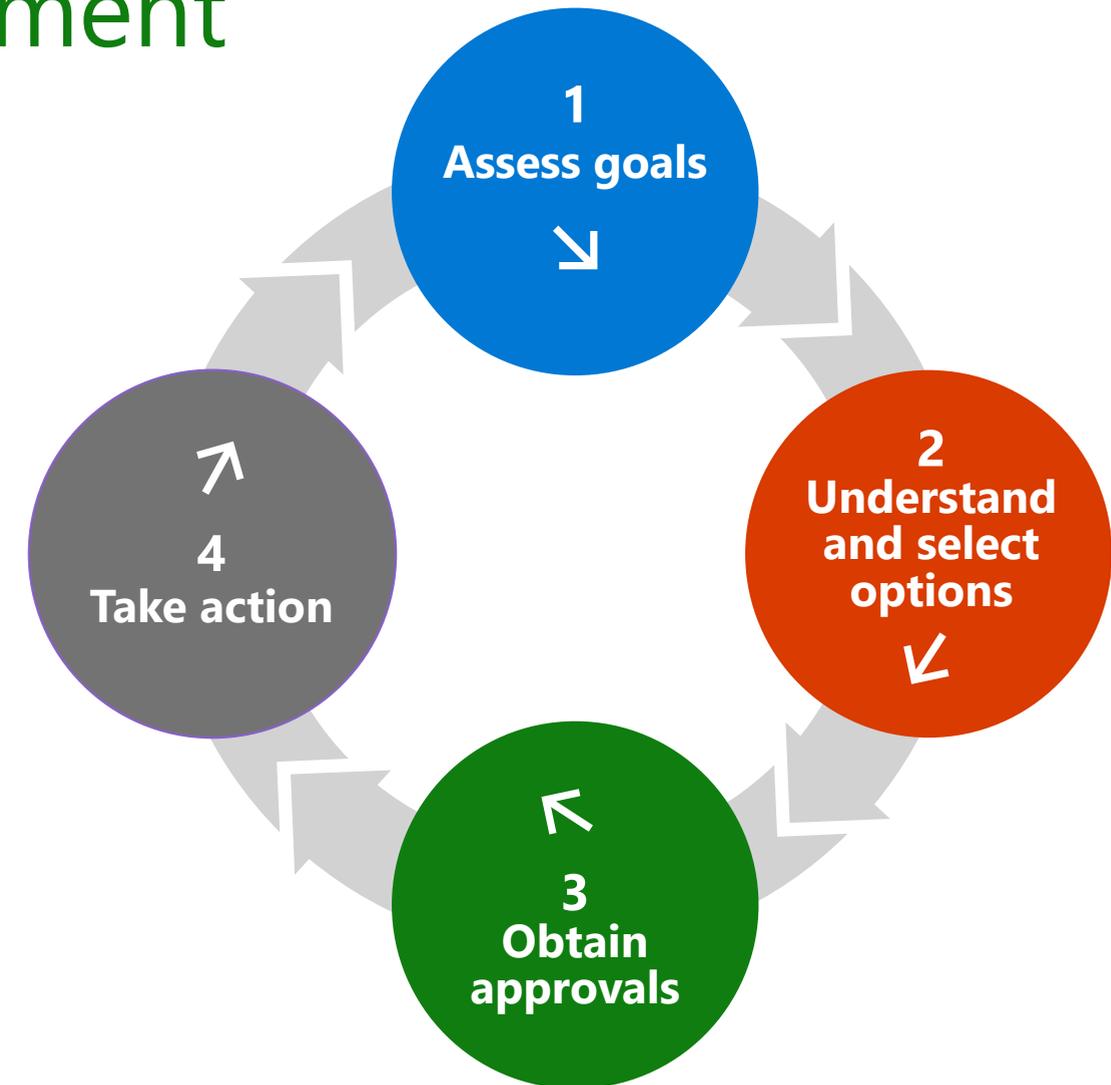
Microsoft supply chain partners have complimentary access to all REBA resources for six months; reach out to your Microsoft sustainability counterpart to get connected.

# Congratulations! You've completed Module 3: Stakeholder engagement

This module provided a high-level review on successfully engaging stakeholders to empower them to develop and implement renewable energy procurement strategies. Key takeaways include:

- Gain leadership support with strong business cases.
- Identify overlaps in renewable energy procurement budgets and compliance budgets to allocate resources towards renewable energy procurement.

The following module will cover renewable energy procurement processes and provide a foundation to implement a roadmap.



# What's next?

The next module (4 of 4) will cover [Renewable energy procurement in action](#):

- Overview and best practices for a typical transaction process for renewable energy procurement.
- Contract / transaction negotiation considerations for each of the procurement options.
- Typical final approval responsibilities.

