cenex

Transport | Energy Infrastructure | Knowledge & Enterprise

Lowering your emissions through innovation in transport and energy infrastructure

AN ELECTRIFICATION JOURNEY

Case Studies for Change

Installing Electric Vehicle Chargepoints in the UK

Introduction

Cenex provides organisations with the insights they need to inform decisions in the transition to electric vehicles.

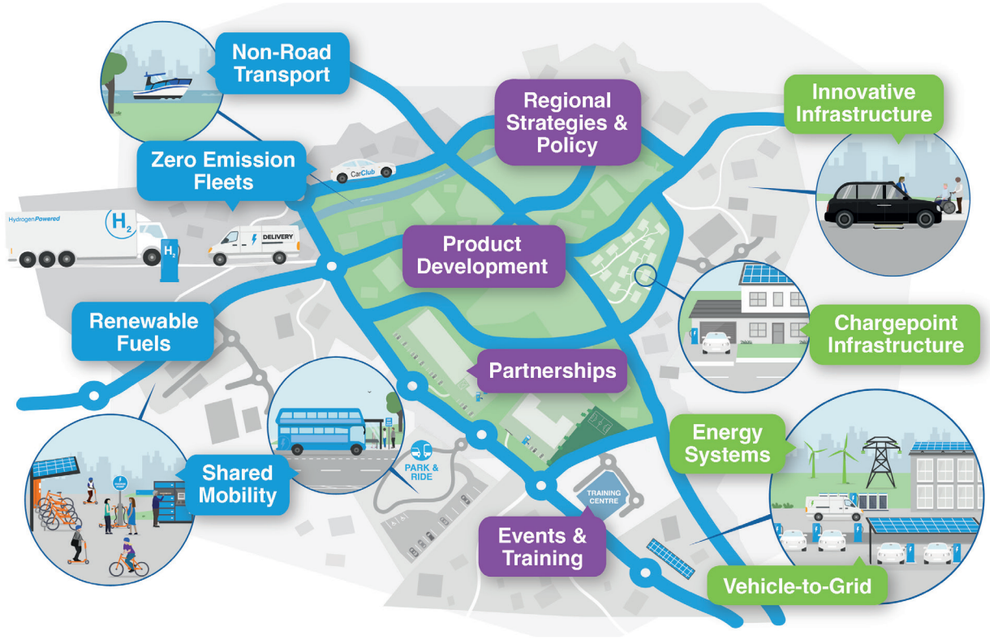
This document presents case studies of organisations that are spearheading the Electric Vehicle (EV) transition by leading the way on installing EV Infrastructure (EVI). It offers insights, guidance and real-world examples for those about to set off on their own electrification journey which you can apply to your own experiences.

About Cenex:

Cenex is an independent, not-for-profit research technology organisation (RTO) and consultancy, specialising in low emission transport & associated energy infrastructure.

Our independence ensures impartial, trustworthy advice from expert knowledge. We are the go-to source of guidance and support for public and private sector organisations along their transition to a zero-carbon future, providing insights, support, and solutions that reduce pollution, increase efficiency and lower costs.

To find out more about us and the work that we do, visit our website:
www.cenex.co.uk



Reducing emissions

This is an exciting and crucial time for road transport as low emission technology advances rapidly.

30%

Approximately 30% of UK carbon emissions are from road traffic

Transport emissions continue to rise, causing environmental issues such as climate change and poor urban air quality that affect us all today.

It is imperative that we mitigate the significant impact of these emissions on our global and local environments. The decarbonisation of transport is a critical step towards achieving this goal.

Enter Electric Vehicles!

As the UK approaches its 2030 deadline to end the sale of new internal combustion engine (ICE) cars and vans, important decisions must be made regarding the installation of EV infrastructure to keep pace with demand and user expectations.

The transition to electric vehicles will entail a significant change to the way people travel, goods are transported, and in the operations of your organisation, but taking the first steps early will result in long-term benefits.

Making the switch can be overwhelming without proper support and guidance. Therefore we have spoken to three leading organisations at the forefront of the transition so that you can learn from their experiences and lessons.

We hope these insights will leave you better equipped to start your journey and stay ahead of the curve!

Case Studies for Change

The following case studies highlight the motivations and best practices of organisations actively involved in installing EVI, so that you can apply the lessons learned to your own journey.

All three organisations are deeply committed to mitigating the impact of climate change and are taking steps to reduce their carbon emissions. To achieve this, they are investing in EVs and EVI, recognising it as a solution to lower their local emissions.

As early adopters, these organisations aim to facilitate the transition and encourage their direct and indirect stakeholders to electrify. They are eager to share their experiences and offer support to other organisations on the path to achieving Net Zero.

They have already done the hard work, so that your journey can be as smooth and effective as possible.

National Trust

Strategy and procurement best practice for national destination charging

Suffolk County Council

Community owned rural public charging

EA Technology

Leading by example, smart workplace charging

Tips for your Transition

Several key lessons emerge from the case studies that anyone can take forward as they embark on their electrification journey.

Lessons

Good Strategy:

Match strategy with mission.

These organisations have really thought-through their strategy and how EV charging can both facilitate and enhance their core mission.

Tip: Understanding your needs, requirements and demand for infrastructure is essential to determine the best charging solutions.

People power:

Adopt strategy with passion.

There is a real passion for the success of the schemes from top management down to users. This accelerates the transition.

Great partners:

Deploy strategy in partnership.

Each of the organisations has been supported by others in their journey. Specialists have advised on strategy, installation, operation.

Tip: Don't go it alone! Seek out expert advice and partners for support.

Deliver strategy innovatively.

Each story has its own barriers and challenges that have been overcome, requiring a flexible, creative and innovative approach.

Tip: There is no copy and paste. Learn from these case studies but recognise you will have your own unique challenges to overcome.

Change is happening.

Plug-in vehicles made up 20% of new registered vehicles in the UK in 2022 and Cenex expect this figure to rise to 60% by 2025 in preparation for the 2030 ban.

The best way to learn is by doing. But first, you can read about the organisations' approaches and how they implemented their strategy.

Tip: Take the first step. Establish a strategy and trial a small-scale solution, see how it goes!

CASE STUDY

National Trust

Delivering destination charging at Europe's largest conservation charity.

The Palladian mansion, Ickworth, Suffolk ©National Trust Images/Arnhel de Serra

Summary of Organisation

The National Trust has been protecting nature, beauty and history "for everyone for ever" since its founding in 1895. 'The Trust' - as it is affectionately called by many members, supporters, and staff alike - cares for over 780 miles of coastline, 250,000 hectares of land and over 500 historic houses, castles, parks and gardens in England, Wales and Northern Ireland.

Motivation

The National Trust's strategic ambitions are Climate Action and Everyone Welcome. Amongst its environmental pledges are commitments to planting and establishing 20 million trees and achieving net-zero carbon emissions of its own activities and supply chain, both by 2030.

Although the environmental impact of staff, and visitor travel to its sites, is not included within the scope of its net zero target, The Trust has recognised the importance of helping staff and visitors to make more sustainable choices. Additionally, there was a need to respond to the increasing number of requests from visitors and members for Electric Vehicle (EV) charging. Therefore, a project to implement this across The Trust's portfolio was launched in 2019.

Best Practice: Strategy and Procurement

Since then, The Trust has been on a journey to ensure the plan met the needs of the organisation and its members. This resulted in a clear, evidence-based infrastructure strategy and investment approach that aligns with The Trust's values.

Infrastructure Strategy

The Trust utilised anonymous visitor data to categorise visitors into distinct driver profiles. These were combined with driving distance data, EV uptake projections and visit duration information to evaluate the charging infrastructure requirements for each site.

The analysis determined that standard and fast AC charging would best suit the average visitor dwell time of three hours and would enable as many members to charge as possible within existing site power capacities. These conclusions have been validated via ad-hoc engagement with interested members.

Vision and Aspirations

An EV charging programme was built on this analysis to:

- provide the widest possible EV charging coverage at National Trust sites
- deliver EV charging solutions that are appropriate to the historic and ecological conservation setting of their sites

Trellisick, Cornwall ©National Trust Images/John Millar

- minimise risks to the Trust arising from implementation and operation of EV charging at their sites (namely risks of low usage, fast moving EV technology and poor reliability)
- maximise income opportunity from EV charging to support their charitable purpose
- provide a familiar, easy to access and quality charging service for all members, across sites, by taking a national approach to delivery

Investment Strategy

As a charity, it is imperative that the right investment route was taken to ensure the best use of available funds. Therefore, a key pillar in The Trust's strategy work has been to evaluate the costs and risks of owning and operating EV charging infrastructure.

Four approaches were evaluated:

1 Do nothing.

This would leave visitors and staff reliant on alternative forms of charging. Whilst this has the least financial risk to the Trust, it was felt to be at-odds with the wider strategic ambitions of Climate Action and Everyone Welcome.

2 Full ownership.

This approach would accept the burden to purchase, install and operate all infrastructure, with a rollout managed by Head Office. Although this would give the best control over the visitor experience, it also held the greatest risk, need for capital investment and resource allocation.

3 Site-led.

This option would devolve the EV charging responsibilities to site managers who could make their own decisions on what is right at their locations. However, this risked an incoherent approach, compromising the consistent and well-known brand, whilst relying on good decision-making at the site-level.

4 Lease.

This choice would involve leasing land at sites to a commercial Chargepoint Operator who would provide a service. Whilst the level of control over the experience would be diminished and revenue possibilities would be lower, this significantly reduced the financial exposure.

The selected Lease model met the aims of the programme and enabled a low-risk solution, from both an operational, technological and investment perspective. All other options considered required a significant capital outlay. This was not considered practicable given the vast range of charitable activities that the Trust needs to deliver and was not a defendable use of funds to the membership.

Procurement

With the decision to pursue a centrally managed lease strategy approved by the Executive Committee, the next step on The National Trust's EV charging journey was to prepare and run a full competitive tender process, which was initiated with a supplier open day held in January 2020. Unfortunately, the project was delayed by the coronavirus pandemic until late summer 2021.

Since then, The Trust successfully completed a three-stage procurement process to select a supplier which best understood the requirements and best aligned with National Trust's values. An initial Request for Information (RFI) was received, followed by a detailed request for proposals and finally an interview. The Trust then took forward a preferred supplier for contractual negotiations.

This supplier was successful in demonstrating:

- A high-quality hardware and software solution;
- An understanding of the need to match chargepoint types to the desired user experience;
- How visitor and membership numbers could be increased via charging provision;
- A portfolio approach where sites with likely higher utilisation could be used to support deployment at sites with lower numbers of visitors or weaker business cases;
- An appreciation for the complexity and challenge of many of The Trust's locations, including listed buildings and protected environments;
- A flexible service that could also accommodate sites with only staff and fleet needs; and
- An intelligent approach to load management.

Overcoming the challenges

Delivery management

The Trust operates a devolved management and decision-making structure, where regions and sites are empowered to make the best decisions based on their specific requirements and conditions. However, this is at-odds with the plan to deliver a national charging strategy.

Therefore, collaborating with the site managers effectively has been key to ensure the delivery of charging infrastructure is consistent. Having a clear national strategy as well as a dedicated EV project manager has been essential in managing the national approach and bringing all sites and regions towards their shared aims for nature, for people and for climate. To-date, the site managers have been supportive and co-operative in this activity.

Meeting accelerating demand

The demand for EV charging has grown significantly since The Trust embarked on their EV infrastructure delivery journey in 2019. Plug-in vehicles now make up more than 20% of new UK vehicle sales. Members and site managers are increasingly eager to see charging infrastructure installed at their sites and The Trust is being challenged as to why it isn't in place already.

The delays because of the Covid pandemic have meant that whilst The Trust was prepared, the roll out is behind the demand.

Site and power limitations

Many of the Trust's sites and locations present a complex challenge for installation. The Trust's places include many listed buildings and protected environments, and many are in remote, rural areas on low voltage networks. The cost of grid reinforcements is anticipated to be a significant barrier to the speed of the rollout and breadth of provision.

Delivering AC charging with smart load sharing and management is planned to mitigate the grid reinforcement challenge in the short term. In the longer term, The Trust is working with local developments, where possible, to share grid reinforcement costs.

Outlook

The National Trust is now working with its preferred supplier to finalise legal agreements – structured as a central framework agreement and supplementary site-specific leases – and implementation timelines for its first batch of deployments which are due to begin in 2023.

"Delivering the opportunity for members to charge their vehicles across our sites is key to our aims, Climate Action and Everyone Welcome. I am really looking forward to seeing our EV Charging strategy come to life in 2023".

- Clare Frater, Project Manager

Rhossili Bay, Wales ©National Trust Images/Trevor Ray Hart

CASE STUDY

Suffolk County Council

Community charging for a Green County

Summary of Organisation

Suffolk County Council are a rural administrative authority in the east of England, committed to community-led climate mitigation and adaptation since 2007. It has the forward-looking and ambitious goal to be the Greenest County in the UK. The Councillors are committed to initiatives that reduce and minimise environmental impacts and encourage a low carbon lifestyle and community in the County. This ambition is reflected across the local authorities in the county who are collaborating in many local environmental and community initiatives, including the provision of EV charging infrastructure to achieve the status.

Motivation

The ambition to be the UK's Greenest County provides the incentive to accelerate the provision of EV charging infrastructure locally and ensure consistent provision in places which would be less attractive to commercial providers.

The rural nature of the county means there is a **high reliance on private vehicles**. Electric Vehicles (EV) are not only a lower-carbon transport option but cheaper to operate. By providing charging infrastructure, the mobility of local people can be secured in a more cost-effective manner, which is important both in the current cost of living crisis and in the future.

Given the locality and age of the buildings in Suffolk, there is **limited access to off-street parking**. A lot of the residential roads are single lane, with limited space for pavements or parking. Parking is therefore often in community areas, including community centres and village halls.

Suffolk is a beautiful tourist destination that attracts many visitors. As EVs become more popular, **provision of chargepoints will be a factor to ensure confidence for the electric tourist.**

"Encouraging electric vehicle use is one way we can contribute to better air quality, the reduction of carbon emissions and cutting down our reliance on fossil fuels, all of which support the council's climate emergency declaration and ambition to create the Greenest County."

- Councillor Richard Rout, Suffolk County Council's deputy leader and cabinet member for finance and environment

Best Practice: Community Led Rural Charging

Since 2018, the county has been delivering 'Plug In Suffolk'. This is a programme that aims to simplify EV charging and make Suffolk Zero Emission Vehicle ready.

Site and power limitations

Plug In Suffolk aims to:

- deliver a county wide network that is community owned, fair, equitable, open access and easy to use.
- to provide the facilities and confidence to the community and visitors to encourage the transition to electric cars.
- deliver community assets that embody the Greenest Suffolk ethos, catalyse change, and develop community cohesion.

The programme has doubled the charging infrastructure provision in the county. Despite the lack of commercial interest in rural areas, utilisation is good and residents are ordering EVs as a result, causing some sites the need to be expanded.

Open access, easy to use

Early in the process, the Council recognised the cumbersome process of signing up for charging, multiple mobile phone apps and lack of phone signal. Therefore, to improve the driver experience and user process, contactless payment has been implemented as standard.

However, in 2018, contactless card readers weren't a common option in chargepoints. The council worked with a local business, Anglia Car Charging, to develop a bespoke 7 kW dual chargepoint that accepted contactless payment. The hardware is future proofed and designed to be adapted to any new access technology or approach, such as a national charging network.

"Anglia Car Charging has provided a local and innovative contribution to Plug In Suffolk, they are a key partner in the scheme's success. They provide simple, yet excellently designed products which make the user's experience smooth and help to create a robust infrastructure across the community."

- Councillor Richard Rout, Suffolk County Council

Community hubs

Secondly, the programme has focused on community hubs to enable residents and visitors to transition in a visibly community-focused way. This creates a dual usecase where chargepoints can be used in the day by tourists or visitors and at night by residents. Using a tiered payment system, residents are offered preferential rates to ensure those without home chargers are not penalised by having to use public charging.

Community owned

Investing in community assets has had a multiplying effect. The Council funds the capital and installation costs, which covers the costs that communities are unlikely to be able to fund themselves. Ownership is then transferred to the local parish or organisation who operate the chargepoint using systems provided by the council in exchange for a small per-kWh fee. All other revenues are kept by the community, which has a transformative effect because the local community are invested in the asset and incentivised to ensure its success. Some local cafes have started an incentive scheme where you get a discount on your coffee if you can show a picture of your EV charging on the local network.

Overcoming the challenges

Variable levels of exposure and education

Across such a wide and diverse social landscape, the levels of exposure and education about EVs is variable. Around 50 community groups are currently engaged to explore how to deliver EV charging infrastructure. However, there are many groups and parishes that have had very little exposure to electric vehicles and charging options. Decision-making is subject to misconceptions about EVs and EVI that need to be overcome.

The council's role has been to educate and empower, rather than impose solutions, and as word of mouth has spread, this is improving understanding in the localities.

Future power supply issues

As demand grows and more infrastructure is required, power capacity issues are anticipated. This is a national issue, and the county will look to the energy supply networks to take action. In the meantime, the deployments are shaped around available power capacity and are taking advantage of innovative load management and sharing solutions.

Vehicle supply

Lead time for vehicles is now a key barrier but is out of the council's control. The challenge for the ongoing programme success isn't convincing people, the cost or the infrastructure provision but the lack of supply that is holding back the rollout of electric vehicles.

Outlook

Leading the way and being ahead of the curve on climate mitigation and adaptation has been fundamental to the way Suffolk County Council operate and manifests itself in how the local community functions. Collaboration across the local governments in the county is working effectively and is a key for success. They are all working towards the Greenest Suffolk aims and are invested in the community and the assets.

The EV infrastructure has already had a multiplier effect and is anticipated that further low carbon initiatives such as community solar generation, battery storage and heat pumps will be integrated with the EV charging solutions.

It is hoped that Plug In Suffolk sets a precedent for other rural authorities and commercial operators to deploy near-home infrastructure for driver and community benefit. By focusing on the driver (who is the customer), rather than the land-owner, the benefits are clear to those that need them. This also puts the communities in a strong position for other changes in car ownership such as car clubs, wireless charging and/or Connected Autonomous Vehicles.

CASE STUDY

EA Technology

Staff and visitor charging for an innovative workplace

Summary of Organisation

EA Technology is a power asset management organisation. Their mission is to promote the development of resilient, accessible, low-cost energy networks globally, accelerating the transition to energy decarbonisation.

As the electrical networks transition to low carbon technologies, EA Technology has been working closely with the key stakeholders to understand the change and assess the impacts.

Motivation

The electrification of transport poses a significant challenge to the electricty networks and requires a much higher power demand than was foreseen when the networks were designed in the early 1900s. EA Technology has been involved in key high-profile projects exploring the impact of mass electric vehicle charging on the grid including My Electric Avenue and Electric Nation. Both of these explored early solutions for smart charging and power management.

EA Technology aims to lead by example. As an advisor to others, it places a high value on "walking the walk". A key part of this was the provision of EV charging infrastructure at their offices in Cheshire.

EA Technology is an employee-owned business that supports and enables staff to reduce their environmental impact at work and at home. They encourage staff to transition to EVs and many key members of staff have been driving electric vehicles since 2013.

"Success would be when every member of staff and all visitors are driving Electric Vehicles."

- Dave Roberts, Commercial Director

Best Practice: Smart Installation

EA Technology offer free charging to registered staff and visitors who have access to a total of 17 dual outlet chargepoints at their Capenhurst office. This includes six 'standard' 7 kW units installed on a temporary rig as part of the Electric Nation project in 2016 and ten 'fast' 22 kW units installed in 2021.

The infrastructure doubles as a service to staff and visitors to encourage the Change to electric vehicles, whilst providing a research testing opportunity for their core work. Blending real life experience across innovation projects with workplace charging has extended the organisation's knowledge, experience, and credibility to work in the area.

The provision is smart, monitored and integrated into the building management system and on-site solar, battery storage system. This means the EVs offer a flexible load that can be turned up or down to maximise the solar generation use, and manage building load within the site capacity limits. Power usage is monitored and managed, enabling the business to minimise carbon emissions and continue to learn about low carbon energy impacts.

Accompanying the technical monitoring is qualitative staff feedback. EA Technology undertook a staff survey to understand perceptions towards electric vehicles and likely take up to inform their infrastructure decisions in the design and futureproofing of the scheme.

"Having been involved in many EV projects over the years, I am pleased that we have put our learning to practice at the office. The chargepoints are really well used and my colleagues and I are pleased that EA Technology is investing in low carbon technologies such as EV chargepoints, solar PV and batteries."

- Karen Platt, Consultant, EA Technology

Overcoming the challenges

As an earlier adopter, EA Technology had to overcome many challenges during installation and operation.

Delivering Smart Capabilities

Although smart charging is now relatively ubiquitous, EA Technology's requirements for load balancing and integrating the EV charging with the wider building management system and power assets was an advanced challenge that few operators could provide at the time. Finding an operator who could deliver the business' needs was challenging.

Cost of future proofing

The groundworks and electrical cabling make up a significant proportion of the cost to deliver electric vehicle charging. Over-specifying the initial installation is more cost-effective than upgrading later. EA Technology understood their future requirements and provisioned for them. However, the on-site engineers misinterpreted the specifications and although installed the correct cabling, wired it in the wrong location. Personnel restrictions due to Covid meant that key staff weren't on site to supervise the installation and pick up on the error until it was complete.

Unforeseen site challenges

The site is old and has limited records of past infrastructure. During installation the team came across an underground cavern that had been an old phone exchange. The groundwork had to be re-routed to avoid this obstacle. Good surveys can help to reduce this risk, but lack of records can make this challenging.

Evolving industry players

The EV services industry is in its relative infancy and is rapidly growing. Innovative starts ups are being bought by larger more established companies. EA Technology own their units, although operate on a third-party back-office that has recently been taken over. The back-office provider was chosen due to their ability to work with the specified smart control system. This innovative functionality must be retained in the takeover process for the EA Technology solution to continue to operate as intended.

Funding

The scheme was not eligible for the Workplace Charging Grant as they are not accessible to the public, although EA Technology were able to secure part funding from their Local Enterprise Partnership (Cheshire & Warrington LEP).

Outlook

At the EA Technology site:

Providing confidence to visitors

Providing the confidence to visitors and staff that they can charge at the office is imperative to encourage the wider transition to electric vehicles. Having the charging infrastructure installed is the first step and EA Technology are committed to continuing to improve the service, with features such as booking and reservation, to ensure visitors know that they can charge when at their site.

Encouraging a fair and equitable transition

Although EA Technology aims to encourage staff to switch to EV, they are acutely aware that this needs to be done in a way that is fair for all staff. They are working on their plans to deliver fair and equitable charging whilst recognising that switching to EV may not feasible for everyone right now, and that they should not be penalised as a result.

Impact of rising energy prices

The rising cost of electricity has forced EA Technology to review their free charging policy. They believe that free charging encourages staff to transition to electric and they want to continue to provide the service for free. Therefore, are looking to maximise the use of onsite solar and battery systems to keep the cost to business as low as possible.

Increase in demand

The charging provision is likely to be sufficient for a number of years based on the employee EV uptake survey results and current utilisation, which is lower than anticipated due to the change in working dynamics after Covid. The electrical installation was over-specified to ensure additional units can be installed easily and cost effectively should they need to. However, EA Technology are keen to explore utilisation management systems such as alerts and notifications to encourage drivers to move their vehicle when it is finished charging.

Wider Industry

Technology readiness

Vehicle battery technology has improved significantly over the past decade, providing the boost in range to make EVs feasible for the average journey length. Charging infrastructure is now the key limitation and is where the real focus is needed to enable widespread uptake. Workplace charging infrastructure offers part of the puzzle to enable people to easily charge their vehicles, but the other types are needed to complete the jigsaw, including advancements in rapid motorway services, destination charging, as well as at home and on-street charging provision.

Efficient delivery

The scale of the infrastructure challenge ahead is huge and delivering efficiently will be key for success. It is important to have an awareness of the charging demand and understand the likely utilisation using data and monitoring to inform good infrastructure decisions.

Additionally, the supplier's ability to deliver and manage the integration with other energy assets and maximise the efficiency opportunity this presents is imperative to wider decarbonisation and delivering efficient electrical systems.

"I hope that dwell times for charging are recognised, and we start to understand that charging requirements directly correlate with how long you are plugged in for!"

- Dave Roberts, Commercial Director

Conclusion

Implementing an effective chargepoint strategy is no mean feat, but is necessary to encourage the EV transition and reduce the environmental impact of transport.

These case studies offer inspiration and a foundation to work from as you embark on your electrification journey.

Firstly, set clear targets

The 2030 deadline to end the sale of new ICE cars and vans will come around very quickly, and your organisation will need to be ready one way or another. All three organisations have a clear mission to proactively reduce the impact of their operations by moving away from fossil fuel-based transport.

Secondly, inform your approach

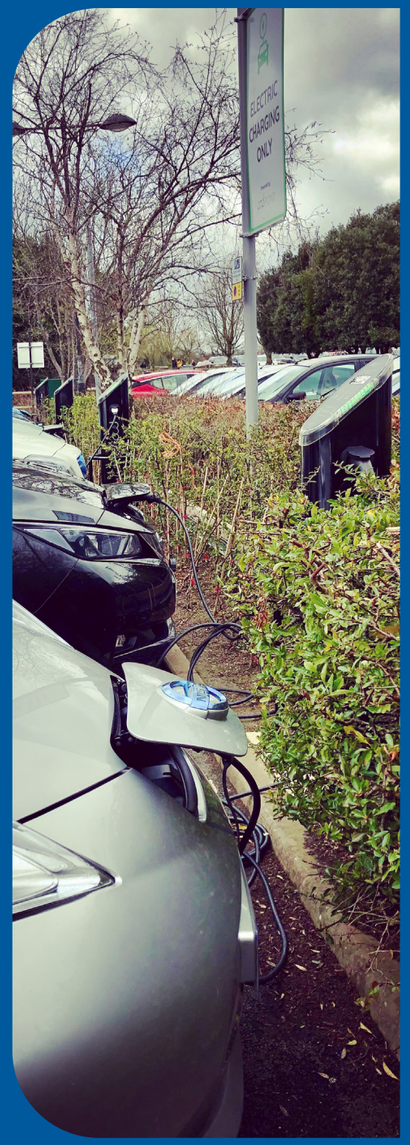
Transitioning to EV will require a deep understanding of your requirements and potential demand for infrastructure that can be fed into a good strategy. Upskill and educate your board, management, employees, visitors, clients and customers to bring them on the journey with you.

Thirdly, learn from others

None of the three organisations were able to do this on their own. In addition to their own commitment and strategic drivers, they relied on experts and industry to fill in the gaps in their own expertise and experience.

Lastly, be prepared to adapt

You will encounter barriers and challenges that will require a flexible and innovative approach but learning from those who have come before and working with experts will help to set you up for success!



Reflection

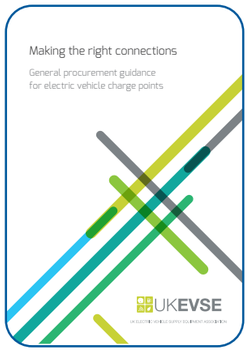
From Cenex:

As an organisation that strives to support businesses to decarbonise their transport, it is great to work with and promote leaders in this space and we're excited to see the progress being made across the country in pursuit of net zero and lowering transport's emissions. We hope this report offers the initial guidance to enable those organisations to take their first step in their decarbonisation journey.

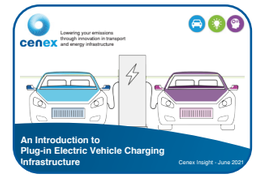
Despite the unique nature of each case study, the challenges and enablers are common. **This offers us direction to focus our support:**

- Building the capacity of people to make informed decisions, through access to free resources and training.
- Expert advice to enable organisations to understand their needs and requirements, including guidance and tools for analysis.
- Creating access to a network of influential partners and peers for guidance.

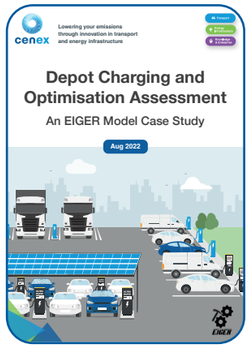
Further Reading:



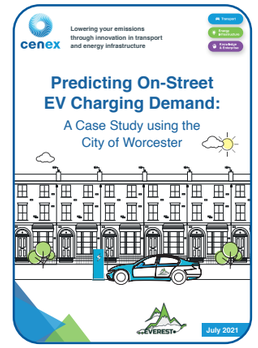
UK EVSE Chargepoint Procurement Guide



An Introduction to Plug-In Electric Vehicle Charging Infrastructure



Depot Charging and Optimisation Assessment



Predicting On-Street EV Charging Demand

Good luck! For more advice or guidance, get in touch:

Chloe Hampton
EV Infrastructure Strategy Consultant
info@cenex.co.uk

Transport

Energy Infrastructure

Knowledge & Enterprise

Lowering your emissions through innovation in transport and energy infrastructure

Download more free-to-access reports, guides and resources, at:

www.cenex.co.uk/resources

Cenex

Tel: 01509 642 500
Email: info@cenex.co.uk
Website: www.cenex.co.uk
Twitter: @CenexLCFC
LinkedIn: Cenex