

1 **EEDAL 2006**

2 **Designing and Implementing Marketing and Communications Campaigns for Labeling and**
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4
5 Marketing and communications are often overlooked elements in the design and implementation
6 of standards-setting and labeling program, yet they play a critical role in overall program success
7 particularly in the areas of consumer decisions and behavior change. Studies show a correlation
8 between level of effort – a large part of which is marketing and communications – and progress
9 toward market acceptance of energy efficient products, practices and services.

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11 The paper, which draws from a new chapter in CLASP's *Energy Efficiency Labels and Standards:*
12 *A Guidebook for Appliances, Equipment and Lighting* (Feb. 2005), explores case studies of
13 efficiency marketing and education programs from around the world, examines trends affecting
14 acceptance of energy efficiency, and includes guidelines for designing successful market
15 transformation campaigns.

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18 **Guidelines for Designing and Implementing Communication Campaigns**

19 1 – Include a communications campaign at the outset of the design of a standards-setting and
20 labeling program, setting aside budget for this activity and securing stakeholder support for the
21 task.

22 2 – Give special consideration to specifying clear goals and desired outcomes of the campaign.

23 3 – Focus on specific target audiences for each element of the campaign.

24 4 – Develop a well-articulated messages that encapsulate the campaign.

25 5 – Choose an implementation strategy that can fully reach the target audience within the
26 available budget.

27 6 – Include industry, consumer groups, and corporate retail representatives as campaign
28 partners.

29 7 – Choose a realistically long timeline for the campaign (because people change slowly).

30 8 – Remain flexible to make mid-course corrections to campaign messages, information
31 distribution, or overall strategy.

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34 **I. The Definition and Importance of Communications Campaigns**

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36 Public communications campaigns seek to educate and mobilize the public in support of social or
37 behavioral change. It has been said that public communications campaigns:

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39 1. "impart ideas for a strategic purpose (and) may be singular events or long-term courses of
40 action, but all have a specific purpose" (Dorfman et al. 2002),
41 2. can be highly formal efforts or a loose collection of goal-oriented outreach activities (CCMC
42 2004),
43 3. "use the media, messaging and an organized set of communications activities to generate
44 specific outcomes in a large number of individuals and in a specified period of time"
45 (Rogers and Storey 1987, as quoted in Coffman 2002).

47 For efficiency standards and labeling, a communications campaign is one part of a larger long-
48 term policy strategy to save energy used by appliances, lighting, and commercial equipment.

49
50 During the past decade, energy-efficiency standards and labeling programs have played an
51 increasingly important role in the national energy strategies of developed and developing
52 countries. The benefits of these programs are multifaceted. At the national level, the main
53 objectives include energy conservation, reduced greenhouse gas and other environmental
54 emissions, and economic development. For equipment suppliers and manufacturers, standards
55 and labels programs may increase business opportunities and/or expand export markets. And for
56 consumers, labeling programs provide detailed product information and result in improved
57 product choices. Improving consumer awareness and changing purchasing behavior are key
58 elements of success.

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60 For standards-setting and labeling programs (whether mandatory or voluntary) to be effective and
61 accepted in the marketplace, program implementers must communicate with stakeholders –
62 industry, retailers, and consumers. Implementers often overlook or underestimate the value of
63 communications and instead focus attention on marketing and engineering assessments,
64 specification development, product testing/verification, and program analysis. Strategies to
65 influence consumer values or decisions are as important as technical considerations and when
66 executed well, help determine the success (or lack thereof) of labeling initiatives.

67
68 U.S. evaluation of labeling programs and related market-transformation efforts highlight the
69 importance of communications and promotional activities (Nadel et al. 2003, Northwest Energy
70 Efficiency Alliance 2003). These studies show a correlation between level of effort – a large part
71 of which is communications – and progress toward market acceptance of energy-efficient
72 products and services. In a review of a decade of market-transformation efforts in the U.S., the
73 American Council for an Energy-Efficient Economy (ACEEE) identified these lessons learned:

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75 • Success in the market is achieved when efficient products/services can be differentiated
76 from conventional products in the eyes of consumers;
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78 • Promotion (e.g. advertising and educational materials) is a key component of most
79 successful initiatives. Promotional activities raise awareness among potential purchasers as
80 well as sellers and service providers and work best when these activities show the full range
81 of benefits, not just energy savings;
- 82
83 • Understanding market barriers to energy efficiency helps policy makers develop and
84 implement successful activities;
- 85
86 • Sales training, which can be part of an overall communications campaign, plays an
87 important role in overall success; and
- 88
89 • Most successful initiatives are multi-faceted efforts, which involve several different outreach
90 activities that evolve over time (Nadel et al. 2003).

91
92 Depending on program needs and available resources, marketing/communications campaign can
93 focus on one or two simple tactics, or can be a variety of integrated tactics targeted at several
94 audiences.

95
96 The following sections address steps implementers can consider in developing effective
97 communications campaigns. Basic communications and social marketing concepts are included,
98 as well as regional and national case studies.

99 100 **II. Establish Goals and Objectives**

102 The first step in designing a communications campaign is to establish goals and objectives for the
103 activities. The literature defines two types of communication campaigns according their basic
104 goals. *Individual behavior-change campaigns* try to alter individual behaviors that lead to social
105 problems and/or promote behaviors that lead to improved individual and social well-being.
106 *Public-will campaigns* attempt to mobilize public support for an issue in order to motivate public
107 officials to take policy action (Coffman 2002). Standards/labeling programs can use a
108 combination of these two types.

109

110 **The attached table lists typical objectives and other aspects of individual behavior-change**
111 **and public-will communications campaigns. (Figure A)**

112

113 Programs may selectively target consumer recognition and trust of energy labels, which is an
114 important first step, or they might target consumer use and comprehension of energy labels when
115 analyzing a purchase. Campaigns may also target retail implementation, that is, accurate product
116 labeling in retail environments, and sales staff knowledge. Broader campaigns typically include
117 all of these and more, to create a strong communications campaign that, over time, is designed to
118 help create positive attitudes towards energy efficiency across multiple sectors – consumer,
119 retailer, manufacturer, etc.

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121 Most energy-efficiency campaigns have had a mix of individual-behavior and public-good goals in
122 mind with the relative emphasis of each changing as implementation progressed. The early
123 stages of the U.S. EPA ENERGY STAR program initially emphasized influencing upstream
124 market actors (computer manufacturers), rather than end users. Three years into the program,
125 when the array of labeled products expanded, EPA began direct outreach to end users and
126 consumers. More than a decade later, consumer education has evolved to be an essential
127 program component. (awareness #s here).

128

129 The China Certification Center for Energy Conservation Products (CECP) endorsement label
130 program also began implementation, not through broad public education, but through
131 communication and relationship-building among China's large appliance manufacturers and sales
132 outlets. The program does not have the staff or resources to communicate with all citizens;
133 instead, implementers plan to deploy communications tactics using regional energy
134 departments/utilities, in addition to in-store tactics focused on big population centers. Leveraging
135 regional energy providers/utilities is common, and cost-effective way, to communicate energy
136 labeling benefits at the local level.

137

138 The Electricity Generating Authority (EGAT), in Thailand, keen to avoid subsidy programs and
139 preferring instead to rely on voluntary agreements, market mechanisms, and intensive publicity
140 and public education campaigns, created the Attitude Creation Division in their DSM offices.
141 EGAT's program promoted energy efficiency through advertising campaigns, strategic
142 partnerships with various ministries and agencies, and public education campaigns. Throughout
143 the five-year DSM program, the Attitude Creation Division undertook several large-scale
144 promotions to encourage voluntary shifts to energy-efficient equipment. The refrigerator-labeling
145 program, for example, sought to encourage purchasers of the newly labeled appliances to read
146 and understand the new labels. In a publicity campaign that sought to attract consumers'
147 attention to the new labels, purchasers of new refrigerators were asked to send the details from
148 their energy-efficiency labels to a contest with a prize of 5 million baht (US\$200,000) in gold;
149 consumers across the country responded to this novel campaign. The Attitude Creation program
150 evaluators found that, by the end of the program, 87% of the Thai population was aware of the
151 public energy-conservation programs and knew that EGAT had sponsored them.

152

153 Germany's comprehensive energy communication program targeted multiple stakeholders, and
154 focused on electronics/standby power consumption, energy efficient lighting, and white goods.
155 Components of the campaign are shown below.

156

157 [insert Figure B: Summary of Goals, Objectives and Tactics from Germany's Initiative
158 EnergieEffizienz]

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III. Assess Communications Program Needs and Conduct Research

162 It is necessary to understand market barriers in order to choose the correct communications
163 tactics and channels. What market barriers stand in the way of effective labeling/standards? For
164 example, beliefs that all products are energy efficient or that energy conservation means
165 sacrifice, are common barriers to the success of labeling and standards in the U.S. Other market
166 barriers might include lack of product availability, lack of information about the benefits of
167 efficiency for consumers, poor knowledge by sales staff of label meaning, or distraction by or
168 confusion with other labels (ecolabels, water-efficiency labels, recycled content labels, etc.).
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170 Once market barriers are understood and goals and objectives are established, it is
171 recommended that implementers:

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1. Assess needs before planning communications campaigns -- this helps determine the starting place for communications with the public.
2. Conduct research to supplement the needs assessment, and consider the design of the campaign within context. Sometimes, research is the very first step to understand the baseline context/environment and market barriers well enough to set program goals and objectives.

180 A typical needs assessment involves these elements:

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1. A sense of the context for/history of energy efficiency in the implementation area, and the key implementing institutions that will manage or support communications efforts.
2. Available resources (time, personnel, money) that the program can allocate to communications activities. Do you have staff trained in communications? Are printing resources available? Can the program leverage outside experts/advisors?
3. Review of existing information on energy efficiency. Do consumers have access to this information? Have they needed it in the past? How is energy efficiency being addressed in the implementation area? Are there broader, long-term goals associated with new standards or labels, e.g. CO₂ reductions, peak-load energy management, national energy management?
4. Target audience identification. (See next section)
5. Assessment of baseline awareness/energy-efficiency attitudes and behaviors, from available quantitative or attitudinal research
6. Research into attitudes toward energy efficiency or messaging, through qualitative research, e.g., in-person, in-depth interviews.
7. Consultation with industry -- essential for several reasons, e.g., it ensures that communications tools and key messages are appropriate for target audiences, increasing likelihood they will be well received; it ensures that potential issues are identified early on and can be managed accordingly; and it builds relationships with useful contacts, which in turn can help during the implementation phase.
8. Audience understanding -- identify which consumers make appliance- and product-purchase decisions. Do men or women play the main role in product selection and

- 211 purchasing in your program area? Gender/demographic considerations can greatly
212 influence communications tactics and messages.
213
- 214 9. Communications channels, i.e., where do most people get information about energy? Is
215 it from government literature, at point of sales/in store, through national or local mass
216 media (newspapers, magazines, television, radio), community/consumer groups, or
217 websites? Which information sources do consumers trust the most (from government
218 agencies to local citizens groups)?
219
- 220 10. Partnerships -- identify supplementing and partner organizations that can provide delivery
221 channels and/or offer in-kind support for your communications campaign., for example
222 NGOs, consumer associations, or manufacturers.
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224 Experience has shown that, after program needs are assessed, research should guide program
225 development. Basic research will help create more effective communications campaigns, with
226 messages that resonate with consumers and other stakeholders. Large-scale communications
227 efforts may require marketing and social scientific research methods: surveys, focus groups,
228 formal or informal interviews. It is best to conduct separate research at the various stages of
229 program development: at the front end (to determine baseline awareness or attitudes toward a
230 new label or standard or to select messages and to test program materials); during program
231 implementation (to monitor and refine communications tactics); and at the completion of a
232 campaign (as part of an overall evaluation of impacts) (Egan and Brown 2001).
233

234 In Asia, the Hong Kong Consumer Council has conducted its own research on energy
235 consumption associated with consumer products such as refrigerators, air conditioners, washing
236 machines, and gas water-heating systems. The organization publishes test results in a monthly
237 magazine, which is highly respected by consumers.
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240 The state of California uses extensive primary and secondary research, including literature
241 reviews, consumer focus groups, and psychographic analysis, to guide statewide efficiency
242 communications plans. In one instance, staff used the surveys as a baseline against which the
243 impact of statewide programs would be measured. Consumers were asked about energy-
244 efficiency awareness, attitudes, and behaviors. Implementers found that the baseline studies
245 "provided essential data on the current awareness of energy efficiency at the time, and what
246 people knew or perceived energy efficiency was and their attitudes regarding it. The study
247 provided strategic attitudinal segmentation needed for developing targeted messages that
248 appealed to the...values most people have when it comes to energy decisions." The data
249 contributed to strong, prioritized messages in the eventual communications campaign (Egan and
250 Brown 2001). A consortium of utilities in the northeastern U.S. (Northeast Energy Efficiency
251 Partnership) also relies on ongoing research to develop regional efficiency outreach plans for
252 clothes washers, appliances, compact fluorescent lamps (CFLs), and light fixtures.
253

254 Baseline research also guided Natural Resources Canada during the early stages of Canada's
255 implementation of the ENERGY STAR program. An initial survey of 1,000 Canadians revealed
256 that 13% of Canadians could identify the ENERGY STAR symbol that was being used in the U.S.
257 without any prompting, and 26% could identify it when prompted. Consumers most commonly
258 associated office equipment with the symbol. Program implementers designed communications
259 tools in response to this baseline, saving government resources by avoiding messages that
260 consumers already understood. (Wilkins 2003).
261

262 **IV. Target Audience Selection**

263
264 Know and prioritize the primary audiences, and allow for segmentation if needed. For example:
265 the primary audience might include supply-side stakeholders -- manufacturers, trade

266 associations, equipment distributors, retailers, or sales cooperatives; the secondary audience
267 might consist of consumers (whole population, or targeted to certain demographic groupings, or
268 purchasers of a specific product/s). Prioritize based on program goals and objectives, and be
269 prepared to address barriers and possible motivations that would influence each group's use of
270 new standards or labels.

271
272 Possible target audience segmentation may include:

- 273
- 274 ❖ No segmentation (i.e., focus on the general public);
- 275 ❖ Stratification by demographic groupings (e.g., gender, age, income bracket, ethnicity
276 and/or geographical location);
- 277 ❖ Stratification by role in supply chain (equipment distributors, manufacturers, wholesalers,
278 product reps, retailers, sales cooperatives, government officials, consumers);
- 279 ❖ Stratification by interest group (consumer groups, environmental groups, trade
280 associations); and
- 281 ❖ Stratification by the nature of the buying decision, considering separately the motivations
282 of those purchasing a new appliance because of: replacement at end of an appliance's
283 useful life; early replacement for remodeling; early replacement for efficiency; or
284 retirement of an "extra" appliance. Table 7-2 provides an example of how to organize
285 program strategy around these factors.
- 286

287 Implementers should also consider public participation in the communications program, including
288 local or regional stakeholders, efficiency advocates or consumer groups in program design, and
289 should collaborate with them in the collection of research data and in decision making, target
290 audience identification, and program implementation. Local participation can vastly change the
291 very nature (and success) of communications programs, with greater authority for program
292 management moving to decentralized agencies, utility providers or community groups.

293 294 295 **V. Identify and Recruit Partners**

296
297 Communications programs work well when they involve multiple stakeholders. It is useful to
298 identify who else might benefit from the program's efforts and which organizations can help carry
299 campaign messages. Possible messengers for energy-efficiency standards and labeling
300 communications programs include: national consumer groups, government agencies, electric
301 and gas utility companies, and local citizens or women's groups. It is often helpful to go back to
302 the program's needs assessment to verify the communications channels that consumers use to
303 get information about energy.

304
305 Share printed materials, messages, website content, and other information on efficiency
306 standards/labeling. Local organizations are especially effective "ambassadors" for a program
307 because their relationships with consumers may be stronger, more consistent, or better trusted
308 than those of national government agencies.

309
310 Consumer organizations can also play a powerful role. In many countries, their mandate and
311 experience places them in a strategically important position with consumers. These
312 organizations may be accustomed to conducting product tests and launching public-information
313 campaigns for social objectives, for example health protection or anti-smoking, and thus may be
314 well positioned to also support public education about energy efficiency and conservation. Their
315 support or formal "endorsement" of standards and labels can help motivate consumer
316 preferences for energy-efficient equipment and change consumption patterns. Their leadership
317 as consumer advocates can also encourage industry due diligence.

318
319 In Vietnam, a group of grassroots organizations under the guidance of the Vietnam Energy
320 Conservation Program (VECP) developed children's booklets on energy conservation between

1999 and 2003. These grassroots organizations were not only the creators, they were also the distribution channels for thousands of the booklets as well as collectors of valuable feedback. The feedback mechanism used in this campaign was a simple receipt which recipients (such as school teachers or community action organizations) signed, indicating how many booklets they had received, where they lived, and any comments for future issues. This simple feedback mechanism allowed implementers to track the penetration of 10,000 booklets into communities as well as to gain valuable commentary and suggestions for subsequent publications.

Finally, it is useful to take advantage of the fact that manufacturers and retailers share consumers as a target audience. Having met standards or labeling requirements, manufacturers are natural allies in marketing, promotions, or advertising for efficient products. Retailers, who play a critical role in consumer transactions and appliance/equipment purchases, are also ideal partners. Sales training is an important part of a communications campaign if resources allow.

In Korea, for example, the Citizens Alliance for Consumer Protection of Korea (CACPK) promotes environmentally conscious consumer behavior. In 1994, the group launched a nationwide survey on consumer behavior, which served as a basis for subsequent campaigns promoting sustainable energy and consumption patterns. The group also worked to expand the national energy-efficiency labeling program through workshops, government lobbying, and outreach to industry. Thus, the partnership supported two program goals: creating consumer awareness about energy use and responsible purchasing and recruiting industry partners into the voluntary labeling program. Consumer organizations have developed other-broad based campaigns in Korea on efficient lighting and household energy conservation. All these activities have benefited from close collaboration between the government and non-governmental agencies (Song 2002).

VI. Develop and Test Messaging

Having completed the previous steps, implementers now have enough information to develop messages to communicate about their program, following these basic guidelines:

Simplicity

Messages should be as simple as possible, relevant to the audience(s), and focused on benefits. Messages should make the desired behavior – use of efficiency labels – attractive and easy, demonstrating benefits to consumers, e.g. energy savings and beyond. In the U.S., monetary savings (including quick payback in exchange for investment in a higher-priced product) is a strong consumer motivator in all communications campaigns about efficiency. In some developing countries, messages that tap into a sense of national pride may resonate more strongly. Another key motivator may be helping the country or national economy. This list below shows possible motivations/messages that might be employed:

- save money
- help the environment
- improve health
- help/support the country
- have social/civic responsibility/pride
- make the right/smart choice (self assurance or esteem)
- increase convenience
- increase comfort
- select more/better choice
- enjoy better quality

Implementers should not make the mistake of developing complicated or highly technical text, graphs, charts, or other communications. Messages should be factual enough to be compelling,

375 but user friendly. Technical or administrative details can doom a well-intended communications
376 piece meant for the average consumer. Know the audience and design messages that are
377 appropriate. Key messages focused on regulation and function are appropriate for
378 manufacturers and retailers. Messages based on label usage/understanding or efficiency
379 benefits are appropriate for consumers. Agency acronyms and other jargon should be avoided.
380

381 **Consider Cultural/Societal Attitudes**

382
383 Messages must be compatible with cultural norms. In one unusual but interesting example of
384 cultural sensitivity in a developing country that would be crucial to a communications campaign,
385 high consumption of electricity was found to be an acceptable social norm, an indicator of status,
386 especially among middle- and upper-class families. People felt they had worked hard to obtain
387 their income and deserved to consume all the resources their household could afford. In context
388 such as this, consumers may construe energy conservation or energy efficiency as incompatible
389 with their socio-cultural norms.
390

391 In the U.S., "energy conservation" is often equated with personal sacrifice in comfort or level of
392 service. "Energy efficiency" has positive connotations, equated with advanced, state-of-the-art
393 technologies, monetary savings, comfort, quality, and environmental protection. Focus groups
394 conducted by the Alliance to Save Energy have demonstrated a preference for using "energy
395 efficiency" rather than "energy conservation" and, as a result, energy efficiency is used more
396 consistently in communications campaigns in the U.S. (Egan and Brown 2001, Alliance to Save
397 Energy 2004).
398

399 Implementers should verify expected cultural attitudes through market research, and create
400 messages that work best for the consumers in the country.
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402 **Personal Relevance**

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404 Beyond primary messages about energy/money savings, communications are most effective if
405 they convey how efficient choices are personally relevant to consumers. Messages should tie
406 into motivations of target audiences and, if possible, make an emotional connection, which, for
407 consumers, might include statements such as "energy efficient products with the (government's)
408 label are the right choice for your family" or "efficient products improve the comfort of your home
409 and protect the quality of your environment." Messages to retailers might include the added value
410 of product differentiation or highlight that a variety of efficient product selections in store and
411 properly labeled will improve customer service and increase sales volume.
412

413 **Address (Perceptions about) Outcomes**

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415 Social science research has found that the most important determinants of behavior are attitudes
416 and beliefs about consequences. The more a consumer believes that engaging in a behavior will
417 lead to positive consequences, the more positive her or his attitude will be. A wide variety of
418 motivators and messages may be effective. The most promising strategy is to blend various
419 messages and test them to find out which ones resonate best with consumers.
420

421 Results of some studies in the U.S. have found that money (specifically saving money on utility
422 bills) is the *single greatest motivator* for purchases of energy-efficient products by U.S.
423 consumers. In contrast, research in India found that a label that showed a hand holding money
424 (representing the monetary savings of efficient appliances) was viewed by some consumers as
425 an unappealing symbol of greed.
426

427 After money, concern for the environment is an important secondary motivator in the U.S.; choice,
428 quality, comfort, and, to a lesser extent, civic pride are also effective. Examples of effective
429 phrases include, "environmental benefit," "less air pollution," "better choice," "higher quality,

430 comfort and convenience," and words that convey a sense of social/civic responsibility inherent in
431 energy efficient behavior or a sense that a consumer is "doing her part."
432

433 Awareness of energy efficiency can be negligible, favorable, or very diverse. Research shows
434 that energy efficiency is a broad and amorphous concept to many people and has different
435 meanings to different consumers. Many consumers do not know enough about energy-efficient
436 measures in their home to assess costs and benefits or to analyze lifetime product savings
437 versus first cost. Understanding particularly breaks down when consumers are asked about
438 specific measures or behaviors they can adopt to be more energy efficient. While efficiency may
439 not be at the front of consumers' awareness, it is still often viewed as a desirable attribute
440 because of its individual or societal benefits.
441

442 Communications campaigns should always accentuate the positive and focus on the range of
443 benefits and outcomes that consumers will enjoy as a result of seeking out and selecting labeled
444 equipment. Dry, factual messages will have less impact than positive, beneficial statements.
445 Many early energy-information programs failed because they simply made information available
446 without a serious effort to use psychologically motivating messages. It also helps to place energy-
447 efficiency messages in a broad, societal context that consumers can rally around. Canada's
448 "One Tonne Challenge" initiative encourages citizens to take action on climate change following a
449 step-by-step guide that includes energy efficiency and proper use of government efficiency labels.
450 The overall tone is positive, motivating, and personally relevant. Advertisements from Germany's
451 EnergieEffizienz initiative used humor to communicate messages about energy efficiency and
452 money savings.
453

454 Information on available incentives and rewards -- through rebates, discounts, favorable pricing --
455 should also be included in consumer messaging, as these are strong motivators toward first-time
456 purchase or even long-term behavior change.
457

458 **[insert Figure C: Canada's One Tonne Challenge Brochure.] [caption: This consumer**
459 **brochure promoting efficiency in the context of Canada's greenhouse gas reduction goals**
460 **highlights both EnerGuide and ENERGY STAR.]**
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467 **Address Literacy and Language Issues**

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469 Implementers must consider the literacy levels of the program's audiences. In developing
470 countries, materials aimed at rural audiences generally benefit from minimal text, familiar
471 language, and culturally appropriate messages. Communications materials may have to be
472 translated into multiple languages as has been done in Canada in the ads shown in Figure 7-3.

474 **[insert Figure D: Natural Resources Canada ENERGY STAR Ads in English/French]**
475 **[caption: Sometimes it helps to reach out in more than one language.]**
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478 **Design Label for Maximum Consumer Understanding**

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480 The efficiency label itself is a powerful communication tool, so its design is an important element
481 of the program's communications strategy. The label must be visually striking and convey
482 information quickly and intuitively (IEA 2000). Although most international comparative
483 information labels fit one of three primary categories, the optimal label design in any given region
484 will have a strong cultural dimension and should be carefully determined based on quantitative

485 and qualitative market research. International experience suggests that the appearance of an
486 energy label is one of the fundamental factors that influence its future impact. Good label design
487 needs to be supplemented with effective communications about the program and its benefits.
488 Many labels convey too much technical information that, in many cases, the consumer may not
489 use or simply find uninspiring or un motivating. Labels must be simple and easy to understand,
490 perhaps accompanied by supplemental information such as a brochures or users manuals.
491

492 **Pre-Testing of Communications**

493
494 If time and resources permit, pre-testing campaign messages can be enormously beneficial.
495 Pre-testing often means presenting the campaign items to a subset of consumers such as a focus
496 group composed of members from the target audience and an array of grassroots organizations.
497 Pre-testing can reveal whether the information presented is clear, effective, and motivational.
498

499 A recent focus-group study in China found that participants perceived a particular label as easiest
500 to understand, even though corresponding comprehension tests found it was the least likely to be
501 correctly understood. This demonstrates a very important factor in communications about energy
502 programs, namely, that consumer perceptions of what is easiest to understand do not necessarily
503 correlate with actual levels of comprehension. It's possible that many of the factors consumers
504 found appealing about the design were actually distracting them from the main message. Such
505 responses are rarely predictable. Although the China study assessed the impact of the label, pre-
506 testing is also useful for other types of materials, with special focus for each as indicated:
507

508 **VII. Design the Communications Plan**

509
510 For years, communications experts have tried to identify factors that determine behavior and
511 generate public will. Although there is still much progress to be made, one common conclusion is
512 information/education alone does not change behavior. Research in the field of environmental
513 education and social marketing shows that key factors in changing behavior involve perceived
514 self-efficacy (perceived capability to perform the behavior); perceptions about what others, such
515 as friends and family, are doing (social norms); and perceptions about what others want us to be
516 doing (subjective norms).
517

518 Research also shows that there is no set cause-and-effect progression from knowledge and
519 awareness of an issue like energy efficiency to attitude and behavior change. Thus, campaign
520 designers must pay attention and link traditional media and behavior-change strategies with on-
521 the-ground community action to make the social/policy environment/infrastructure supportive of
522 desired campaign results. The most effective energy-efficiency campaigns borrow from social
523 marketing models by addressing barriers to, as well as benefits of, energy efficiency as they
524 develop communications campaigns.
525

526 Previous standards and labels communications campaigns also reveal these lessons:

- 527 1. It is much easier to influence consumers who are actively engaged in appliance
528 purchases than to influence the general public.
- 529 2. Retail appliance sales representatives have substantial influence on consumer choice.
530 Incentives oriented to retail sales representatives coupled with simple sales tools can
531 help sales representatives influence consumer product selections.
- 532 3. Direct financial incentives to consumers may not be necessary, especially when
533 consumers are already intending to purchase an appliance and the goal is to get the
534 consumer to upgrade by purchasing a more-efficient model.
535

536 The most effective communications campaigns use a variety of tactics to increase awareness
537 throughout the product distribution chain and among consumers. Primary tactics should reach
538 consumers at the time of purchase. Secondary tactics should help develop the infrastructure for
539 a broad communications campaign to consumers, e.g. government website, hotlines/databases

540 of labeled or top-performing products, community workshops, sales training for retailers, retailer
541 displays and promotions, and advertising. Messages should be consistent among all strategies,
542 for each target audience identified. Commonly used communications tactics include:
543

- 544 • Internal communications,
- 545 • Presentations to industry/manufacturer/partner groups,
- 546 • Consumer brochures or action guides,
- 547 • Community workshops and outreach activities,
- 548 • Outreach via local utilities,
- 549 • Government websites/telephone hotlines,
- 550 • Media outreach/public relations,
- 551 • Sales training/sales workshops,
- 552 • Retailer/distributor displays and promotions, and
- 553 • Advertising (paid spots or public service announcements).
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- 555

556 The Czech Republic uses a mixture of tactics and dissemination channels. SEVEN, the Czech
557 Energy-Efficiency Center, opened an internet portal (www.uspornespotrebice.cz) as a part of the
558 Pan European Database of Energy-Efficient (PADE) appliances project supported by the E.U.
559 The portal provides Czech consumers with information about energy demand of white goods sold
560 on the domestic market, and labelling/energy efficiency in general. Another project, Energy-
561 Efficiency Labeling of Large Household Appliances (ELAR), reaches producers, distributors, and
562 sellers of appliances. ELAR helps turn energy label usage statutes into a marketing benefit for
563 businesses, and therefore into better awareness for their customers. Finally, the “Transforming
564 the Market for Energy-Efficient Appliances and Products through the Use of Appliance
565 Information Systems” (TREAM) project creates educational programs about energy efficiency for
566 students and the general public (Vorisek 2003).
567

568 Tertiary tactics for labeling programs with acceptance in the market often include awards
569 programs, e.g. Australia’s Top Energy Saver Award, Korea’s Energy Winner Award, Japan’s Top
570 Runner, and the U.S. EPA ENERGY STAR Award. These awards programs give an incentive to
571 manufacturers, as well as an opportunity to promote energy efficiency more generally.
572

573 **(insert Figure E: China’s Refrigerator Program is a Model of a Well- Executed, Integrated**
574 **Labeling Communications Campaign)**
575

576 Community-based outreach and collaboration with consumer groups can be tremendously helpful
577 in any communications campaign and are often the most cost-effective tactics. Program
578 implementers should ever underestimate the role community, friends, and family can play as
579 sources of consumer information. Trustworthiness and credibility make a great difference in a
580 message’s effectiveness. This fact helps explain the strong influence of information from (non-
581 expert) friends and relatives on household appliance purchasing decisions. Studies in the U.S.
582 indicate that 64% of consumers consult with friends and neighbors for information on appliance,
583 home electronics and lighting purchases (The Cadmus Group 2004). Consumers tend to base
584 their decisions on information that captures their attention and wins their confidence. Programs
585 should employ tactics that have this appeal and evoke similar trust among consumers.
586

587 **[insert Figure F: Info Sources that Consumers Consult] [caption: U.S. consumers obtain**
588 **information about ENERGY STAR-qualified products from a variety of sources.]**
589

590 Many regional ENERGY STAR partners in the U.S. focus primarily on the retail sector for
591 marketing the benefits of efficient products to consumers through: sales training; placement of
592 communications materials, posters, and signage in stores; and proper stocking and labeling of
593 qualified equipment. Utilities, retailers, and lighting manufacturers, for example, collaborate on
594 product discounts and special lighting displays in retail stores to promote sales of energy-efficient

595 lighting fixtures and bulbs (Northwest Energy Efficiency Alliance 2003). Local partners can
596 sponsor educational events, clinics, and workshops to promote energy efficiency and efficient
597 products. If these channels or relationships do not exist in an area, policy makers can, at a
598 minimum, develop and maintain strong ties with local energy/efficiency authorities or utilities.
599 These groups can help share information with local citizens through utility-bill statements, bulletin
600 boards, public meetings, and other channels.

601

602 After the initial stages of introducing a program, a communications campaign can take anywhere
603 from three months to three years to reach and begin influencing consumers. A campaign should
604 be developed in stages with enough lead time to work with third-party distribution channels, such
605 as retailers or buyers groups. Programs aimed at creating preferences for energy-efficient
606 products require long-term information and marketing strategies.

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609 **VIII. Evaluation**

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612 The broadest definition of the evaluation process starts with campaign planning and needs
613 assessment. As needs are assessed and research is gathered to determine initial awareness,
614 context, and behaviors related to efficiency, a type of evaluation is already in progress. The
615 baseline data and context information collected beforehand will help measure changes
616 attributable to the communications campaign. It is important to design an evaluation strategy
617 before implementing the communications campaign. Whenever possible, it is best to track
618 changes through the course of a campaign, using several data collection points. The focus should
619 be on looking for trends in the data, and policy makers should be prepared to alter tactics to take
620 advantage of lessons learned from evaluations. Beyond effective communications and
621 messaging, evaluation also helps to reveal market barriers to energy efficiency.

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Figure A: Goals, Objectives, Target Audience, Strategies, and Messages by Campaign Type --Individual Behavior Change and Public Will

Campaign Type/Goal	Individual Behavior Change	Public Will
Objectives	<ul style="list-style-type: none"> • Increase awareness and understanding of an energy label • Increase consumer confidence in the credibility and importance of the information contained in an energy label • Increase appliance shoppers' intent and stated willingness to purchase energy-efficient appliances • Increase actual rate of purchase of energy-efficient appliances 	<ul style="list-style-type: none"> • Increase the visibility or perceived importance of energy efficiency • Increase the extent to which energy efficiency is seen as a problem with solutions (e.g., standards and labels) and entities responsible for those solutions (e.g. government, industry and consumers) • Engage and mobilize stakeholders in support of energy efficiency to positively affect policy makers and policies (e.g., affect the determination of what MEPS levels and/or label thresholds should or shouldn't be pursued)
Target Audience(s)	Current and near-term appliance, lighting, and equipment purchasers; retail sales staff and/or product development engineers at manufacturers	The general public, environmental and consumer groups, industry groups and/or policy makers
Strategies and delivery channels	Social marketing through advertising in print, television, radio, and electronic media	Media advocacy, community organizing, public relations to obtain news coverage and events
Sample Messages	"Buying a 5-star, energy-efficient appliance puts money in your pocket."	"Investing in energy efficiency makes the world a cleaner, safer place for future generations."

(Modified from Coffman 2002)

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At Home

IN THE KITCHEN

Major appliances
 Appliances such as clothes washers, refrigerators, dishwashers and ovens **add up to about 7.5%** of our total GHGs each year. Over the past two decades, appliance manufacturers have significantly improved the energy efficiency of their products. **Newer models consume far less energy**, resulting in fewer GHGs. They cost much less to operate than older models, too.

It is worth paying attention to:

ENERGYGUIDE
 The EnergyGuide label gives information on how much energy the appliance will typically use in a year compared with similar models.

ENERGY STAR HIGH EFFICIENCY HAUTE EFFICACITE
 The ENERGY STAR symbol identifies the most energy-efficient appliances in each class.

For more information, visit www.oes.nrcan.gc.ca/energystar

1 **Maintain your refrigerator and freezer for better energy use**
 Clean the refrigerator heating coils regularly. When you clean them, check the condition of the coils and components at the back of the unit. Keep the rubber door seals clean and tight. They should hold a piece of paper snugly. If the paper slips out easily, replace the seal.

2 **Look for an ENERGY STAR-qualified refrigerator**
 if you're in the market for a new one. For example, a 2002 model uses less than half the electricity of a unit built 10 years ago and can reduce GHGs by more than 0.2 tonne each year.

3 **Unplug that second refrigerator or freezer**
 Unless you really need these appliances, don't waste energy or money needlessly. This tip is particularly important if they are older, less-efficient models.

4 **Select the dishwasher's no-heat or air-drying cycle**
 Turn off the electric element that heats the interior of the unit and causes the water to evaporate. It is easy to do and will save on your hydro bill. Scrape off your dishes instead of rinsing them and run the dishwasher only when it is full.

5 **Increase the efficiency of your refrigerator and freezer**
 Keep them away from heat sources (direct sunlight, furnace vents and radiators) and appliances (oven, stove and dishwasher) that can make them work harder to stay cool. At the same time, check the temperature settings. Keep your refrigerator temperature between 1.7°C (35°F) and 3.3°C (38°F) and the freezer compartment at -18°C (0°F) for maximum efficiency and safety.

6 **Rinse in cold water and wash in warm**
 Clothes rinsed in cold water come out as clean as those rinsed in warm water. Washing in warm rather than hot water uses 50% less energy, and your clothes will come out just as well rinsed and, depending on the fabric, less wrinkled.

7 **Avoid over-drying clothes**
 Clothes should dry in 40 to 60 minutes. Better yet, hang clothes outdoors to dry when the weather permits. If you are buying a new dryer, look for one with a moisture sensor. It will turn off automatically when clothes are dry.

Did you Know?
 Front-load washing machines or water-efficient top-loading models that are ENERGY STAR-qualified use about 40% less water per load and less detergent than regular top-loading washers.

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Figure C: Canada's One Tonne Challenge Brochure.

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Recherchez ce symbole lorsque vous magasinez.



Les produits qui portent ce symbole international permettent d'économiser beaucoup d'énergie.

Faites énormément de bien à l'environnement.

Le symbole Energy Star® vous indique qu'un produit est le meilleur de sa catégorie sur le plan des économies d'énergie.

Ces produits aident à protéger l'environnement, car utiliser moins d'énergie diminue les émissions nocives qui contribuent aux changements climatiques.

Et, bien sûr, économiser de l'énergie vous fait économiser de l'argent.

Voilà deux bonnes raisons de rechercher le symbole de haute efficacité Energy Star lorsque vous achetez des électrodomestiques, des appareils électroniques, des systèmes de chauffage ou de climatisation, de l'équipement de bureau, etc.



Renseignez-vous auprès de l'Office de l'efficacité énergétique de Ressources naturelles Canada | oee.nrcan.gc.ca/energystar
1 800 387-2000 (pour une publication gratuite)

 **Canada**

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Look for this symbol when you shop.



Products bearing this international symbol are energy-efficient.

Do a world of good for the environment.

The Energy Star® symbol tells you a product is the most energy-efficient in its class...

Which helps the environment – because using less energy reduces harmful emissions that contribute to climate change.

And, of course, saving energy saves you money.

Two good reasons to look for the Energy Star symbol when you shop for major appliances, electronics, heating and cooling units, office equipment and more.



For more information, contact Natural Resources Canada's Office of Energy Efficiency, at: oee.nrcan.gc.ca/energystar
1 800 387-2000 (for a free publication)

 **Canada**

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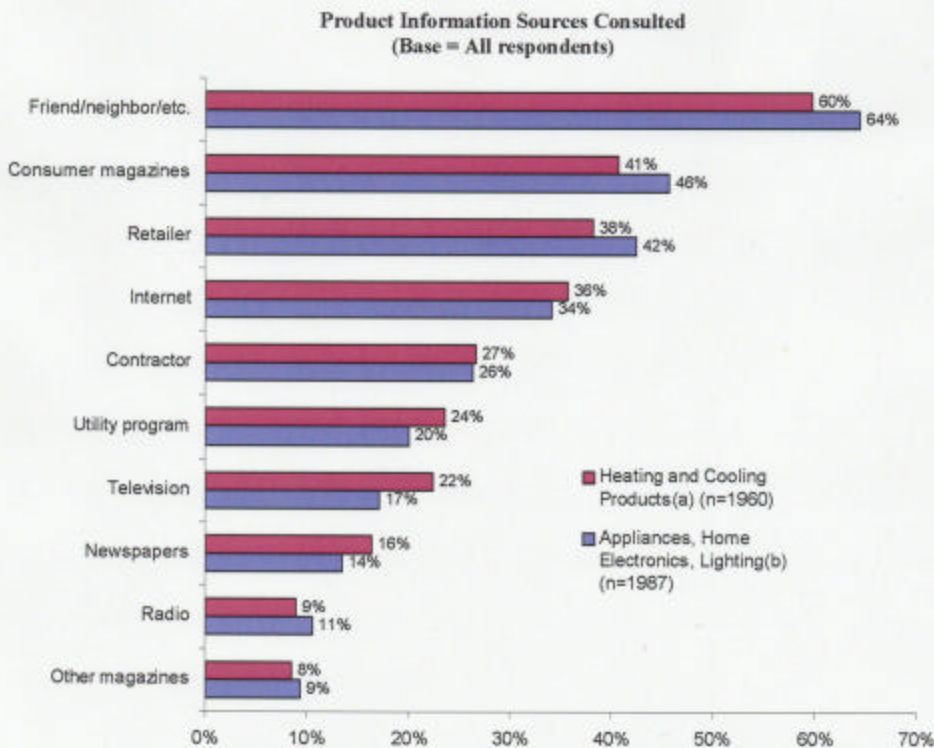
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Figure D: NR Canada Energy Star Ads in English/French.

Sources Consumers Consult for Product Information

The survey asked about the sources consumers are most likely to use to obtain information about products covered by the ENERGY STAR program. The question was asked separately for two product groups: (1) heating and cooling products, and (2) home appliances, lighting, and home electronics. The results for the two product groups are similar. The top source was personal acquaintances at around 60 percent, followed by consumer magazines, retailers, and the Internet. For heating and cooling products, the proportion of households consulting each of these latter three sources ranges from 36 to 41 percent. For appliances, home electronics, and lighting, this range is a little broader, from 34 to 46 percent.



(a)Q13_1: "Now, please think only about Heating and Cooling Products. Please select the source(s) of information you are most likely to use to obtain information about this product type. Please mark all that apply."

(b)Q13_2: "Now, please think only about Home Appliances/Lighting/Home Electronics. Please select the source(s) of information you are most likely to use to obtain information about this product type. Please mark all that apply."

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Source: Consortium for Energy Efficiency

Figure F: Info Sources That Consumers Consult in the U.S.

684 **Figure B – show with pictures below**

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686 **SUMMARY OF GOALS, OBJECTIVES, AND TACTICS FROM GERMANY’S**
687 **INTIATIVE ENERGIEEFFIZIENZ**
688

689 Germany’s Initiative EnergieEffizienz is a collaboration between the German national
690 energy agency Deutsche Energie Agentur and the German national association of power
691 suppliers. From October 2002 through December 2004, the aim of this communications
692 campaign was to improve the efficiency of domestic power consumption by raising
693 public awareness of the benefits of energy-efficient behavior. The campaign engaged key
694 stakeholders (consumers, retailers, and manufacturers) and focused on three main areas:
695 electronics/standby power consumption, energy-efficient lighting, and white goods.
696 Campaign results will be measured via quantitative and qualitative analyses.
697

698 **Overall Goal:**

- 699 • Reverse or lessen substantial increase of electric-power consumption in the domestic
700 sector (between 1900 and 2001, power consumption of German households increased
701 by 15%)
702

703 **Objectives:**

- 704 • Promote awareness of energy-efficient behaviors and improvements among a broad
705 audience (consumers, retailers, manufacturers, etc.),
706 • Reduce stand-by electricity consumption of electronics and information-technology
707 equipment,
708 • Promote energy-efficient lighting purchases and replacements, and
709 • Position energy efficiency as a key criterion when purchasing appliances & white
710 goods.
711

712 **Tactics:**

- 713
714 • Label products (label shown in the second picture below);
715 • Develop “Initiative EnergieEffizienz” logo to “brand” the campaign (logo can be seen
716 in the ad shown in the first picture below);
717 • Launch national advertising, press releases, interviews, and media outreach to
718 television and radio (example shown in first picture below);
719 • Establish internet portal with detailed background information on the campaign;
720 • Distribute postcards at public venues (e.g., restaurants);
721 • Establish toll-free consumer hotline;
722 • Distribute range of informational materials at 3,500+ points of sale (reaching 6,000
723 total points of sale); and
724 • Invite dialogue with manufacturers to encourage education about standby power
725

726 (Agricola and Kolb 2003)
727

**„sie war heiß. ich meine,
richtig heiß.“**

*dann ist sie durchgeknallt.
so läuft's mit jeder.“*

Glühlampe ist nicht gleich Glühlampe.
Klar, es gibt jede Menge heißer Teile. Aber die machen auf Dauer meist keine gute Figur. Eine Energiesparlampe dagegen ist ein verdammnt helles Köpchen mit angenehmer Ausstrahlung. Sie sorgt für so viel Licht wie möglich und verbraucht so wenig Energie wie nötig. Machen Sie das nächste Mal die Richtig an. Schließlich kann jeder wissen, dass Sie was in der Birne haben.

www.initiative-energieeffizienz.de

**Initiative
EnergieEffizienz+**

Eine Kampagne von VDEW, VRE, VKU und dem
Gefördert durch die Deutsche Bundesstriftung Umwelt
und das Bundesministerium für Wirtschaft und Arbeit

Fig. 2. The advertisement for energy efficient domestic lighting

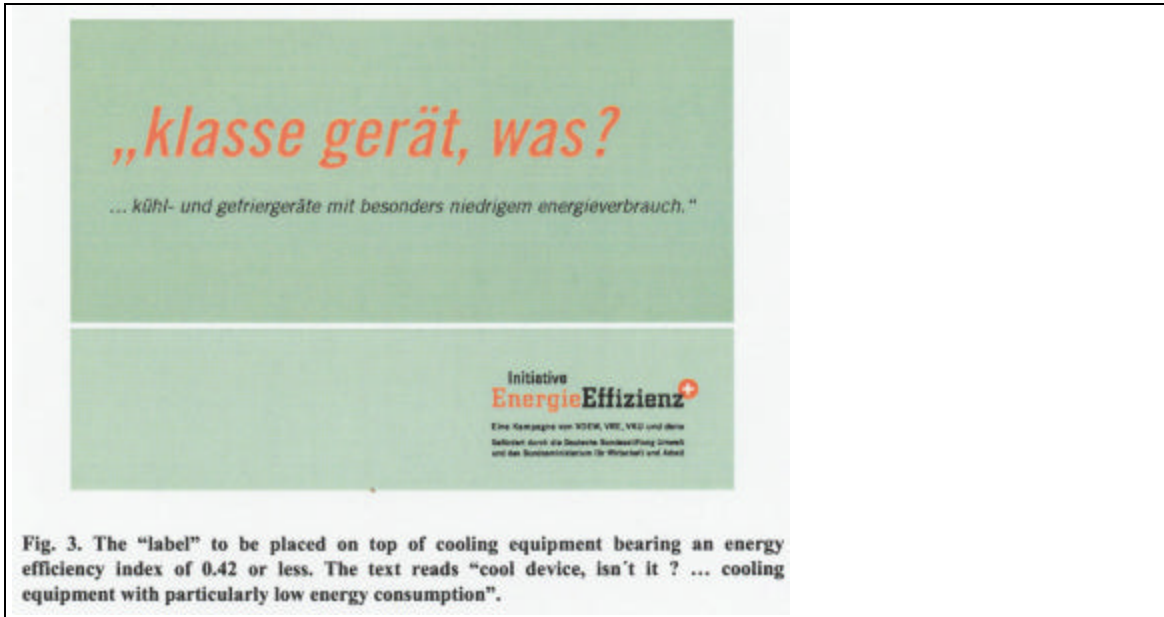


Fig. 3. The “label” to be placed on top of cooling equipment bearing an energy efficiency index of 0.42 or less. The text reads “cool device, isn’t it ? ... cooling equipment with particularly low energy consumption”.

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Figure E

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CHINA'S REFRIGERATOR PROGRAM IS A MODEL OF A WELL-EXECUTED, INTEGRATED LABELING COMMUNICATIONS CAMPAIGN

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China's refrigerator industry is the world's largest. A project funded by the Global Environment Facility (GEF) through the United Nations Development Program (UNDP) and the UN Foundation to transform the Chinese refrigerator market is one of the best current examples of how technical assistance by CLASP, U.S. EPA's ENERGY STAR program, the United Nations Department of Economic and Social Affairs (UNDESA), and others helped China undertake an integrated marketing approach, from research to end results.

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Project partners identified nine barriers to the widespread adoption of energy-efficient technologies in China. These barriers ranged from lack of consumer awareness about the life-cycle economic benefits of high-efficiency refrigerators to lack of reliable, comparative information about specific models.

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A new endorsement label was designed, market tested, and inaugurated in 1999; household refrigerators were the first products labeled. After labeling, the project's first "market pull" activities (aimed to increase demand) were retail training and recycling programs.

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The project included a mass-communications campaign, in which contracts for creative content development, media placement, public relations, and consumer surveys were competitively bid. The US\$3 million communications campaign included prints ads, bus shelter and subway posters, elevator posters and postcards, in-store materials, TV ads, and other mass-media tools.

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In addition to the consumer education campaign, "market push" activities were initiated, including refrigerator and compressor incentive programs for manufacturers. The success of the manufacturer initiative led four more refrigerator manufacturers than originally anticipated to request admission to the project, for a total of 16 manufacturers (representing nearly 90% of production and sales). Retail incentives, salesperson awards, purchaser awards, and consumer education programs were all undertaken to make consumers aware of the advantages of energy-efficient refrigerators.

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A mass-purchase program is leading to new energy-efficient refrigerator specifications, mass-procurement procedures, and identification of potential large-scale purchasers of energy-efficient refrigerators. A recycling program is being developed to promote retirement and environmentally responsible recycling of old, inefficient refrigerators.

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The project obtained commitments from each participating refrigerator manufacturer to design one new top-rated equivalent refrigerator (that consumes less than 55% of the current energy use); improve the efficiency of the average refrigerator by at least 10%;

776 and invest at least 10% of advertising budget to promote energy efficiency. The
777 communications campaigns were followed by surveys (funded by UNDESA) to gauge
778 consumer responsiveness to the labels and evaluate consumers' increased awareness
779 levels.

780
781 With all of these measures, the initial overall project goal of 20 million refrigerators sold,
782 yielding lifetime product emissions reductions of 100 million tons of CO₂ and energy
783 savings of 66 billion kWh, is expected to double, making it one of the most successful
784 campaigns to date for helping the local and global environment.

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