BetterBuildings Webinar Series
Marketing, Communications, Outreach:
Lessons Learned in and outside Energy Efficiency

Speakers:
Erin Blair Jackson: BetterBuildings Program
Merrian Fuller: Lawrence Berkeley National Laboratory
Katrina Tavanlar: Booz Allen Hamilton
Steve Morgan: Clean Energy Solutions, Inc.
Cynthia Adams: Local Energy Alliance Program

Aug 26, 2010

Welcome! Webinar Agenda

- Topic Framework
- Sneak Peak at Lawrence Berkeley National Laboratory's Driving Demand for Home Energy Improvements Report
  - Merrian Fuller: Principle Research Associate
- Developing your Communications and Outreach Plan
  - Katrina Tavanlar: associate at Booz Allen Hamilton
- BetterBuildings Grant Program Example:
  - Steve Morgan: Clean Energy Solutions, Inc.
  - Cynthia Adams: Executive Director at Local Energy Alliance Program (LEAP)
- For-profit business marketing and DOE Support
  - Erin Blair Jackson
- Questions
- Next Steps: What's Important Now

The BetterBuildings Program

- Key Themes
  - Partnership
  - Leverage
  - Collaboration
  - Learning
  - Community
  - Behavior Change
  - Energy savings
  - Job creation
- Vision is a self-sustaining market for building energy retrofits that results in economic, environmental, and energy benefits across the United States.
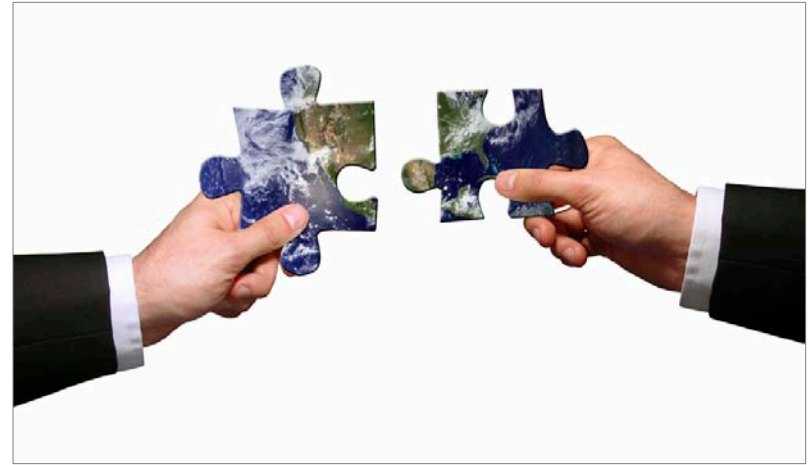
How do we tie it all together?

BetterBuildings Identity

- Putting together our brand
- Psychological triggers:
  - Thoughts, feelings, perceptions, images, experiences, belief systems, values, attitudes
- Should help us speak with one voice and provide a credible message in the marketplace
- Over time, will help achieve our long-term vision
- Progress to date
  - Name Change…
  - Retrofit Ramp-Up evolved to BetterBuildings
- Special Announcement…

BETTER
BUILDINGS

Strategically Designed

- Strong, clean, modern
- Opportunities to co-brand with YOUR program
- Symbol
  - Abstract
  - Representative of a house or commercial building
  - Looks like building blocks- ties to theme of learning
- Guidelines for usage available on Google Group
- Only grantees and subgrantees may use for time being.

Marketing, Communications, Outreach

- Terminology
  - **Marketing** is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (*American Marketing Association*)
  - **Strategic Communications:** The proactive and targeted development and delivery of key messages, and engagement of key stakeholders at the right time, in the right manner, with the right responsiveness (*Booz Allen Hamilton*)
  - **Outreach:** the extending of services or assistance beyond current or usual limits ; to reach farther (than); exceed; surpass (*Webster's New World Dictionary*)

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Sneak Peak at LBNL Report

- Merrian Fuller: Principle Research Associate at LBNL

- Author of "Driving Demand for Home Energy Improvements"

- Researching consumer insight for past X months

- Report will be made available mid-September

- Detailed Presentation and interactive discussion sessions at Sept Workshop

- Full-blown webinar Sept 29

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Developing A Strategic Communications and Outreach Plan

- Katrina Tavanlar: Associate at Booz Allen Hamilton

- Expert in communication and outreach strategies, change management, program development

- Best Practices in Writing Your Marketing, Communications, Outreach Plan

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Program Example: Social Marketing Strategies

- ## Steve Morgan: President, Clean Energy Solutions, Inc.
  - Working with South East Energy Alliance (SEEA) and Greater Cincinnati Energy Alliance BetterBuildings grant programs

- ## Cynthia Adams: Executive Director at Local Energy Alliance Program (LEAP)
  - Charlottesville, VA
  - Sub-grantee to SEEA grant program

Website: Ash Lawn-Highland, President James Monroe's house

Lessons from Marketing Experts

- Social Marketing:
    - Build relationships; align with people who are emotionally invested
    - Always tell a story- pull at heartstrings. Consumers crave the unique, the remarkable, and the human
    - Be sure you have permission to talk to consumers
    - Find Linchpins!

- "What we want, what we need, what we must have are indispensable human beings. We need original thinkers, provocateurs, and people who care. We need marketers who can lead, salespeople able to risk making a human connection, passionate change makers willing to be shunned it if is necessary for them to make a point. Every organization needs a linchpin, the one person who can bring it together and make a difference…we need artists" – Seth Godin

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Lessons from Marketing Experts

- Viral Marketing:
  - The internet provides you a keen ability to share ideas and provide gifts; be creative
  - Build a community of believers – leverage into market transformation
    - Blogs
    - Videos
    - Email marketing / listservs
- Recognition Marketing "You Earned X Points!"
  - Awards
  - Contests

"Broadcast Yourself."

Connect and Share with the People in your life

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Lessons from Marketing Experts

- Traditional Marketing (radio advertisements, print advertising, TV advertising, direct mail)
  - Very Expensive
  - Need to be incredibly repetitive to work
  - Test your content
  - Always have a call to action
  - Harder to track performance
  - Not as trusted by general consumer public

get 50% off or half price, whichever is less.

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DOE Support for Your Program

- Marketing, Communication, and Outreach Plan Template
- Logo and Brand Guidelines will be made available on the Google Group
- Consumer Insight Research: looking into available options
- September Workshop!
  - Deep dive into driving demand, marketing techniques, and best practices
  - Peer discussions / interactive sessions
  - Launch topical collaboratives including Driving Demand / Marketing (want to join? Email Erin at Erin.Jackson@ee.doe.gov)
  - Register by Monday August 30th.
  - Call Westin O'Hare to book your room: 888-627-8517
- Google Group: past webinar recordings, discussions, file sharing
- Account Manager is available to help answer any of your questions
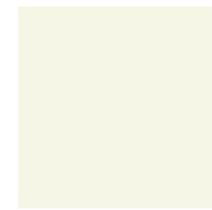
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Driving Demand
for Home Energy Improvements

Sneak Preview

Merrian Fuller
Lawrence Berkeley National Laboratory (LBNL)
August 26, 2010

What We Did

- **Case studies of 14 residential energy efficiency programs**
- **Review of relevant reports and presentations**
- **Phone survey of 30 home performance contractors**
- **Interviews with key experts**

lindaaslund, Creative Commons

Lessons from Past Programs

Programs to date simply have not succeeded in delivering these investments at a scale commensurate with either

    a) the scale of the energy and climate challenges we face, or

    b) the potential for savings in the residential sector that has been touted for decades.

And many past programs offered significantly larger incentives than are being discussed today….

However, we do know where to start.

What Does NOT Work

FALSE: If people are "informed" they will make different choices.

FALSE: If people have access to capital they will make energy improvements.

We argue that people are, in fact, "rational" – though not in the narrow economic sense. Is it rational decline an opportunity to pay thousands of dollars for something that you don't yet want? We think so.
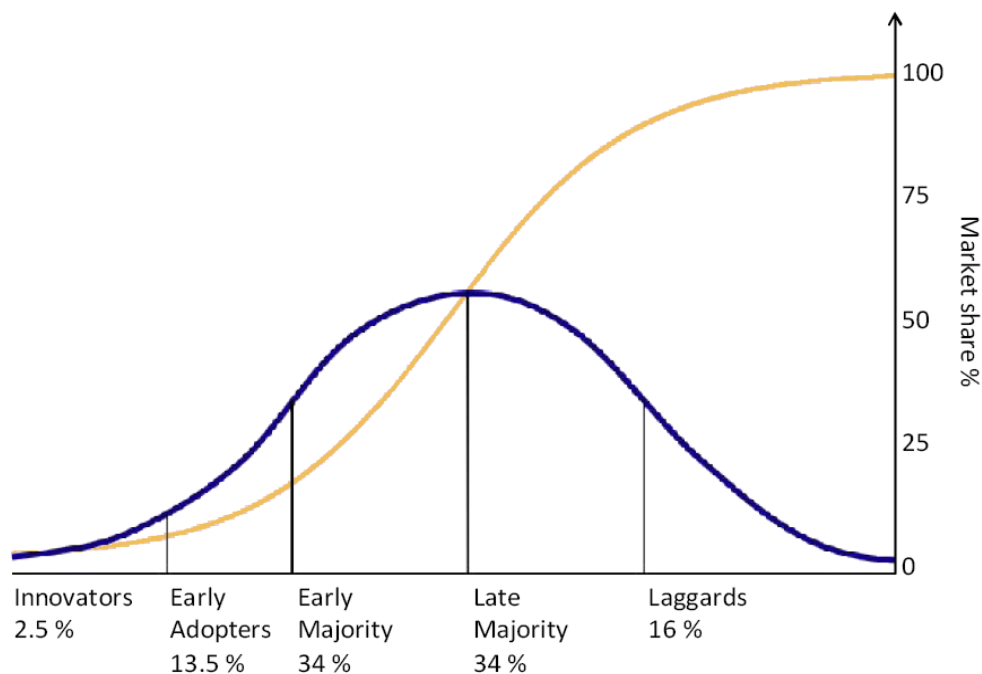
1. Don't Serve Everyone

You may not be able to reach *everyone* in the initial launch, in fact, it may be prohibitively expensive to do so effectively.

Consider targeting by:
- Demographics
- Values
- Hot issues
- Potential for energy savings
- Entry point

The diffusion of innovations according to Rogers
(Image created by Tungsten, Wikimedia Commons)

Segments...	The Leading Achiever	The Striving Believer	The Practical Spender	The Thrifty Conserver	The Disconnected
% Pop/Sample	20%	24%	18%	21%	17%
Efficiency Practices	**High**	Low	**High**	Low	Low
Conservation Practices	Low	**High**	Low	**High**	Low
Concern for Convenience & Comfort	Lower	Lower	**Higher**	**Higher**	**Higher**
Age	35 – 64	25 – 54	55+	25 – 34 & 65+	18 – 34
Income	$75k+	$50k – $100k	$30k– $75k	< $50k	< $50k
Owner/ Renter	**Owner**	Renter	**Owner**	Renter	Renter
% Ethnicity per Segment	White 76% Hispanic 13% AA 3% Asian 5% Other 2%	White 61% Hispanic 18% AA 8% Asian 11% Other 2%	White 54% Hispanic 29% AA 6% Asian 10% Other 2%	White 49% Hispanic 35% AA 4% Asian 11% Other 1%	White 29% Hispanic 50% AA 14% Asian 8% Other 3%

California Market Segmentation for Smart Energy Practices
(Chart adapted from Fogel 2010; data from Opinion Dynamics 2009b)

2. Sell Something People Want

High energy use is not a "problem" for most people, try:

- **Comfort:** Increase the comfort and wellbeing of your family.

- **Practical Investment:** Make an investment to protect and maintain your most valuable asset.

- **Self-Reliance:** Become a self-reliant American – reduce your energy dependence.

- **Social Norms:** All of your neighbors are making home energy improvements – why aren't you?

- **Health:** Protect your family from mold allergies and asthma.

- **Community:** Join your neighbors in supporting local prosperity, reducing energy waste, and protecting the environment for future generations.

3. Enlist Trusted Messengers

People respond best when approach by a peer, somebody they trust and can relate to, especially someone viewed as a leader in the community.

Themes from the case studies:

- Have local opinion leaders promote the program
- Peer-to-peer conversations to get "buzz" going
- Support of local organizations, especially nonprofits
- Allow the local community to have some ownership

→ **Contractors are also important messengers!**

Driving Demand Webinars

- **Wednesday, September 29 at 3:00-4:15 EDT**

  Full results of the Driving Demand report, plus Minnesota's "One Stop Shop" case study presentation

- **Tuesday, October 19 at 2:00-3:15 EDT**

  Case studies from the field (TBA)

- **Tuesday, November 9 at 2:00-3:15 EDT**

  Case studies from the field (TBA)

Mark your calendars!

Registration will be available here:

www1.eere.energy.gov/wip/solutioncenter/webcasts/default.html

Contact Info

Merrian Fuller

Lawrence Berkeley National Laboratory

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Other reasons for inaction…

- People are **more sensitive to losses than to gains**, and hence more concerned about what they may lose from a decision (e.g. upfront cost) than by what they might gain (e.g. future reductions in energy bills)

- People tend to be **biased towards maintaining the status quo** and they tend to **discount future benefits** of taking action.

- People often feel **overloaded by having too many choices**; presenting homeowners with a long list of recommended energy efficiency measures may result in them being less likely to implement any of them.

- People are simply **not used to making conscious decisions about energy**. Most daily decisions about energy use are governed by unconscious habit.

- Many people often **assume they are performing better than the average** person or that they are **already doing "all that they can."**

Webinar Presentation

Department of Energy
BetterBuildings Program

Communications and Outreach Plan Development

August 26, 2010
Washington, DC

Outline

> ▸ Introduction

▸ Stage 1: Determine communications objectives

▸ Stage 2: Conduct stakeholder analysis

▸ Stage 3: Develop key messages

▸ Stage 4: Identify communications tools and tactics and determine roll out strategy

▸ Stage 5: Establish feedback mechanisms, monitor progress, and conduct course corrections as needed

▸ Conclusion

Strategic communications are a key success factor in effectively driving change and creating awareness, understanding, and buy-in for building retrofits

Strategic Communications Definition

"The proactive and targeted development and delivery of key messages, and engagement of key stakeholders at the right time, in the right manner, with the right responsiveness"

To help build support for building retrofits, create a plan that addresses several key questions

Objectives	▸ What are the objectives of the communications effort? ▸ How does it support and accomplish the overall goals of the project?
Audience	▸ Who do I need to communicate to? ▸ What are the benefits of my project to my audience? ▸ What are the challenges associated with my project that my audience sees? ▸ What are the preferences for communications for my audience?
Message	▸ What consistent message do I want to communicate? ▸ What do I need to say in order to alleviate my audience's concerns or address their needs? ▸ How do I ensure consistency in how we talk about our project?
Tools/Tactics	▸ What are the best tools and tactics for communicating to my target audience? ▸ How often should I communicate?
Feedback	▸ What tools do I use to understand how effective my communications efforts are ?

Use a five stage process to develop a strategic communications and outreach plan that drives awareness and understanding

Five-Step Strategic Communications and Outreach Plan Development Process

Identify the objectives of the communications and outreach strategy	1
Conduct stakeholder analyses to determine audience values, needs and concerns	2
Develop key messages to provide consistent voice regarding the project	3
Identify the communications tools and tactics and determine the roll out strategy to convey messages to stakeholder audiences	4
Establish feedback mechanisms, monitor progress, and conduct course corrections as needed	5

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In Stage 1, determine the objectives of your communication and outreach efforts to provide focus to your activities

Examples of Objectives of a Communication and Outreach Strategy
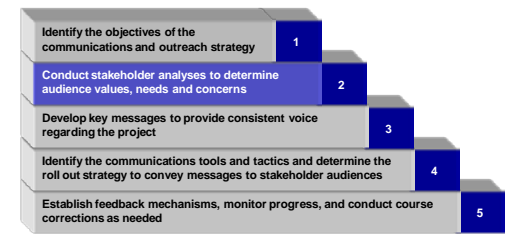
▶ Create awareness

▶ Promote understanding

▶ Convey information

▶ Educate

▶ Motivate behaviors

▶ Inspire support

▶ Support a vision

▶ Identify behaviors that should cease

▶ Build trust

▶ Build partnerships

▶ Facilitate innovation

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In Stage 2, develop a stakeholder analysis to help inform your communications and outreach efforts

Identify the objectives of the communications and outreach strategy	1
Conduct stakeholder analyses to determine audience values, needs and concerns	2
Develop key messages to provide consistent voice regarding the project	3
Identify the communications tools and tactics and determine the roll out strategy to convey messages to stakeholder audiences	4
Establish feedback mechanisms, monitor progress, and conduct course corrections as needed	5

Stakeholders are anyone impacted by your project and/or has an interest in the outcome of your efforts
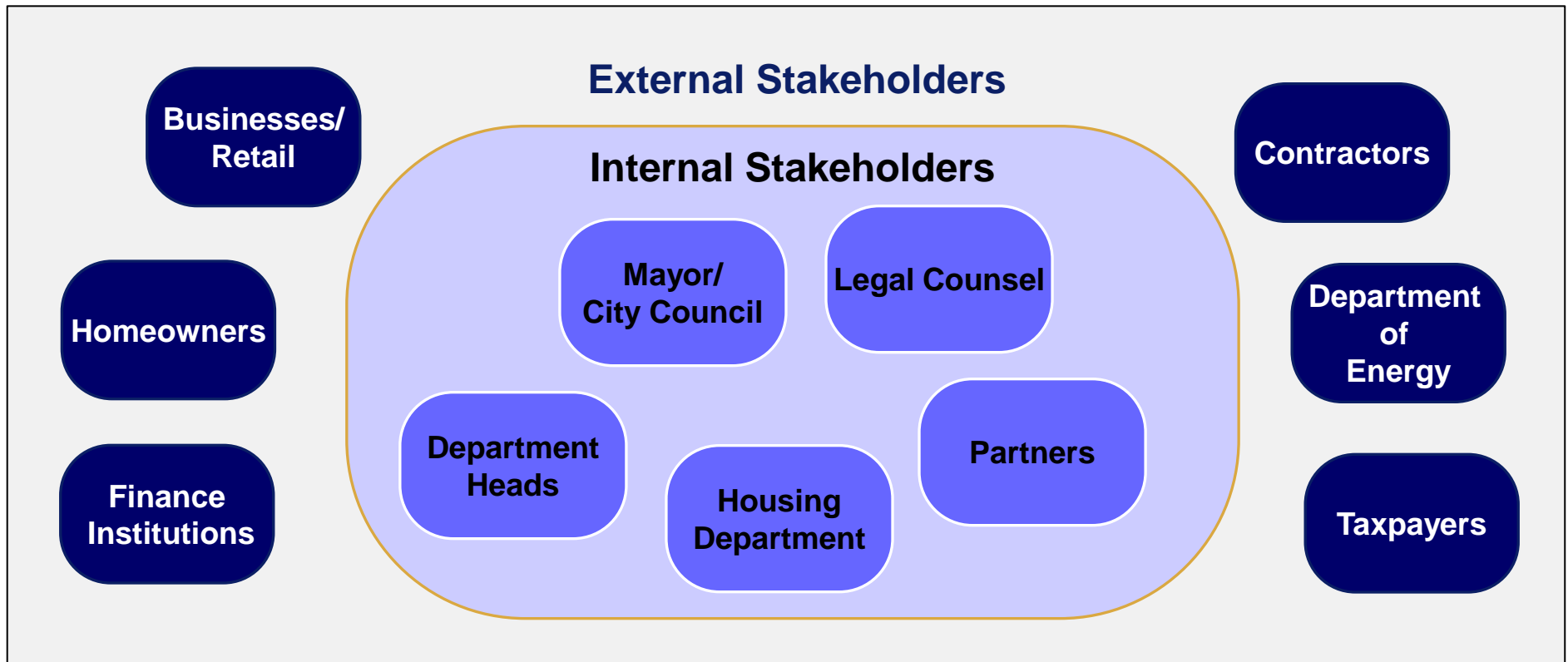
Stakeholders are important to identify because each plays some role in the success (or failure) of your project

Group stakeholders around similar demographics to identify each group's unique characteristics, issues, concerns and needs

Characteristics of Groupings

- They are likely to have similar attitudes or interest towards the project
- They are likely to have similar behaviors
- Their jobs are being affected in similar ways
- They have similar uses/needs from the project
- They have similar levels of influence
- They have similar communication needs

Sample High Level Stakeholder Analysis

Stakeholder	Analysis
Homeowners	**Excited about the project, but nervous about learning how to navigate the process**
Businesses	**Sees project as an opportunity but does not understand the financing**
Mayor/City Council	**Wants to understand the benefits to the community**
Partners	**Wants to understand how to make project a success, but nervous about the steps for implementation**

Work to understand how each group is affected by the project, both positively and negatively, and to understand their current attitudes toward the effort

Elements of a Stakeholder Analysis

Data collected	Method of data collection	Sources
▸ Benefits of project	▸ Interviews	▸ Agency managers
▸ Concerns about the project	▸ Focus groups	▸ Department leaders
▸ Attitudes towards the project	▸ Internal documents	▸ Partners
▸ Ways affected by project	▸ Data collected previously	▸ Selected stakeholder representatives
▸ Knowledge of project	▸ Knowledge of organization	▸ Media or Public Opinion (public knowledge, Internet searches)
▸ Best communication channels	▸ Literature review	
▸ Information needs		
▸ Learning and training needs		
▸ Job impact		
▸ Number of stakeholders		
▸ Trusted sources of information		
▸ Best venues for collecting feedback		

Below is a sample stakeholder analysis matrix

Stakeholder Group	Description of relevance of group to project/Influence	Benefits	Concerns/Issue	Preferred Communications

Identifying specific issues allows you to identify possible causes, which will inform your communications and outreach strategy

Issue	Possible Causes
1. Do not understand what they are being asked to do	‣ Poor communication ‣ Insufficient detail provided
2. Perceive the project as being inconsistent with the mission and objectives of the organization	‣ Benefits have not been articulated ‣ We haven't made the fit clear
3. Don't see their bosses supporting the project	‣ Senior management not "walking the talk" ‣ Middle management not supporting the effort
4. Too many other initiatives on their plates	‣ Lack of priorities to focus on what's important ‣ We haven't communicated priorities or benefits
5. Believe the organization is not very good at managing the effort	‣ We have a track record of failure ‣ No implementation processes built into initiatives
6. Do not believe they are accountable for implementing the project	‣ No performance measures or accountability ‣ Don't reward implementation — just punish failure
7. Do not have the skills or abilities to implement the project	‣ Insufficient training ‣ Did not attend training

Stakeholder analyses also enable us to identify points of resistance and support

Outline
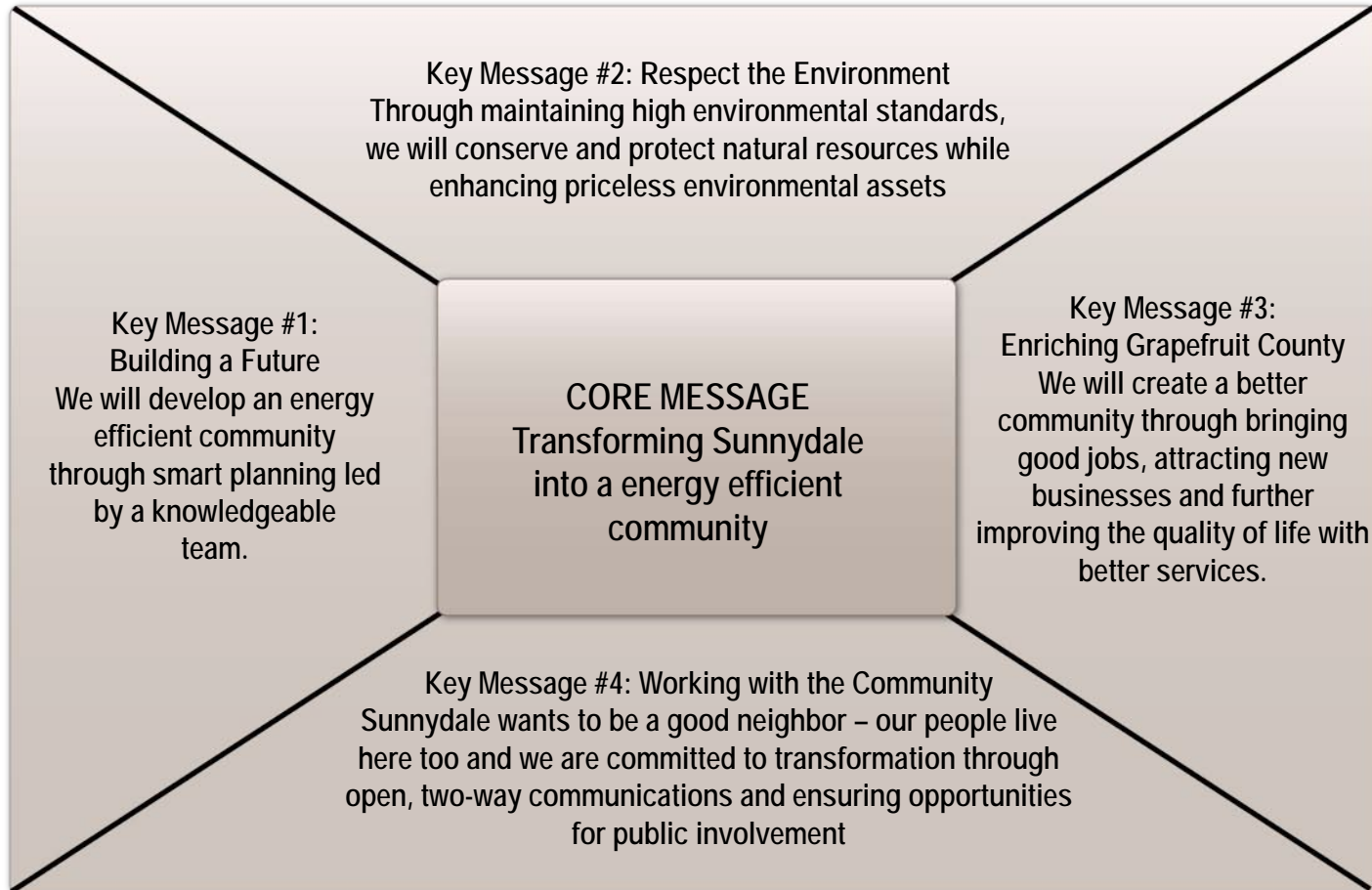
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▸ Conclusion

In Stage 3, develop key messages to ensure consistency and promote your objectives

Identify the objectives of the communications and outreach strategy — 1

Conduct stakeholder analyses to determine audience values, needs and concerns — 2

Develop key messages to provide consistent voice regarding the project — 3

Identify the communications tools and tactics and determine the roll out strategy to convey messages to stakeholder audiences — 4

Establish feedback mechanisms, monitor progress, and conduct course corrections as needed — 5

- ▶ Key messages express the benefits of the project and serve as the focal point throughout the communications and outreach effort

- ▶ Answer the all-important "What's in it for me?" (WIIFM)

- ▶ Describes how the project will support the achievement of organizational goals

- ▶ Addresses the challenges

- ▶ Communicates specific information to specific target audiences

- ▶ Should inform, educate, and/or persuade

- ▶ Remain consistent across audiences, although the vehicles may change
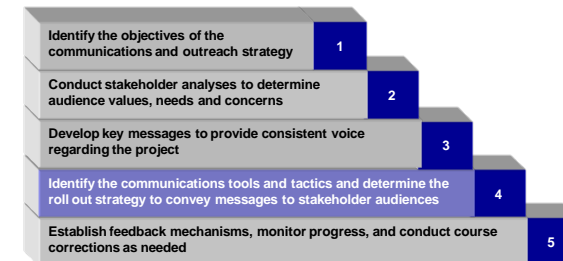
- ▶ Always incorporate a call to action

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Here's one example of key messages that addresses stakeholder information needs

Key Message #2: Respect the Environment
Through maintaining high environmental standards, we will conserve and protect natural resources while enhancing priceless environmental assets

Key Message #1:
Building a Future
We will develop an energy efficient community through smart planning led by a knowledgeable team.

CORE MESSAGE
Transforming Sunnydale into a energy efficient community

Key Message #3:
Enriching Grapefruit County
We will create a better community through bringing good jobs, attracting new businesses and further improving the quality of life with better services.

Key Message #4: Working with the Community
Sunnydale wants to be a good neighbor – our people live here too and we are committed to transformation through open, two-way communications and ensuring opportunities for public involvement

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In Stage 4, identify the best methods for reaching stakeholder groups based on their preferences and the message to distribute

In-Person	Online Engagement/ Multimedia	Hard Copy Publications	Specialty Items
Small group ■ Strategy meetings ■ Outreach visits ■ Staff meetings ■ Brown bag lunches ■ Interagency communications working group ■ Focus groups ■ Roundtable discussions Large group ■ Town hall briefings ■ Outreach visits ■ Conferences (organizing/sponsoring) ■ Speeches to professional associations ■ Speakers Bureau and associated training – to promote, enable cadre of surrogate speakers ■ Door to door campaigns	■ Intranet web site ■ Public web site ■ Global e-mails ■ Blog ■ Wiki postings ■ Online surveys ■ List-serves ■ Corporate Calendar ■ Net meeting chat software ■ CD ROM ■ Video Conferencing ■ DVD ■ Gaming ■ Video	■ Office newsletter ■ Articles ■ Official documents ■ Speakers kit – one stop corporate message" shop ■ Press releases ■ Question box ■ Articles in trade, professional and outside publications ■ Posters ■ Flyers, brochures, handouts ■ Fact sheets ■ FAQs ■ Welcome guide	■ Videos ■ Magnets ■ T-shirts ■ Key chains ■ Bookmarks ■ Mugs ■ Wallet cards ■ Energy meters

Evaluate the advantages and disadvantages of a tool based on your goals and the group you are trying to reach

CATEGORY	FACE TO FACE	ONLINE ENGAGEMENT/ MULTIMEDIA	HARD COPY PUBLICATION	SPECIALTY ITEMS
Communication direction between communicator and audience	• Communication direction between communicator and audience	• One-way or two-way	• One-way (message moves from communicator to audience)	• One-way (message moves from communicator to audience)
Reach and richness	• Low reach/high richness	• High reach / richness varies	• High reach / richness varies	• High reach / low richness
Advantages	• Largely considered to be most effective means of communication	• Efficient, fast to disseminate, update (systems are compatible) • Easy interaction with audience • Usually easy to publish • 24/7 availability	• Provides for easy/desk side reference/referral • Great designs have visual impact • Portable (easy to carry home)	
Disadvantages	• Time consuming • One-time event, not repeatable unless recorded • Requires qualified speakers • Requires physical space • Limited audience size	• Labor/time intensive (to produce/review/clear) • Not all graphics/layout compatible with technical means of delivery • Technical capabilities not always at all sites	• Labor/time intensive (to produce/review/clear) • Snail-mail distribution • Disposable • Unchangeable	• Relatively expensive • Often must be produced in-house • Rules about gift-giving may restrict distribution

Determine the best communication tools for each stakeholder group by message

Stakeholder Group	Key Message	Communication Tool

Outline

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▶ Conclusion

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In Stage 5, incorporate feedback mechanisms, monitor progress, and conduct course corrections as needed

Identify the objectives of the communications and outreach strategy			1
Conduct stakeholder analyses to determine audience values, needs and concerns			2
Develop key messages to provide consistent voice regarding the project			3
Identify the communications tools and tactics and determine the roll out strategy to convey messages to stakeholder audiences			4
Establish feedback mechanisms, monitor progress, and conduct course corrections as needed			5

Example Feedback Mechanisms

Feedback Approach	Objective
Feedback email form on web site (Intra/Internet Survey)	Allows the organization service providers and employee customers to give feedback on the program and on the communications materials received
Focus Groups	Used to evaluate the effectiveness of the demonstration project; to test impact of change; and to obtain group feedback on communications and/or program components
Comment cards questionnaires at road shows and other gatherings	Provides direct and immediate feedback with little effort required of the developer or the respondent
Steering Committee	Provides timely and consistent feedback from a well-informed and important set of stakeholders; also provides an opportunity to address issues face-to-face with representatives of major stakeholder groups
Surveys/Data Collection Questionnaires	Provides quantitative data. If done anonymously, respondents feel less pressure to give the socially acceptable answer and may provide more honest feedback
Town Hall Meetings	Provides an opportunity for two-way dialogue with stakeholders. If the same questions are repeatedly asked, this indicates a flaw in the messages being sent
Roundtable Discussions	Small group atmosphere allows deeper discussions, and will indicate if messages have been sufficiently customized. Additionally, provides focused feedback on localized issues
Feedback link available on the organization intranet	Provides open invitation for feedback from all internal stakeholders, and allows for personalized response which will instill confidence that concerns are "being heard"

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Successful communications and outreach strategies often share similar characteristics

Simple	▸ Clear and concise ▸ Easy to understand
Vivid	▸ Use of metaphors, analogies, examples ▸ Audience can relate to message
Multi-channeled	▸ Mixture of communication forums increases chance messages are heard and remembered
Repetitive	▸ Frequency also increases likelihood message will be heard and remembered
Sponsored	▸ Leadership's participation in communication improves message credibility
Clear	▸ Addressing perceived inconsistencies should eliminate/minimize confusion and doubt
Interactive	▸ Providing a mechanism for audience response improves feedback

Social Marketing and Outreach Strategies for Community Energy Efficiency Programs

Steve Morgan

Clean Energy Solutions, Inc.

Richmond, VA

April 28, 2010

Organization + Program Design + Financing = Necessary, but insufficient

- Strong participation levels take strong marketing

- Marketing must be tailored to particular audiences

- Energy Efficiency is a hard sell

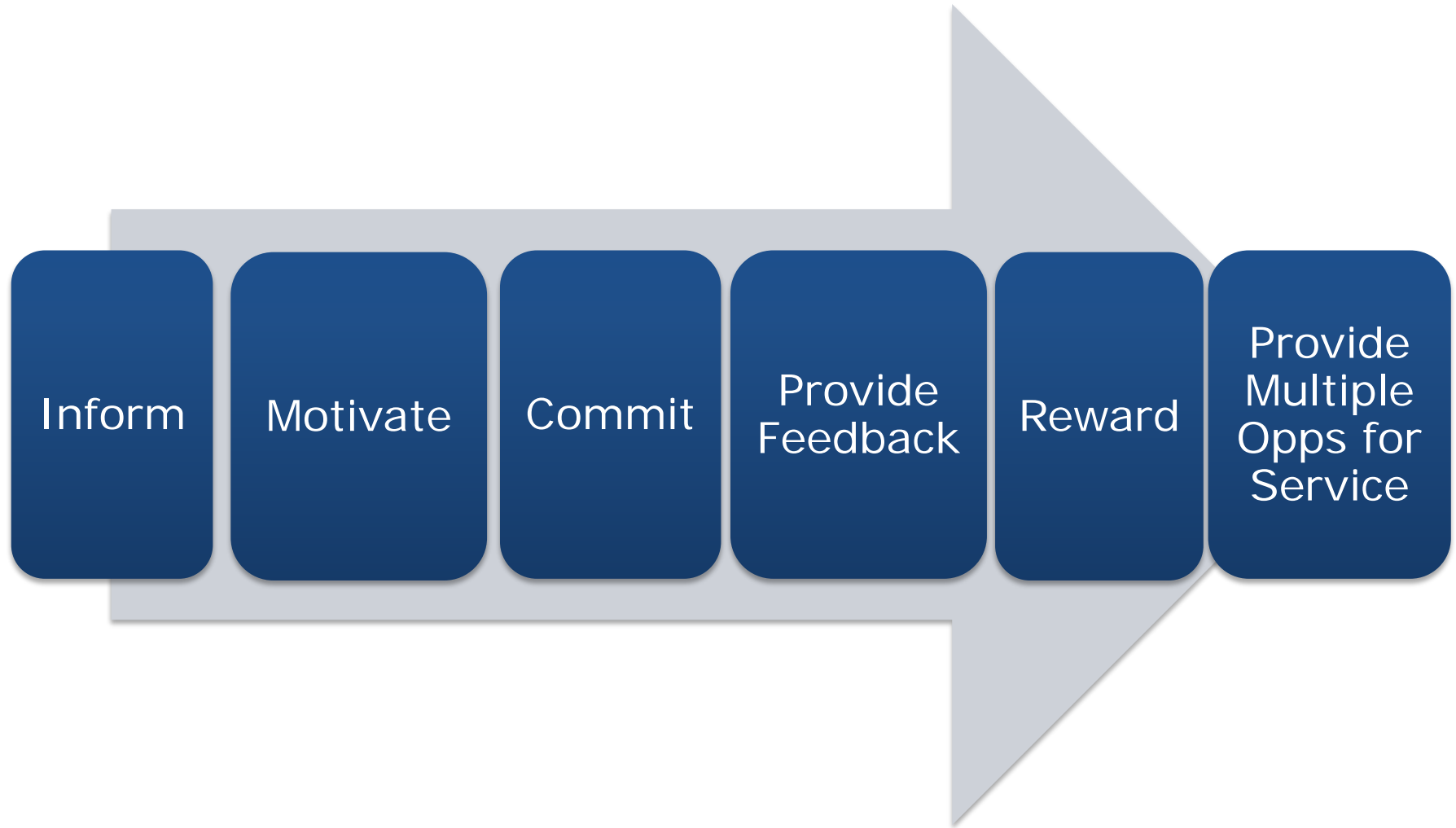 - Hurdles are many and high

  - Complicated and multifaceted

CLEAN ENERGY SOLUTIONS, Inc.

Market Segments

	Revolving Loan Funds	Third Party Loans	Energy Savings Performance Contracting	Property Assessed Clean Energy	On-Bill Repayment
Residential	✓	✓		✓	✓
Small Biz	✓	✓		✓	✓
Commercial	✓	✓	✓	✓	✓
MUSH	✓	✓	✓		✓

MUSH = Municipal, University, School, Hospital

CLEAN ENERGY SOLUTIONS, Inc.

Important Objectives of Marketing

Inform → Motivate → Commit → Provide Feedback → Reward → Provide Multiple Opps for Service

CLEAN ENERGY SOLUTIONS, Inc.

Unprecedented Social Marketing Effort

Strong Community Base is Vital

Multiple Segments Served

- Targeted Messages to Multiple Segments

- Branding similar to Energy Star

Multiple Delivery Methods

- Web 2.0

- TV, radio, newspapers

- Door-to-Door, Personal

- Trade Allies

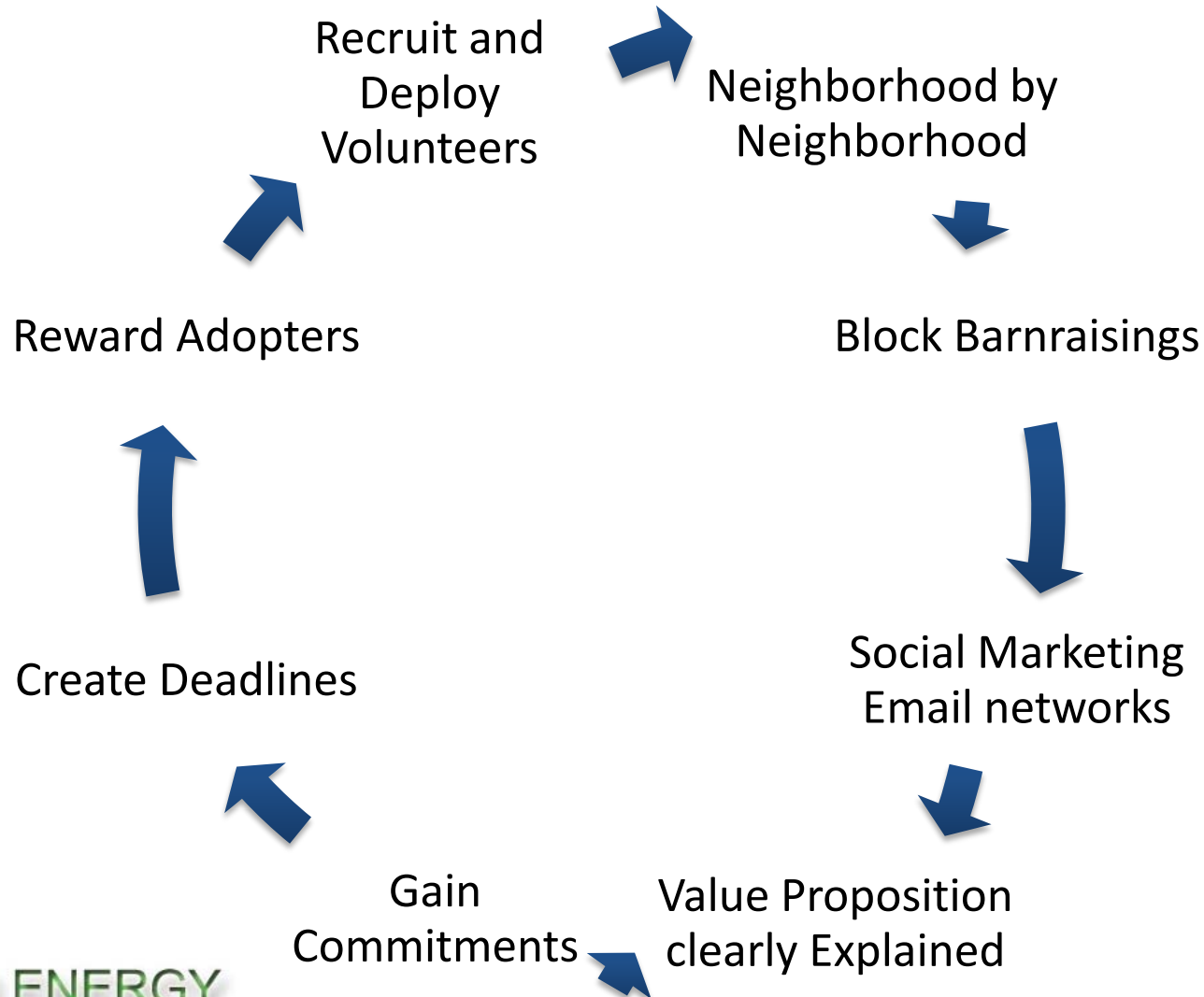- Telemarketing

- Posters

CLEAN ENERGY SOLUTIONS, Inc.

Social Marketing Strategy for Communities

- Akin to Sustained Political Campaign

- Use of Community Partners Vital

- Messaging Critical: Saving $ Paramount

- Know your audiences

CLEAN ENERGY
SOLUTIONS, Inc.

Sustained Political Campaign

Recruit and Deploy Volunteers → Neighborhood by Neighborhood → Block Barnraisings → Social Marketing Email networks → Value Proposition clearly Explained → Gain Commitments → Create Deadlines → Reward Adopters → (Recruit and Deploy Volunteers)

CLEAN ENERGY SOLUTIONS, Inc.

Utilize Community Partners

1. Local Utility, Local Credit Union

2. Contractors/Trade Allies/Realtors

3. Big Box Retail Outlets/Sympathetic
   Mom & Pop Stores

4. Universities, Community Colleges

5. HOA's/Nonprofits/Religious Community

6. Business Organizations, Chamber, Rotary

7. Local Government

CLEAN ENERGY SOLUTIONS, Inc.
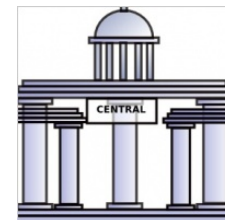
- Climate Change doesn't do it for most people

Cost reductions better idea; Sell comfort, health, and safety

Keeping up with your neighbors works for some communities

Different market segments respond to different messages

Testimonials from similar building owners powerful inducements – many jobs are sold by word of mouth

CLEAN ENERGY SOLUTIONS, Inc.

Know Your Audience

Variability
- Small - Large Commercial and Residential, have varying time horizons, barriers, motivations, knowledge bases

Distribution
- With Commercial, the larger the customer, more intimate should be the distribution channel

Processes
- Decision-making processes important to understand so interventions are effective

Focus Groups, Surveys, and Feedback are CRITICAL

CLEAN ENERGY
SOLUTIONS, Inc.

Create recognition programs

- Bronze, Silver, Gold awards for level of efforts

- Highlight first adopters with testimonials

- Reward small steps, then larger steps

- Recognize partners too

- Share the credit

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The Place of Competition

- Conduct contests for blocks, dorms, retail classes, schools, neighborhoods

- Provide deadlines for layered incentives

- Provide feedback on how customer is doing compared to cohorts

- Combine feedback with rewards
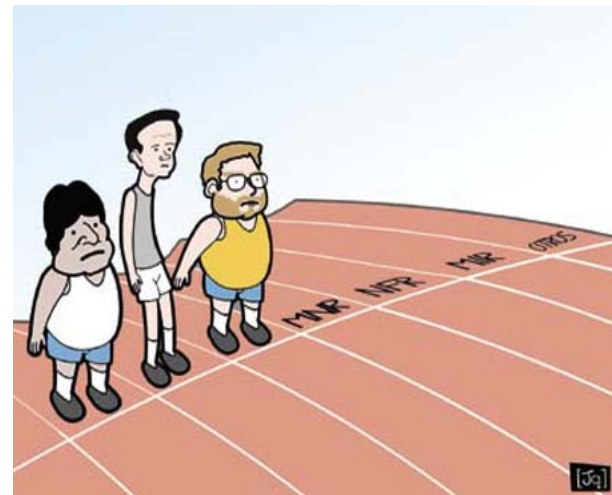
| Social comparison	+	Explicit rules of incentives	+	Meaningful Rewards

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Door-to-Door Canvassing

One outreach technique, but needs to be done strategically

Can be done with volunteers and/or paid people

Should educate, provide sample materials, recruit for audits and measure incentives

Collateral materials important

Conduct when people are home and before dark

Target neighborhoods carefully

Can encompass nonprofits, small commercial as well

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Integrated Marketing Opportunities with Local Utilities

- High Use Customers Telemarketing or Home Energy Reports (Opower)

- Co-brand collateral materials, links to your website

- Joint Press Releases, Announcements, Op-Ed pieces

- Home Energy Makeover Contest

- Utility Marketing Budget Significant

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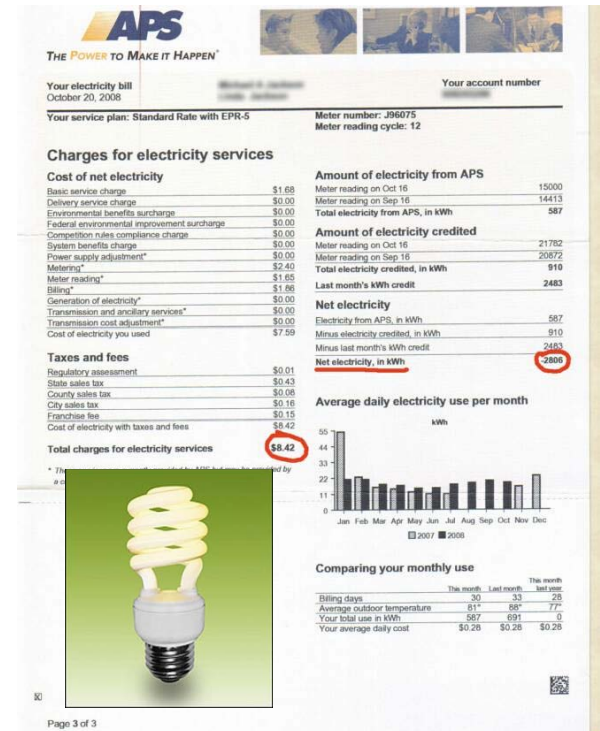
Role of Local Government

- Co-brander

- Trustworthy Partner in community

- Unique Access via billing

- Web site linkages

- Testimonials for demonstration projects

- Future partner in financing

- Grant funder to provide program (and marketing) funding

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Evaluate what works and what doesn't

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