



SHINE Marketing Project Final Report

Corporate Social Responsibility

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Executive Summary

The City of Atlanta Office of Sustainability has been issued a budget through the Energy Efficiency and Conservation Block Grant to be partially used to increase residential energy saving retrofits, including through a residential rebate and financing program, Sustainable Home Initiative in a New Economy (SHINE). The program is in partnership with Georgia Power and the ENERGY STAR program. The goal is to have 2,000 households participate in the SHINE program. The overall goal of the City of Atlanta is to increase its rank in the U.S. city sustainability rankings. Success of the SHINE program will contribute to increasing this ranking. However, the SHINE program has had difficulty gaining the participation of Atlanta residents. In two years, only 100 residents have taken advantage of the program rebates.

Given the current landscape and low awareness from Georgia Power's current campaign for SHINE, the City of Atlanta approached the Goizueta Business School to help analyze the following objectives:

- Assess the SHINE program and understand key stakeholders
- Build and execute a survey to help determine the appropriate segmentation, targeting, and positioning (STP) strategy
- Develop marketing tactics as part of an Integrated Marketing Communications Plan to help launch the program

Our main problem statement is to determine the best IMC plan to increase participation in the SHINE program from 100 to 2,000 Atlanta homes. To achieve these objectives, we first studied best practices through research of energy efficiency programs from other cities and regions. Then, we conducted in-depth interviews with the Department of Energy, contractors, Georgia Power, and past program participants, and developed a survey to field with an outside vendor. Finally, we used the survey results to develop a marketing strategy and integrated marketing communications for SHINE.

Given the high potential of the affluent Virginia Highland and Buckhead homeowners to participate in SHINE (as identified by our client), our survey was restricted to these target zip-codes. As a result, our demographic findings were largely homogeneous. Therefore, after analyzing our survey data from 202 respondents, our recommendations are based around these highly educated and affluent homeowners as the target market. The majority of our target is 45 years of age or older, live in homes that are at least 40 years old, and are involved in their neighborhood associations.

In order to identify relevant attitudes within our target, we conducted a factor analysis and identified four factors. We then regressed these factors against willingness to participate in the SHINE program, and two relevant factors emerged: social norms and opportunity costs related with home energy improvements. Using these factors, we propose the following positioning statement: "For affluent Atlanta homeowners, SHINE in partnership with Georgia Power Home Performance with ENERGY STAR is the rebate program for home energy efficiency improvements that delivers an easy way to maximize savings and comfort in their homes because only SHINE

provides comprehensive resources like educational tools and contractors to guide them through the retrofit process.”

For SHINE’s Integrated Marketing Communications plan, we identified two main objectives: (1) generate 2,000 participants for the SHINE program, and (2) increase awareness about the SHINE program in Atlanta. Based on our survey results, we know that the opportunity cost of participating in a program like SHINE is a major deterrent for the target, and that potential participants are heavily influenced by their peers. However, past participants commented on how pleasantly surprised they were by the ease of the retrofit process. Therefore, the “big idea” is to stress the ease and convenience of SHINE for Atlanta homeowners and their neighbors.

We divided the IMC plan into three phases: CONNECT, COMMUNICATE, AND COMMUNITY. During the CONNECT phase, the main objective is to generate awareness around SHINE using traditional and non-traditional marketing media. The COMMUNICATE phase of the campaign focuses on educating aware residents about the SHINE program through contractors, neighborhood association leaders, and other influencers. The final phase focuses on creating COMMUNITY for both participants and the contractors.

The CONNECT portion of the campaign will focus on using target consumers’ primary media choices for general news as indicated by survey results in order to build awareness for SHINE. Therefore, traditional media will be the primary channels for this phase, including newspapers, magazines, television, and radio. Both public relations and advertising through these media are recommended. Public relations is an extremely credible and low cost tool to generate awareness for SHINE. Non-traditional media will also be used during the CONNECT phase, including updating www.shineatlanta.com, a viral campaign, and social media.

The COMMUNICATE phase of the campaign focuses on educated aware residents about the SHINE program. Our secondary research indicated that the best way to educate consumers is through personal selling and one-on-one interaction. The research also underscored the importance of consistency and simplicity of the marketing message. Marketing collateral, such as brochures, and talking points for SHINE ambassadors to use are important for this phase. Three main communicators are targeted in this phase: neighborhood association leaders, contractors approved by the SHINE program, and SHINE advocates. SHINE advocates are mavens within the Atlanta community who either have already or are in the process of participating in the SHINE program and are willing to endorse the program. Their role is to tell their stories about the program and spread the word about SHINE, essentially to create buzz about SHINE.

One of the primary factors driving our target consumers is social norms or peer pressure. Therefore, including a social aspect to the campaign is vital to encourage participation. Based on our secondary research, we recommend the use of a contest between neighborhoods as well as promotions at local events during the COMMUNITY phase. We found that a number of programs similar to SHINE have used a community contest to drive participation. Through the combination of community leadership and the incentive of competition, the contests resulted in higher levels of participation than initially envisioned. In designing a contest for SHINE, we propose that the

targeted neighborhood associations be judged based on the number of participants for the SHINE program from June to December 2011. The winning neighborhood will be recognized as the “Most Sustainable Neighborhood in Atlanta,” and contractors who recruit the most participants will also be acknowledged.

We also recommend that the City of Atlanta Office of Sustainability sponsor Tour of Homes in targeted neighborhoods during the COMMUNITY phase. As a stipulation for the sponsorship, we recommend that you request the inclusion of at least one home in the tour that has participated in the SHINE program. In addition, we recommend that SHINE sponsor or have a booth at a local sustainability conference. Participating in an Atlanta sustainability conference would be a great way to unite groups in Atlanta working towards the goal of making Atlanta more sustainable.

In order to track the efficacy of the IMC program, we recommend that a dashboard be created. Metrics to assess include SHINE program participation rates, energy usage changes in the targeted neighborhoods, advertising and sales effectiveness (via awareness and impressions), and financial costs. An online exit survey is recommended for SHINE participants to determine customer satisfaction and learn more about their retrofit experience.

Should the City of Atlanta decide to move forward with our proposed marketing strategy and IMC plan, establishing a budget and prioritizing costs will be the next immediate step. It is also important to reach out to the neighborhood associations and find SHINE advocates as soon as possible. Building strong relationships with these program ambassadors will be vital for educating possible program participants and increasing word of mouth for the program. In the long term, the City has the opportunity to partner with neighboring cities in the metro area to expand its market research study and analyze similarities and differences in energy efficiency in other parts of metro-Atlanta and the Southeast.

Background and SHINE Program Overview

The City of Atlanta Office of Sustainability has been issued a budget through the Energy Efficiency and Conservation Block Grant to be partially used to increase residential energy saving retrofits. A residential rebate and financing program, Sustainable Home Initiative in a New Economy (SHINE), has been piloted to 100 households within the city of Atlanta. SHINE allows homeowners to subsidize a portion of the cost of energy efficiency generating home improvements. The program is in partnership with Georgia Power and the ENERGY STAR program. Efforts to market the program have been limited to inserts in Georgia Power's customers' bills and a print and television advertising campaign encouraging Atlanta residents to "Sniff Out Savings." This method has proven ineffective in gaining participants for the program. In order to increase participation in this program, a new marketing strategy need to be developed to successfully reach households who will benefit the most from the program.

The goal is to have 2,000 households participate in the SHINE program. The overall goal of the City of Atlanta is to increase its rank in the U.S. city sustainability rankings. Success of the SHINE program will contribute to increasing this ranking.

Situational Analysis of SHINE Program

The SHINE program has had difficulty gaining the participation of Atlanta residents. In two years, only 100 residents have taken advantage of the program rebates. There is low awareness of the program and a general lack of understanding about how it works.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Contractors handling customer education of program Residents like low-effort involvement in rebate process 	<ul style="list-style-type: none"> Insufficient tracking of marketing efforts and little customer feedback Georgia Power investing in communications program with unclear ROI Low response rate during pilot phase of 100 households over 2 years Low ad awareness

<ul style="list-style-type: none"> Customers usually have already decided to make renovations before finding out about program Motivated by comfort first, cost savings second, and environmentalism third Renovations will pick up as economy rebounds Homeowners are more likely to renovate existing homes rather than buy new homes Seasonally influenced Do-It-Yourself (DIY) market continues to grow; homeowners inclined to make easy renovations themselves but will still rely on professionals for more intensive renovations 	<ul style="list-style-type: none"> Heavy reliance on collaborators to market program Heavy reliance on contractors to provide program education; possible lack of control/standardization of educational component
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Program Education

As with any major home improvement project, a high level of consumer education is required to inform residents about the benefits of undergoing an energy efficient retrofit. With potential costs of such upgrades as high as several thousand dollars, education is especially critical. Currently, the SHINE program, in partnership with Georgia Power, primarily drives traffic to the Georgia Power website for the education component. There residents are faced with navigating through multiple web pages to learn about the rebate program.

The program’s approved contractors play a crucial role in helping homeowners understand how the program works. This typically is initiated during the assessment process after the resident has already opted to do some form of energy efficient upgrade and continues throughout the rest of the rebate process. Though there is some training for contractors, it is hard to gauge how consistent the message may be for residents.

Low Resident Involvement

In most cases, residents had already decided to make energy efficient improvement to their homes and then learned about the SHINE program through their hired contractor. There was no active information search on their part to find out about available rebates or tax credits; they were prepared to pay the full amount out of pocket. As a result, residents are very satisfied with the rebate amounts being offered as they have no prior expectation one way or another.

Qualitative interviews show that residents are generally satisfied with the low involvement required of them to receive the rebate. Contractors are tasked with handling all the paperwork and filing of the rebates.

External Influences

With the housing market conditions, homeowners are more likely to renovate than to buy new homes. As the market rebounds, it is expected that the number of renovations will pick up as consumers feel more confident in making more substantial investments back into their homes. The do-it-yourself movement continues to grow. However, consumers tend to make simpler renovations and upgrades themselves, while still relying on experts to handle more complex improvements.

Current Georgia Power Ad Campaign

Georgia Power is currently promoting SHINE through its “Sniff Out Savings” campaign. The campaign features dogs that sniff out energy savings in the home, but never specifically addresses the SHINE program. The campaign includes direct mail (Georgia Power bill inserts) and print and television advertisements as well as an interactive website (<http://savings.georgiapower.com/>). The television ads feature a dog trainer who teaches dogs to sniff out energy savings, and encourage viewers to learn about more energy savings at georgiapower.com.


The campaigns’ print ads are featured in publications such as *Southern Living* and *Atlanta* magazine and include energy saving tips. *Southern Living* has a circulation of 250,000 in Georgia, and 83% of its readership is homeowners.¹ *Atlanta* magazine reaches 487,162 unique readers over the span of four issues, including 127,006 in Fulton and 84,442 in DeKalb counties.² *Atlanta* magazine readers are both well educated and affluent, with 76% with college degrees and 67% earning an average income of \$100,000 or more. Although these demographics closely align with the City of Atlanta’s target market for the SHINE program, little has been done in the form of tracking the effectiveness of these efforts, as the leads that do come in are not tied back to the lead source. Additionally, little to no customer feedback has been collected on the program itself and the marketing efforts behind it. As a result, the return on marketing investments to date is unclear. Qualitative interviews have shown that there is extremely low awareness of the marketing efforts even among program participants.

¹ <http://img4.southernliving.com/static/pdf/2011GeneralRateCard2.pdf>

² http://www.atlantamagazine.com/Other/Advertise%20With%20Us/ATLmag_Media%20Kit_2010.pdf




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- Events Calendar



Energy Efficiency Home Improvement Rebates

Now is the time to take advantage of up to \$1900 in rebates for 2010. You could receive as much as \$1,900 toward your home improvements or receive financing incentives to help cut the cost of the assessment and improvements. All incentives are subject to specific improvements meeting pre-determined test-out requirements (post-diagnostic testing). Please discuss with your **Participating Home Performance with ENERGY STAR® Consultants/Contractors - Georgia Power** contractor for more details. Also, learn about possible **federal tax credits** that may be available and possible **City of Atlanta's SHINE rebates**. 2010 Georgia Power rebates good from January 1, 2010 through December 31, 2010.

2010 Customer Rebates (individual rebate paid not to exceed 50% of related improvement cost)	
Home Assessment Rebates	Rebates Up To:
50% Reimbursement of assessment fees	\$200
Home Improvement Rebates	Rebates Up To:
Thermostat conversion	\$100
Installation of R-6 or greater insulation blanket on Electric Water heater Only	\$50
Attic insulation improvements (in conjunction with air sealing)	\$200
Wall insulation improvements (conditioned space exterior walls)	\$550

Sniff Out More Energy Savings

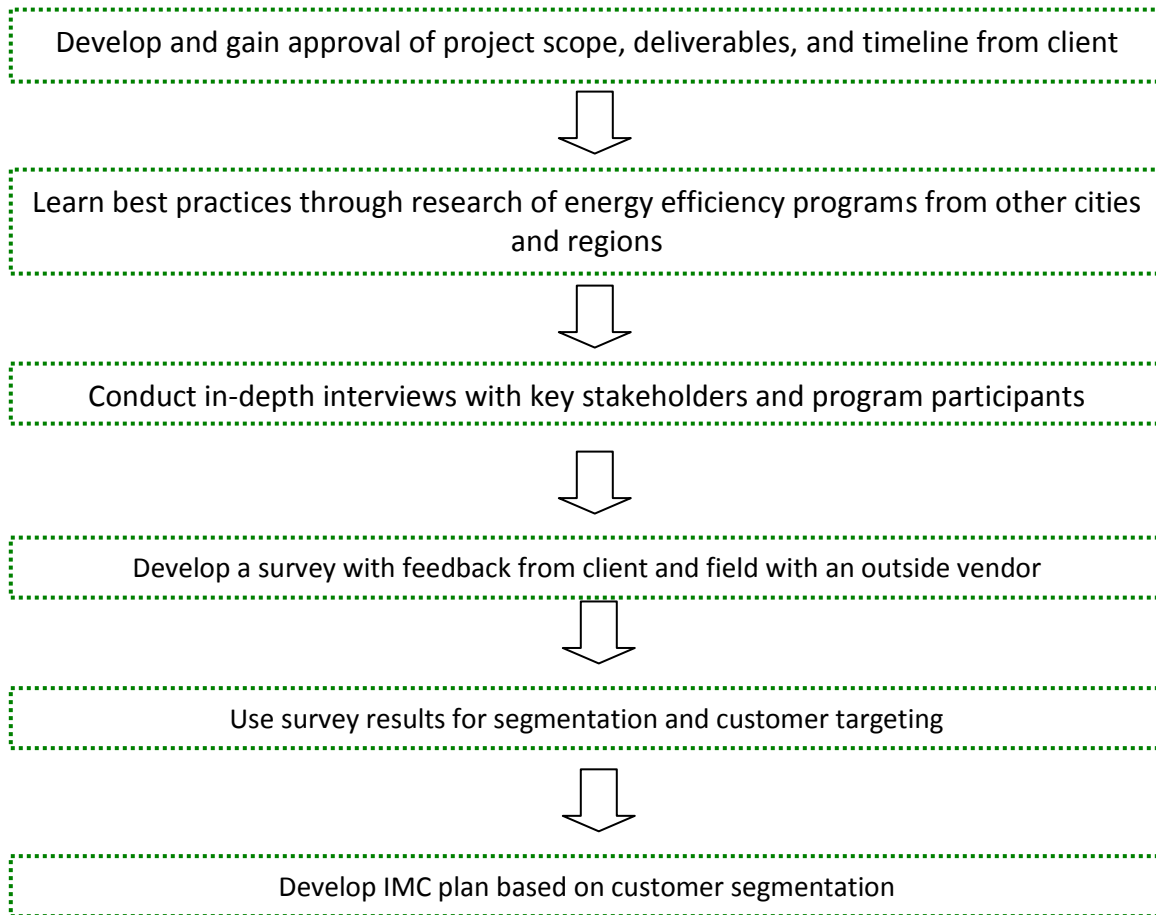
Project Objectives

Given the current landscape and state of the Georgia Power campaign, the City of Atlanta approached the Goizueta Business School to help analyze the following objectives:

- Assess the SHINE program and understand key stakeholders
- Build and execute a survey to help determine the appropriate segmentation, targeting, and positioning (STP) strategy
- Develop marketing tactics as part of an Integrated Marketing Communications Plan to help launch the program

Our main problem statement is to determine the best IMC plan to increase participation in the SHINE program from 100 to 2,000 Atlanta homes.

Our approach to completing the objectives above including the following stages:



Our specific deliverables include completion of a market research study and development of an Integrated Marketing Communications Plan in mid-December.

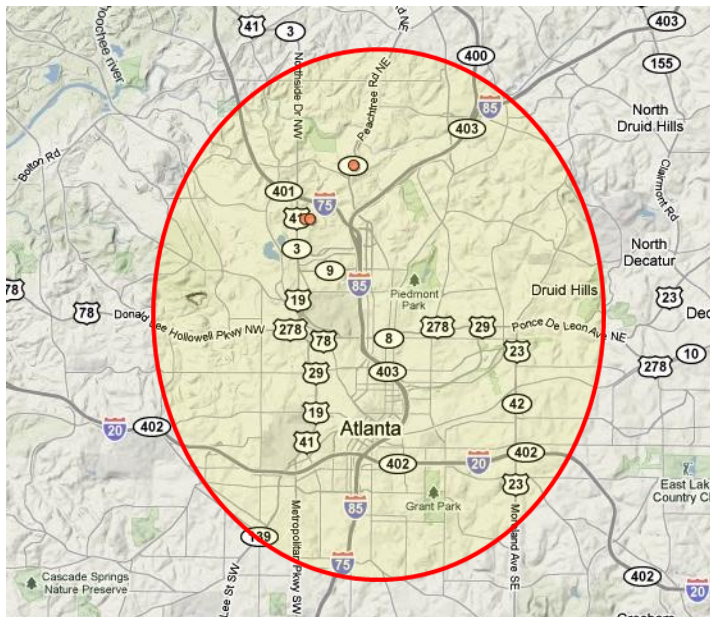
To ensure that we meet our deadlines, we have assigned team members to specific tasks as noted in the timeline in Appendix 6.

Secondary Research

Market Size

To estimate the market size for this project we started by identifying a group of 15 zip codes in the city of Atlanta that represented areas with high income.³ We considered this our primary target group due to their likeliness to participate in the program, as learned from experiences in other cities. This zip codes include 78, 872 one-unit houses according to Census 2009 estimates. From this amount, we reduced the target to the 62% of houses that are owner-occupied for a total of 49,000 units. This represents the total opportunity to implement the program.

In the initial stage, we primarily target the innovators and early adopters, which, according to Simmons Choices and to the DOE study “Driving Demand for Home Energy Improvements,” represent around 15% of the population. This results in a total of 7,400 units. This total represents the critical segment that would be more receptive and willing to participate in the program.



³ Target zip codes in the Atlanta neighborhoods of Buckhead and Virginia Highlands: 30033, 30305, 30306, 30307, 30308, 30309, 30310, 30312, 30314, 30318, 30319, 30324, 30326, 30327, and 30342

Qualitative Interviews

DOE Insights

On October 8, 2010, our team interviewed Merrian Fuller and Mark Zimring from the Department of Energy (DOE). They recommended researching a number of programs comparable to SHINE, but suggested that since the Atlanta market is unique, a segmentation study is necessary. Therefore, research from other cities might not be relevant.

Based on learnings from similar programs, they recommended that communications not focus solely on energy cost savings. Savings a great hook to get interest, but it will not sell the home improvements. Instead, communications should focus on safety, comfort, improving the environment, job creation, etc. The City/Georgia Power should also tap contractors and find out what messages they are using for home performance in the field right now. Furthermore, the City/Georgia Power should focus on preparing a qualified contractor workforce and incentivizing them to sell home energy improvements through contractor-targeted programs.

They suggested that ensuring SHINE's success would require community engagement, including using community leaders as ambassadors. Examining existing social networks (such as neighborhood associations) and working with those which are most likely to respond to SHINE is also a possibility. The community needs to own the program.

Finally, they suggested that the City should look from both the customer and contractor perspective and map out a process that illustrates each step in the SHINE process. This will show the complexity of the current process and help identify areas for improvement.

Contractor Insights

On October 5, 2010, our team interviewed Joe Thomas, Home Performance Consultant, and owner of Renewal System Solutions. His company is on the list of approved contractors on the Georgia Power website related to the SHINE program. His business is located in Decatur, GA, an in-town neighborhood with many older homes. Being on the list of approved contractors, Georgia Power gives his company rebates based on the number of energy efficient renovations completed. These rebates are in lieu of co-op marketing and help contractors invest in their own marketing for the program.

A key insight we gleaned from Mr. Thomas was that primarily pain and high energy bills motivate people to make renovations to make their homes more energy efficient. His company's main sources of clients are local print advertising and the Georgia Power website. Mr. Thomas indicated that he gets three to four leads per week from these sources, of which approximately 50% result in home assessments. In Mr. Thomas' experience, 38% of the home assessments result in jobs for his company. The reasons he cites for home assessments not converting into jobs are people wanting to do the renovations themselves, inability to get financing, and desire to use the assessment simply to learn more about their home.

According to Mr. Thomas, renovations that result in the greatest energy saving impact are air sealing, insulation, duct work, and consultation on HVAC. One of the challenges his company faces is the inflated claims in media reports on energy savings for renovations such as new windows and HVAC improvements. When his clients learn that these claims are overstated, it can sway them from engaging in the renovation process or cause his team problems. He stays away from making any specific energy saving claims tied to specific renovations. While residents in older homes may realize the need for improvements more easily than those in new homes, improvements are needed in both old and new homes. While Mr. Thomas' observations on demographic commonalities may be skewed based on the location of his business, the observations are still helpful. The most common household demographics that his company has completed energy savings renovations for are Jewish, families, and LGBT households. Of these households, most over-indexed higher levels of education, many of which hold law degrees.

When asked for recommendations to improve the SHINE program, Mr. Thomas suggested that the program only approves high-quality contractors to preserve the reputation of the program. He indicated that only a limited number of contractors can do all the improvements recommended for energy savings. A more in-depth screening process for contractors around the specifically energy efficient renovations could improve the quality of the program and draw more participants. He also sees the need for common home assessment standards for all assessors. It is nearly impossible to complete renovations from another assessor's report so typically a client has to get a new assessment done to choose a new contractor.

Customer Insights

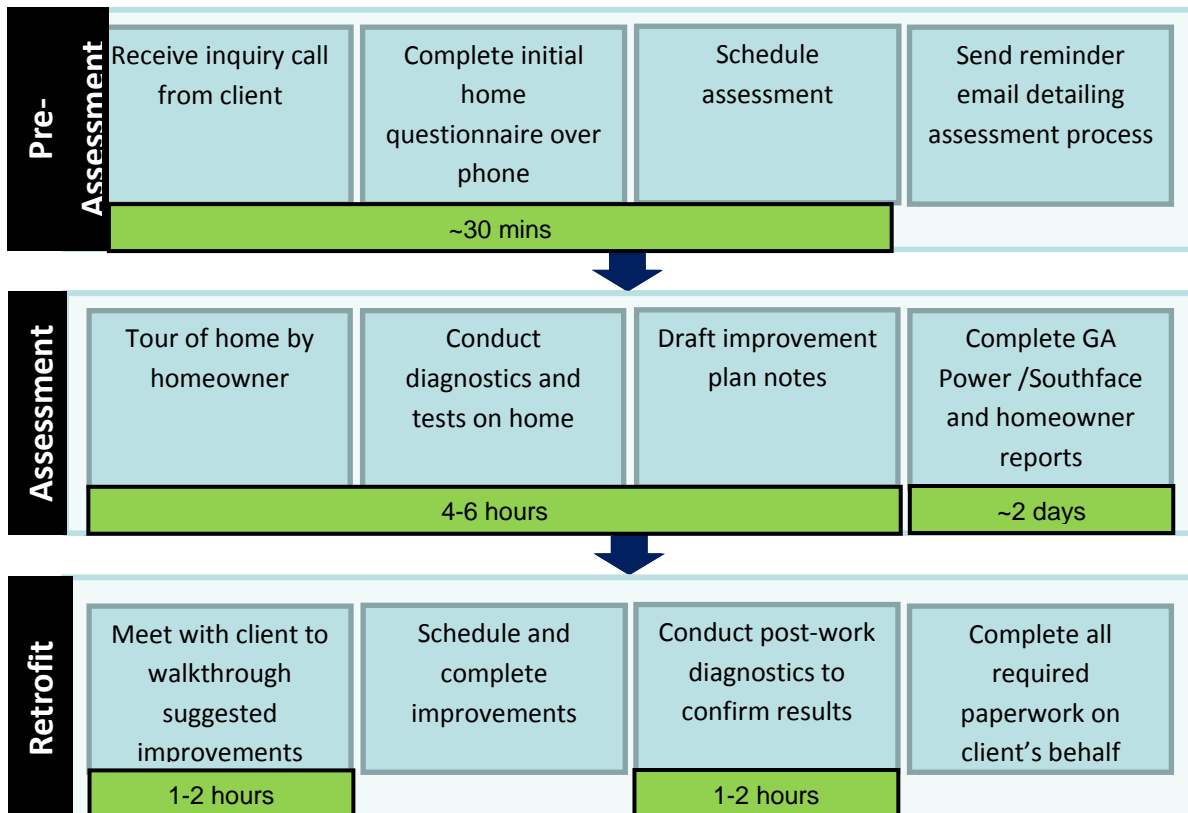
Between October 14 and 18, we interviewed past participants from the SHINE program. None of the participants had seen any of the advertising done by Georgia Power. The majority of the participants were educated about the SHINE program while consulting with a contractor for other planned renovations. The rest of the participants wanted to make their homes more energy efficient and found out about SHINE through their own research. The primary motivators for participation were split equally between cost savings on utility bills (both on a monthly and annual basis) and a desire for more comfortable home temperatures. Most participants interviewed would or have told neighbors and friends about the success of their renovations and rebates obtained from the SHINE program. Word of mouth is strong among participants to neighbors.

Most of the energy efficient renovations were insulation and duct/foam improvements. There is a trend among participants that were new homeowners of older homes. The potential for improvements was higher among the older homes as was also indicated by other research. The majority of the participants interviewed are satisfied to very satisfied with their renovations. One of the key selling points for their participation in the program was the fact that the contractor filled out most of the reimbursement paperwork for them. It would have been a point of pain if they had to fill out the paperwork for themselves.

SHINE Process Flow Charts

Contractor

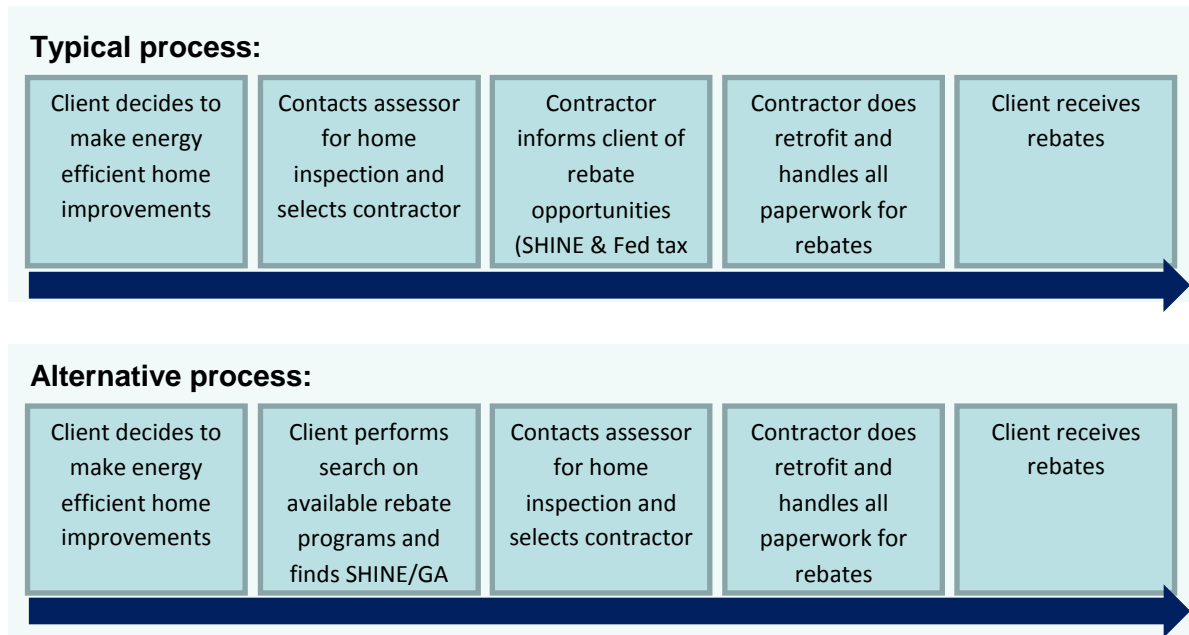
The contractor plays a critical role within the SHINE program. The flow chart below illustrates this high involvement. Typically the contractor receives a call from a homeowner interested in a home assessment. The contractor walks the homeowner through a questionnaire to identify the main issues with the current energy efficiency of the home and schedules a date for the assessment. On the day of the assessment, the contractor takes a tour of the house with the homeowner, who identifies the problem areas and describes how each room is utilized to get an understanding of the living conditions. Following the tour, the contractor conducts diagnostic tests to measure the actual efficiencies. A draft improvement plan is also developed. The assessment takes between four to six hours and costs several hundred dollars, which is paid by the homeowner up front. The contractor then develops a technical report which will be sent to Georgia Power and Southface. A homeowner-friendly report is also developed which serves as the proposal of work for the homeowner. A subsequent meeting is set up with the homeowner to review the document and agree on a course of action. Then, the improvements are implemented, and the contractor retests the diagnostics to confirm an improvement has been made.



Customer

Compared to the contractor, the resident plays a less involved role in the SHINE program rebate process. Residents have typically already decided to make some form of energy efficient renovations prior to learning about rebate opportunities. The resident contacts a contractor for an assessment and selects a contractor to perform the work. The contractor, recognizing a rebate opportunity, informs the client about the SHINE program. The retrofit work is completed, and the contractor completes and submits all of the paperwork on the resident’s behalf. The resident receives the rebate several weeks or months later.

In an alternative version of this process, the resident conducts an information search or is made aware of the SHINE program through marketing materials for the program.



Primary Research:

Key Findings

Based on our survey of 202 respondents, our high level findings are:

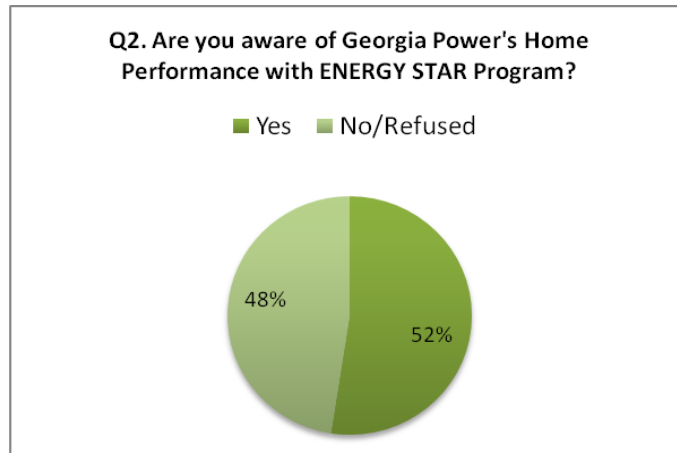
Demographics

In summary, the majority of the sample is 45 years of age or older, female, and White/Caucasian. They are also extremely educated and affluent. Over half do not have children living in their homes and only have two adults in their homes. In total, the majority have 2 – 4 people living in their homes. The majority also live in homes that are at least 40 years old, have one or two stories, and have three or four bedrooms. Finally, over half of the respondents are involved in their neighborhood associations.

Demographic	All Respondents
Age: 45 +	80%
Gender: Female	66%
Ethnicity: White/Caucasian	87%
Children living in home: 0	65%
Adults living in home: 2	75%
Total people living in home: 2 – 4	79%
Education: 4-year college degree or higher	87%
Annual household income: \$100,000 +	49%
Year house was built: before 1970	62%
Stories in home: one or two	90%
Number of bedrooms: three or four	70%
Member of neighborhood association: yes	64%

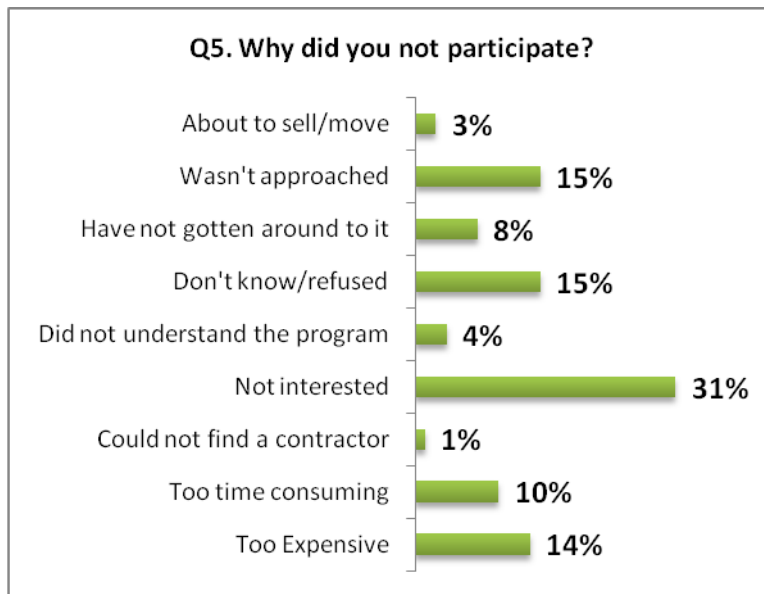
Awareness of Energy Programs and Rebates

- 90% of respondents said they are aware of rebates for energy efficient renovations
- Only 48% of the sample are aware of the Georgia Power/ENERGY STAR program



- 40% learned through a Georgia Power advertisement

- Only 2% cited Georgia Power as an awareness source
- Direct mail was also mentioned by 4% of respondents, while 10% mentioned word of mouth
- 15% of those who have heard of the program have participated in an energy home assessment
 - Of these, 69% were either satisfied or very satisfied with their experience
 - 81% of participants would recommend it to others
- Of the 85% that did not participate and are aware of the program, 31% stated that they were not interested
 - The largest secondary reasons were that they were not approached (15%) and thought it was too expensive (14%)

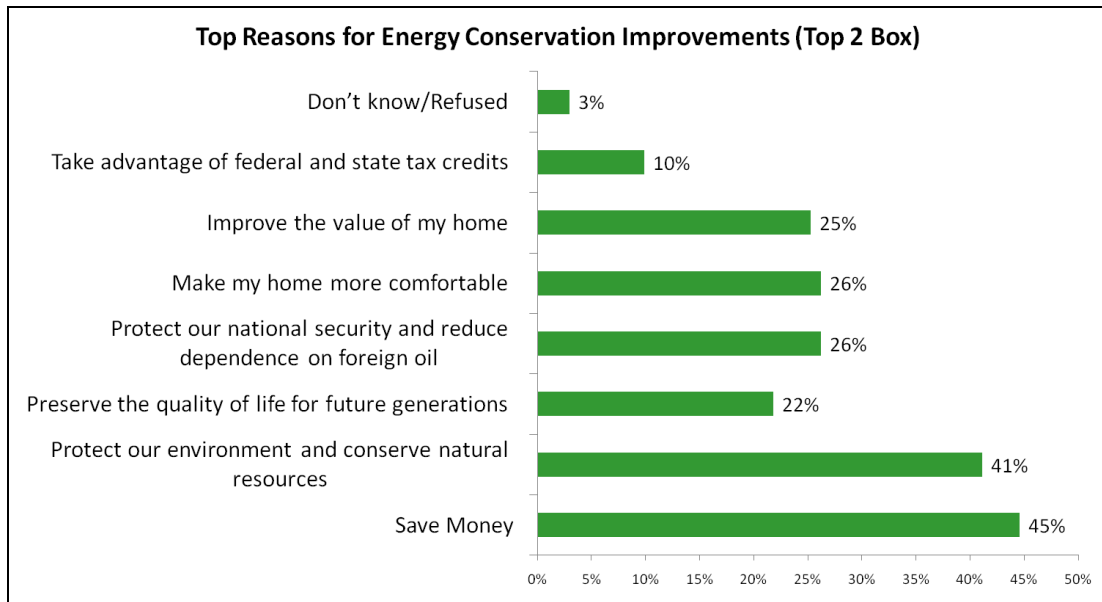


- 19% of respondents who are aware of the program are likely and very likely to participate in the future for an energy home assessment
 - Another 29% responded neutral at this time

Behaviors around Energy Usage

- The most common home improvements are climate control (34%), insulation/weatherization (31%), water heater (14%), energy efficient appliance purchases (12%), power (7%)
 - Of the climate control group, 80% of improvements were executed by contractors
 - Of the insulation/weatherization group, 85% were executed by contractors
 - Of the water heater group, 72% were executed by contractors
 - Of the energy efficient appliance purchases group, 57% were self-installed
 - Of the power group, 70% were executed by contracts
- When respondents consider new appliance purchases, 80% always or very often consider the ENERGY STAR label, and another 10% sometimes consider the ENERGY STAR label

- When respondents consider consumer electronic and/or small appliance purchases, only 36% consider the ENERGY STAR. Another 29% sometimes consider the ENERGY STAR label on these products
- Of the listed conservation measures in the survey, 43% agreed and strongly agreed that they had other priorities for their cash versus investing in energy efficiency
 - 37% believe their homes are already energy efficient
 - Another 35% believe the cost of improvements was too high
 - 33% are unclear about the true savings on their energy bills
- The top concerns for energy use were quality of life for their children and grandchildren (29%), U.S. reliance on other countries for energy (29%), and environmental problems damaging our health (23%)
- The top reasons for making energy efficient improvements were save money (45%), and protecting our environment (41%)

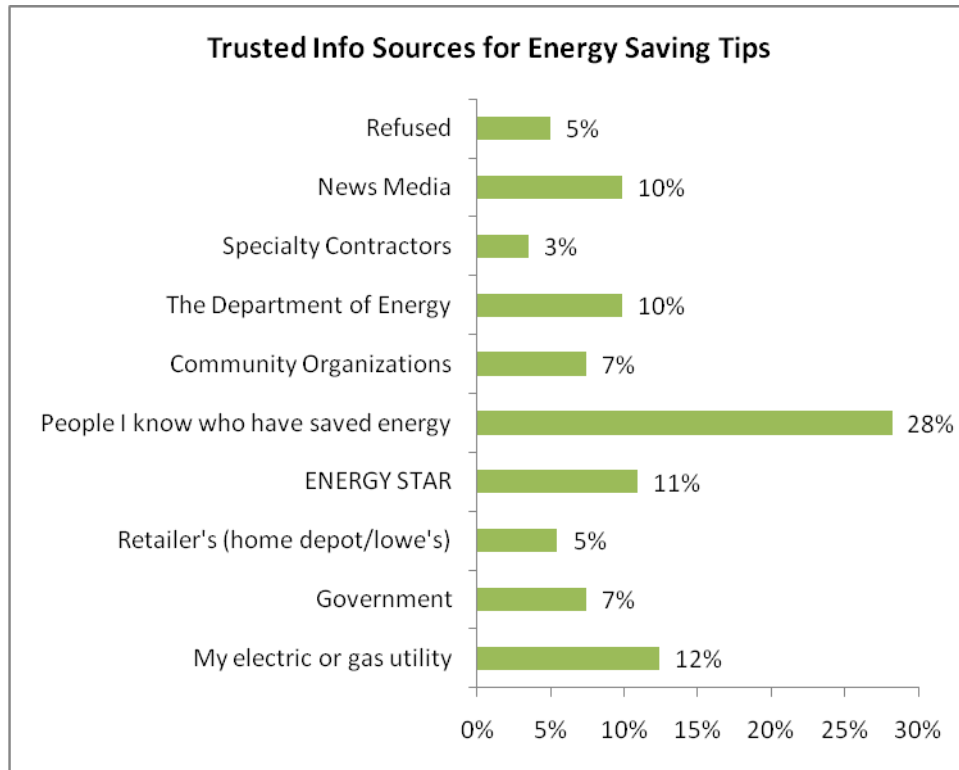


- Of the variables that would make people change to save energy, the top motivator was save money (41%), followed by protecting the environment (19%), and health issues (16%)

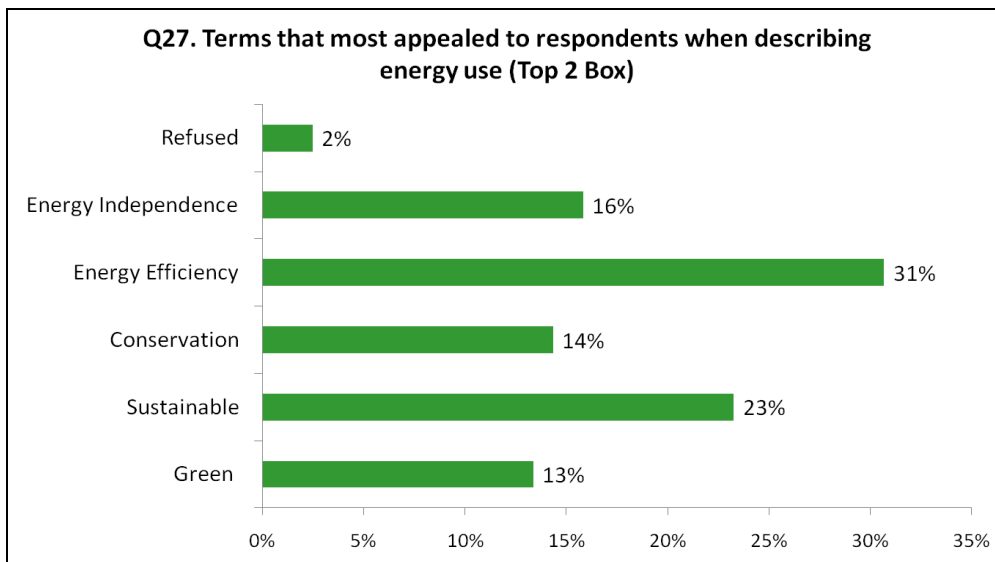
Sources for Information

- Participants cited newspaper (56%) and television (51%) as their primary and secondary sources for information
 - Magazines (13%) is the lowest of the media choices provided and was cited as a secondary source when listed
- Respondents use the Internet primarily to check email (60%), surf the Web (53%), shop (29%), pay bills (27%), and watch online media (23%)
- Information sources for energy savings (ranked as top two responses) are the Internet (52%), utility company (29%), and newspaper (24%), and friends and family (21%)

- Sources that are considered trustworthy are (1) “people I know that have saved energy” (28%), (2) electric or gas utility company (12%), and (3) ENERGY STAR (11%)



- Concerning advertising around energy use, the preferred terms (ranked as top two response) are “energy efficiency” (40%), followed by “sustainable” (44%), and “conservation” (41%). The lowest response was “green” (28%).



Personal Beliefs and Attitudes Around Energy

STATEMENT	Agree/Strongly Agree
Making better use of my resources makes me feel good	90%
It is important to save energy in my home.	88%
I worry that the cost of energy for my home will increase.	75%
	Disagree/Strongly Disagree
I do NOT feel responsible for conserving energy because my personal contribution is very small.	84%
A product that saves energy won't look as good as the non-energy efficient alternative.	78%
I will only save energy if it does not require too much effort.	68%
	Priority/High Priority
Recycling paper, cans, bottles and plastics	79%
Setting heating or cooling temperature with programmable thermostat to use less Energy	71%
Replacing regular light bulbs and fixtures with energy-efficient ones	63%
Installing additional or upgraded insulation or windows	48%
Replacing major appliances with more energy-efficient ones	44%
Our key takeaway from this data is that as the level of investment increases, the level of priority decreases.	

Customer Segmentation & Recommended Positioning

Targeting and Positioning

Given the high potential of the affluent Virginia Highland and Buckhead homeowners to participate in SHINE (as identified by our client), our survey was restricted to these target zip-codes. As a result, our demographic findings were largely homogeneous and conducting cluster analysis to identify customer segments was not feasible. Therefore, our recommendations are based around these affluent homeowners as the target market.⁴

In order to determine the best way to position SHINE to this target, we used the survey data to run a factor analysis among relative attitudinal questions. This resulted in four factors:⁵

Factor 1: Low effort and too busy to care	<ul style="list-style-type: none"> • It is important to save energy in my home. • I will only save energy if it does not require too much effort. • I do NOT feel responsible for conserving energy because my personal contribution is small. • Making better use of my resources makes me feel good. • My day-to-day life is so busy that I often forget to take actions that save energy.
Factor 2: Social norm	<ul style="list-style-type: none"> • I am more likely to change my behaviors if other people are doing their part. • I am more likely to change my actions if people I respect have already taken action. • I would like to do more to use less energy, but I don't often think of it.
Factor 3: Opportunity cost	<ul style="list-style-type: none"> • Undertaking all of the recommended energy efficient improvements to my home would cause too much disruption or inconvenience for me and my family. • I do not have the time to supervise the work needed to make my home more energy efficient.
Factor 4: Financial cost	<ul style="list-style-type: none"> • I worry that the cost of energy for my home will increase. • The cost of the energy efficiency improvements is too high. • I have other priorities for my available cash than making energy efficiency improvements to my home.

After identifying the four factors, we then ran a linear regression to determine the relationship between these variables and willingness to participate in the SHINE program. This resulted in two of the factors being insignificant: factors 1 and 4. The insignificance of factor 4 is to be expected considering the affluence of our sample (those with high annual household incomes are probably not sensitive to financial costs). Therefore, factors 2 and 3 are the most important variables in

⁴ Refer to page 14 for detailed demographic findings

⁵ Please see the Appendix for analysis.

determining the likelihood of participating in the SHINE program, and the City/Georgia Power should target individuals influenced by these factors. Since the social aspect and opportunity costs related with home energy improvements are important, these will be addressed in our proposed integrated marketing communications campaign.

Respondents whose attitudes resemble those in factor 2 exhibit the following behaviors:

- I regularly try to convince my friends and family to use less energy.
- I am planning to take some measures to use less energy at home this year.
- I find myself checking the prices even for small items.
- I don't believe in replacing my home appliances until they are broken.
- Replacing regular light bulbs and fixtures with energy efficient ones is a priority in my life.

Respondents whose attitudes resemble those in factor 3 exhibit the following behaviors:

- I am planning to move before I could get a payback on an investment in energy improvements.
- I don't believe in replacing my home appliances until they are broken.
- Driving an electric or hybrid gas-electric vehicle is a priority in my life.

Using these factors, we propose the following positioning statement:

For affluent Atlanta homeowners, SHINE in partnership with Georgia Power Home Performance with ENERGY STAR is the rebate program for home energy efficiency improvements that delivers an easy way to maximize savings and comfort in their homes because only SHINE provides comprehensive resources like educational tools and contractors to guide them through the retrofit process.

Communication Response Model

In generating awareness and ultimately participation for a complex program such as SHINE, it is important to consider the communications process, especially the response process the receiver may go through in moving toward a specific behavior since marketing efforts can influence these responses:

1. **AWARENESS:** The goal is to increase awareness of SHINE. Messaging will have the undertone of "don't miss out on this program that everyone is buzzing about." Traditional and non-traditional media will be used to communicate the awareness message.
2. **CONSIDERATION:** Once a consumer is aware of SHINE, the next goal is to teach them about the program. There will be various channels developed to teach consumers about the program, including those which will involve a personal selling approach led by influential Atlanta residents or experts on the program, such as accredited contractors. Making sure the SHINE program description is delivered clearly and in a consistent manner is of great importance at this stage.

3. **CONVERSION:** At this stage, gaining participation is the goal. Participation will be encouraged through a contest among in-town Atlanta neighborhood associations, similar to Energy Smackdown in Boston.⁶ The contest should appeal to the social norm motivation that causes the primary target to act.

⁶ <http://www.energysmackdown.com/>

Recommended Integrated Marketing Communications (IMC) Strategy

IMC Plan Objectives:

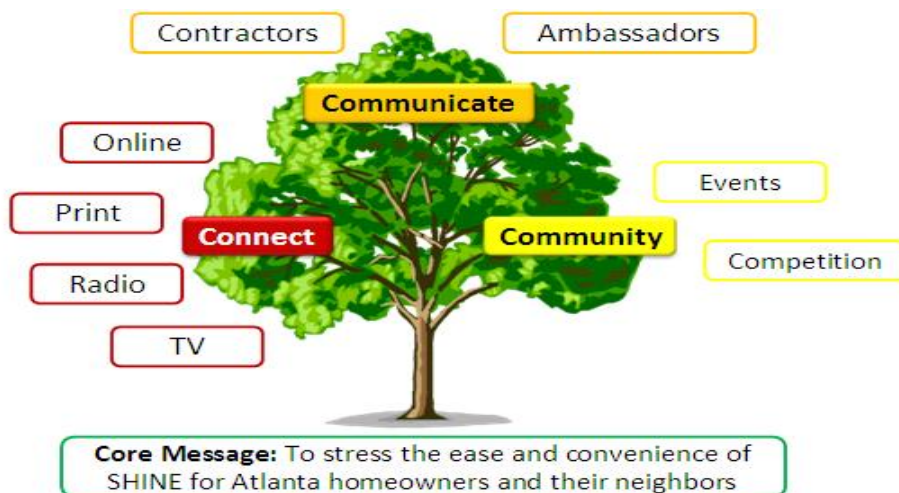
1. Generate 2,000 participants for the SHINE program
2. Increase awareness about the SHINE program in Atlanta

The “Big Idea”

Based on our survey results, we know that the opportunity cost of participating in a program like SHINE is a major deterrent for the target, and that potential participants are heavily influenced by their peers. However, past participants commented on how pleasantly surprised they were by the ease of the retrofit process. Therefore, the “big idea” is to stress the ease and convenience of SHINE for Atlanta homeowners and their neighbors. Word of mouth marketing from SHINE advocates and ambassadors will be critical at each stage of the campaign. Our primary and secondary research indicates that appealing to social norms, utilizing influential people to deliver messaging, and communicating a consistent message are the most effective tactics to reach our target consumers and encourage participation.

Proposed Communications Plan

We divided the IMC plan into three phases: CONNECT, COMMUNICATE, AND COMMUNITY. During the CONNECT phase, the main objective is to generate awareness around SHINE using traditional and non-traditional marketing media. The COMMUNICATE phase of the campaign focuses on educating aware residents about the SHINE program through contractors, neighborhood association leaders, and other influencers. The final phase focuses on creating COMMUNITY for both participants and the contractors.



Phase 1: CONNECT

The objective of this phase is to generate awareness around SHINE, building the brand and driving aware consumers to the updated website and other resources explaining how the program works and its benefits. Secondary research indicated that most consumers have to see a message at least three times to become aware of it.⁷

Our survey indicated that our target consumers' primary sources for news are the following: 43% newspapers, 26% online, and 23% radio. When asked what their primary resources for finding out about how to save energy, the survey indicated that 19% relied on people they knew had saved energy, 17% trust their utility companies, and 15% relied on ENERGY STAR. The CONNECT part of the campaign will focus on target consumers' core media choices for general news. Therefore, traditional media will be the primary channels for the CONNECT phase. Both public relations and advertising through these media are recommended. Public relations is an extremely credible and low cost tool to generate awareness for SHINE.

Print:

- **Newspapers**

- *Atlanta Journal Constitution* (widest coverage of any local newspaper), *Atlanta Business Chronicle*, and community newspapers such as *Atlanta INtown* and *Buckhead Reporter* that are distributed in the target zip codes are recommended.

- **Magazines**

- *Atlanta Magazine* is a primary target for print because of its reach to 70,803 Atlanta residents within the top 10 wealthiest zip codes and overall similarity with the demographics of our target zip codes.
- *Atlanta Homes and Lifestyles Magazine* is also a primary target due to the following reader statistics: median household income of \$306,000, \$1.6 million average net worth, 89% own a primary residence, and 76% own a house valued at more than \$500,000. Also, 89% of readers have taken some sort of action as result of reading *AH&L*.
- *Southern Living* will have some awareness from advertising coverage due the ability to advertise regionally to the 250,000 readers in the Atlanta area and the similar demographics of our target zip codes and its readers. Georgia Power already uses *Southern Living* for its "Sniff Out Savings" campaign.

TV: Due to the high cost of television advertising, our primary use for television will be public relations via local news. In addition, if the budget permits, we propose that advertisements on

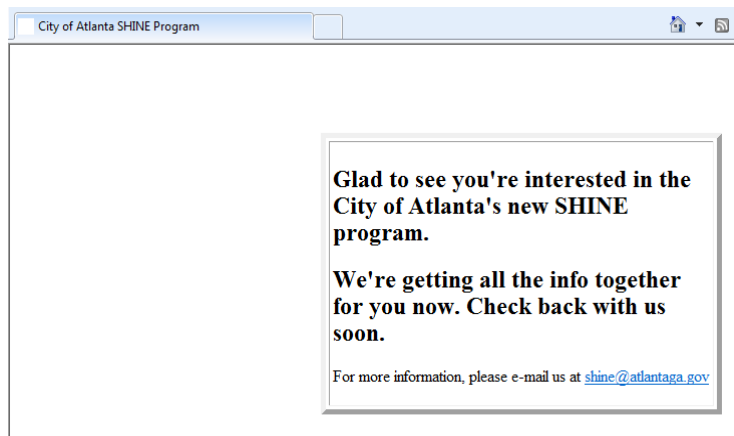
⁷ Department of Energy Report: Driving Demand for Retrofits

HGTV be used to generate awareness through commercial spots and also plugs on renovation shows that feature Atlanta households. The reason HGTV was chosen is due to the demographics being 65% female, 80% owning their home, and 49% of households earning \$75,000 or more.⁸ HGTV is also one of cable's top rated networks with 5.5 million unique viewers per month. We realize that the budget may not be large enough to permit television advertising, but if it does, HGTV should be the targeted channel.

Radio: Short, catchy radio advertisements by influential Atlanta residents will be another avenue to generate awareness. Because the survey indicated that 23% of respondents trust radio for general news, we believe that radio is a good way to reach some of our target consumers with an awareness message. Another aspect of the program will be to have radio personalities that the target segments listen to discuss the merits of the program. Many radio personalities such as Clark Howard are considered to be "influentials" in the community. Also, NPR and WSB news talk radio are stations that over index with the demographics of our target zip codes and are typically considered trusted sources for information.

While traditional marketing may be effective in building general program awareness, isolation of these techniques may not be as effective at the task of motivating target populations as non-traditional media because it is an expensive, intangible "product" that is unfamiliar to many homeowners.⁹ Therefore, non-traditional media will be a secondary source:

www.shineatlanta.com: We recommend updating the SHINE website to direct interested residents during the awareness and education phases of the campaign. Here is a snapshot of the current site:



⁸ <http://www.hgtv.com/advertise-with-us-audience-profile/package/index.html>

⁹ Department of Energy Report: Driving Demand for Retrofits

The updated site should be a primary source of information for Atlanta homeowners considering participating in SHINE. The site will be a place for interested consumers to post questions about the program. A hotline should also be available for interested consumers to be able to call with questions. A study by New Media Trend Watch¹⁰ indicated that only 39% of the baby boomer population has ever used message boards, forums, etc. Because the majority of the target demographic has not yet embraced message boards, the hotline will meet their needs.

Viral Campaign: Playing off of the “Did you know?” videos,¹¹ we recommend the creation of an Atlanta-based video that highlights the impact SHINE can have on the world, Atlanta, your family, and your monthly bills. The video will be a low cost version similar to Humana’s educational video: <http://www.youtube.com/watch?v=nXfGeMNnBsM> . A link to the video will be placed on the City of Atlanta Office of Sustainability webpage along with the SHINE website and other local Atlanta sustainability groups’ sites, such as Sustainable Atlanta. The video will be an additional promotional tool for SHINE presentations at neighborhood association meetings, etc.

Social Media: A study done in February 2010 noted that that 61% of Facebook users are older than 35 and that Facebook usage is growing most rapidly among older users.¹² Therefore, a Facebook page will be created to encourage potential participants to become fans of the City of Atlanta’s sustainability initiatives. SHINE will be prominently highlighted on the page with a place for participants to post feedback on the program and for prospective participants to ask questions. The page will also have energy saving tips posted periodically both by fans and the Office of Sustainability. Most importantly, the Facebook page will give updates on the impact the Neighborhood Association contest (see Phase 2 for details) is having on helping Atlanta become more sustainable and also to update fans with the contest standings for the month.

Phase 2: COMMUNICATE

The COMMUNICATE phase of the campaign focuses on educating aware residents about the SHINE program. Our secondary research indicated that the best way to educate consumers is through personal selling and one-on-one interaction. The research also underscored the importance of consistency and simplicity of the message. Marketing materials (collateral such as brochures) and talking points for SHINE advocates and contractors to use are important for this phase. Three main communicators are targeted in this phase: neighborhood association leaders, contractors approved by the SHINE program, and SHINE advocates.

¹⁰ <http://www.newmediatrendwatch.com/markets-by-country/17-usa/123-demographics?start=1>

¹¹ <http://www.youtube.com/watch?v=cl9Wu2kWwSY>

¹² <http://royal.pingdom.com/2010/02/16/study-ages-of-social-network-users/>

Neighborhood Association Leaders: Of our survey sample, 64% belong to neighborhood associations. From the target zip codes, 23 neighborhood associations were listed by survey respondents (see Appendix 3 for complete list). Therefore, SHINE advocates/key stakeholders will present at the individual neighborhood association meetings to promote the program. Each neighborhood will select someone to lead the program as the neighborhood’s ongoing SHINE ambassador. Neighborhood newsletters will also feature details on the program.

Contractors: Interviews with customers and contractors indicated that if a consumer has already decided to do a home renovation, the contractor was the primary information source for participation in the program. Therefore, with a goal of 2,000 participants, we should continue to leverage contractors as an education source to encourage retrofits and as a primary point person during the retrofit process. In addition to quality training, Georgia Power’s training sessions for contractors will now include marketing communication guidelines, such as how to communicate with potential customers about the SHINE program, which channels are most successful in reaching potential participants, and how to use the contractor “tool box” of advertisements created. NYSERDA will the model used for this aspect of the program.¹³ Other key issues as indicated by the NYSERDA program that should be covered in training are how to make the experience the best for the customer and how to overcome objections and convert potentials into customers. The contractors will be required to have any SHINE-specific advertisements pre-approved by the City of Atlanta Office of Sustainability to ensure the consistency of the message. Each advertisement designed by the contractor must have the SHINE brand and messaging supplied by the City of Atlanta Office of Sustainability.

Potential participants might view the City of Atlanta, Georgia Power, and the contractor as representatives of the SHINE program so each partner must execute well for the program to be successful. The City of Atlanta Office of Sustainability will continue to give reimbursements for advertising expenses based on number of retrofits completed. In order to measure participant satisfaction, a page will be added to the Georgia Power approved contractor website for participants to rate and comment on their experience with contractors.

SHINE Advocates: SHINE advocates are defined as mavens within the Atlanta community who either have already or are in the process of participating in the SHINE program and are willing to endorse the program. SHINE advocates will attend meetings where possible to give firsthand testimonials on his or her experience participating in the program. Their role is to tell their stories about the program and spread the word about SHINE, essentially to create buzz about SHINE.

¹³ <http://www.nyserda.org/>

Phase 3: CREATE COMMUNITY

One of the primary factors driving our target market is social norms or peer pressure. Therefore, including a social aspect to the campaign is vital to encourage participation. Based on our secondary research, we recommend the use of a contest between neighborhoods as well as promotions at local events.

Contest: Through our secondary research, we found that a number of programs similar to SHINE used a community contest to drive participation. For example, Take Charge Challenge in Kansas recruited a leadership team of respected community members and conducted a regional competition to increase energy reduction. The combination of community leadership with the incentive of competition resulted in higher levels of participation than organizers initially envisioned.¹⁴

In designing a contest for SHINE, we propose that the targeted neighborhood associations be judged based on the number of participants for the SHINE program. The SHINE website will track the monthly progress and standings of all the neighborhoods. The contest will run from June through December to be able to capture both hot and cold months. The winning neighborhood will be awarded the title of “Most Sustainable Neighborhood in Atlanta.” Contractors who have recruited the most participants in the SHINE program will also be recognized.

Sponsorships: We recommend the City of Atlanta Office of Sustainability sponsor Tour of Homes in targeted neighborhoods, specifically Inman Park and Virginia-Highland. As a stipulation for the sponsorship, we recommend that you request the inclusion of at least one home in the tour that has participated in the SHINE program. The Atlanta belt-line project has had booths at local festivals for the past few years as a method to educate Atlanta residents about the project. We can use these events as an additional communication stream to our target market.

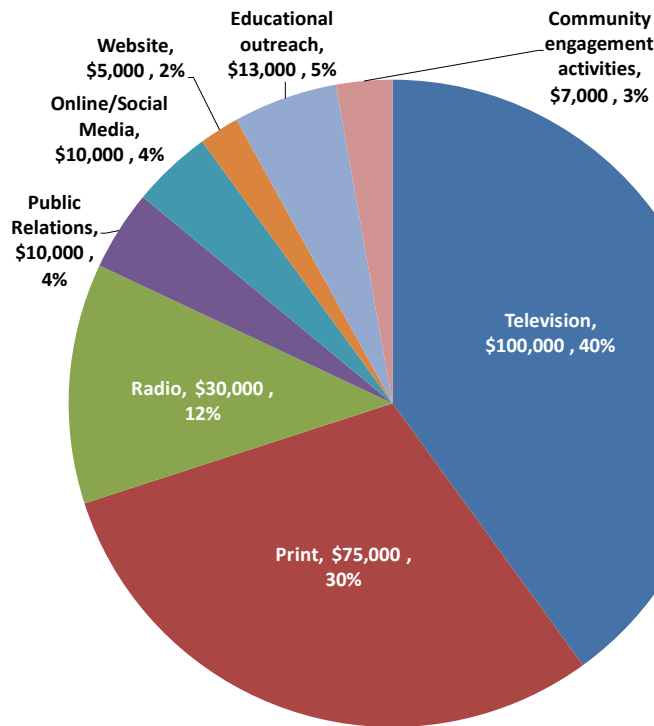
In addition, we recommend that SHINE sponsor or have a booth at a local sustainability conference. Atlanta plays a key leadership role in sustainability efforts for the Southeast region of the United States. Green Business Works Expo is already playing a key role in gathering likeminded individuals together to unite around common sustainability goals through its annual event in October. SHINE can participate in this event as an exhibitor for a fee of \$600.¹⁵ Participating in an Atlanta sustainability conference would be a great way to unite groups in Atlanta working towards the goal of making Atlanta more sustainable.

¹⁴ The Department of Energy: Driving Demand for Retrofits

¹⁵ <http://greenbusinessworksexpo.net/exhibiting-prosperity>

Proposed Budget

Based on a proposed budget of \$250,000, we recommend sharing the costs of this IMC plan with Georgia Power.



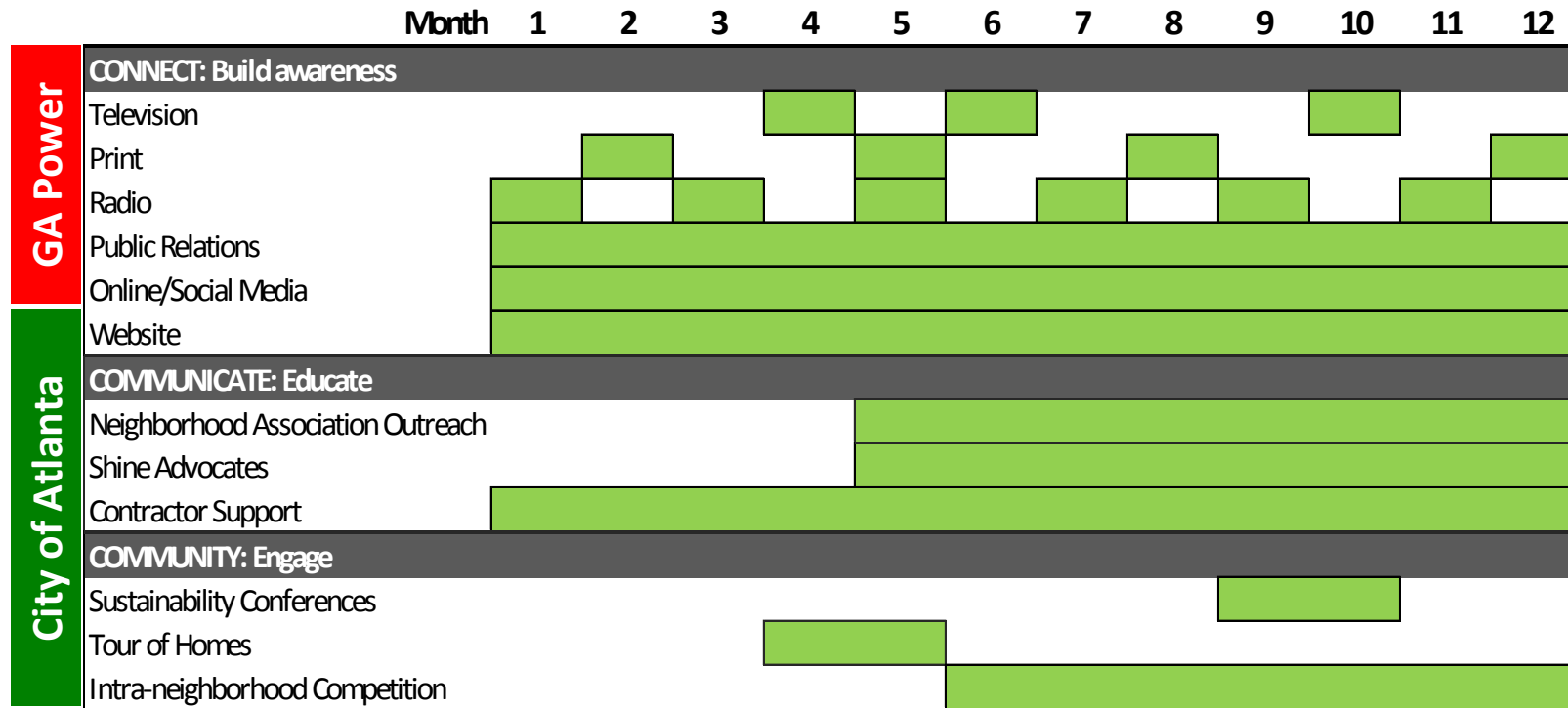
Within the three component of the IMC plan, the budget is allocated in the following way.
CONNECT: 92% (TV, print, radio, public relations, online/social media, SHINE website)
COMMUNICATE: 5% (neighborhood association outreach, SHINE advocates, contractor support)
COMMUNITY: 3% (Sustainability conferences, Tour of Homes, Intra-neighborhood competition)

Although TV forms the largest part of the budget, there are a number of low cost media formats that can utilized for SHINE. These include Community engagement activities, building out the website, and public relations.

Given limited City of Atlanta resources, it can also utilize the City Council, Mayor's Office of Communications, GA Power staff and energy efficiency budget. GA Power would continue to oversee the traditional media campaigns while the City could take the lead on new local initiatives including the neighborhood association outreach efforts and event sponsorships.

IMC Implementation Timeline

We recommend that the City of Atlanta take the lead Communicate and Community components below as well as the website. GA Power can continue to focus on Connect component (traditional and non-traditional).



Metrics

We recommend that a dashboard be created to track the efficacy of this IMC program, which can be replicated for future programs of a similar nature. We believe the metrics below will be cost-efficient to measure and that the information will be fairly simple to acquire.

SHINE Program Participation

- Audit-retrofit conversion rates in SHINE zip codes vs. non-SHINE zip codes
- GA Power uptake in SHINE zip codes vs. non-SHINE zip codes
- Contest Participation: Number of participants gained from the contest
- Customer satisfaction of participants in the SHINE program, via online exit survey

Energy Usage

- Energy usage in contest neighborhood before contest and three months after contest end to allow time for any issues with upgrades to be fixed
 - Would require opt-in from consumers and/or information from Georgia Power
- Year over year energy savings analysis (before and after retrofit)

Advertising and Sales

- Awareness of the ads (aided and unaided) of SHINE program participants via online exit survey
- Media impressions of ad placements
- Number of unique visitors to SHINE program micro-site

Finance

- Average acquisition cost of a program participant (Advertising Cost/# Participants)
- Amount of grant funds utilized during the advertising period

Next Steps

We have offered a number of marketing tools to help promote the SHINE program in Atlanta. Should the City of Atlanta decide to move forward, we believe costing out the IMC plan would be the next immediate step. In the long term, the City has the opportunity to partner with neighboring cities in the metro area to expand its market research study and analyze similarities and differences in energy efficiency to other parts of metro-Atlanta and the Southeast.

In order to be effective during the COMMUNICATE phase, it is important to reach out to the neighborhood associations and find SHINE advocates as soon as possible. Building strong relationships with these program ambassadors will be vital for educating possible program participants and increasing word of mouth for the program.

Appendix

Appendix 1: Stakeholder Questionnaires

Contractor Questionnaire

Background

- How did you become a contractor for this program?

Assessments

- How often are you called upon to conduct an assessment?
- Which neighborhoods have you done assessments?
- As a contractor, approximately how many energy efficient retrofit assessments do you do on average in a year? (What percentage is this of your total assessments performed?)
- What percentage of the assessments that you do actually result in work being contracted and completed on the home?
- What are the typical areas that you cite for energy savings?
- What are the major obstacles in the process for you as a contractor in completing the assessment?

Retrofit Process

- Can you describe the process/steps you take as a contractor to complete an EE retrofit (starting with assessment to actual completion of work)?
- What are the major obstacles for you as a contractor in completing the actual retrofit work on the home post-assessment?
- Do you actively promote the retrofit rebate program to clients when you are in their homes doing other unrelated contract work?
- From a cost perspective, how much more/less expensive is an EE retrofit compared to a non-EE replacement?

Incentives

- What is the incentive to you to complete an energy efficient retrofit assessment for a client?
- What is the incentive to you to complete all of the EE work that then needs to be done in the house for a client?

Clients

- Who are your typical clients that would be interested in an EE assessment?
- Would you say overall that the clients you have done assessments for and completed the work on their homes have largely been satisfied, or unsatisfied and why?
- Are there common reasons why some clients decide not to do a retrofit after an assessment? What are they?

Customer Questionnaire

Marketing/Communication

- How did you hear about this program?
- What was your motivation in participating in this program?
 - Had you already been planning to make energy renovations on your home?

Assessments

- How long did it take to make an appointment with an assessor?
- How long did the initial assessment take?

Retrofit Process

- How long did the entire process take from start to finish? (Start=First contact with approved contractor, Finish=Receipt of rebates)
- How much did you spend on retrofitting your home?
- What areas of the home did you retrofit?
- What financial savings have you seen?
 - Did these savings meet your expectations?

Program Feedback

- Would you recommend the program to others? Why or why not?
- Do you know of others do have participated?
- What improvements could be made to the program?
- What is working well in the program?

DOE Questionnaire

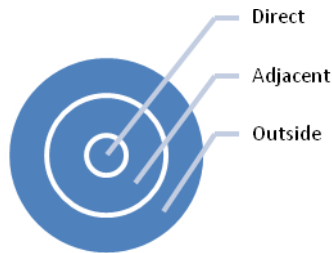
1. Do you know of other states that have launched market research studies surrounding energy efficiency projects in the past 2 years? Do you have access to any of these questionnaires or reports?
2. Of the case studies from your article, which market is most similar to Atlanta that we can draw insights from? Do you think there will be drastic regional differences in responses being in the South?
3. With electricity being a smaller share of wallet for southerners versus other regions, what do think will be the best attributes to test for importance? Are there any other attributes that are not mentioned in the report that came up in your research?
4. What, in your opinion, is the most important area to focus on in our market research study?
5. Can you think of any other sustainably driven non-profits (i.e. US Green Building Council, National Association of Homebuilders, Building Performance Institute as mentioned in report) that we could use for PR and to generate awareness about the program? Or is there some place we can look to find these publications?
6. Which program had the most successful contractor-targeted program? Do you have any data around that program or contacts that would help us?
7. Many characteristics are listed for a segmentation process. Did any of your research indicate the best way to segment the market? Could this differ by region?
8. You mentioned the need for these programs to have longevity and consistency in its marketing efforts. How long do you think this is necessary and ideal for these programs to be successful?
9. In Section 5 (Sell Something People Want), you highlighted a number of marketing messages that may resonate with customers beyond simply saving money on their energy bills. Have you found that any of these have been used with more success than others?
10. What are the best ways to keep consumers from stalling out along the process of retrofitting their home? Did you notice a specific place along the journey where customers get stalled?
11. Which state program would you recommend we do the most in-depth research to help us?
12. What advice do you have for us in our project? Is there anyone else whom you recommend we speak with?

GA Power Questionnaire

- How does this program fit into GA Power's overall strategy?
- What resources have been allocated to this program?
- What are the benchmarks for success?
- How have you communicated this program to the public?
 - If multiple methods, which have been most effective?
 - Have you targeted a certain part of the Atlanta market?
- To date, how many customers have filed for reimbursements?
- What is the average reimbursement?
- What are the retrofit areas that qualify under this program and the associated reimbursements?
- Are there particular neighborhoods that are taking advantage of the program more than others?
- What learnings have come out of the pilot phase of the campaign?
- What feedback have you received, if any, from program participants?
- What are your opinions on the low participation rate thus far?

Appendix 2:

Market Analysis



Competitive Environment

Direct Competitors

SHINE is the only government based rebate program in Atlanta

Adjacent

These are websites and programs that may steal share of mind from the consumer. The websites have similar information but superior graphics and more consumer engagement than the SHINE website appears to have.

Areas with an *asterisk are recommended as benchmarks for the SHINE program.

- DSIRE: Database of State Incentives for Renewables & Efficiency
The website covers energy audit process and tax and rebate programs in Atlanta.¹⁶
 - Run by TCI (Total Comfort Installations) Energy Audits: *“The Science of Energy Efficiency”*
 - Services Offered: Home Energy Audits, Energy Audit Process, Insulation and Air Sealing, Energy Saving Tips and Accreditations
 - Resources: Incentives and Tax Rebates, Specials/Coupons
- *Energysavvy.com: *“Making your home comfortable and efficient”*
The website covers energy-efficiency upgrade options and tax and rebates programs in Atlanta.¹⁷ Features include:
 - Estimate Your Savings: Energy usage survey and energy saving recommendations
 - Tax Credit and Rebate information
 - A list of contractors and contractor recommendations based on project type, including “energy retrofit”
 - Topics and Community: featured topics, community discussions, and helpful hints
 - Featured Topics include “Upgrade Efficiently,” “Green Your Home,” “Save Energy and Money,” “Energy Audit,” “Energy Retrofit” and “What to Ask Contractors”

¹⁶ <http://www.energyauditsatlanta.com/incentives-tax-rebates/energy-rebates-Atlanta-GA.shtml>

¹⁷ <http://www.energysavvy.com/topics/home-energy-efficiency-in-atlanta/>

- EarthCraft House: EarthCraft Homes are environmentally-friendly and resource-efficient homes built from scratch utilizing ENERGY STAR certification criteria.¹⁸
- EarthCraft Renovation provides clear guidelines for renovations or additions to existing homes, with the goal of saving energy and water while improving indoor air quality.¹⁹
- UGA Cooperative Extension was created to extend lifelong learning to the people of Georgia through unbiased, research-based education in agriculture, the environment, communities, youth, and families.²⁰

Outside

Outside competitors are competitors operating in a similar space but with a different goal or target.

- EarthCraft Communities assists land developers and local government agencies to create sustainable market-rate and affordable housing communities.²¹
- EarthCraft Multifamily is the first multifamily-specific green building program in the nation.²²
- EarthCraft Light Commercial is a cost-effective and environmentally responsible building strategy for commercial buildings sized 15,000 square feet or less.²³
- Sustainable Atlanta is a facilitator of the collective work of government, business, institutions, non-profits, and organizations to develop and implement the action plan for environmental sustainability in Atlanta.²⁴
- Sustainable Initiatives via City of Atlanta²⁵

¹⁸ <http://www.earthcrafthouse.com/About/newhomes.htm>

¹⁹ <http://www.earthcrafthouse.com/About/renovation.htm>

²⁰ <http://www.caes.uga.edu/extension/>

²¹ <http://www.earthcrafthouse.com/About/communities.htm>

²² <http://www.earthcrafthouse.com/About/multifamily.htm>

²³ [http://www.earthcrafthouse.com/documents/EarthCraft%20Light Commercial Program launch Info.pdf](http://www.earthcrafthouse.com/documents/EarthCraft%20Light%20Commercial%20Program%20Launch%20Info.pdf)

²⁴ <http://www.sustainableatlanta.org/>

²⁵ http://www.atlantaga.gov/mayor/suscommunity_092508.aspx

Appendix 3: Neighborhood Associations within target zip codes gathered from survey

1. Garden Hills Civic Association
2. Inman Park Neighborhood Association
3. North Buckhead Association
4. Lake Claire Neighborhood Association
5. Virginia Highlands Civic Association
6. Tuxedo Park Civic Association
7. Peachtree Battle Association
8. The Grant Park Neighborhood Association
9. The Historic Brookhaven Neighborhood Association
10. The Hillside Neighborhood Association
11. Morningside Lenox Park Neighborhood Association
12. Ansley Park Civic Association
13. Chastain Conservancy
14. Brookwood Hills Neighborhood Association
15. Sherwood Forest Home Owners Association
16. High Point Civic Association
17. The Druid Hills Civic Association
18. Brookhaven Heights Association
19. West Paces Ferry Neighborhood Association (WPNA)
20. Buckhead Neighborhood Association
21. Pine Hills Neighborhood Association
22. Habersham Cove Homeowners Association
23. Midtown Alliance

Appendix 4: Full Survey

CITY OF ATLANTA
*SHINE Program/Residential Energy
Efficient Home Improvements Survey*
CATI Script
(11-10-10)

Hello, I'm ____ with Pioneer Marketing Research in Atlanta. We have been asked by the City of Atlanta to conduct a confidential survey among residents so the City can better understand their attitudes and beliefs about energy usage in their homes. I promise we are not selling anything, first:

Screeners:

S1. What is your zip code?

30303, 30305, 30306, 30307, 30308, 30309, 30310, 30312, 30314, 30318,
30319, 30324, 30326, 30327, 30342. [*If not on zip code list, Thank & terminate*]

S2. Are you responsible for your household's energy-related decisions, including paying utility bills?

1. Yes [*Continue*]
2. No [*Ask to speak with responsible person. If not available, thank & terminate*]
3. Refused [*Thank & terminate*]

S3. Are you a homeowner of a single family residence?

1. Yes [*Continue*]
2. No/Refused [*Thank & terminate*]

S4. Was your house built prior to 2000?

1. Yes [*Continue*]
2. No/Refused [*Thank & terminate*]

S5. Is the approximate value of your home today greater than \$100,000?

1. Yes [*Begin interview*]
2. No/Refused [*Thank & terminate*]

Energy Audit/Awareness Questions

1. Are you aware that you can receive rebates and tax credits for certain renovations to your home that make it more energy efficient?

1. Yes
2. No
3. Refused

Awareness of / Participation in Georgia Power's Home Performance with ENERGY STAR®

2. Have you heard about Georgia Power's *Home Performance with ENERGY STAR®* program?

- 1. Yes [Ask Q3 & Q4]
- 2. No/Refused [Skip to Q13]

[If Q2 = "Yes"]

3. How did you hear about the program? [Record all answers]

- 1. Local news
- 2. Newspaper
- 3. Website
- 4. Georgia Power advertisement
- 5. Word of mouth
- 6. Contractor
- 7. Other [Specify]: _____
- 8. Don't know/Refused

4. Have you participated in an *ENERGY STAR®* home assessment to determine eligible energy efficient improvements recommended for your home?

- 1. Yes [Skip to Q7]
- 2. No/Refused [Ask Q5 & Q6 then skip to Q 13]

[If Q4 = "No"]

5. Why did you not participate?

- 1. Too expensive
- 2. Too time consuming
- 3. Could not find a contractor
- 4. Not interested
- 5. Did not understand the program
- 6. Other [Specify]: _____
- 7. Don't know/Refused

6. Using a 5-point scale, from "1" = *very unlikely* to "5" = *very likely*, how likely are you to participate in an in-home energy efficiency assessment?

- 1. Very Unlikely
- 2. Unlikely
- 3. Neutral
- 4. Likely
- 5. Very Likely
- 6. Don't know/Refused

[If "yes" to Q4]

7. Using a 5-point scale, from “1” = *very dissatisfied* to “5” = *very satisfied*, how satisfied were you with your experience with Georgia Power’s *Home Performance with ENERGY STAR®* program?

- 1. Very dissatisfied [Ask Q8]
- 2. Dissatisfied [Ask Q8]
- 3. Neutral [Skip to Q9]
- 4. Satisfied [Skip to Q9]
- 5. Very satisfied [Skip to Q9]
- 6. Don’t know/Refused [Skip to Q10]

[If Q7 = 1 or 2]

8. What improvements could be made to Georgia Power’s *Home Performance with ENERGY STAR®* program? [Probe and clarify. Get specifics]

[If Q7 = 3, 4, or 5]

9. In particular, what parts of Georgia Power’s *Home Performance with ENERGY STAR®* program did you like? [Probe and clarify. Get specifics]

[If “yes” to Q4]

10. Would you recommend the Georgia Power’s *Home Performance with ENERGY STAR®* program to others?

- 1. Yes [Ask Q11]
- 2. No/Refused [Ask Q 10b then skip to Q 13]

10b. Why would you NOT recommend the Georgia Power’s *Home Performance with ENERGY STAR®* program to others? [Probe and clarify. Get Specifics] _____

11. Have you used any of the recommendations from the energy assessment to use less energy?

- 1. Yes [Skip to Q13]
- 2. No/Refused [Ask Q12]

12. Why not? [Record all answers. If “Other,” probe and clarify; get specifics]

- 1. Too expensive
- 2. Too time consuming
- 3. Could not find a contractor
- 4. Not interested
- 5. Did not understand the program
- 6. Other [Specify]: _____
- 7. Don’t know/Refused

Assessment of Home Energy Efficiency/Energy Use

13. To reduce your home's energy usage, which of the following upgrades/improvements have you made to your current home [*Read list. Record all mentions*]

- a. Added insulation
- b. New energy efficient windows
- c. Weatherization like caulking or weather stripping
- d. New heating/cooling temperature control
- e. Heating/cooling system upgrade
- f. Water heater temperature control
- g. Water heater system upgrade
- h. Use/purchase of efficient appliance(s)
- i. Lighting/system control and upgrade
- j. Solar/alternate power
- k. Duct sealing/air sealing
- l. Installed ceiling fans
- m. Installed reflective roofing material
- n. Other [*Specify*]: _____
- o. None

[For each upgrade/improvement named in Q13, Ask]:

14a-n. Did you install this measure by yourself or did you use a contractor?

1. Yourself/Homeowner
2. Contractor
3. Both
4. Cannot remember/Refused [*Do not read*]

15. When purchasing large appliances (such as a washer or dryer), how often do you consider ENERGY STAR® models? That is, do you [*Read list*] consider ENERGY STAR® models?

1. Always
2. Often
3. Sometimes
4. Rarely
5. Never
6. Don't know what ENERGY STAR® is [*Do not read*]
7. Refused

16. When purchasing electronic goods (such as a computer) or small appliances (such as an iron or toaster) how often do you consider ENERGY STAR® models? That is, do you [*Read list*] consider ENERGY STAR® models?

1. Always
2. Often
3. Sometimes
4. Rarely
5. Never
6. Don't know what ENERGY STAR® is [*Do not read*]
7. Refused

Beliefs and Costs about Energy Improvements

17. Using a 5-point scale from “1” = *strongly disagree* to “5” = *strongly agree*; please tell me how much you agree with each of the following statements concerning using energy conservation measures in your home. [*Read list. Rotate order*]

STATEMENT	RATING					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Dk/Ref
a. The cost of the energy efficiency improvements are too high	1	2	3	4	5	6
b. My home is already energy efficient	1	2	3	4	5	6
c. I have other priorities for my available cash than making energy efficiency improvements to my home	1	2	3	4	5	6
d. Undertaking all of the recommended energy efficient improvements to my home would cause too much disruption or inconvenience for me and my family	1	2	3	4	5	6
e. I am waiting for a major renovation and will incorporate the additional energy improvements then	1	2	3	4	5	6
f. I do not know a reliable contractor whose prices and work I could trust to undertake all the energy efficiency improvements	1	2	3	4	5	6
g. The potential money that I could save from the energy efficient improvements on my energy bills is uncertain	1	2	3	4	5	6
h. The potential energy savings that would result from the energy efficient improvements are uncertain	1	2	3	4	5	6
i. I do not have the time to supervise the work needed to make my home more energy efficient	1	2	3	4	5	6
j. I am planning to move before I could get payback on an investment in energy improvements	1	2	3	4	5	6

Motivations to Reduce Energy Use

18. Now, I am going to read several statements involving concerns about energy use. Please rank in order – first, second, and third – which of these concerns are most important to you. [*Read statements. Record ranks – first, second, and third. Repeat list as need. Rotate order.*]

A I am not concerned [*Skip to Q19*]

- U.S. reliance on other countries for energy
 - Quality of life for our children and grandchildren
 - Global warming or climate change
 - Energy prices making it difficult to make ends meet
 - Rising energy prices limiting personal freedom
 - Our energy supply running out
 - Environmental problems damaging our health or the health of our families
 - Energy supply intensifying conflicts between nations
 - Energy supply and use damaging our environment
 - Shortages of energy from increasing energy demands of developing countries
- X. Don't know/Refused [*Do not read*]

19. Please select the two most important reasons to make energy conservation improvements to your home: *[Read statements. Record order of importance – first, then second. Repeat list as need. Rotate order.]*

- Save money
- Protect our environment and conserve natural resources
- Preserve the quality of life for future generations
- Protect our national security and reduce dependence on foreign oil
- Make my home more comfortable
- Improve the value of my home
- Take advantage of federal and state tax credits
- X. Don't know/Refused *[Do not read]*

20. If you had to choose from the following 6 reasons why you might change your daily actions to save energy, which one would motivate you the **most**? *[Read List. Take only one answer]*

- A. Saving money
- B. Health
- C. Protecting the environment
- D. For the benefit of future generations
- E. Reducing our dependence on foreign oil
- F. Helping Atlanta lead the way on saving energy
- G. Refused *[Skip to Q21]*

[Depending on Response to Q20, ask only one of 20a through 20f]

[If Q20 = A. Saving Money]

20a. Which of the following factors would motivate you the **most** to reduce your personal energy use?

- 1. To ensure my financial security
- 2. Because it is prudent to save money
- 3. Because it is necessary in this unstable economy
- 4. Because I live on a tight budget
- 5. Other *[Specify]:* _____
- 6. Refused

[If Q20 = B. Health]

20b. Which of the following factors would motivate you the **most** to reduce your personal energy use?

- 1. Preserving a healthy home environment for my family and the people that I care about
- 2. Reducing pollutants and allergens in my home that cause asthma and other related illnesses
- 3. Other *[Specify]:* _____
- 4. Refused

[If Q20 = C. Protecting the Environment]

20c. Which of the following factors would motivate you the **most** to reduce your personal energy use?

1. Maintaining the planet for future generations
2. Ensuring that we have a healthy environment
3. Preserving/protecting animal and plant life
4. Keeping the air as clean as possible.
5. Conserving our natural resources
6. Slowing or stopping the effects of climate change
7. Other *[Specify]*: _____
8. Refused

[If Q20 = D. Future Generations]

20d. Which of the following factors would motivate you the **most** to reduce your personal energy use?

1. Ensuring a healthy planet for future generations
2. Ensuring there are enough resources available for future generations
3. Ensure future generations have a livable environment
4. Ensuring our children and their families have the same quality of life as me
5. Ensuring the survival of future generations
6. Other *[Specify]*: _____
7. Refused

[If Q20 = E. Reducing Our Dependence on Foreign Oil]

20e. Which of the following factors would motivate you the **most** to reduce your personal energy use?

1. Stop a future energy crisis
2. Secure our county's energy independence
3. Protect our national security
4. To ensure there are enough resources to support our country
5. To bolster our economy
6. Avoid running out of fossil fuels
7. Other *[Specify]*: _____
8. Refused

[If Q20 = F. Atlanta's Leadership on Energy]

20f. Which of the following factors would motivate you the **most** to reduce your personal energy use?

1. Feeling part of a statewide movement
2. Helping Atlanta lead the rest of the country
3. Preserving the integrity of the state
4. To bolster Atlanta's economy
5. Other *[Specify]*: _____
6. Refused

21. In addition to the things we've already discussed, what else would motivate you more to save energy? [*Probe and clarify. Get specifics*]

Information Sources

22. What are the primary sources of information you use to get general news or information? [*Do not read list*]

1. Newspaper
2. Radio
3. TV
4. Online
5. Friends, family, coworkers
6. Other [*Specify*]: _____
7. Refused

23. How actively do you follow environmental issues? [*Read List*]

1. Always
2. Most of the time
3. Sometimes
4. Rarely, or
5. Never
6. Don't know/Refused [*Do not read*]

24. What type of activities do you do on the Internet? [*Do not read list. Record all answers*]

A. I don't have access to the web [*Skip to Q25*]

1. Surf the web
2. Email
3. Pay Bills
4. Shop
5. Watch online media content
6. Download music
7. Use social media networks (Facebook, Twitter, Linked In, MySpace)
8. Other [*Specify*]: _____
9. Refused

25. What are the top three places you would look for information on saving energy? [*Read complete list before recording first response. Repeat as needed. Record only three answers*]

1. Friends/family members
2. Television
3. Magazine
4. Newspaper
5. Radio
6. Online
7. Environmental organizations

8. Utility Company
9. Other *[Specify]:* _____
10. Refused

26. Which of the following sources would you trust the most to provide you with reliable information about saving energy? *[Read List. Record only one answer]*

1. My electric or gas utility
2. Government
3. Retailers (such as Home Depot or Lowe's)
4. ENERGY STAR
5. People I know who have already saved energy
6. Community organizations
7. The Department of Energy
8. Specialty contractors
9. News media
10. Refused *[Do not read]*

27. Think about advertising you've seen related to reducing energy use. Please rank in order – first, through fifth – which of the following terms appeals to you the most. *[Read statements. Record ranks – first -- fifth. Repeat list as need. Rotate order.]*

- Green
 - Sustainable
 - Conservation
 - Energy Efficiency
 - Energy Independence
- X. Refused** *[Do not read]*

Personal Beliefs and Behaviors about Energy

28. Which of the following best describes your household? *[Read List. Record only one answer]*

1. I am always reminding others in my household to save energy
2. Someone else in my household frequently reminds me to save energy
3. Everyone in my household actively saves energy
4. We do not think about our energy use in our household
5. Don't know/Refused *[Do not read]*

29. Using a 5-point scale from “1” = *strongly disagree* to “5” = *strongly agree*, please tell me how much you agree with each of the following statements concerning energy conservation. [*Read list. Rotate order*]

STATEMENT	RATING					Dk/ Ref
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
a. I regularly try to convince my friends and family to use less energy.	1	2	3	4	5	6
b. I am often the first among my friends and family to adopt energy efficient practices.	1	2	3	4	5	6
c. I am more likely to change my actions if people I respect have already taken action.	1	2	3	4	5	6
d. Most people are working hard to reduce their personal energy use.	1	2	3	4	5	6
e. I am more likely to change my personal behaviors if other people are doing their part.	1	2	3	4	5	6
f. People who waste energy are irresponsible.	1	2	3	4	5	6
g. I would like to do more to use less energy, but I don't often think of it.	1	2	3	4	5	6
h. My day-to-day life is so busy that I often forget to take actions that save energy.	1	2	3	4	5	6
i. I will only save energy if it does not require too much effort.	1	2	3	4	5	6
j. I am planning to take some measures to use less energy at home this year.	1	2	3	4	5	6
k. It is important to me that my home is kept at a comfortable temperature, even if it requires using a lot of heating and/or air conditioning.	1	2	3	4	5	6
l. I do NOT feel responsible for conserving energy because my personal contribution is very small.	1	2	3	4	5	6
m. I worry that the cost of energy for my home will increase.	1	2	3	4	5	6
n. It is important to save energy in my home.	1	2	3	4	5	6
o. A product that saves energy won't look as good as the non-energy efficient alternative.	1	2	3	4	5	6
p. Making better use of my resources makes me feel good.	1	2	3	4	5	6
q. I find myself checking the prices even for small items.	1	2	3	4	5	6
r. I don't believe in replacing my home appliances until they are broken.	1	2	3	4	5	6

30. One last 5-point scale to rate the following items as priorities in your life from “1” = *not a priority* to “5” = *very high priority*. [Read list. Rotate order]

STATEMENT	RATING					Dk/ Ref
	Not A Priority	Low Priority	Medium Priority	High Priority	Very High Priority	
a. Walking, biking, or using mass transit instead of driving	1	2	3	4	5	6
b. Recycling paper, cans, bottles and plastics	1	2	3	4	5	6
c. Setting heating or cooling temperature with programmable thermostat to use less Energy	1	2	3	4	5	6
d. Driving an electric or hybrid gas-electric vehicle	1	2	3	4	5	6
e. Replacing major appliances with more energy-efficient ones	1	2	3	4	5	6
f. Replacing regular light bulbs and fixtures with energy-efficient ones	1	2	3	4	5	6
g. Installing additional or upgraded insulation or windows	1	2	3	4	5	6

Demographics:

31. Into which of the following categories does your age fall? [Read list]

1. 24 or younger
2. 25 - 34
3. 35 - 44
4. 45 - 54
5. 55 - 64
6. 65 or older
7. Refused

32. What is your gender?

1. Male
2. Female

33. Which of the following best describes your ethnicity?

1. White/Caucasian
2. Black/African American
3. Asian
4. Hispanic
5. Other
6. Refused

34. How many people, including yourself, live in your home on a full-time basis?

Children (18 or younger): _____

Adults: _____

Total: _____

35. What is the highest level of education you have achieved so far?

1. Some High school or less
2. High school diploma
3. Some college/associate degree/trade school
4. Four-year college degree
5. Post-graduate degree/Masters, PhD, professional degree
6. Don't Know

36. What is your household's total annual income before taxes:

1. Less than \$50,000
2. \$50,000 - \$74,999
3. \$75,000 - \$99,999
4. \$100,000 - \$124,999
5. \$125,000 - \$149,000
6. \$150,000 or more

37. Around which year was your house built?

1. Before 1930
2. 1930 to 1939
3. 1940 to 1949
4. 1950 to 1959
5. 1960 to 1969
6. 1970 to 1979
7. 1980 to 1989
8. 1990 to 1999
9. Don't Know/Refused

38. How many stories are there in your home -- not including the basement or unfinished attic?

1. 1
2. 2
3. 3
4. 4 or more
5. Refused

39. Approximately how many bedrooms are in this residence?

1. 1
2. 2
3. 3
4. 4
5. 5 or more
6. Refused

40. Are you a member of any neighborhood associations in your area?

1. Yes [*Specify*]: _____
2. No
3. Refused

THANK RESPONDENT

Thank you for your participation in this survey. To let you know, the City of Atlanta has launched an energy efficiency rebate program in partnership with the GA Power Home Performance with ENERGY STAR program called SHINE, where you may be eligible for a 25% rebate up to \$2,000. If you're interested, you may get more information by sending an e-mail to shine@atlantaga.gov or calling 404-588-5982. Thanks again.

Appendix 5:

Media Choice Logic

TV

1. HGTV: 65% female, 80% own their home, 49% HHI \$75K+, one of cable's top rated networks with 5.5 million unique visitors per month, subject matter applicable to the program
2. WE: Programming attracts the lucrative and influential female heads of households who make a majority of purchasing decisions, Targets women 25-54; Of viewers 18+, 52% have some college education and 44% are employed full time (index of 102)
3. TLC: 59% of the audience is women, 77% aged 18-54, 43% in \$75+ HHI range; TLC is the #1 Network in Cable for Women: TLC is #1 for Reaching Women Among all Female Cable Networks (Source: Nielsen Media Research via NPOWER)
4. Style: 80% women, 42% HHI \$75K+, 64% Some College

Publications

1. *Atlanta* Magazine

Atlanta magazine provides its advertisers with the metro area's largest audited and paid subscriber base of any magazine serving this market. With 65,522 paid and verified circulation, *Atlanta* magazine is sold via more newsstand locations throughout the Southeast and Atlanta. *Atlanta* magazine is the exclusive city/regional title sold via the checkout aisle at all Kroger and Publix store locations throughout the metro area. During the course of the year, *Atlanta* magazine circulates copies of the magazine at special events targeting the city's diverse and affluent demographic. This equates to bonus distribution every month.²⁶

Atlanta magazine reaches one out of every eight Atlanta adult residents, primarily in Fulton County. Buckhead residents can pick up free copies at places such as Phipps Plaza and some restaurants around town. It is a very prominent magazine in the city; it is also very targeted and hits our key demographic well.

Atlanta magazine reaches 70,803 Atlanta residents within the top 10 wealthiest zip codes, or one out of every four Atlanta residents within the top 10 wealthiest zip codes:

1. 30305 Atlanta, Fulton County
2. 30363 Atlanta, Fulton County
3. 30005 Alpharetta, Fulton County
4. 30022 Alpharetta, Fulton County

²⁶ http://www.atlantamagazine.com/Other/Advertise%20With%20Us/ATLmag_Media%20Kit_2010.pdf

5. 30075 Roswell, Fulton County
6. 30326 Buckhead, Fulton County
7. 30327 Sandy Springs, Fulton County
8. 30068 Marietta, Cobb County
9. 30097 Duluth, Gwinnett County
10. 30024 Suwanee, Gwinnett County

A custom contest exposes your brand to a highly engaged audience. Within 14 days, the “Face of Atlanta” contest attracted 138,000 page views, with users spending an average of 3.17 minutes on the contest web pages.²⁷

Graduated college or more 75.7%
 Post-graduate degree 32.4%

Average net worth \$893,100
 Have a net worth of \$500,000 or more 55%
 Have a net worth of \$750,000 or more 36.4%
 Have a net worth of \$1 million or more 28.1%
 Have a net worth of \$2 million or more 9.1%

Average income \$165,900
 Earn \$75,000 or more 78.4%
 Earn \$100,000 or more 66.6%
 Earn \$200,000 or more 24%

Average value of subscriber’s home \$411,700
 Home value of \$200,000 or more 82.6%
 Home value of \$500,000 or more 25.2%
 Home value of \$750,000 or more 9.1%

Average Age 48.8
 25-44 40.2%
 45-59 33.1%
 Female 73%
 Male 27%

2. Atlanta Homes & Lifestyles

AH&L has been Atlanta’s most respected and influential magazine for more than 28 years. It reaches affluent readers with a median household income of \$306,000 and \$1.6 million average net worth. AH&L readers are active, and 89% have taken some sort of action as a

²⁷ HitBox Professional

result of reading *AH&L*. The editors and contributors are plugged into trends and happenings—in the Atlanta community and around the world. The publication is the chosen partner for virtually all of the city’s prestigious events and organizations. *AH&L* also offers innovated integrated media products with combinations of print, digital print, online, e-news, videos, custom publishing, social media, and events.

Demographics:

Average age of readers: 47

Ages 35-54: 76%

Female readers: 71%

Percentage of professional female readers: 43%

Annual household income of \$200,000 or more: 51%

Median household income: \$306,000

Average home value: \$654,500

Median household net worth: \$1.6 million

Investment portfolio of \$1 million or more: 20%

Own a primary residence: 89%

Own a residence valued at more than \$500,000: 76%

3. *Jezebel*

Jezebel is Atlanta's prominent lifestyle magazine for sophisticated, affluent and professional consumers. We recommend that the City of Atlanta use *Jezebel* because of its coverage of exclusive events and its affluent readership.

Demographics:

Female: 51%

The average age of a JEZEBEL reader: 37

College Educated: 91%

Mean individual income: \$133,000

Mean household net worth: \$690,000

Home Ownership: 82%

Mean Home Value: \$490,000

4. *Atlanta INtown*

Atlanta INtown is mailed through the U.S. Postal Service to Atlanta’s high-end communities inside the Perimeter, as well as street and retail distribution at high traffic locations.

5. *Southern Living*

Georgia circulation: 250,000²⁸

²⁸ <http://img4.southernliving.com/static/pdf/2011GeneralRateCard2.pdf>

6. Radio: NPR

Overindexes with the 45-64 age group

65% have attended college and the audience is 3 times more likely than the average American to have a master's degree

More affluent households, primarily because of education (median HHI over \$85,000 of NPR listener vs. national average of \$55,000)

Appendix 6: Team task list and timeline



City of Atlanta
Division of Sustainability

Task List & Schedule



EMORY | GOIZUETA
BUSINESS
SCHOOL

	Week of	5-Oct	12-Oct	19-Oct	26-Oct	2-Nov	9-Nov	16-Nov	23-Nov	30-Nov	7-Dec
Responsible	Task										
WEEKLY											
Laila/Rosalia	Weekly Client Status Report/Project Plan updates										
CURRENT MARKETING											
Kyla/Isaias/Kayse	Analyze research and key takeaways										
Liz/Isaias	Analyze GA Power Communications (print, online, TV)										
Liz/Isaias	Research other state programs' advertising										
INTERVIEWS											
Laila	In depth interviews with experts: set-up and client coordination										
All	Questionnaire and interviews										
Vivian	Customer and Contractor Process Maps										
SURVEY											
Kayse	Survey Brief: Goals and Objectives, Target Market										
Kyla	Research potential vendors for survey										
All	Survey questions and compilation										
Kayse/Rosalia/Vivian	Draft Survey Creation										
All	Survey revisions										
All	Final survey										
	SURVEY EXECUTION										
SURVEY ANALYSIS											
Vivian	Analysis Lead										
Vivian/Liz/Laila	Survey analysis										
REPORT											
Liz	Report Lead										
Laila/Vivian/Kayse	Report support										
PRESENTATION											
Laila/Kayse	Mid-project presentation Lead										
All	Mid-project presentation										
Laila	Final presentation Lead										
All	Final presentation										
IMC PLAN											
Kyla/Kayse/Isaias	Development of recommendations										
Kyla/Kayse/Isaias	Slide production & design										
Vivian	Budget and Implementation Timeline										
ADMIN											
All	Team responsibilities										
Kayse/Laila	Statement of Work										

v7, 12.10.10

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